

Consolidated Annual Activity Report of the Agency for Support for BEREC (BEREC Office) Year 2021

In pursuance of FR 2018/1046, FFR No 2019/715¹

¹ Commission Delegated Regulation (EU) 2019/715 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (OJ L 122, 10.5.2019, p. 1).

Contents

Management Board's analysis and assessment	3
Executive summary.....	11
Introduction.....	18
 Part I: Achievements of the year	 20
1. Support to BEREC Working Groups (WGs), including workshops and phase II cases	20
2. High level meetings and Boards' Secretariat.....	25
3. ICT support to BEREC.....	26
4. Information gathering and distribution	29
5. Expert Networking Groups.....	33
6. BEREC Communications activities.....	36
 Part II: Management.....	 41
1. Management Board	41
2. Major developments.....	41
3. Budgetary and financial management 2020	45
4. Delegation and sub-delegation	51
5. Human resources management	51
6. Strategy for efficiency gains.....	57
7. Assessment of audit and ex-post evaluation results during the reporting year	61
8. Environment management.....	63
9. Access to documents and data protection.....	63
10. Assessment by management	65
 Part III: Assessment of the effectiveness of the internal control systems.....	 67
1. Risk management.....	67
2. Compliance and effectiveness of internal control principles.....	67
3. Independent auditor's report on the provisional annual accounts as at 31 December 2020	70
4. Validation of local accounting systems by the Commission's accounting officer	70
5. Statement of the Manager in charge of risk management and internal control.....	71
 Part IV: Management assurance	 72
1. Review of the elements supporting assurance.....	72
2. Reservations and overall conclusions on assurance.....	74

Part V: Declaration of Assurance	75
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[List of Annexes](#)

Annex I: Core business information and statistics	76
Annex II: Statistics on financial management	93
Annex III: Organisational chart of the BEREK Office.....	100
Annex IV: Establishment plan	101
Annex V: Human and financial resources by operational activity	109
Annex VI: Specific annexes related to Part II.....	110
Annex VII: Final annual accounts	114
Annex VIII: Environment management	115
Annex IX: Overview of the key performance indicators (KPIs)	117

Management Board's analysis and assessment

The Management Board of the Agency for Support for BEREC,

Having regard to Regulation (EU) No 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, Agency), amending Regulation (EU) 2015/2120 and repealing Regulation (EC) No 1211/2009² (the BEREC Regulation) and, in particular Article 16(c) and Article 27 thereof;

Having regard to Directive (EU) 2018/1972 of the EP and of the Council of 11 December 2018 establishing the European Electronic Communications Code³ (EECC);

Having regard to Article 48 of Management Board (MB) Decision No MB/2019/13 on the financial regulation applicable to the BEREC Office;

Having regard to the BEREC Office Single Programming Document (SPD) for 2021-2023, containing the BEREC Office Work Programme (WP) 2021⁴, which was developed to support the achievement of the objectives of the BEREC WP 2021⁵;

Having regard to the 2021 Consolidated Annual Activity Report (CAAR) of the BEREC Office submitted by the Director, as authorising officer, to the MB on the performance of his duties;

Whereas,

- (1) 2021 was still a special year due to the fact that the Agency needed to continue providing its support in the implementation of the new regulatory framework for electronic communication, while continuing to address ongoing challenges arising from the world-wide COVID-19 pandemic;
- (2) Irrespectively of the challenges, the BEREC Office management and all staff demonstrated excellent resilience and successfully faced the challenges mentioned

² OJ L 321, 17.12.2018, p.01- 35,

³ OJ L 321, 17.12.2018, p. 36–214, <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32018L1972&qid=1621506784842>

⁴ See document MB (21) 03, Single Programming Document of the Activities of the Agency for Support for BEREC ('BEREC Office') for the period 2021-2023, 29.01.2021, https://berec.europa.eu/eng/document_register/subject_matter/berec_office/office_annual_work_programmes/9776-single-programming-document-of-the-activities-of-the-agency-for-support-for-berec-berec-office-for-the-period-2021-2023

⁵ See document BoR (20) 220, BEREC 2021 Work Programme, 10.12.2020, https://berec.europa.eu/eng/document_register/subject_matter/berec/annual_work_programmes/9728-berec-work-programme-2021

above;

- (3) The BEREC Office Director/ Authorising Officer managed to mobilise in an efficient and effective manner all available financial and human resources and despite the challenging circumstances and the BEREC Office continued to deliver its services to its main client – BEREC, by undertaking the following actions:
- a) providing high-quality administrative and professional support to the BEREC Board of Regulators (BoR), the BEREC Contact Network (CN) and the BEREC Working Groups (WGs), including the Ad Hoc WGs, in particular by supporting the organisation of:
 - i. four ordinary BoR meetings;
 - ii. four ordinary and three extraordinary CN meetings;
 - iii. two physical and 490 virtual WGs meetings;
 - b) providing safe and secure information and communication technology (ICT) tools (hardware and software) ensuring the smooth virtual functioning of the decision-making and the activity of the preparatory bodies of BEREC and enabling BEREC to maintain appropriate communication channels with its stakeholders under the exceptional circumstances mentioned above, by putting into operation of:
 - i. electronic voting tool;
 - ii. additional audio-video conference (AVC) capacities;
 - iii. platform for video-recording and streaming services;
 - iv. enhanced systems for business continuity, disaster recovery and information technology (IT) security;
 - c) providing BEREC with valuable input for the preparation of monitoring reports on the status of internet capacity, regulatory and other measures in light of the COVID-19 crisis;
 - d) procuring two studies for BEREC, namely: (1) on consumer behaviour and attitudes towards digital platforms, and (2) on post COVID measures to close the digital divide, as well as continuing the study on sustainability, which was carried over from 2020;
 - e) contributing to the deployment of the Pan-European telecommunication services and ensuring compliance with BEREC's obligations stemming out from the EECC in the area of general authorisation and numbering by developing and putting into operation of European Union (EU) General Authorisation and Numbering Databases, as required by the provisions of Article 12 (4) and Article 93 of the EECC;
 - f) providing the historic data needed for the calculation of the weighted average cost of

capital (WACC) by BEREC - for use by the national regulatory authorities (NRAs) and the European Commission (EC);

- g) increasing the visibility of BEREC's work by implementing the communication activities foreseen for the Agency in the annual BEREC Communications plan, including organising two BEREC Stakeholder Forums, a joint BEREC and the International Institute for Communications Telecommunications and Media Forum, as well as four BEREC public debriefings;
 - h) supporting the preparation of 44 public and nine internal BEREC deliverables;
 - i) organising nine public consultations for collecting the views of all interest parties on draft BEREC deliverables and preparing summary reports on the outcome of the consultations;
 - j) organising professional training for the NRAs' experts on the EU regulatory framework for electronic communications;
 - k) continued to improve IT support to BEREC, including through the use of specialised information and communications technology and IT security services provided by IT service providers, the EC services (the Directorate-General for Informatics), the EU Computer Emergency Response Team (CERT-EU), other EU agencies and joint undertakings;
- (4) The BEREC Office successfully completed an important milestone envisaged in its 2021 annual WP as part of the implementation of Article 47 of the BEREC Regulation and, in particular, on 15 June 2021, together with the Government of the Republic of Latvia, started the implementation of the new Headquarters Agreement signed on 21 December 2020;
- (5) The BEREC Office maintained its stable day-to-day operation and introduced further improvements, irrespectively of the continuous COVID-19 outbreak challenges, as follows:
- a) maintaining high levels of budget execution in terms of commitment appropriations⁶, keeping the cancellation rate of appropriations carried over from 2020 to 2021 below the 5% threshold⁷ ;
 - b) recruiting seven new staff members, including in the areas of the new competences assigned to the BEREC Office within its strengthened mandate and maintaining full staffing;
 - c) improving the IT services and applications offered to, and used by, the staff and

⁶ Commitment execution rate: 99.97% in 2021, 99.07% in 2020

⁷ Cancellation rate of appropriations carried over: 1.14 % in 2021, 3.85% in 2020

- continuing the modernisation of the IT infrastructure of the BEREC Office, including by strengthening its business continuity and disaster recovery plan, as a key element for ensuring efficient support to BEREC and compliance with the legislation applicable to the decentralised agencies;
- d) continuing the work on the new BEREC Office premises project, including expressing interest to join the new House of Europe project in Riga initiated by the EP and EC;
 - e) continuing the commitment to enable young graduates to gain experience in the work of the EU in general and in the work of BEREC and the BEREC Office in particular by providing traineeship to 12 trainees in 2021;
 - f) offering legal services to staff, comprehensive induction programme and other services oriented to facilitating the establishment and retaining staff;
 - g) continuing the implementation of the internal control framework in force as of January 2019 and maintaining efficient and effective internal control systems at the BEREC Office;
- (6) After the recruitment of the Local Security Officer in 2021 accelerated the work on improving the Agency's security by undertaking the following important activities:
- a) initiating new projects on security modernisation at the Agency in order to strengthen and improve the technical and physical security of premises, assets and staff;
 - b) revising the Business Continuity Plan;
- (7) The MB is assured of the reliability of the accounts and of the legality and regularity of the transactions undertaken.

Following an analysis of the CAAR 2021 from the Director, the following conclusions have been reached:

1. The BEREC Office managed to cope with its increasing tasks and assignments stemming from the new EU regulatory framework and other legal requirements under the conditions of a continuous world-wide outbreak of the COVID-19 pandemic, which has changed the day-to-day operation of BEREC and the BEREC Office.
2. The BEREC Office demonstrated exceptional mobilisation of all its available resources: financial and human, and maintained its capacity to support BEREC during times of a global crisis.
3. The BEREC Office reacted swiftly on any new request for services coming from BEREC

and provided BEREC with high-quality professional and administrative support, including for the preparation of high-quality BEREC deliverables.

4. Irrespectively of the challenges, the internal control systems at the BEREC Office continue to work as intended; the European Court of Auditors (ECA) and the independent auditor issued in 2021 clean opinions on the legality and regularity of the 2020 Agency's accounts; there were no open recommendations of the EC Internal Audit Service (IAS).
5. The information contained in the CAAR presents a true and fair view of the 2021 BEREC Office activities and demonstrates further improvements in the BEREC Office's performance in 2021 in achieving its objectives, as defined in the BEREC Regulation and the BEREC Office SPD 2021-2023.
6. The resources assigned to the activities described in the report were used for their intended purpose and in accordance with the principle of sound financial management.
7. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
8. In a year of extreme continuous challenges and unprecedented restrictions, the BEREC Office, under the management of its Director, has met all targets and expectations for its performance, which is recognised as an achievement.

The Director is invited to:

1. Maintain the high level of operational support to BEREC, in line with its Annual WP and the Rules of Procedure;
2. Address the challenges of dealing with the special situation due to the armed conflict in Ukraine after the attack of Russia;
3. Work towards improving the working conditions for the staff and the living conditions for the staff and their families, including, where necessary, in cooperation with the host Member State, the EC and the EP;
4. Work towards long term stability in staffing with reshuffling the available resources, if necessary, implement appropriate measures aimed at attracting and retaining highly qualified staff and maintaining the staff turnover at low levels;
5. Consider in cooperation with the Staff Committee further social welfare measures, recognising that the high level of staff mobilisation cannot be maintained in a sustainable manner in the long run;
6. Maintain efficient and effective internal control systems at the BEREC Office in compliance

with the risks at the Agency;

7. Maintain good level of budget planning and management with a view to ensuring compliance with the key performance indicators adopted by the MB;
8. Report regularly on the achievement of key performance indicators by the BEREK Office and progress towards addressing any remaining open issues raised by the discharge authority and/or in the ECA in previous years' reports.

29 June 2022

For the Management Board

(e-signed)

Annemarie Sipkes
Chairperson

Abbreviations

Abbreviation	Meaning
ABAC	Accrual Based Accounting
AD	Administrator
AST	Assistant
AST/SC	Secretaries and clerks
AVC	Audio-video conference
BAG	BEREC Office Advisory Group
BEREC	Body of European Regulators for Electronic Communications
BEREC Office	Agency for Support for BEREC
BEREC Regulation	Regulation (EU) No 2018/1971 of the European Parliament and of the Council of 11 December 2018, replacing Regulation (EC) No 1211/2009
BoR	Board of Regulators
CA	Contract agent
CdT	Translation Centre of the EU
CERT-EU	EU Computer Emergency Response Team
CN	Contact Network
DG	Directorate General of the European Commission
DG BUDG	DG for Budget
DG DIGIT	DG for Informatics
DG HR	DG for Human Resources and Security
DPO	Data Protection Officer
ECA	European Court of Auditors
EECC	Directive (EU) 2018/1972 of the European Parliament and of the Council of 11 December 2018 establishing the European Electronic Communications Code
EFTA	European Free Trade Association
ENISA	European Union Agency for Network and Information Security
EP	European Parliament
EU	European Union

Abbreviation	Meaning
FG	Function group
FTE	Full-time equivalent
FWC	Framework contract
GADB	General authorisation data base
HR	Human resources
IAS	Internal Audit Service
ICF	Internal Control Framework
ICT	Information and communications technology
IIC	International Institute for Communications
ISP	Information Sharing Portal
IT	Information technology
MB	Management Board
NRA	National regulatory authority
OJ	Official Journal of the European Union
PMO	Office for the Administration and Payment of Individual Entitlements
RBFM	Report on budgetary and financial management
SLA	Service level agreement
SNE	Seconded national expert
SPD	Single programming document
TA	Temporary agent
WACC	Weighted average cost of capital
WG	Working Group
WP	Work Programme

Executive summary

The Consolidated annual activity report (CAAR) provides an overview of the activities carried out by the Agency for Support for BEREC (BEREC Office, Agency) in implementing its Work Programme (WP) for 2021, as part of the Single Programming Document (SPD) for 2021-2023.

2021 was still a special year, as the Agency must have continued to provide support in the implementation of the new regulatory framework for electronic communications, while addressing the challenges posed by the ongoing global COVID-19 pandemic. All staff in the BEREC Office continued to demonstrate extraordinary resilience and successfully adapted to the impact of the COVID19 crisis. Despite the challenging environment, the BEREC Office continued to deliver its services to its main client, BEREC.

The major achievements in 2021 were as follows:

- Continuing to comply with the restrictions brought about by COVID-19, BEREC and the BEREC Office performed their activities and meetings virtually or in a hybrid form.
- Assigning additional resources to improve the IT infrastructure for supporting the online BEREC events, in particular five audio-video conference (AVC) rooms and infrastructure, which enabled the organisation of more events simultaneously and allowed more experts to take part in the meetings.
- Organising two physical, 490 virtual BEREC Working Group (WG) meetings and nine BEREC WG workshops.
- More than 10 000 participants were registered at the events from the national regulatory authorities (NRAs), the European Commission (EC) and other interested parties, resulting in a significant increase (+25%) in attendance compared to 2020. Such a high number of participants would never have been reached if all events had been held in a physical format.
- Procuring two studies for BEREC on consumer behaviour and digital divide, and continuing with a topic on sustainability (actually was procured in 2020 and the work was carried over), necessary data sets, financial software and other services needed and execution of the procurement plan without delays.
- In 2021 the BEREC Office recruited seven new staff members [two temporary agents (TAs), four contract agents (CAs) and one seconded national expert (SNE)] and provided traineeships to 12 trainees. Fully staffed indicator (Nr of TAs, CAs, SNEs and interim staff / max. number of a fully staffed BEREC Office) reached 102%⁸

⁸ At 31/12/2021 the Agency had 48 TAs, CAs, SNEs and interim workers for its needs, of which one CA and one interim worker were working together in parallel – for hand-over purposes

In 2021, in particular, the BEREC Office provided the following support to BEREC:

Support to BEREC Working Groups (WGs), including workshops and phase II cases

In 2021 the BEREC Office provided professional, administrative and logistical support to the BEREC WGs. The activities included collecting the resource commitments from the NRAs for setting up the WGs and managing the email lists and email exploders related to the WGs.

The BEREC Office also provided support to the WGs in organising meetings and workshops and maintained the information flow among their members. In total, two physical meetings and 490 virtual meetings were held in 2021.

Under internal market procedures in 2021 the BEREC Office coordinated the work of four WGs following the EC serious doubts letter that opened a phase II investigation pursuant to Article 32 (three cases) and Article 33 (one case) of Directive (EU) 2018/1972. There have been 13 virtual meetings set up in total as part of the work of these groups.

Despite the Covid-19 pandemic and the restrictions imposed in 2021, the BEREC Office support to the WGs was not limited in any way. As a result of high staff motivation and the availability of all IT tools necessary for remote work, the support provided by BEREC Office to the WGs was as productive as during the previous years of operation under normal conditions.

High-level meetings and Boards' Secretariat

In 2021 the BEREC Office supported the organisation of four Board of Regulators (BoR) ordinary meetings and four ordinary meetings of the BEREC Office Management Board (MB), seven Contact Network (CN) meetings (four regular meetings and three extraordinary meetings), four BEREC Office Advisory Group (BAG) meetings, two high-level workshops and Summit between BEREC and other networks of NRAs. Due to the COVID-19 pandemic, all meetings in the first half of the year were held via videoconference, but as the pandemic restrictions were lifted hybrid format of the meetings was introduced in the second half of the year. As a result, two CN meetings and two BoR and MB ordinary meetings were held in hybrid format.

In addition, the BEREC Office provided assistance to the high-level representatives who were representing BEREC in 43 other events (conferences, workshops, seminars, international meetings, etc.).

The BEREC Office also provided assistance to the Chair for the organisation of eight electronic voting procedures for the BoR and seven electronic voting procedures for the MB.

The BEREC Office kept up to date the register of BoR, MB and CN Members and Participants,

including their CVs⁹ based on the applicable rules.

BEREC communications activities

In 2021 the BEREC Office implemented the communications activities foreseen for the BEREC Office in the annual BEREC Communications Plan. That included finalisation of the production of the communications materials for the communications campaign on connectivity with a dedicated social media campaign. In addition, the BEREC Office supported the development of the BEREC External Communications Strategy and drafting the BEREC Communications Plan 2022. In the reporting period BEREC Office organised three major events – two BEREC Stakeholder Forums and the joint BEREC - International Institute of Communications (IIC) Telecommunications and Media Forum. Besides, the BEREC Office organised four BEREC public debriefings on the outcomes of the BEREC plenary meetings.

ICT support to BEREC

Throughout 2021 the BEREC Office ensured the required technical functionality and continuous availability of the existing operational IT systems and platforms.

The BEREC Office concluded contracts for the provision of the following services:

1. Provision, maintenance and end-user support of the collaboration platform BERECNet+¹⁰ (more than 1500 users), the daily management of users, access rights, sites and content management, etc. as well as the daily maintenance of the BEREC corporate website;
2. Provision, maintenance and end-user support of General authorisation database (GADB), production and test environments, daily management of users and access rights;
3. Finalisation of the development of the Database on the numbering resources with a right of extraterritorial use within the EU/EEA;
4. Automation of generating tables and charts of part of the roaming historical data sets;
5. Provision of high-quality AVC services to the BEREC community in Brussels and Riga;

To support the corporate ICT recovery process, provision of business-critical operational data and IT systems from a cloud service provider located in the EU, allowing quick and efficient recovery of business critical operational data.

Due to COVID-19, the Agency has taken steps to reinforce its IT services to better meet the

⁹ See BEREC website, *Composition of the Management Board pursuant to Article 15 and 35(2) of Regulation (EU) 2018/1971*, https://berec.europa.eu/eng/berec_office/organisation/management_board

¹⁰ BERECNet+ is considered to meet the requirements of Article 41 of Regulation (EU) 2018/1971.

increased need for virtual collaboration. In 2021, the following major projects were completed:

- BERECNet+ integration with ARES¹¹ via dedicated bridge functionality enabling registering of BERECNet+ documents in ARES system;
- Deployment of five audio-video conference (AVC) managed rooms and infrastructure in support to BEREC events;
- Delivery and installation of Multi-protocol Label Switching (MPLS) connection enabling high speed AVC room interconnectivity among AVC equipment in Brussels and at the BEREC Office in Riga.

Information gathering and distribution

In 2021 the BEREC Office had a subscription to regulatory intelligence services on telecommunications and the digital economy to receive regular updates on major EU-level developments on telecommunications regulation, key regulatory initiatives, EU national market analysis, and other important topics related to BEREC activity areas.

To ensure maximum internal and external transparency and accountability regarding BEREC activities, the BEREC Office continued to provide services to support public consultations, call for inputs and surveys. In total nine public consultations, two calls for inputs and 17 information gathering exercises were processed in 2021.

By organising training sessions on regulatory issues for electronic communications, the BEREC Office contributed to enhancing the professional knowledge of NRA experts.

In addition, the BEREC Office continued the work and completed the study on consumer behaviour and attitudes towards digital platforms as a means of communication that was commissioned in 2020. This Digital platforms study aimed to provide a better understanding of how consumers perceive, use and value digital services and platforms and has provided valuable results of BEREC and the EU, as a whole.

Another study on post- COVID-19 measures to close the digital divide was finalised in 2021. The conclusions of the study were included in the Report on the COVID-19 crisis – lessons learned regarding communications networks for a resilient society. The BEREC Office continued to execute the work related to the study on reducing environmental footprint of BEREC and the BEREC Office, which was launched in 2020.

Addressing COVID-19 impact

In 2021 the BEREC Office has continued providing BEREC with different services and solutions (licences and software, appropriate number of virtual channels, livestreaming and other

¹¹ ARES - The Advanced Records System of Hermes-Ares-NomCom (HAN)

services) in helping to continue operations in virtual mode due to COVID-19 restrictions. The BEREC Office continued investing additional resources in improving the IT infrastructure for supporting the online BEREC events. The increasing dynamic in the work of BEREC, as well as the availability of easy-to-use tools established new ways of working and brought new experiences which were expanded and lead to the establishment of hybrid meetings (with allowed to combine physical and virtual participation during the meetings) as soon as the pandemic restrictions had been loosened.

In addition, the extensive use of audio-video conferencing solutions for the virtual meetings offered easier access opportunities for all the NRAs to participate in the meetings. The virtual mode of operations became the main one for the majority of experts. Thus the number of experts participating in the virtual meetings in 2021 increased compared to the number of experts participating in the physical meetings before, as a result of time and cost savings for the authorities.

The COVID-19 situation had an impact on the organisation of BEREC's public events. In order to meet the new public health requirements, the BEREC Office converted some of the planned BEREC physical events into virtual ones. In some instances, this required cancellation of ongoing procurement procedures and the launch of the new ones. Moreover, particular attention was devoted to finding the most secure, data-protection compliant and user-friendly tools for online events.

In terms of budget execution, following the necessary consultations with BEREC, the BEREC Office was able to adapt to the challenges of the COVID-19 crisis. The annual budget was already prepared with an assumption of significant digital and remote work, some adjustments were needed towards the end of the year to reallocate appropriations to ensure the best use of the available financial resources (increase in ICT expenditure and decrease in meeting and travel-related expenditure, including physical meetings, expert's reimbursements, staff missions).

The COVID-19 pandemic has also affected the HR domain. Staff telework remained dominant during the year. Physical interviews and written tests for the selection of new staff were organised in a virtual environment.

To ensure the necessary HR capacity for support to BEREC in the changing and challenging times of the COVID-19 pandemic, the BEREC Office filled the vacant posts (where relevant) with interim workers.

Management

BEREC Office Management Board

In 2021 the BEREC Office Management Board (MB) held four ordinary meetings during which different topics related to the functioning of the BEREC Office were discussed. In addition, the Chairperson organised seven electronic voting procedures when it was not possible or practicable to postpone the adoption of the decision until the next ordinary meeting. All decisions

taken by the MB were prepared by the BEREC Office Advisory Group and submitted to the BEREC Contact Network for information.

As a result, in 2021 the MB adopted nine decisions, one opinion concerning the final accounts of the BEREC Office for 2020, the Consolidated Annual Activity Report for 2020, and the draft Single Programming Document of the Activities of the BEREC Office for the period 2022-2024.

Budgetary and financial management

The BEREC Office budget (revenue and expenditure) compared with previous year's budget remained at similar level. In 2020 total Budget was EUR 7,233,652.74, whilst in 2021 it was EUR 7,341,357.00.

In 2021 EUR 7,338,814.26 of the available financial resources were accepted in commitments (99.97% of the total amount available for commitment appropriations) and EUR 5,089,798.93 were paid (69.33% of the total amount of available payment appropriations).

The budget execution in commitments in 2021 is the highest for the last 5 years (99.97%) and is within the threshold established by the Management Board for budget execution, namely above 95 % of the appropriations available for commitments. In term of payments, the payment rate is higher than the previous year (69.33% compared to 61.14% in 2020), however, it is lower than the results in years 2017 to 2019. The main reason for this is the relatively high amount of carry overs to 2022 (31% of total established commitments) due to the launch of a high number of specific projects, which will be finalised in 2022. A total of EUR 2,253,390.51 were carried over from 2021 for payments still to be processed in 2022 (C8/2022).

Human resources (HR) management

In 2021 the BEREC Office HR management continued to focus on preserving the health of the staff while continuing efforts to retain highly qualified people. This required additional attention from the management and from the entity in charge of HR, which prepared regular instructions to staff and the management in relation to the constantly changing circumstances arising from the COVID-19 pandemic.

To offer better working and living conditions to staff and to facilitate their integration in Latvia, the BEREC Office continued offering a comprehensive integration programme, legal services to staff for private matters regarding their life in Latvia, support for schooling and kindergarten, general and language training courses, among others.

In 2021, the staff turnover decreased to 4.6%, which was lower than the previous years (2020: 5.4%, 2019: 10%). However, this could also be due to the COVID-19 outbreak and therefore the Agency will continue monitoring this indicator, as 2020 and 2021 cannot be considered as representative years. The average length of service of staff at the BEREC Office in 2021 was 3.23 years (2020: 2.6; 2019: 2.68; 2018: 2.64), which can be explained by the numerous recruitments of staff in 2020.

In 2021 the BEREC Office recruited seven new staff members [two temporary agents (TAs), four contract agents (CAs) and one seconded national expert (SNE)] and provided traineeships to 12 trainees.

Bearing in mind the small size of the Agency, a good geographical balance was achieved, with representatives of 13 EU Member States¹² and two Western Balkan countries (as at 31 December 2021). A good gender balance has been maintained within the staff: 52% female and 48% male. Taking into account that the BEREC Office has only three middle management positions, an acceptable gender balance was also achieved in middle management, with one woman and two men.

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

The European Court of Auditors and the independent auditor performing financial audit on the BEREC Office annual financial statements issued clean opinions for 2020, which do not required follow-up.

In 2021 the European Commission Internal Audit Service launched its audit on the BEREC Office organisational preparedness for the implementation of BEREC Working Groups' activities in the Agency. According to the preliminary schedule the audit report finished in 2022. Consequently, the BEREC Office follow-up on the recommendations in the Consolidated Annual Activity Report for 2022.

Assessment of the effectiveness of internal control

As the BEREC Office has no Internal Control Coordinator (ICC), the Agency tasked an interim worker to perform the assessment of the efficiency and effectiveness of the internal control system based on the Internal Control Framework. The outcome of the assessment demonstrated that the BEREC Office is compliant with its internal control framework, but there is also room for improvements. Specifically, the Agency's business continuity plan has to be updated, some improvements in the area of the documents management have been suggested and some missing functions (such as the ICC) or back-up to other functions have not found yet sustainable solution.

Management assurance and Declaration of Assurance

In conclusion, the management has reasonable assurance that, overall, suitable controls are in place and that they work as intended; risks are being monitored and mitigated appropriately; improvements and reinforcements are being implemented when needed, taking into account

¹² A tendency towards an increase in Latvian nationals working at the BEREC Office has been identified.

the priorities for the work of the Agency and its limited resources.

The Director, in his capacity as authorising officer, signed the Declaration of Assurance.

Introduction

The Agency for Support for BEREC (BEREC Office, Agency) was established by Regulation (EU) No 2018/1971 of the European Parliament (EP) and of the Council of 11 December 2018 (BEREC Regulation), replacing Regulation (EC) No 1211/2009. The BEREC Office is established as a body of the European Union (EU) with a legal personality.

The BEREC Office comprises:

- the Management Board;
- the Director.

The Director is in charge of the administrative management of the BEREC Office.

The number of staff available to the Agency in 2020 was 47 persons, split into the following categories: 16 temporary agents (including the Director), 22 contract agents and 9 seconded national experts.

Pursuant to Article 5 of the BEREC Regulation, the BEREC Office has the following tasks:

- to provide professional and administrative support services to BEREC, in particular in fulfilling its regulatory tasks;
- to collect information from national regulatory authorities (NRAs) and to exchange and transmit information in relation to the regulatory tasks assigned to BEREC;
- to produce, on the basis of the information received from NRAs in relation to the regulatory tasks assigned to BEREC, 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;
- to disseminate regulatory best practices among NRAs;
- to assist BEREC in establishing and maintaining registries and databases, in establishing and managing an information and communications system and in conducting public consultations;
- to assist in the preparation of the work and provide other administrative and content-related support to ensure the smooth functioning of the Board of Regulators (BoR);
- to assist in setting up working groups, upon the request of the BoR, contribute to the regulatory work and provide administrative support to ensure the smooth functioning of those groups;
- to carry out other tasks assigned to it by this Regulation or by other EU legal acts.

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

BEREC is the Body of European Regulators for Electronic Communications established by Regulation (EU) 2018/1971, which replaced the previous regulation, Regulation (EC) No 1211/2009. BEREC commenced its activities in January 2010. BEREC is composed of the

heads or nominated high-level representatives of the NRAs of the EU Member States.

BEREC's overall task is to assist the European Commission (EC), the other European Institutions and the NRAs as a permanent advisory body on the electronic communications sector. To this end, BEREC issues guidelines on several topics, and produces opinions, recommendations, common positions, best practices and methodologies. In addition, BEREC reports on technical matters, and keeps registers, lists and databases.

The role of BEREC has been enhanced by the new BEREC Regulation and by Directive (EU) 2018/1972 establishing the European Electronic Communications Code (EECC), which sets out a significant number of new tasks. BEREC fulfils its tasks also in compliance with the Roaming Regulation (Regulation (EU) No 531/2012) and the Telecoms Single Market Regulation (Regulation (EU) 2015/2120).

More information on BEREC and the BEREC Office can be found on the BEREC website (bereg.europa.eu).

The activities of the BEREC Office Work Programme (WP) for 2021 have been split into the following main groups:

Operational activities	Horizontal activities
Support to BEREC WGs and phase II cases	Coordination activities
High level meetings and support to the Boards	Centralised finance and procurement
Information and communication technology (ICT) support to BEREC	Human resources management
Information gathering and distribution	ICT, security and document management
BEREC communications activities	Facility management and logistics

All of the activities listed above are carried out based on the availability of the following financial and HR resources:

Amount of EU contribution	Establishment plan posts	External personnel
EUR 7,341,357	16	31

Part I: Achievements of the year

1. Support to BEREC Working Groups (WGs), including workshops and phase II cases

The total resources required for the support to BEREC WGs, including assistance in setting up WGs, organisation (either internal or external) and coordination of ad hoc WG meetings under the Article 32/33 procedure, are as follows:

Resource type	Planned resources, as envisaged in the WP 2021	Resources used
Financial resources (EUR)	1,495,845	1,513,421
Full-time equivalent (FTE) posts	18.18	18.49 ¹³

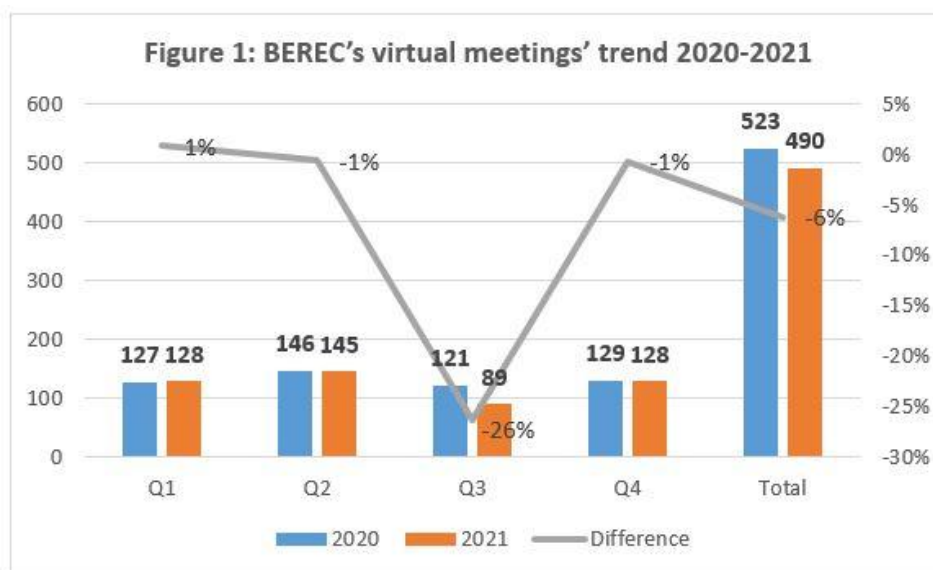
During 2021, the BEREC Office collected the resource commitments from the national regulatory authorities (NRAs) for setting up the working groups and managed the email lists and email exploders related to the WGs. There were 10 WGs established by a decision of the BEREC Board of Regulators (BoR) and two ad-hoc WGs (Annex I, Table 1).

There were two physical and 490 virtual meetings of the WGs in 2021, including nine external workshops. The BEREC Office supported the organisation of those through video-conferencing facilities, thus allowing more experts to be involved in the preparation of the deliverables of the BEREC work programme. The BEREC Office reimbursed the travel expenses of 20 meeting participants.

Figure 1 shows that the number of virtual meetings in 2021 has slightly decreased comparing to the virtual meetings of 2020 when the COVID-19 pandemic started, yet it was still the main way of operations throughout the year. Timely planning and the purchase of audio-video conferencing (AVC) licences enabled BEREC members to communicate via virtual channels. Such a high demand and usage of virtual channels indicates a growing trend towards digital forms of work. Virtual channels have been consistently used by BEREC representatives in order to ensure seamless continuity in BEREC's operations. Large savings have been made on travel costs and CO₂ emissions have been consequently avoided.

The BEREC Office provided support in organising three WGs co-chairs meetings: two virtual during the first half of 2021 and one physical in the second half of the year. The meetings allowed for a broad discussion between the co-chairs and the Chair office and continued successful cooperation between the WGs. The meetings allowed also an exchange of views between the co-chairs on the synergies and topics related to the involvement of stakeholders.

¹³ Incl. 1.71 FTE interim workers for filling in vacant posts (category IV)



In 2021 the BEREC Office provided full organisational and logistical support for nine **external workshops** as requested by the WGs and according to the BEREC Work Programme (WP). Due to COVID-19 restrictions, all workshops were organised through videoconference facilities; full organisational and technical support, including live-streaming, was provided.

The following external workshops were organised in 2021:

- BEREC Workshop on Market Entry in the context of the Digital Markets Act, held on 28 April 2021;
- BEREC Workshop: BEREC Workshop on end-users in the context of the Digital Markets Act (DMA), held on 18 May 2021;
- BEREC Workshop on Internet Protocol version 6 (IPv6) deployment across Europe, held on 19 May 2021;
- BEREC Workshop on 5G, held on 3 June 2021;
- Workshop with stakeholders' associations on the regulatory treatment of backhaul, held on 17 June 2021;
- BEREC Workshop on how to best promote science based Electro-magnetic Frequency (EMF) limits recommended by experts, held on 21 September 2021;
- BEREC Workshop on the NRA experiences with 5G, held on 23 September 2021;
- Workshop on the BEREC Report to enable comparable national broadband coverage indicators throughout Europe, held on 12 October 2021;
- BEREC Workshop on sustainability, held on 14 December 2021.

The attendance was high for all the workshops held, which may be explained by the fact that the events were organised remotely, thus allowing a larger audience to follow the events.

The BEREC Office coordinated BEREC's activities in accordance with **Article 32/33** (previously known as Article 7/7a) procedures. Under this activity in 2021, the BEREC Office has contributed to an establishment of four WGs following the European Commission serious doubts letters that opened phase II investigations pursuant to Article 32 (three cases) and Article 33 (one case) of Directive (EU) 2018/1972 concerning:

- a) the Irish markets for retail fixed telephony services and wholesale fixed access and call origination (cases IE/2021/2332-2333) in Ireland;
- b) the pricing of access to civil engineering, within the market for wholesale local access, provided at a fixed location in Ireland (Case IE/2021/2344) – Article 33;
- c) the market for high capacity infrastructure and the market for low capacity infrastructure in Denmark (Case DK/2021/2346);
- d) the wholesale market for access to mobile services in the Czech Republic (Case CZ/2021/2351).

The Irish NRA, ComReg, withdrew its notification in Case IE/2021/2344 before the BEREC opinion was circulated to the BoR for comments. BEREC has published three opinions for the cases a), c) and d) following the work of the ad-hoc expert WGs. There have been 13 virtual meetings set up in total as part of the work of these groups. In 2021, BEREC adopted one opinion¹⁴.

Furthermore, the BEREC Office continued to keep track of market analysis notifications and regularly updated the list of focal points. In 2021 the BEREC Office made 66 records in the database of market analysis notifications to the EC and ESA.

The BEREC office assisted in launching nine **public consultations** and two **calls for input**, envisaged in the annual BEREC WP for this year. The public consultations were launched to consult the stakeholders on the reports and guidelines under preparation by BEREC this year. The office provided its support in launching, collecting the stakeholders' contributions and summarising those (Annex 1, Table 2).

In the first half of 2021 the BEREC O received and responded to 63 different **queries for information** from stakeholders and citizens, which is a substantial increase comparing to the number of queries received in 2020 (+80%). These requests were made to explore and find out more about BEREC's operational activities and its WGs, including Open Internet, Roaming, benchmarking, cybersecurity, BEREC databases and other topics within BEREC's remit and daily activities. In addition, there were seven requests for access to documents processed that

¹⁴ https://bereg.europa.eu/eng/document_register/subject_matter/bereg/opinions/10019-bereg-opinion-on-phase-ii-investigation-pursuant-to-article-32-of-directive-eu-20181972-cases-ie20212332-2333-market-for-access-to-the-public-telephone-network-at-a-fixed-location-for-residential-and-non-residential-customers-m12007-in-ireland-market-for-call-origination-on-the-public-telephone-network-provided-at-a-fixed-location-m22007-in-ireland

related to the topics within the activities of the WGs (please see also Part II, section 9 Access to documents and data protection).

The BEREC Office prepared and disseminated a variety of **BEREC information and/or analyses on collected market data** relating to the objectives of the WGs (see more details in Annex I, Table 3).

The BEREC Office produced regular draft reports on specific aspects of developments in the European electronic communications market, such as **International Roaming Benchmark reports and reports on Termination rates at European level** (see more details in Annex I, Table 8).

Additionally, the BEREC Office assisted the BoR in the preparation of **BEREC's annual activity report and the reports** on market developments in the electronic communications sector (Annex I, Table 8).

Already in 2020, BEREC committed to a special reporting mechanism to ensure regular monitoring of the Internet traffic situation in each Member State, in order to be able to respond swiftly to capacity issues. Furthermore, BEREC is collecting information on other measures implemented by NRAs or on initiative by public and private parties throughout Europe.

In addition, the BEREC Office has assisted the Open Internet and Regulatory Framework WGs in producing and publishing the **Summary Reports on the Status of Internet Capacity in Light of the COVID-19 Crisis** starting as of 25 March 2020 and continuing in the first half of 2021. The work of the WGs and the support provided by the BEREC Office during the COVID-19 pandemic and applicable restrictions was as productive as during the previous years of operation under normal circumstances.

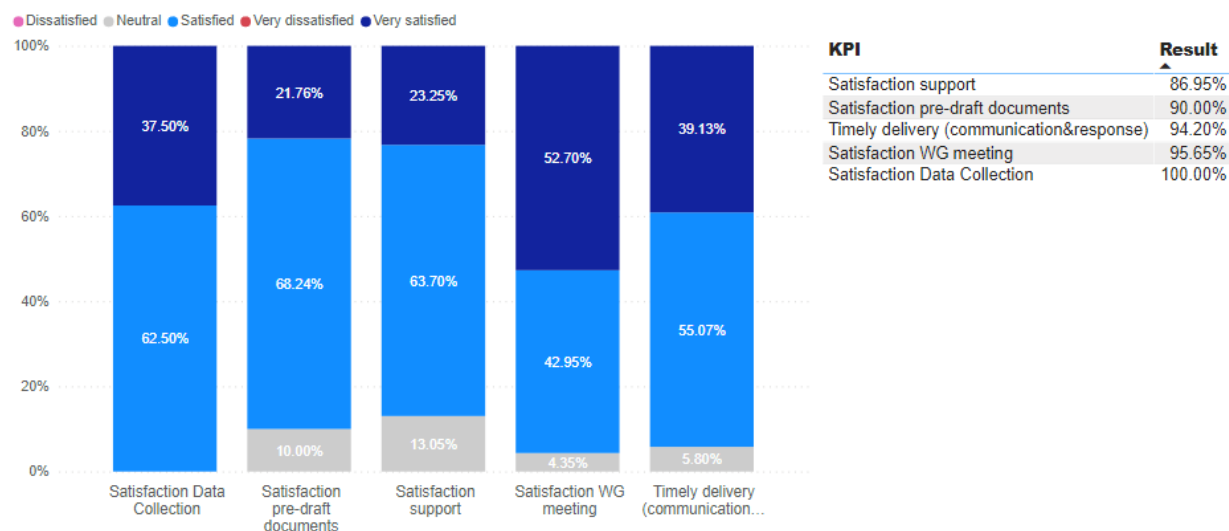
During the first half of 2021 on a quarterly basis, BEREC issued two summary reports on the status of internet capacity: [BoR \(21\) 58](#) and [BoR \(21\) 105](#). Open Internet WG experts in cooperation with the Regulatory Framework WG experts are engaged in providing regular updated reports on the status of internet capacity, regulatory and other measures in light of the COVID-19 crisis based on ongoing monthly information gathering exercise from the NRAs.

In order to measure the key performance indicators (KPIs), "Quality of support to BEREC and its working groups", the BEREC Office consulted the BEREC Chair and the BEREC WGs co-Chairs on a quarterly basis through satisfaction surveys. The main objective of the BEREC Office is to timely provide efficient support to WGs in fulfilling their responsibilities. This objective is achieved by the provision of professional, financial, and administrative support to the WGs meetings, the organisation of public consultations, procurements, workshops, and the smooth operation of the BERECnet+.

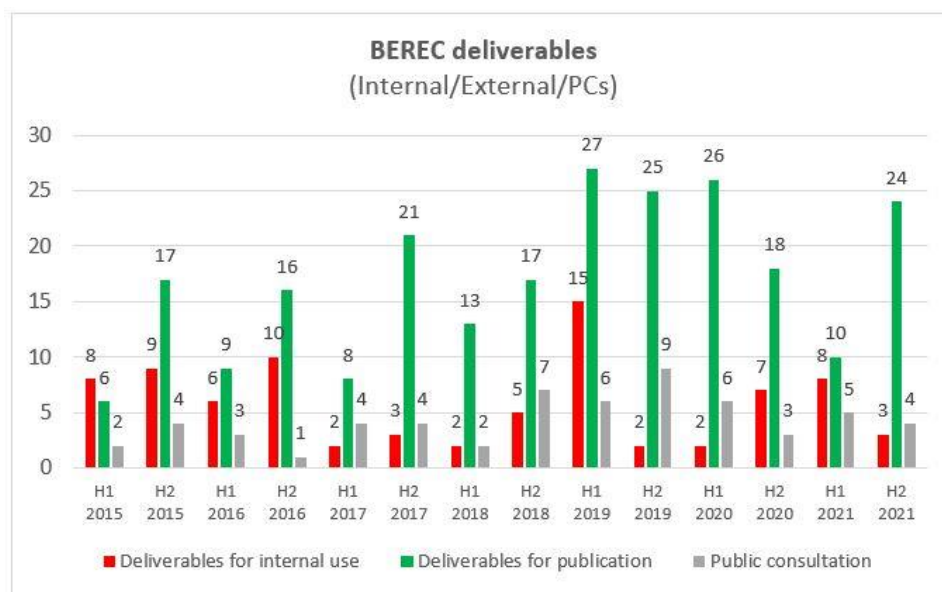
The purpose of this survey is to measure the level of satisfaction of the WGs co-Chairs on the above-mentioned professional and administrative support activities of the BEREC Office. The level of satisfaction of the BEREC Chair and the BEREC WGs co-Chairs is based on a five grade scale on the basis of multiple questions and the questionnaires used for the surveys are quite detailed and the set of questions may vary over the year depending on the current issues

and circumstances. In 2021, the average participation rate was 54% and overall results significantly increase the target value (minimum 85% of responses are in the top 2 scores). In 2021, the KPIs on satisfaction for pre-drafting documents, communication, response, support to WG meetings and data collection exercise are equal or above 90%.

The chart below presents the outcome of this assessment.



The work of the WGs and the support provided by the BEREC Office during the COVID-19 pandemic and applicable restrictions was as productive as during the previous years of operation under normal circumstances. The following graph presents the number of BEREC deliverables (internal and external) and public consultations provided over the past years.



The chart below represents the summary of support to BEREC WGs.



2. High level meetings and support to the Boards

The total resources planned and used for the support to high level meetings and the Boards meetings are, as follows:

Resource type	Planned resources, as envisaged in the WP 2021	Resources used
Financial resources (EUR)	581,322	384,848
Full-time equivalent (FTE) posts	3.37	3.20

In the reporting period, the BEREC Office supported the organisation of four Board of Regulators (BoR) and Management Board of the BEREC Office (MB) meetings, seven Contact Network (CN) meetings, four BEREC Office Advisory Group (BAG) meetings, two high-level workshops and four-lateral Summit between the Eastern Partnership Electronic Communications Regulators Network (EaPeReg), the Latin American Forum of Telecommunications Regulators (Regulatel), the European Mediterranean Regulators Group (EMERG) and BEREC. Due to COVID-19, most of the meetings were held virtually. Initially, only four plenary meetings, four CN meetings and two high-level workshops were planned for 2021. Due to successful introduction of audio-video conferencing systems in 2020, which provide more flexibility in the organisation of high-level meetings, the number of events organised by the BEREC Office in 2021 increased comparing to what was planned. In addition, the BEREC Office supported the organisation of 43 other events attended by the BEREC Chair and 9 further international events (see Annex I, Table 4 and Table 5).

The BEREC Office also provided the secretariat for the BoR and the MB and their respective preparatory bodies, i.e. the BEREC Miniboard and CN, and the BAG.

In the reporting period, the BEREC Office provided logistical support to all the above-mentioned meetings, including registration of meeting participants and the timely preparation and dissemination of meeting documents to high quality standards. It also reimbursed travel expenses in connection with 117 business trips, amounting to EUR 71,595.36.

The BEREC Office also provided 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 was not possible or practicable and the adoption of the decision could not be postponed until the next ordinary meeting. In total, eight electronic voting procedures were organised for the BoR and seven electronic voting procedures were held for the MB. A detailed list of the documents adopted by the MB, including via electronic voting procedures, can be found in [Annex VI](#).

To measure NRAs' satisfaction with the services and support provided by the Agency two surveys covering first and second half of the year were sent to the BoR, MB, CN and BAG members. In both cases BEREC Office got high satisfaction levels receiving 94% of responses to 11 questions in the two highest marks.

3. Information and communication technology (ICT) support to BEREC

The resources planned and used for ICT support to BEREC are, as follows:

Resource type	Planned resources, as envisaged in the WP 2020	Resources used
Financial resources (EUR)	1,769,397	1,713,547
Full-time equivalent (FTE) posts	4.63	4.35 ¹⁵

3.1. Information technology (IT) support, licenses, hardware and business continuity for BEREC

In the first half of 2021 all IT support, licenses, hardware and business continuity for BEREC has been provided in a timely manner. The Agency supported BEREC's operations by maintaining high availability of IT services.

During the reporting period, the Agency successfully managed to provide high-quality support to BEREC and business partners regarding video conferencing. In addition, the Agency ensured the availability of different software solutions, unified communication services and high-quality IT support services during Audio-Visual meetings and online events.

The Agency has made use of cloud infrastructure and services in order to ensure business continuity linked to operational Information systems, such as Back up as a service (BaaS), Disaster recovery as a service (DRaaS) and Infrastructure as a service (IaaS); all systems were operational from cloud environment.

¹⁵ Incl. 1 FTE interim worker (category IV) for managing a specific project, for which the BEREC Office did not have the necessary competences; the interim worker FTE was temporarily offset with 1 vacant post – CA FG II

Furthermore, IT support for the management of email distribution groups and managed security services for email communication system has continuously been delivered. Even more, the Agency has signed specific contract with Microsoft in order to, setup, test, evaluate and undertake an important upgrade of the mail services core technology, provided to BEREC, in specific linked to use of email-distribution groups.

During the reporting period, the following information systems BERECNet+ (Article 41 (EU) 2018/1971), GADB (European Electronic Communications Code (EECC) Article 12(4)) and the Central registry database on the numbering resources with a right of extraterritorial use within the Union [EECC (Article 93(4)) - were successfully maintained and made available for operational needs. Their associated ICT support and services have been delivered in a timely manner. The Agency has implemented certain security features/upgrades, a web application firewall, in regards to the publicly available Information systems, following best practise and recommendations in the ICT security field. In addition, for all operational systems important security monitoring services have been implemented in order to improve the overall ICT security level.

In 2021, the Agency has further progressed with the development of a new corporate website backend. The analysis phase has been completed and the deliverable - a requirement design document, which serves as a base for the overall project scope – was received. The technical development of the website backend has been completed, including comprehensive testing. The website was deployed and had limited GO-Live in Q4 2021, allowing only traffic for ICT-security inspections and ICT-security adjustments until Q2 of 2022.

Furthermore, the Agency has completed three important projects in 2021:

- Successfully implemented five meeting rooms, and connectivity, as a service in the Riga office. There was unforeseen delay in the project implementation of approx. 45 days due to BREXIT (late delivery of hardware from UK to Latvia);
- Creation of an ICT security plan for the ICT systems in alignment with Commission Decision 2017/46 and the IT Security Risk Management (ITSRM) methodology. ICT security plan includes a number of ICT measures aiming to mitigate different IT security risks of ICT systems of the BEREC Office and improve overall IT security landscape;
- Security and Data Protection assessment of four AVC systems used for operational needs. As the result, several recommendations were given to the BEREC Office aiming to further improve IT security and data protection of the AVC systems.

Moreover, all ICT services and system support have been delivered as initially foreseen, including different audio-video conferencing solutions/platforms for virtual collaborations, streaming and recording services, ICT security administration, Information system technological updates, backups and end-user support for all operational systems.

3.2. Information technology (IT) projects for BEREC

According to the EEC [Article 12(4)], in order to approximate notification requirements, BEREC shall maintain an **EU database of the notifications transmitted to the competent authorities**. In December 2020 the development of the General Authorisation Data Base (GADB) was completed and the national regulatory authorities (NRAs) started to upload notifications and update notifications throughout 2021. During 2021 a number of operational costs linked to maintenance costs of the database were allocated in terms of licences, technical and security upgrades, operational costs for the system infrastructure and support requests. In 2021 the test environment of GADB was provided in order to support on-boarding process of NRAs allowing to test and prepare notifications data before it is uploaded in production environment of GADB.

According to the EEC [Article 93(4)], BEREC shall establish and maintain a central registry **database on the numbering resources with a right of extraterritorial use within the Union**. During the course of 2020 the development of the database is envisaged to be completed. During 2021 a number of operational costs linked to maintenance costs of the database has been allocated in terms of licenses, technical and security upgrades, and technical support works.

The BEREC Regulation [Article 5(c)] requires the BEREC Office to produce 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. To enable the Agency to produce high-quality reports, in 2020 a new database for this was established. During 2021 a number of operational costs linked to maintenance costs of the database were allocated in terms of licenses, technical and security upgrades, and technical support works.

In 2021 the BEREC Office started two projects with final date of implementation in 2022 which will contribute to the digital transformation, as follows:

- Digital Workplace workshops aimed to define vision and strategic roadmap for the future Digital Workplace projects focusing on the technologies and ways of working;
- Data protection impact assessment (DPIA) and IT Security Plan related to Microsoft Office 365 - in alignment with the Regulation (EU) 2018/1725 ("GDPREUI") and with the Commission Decision 2017/46. This assessment is aimed to determine further use of O365 services and possible cloud migration strategies.

4. Information gathering and distribution

The resources planned and used for information gathering and distribution activities are, as follows:

Resource type	Planned resources, as envisaged in the WP 2021	Resources used
Financial resources (EUR)	491,829	367,239
Full-time equivalent (FTE) posts	0.92	0.55

4.1. Regulatory information and training for BEREC

The subscription to a **regulatory intelligence services** related to telecommunications and digital economy was renewed at the beginning of 2021. The subscription allows BEREC office colleagues to receive regular updates on major EU developments of telecommunications regulation, market analysis and other important topics related to BEREC activities. This brings a great value added to the work of BEREC Office colleagues directly dealing with the support to the working groups.

The BEREC Office has concluded a new framework contract for provisions and organisation of **training courses** for the experts of the BEREC national regulatory authorities. The new contract envisages provision of four different types of courses that would focus on the following issues:

- A comprehensive overview of the new regulatory framework and knowledge of the key principles and topics within BEREC areas of activities;
- Sustainability and its relevance to the area of BEREC activities;
- Topics related to the mandate of BEREC from the point of view of public relations and communication;
- Planning and moderating the work of the BEREC working groups and expert networking groups.

During the year, all four training courses were launched and three of them were finalised the same year. The last session of the course on sustainability issues was carried-forward to the next year due to a very busy schedule of experts participating in the course. All the courses were attended by a large number of BEREC experts and were considered as a very valuable exercise.

4.2. Studies and other projects for BEREC

4.2.1. Public consultation tool

Ensuring that there is maximum internal and external transparency and accountability of BEREC activities for external stakeholders, the BEREC Office continued providing on-line public consultation solutions for BEREC public consultations and discussions. The EU Survey portal was used for BEREC public consultations and calls for inputs in addition to the traditional email channel for receiving stakeholders contributions.

4.2.2. Information Sharing Portal

The Information Sharing Portal (ISP) is designed to complement the information available on the NRAs' websites. The ISP provides a one-stop access point to public documents in the field of electronic communications and ensures public access to a comprehensive, regularly updated list of documents. The ISP includes several sections and covers all categories of documents issued by NRAs for public use. The BEREC Office acts as an administrator of this portal and regularly promotes the links uploaded by the NRAs. Detailed statistics on this portal are available for different sections in Annex I. For instance, statistics are available on the number of uploaded links for each section of the ISP (Table 6), the links uploaded on the ISP by NRAs (Figure 4), the number of visits and page views on the ISP (Figure 5), the most viewed documents on the ISP (Table 7), and the number of visits to the ISP by country (top 25) (Figure 6).

4.2.3. Language services for BEREC

In accordance with the provision of Article 46 (2) of the BEREC Regulation the BEREC Office used the services of the Translation Centre of the EU (CdT) for proofreading BEREC documents intended for publication. Namely, in 2021, language services were used for editing the BEREC Annual Reports 2020 and the BEREC Work Programme.

Upon request from BEREC, the necessary language services will be available further on to ensure high quality of BEREC documents.

4.2.4. WACC data sets

The BEREC Office is required by BEREC to collect, exchange and transmit information between NRAs regarding regulatory tasks assigned to BEREC. The BEREC Office is also mandated to contribute to draft reports on specific aspects of the communications market, such as roaming and benchmarking of termination rates. Considering the amount and the complexity of the data collection, the BEREC Office has purchased and provided to BEREC **data sets and database** for the calculation of certain parameters underlying the Weighted Average Cost of Capital (WACC) and other financial parameters.

In addition the BEREC Office has engaged with the contractor for the provision of training on the use of the Bloomberg Terminal for calculation of financial parameters underlying the Weighted Average Cost of Capital (WACC) for legacy infrastructure. Bloomberg Terminal is a financial software system provided by Bloomberg L.P. that allows to monitor and analyse real-time financial market data. The training was provided to the BEREC Remedies Working Group experts during the first half of 2021.

4.2.5. Study on consumer behaviour toward digital platforms as means of communication

The study that was launched in 2020 aimed at the rapid growth of digital platforms that have drawn the scrutiny of regulators all over the world. Regulators and policymakers are discussing how market power is distributed, if the current competition policy remains valid for this situation, and how potential bottlenecks can be addressed in relation to digital platforms. BEREC therefore found it necessary to get a better understanding of digital platforms and consumers' views on digital platforms, and specifically of their role as providers and distributors of digital services, such as interpersonal communication and interactive exchange of information. The draft final report was delivered in the first half of February. The Digital Platforms study project was finalised and approved by the Board of Regulators at its 2nd plenary meeting in June 2021 - [BoR \(21\) 89](#). The interesting results of this study will surely contribute to the EU discussion on digital platforms regulation.

4.2.6. Study on post-COVID measures to close the digital divide

The BEREC Office has launched a procurement procedure for purchasing an external study to provide the necessary insights to assist the national regulatory authorities (NRAs) in developing their approach on closing the digital gap. The purpose of the study is to investigate how NRAs can contribute in developing and implementing effective measures in the short and medium term to diminish the digital divide within their competence and/or in cooperation with other bodies and institutions. This will include a quantitative and qualitative research on the impact of the COVID-19 pandemic on the digital ecosystem, in particular its effect on the digital divide. The study should draw conclusions and design possible sets of recommendations to further strengthen Europe's digital capabilities to activate also the digital most vulnerable citizens in the digital ecosystem who lack sufficient access to broadband networks and digital services to become full participants in the digital age.

The procurement process was concluded and a contract for the study was signed in 2021. The contractor presented the main findings of the study in September 2021. The literature review suggested the existence of three different levels of the digital divide (on access, skills, and outcomes), caused by factors on the supply and the demand side. All causes existed before the pandemic and became more evident during the coronavirus crisis. The quantitative analysis has shown that coverage, mobile connectivity, internet infrastructure, and affordability have improved in all countries. However, digital divides persisted between countries and between urban and rural areas. The consequences of the digital divide were noted in healthcare, education, and other key services, with an increase of the socio-economic gaps and social exclusion. The groups most affected by the digital divide were elderly people, people at risk of

poverty, people with educational attainment, people with disability, and migrants. A positive effect of the pandemic was its contribution to increasing awareness about the digital divide, which led governments, public bodies, and the private and civil society sectors to take action to bridge digital divides. The study resulted in specific recommendations for NRAs and general recommendations in which NRAs can cooperate towards the bridging of the digital divide. The final study on post- COVID-19 measures to close the digital divide was approved for publication in September 2021 and the conclusion of the study was included in the final report of the Regulatory Framework Working Group Report on the COVID-19 crisis – lessons learned regarding communications networks for a resilient society, adopted in December 2021.

4.2.7 Study on reducing environmental footprint of the BEREC and BEREC Office

At the end of 2020, the BEREC Office concluded the procurement procedure for the study on Provision of evaluation and impact assessment services on the effect of electronic communications on the environment¹⁶.

The study has as its main objective to support BEREC and its member national regulatory authorities (NRAs) in identifying and developing initiatives, within their current competences and field of expertise, which would allow them to limit the adverse environmental effects of the sector. It will further enable BEREC to assess how NRAs might encourage the sector within their mandate to contribute to the European Green Deal. It would also provide BEREC with a preliminary knowledge that could usefully be shared among NRAs, thus enabling BEREC to position itself as a trusted third party with the EU institutions in upcoming discussions on this subject.

Three specific contracts were signed in 2021 under that framework contract. The first two phases of the study were concluded and the deliverables were approved in the second and the third meetings in 2021 of the BEREC Board of Regulators.

The final deliverable and the final report are due for 2022.

4.2.8. Net Neutrality (NN) measurement tool

BEREC decided to provide a prototype NN measurement tool, which can be reused by the NRAs in their national system in accordance with Regulation (EU) 2015/2120 and with the relevant BEREC Guidelines. The prototype measurement tool was developed by a contractor and was made available for the BEREC members to test and to explore in 2020. The contractor provided support and maintenance services of the tool to the BEREC Office and NRAs until March 2021 (within the validity period of the initial contract). The contract was finalised by the same date.

4.2.9. Advanced gateway for meetings

The BEREC Office has concluded a Service Level Agreement with the European Commission (EC) services for the use of the EC IT tool Advance gateway to meeting (AGM) in order to

¹⁶ Leading to the signature of a framework contract (FWC BEREC/20/171)

automate the meeting registration and expert reimbursement process. The BEREC Office was planning to launch the use of AGM services for BEREC working groups in order to streamline the meeting registration and reimbursement processes for experts. In the first half of 2021, the BEREC Office communicated all the relevant information about the tool to the WGs co-Chairs. In 2021, due to the COVID-19 pandemic and applicable restrictions on travel, for the support of BEREC working group activities the AGM was used for two physical meetings and for numerous meetings for Board members. The number of reimbursement applications processed through the tool amounted to 137 in 2021. In total 231 experts were registered through the AGM tool for participation in BEREC meetings.

The chart below represents the summary of activities performed under information gathering and distribution.

5. Expert Networking Groups (ENGs)

In accordance with Article 12 of the Rules of Procedure of the BEREC Office Management Board (MB), the MB created three ENGs to provide expertise on specific matters requested by the BEREC Office in support of BEREC.

In 2021 the following ENGs were operational:

- 1) ENG of information and communication technology (ICT) experts;
- 2) ENG of communications experts;
- 3) ENG on sustainability.

Where the BEREC Office requires additional expertise on a particular subject, additional ENGs can be created by MB decision on an ad hoc basis. Any request for establishing additional ENGs shall describe the purpose of the ENG, the relevant area of expertise of the ENG members, and the duration of its mandate.

5.1. ENG of ICT expert

In 2021, the ICT ENG continued to work on finalising two reports on the following subjects:

- Report on smart office solutions
- Report on audio-video conference (AVC) and digital meeting solutions.

Both documents were presented to the BEREC Office Advisory Group (BAG).

Another activity in 2021 of ICT ENG was the creation of a report on "Cybersecurity threats with a focus on phishing attacks" and conduction of a survey which was incorporated and used as an information source for deeper analysis. The aim was to assess the cybersecurity practices adopted among NRAs, in particular by focusing on user, organization, and technical measures.

In Q4 of 2021, the year-end closing activity was a hybrid ICT ENG workshop held in Brussels, dedicated to the review of Cyber security questionnaire submitted by NRA's and further analysis

of the relevant Cyber security threats. The work of ICT ENG members contributed to the successful closure of the report and the activity of ICT ENG.

The ICT ENG had in total seven virtual meeting collaborations on different topics, thus providing continuous cooperation and effective sharing of the information between NRA's.

5.2. ENG of communications experts

In 2021, the BEREC Office provided crucial support to the BEREC Communications ENG functioning and work by:

- resources gathering and the elections of the ENG Co-chairs;
- provision of secretarial support;
- organisation of 30 meetings with Co-chairs and six ENG meetings;
- development of the new BEREC External Communications Strategy and the annual BEREC Communications Plan 2022 by organization of two workshops with external consultants and providing draft input to the documents;
- organization of a kick-off workshop on the development of the new BEREC website's design and contents;
- organization of a kick-off workshop on the BEREC/BEREC Office Visual identity project;
- organisation of eight online training sessions for the experts of the ENG on topics related to the mandate of BEREC - empowerment of End Users, DSA/DMA proposals and Sustainability/Green Deal;
- supporting the production and finalization of various deliverables foreseen in the BEREC Communications Plan 2021, including an animated presentation on connectivity, an explanatory factsheet and animated GIFs on Very High Capacity Networks (VHCN).

In addition, in 2021 the drafting process for the Wikipedia page on VHCN and the online brochure on connectivity had reached their final stage, whilst the work on the BEREC/BEREC Office Wikipedia page is ongoing. A dedicated social media campaign to promote the deliverables was prepared and launched in early 2021 and will continue in 2022. During the reporting period, the BEREC Office produced and shared with the ENG various information items to promote them further in the markets of national regulatory authorities (NRAs). This activity strengthened the ownership of BEREC within the NRAs and widened the circle of stakeholders receiving the produced communications materials.

5.3. ENG on sustainability

From 2021, the former ENG Sustainability has been split into two groups: the ENG Sustainability of the same name as before and the new Ad-hoc Working Group on Sustainability. The former ENG is exclusively covering the internal dimension of Sustainability, while the latter has been focusing on the external dimension of sustainability. The ENG's work and the BEREC Office support only fully commenced again in May, following the appointment of the co-chairs, with a request sent to the NRAs asking to confirm their previous resource commitments and a kick-off meeting for the ENG being organised in July. In parallel, the support staff prepared a detailed estimation of GHG/CO₂ emissions resulting from the operations of BEREC and the BEREC Office for the calendar years 2019-2020 and projections for the following years 2021-2024.

The BEREC Office supported the ENG's work by:

- organising and documenting two more group meetings until the end of the year;
- supporting the drafting and revising of the discussion paper for the BEREC heads' debate;
- designing and encoding of a survey of NRA activities on internal sustainability measures with the EU Survey tool;
- analysing the results of the NRA survey, preparing a presentation for the final full group meeting of the year and collecting feedback from ENG members.

Additionally, as one of the BEREC Office key measures for the greening of BEREC's and the BEREC Office operations, the ENG facilitated the participation of the BEREC Office in an inter-institutional procurement procedure for "Consultancy and management of greenhouse gas emissions offsets" initiated and managed by the EUIPO.

6. *BEREC Communications activities*

The total resources planned and used for support to BEREC communications activities are, as follows:

Resource type	Planned resources, as envisaged in the WP 2021	Resources used
Financial resources (EUR)	582,936	614,275
Full-time equivalent (FTE) posts	3.15	2.87 ¹⁷

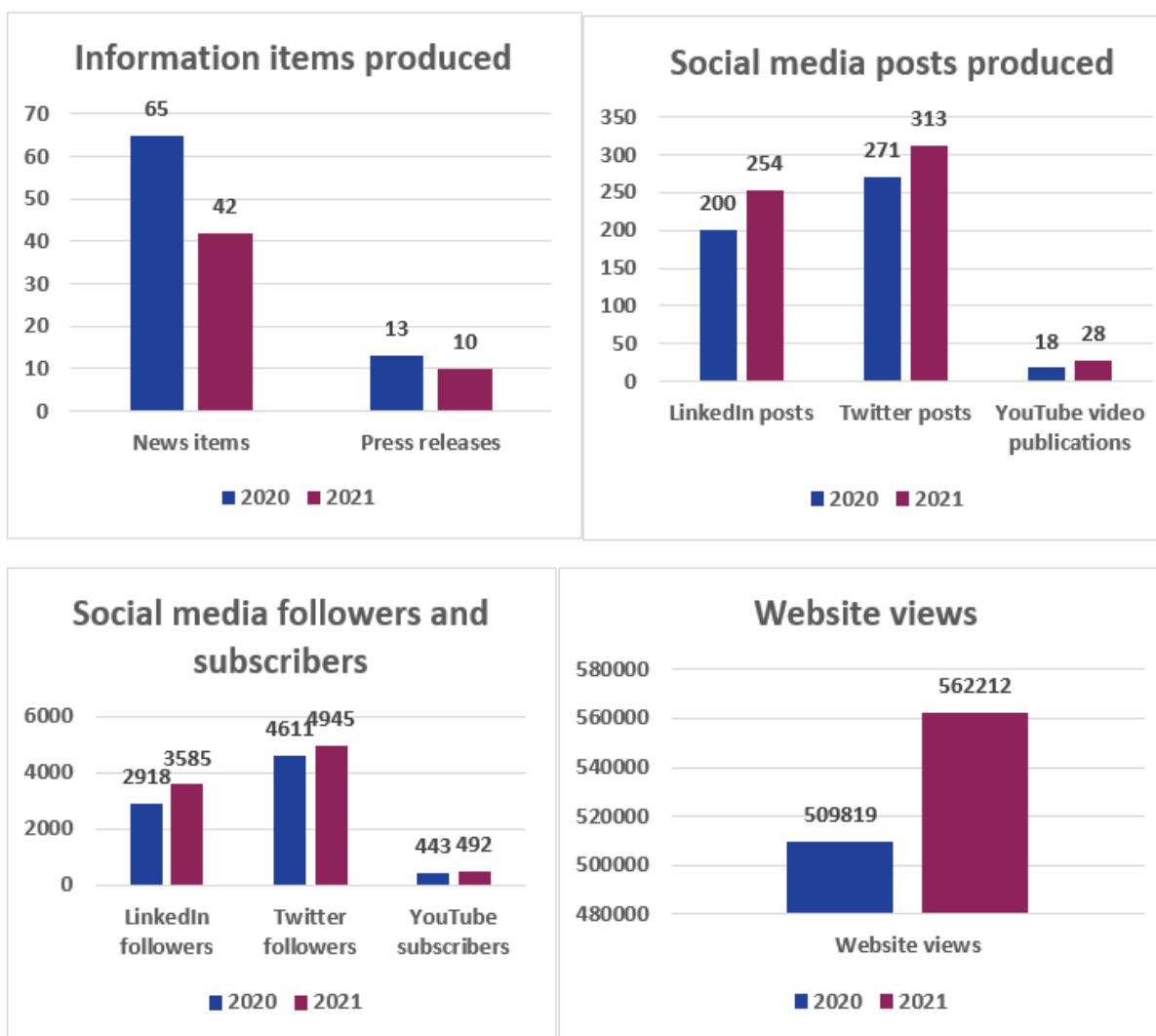
In 2021, the BEREC Office continued providing efficient professional and administrative support services to BEREC in implementing the BEREC External Communications Strategy and the BEREC Communications Plan.

- **Day-to-day communications activities**

During the reporting period, the BEREC Office provided support to BEREC in its day-to-day communications activities, such as drafting news items and press releases on the work of BEREC and the documents adopted, as well as covering the BEREC Chair's external engagements. The drafted communications items were promoted on the official social media accounts on Twitter and LinkedIn and through various newsletters to the subscribed stakeholders and media representatives. The BEREC Office regularly updated the information on the BEREC website by publishing latest updates. It also maintained the mailing lists of website subscribers', media representatives and stakeholders. Upon request and according to the projects set out in the annual Communications Plan, the BEREC Office actively interacted with stakeholder and media representatives. Moreover, the BEREC Office gathered statistics on livestreams, social media and the website; ensured budgetary, procurement and contract management for the required communications tasks, supported the development of the new BEREC website technical solution.

The charts below present a general overview of the number of day-to-day communications items developed. They provide insight into the number of followers on the official BEREC social media accounts and the BEREC website for 2021 compared to 2020.

¹⁷ Incl. 0.84 FTE interim workers for filling in vacant posts (category III and IV) and 0.17 interim worker (category IV) for managing a specific project



- **Implementation of Communications plan 2021**

The BEREC Communications Plan 2021 envisaged a list of deliverables on two major topics - connectivity and Very High Capacity Networks (VHCN). The BEREC Office supported completing the animated presentation, visuals on connectivity and VHCN, animated GIFs, explanatory factsheet. A dedicated social media campaign was developed and launched. It ran throughout 2021 on BEREC's Official social media accounts (Twitter and LinkedIn). The BEREC Office supported the production of the informative brochure summarizing the main topics of connectivity and the Wikipedia article on VHCN. Moreover, the BEREC Office started developing two Wikipedia articles on BEREC and the Agency for Support for BEREC.

- **Organisation of the BEREC public events**

The BEREC Office provides high-level professional support in the organization of BEREC public events. That includes public debriefings on the outcomes of the BEREC plenary meetings,

annual BEREC Stakeholder forums, BEREC joint events with other organizations, and dedicated workshops. Although, in 2021, the worldwide pandemic was still present, the BEREC Office managed to organize BEREC public events – two Stakeholder Forums and a joint BEREC-IIC Telecommunications and Media Forum, as well as four BEREC public debriefings. All events were livestreamed on the BEREC website, ensuring stakeholders' interactivity with the speakers. The recorded videos were disseminated on the official social media channels and published on the BEREC website together with the presentations shown at the events. For the major events also the transcripts of the events were produced and published on the website.

BEREC Stakeholder Forums and the joint event

The BEREC Office provided support to the organization of the two major BEREC public events – Stakeholder Forums on 1 April and 28 October 2021. Due to the epidemiological situation worldwide, the **9th BEREC Stakeholder Forum** was held online on 1 April 2021. The BEREC Office ensured the visual branding, a unique website for the event, the livestreaming platform with live closed captions for accessibility, as well as the communications campaign on the event.

The **BEREC Stakeholder Forum held on 28 October 2021** was a hybrid event, gathering stakeholders in Brussels, Belgium, in person and remotely. Similarly to the event in April, the BEREC Office ensured all the logistics for the event and produced a dedicated event's visual brand and a website, multiple video materials, and dedicated communications campaign. The hybrid event, for the first time, allowed holding a new format of the event: the informal meetings with BEREC Working Group Co-chairs, e.g. *Meet&Greet*. The BEREC Office had to put additional efforts in coordination of the participants for the latest. The event's new format received positive feedback from the participants and continued in 2022.

The BEREC Office ensured a smooth organization of the named activities in a professional and timely manner. The BEREC Office has received high appreciation from the BEREC Chair's office and stakeholders, reflecting the positive feedback on the event.

The BEREC Office provided high-level support in organizing a two-day joint **BEREC and International Institute for Communications (IIC) Telecommunications and Media Forum** on 26-27 May 2021. The BEREC Office provided an audio-video conferencing and an online discussion platform with a livestream and closed captioning functionality to ensure the accessibility of the event, the website of the event, video materials and events' visual brand. It also developed and implemented a promotional campaign for the event.

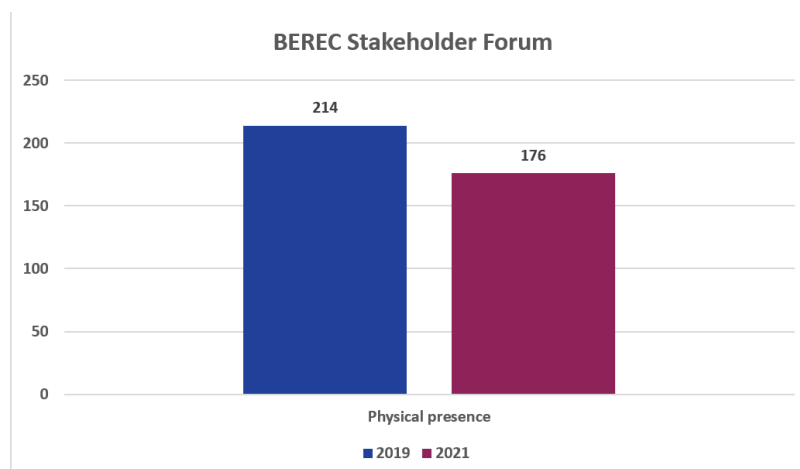
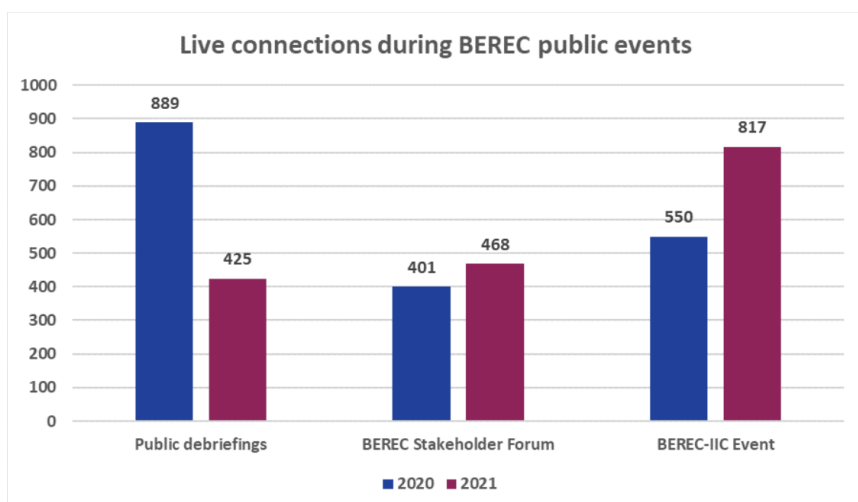
BEREC public debriefings

In 2021, the BEREC Office organized four public debriefings on the outcomes of the BEREC plenary meetings. One event took place in Brussels, Belgium; the other three were organised online. All the public debriefings were livestreamed on the BEREC website. The BEREC Office ensured that questions from stakeholders to BEREC were received and delivered to the speakers in due time and were answered during the event. This guaranteed engagement between the BEREC Chair, the BEREC Working Group Co-chairs, and the stakeholders.

BEREC workshops

The BEREC Office Communications team supported the organisation of the dedicated BEREC workshops throughout the year, produced and launched the corresponding promotional campaigns on social media and if necessary ensured engagement between stakeholders and speakers during the workshops.

The charts below present a general overview of the number of live connections to the BEREC public events and the physical presence at the BEREC Stakeholder Forum on 28 October 2021 compared to 2019 when the last physical BEREC Stakeholder Forum was held.



- **BEREC publications**

In 2021, the BEREC Office developed a digital design version for the BEREC Annual Reports 2020 and the BEREC Work Programme 2022, and published both versions on the BEREC website. At the end of 2021, the BEREC Office produced and distributed the annual calendars

to the stakeholders and members

- **BEREC website developments**

To comply with the European Data Protection Services (EDPS) guidelines in web services, the BEREC Office has developed a cookies policy for information of website visitors. The BEREC Office has also created a cookies banner to notify visitors on their use. The banner is currently under development to enhance the possibilities of cookies management settings and allow easier management for website users. Besides, the BEREC Office initiated the BEREC website design and content development process, a second phase of the overall BEREC website revamp project.

Part II: Management

1. Management Board

In 2021 the BEREC Office Management Board (MB) held four ordinary meetings, during which it discussed different topics related to the functioning of the BEREC Office. In addition, the Chairperson of the MB organised seven electronic voting procedures for the adoption of BEREC Office documents in accordance with a preliminary plan. The full list of electronic voting procedures and information about their outcomes is available in Annex VI, Table 1.

As required by Article 3 of the Rules of Procedure¹⁸, all decisions taken by the MB during its ordinary meetings or through the electronic voting procedures were reviewed by the BEREC Office Advisory Group (BAG). The BAG's opinions were approved either electronically or during meetings organised by video-conference (four in total – see Annex I, Table 5). The BAG did not organise any physical meetings.

As a result of these events, in 2021 the BEREC Office MB adopted nine decisions, one opinion concerning the financial accounts of the BEREC Office for 2020, the Consolidated Annual Activity Report for 2020 and the draft Single Programming Document of the Activities of the BEREC Office for the period 2022-2024.

The full list of all public documents adopted in 2021 by the MB is available in Annex VI, Table 2.

2. Major developments

In 2021 the work of the BEREC Office continued to be impacted by the restrictions / lift of restrictions imposed in relation to COVID-19, which was the main driver of the uncertainties in the Agency's activities, specifically in terms of supporting BEREC events. Nevertheless, similarly to 2020, the Agency used all flexibilities available and ensured the best possible support to BEREC with the limited financial and human resources available to the BEREC Office, incl. via redirecting them in accordance with the changing priorities.

In parallel the BEREC Office has been working with the local authorities in relation to the implementation of the new Headquarters' agreement, which entered into force on 15 June 2021 and addressing in a short term some security issues, as identified in the EC security inspection of 2020.

In 2021 the BEREC Office has reorganised the use of its limited establishment plans post in order to ensure that the minimum mandatory capacities, specifically of critical nature, exist in the Agency.

Specifically the major developments in 2021 include the following:

¹⁸ MB (19) 95Rev.1 '[Rules of Procedure of the Management Board of the BEREC Office](#)'.

2.1 Addressing COVID-19 impact, including monitoring tasks for BEREC

After huge shift in working arrangements in 2020, the BEREC Office normalised its new way of operation and continued providing professional and administrative support to BEREC in effective manner. The BEREC Office IT infrastructure had been prepared for telework, which allowed the staff to switch swiftly from work predominantly from the office to work mainly from home without major challenges. During this period, all critical IT systems remained fully available, but they needed to be reinforced to ensure better support for BEREC's online work.

There is no doubt that the experience gained in pandemic times will benefit BEREC and impact its working methods positively. All traditionally physical meetings, workshops or other BEREC and BEREC Office activities were held on-line via audio-video conferencing facilities. These practices established new ways of working and brought new experiences which were expanded and lead to the establishment of hybrid meetings (with allowed to combine physical and virtual participation during the meetings) as soon as the restrictions had been loosened. In 2021 BEREC and BEREC Office held two hybrid Contact Network meetings and two hybrid Plenary meetings.

During 2021 the hybrid working pattern successfully continued with partial physical presence in the BEREC office and remote working. Items like docking stations, headsets, additional laptops, external cameras and the MS Teams software were ensured for all staff. Additionally, the Agency has invested AVC equipment, such as codec¹⁹ and software products associated with it, as well as completed project a project for installation of 5 managed AVC rooms and related services in Riga premises. Throughout the year the Agency continue to use fully managed Back-up-as-a-service service (BaaS), and made all systems and data available from a private cloud environment, allowing higher reliability and robust operation.

The COVID-19 outbreak and the related restrictions on social distancing and international travel caused delays in conducting staff selection and recruitment. Furthermore, the BEREC Office needed to secure the online work of BEREC and transition to hybrid mode of operation of its preparatory bodies, which required additional efforts from staff to manage the new projects implemented to address the new challenges arising from the working methods. Therefore, the lacking capacity was temporarily compensated with interim workers.

The COVID-19 outbreak meant that the regular 'Open doors days' had to be cancelled and were replaced by a new activity called 'Explore Europe in Riga' and which is designed for local residents to discover places related to European countries and EU funding in Riga, Latvia. The game, which was launched for the first time in September 2020, continued throughout 2021. It also includes questions about BEREC and has the Agency's Headquarters as a landmark to be discovered.

¹⁹ A device to compress a video into a more manageable size.

2.2. Entry into force of new Headquarters Agreement between the BEREC Office and the Government of the Republic of Latvia and its implementation

In accordance with the provisions of Article 47 of the BEREC Regulation the BEREC Office and the Latvian Government signed a new Headquarters Agreement on 21 December 2020, which entered into force on 15 June 2021. The new Headquarters Agreement governs all arrangements concerning the accommodation to be provided to the BEREC Office in Latvia and the facilities to be made available to the Director, members of the Management Board, the staff and the members of their families, as follows:

- establishment of a Liaison Office to facilitate the work of the BEREC Office and the integration of the BEREC Office staff in the local community;
- establishment of an accredited European School by the school year 2022-2023 and contribution from the host MS to the costs of schooling until such a school is fully operational;
- cooperation in terms of joint procurement with the host MS, increased visibility of the Agency, development of joint projects in support of the local community, etc.
- decrease in the administrative burden in certain areas of cooperation, better and more attractive conditions for staff in the host MS, among others.

The Headquarters Agreement offers further improvements to the Agency and its staff in comparison with the previous Seat Agreement. To ensure the continuity in operations and the smooth functioning of the BEREC Office, the Latvian Government and the BEREC Office will sign a Service Level Agreement to establish working arrangements for implementation of the Headquarters Agreement and to add other elements, which existed previously only in the Memorandum of Understanding, such as requirement to the premises and the respective costing model, or which are not sufficiently regulated by the Headquarters Agreement.

2.3 New premises

At the end of 2020, following the advice of the Management Board, the BEREC Office published a market prospection for rent of new premise on the commercial market.

Later on the European Parliament (EP) and the European Commission (EC) published a market prospection for new House of Europe in Riga. Taking into account the possible synergies and the limited capacity of the BEREC Office, the Agency expressed its wish to join the new House of Europe project in Riga, Latvia.

In the course of 2021, the BEREC Office was in close cooperation with EP and EC expert, discussing possibilities and aligning requirements for possible future joint premises that would accommodate the two EU institutions and the BEREC Office, as the only EU Agency in Riga.

The BEREC Office maintains its preference to join the House of Europe project in Riga and is looking forward towards positive decision from the side of the EP and the EC, expected in 2022.

2.4. Reaching the minimum critical mass of staff and competencies

According to the founding Regulation (EU) 2018/1971, which entered into force in December

2018, the BEREC Office has a new enhanced mandate which included new tasks that were implemented by the end of 2020, with the exception of those related to security.

Since its establishment the BEREC Office has operated with 16 temporary agent (TA) posts, which is below the number of posts that are needed for the functions to be performed by staff in the establishment plan. Since 2020, some of the lacking capacities were covered by external staff (CAs, SNEs) and contracts with economic operators.

For example, to comply with the new security requirements, the Agency was audited by an EC security expert who provided the management with recommendations, including actions on improving physical security, cooperation with the competent authorities of the host Member State and the establishment of the mandatory function of the local security officer (TA).

Similar recommendations were made by an independent auditor, who assessed the efficiency and effectiveness of the internal control system as a remedy to the lack of an internal control coordinator.

These considerations have been brought to the attention of the BEREC Office Advisory Group and the Management Board (MB) that provide guidance to the Director on how to set priorities in the Agency's work and to identify possible measures to enable the Agency to cope with limited resources in times of workload peaks or high demands for support from BEREC.

As a result the MB decided on the redistribution of the TA posts to the mandatory functions, which resulted in the establishment of a new TA post at the BEREC office dedicated to security and business continuity. The post was established within the existing 16 TA posts and did not require revision of the budget or number of establishment plan posts.

2.5. Improvement of physical security and the business continuity of the Agency

In 2021, the BEREC Office started an important activity towards the strengthening of the physical security at the Agency. A project on security modernization will continue in 2022 in order to gradually improve the following physical security areas:

- CCTV (improved system and additional security cameras)
- Access Badge Control system (one system to manage the electronic access)
- Intrusion system (new centralized system covering all of the premises of the Agency)
- Improved protection for street facing windows
- Improved protection for the courtyard gates

The above mentioned improvements to be implemented are based on the security recommendations provided by DG HR security services inspection and will result in an increased security and protection for the visitors and the staff members of the Agency.

Another important activity started in 2021 was the revision process of the Business Continuity Plan. A set of improvements were compiled and presented to the management in order to further work on the new updated version of the Business Continuity Plan at the Agency.

3. Budgetary and financial management 2021

3.1 Budget execution

The Budget of the BEREC Office for 2021, as adopted by the MB and approved by the budgetary authority, stood at EUR 7,341,357.00, consisting of:

Revenue type	Voted revenue for 2021 by MB	Revenue cashed	%
1. Revenue from fees and charges	n/a	n/a	n/a
2. EU Subsidy	7,282,800.13	7,282,800.13	100%
3. Third countries contribution (incl. EFTA and candidate countries)	58,556.94	58,556.94	100%
4. Third countries contributions carry over from previous years	N/A ²⁰	15,541.85	N/A
5. Other contributions	0	0	n/a
6. Administrative operations	N/A	5,697.68	n/a
Of which interest generated by funds paid by the Commission by way of the EU contribution	0	0	n/a
Total:	7,341,357.00	7,362,596.60	100.29%

Apart from the revenue in the voted budget 2021 the BEREC Office additionally cashed EUR 15,541.85 as Third countries contributions carry over from previous years and EUR 5,697.68 as revenue from administrative operations (C4;C5 credits).

In 2021 the BEREC Office Director executed four budgetary transfers in order to ensure the best use of the financial resources available to the BEREC Office as per the voted budget in accordance with the provisions of Article 26 (1) of the BEREC Office Financial Regulation.

²⁰ Voted in Budget 2020, Document MB (19) 113

https://bereg.europa.eu/eng/document_register/subject_matter/bereg_office/budget_of_the_office/annual_budget_of_the_office/8894-2020-budget-and-establishment-plan-of-the-agency-for-support-for-bereg

These in particular envisage that the Director may transfer appropriations:

(a) from one title to another up to a maximum of 10 % of the appropriations for the financial year shown on the line from which the transfer is made;

(b) from one chapter to another and within each chapter without limit.

Additionally, the Management Board approved transfer of unused appropriations beyond the 10% limit from Title 3 (budget line 3001) to Title 2 of the amount of EUR 47,771.00²¹. The table in Annex I presents the Budget 2021 in terms of commitment and payment appropriations indicating the overall summary of the transfers made.

The list of transfers and final budget figures are available in Table 2 of Annex II.

Detailed information on each transfer executed is available on the Agency's Website²²

The execution of commitment and payment appropriations by budget titles in 2021 is as follows:

Title	Credit Available	Commitment Accepted	% Committed	Payment Accepted	% Paid
1	3,804,478.13	3,804,477.68	100.00%	3,589,724.71	94.36%
2	1,208,724.52	1,208,424.52	99.98%	636,405.58	52.65%
3	2,328,154.35	2,325,912.06	99.90%	863,668.64	37.10%
Total:	7,341,357.00	7,338,814.26	99.97%	5,089,798.93	69.33%

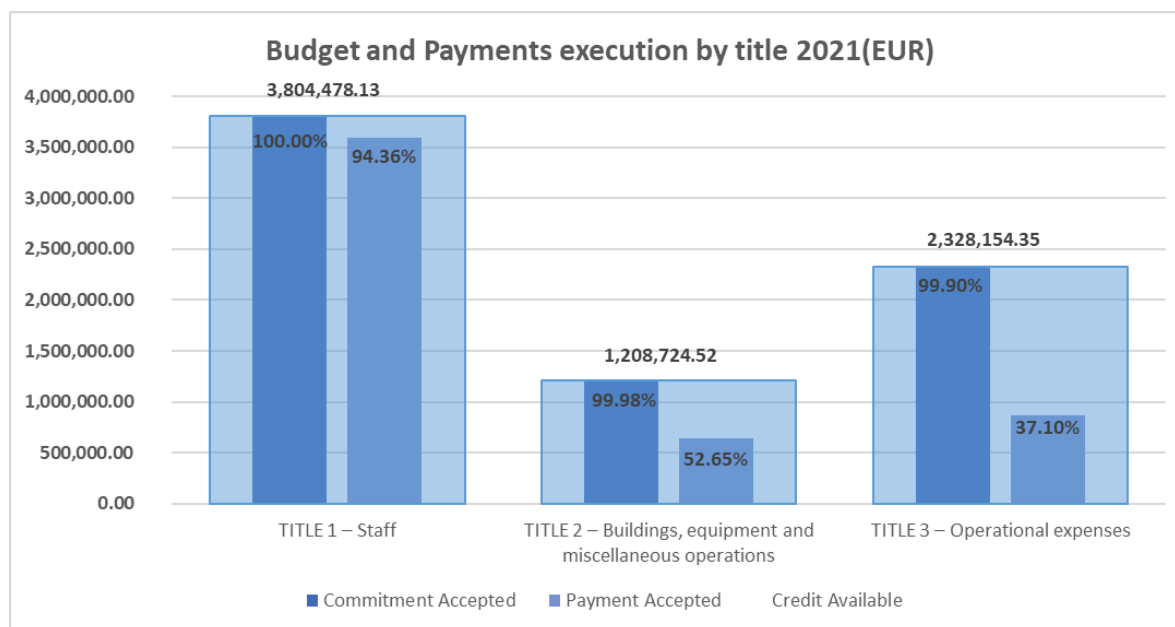
Budgetary commitments are entered in the accounts on the basis of the legal commitments entered into up to 31 December 2021 and payments on the basis of the payments made by the Accounting Officer by 31 December 2021, at the latest. The outstanding commitments at the end of the year are automatically carried over to 2022.

²¹Decision MB/2021/09

https://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_board/10157-decision-of-the-berec-office-management-board-on-the-approval-of-budgetary-transfer-from-title-3-budget-line-3001-to-title-2-budget-line-2100-to-address-some-of-the-berec-office-security-needs

²²

https://berec.europa.eu/eng/document_register/subject_matter/berec_office/budget_of_the_office/annual_budget_of_the_office/

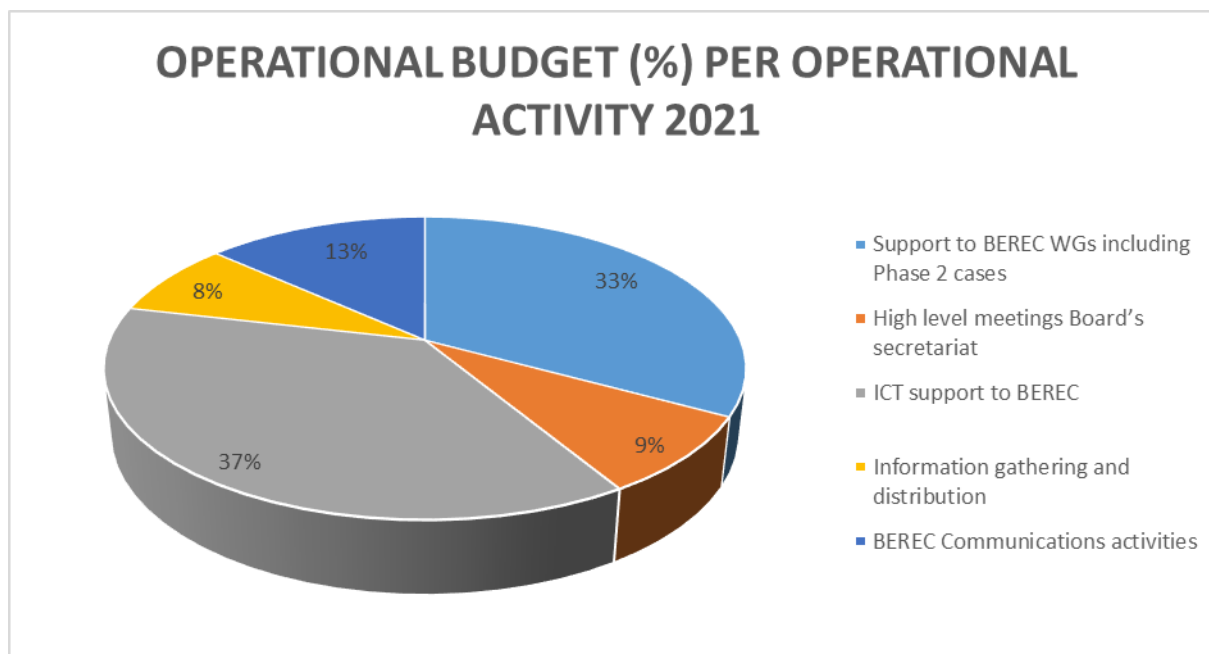


The BEREC Office has also reported good figures in relation to the cancellation of the amounts to be carried forward (C8/2020 credits), with a cancellation rate of **1.14%**, as follows:

	Payment appropriations (EUR)	Payments made (EUR)	Cancellation of payment appropriations (EUR)	Cancellation %
Title 1 C8	194,001.95	188,316.54	5,685.41	2.93%
Title 2 C8	465,921.65	462,802.09	3,119.56	0.67%
Title 3 C8	2,084,178.28	2,061,754.48	22,423.80	1.08%
Total	2,744,101.88	2,712,873.11	31,228.77	1.14%

Operational expenditure

Financial resources of EUR 4,593,329.85 were used to fund the following operational activities:



For a detailed breakdown of human and financial resources by operational activity, see Annex V.

Detailed information on the budget execution is provided in the BERC Office Report on budgetary and financial management (RBFM) 2021, available on the BERC Website:

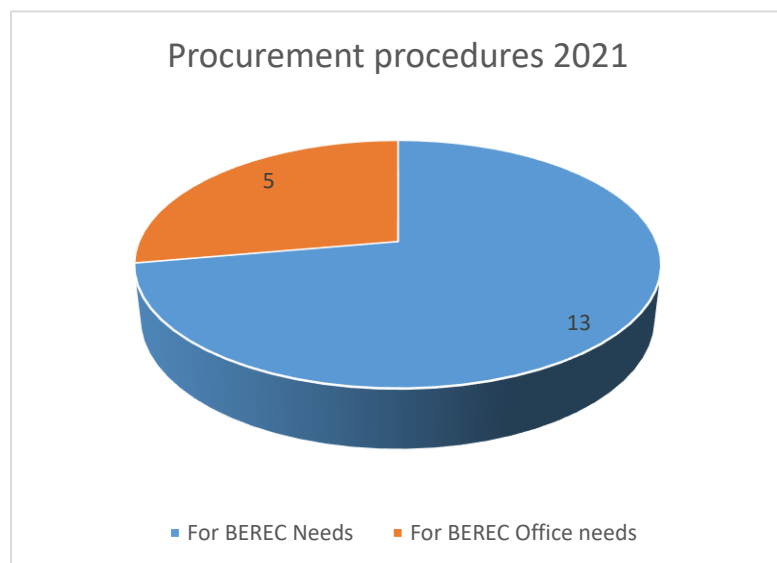
https://berc.europa.eu/eng/document_register/subject_matter/berc_office/budget_of_the_office/reports_on_the_budgetary_and_financial_management/10215-berc-office-report-on-the-implementation-of-the-budget-and-on-budgetary-and-financial-management-2021

The report provides detailed information on:

- the general context and legal framework
- the implementation of the budget in 2021
- the analysis of the financial management

3.2 Public procurement

To provide BEREC with all means necessary for the implementation of the BEREC work programme (WP) and to ensure the proper functioning of the BEREC Office, in 2021 the Agency launched 18 procurement procedures, broken down into the following types:

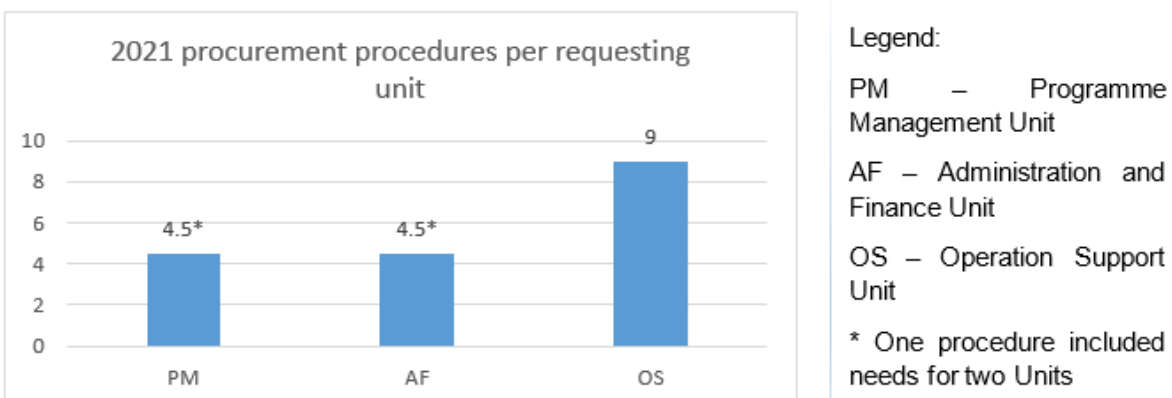


- very low-value negotiated procurement procedures for contracts not exceeding EUR 15 000.00 - three;
- Middle-value negotiated procedures for contracts not exceeding the threshold established in the Directive - two;
- open tender procedures for contracts equal to or above EUR 144 000.00 - three;
- Reopening of competition - ten.

Out of these 18 procurement procedures, 14 resulted in the signature of a contract; three procedures were not finalised by the end of 2021 and one resulted in the cancellation of the procedure.

In addition, the BEREC Office was not in a position to launch one procurement procedure planned for 2021 due to parallel ongoing process of the same service with the EP.

The public procurement procedures of the BEREC Office were initiated by its units in compliance with their responsibilities and the BEREC Office Procurement Plan and were managed in a central manner by the procurement officer and one financial assistant from the Administration and Finance Unit.



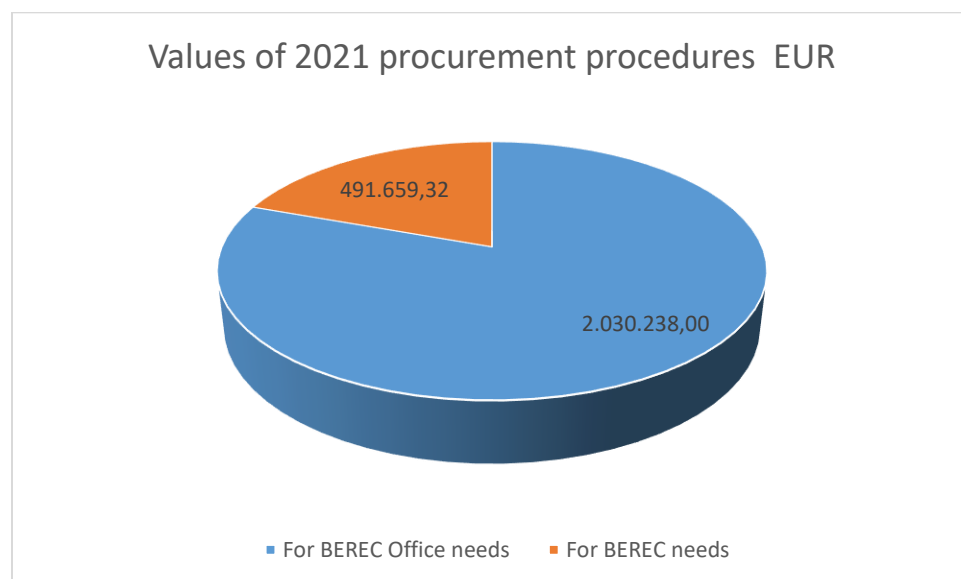
To reduce the administrative burden on staff, in 2021 the BEREC Office continued to use interinstitutional framework contracts (FWCs) and FWCs established by the BEREC Office.

In 2021, the BEREC Office was invited to join 14 interinstitutional procurement procedures and expressed a wish to join 13, which resulted in the conclusion of six FWCs. The Agency established three FWCs itself.

In 2021, the BEREC Office signed 147 specific contracts under the FWCs in force and four direct service/supply contracts.

Procurement procedures are sequentially numbered to ensure control over them, including completeness of the list for review purposes. To ensure the control objectives set out in Article 30(2) of the Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council (FFR), each procurement undergoes at least the 4-eye principle, most of them the 6-eye principle.

In terms of volumes, the procurement procedures in support of BEREC needs significantly exceeded those for the administrative needs of the Agency.



Last but not least, to improve efficiency and to ensure higher compliance with the procurement rules, in November 2021 BEREC Office finalised the on-boarding with European Commission Public Procurement Management Tool (PPMT). The Agency will start using the new tool as from 2022.

4. Delegation and sub-delegation

In accordance with the Financial Regulation of the European Union (EU) and the BEREC Office Management Board (MB) Decision No MB/2019/13, and in particular Articles 41 and 46 thereof, the Authorising Officer of the BEREC Office, delegates, on an yearly basis, the powers of budget implementation to the Authorising Officers by sub-delegation. The Delegation of Powers is exercised in accordance with the Charter for Authorising Officers by Delegation, containing a series of tasks and responsibilities for the Authorising officers by delegation, which are carried out on the basis of both paper documents signed manually and computerised management systems signed electronically. These delegations apply to a series of predefined transactions having the articles and items listed in an annexed page and providing specific limits for each transaction.

For the financial year 2021, the BEREC Office Authorising Officer has partly delegated his budget implementation powers to the three Heads of Units. The corresponding budget lines reflecting the nature of each unit's activities were respectively assigned for authorisation to the Authorising Officers by sub-delegation. The correct implementation of these delegations is to be checked also on a yearly basis, during the periodic validation of user access rights granted in ABAC. The process consists in cross-checking that access rights granted in ABAC are in line with the delegations and responsibilities entrusted, and it is performed by a neutral verifier as per requirements. The results of these verifications are disclosed to the Authorising Officers (by delegation) and to the entity in charge of these controls within the Ec Directorate General for Budget.

5. Human resources management

6.1. Highlights

In 2021, the BEREC Office HR management continued focusing on preserving the health of the staff while continuing efforts to retain highly qualified people. This required additional attention from the management and from the entity in charge of HR, which prepared regular instructions to staff and the management in relation to the constantly changing circumstances arising from the COVID-19 outbreak.

To offer better working and living conditions to staff and to facilitate their integration in Latvia, the BEREC Office continued offering a comprehensive integration programme, legal services to staff for private matters regarding their life in Latvia, support for schooling and kindergarten, general and language training courses, among others.

In 2021, the staff turnover decreased to 4.6%, which was lower than the previous years (2020: 5.4%; 2019: 10%). This could mainly be explained by the COVID-19 outbreak and its negative impacts on many businesses, which limited job opportunities on the market. Therefore, the Agency will continue monitoring this indicator, as 2020 and 2021 cannot be considered as representative years.

In 2021 the BEREK Office recruited in 7 new staff members (two temporary agents, four contract agents and one seconded national expert) and provided traineeships to 12 trainees.

Bearing in mind the small size of the Agency, a good geographical balance was achieved, with representatives of 13 Member States²³ and two Western Balkan countries (on 31 December 2021).

6.2. Changes in establishment plan and number of posts

In 2021, the number of establishment plan posts allocated to the BEREK Office remained at 16 (same as in 2014). The number of external staff remained as follows (since 2020): 22 Contract Agents (CA) and nine Seconded National Experts (SNE). To maintain appropriate capacity for supporting existing and new BEREK tasks and activities in 2021, the entity in charge of HR ensured the availability of 48²⁴ staff members.

To address recommendations of external advisers (EC services, independent auditors) and to align the BEREK Office Organisational Chart with the outcome of the staffing bottom-up exercise, in 2021 two reorganisations were implemented, as follows:

Firstly, with the approval of the Single Programming Document (SPD) for the period 2021-2023, the post of Local Security Officer (LSO) was established in order to comply with Commission Decision (EU, Euratom) 2015/443 of 13 March on Security in the Commission and in order to address the recommendations of the Report from the Commission Security Inspection of the BEREK Office held in March 2020, where it was concluded that the security at the BEREK Office is not compliant with the aforementioned rules. As the LSO post was assigned to the Operation Support Unit, one TA post was transferred from the Programme Management Unit to the Operation Support Unit. In order to offset this transfer, one CA FGIV post was transferred from the Operation Support Unit to the Programme Management Unit.

A second reorganisation entailed the establishment of the post of Advisor and Assistant to the Director in order to enhance the coordination and to ensure consistent project management throughout the whole Agency. For the establishment of this post, one CA FGIV post was transferred from the Programme Management Unit to be under the direct responsibility of the Director. This reorganisation and amendment of the organisational chart was executed and took effect on 1 April 2021. The most recent Organisational chart of the BEREK Office is presented in Annex I.

6.3. Recruitment and selection

One of the main priorities in HR management for 2021 was the recruitment of new staff to fill the vacant posts dedicated to the fulfilment of the Agency's new mandate. Due to the continuation of COVID-19 pandemic, all selection procedures were executed fully digitally and

²³ A tendency towards an increase in Latvian nationals working at the BEREK Office has been identified.

²⁴ At 31/12/2021 the Agency had 48 TAs, CAs, SNEs and interim workers for its needs, of which one CA and one interim worker were working together in parallel – for hand-over purposes;

remotely.

In spite of the difficulties caused by the COVID-19 pandemic, the BEREK Office succeeded in filling three vacant posts in the operational Units and one in Administration and Finance from existing reserve lists. One selection procedure that was launched at the end of 2020 resulted in the establishment of reserve list, and the recruitment of Local Security Officer (TA AD5). Following the conclusion of two internal selection procedures, which were launched at the first half of 2021, two additional reserve lists has been established and successful candidates for the vacant posts took up duties in second half of 2021. In addition, in 2021 the BEREK Office launched two selection procedures (one for SNEs and one for CAs), which was carried over to 2022.

In order to ensure continuity of the service, the majority of the posts that remained vacant in (part of) the first half of the year, were covered by interim workers. Additional interim workers provided services related to the implementation of the new Headquarters (HQ) Agreement, and in particular to cover the period between the entry into force of the HQ Agreement and the establishment of the Liaison Office.

In addition, the entity in charge of HR ran three selection procedures for trainees. In 2021, five trainees continued their traineeship which started in 2020, meanwhile seven trainees joined the traineeship programme at the BEREK Office in 2021. Out of these seven trainees three were offered traineeship following selection procedures concluded in 2021, and four were selected from existing shortlists.

As a general strategy, the BEREK Office continued to maintain and expand the list of reserve lists, which has proved to be a successful formula for 'fast-track' recruitment of staff for posts that become vacant.

6.4. Talent Management

The 2021 annual appraisal exercise was launched in January 2021; the 2021 reclassification exercise was launched in August 2021. Both exercises were successfully finalised.

Since the introduction of the European Commission's new Learning and Development strategy at the BEREK Office in 2018, the principles of the new strategy, focusing on efficient on-the-job learning and knowledge-sharing in addition to classroom training, were successfully applied at the BEREK Office. However, due to continuation of pandemic in 2021 the classroom trainings where moved to a digital environment and increased use of online learning tools became the 'new normal'. Participation in online training courses is promoted through the online training tool EU Learn. In 2021, the BEREK Office staff members benefited from training sessions on 108 subjects, including 33 in-house training sessions. Training was provided to staff members to deepen their knowledge in areas such as project management, document management, procurement, finance and budgets, data protection, ethical values, language training and others.

6.5. Staff retention and working conditions

The average length of service of staff at the BEREC Office in 2021 (incl. TAs, CAs, SNEs) was 3 years, which represents a slight increase compared to previous years (2020: 2.60; 2019: 2.68 years) however is still considered as short average.

The average duration of contracts by category of staff is as follows:

Category of staff \ Year	2019	2020	2021
Temporary agents category (TAs) 2(f) ²⁵	3,60 years	3,93 years	4,12 years
Contract agents (CAs)	2,14 years	1,91 years	2,36 years
CAs + TAs 2(f) (excluding SNEs and TA 2(a))	2,93 years	2,86 years	3,23 years

Overall 2021 was a year of stability with hardly any resignations from staff members employed by BEREC Office resulting in increase of average length of service at the Agency. Throughout all the year, only two staff members left BEREC Office, one Temporary Agent and one Contract Agent. This could mainly be explained by the COVID-19 outbreak and its negative impacts on many businesses, which limited job opportunities on the market.

In general the reasons for the short average length of service at the BEREC Office are largely of external origin, such as the low correction coefficient for Latvia (although it increased from 77.% to 80% as of 1 July 2021), dissatisfaction of staff with certain aspects of the living conditions in Latvia, the low entry levels and unsuitable categories of staff, and the limitations of the current physical working space.

Following the above, efforts to retain and further develop highly specialised staff continued through different measures. The BEREC Office cares for its staff by seeking to provide a functional, comfortable and environmentally friendly working space, taking into account the limitations of its current premises.

The BEREC Office continued its efforts in facilitating access to health measures and enhancing health measures at work:

- A medical service covering a wide range of situations is provided to the staff through an SLA with the European Commission's Medical Service.
- Agency liaised with the national authorities in Latvia to ensure that its staff without local personal identification codes have access to COVID-19 vaccination and could get issued certificates valid in the EU.

Following the adoption of the BEREC Office MC Decision on the implementation of measures of a social nature at the BEREC Office, the following activities have been implemented in 2021:

- A framework service contract for legal assistance for the staff provided by a legal firm in Riga was continued to offer the BEREC Office staff the benefit of legal advice and support in relation to their establishment in Latvia. Additionally, under this framework service contract, the BEREC Office ordered electronic brochures covering the legal provisions and some practical information on various topics of interest to the BEREC Office staff.
- The framework contract concluded in 2018 for the provision of welfare services for staff members has been implemented and used throughout 2021.
- The Agency for a third time launched a call for expression of interest for structural telework by the staff. From 1 July 2021, 31 staff members, amounting to 72% of the Agency's staff, made use of structural teleworking arrangements (compared to 28% in 2020). The structural teleworking agreements in many cases have the added benefit of helping staff members reconcile their private and professional lives.
- Due to the COVID-19 outbreak a more flexible approach towards occasional teleworking was applied, and was widely used by staff.
- It is also expected that the new Headquarters Agreement that was signed on 21 December 2020 will contribute to improving the working and living conditions of the staff and will reflect positively on staff retention and will increase the attractiveness of the Agency in future. The new HQ Agreement was presented to the staff, with a focus on the provisions related to their status and the benefits for the staff. The staff was also informed that a number of provisions in the new HQ Agreement is expected to be implemented with a delay due to a lack of (legislative) readiness from the national authorities.
- In order to better accommodate staff members' needs, support for schooling and kindergarten was expanded, by signing agreements relating to provision of school services with two new international schools, and one agreement with a kindergarten.
- In the context of ongoing COVID-19 pandemic new Internal Administrative Instruction № 03 bis of 2021 of the BEREC Office Director on the guidelines on teleworking at the BEREC Office during the COVID-19 pandemic and in particular during the emergency situation (IAI/2021/03 bis) was adopted. In order to help BEREC Office staff members telework more from home, new policy enabled staff to receive reimbursement for certain items of office equipment.

The implementation of all other projects launched in the previous years (assistance with home care or care for a sick child, general and language training courses and others) aimed at ensuring retention of highly qualified staff continued throughout 2021.

Under the flexible working time arrangements (flexitime) in force at the BEREC Office, the Agency's staff were granted a total of 56 days of flexitime recuperation in 2021. For more details on the flexitime recuperation days taken in each grade, see Annex IV, Table 7.

6.6. Gender and geographical balance of the staff

At the end of 2021 (on 31 December 2021) a good gender balance has been maintained within the staff: 52% female and 48% male. Taking into account that the BEREC Office has only three middle management positions, an acceptable gender balance was also achieved in middle management, with one woman and two men.

Bearing in mind the small size of the Agency, a good geographical balance was achieved, with representatives of 13 Member States²⁶ and 2 Western Balkan countries (on 31 December 2021). A detailed overview of the gender and geographical distribution of BEREC Office staff can be seen in Table 3 and Table 4 of Annex IV.

6.7. Implementing rules

In 2021 the following staff implementing rules entered into force for the BEREC Office:

Commission Decision C(2020) 4818 of 20 July 2020 amending Decision C(2011)1278 of 3 March 2011 on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights, applied by the BEREC Office by analogy from 5 May 2021.

Further information on the specific decisions are included in Annex IV, table 7.

6.8. Benchmarking

In line with the obligations deriving from Article 29 of the Framework Financial Regulation (FFR), the BEREC Office annually conducts a benchmarking exercise, which shows the internal distribution of the Agency's human resources according to the role of each job. The compared results for 2019, 2020 and 2021 are reported in Table 5 of Annex IV.

The identification of the above-mentioned organisational roles is obtained through a job screening conducted on the basis of the specific methodology common to all agencies and the list of the roles corresponding to each job is reflected in Table 2 of Annex IV.

The final results of these exercises reflect the distribution of tasks and responsibilities following the entry into force of the new BEREC Regulation at the end of 2018 and the change in the Agency's staffing.

²⁶ A trend towards an increase in Latvian nationals working at the BEREC Office has been identified.

6. Strategy for efficiency gains

6.1 *Highlights*

The actions for achieving efficiency gains in 2021 were aimed at the following main areas:

1. efficiency gains via further centralisation of some functions.
2. efficiency gains in the field of procurement;
3. efficiency gains achieved through the increased use of EC IT applications or the introduction of new ones;
4. use of external resources to compensate lacking HR capacity or for tasks of a technical and auxiliary nature.

These actions have led to the following results:

6.2 *Efficiency gains in the field of procurement*

Joint purchasing arrangements can give rise to efficiency gains, in particular, due to economies of scale, which lead to cost savings such as lower purchase prices or improved client services for the same price. Interinstitutional procurement procedures or joint procurement with the authorities of the host Member State can also save human resources for the BEREC Office, which due to its small size has a very limited number of staff available to manage the Agency's procurement²⁷.

Consequently, in 2021 the BEREC Office continued the use of interinstitutional procurement procedures and joined 13 interinstitutional procurement procedures (out of 14 invitations received), which resulted in the conclusion of 6 FWCs during the reporting period.

Additionally, based on the provisions of the new BEREC Office Financial Regulation, in 2019 the BEREC Office concluded an agreement (via exchange of letters) with the Latvian side for the organisation of joint procurement with the Government of the host Member State. The BEREC Office received access to the Latvian electronic procurement system – EIS, and was gradually added as a contracting authority in new procurement procedures by the Latvian side. In 2021, the BEREC Office was authorised to use three catalogues of the joint procurement with the Latvian contracting authorities, namely for the purchase of IT hardware, office supplies, stationery and household goods.

6.3 *Efficiency gains achieved via the higher use or introduction of additional EC IT applications*

One of the means for ensuring efficiency gains is the digitalisation of the services used and offered and the use of automation. The BEREC Office does not have sufficient resources to develop and implement its own administrative IT tools, as most of its IT specialised staff is

²⁷ In 2020, the BEREC Office dedicated 0.6 Temporary Agent AD 6, 0.8 Contract Agent FG IV , 0.5 Contract Agent FG II and 0.5 interim worker (in times of peak workload).

dedicated to support to BEREC. Consequently, the BEREC Office tries to make maximum use of the IT tools developed by the Commission's services.

In 2021, the Agency made progress with the introduction of the following tools:

a) Advanced Gateways for Meetings (AGM)

In 2019, the BEREC Office put into operation the EC's online tool (AGM) for the organisation of meetings and expert reimbursements, with the objective of starting its use gradually as of 2020.

However, due to the COVID-19 pandemic and applicable restrictions on travel in 2021, the new tool was not used extensively. Yet there were 231 experts registered for the BEREC meetings through the tool last year. Please refer to point 4.2.8 for more information.

The extensive use of the AGM tool by experts is expected as soon as physical meeting will resume, i.e. in 2022 and thereafter.

b) Increased use of Sysper2 for managing the HR resources

In addition to previous year's achievements, such as deployment of Sysper2, digital distribution of payslips and others, the entity in charge of HR made further progress in 2021 towards paperless HR management by launching the use of the Digital Personal Files (NDP) modules in Sysper2 – for HR professionals. The major part of the digitalisation of the personal files was done in 2021 and on 13 April 2022 the file were made available to staff enabling them to consult their individual personnel files in digital format and autonomously.

The Agency also started the use of the probationary period module of Sysper2.

c) Use of e-Invoicing

The BEREC Office started the use of e-Tendering in 2019 and e-Submission in 2019 but has not stated the use of e-Invoicing.

In 2021 the Agency conducted analysis on the cost and benefits of the use of e-Invoicing and concluded that at this stage there will be no benefits from taking this module of e-Prior due to low take-up of the service/goods providers of the Agency.

The management will continue to monitor the development of the tools for e-Invoicing offered to the decentralised Agencies and depending on the level of their take-up by the Agency's business partners may opt for the tool in the future.

6.4 Use of external resources to compensate missing capacities or for tasks of technical and auxiliary nature.

Since its establishment, the BEREC Office has been operating with lacking human resources (HR) capacity for certain posts such as internal control coordinator, medical officer, security guards, etc. Additionally, the Agency has neither clerks nor secretaries and consequently many staff members are engaged in secretarial and clerical tasks, irrespective of their grade.

To compensate some of the lacking capacity, where possible, the BEREC Office uses such services when they are offered by the European Commission (EC) or other agencies of the EU

as a first priority.

In 2021 the Agency used the following services offered by the EC or other agencies and bodies of the EU:

1) In the area of human resources (HR):

Services offered by the EC Office for the Administration and Payment of Individual Entitlements (PMO)

- Sickness, accidents, occupational disease
- Unemployment
- Pensions, invalidity allowance, transfers and severance grant
- Salary calculation and payment
- Use of IT tool for salary calculation and reporting (NAP)
- Determination of individual entitlements for active staff – allowances and reimbursements on taking up appointment, transfer
- Use of Sysper rights module for PMO (stand alone)
- Determination of mission expenses

Services offered by the DG Human Resources and Security (DG HR)

- Learning and development
- Health and Wellbeing - Medical services

Services offered by European Personnel Selection Office (EPSO and the European School of Administration (EUSA)

- Selection and training of staff

2) In the area of finance and accounting:

- Accounting Officer services (Directorate General for Budget - DG BUDG)
- Reimbursement of expenses of experts (PMO)

3) In the area of IT and security:

- Security services (CERT-EU)
- sTesta services (DG for Informatics - DG DIGIT)
- Production of security badges and entry permits for the EC premises (DG HR)
- Financial and accounting systems: ABAC Workflow, ABAC Accounting (SAP), ABAC Datawarehouse and ABAC Assets (DG BUDG, DG DIGIT)
- e-PRIOR for procurement (DG DIGIT)

- ICT procurement (DG DIGIT)
- EU Learn (DG HR)
- My IntraComm (DG DIGIT)
- MiPs (PMO)
- NAP / BOXI (PMO)
- Sysper2, incl. ComRef database (DG HR)
- HERMES-ARES-NomCom (SecGen)
- AGM (PMO)

4) Publications and language services:

- Publication services (Publication Office)
- Interpretation services [DG Interpretation (SCIC)] and translations and other language services [Translation Centre of the EU (CdT)]

When the services needed by the BEREC Office, for which internal capacity is missing, are not offered by the EC or other bodies of the EU, the BEREC Office purchases such services via contracts, for example in the field of IT, physical security, logistics, cleaning and others.

Interim workers were hired for specific short-term projects for which the BEREC Office has no posts in its organisational structure, for example for the implementation of the BERECweb project, the joint project with the Latvian Government for a new Headquarters agreement, for carrying out the assessment of the efficiency and effectiveness of the internal control system or for the development of other one-time IT projects (Digital personal files in Sysper2 – NDP, new modules of the corporate Activity-base budget management (ABM) tool and others).

This approach has enabled the BEREC Office to address tasks in its mandate by making extensive use of the professional knowledge of the hired staff in the interest of the service.

6.5 Conclusions

The implementation of the above-mentioned actions has led to improved service quality, lower prices and/or higher quality and the use of fewer FTEs for administrative tasks.

Any freed-up capacity from the implementation of the strategy for efficiency gains has been re-invested in support to BEREC.

7. Assessment of audit and ex-post evaluation results during the reporting year

7.1 Internal Audit Service

According to the provisions of the BEREC Office Financial Regulation, specifically the provisions set out in Chapter 7 thereof, the European Commission's IAS is the internal auditor of the BEREC Office. Following the full risk assessment carried out in 2020 and according to the audit plan for the period 2021-2023, the IAS started, in late 2021, its preliminary interviews for the audit on Organisational preparedness for the implementation of BEREC Working Groups' activities. The audit fieldwork continued also in January 2022, the advance draft report being expected in the first quarter of 2022. BEREC Office will have the chance to comment on the IAS recommendations, followed by drafting of the action plan, its implementation and submission of actions taken to the IAS in order to have these recommendations closed.

7.2 Internal audit capability

Not applicable²⁸.

7.3 European Court of Auditors (ECA)

In the ECA's opinion²⁹, the accounts of the BEREC Office for 2020 present fairly, in all material respects, the financial position of the BEREC Office at 31 December 2020, the results of its operations, its cash flows, and the changes in net assets for the year then ended, in accordance with its Financial Regulation and with accounting rules adopted by the Commission's accounting officer. These are based on internationally accepted accounting standards for the public sector.

The ECA had no comments in any of the areas of activity of the BEREC Office.

A follow-up was also ensured for the Annex provided by ECA regarding the on-going Court observations coming from previous years referring to the secretarial support service contract- its status will still remain opened as ECA refrained to make any observation on the regularity of the Agency's approach until the Court of Justice CJEU has issued a final ruling in this case. An additional on-going comment, came from ECA previous findings related to one procurement procedure where 1 offer was erroneously not considered and where the person dealing with the procurement had declared a potential conflict of interests.

7.4 Follow-up of observations made by the discharge authority

In terms of the discharge, the BEREC Office followed up with the European Parliament (EP) on its recommendations in respect of the 2019 discharge report and submitted replies. These replies moreover followed-up the EP observations on identified issues such as: high staff turnover, sharing of resources with other Union agencies, developing of synergies and increasing of cooperation and exchange of good practices with other Union agencies,

²⁸ The BEREC Office has no internal audit capacity

²⁹ [Annual report on EU agencies for the financial year 2020](#)

importance of digitalization, gender staff balance, replies given in what regards ECA 's previous years observations, implementation of EC available modules, ensuring of transparency and prevention and management of conflict of interests, accessibility to the Agency website and dissemination of information on the results of its research to the public.

Additionally the BEREC Office contributed by submitting comments and inputs to the 2020 Discharge exercise in the second part of 2021.

On 4 May 2022 the European Parliament (EP) decided to grant discharge in respect of the implementation of the BEREC Office budget for the financial year 2020 and to close the accounts for that financial year.

It is resolution accompanying the discharge decision to the EP welcomes the achievements of the Agency in the fields of budget monitoring and implementation, establishment of key performance indicators to assess the added value provided by its activities, the synergies established with other agencies, the usage of the EC services to a maximum extent, filling up the newly created position of the local security officer as well as a six months' interim internal control coordinator post, though it acknowledges that those solutions do not constitute sustainable solutions for the BEREC Office's issues. Additionally, it also acknowledges that the Agency struggles to attract and retain professionals and also is continuously working towards improving the working conditions. The EP welcomes also the fact that there are ongoing efforts to secure transparency and prevention of conflict of interest at the level of the Management Board. In what regards the IAS audit it is noted the full risk assessment performed by the IAS in 2020 and also it is welcomed the fact that the BEREC Office closed all its opened recommendations by the end of 2020. As per the COVID pandemic the European Parliaments noted that most of the physical events were cancelled and organized via videoconferencing and that the BEREC Office took measures to better meet the increased need for virtual collaboration. Other acknowledgement points noted by the European Parliament were referring to the new website and to the dissemination of the results of the BEREC Office to the public. The EP also recalls the importance of digitalization and stresses the need for the BEREC Office to continue to be proactive in this and, also, the need, to take all the necessary security measures to avoid any risk of the online security. In this regard the Discharge Authority encourages the BEREC Office to speed up the cybersecurity policy and inform upon its completion.

However, there were still some points raised that were referring to previous ECA findings from previous years audits, gender inequality at the level of the Management Board etc. All the points raised will be addressed by the BEREC Office in a follow-up communication.

7.5 Follow up of recommendations issued following investigations by the European Anti-Fraud Office (OLAF)³⁰

Not applicable.³¹

8. Environment management

The BEREC Office takes into consideration the impact of its operation within the sector on the environment and is constantly enhancing measures to reduce this impact and propose measures that would aim to a greener operation. The two main factors that may affect the sustainability of an organisation like the BEREC Office are 'how the running of an organisation affects sustainability' and 'how sustainability has been considered in the overall strategy and operations of the organisation'.

For more detailed explanations and descriptions on the measures already taken to reduce the environmental impact, please refer to Annex VIII of this report.

9. Access to documents and data protection

In 2021 the BEREC Office received eight requests for access to documents under Regulation (EC) No 1049/2001: all concerning BEREC documents (see Annex I, Table 9). In one case, access was partially granted; in two other cases, the documents were not disclosed based on the exceptions in Regulation (EC) No 1049/2001 and two of the requests were for documents not held by the BEREC Office. Additionally, it must be noted that one request was closed after the applicant has failed to clarify the scope of its request and two requests of access to documents were handled as requests of information as the Agency did not hold any documents containing the information requested.

Overall, the number of requests for access to documents was higher than in previous years, mainly because of the increased public interest in the BEREC activities.

In the area of data protection, in 2021 the BEREC Office continued its efforts to ensure compliance with Regulation (EU) 2018/1725, which entered into force as of 11 December 2018. During 2021, the Agency made substantial progress to enhance data protection policies and procedures reaching a satisfactory level of compliance. Although progress was made, a continuous focus is needed in 2022, and likely beyond to address the emerging challenges, in particular for what concerns the compliance of the use of digital tools and service-providers based outside the EU/EEA.

³⁰ Article 11 Regulation (EU/Euratom) 883/2013 of the European Parliament and of the Council concerning investigations conducted by the European Anti-Fraud Office (OLAF)

³¹ The BEREC Office has not been subject to OLAF investigations.

The concrete 2021 outputs in terms of data protection are summarised as follows:

- The BEREC Office staff and newcomers have received tailored trainings on the data protection obligations to observe when processing personal data in the course of their duties.
- The BEREC Office developed 10 data protection policies covering the processing of personal data in the area of HR management.
- The Agency carried out a Privacy and security assessment of the video-conference tools and initiated a Data protection impact assessment (DPIA) on the use of Microsoft Office 365.
- The BEREC Office provided response to four European Data Protection Supervisor (EDPS) requests/monitoring exercise including one remote audit.
- The Data Protection Officer (DPO) handled one data subject complaint and one data breach concerning the Agency systems.

The above-mentioned activities are described in more detail in the 2021 Annual Report of the DPO, which on 10 March 2022 the BEREC Office DPO has submitted to the Management Board pursuant to Article 7.3 of Decision No MB/2019/14.

As in the previous year, in 2021 the role of the DPO was exercised by the BEREC Office Legal Officer (CA FG IV).

10. Assessment by management

2021 was another successful year for the BEREC Office, during which the Agency provided BEREC with all necessary support in accordance with the expectations (as evidenced by the satisfaction surveys), while addressing the on-going challenges arising from the worldwide COVID-19 pandemic. Overall the BEREC Office staff demonstrated good level of resilience and adapted to the changing environment.

As mentioned in the previous sections of this report, the BEREC Office maintained business continuity in its services and further expanded them in order to enable fully online operation of the BEREC Board of Regulators (BoR) and its preparatory bodies: the Contact Network (CN) and the Working Groups (WGs). The management of stakeholder relations was maintained at a high level and the feedback provided to BEREC via the different communication channels was successfully incorporated in the final deliverables.

The BEREC Office achievements in 2021 go beyond adapting to the pandemic situation as some of them required additional effort and resources due to the fact that they were not of repetitive nature, such as the implementation of the new Headquarters agreement, strengthening security, managing new premises project, etc.

In addition to the usual support provided to the BoR, CN, WGs and the day-to-day work of the BEREC Chair, in 2021 the BEREC Office put into operation several information and communication technology (ICT) systems to fulfil its own mandate and/or ensure compliance with the legal obligations imposed by the legislator on BEREC.

The BEREC Office provided a secure ICT environment for the predominately online work of BEREC and the BEREC Office and procured, where needed, additional hardware and software to enable BEREC experts and the BEREC Office staff to fulfil their duties under the unprecedented restrictions imposed in all EU and BEREC states because of COVID-19.

Irrespective of the challenges mentioned above, the BEREC Office managed to maintain its staffing and budget execution indicators at the target levels set by the MB and closed all audit recommendations.

Despite the exceptional circumstances mentioned above, the internal control systems put in place have functioned as intended to ensure the appropriate management of financial flows and the legality and regularity of the underlying transactions, based on 100% *ex ante* verifications of financial transactions and procurement procedures.

The objective of the systems is to ensure that the BEREC Office management has reasonable assurance that the total amount of any financial operation authorised during the reporting year that does not comply with contractual and regulatory provisions does not exceed 2% of total expenditure.

Without prejudice to existing possibilities for carrying out further audits, where an audit based on internationally accepted audit standards providing reasonable assurance has been

conducted by an independent auditor on the financial statements and reports setting out the use of a Union contribution, that audit will form the basis of the overall assurance, as further specified, where appropriate, in sector-specific rules, provided that there is sufficient evidence of the independence and competence of the auditor. To that end, the report of the independent auditor and the related audit documentation must be made available on request to the European Parliament, the European Commission, the European Court of Auditors (ECA) and the audit authorities of Member States.

To meet these requirements, the BEREC Office management also examined the Register of exceptions and non-compliant events (defined as control overrides or deviations from policies and procedures), the outcome of the audits performed by the Internal Audit Service, ECA and the independent auditors and the assessment of the effectiveness of the internal control systems.

The examination of this evidence, including accounting and asset management information, shows that, although there is still room for improvement in some aspects of the internal administrative procedures (specifically associated with some missing profiles at the Agency), there are no errors that have a financial impact or could call into question the legality or regularity of the underlying transactions.

It is also to be noted that the audit work of the ECA and the independent auditor have not led to any preliminary observations.

Based on the principle of cross-reliance on audits based on internationally accepted audit standards, the management and taking into account the limited human and financial resources of the Agency, in 2021 the BEREC Office management has not considered it necessary to introduce ex-post controls.

Part III: Assessment of the effectiveness of the internal control systems

1. Risk management

In accordance with the relevant international standards in July 2020 the IAS carried out an in-depth risk assessment covering all BEREC Office auditable entities. The outcome of the risk assessment proved that the BEREC Office remains a low risk Agency.

As part of its annual risk management activities on 8 October 2021 the BEREC Office held an internal risk assessment workshop.

During the workshop the Agency management together with key staff reviewed all risks associated with the activity of the BEREC Office and concluded that there were no critical risks. The risks identified as significant have been recorded in the Risk register and have been either accepted or would be addressed via action plans. The progress of the implementation of the action plans is monitored on a monthly basis with the objective of alerting management when indicators show that the achievement of the objectives is at risk.

2. Compliance and effectiveness of internal control principles

The assessment of the efficiency and effectiveness of the internal control system in the BEREC Office was performed from October until end of December 2021 by an interim internal control coordinator (ICC).

The controls and benefits assessment showed that the costs related to the controls in the BEREC Office are in line with the benefits.

The assessment of ABAC and the financial requirements showed that the BEREC Office is compliant with the Financial Regulation. This is also testified by the European Court of Auditors (ECA), as it issued a no findings report. The BEREC Office also addressed all the IAS recommendations coming from previous audit exercises and, at the end of 2020-beginning of 2021 the auditors closed all opened items of the Agency.

The assessment of the compliance with the Internal Control Framework (ICF) requirements was divided into the following five different clusters:

- Control Environment
- Risk Assessment
- Control Activities
- Information and Communication
- Monitoring activities

The assessment of the **Control Environment** showed a good level of implementation of the principles overall; however, there is an opportunity for improvement in respect of one principle. The need for improvement is related to the 3rd principle as some functions (such as the DPO, Legal officer and the Advisor and Assistant to the Director) do not have a formal back-up. It is

noted also that the function of the ICC is missing at the BEREC Office, which in 2021 was compensated by an interim worker with 6 months contract.

The **Risk Assessment** showed that there is clear room for improvement of two principles. Although risks are followed-up in the BEREC Office, there is no continuous risk assessment ongoing due to lack of staff, mainly the absence of an ICC or Internal Audit capability. This lack of ICC or internal auditor impacts negatively the compliance with other principles of the ICF, as well. It is recommended also to develop training materials on subject of anti-fraud.

The assessment of the **Control Activities** showed an overall good implementation, however, for ICP 10 there is a risk of non-compliance due to not updated Business Continuity plans. There is a recommendation also to develop a procedure for action in case of data breach and physical security breach. The report shows also that the actual security situation needs to be improved.

The assessment of **Information and Communication** principles showed a very good implementation, only a few opportunities to even develop further, like improvement of document management of BEREC on the website by BEREC, wider use of internal newsletter for internal communication, the push notifications on the smartphone for urgent issues and communication activities of the BEREC Office, and reflecting activities related to communication and visibility plan included in the Headquarters Agreement into existing instruments of external communication of the BEREC Office.

The assessment of the **Monitoring Activities** principles showed that these principles, 16 and 17, are at risk for non-compliance and need re-adjustment. The risk assessment should be of continuous nature, as does the whole internal control framework. There is a need for establishment of an ICC and/or Internal Audit capability.

Overall, it is concluded that the BEREC Office is compliant with the internal control framework as much as possible without staff specifically hired for internal controls. The problems identified are mostly linked to the lack of specialized staff, other remarks are stated as opportunities.

Costs and benefits of controls

The costs of controls at the BEREC Office for the financial year 2021 have been, as follows:

1. Outsourced:

- verification of the BEREC Office annual accounts by an independent external auditor in accordance with the provision of Article 70 (6) of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012³² - kEUR 9;

³² OJ L 193, 30.7.2018, p. 1–222 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

- assessment of the efficiency and effectiveness of the internal control systems, including an overall assessment of the costs and benefits of controls, as required by the provision of Article 48 (1) of Commission Delegated Regulation (EU) 2019/715 of 18 December 2018 on the framework financial regulation for the bodies set up under the TFEU and Euratom Treaty and referred to in Article 70 of Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council³³, by an interim internal control coordinator³⁴ - kEUR 18.

Due to the fact that these verifications are mandatory and not related to the value of transactions, this expenditure has not been interrelated with the value of specific transactions. However, if compared to the overall budget available at the Agency for payments in 2021 (e.g. milEUR 10) the expenditure for the independent auditor will be 0.1 % of the available appropriations for payment and the expenditure for the assessment of the efficiency and effectiveness of the internal control systems, including an overall assessment of the costs and benefits of controls will constitute 0.2 % of the available payment appropriations.

2. Internal:

(a) control on procurement by the neutral legal verifier and responsible manager/authoring officer (by delegation) – kEUR 20 – for procurement procedures with value of milEUR 3.5; the cost of the controls constitutes 0.6 % of the value of the procurement procedures;

(b) ex-ante control for financial transitions (both operational and financial) for 100% of the transactions executed at the BEREC Office in 2021 – kEUR 33 for transactions of approximate value of milEUR 10 (which includes payment appropriations carried over from 2020); the cost of the controls constitutes 0.3 % of the value of the financial transactions).

The overall assessment of the management is that costs of control in 2021 have been at reasonable levels and that their benefits have been in line with their value. Due to the fact that the cost of controls for procurement currently exceed those for the financial transactions, the management will perform a benchmarking exercise with the other Agencies and may consider reduction of the level of controls in the area of procurement, especially for low-risk operations.

³³ OJ L 122, 10.5.2019, p. 1–38 (BG, ES, CS, DA, DE, ET, EL, EN, FR, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

³⁴ Used due to the absence of such function at the BEREC Office

3. Independent auditor's report on the provisional annual accounts as at 31 December 2021

The BEREC Office requested an independent auditor to audit the provisional and annual accounts of the Agency for 2021, consisting of the financial statements and the reports on the implementation of the budget for the financial year that ended on 31 December 2021. The financial statements comprise the balance sheet as at 31 December 2021, the statement of financial performance, the cash flow statement, the statement of changes in net assets/liabilities for the year then ended, and a summary of significant accounting policies and other explanatory information.

The audit was conducted in accordance with the International Standards on Auditing and the International Standards of Supreme Audit Institutions, as issued by the International Organisation of Supreme Audit Institutions.

In the opinion of the independent auditor, the provisional annual accounts of the Agency present fairly, in all material aspects, its financial position as at 31 December 2021, and the results of its operations and its cash flow, for the year then ended, and are prepared in accordance with its Financial Regulation, and, in accordance with the accounting rules adopted by the European Commission's accounting officer, and the International Public Sector Accounting Standards, as issued by the International Public Sector Accounting Standards Board.

The report of the independent auditor and the related audit documentation have been made available to the European Commission and the European Court of Auditors within the deadline established.

4. Validation of local accounting systems by the Commission's accounting officer

In 2021, the Directorate-General for Budget carried out an annual review for the validation of local accounting systems for the operations authorised by the BEREC Office during the financial year 2020. The assessment was carried out to provide assurance that the internal control systems in place are effective.

The results of the exercise concluded that the internal control systems in place are working as intended; the accounting officer did not identify any weaknesses in the internal control systems that would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting.

Based on this evidence and on the conclusions of the ECA and the IAS, the BEREC Office management has concluded that the internal control systems in place are efficient and effective and are fit for purpose.

5. Statement of the Manager in charge of risk management and internal control

I, the undersigned, Iskra STOILOVA-TSONEVA,

Manager in charge of risk management and internal control within the Agency for Support for BEREC (BEREC Office),

In my capacity as Manager in charge of risk management and internal control, I declare that in accordance with Agency's Internal Control Framework, a report with recommendations on the overall state of internal control in the Agency has been presented to the attention of the Director.

I hereby certify that the information provided in the present Consolidated Annual Activity Report and in its annexes is, to the best of my knowledge, accurate, reliable and complete.

Riga, 21 June 2022.

(e-signed)

Iskra STOILOVA-TSONEVA

Head of Administration and Finance

Part IV: Management assurance

1. Review of the elements supporting assurance

The information reported in Parts I and II stems from the results of management and auditor monitoring conducted in 2021. It is based on a systematic analysis of the evidence available, as stated below.

i. Ex ante controls of transactions

In 2021 all transactions (operational and financial) at the BEREC Office have been subject to ex ante controls. The staff entrusted with the ex-ante controls has the necessary professional knowledge to perform these controls. Their knowledge has been acquired during previous experience and the specific trainings offered by the BEREC Office.

ii. Assessment of the efficiency and effectiveness of the internal control system

In the absence of internal control coordinator (ICC) at the BEREC Office in 2021 the BEREC Office hired an interim ICC to assess the implementation of the BEREC Office Internal Control Framework as defined by the Management Board³⁵.

The assessment was done against the objectives and key performance indicators included in the BEREC Office Work Programme 2021 as part of the Agency Single Programming Document for 2021-2023³⁶ by taking into account the standards at the Commission services.

The outcome of the assessment demonstrated that the BEREC Office has overall a well performing internal control framework in place with the key criteria specified by the European Commission (EC) Directorate-General for Budget (DG BUDG), the BEREC Office own regulations, the BEREC Office key policies and procedures, and with good practices.

iii. Validation of the accounting system carried out by the EC Accounting Officer

In 2021 the staff of DG BUDG carried out its annual evaluation of the local financial systems set up in BEREC Office, as provided for in Article 50 (e) of the BEREC Office Financial Regulation.

The evaluation has not identified any control weakness which would have a material impact on the accuracy, completeness and timeliness of the information required to draft the annual accounts and produce reliable reporting. On the basis of the available evidence, DG BUDG concluded that the internal control systems are working as intended.

³⁵ See document MC (18) 69, BEREC Office Internal Control Framework, 04.10.2018, published at: https://bereg.europa.eu/eng/document_register/subject_matter/bereg_office/others/8260-bereg-office-internal-control-framework

³⁶ See document MB (21) 03, Single Programming Document of the Activities of the Agency for Support for BEREC ('BEREC Office') for the period 2021-2023, 29.01.2021, , published at: https://bereg.europa.eu/eng/document_register/subject_matter/bereg_office/office_annual_work_programmes/9776-single-programming-document-of-the-activities-of-the-agency-for-support-for-bereg-bereg-office-for-the-period-2021-2023

- iv. Outcome of the risk assessment carried out by the Internal Audit Service (IAS) in 2020 / 2021 BEREC Office internal risk assessment, closure of all IAS recommendations stemming out from previous audits

In 2020 the IAS carried out a full risk assessment, which did not demonstrate any critical risks. It also confirmed that the BEREC Office remains a low-risk Agency. Furthermore, at the beginning of 2021 the IAS closed all open recommendations stemming out from previous years' audits, the implementation of which had been reported by the BEREC Office by the end of 2020.

The risk assessment at the Agency held in October 2021 confirmed that there are no critical risks for the activity of the BEREC Office and that it remains a low risk Agency.

- v. Lessons learned from the reports of the European Court of Auditors (ECA)

The management has taken into account the lessons learned from the ECA reports and has introduced the necessary improvements in those areas in which there were comments by the auditors.

- vi. Audit based on internationally accepted audit standards conducted by an independent auditor on the financial statements and reports setting out the use of a Union contribution

Under a framework contract of the European Commission Directorate-General for Budget the BEREC Office tasked an independent auditor on the bases of internationally accepted audit standards to audit the BEREC Office financial accounts (provisional and final) and to report setting out the use of a Union contribution. Following the audit of the provisional and final accounts and the documents containing information about the use of a Union contribution, the independent auditor issued a clean opinion according to which the provisional annual accounts of the Agency presented fairly, in all material aspects, its financial position as at 31 December 2021.

- vii. Declarations of Assurance by the Authoring Officers by Delegation

In their capacity as Authorising Officers by Delegation, each Head of Unit has provided a Declaration of Assurance on the appropriate allocation of resources and their use for their intended purpose and in accordance with the principles of sound financial management, as well as on the adequacy of the control procedures in place.

- viii. Declaration of the manager in charge of risk management and internal controls

The Manager in charge of risk management and internal control has signed a declaration taking responsibility for the completeness and reliability of management reporting. This declaration covers both the state of internal control in the BEREC Office and the robustness of reporting on operational performance. However, responsibility for achieving operational objectives remains with the relevant directorate and unit.

This approach provides sufficient guarantees of the completeness and reliability of the information reported, and the results achieved by the BEREC Office in 2021.

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

2. Reservations and overall conclusions on assurance

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

Part V: Declaration of Assurance

I, the undersigned, **László IGNÉCZI**, Director of the Agency for Support for BEREC (the BEREC Office), in my capacity as authorising officer, declare that the information contained in this report gives a true and fair view, and state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal, such as the ex-ante controls of all transactions (operational and financial) carried out by the BEREC Office staff, the assessment of the efficiency and effectiveness of the internal control system carried out by an interim internal control coordinator, the validation of the accounting system carried out by the Commission Accounting Officer, who is appointed as the BEREC Office Accounting Officer, the full risk assessment carried out by the Internal Audit Service (IAS) in 2020 and the closure of all IAS recommendations arising from the previous years' audits, the lessons learnt from the reports of the European Court of Auditors, the outcome of the audit based on internationally accepted audit standards conducted by an independent auditor on the financial statements and reports setting out the use of a Union contribution and the declarations of assurance of the authorising officer by delegation.

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

Riga, 21 June 2022.

(e-signed)

László IGNÉCZI

*BEREC Office Director and
Authorising Officer*

Annex I: Core business information and statistics

Table 1: List of BEREC Working Groups (WGs) supported by the BEREC Office in 2021

WGs established by a decision of the BEREC BoR ³⁷	
1.	Regulatory Framework WG
2.	Open Internet WG
3.	Planning and Future Trends WG
4.	Market and Economic Analysis WG
5.	End-User WG
6.	Statistics and Indicators WG
7.	Roaming WG
8.	Fixed Network Evolution WG
9.	Wireless Network Evolution WG
10.	Remedies WG

Ad hoc WGs established by the BEREC Chair³⁸

1.	Ad hoc Cybersecurity of 5G Networks WG
2.	Ad-hoc Sustainability WG

³⁷

https://berec.europa.eu/eng/document_register/subject_matter/berec/decisions/8321-decision-of-the-board-of-regulators-on-the-berec-expert-working-groups

³⁸ At the end of 2021, BoR has adopted Decision No BoR/2021/03 on the BEREC Ad-hoc Working Groups change into permanent Working Groups.

Table 2: List of BEREC public consultations managed by the BEREC Office in 2021

PC No	Start	End	Topic	Documents subject to consultation	No of contributions
PC 01/21	15 December 2020	27 January 2021	Draft BEREC Guidelines on Geographical Surveys. Verification of Information.	Draft BEREC Guidelines on Geographical Surveys. Verification of Information.	7
PC 02/21	16 March 2021	16 April 2021	Draft BEREC Report on the handling of third-party payment charges on mobile phone bills	Draft BEREC Report on the handling of third-party payment charges on mobile phone bills	6
PC 03/21	16 March 2021	21 April 2021	Draft BEREC Report on harmonised definitions for indicators regarding OTT services relevant to electronic communications markets	Draft BEREC Report on harmonised definitions for indicators regarding OTT services relevant to electronic communications markets	9
PC 04/21	16 March 2021	4 May 2021	Draft BEREC Report on the ex ante regulation of digital gatekeepers	Draft BEREC Report on the ex ante regulation of digital gatekeepers	15
PC 05/21	14 June 2021	9 August 2021	Preparation of the BEREC Opinion on the General Authorisation Regime	BEREC Opinion on the General Authorisation regime	11
PC 06/21	14 June 2021	9 August 2021	Draft BEREC Report on COVID-19 crisis – lessons learned regarding communications networks and services for a resilient society	Draft BEREC Report on COVID-19 crisis – lessons learned regarding communications networks and services for a resilient society	8
PC 07/21	6 October 2021	20 October 2021	BEREC Guidelines on the	BEREC Guidelines on the Implementation of the	25

PC No	Start	End	Topic	Documents subject to consultation	No of contributions
			Implementation of the OI Regulation	Open Internet Regulation	
PC 08/21	4 October 2021	5 November 2021	Draft BEREC Report on the regulatory treatment for fixed and mobile backhaul	Draft BEREC Report on the regulatory treatment for fixed and mobile backhaul	11
PC 09/21	6 October 2021	5 November 2021	BEREC Work Programme 2022	BEREC Work Programme 2022	15

Table 3: Data collection exercises organised by the BEREC Office for the BEREC Working Groups (WGs) in 2021

WG	Data collection subject	Addressees
Regulatory Framework WG	Questionnaire for NRAs on evaluation of the general authorisation regime pursuant to Article 122 (3) of the EEC	BEREC member and observer NRAs
	Questionnaire for NRAs to the BEREC Report on COVID-19 crisis – lessons learned regarding communications networks and services for a resilient society	BEREC member and observer NRAs
Open Internet WG & Regulatory Framework WG	Questionnaire: Info Gathering - COVID-19	BEREC member and observer NRAs
Roaming WG	Questionnaire for the international roaming BEREC benchmark data report (26th report – data collection started in 2020, submission was for Plenary 1 in 2021)	BEREC member and observer NRAs
	Questionnaire for the international roaming BEREC benchmark data report (27th report – data collection started in 2021, submission was for Plenary 3 in 2021)	BEREC member and observer NRAs
	Questionnaire for the international roaming BEREC benchmark data report (28th report – data collection started in 2021, submission was for Plenary 1 in 2022)	BEREC member and observer NRAs
	Questionnaire for Intra-EU Communications BEREC benchmark data report (2nd report – data collection started in 2021, submission was for Plenary 3 in 2021)	BEREC member and observer NRAs
Market and Economic Analysis WG	Questionnaire on Backhaul	BEREC member and observer NRAs, operators
	Digital Service Act survey	BEREC member and observer NRAs
Ad Hoc Cybersecurity 5GN WG	Survey on NIS competences of NRA in Security	BEREC member and observer NRAs
	Data collection for BEREC Internal Report about the ECA questionnaire for NRAs on security of 5G networks	BEREC member and observer NRAs
	Data collection for BEREC Internal Report on Open RAN	BEREC member and observer NRAs, operators

WG	Data collection subject	Addressees
Statistics and Indicators WG	Data collection exercise for the regular MTR/FTR/SMS report (biannually)	BEREC member and observer NRAs
	Preparatory Questionnaire to inform the “BEREC Report to enable comparable national broadband coverage indicators throughout Europe”	BEREC member and observer NRAs
Wireless Networks Evolution WG	Survey on 5G coverage information	BEREC member and observer NRAs
	Survey on EMF	BEREC member and observer NRAs
Planning and Future Trends WG	Survey on 5G Trials	BEREC member and observer NRAs

Table 4: BEREC events by type supported by the BEREC Office in 2021 under activities 2.2 and 2.6 of the BEREC Office WP 2021

Type of event	Number of events supported	Number of experts reimbursed	Number of late payments	Additional comments
Plenary meetings and high level workshops	7	51	1	
Contact Network meetings	7	45	0	Including the organisation of the extraordinary/informal BEREC CN meetings
Meetings with the EP or presentations at meetings organised by the Parliamentary committees	7	1	0	
Meetings and workshops with other EU bodies	7	0	0	
Public debriefings and engagement with BEREC stakeholders	7	32	0	Including 9th BEREC Stakeholder Forum and BEREC Stakeholder Forum and joint BEREC-IIC Telecommunications and Media Forum
International events	9	1	0	
Events attended by the BEREC Chair and/or Vice-Chairs on behalf of BEREC and meetings between the Chair and Vice-Chairs	29	19	0	
Total	73	149	1	

Table 5: Overview of the 2021 ordinary and extraordinary plenary meetings of the BoR and the MB, CN meetings, BAG meetings, high-level events with stakeholders and public debriefings

Date and place	Event	Agenda (if applicable)	Conclusions (if applicable)
12 January 2021, virtual meeting	1 st Extraordinary BEREC CN meeting in 2021	BEREC CN (21) 01	BEREC CN (21) 05
4 February 2021, virtual meeting	1 st BAG meeting in 2021	n/a	n/a
11-12 February 2021, virtual meeting	1 st CN meeting in 2021	BEREC CN (21) 06	BEREC CN (21) 35
24 February 2021, virtual meeting	High level BEREC Workshop on DMA	n/a	n/a
10-12 March 2021, virtual meeting	46 th BEREC BoR plenary meeting	BoR (21) 22	BoR (21) 42
10-12 March 2021, virtual meeting	46 th MB of the BEREC Office plenary meeting	MB (21) 20	MB (21) 25
17 March 2021, Brussels, Belgium	Public debriefing on the outcomes of the 46 th BEREC plenary meetings	n/a	n/a
1 April 2021, virtual meeting	9 th BEREC Stakeholder Forum	n/a	n/a
21 April 2021, virtual meeting	2 nd Extraordinary BEREC CN meeting in 2021	n/a	BEREC CN (21) 45
12 May 2021, virtual meeting	2 nd BAG meeting in 2021	n/a	n/a

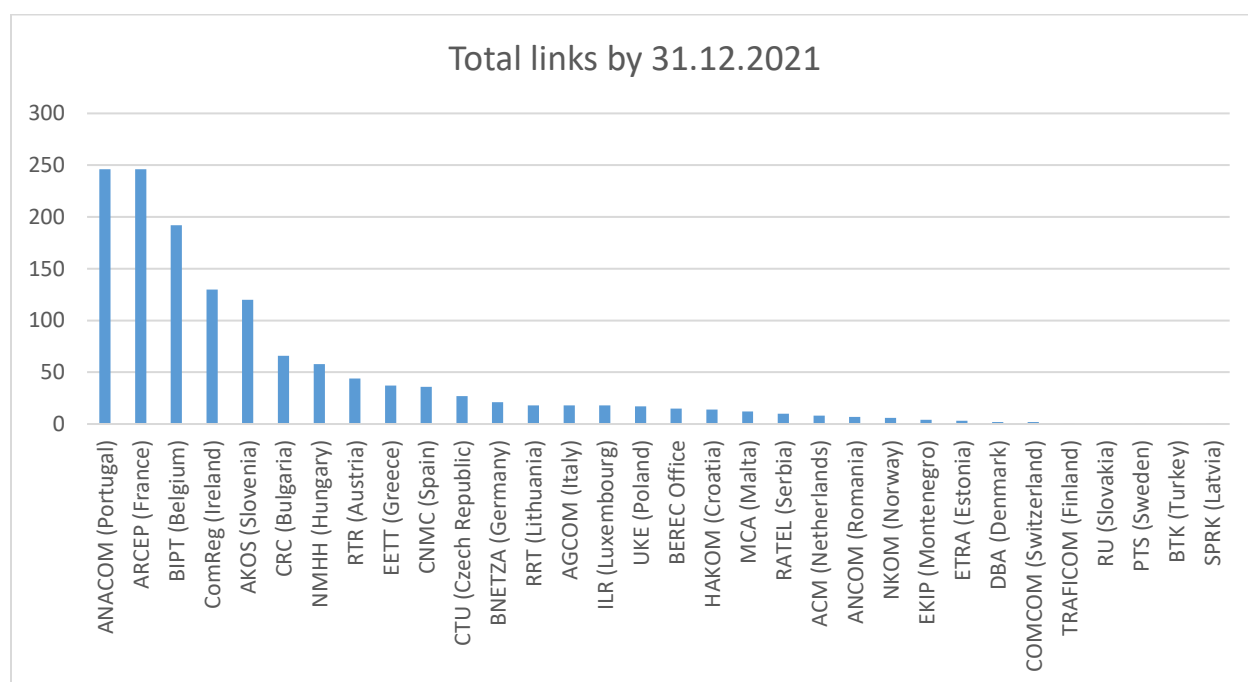
Date and place	Event	Agenda (if applicable)	Conclusions (if applicable)
20-21 May 2021, virtual meeting	2 nd BEREC CN meeting in 2021	BEREC CN (21) 42	BEREC CN (21) 70
26-27 May 2021, virtual meeting	IIC/BEREC Telecommunications & Media Forum 2021	Agenda	n/a
8 June 2021, virtual meeting	3 rd Extraordinary BEREC CN meeting in 2021	n/a	n/a
9 June 2021, virtual meeting	Heads' Workshop on BEREC institutional and international cooperation	n/a	n/a
10-11 June 2021, virtual meeting	47 th BEREC BoR plenary meeting	BoR (21) 69	BoR (21) 42
10-11 June 2021, virtual meeting	47 th MB of the BEREC Office plenary meeting	MB (21) 31	MB (21) 40
16 June 2021, virtual meeting	Public debriefing on the outcomes of the 47 th BEREC plenary meetings	n/a	n/a
2 September 2021, virtual meeting	3 rd BAG meeting in 2021	n/a	n/a
9-10 September 2021, hybrid meeting in Jurmala, Latvia	3 rd BEREC CN meeting in 2021	BEREC CN (21) 74	BEREC CN (21) 106
29 September 2021, hybrid meeting in Dubrovnik, Croatia	Four-lateral BEREC, EaPeReg, REGULATEL and EMERG Summit	n/a	n/a
30 September - 1 October 2021, hybrid meeting in Dubrovnik,	48 th BEREC BoR plenary meeting	BoR (21) 114	BoR (21) 142

Date and place	Event	Agenda (if applicable)	Conclusions (if applicable)
Croatia			
30 September - 1 October, hybrid meeting in Dubrovnik, Croatia	48 th MB of the BEREC Office plenary meeting	MB (21) 50	MB (21) 56
6 October 2021, Brussels, Belgium	Public debriefing on the outcomes of 48 th BEREC plenary meetings	n/a	n/a
28 October 2021, Brussels, Belgium	BEREC Stakeholder Forum	n/a	n/a
11 November 2021, virtual meeting	4 th BAG meeting in 2021	n/a	n/a
18-19 November 2021, hybrid meeting in Ljubljana, Slovenia	4 th BEREC CN meeting in 2021	BEREC CN (21) 107	BEREC CN (21) 148
9-10 December 2021, hybrid meeting in Stockholm, Sweden	49 th BEREC BoR plenary meeting	BoR (21) 156	BoR (21) 185
9-10 December 2021, hybrid meeting in Stockholm, Sweden	49 th MB of the BEREC Office plenary meeting	MB (21) 60	MB (21) 75
15 December 2021, virtual meeting	Public debriefing on the outcomes of 49 th BEREC plenary meetings	n/a	n/a

Table 6: Number of uploaded links per section of the ISP in 2021

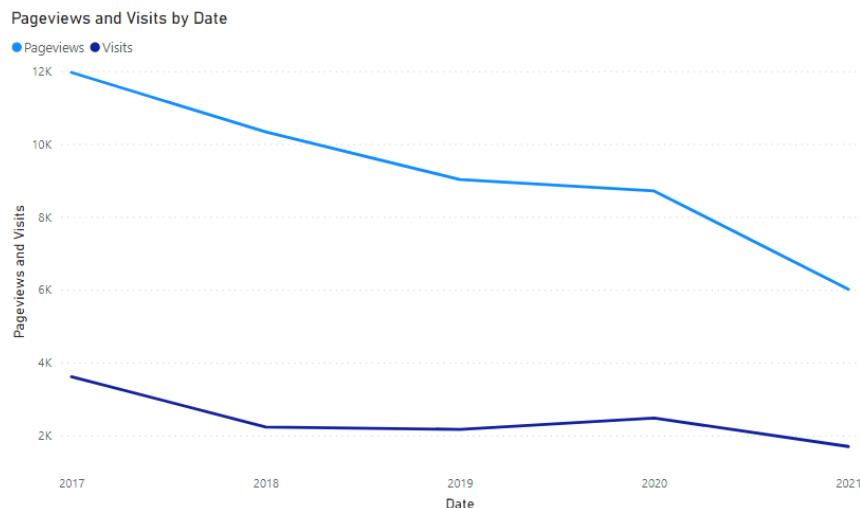
By the end of 2021, 32 NRAs had uploaded 1012 links to documents. The material most frequently uploaded by the NRAs was statistics and publications (42.0%), followed by news/other (19.23%).

No	Organisation	Total (active)
1	Decision	182
2	Consultation	168
3	News/other	195
4	Analysis	40
5	Statistics/statistical reports/publications	425
6	CIRCA	1
7	EFIS	1
TOTAL ACTIVE		1012

Figure 3: Links uploaded on ISP by NRAs, 2021**Figure 4: Links uploaded on ISP by NRAs, 2021**

The number of visits to the ISP between January 2021 and December 2021 reached 1702, with 770 unique visitors. Between January and June 2021 57% of total visits to the ISP were made. After the drop of August 2021 (3%), visits started to increase but without reaching the same intensity of the first six months of 2021.

Figure 5: Number of visits to and page views of the ISP



The number of page views followed a similar trend as the number of visits, showing the highest volume between January and July, and a drop in August 2021. In the following months, the number started to increase without reaching the same intensity of the first semester. On average, the number of page views in 2021 was 501.41 per month.

Table 7: Most viewed documents on ISP (Top 10)

No	PAGE URL	NRA(Country) /launch date	Unique Page views
	- view-doc		1,511
1	/ Broadband as a Universal Service: Ensuring the availability of an adequate broadband internet access service, including the underlying connection, at a fixed location.	MCA(Malta)/August, 2020	44
2	/ Access and call origination on mobile networks – Market 15	NKOM (Norway)/July, 2016	25
3	/ Arcep launches a public consultation on making the "pioneer" 26 GHz band available to kick-start 5G rollouts/	ARCEP	23

No	PAGE URL	NRA(Country) /launch date	Unique Page views
4	/ Database for the Annual Report 2019 for Telecommunications Sector	BNETZA(Germany)/May, 2020	20
5	/ Pricing of Wholesale Services in the Wholesale Local Access (WLA) market and in the Wholesale Central Access (WCA) Markets: Further specification of the price control obligations in Market 3a (WLA) and Market 3b (WCA)	Commission for Communications Regulation/April, 2017	19
6	/ Guidelines and analysis of mobile network sharing	ARCEP (France)/May, 2016	18
7	/ Spectrum allocations	ECO(European Communications Office)/June, 2016	15
8	/ Electronic Communications Act	Rigii Teataja	14
9	/ Market data in Turkey	BTK (Turkey)/June, 2017	13
10	/ Annual questionnaires on the activities of the undertakings during 2020	CRC(Bulgaria)/June, 2017	11

Figure 6: Visits to ISP by country (top 25)

Visits by Country



Country	Visits
United States	980
United Kingdom	150
Germany	79
France	54
Spain	54
Italy	36
Unknown	34
Netherlands	27
Greece	25
Slovenia	19
Turkey	18
China	16
Poland	16
Portugal	16
South Korea	15
Russia	14
Brazil	12
Hungary	12
Belgium	10
Czechia	9
Japan	7
Latvia	7
Lithuania	7
Slovakia	7
Norway	6
Total	1702

Table 8: WG deliverables in 2021

No	Document No	Documents on BEREC website
1	BoR (21) 20	BEREC Opinion on the draft Procedural Recommendation
2	BoR (21) 23	International Roaming BEREC Benchmark Data Report and BEREC Report on Western Balkan Roaming April 2020 - September 2020
3	BoR (21) 26	Summary report on BEREC Sustainability ENG Workshops: Sustainability within the digital sector; what is the role of BEREC?
4	BoR (21) 30	BEREC Opinion on the Revision of the Broadband Cost Reduction Directive
5	BoR (21) 31	BEREC Report on the outcome of the public consultation on the draft BEREC Guidelines on Geographical surveys of network deployments. Art 22 (2), 22(3) and 22(4) of the EECC.
6	BoR (21) 33	Draft BEREC Report on harmonised definitions for indicators regarding OTT services, relevant to electronic communications markets
7	BoR (21) 34	Draft BEREC Report on the ex ante regulation of digital gatekeepers
8	BoR (21) 35	BEREC Opinion on the European Commission's proposal for a Digital Markets Act
9	BoR (21) 36	Draft BEREC Report on the handling of third-party payment charges on mobile phone bills
10	BoR (21) 37	Scoping Document - BEREC Opinion on the national implementation and functioning of the general authorisation (Article 122, paragraph 3 EECC)
11	BoR (21) 38	Scoping Document - Report on COVID-19 crisis - lessons learned regarding communications networks and services for a resilient society
12	BoR (21) 39	Summary Report on BEREC Sustainability ENG Workshops: Sustainability within the digital sector. What is the role of BEREC?
13	BoR (21) 58	BEREC Summary Report on the status of internet capacity, regulatory and other measures in light of the Covid-19 crisis

No	Document No	Documents on BEREC website
14	BoR (21) 59	BEREC Opinion on the proposal of the Commission for amending the Roaming Regulation
15	BoR (21) 60	BEREC Opinion on the proposed NIS 2 Directive and its effect on Electronic Communications
16	BoR (21) 70	BEREC Annual Reports for 2020
17	BoR (21) 71	Termination rates at European level January 2021
18	BoR (21) 74	Scoping Document for the BEREC Report on the Internet Ecosystem
19	BoR (21) 83	BEREC Report on the outcome of the public consultation on the draft BEREC Guidelines on Geographical surveys of network deployments. Verification of information
20	BoR (21) 85	BEREC Report on the interplay between the EECC and the EC's proposal for a Digital Markets Act concerning number-independent interpersonal communication services
21	BoR (21) 86	BEREC Report on WACC parameter calculations according to the European Commission's WACC Notice of 6 November 2019
22	BoR (21) 87	BEREC Opinion on the General Authorisation regime pursuant to Article 122.3 EECC - Questionnaire addressed to interested stakeholders
23	BoR (21) 88	Draft BEREC Report on COVID-19 crisis - lessons learned regarding communications networks and services for a resilient society
24	BoR (21) 89	Analysing EU consumer perceptions and behaviour on digital platforms for communication. Analysis report.
25	BoR (21) 90	Scoping document on the BEREC Opinion on the market and technological developments and on their impact on the application of rights of end-users in the EECC
26	BoR (21) 105	BEREC Summary Report on the status of internet capacity, regulatory and other measures in light of the Covid-19 crisis
27	BoR (21) 115	International Roaming BEREC Benchmark Data Report October 2020 - March 2021 and BEREC Report on Western Balkan Roaming October 2020 - March 2021

No	Document No	Documents on BEREC website
28	BoR (21) 116	Second BEREC Benchmark Data Report on Intra-EU communication April 2020 - March 2021
29	BoR (21) 117	BEREC Report on the outcome of the public consultation on the Draft BEREC Report on the handling of third party payment charges on mobile phone bills
30	BoR (21) 118	BEREC Report on the handling of third party payment charges on mobile phone bills
31	BoR (21) 119	BEREC Report on the implementation of Regulation (EU) 2015/2120 and BEREC Open Internet Guidelines 2021
32	BoR (21) 126	BEREC Report on the outcome of the public consultation of the BEREC Draft Report on harmonised definitions for indicators regarding OTT services, relevant to electronic communications markets
33	BoR (21) 127	BEREC Report on harmonised definitions for indicators regarding over-the-top services, relevant to electronic communications markets
34	BoR (21) 129	Draft BEREC Report on the regulatory treatment for fixed and mobile backhaul
35	BoR (21) 130	BEREC Report on the outcome of the public consultation on the Draft BEREC Report on the ex ante regulation of digital gatekeepers
36	BoR (21) 131	BEREC Report on the ex ante regulation of digital gatekeepers
37	BoR (21) 133	Draft BEREC Work Programme 2022
38	BoR (21) 135	BEREC's Medium-Term Strategy for international cooperation for the period 2022-2025
39	BoR (21) 137	BEREC's Medium Term Strategy for relations with other institutions 2022-2025
40	BoR (21) 158	9th BEREC Report on transparency and comparability of international roaming tariffs
41	BoR (21) 159	Report on termination rates at the European level – 30 June 2021
42	BoR (21) 160	Report on the diversification of the 5G ecosystem

No	Document No	Documents on BEREC website
43	BoR (21) 161	BEREC Report Regulatory Accounting in Practice 2021
44	BoR (21) 163	Summary report on BEREC Workshop on “NRA experiences with 5G”, 23 September 2021
45	BoR (21) 164	Summary report on expert workshop on “How BEREC can best promote science-based EMF exposure limits recommended by experts”
46	BoR (21) 165	Draft BEREC Net Neutrality Regulatory Assessment Methodology
47	BoR (21) 171	Draft Report on a consistent approach to migration and copper switch-off
48	BoR (21) 172	BEREC Report to enable comparable national broadband coverage indicators throughout Europe
49	BoR (21) 174	BEREC Report on the outcome of the public consultation on the draft BEREC Work Programme 2022
50	BoR (21) 175	BEREC Work Programme 2022
51	BoR (21) 177	BEREC Opinion on the market and technological developments and on their impact on the application of rights of end-users in the EECC
52	BoR (21) 178	BEREC Opinion on the national implementation and functioning of the general authorisation, and on their impact on the functioning of the internal market, pursuant to article 122, paragraph 3 EECC
53	BoR (21) 179	BEREC Report on the outcome of the public consultation on the draft BEREC Report on COVID-19 crisis - lessons learned regarding communication networks and services for a resilient society
54	BoR (21) 180	BEREC Report on COVID-19 crisis - lessons learned regarding communication networks and services for a resilient society

Table 9: Register of applications for access to BEREC/BEREC Office documents, 2021

No	Receipt of the initial application (date)	Type of document		Receipt of the confirmatory application, if applicable (date)	Decision taken (full disclosure, partial disclosure, refusal)	Reason(s) for refusal, if applicable
		BEREC document	BEREC Office document			
1	19.03.2021	X		N/A	Partial access	Article 4(3) first subparagraph of Regulation (EC) No 1049/2001
2	13.05.2021	X		N/A	No documents held	
3	13.09.2021	X		N/A	Negative reply	Article 4(3) first subparagraph of Regulation (EC) No 1049/2001
4	09.12.2021	X		N/A	No documents held	
5	15.12.2021	X		N/A	Negative reply	Article 4(2), third indent, protection of the purpose of investigations Article 4(3) first and second indent of Regulation (EC) No 1049/2001

Annex II: Statistics on financial management

Table 1: Revenue — appropriations

Revenues in EUR	Budget 2021	Corrigendum	New Appropriations 2021
1. Revenue from fees and charges		N/A – No correction to initial budget in the course of the year	N/A – No correction to the appropriations in the course of the year
2. EU Subsidy	7,282,800		
2.a. of which “fresh” contributions in year 2021	7,250,381		
2.b. of which assigned revenues deriving from previous year 2020 surplus	32,419		
3. Third countries contribution (incl. EFTA and candidate countries)	58,557		
4. Other contributions ³⁹	0		
5. Administrative operations	0		
Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)	0		
6. Revenues from services rendered against payment	0		
7. Correction of budgetary imbalances	0		
Total revenues	7,341,357		

³⁹ Estimated voluntary contributions from Member States or from their NRAs. These contributions shall be used to finance specific items of operational expenditure as defined in an agreement to be concluded between the Office and the Member States of their NRAs.

Table 2: Budgetary transfer 2021

BL No	Budget Line (BL) Description	2021 voted budget	10% ceiling	Transfer No. 1 - June 2021	Transfer No. 2 - October 2021	Transfer No. 3 - Nov-2021	Transfer No. 4 - Dec-2021	2021 budget with transfers
1	Staff expenditure	3,710,725	371,072.50	48,325.00	0.00	44,000.00	1,428.13	3,804,478.13
1100	Temporary agents' salaries	1,524,525	152,452.50		-72,000.00	-4,867.01		1,447,657.99
1111	Contract staff and SNEs	1,387,400	138,740.00		-27,000.00	-18,090.00	-37.38	1,342,272.62
1200	Recruitment expenses	20,000	2,000.00	-10,000.00	-9,000.00	14.08		1,014.08
1300	Mission expenses, duty travel and other ancillary expenditure	60,000	6,000.00	-10,000.00				50,000.00
1400	Medical service	11,000	1,100.00			-2,679.00		8,321.00
1500	Training	83,000	8,300.00			-9,039.40	4,275.00	78,235.60
1600	External services	600,164	60,016.40	68,325.00	108,000.00	88,096.17	-2,425.49	862,159.68
1700	Representation, receptions and events, and miscellaneous staff expenses	24,636	2,463.60			-9,434.84	-384.00	14,817.16
2	Buildings, equipment and miscellaneous operating expenditure	1,099,882	109,988.20	0.00	0.00	0.00	108,842.52	1,208,724.52
2000	Rental of buildings	222,300	22,230.00		-15,000.00	10,153.00	-2.72	217,450.28
2100	Data processing and telecommunications	434,972	43,497.20		54,791.99	38,705.35	69,351.10	597,820.44
2200	Movable property and associated costs	47,500	4,750.00		15,000.00	-3,265.57	40,261.24	99,495.67
2300	Legal and other operational expenditure	221,110	22,111.00		10,715.50	-3,520.87	-586.55	227,718.08
2400	Non-operational media and public relations	171,000	17,100.00		-65,507.49	-39,571.91		65,920.60
2500	Non-operational meetings	3,000	300.00			-2,500.00	-180.55	319.45
3	Operational expenditure	2,530,750	253,075.00	-48,325.00	0.00	-44,000.00	-110,270.65	2,328,154.35
3001	BEREC programme management support	483,250	48,325.00	-48,325.00			-47,771.00	387,154.00
3101	Operation and strategic support to BEREC and NRAs	2,047,500	204,750.00			-44,000.00	-62,499.65	1,941,000.35
	Total Budget	7,341,357	N/A	N/A	N/A	N/A	N/A	7,341,357.00

Table 3: Expenditure C1**Commitment and payment appropriations in EUR – C1 credits****TITLE 1 - STAFF**

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
A-1100	Temporary agents` salaries and allowances	1,447,657.99	1,447,657.99	100.00%	1,447,657.99	100.00%
A-1111	Contract staff and seconded national experts	1,342,272.62	1,342,272.17	100.00%	1,342,272.17	100.00%
A-1200	Recruitment expenses	1,014.08	1,014.08	100.00%	1,014.08	100.00%
A-1300	Mission expenses, duty travel and other ancillary expenses	50,000.00	50,000.00	100.00%	42,159.13	84.32%
A-1400	Medical service	8,321.00	8,321.00	100.00%	8,321.00	100.00%
A-1500	Training	78,235.60	78,235.60	100.00%	66,324.38	84.78%
A-1600	External services	862,159.68	862,159.68	100.00%	681,314.80	79.02%
A-1700	Representation and miscellaneous staff costs	14,817.16	14,817.16	100.00%	661.16	4.46%
TOTAL TITLE 1 fund source C1 2021		3,804,478.13	3,804,477.68	100.00%	3,589,724.71	94.36%

TITLE 2 - BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
A-2000	Rental of buildings	217,450.28	217,450.28	100.00%	168,072.76	77.29%
A-2100	Information and Communication Technology and Security	597,820.44	597,520.44	99.95%	311,824.34	52.16%
A-2200	Movable property and logistic services	99,495.67	99,495.67	100.00%	20,841.94	20.95%
A-2300	Legal and other operational expenditure	227,718.08	227,718.08	100.00%	132,337.40	58.11%
A-2400	Non-operational media and public relations	65,920.60	65,920.60	100.00%	3,009.69	4.57%
A-2500	Non-operational meetings	319.45	319.45	100.00%	319.45	100.00%
TOTAL TITLE 2 C1 2021		1,208,724.52	1,208,424.52	99.98%	636,405.58	52.65%

TITLE 3 - OPERATIONAL EXPENDITURE

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (Euro)	% Commit	Payment Accepted Amount (Euro)	% Payment
B 3001	Support to the BEREC WGs	387,154.00	387,154.00	100.00%	252,627.89	65.25%
B 3101	Other support activities to BEREC and NRAs	1,941,000.35	1,938,758.06	99.88%	611,040.75	31.48%
TOTAL TITLE 3 C1 2021		2,328,154.35	2,325,912.06	99.90%	863,668.64	37.10%
Total	Title 1-3	7,341,357.00	7,338,814.26	99.97%	5,089,798.93	69.33%

Table 4: Expenditure C8 credits (C8 2021)

TITLE	Official Budget item	Budget Item Description	Amount carried over	Consumed amount	Cancelled amount	% Consumed
1 Staff expenditure	A-1200	Recruitment expenses	381.02	381.02	0.00	100%
	A-1500	Training	2,535.00	2,535.00	0.00	100.00%
	A-1600	External services	187,049.93	181,364.52	5,685.41	96.96%
	A-1700	Representation, receptions and events, and miscellaneous staff expenses	4,036.00	4,036.00	0.00	100.00%
	TOTAL TITLE 1 C8 2021		194,001.95	188,316.54	5,685.41	97.07%
2 Building, equipment and miscellaneous operating expenditure	A-2000	Rent of building and associated costs	29,368.53	29,256.85	111.68	99.62%
	A-2100	Information and communication technology and security	174,118.86	171,208.21	2,910.65	98.33%
	A-2200	Movable property and logistic services	4,041.69	4,006.89	34.80	99.14%
	A-2300	Legal and other operating services	251,882.42	251,882.42	0.00	100.00%
	A-2400	Non-operational media and public relations	6,510.15	6,447.72	62.43	99.04%
	TOTAL TITLE 2 C8 2021		465,921.65	462,802.09	3,119.56	99.33%
3. Operational expenditure	B-3001	BEREC Programme Management Support	311,125.49	311,125.49	0.00	100.00%
	B-3101	Operation and strategic support to BEREC	1,773,052.79	1,750,628.99	22,423.80	98.74%
	TOTAL TITLE 3 C8 2021		2,084,178.28	2,061,754.48	22,423.80	98.92%
TOTAL C8 2021:			2,744,101.88	2,712,873.11	31,228.77	98.86%

Table 5: Expenditure C4 and C5 credits (C4;C5/2021)

Official Budget Item	Budget Item Description	Credit Available Com/ Payment Amount	Commitment Accepted Amount (EUR)	% Commit	Payment Accepted Amount (EUR)	% Payment
A-1300	Mission expenses, duty travel and other ancillary expenses	3,036.84	3,036.84	100.00%	2,401.18	79.07%
A-1600	External services	6,061.52	5,737.52	94.65%	1,998.00	32.96%
A-2100	Information and Communication Technology and Security	38.13	0.00	0.00%	0.00	0.00%
TOTAL C4,C5 2021		9,136.49	8,774.36	96.04%	4,399.18	48.15%

Table 6: Payment times

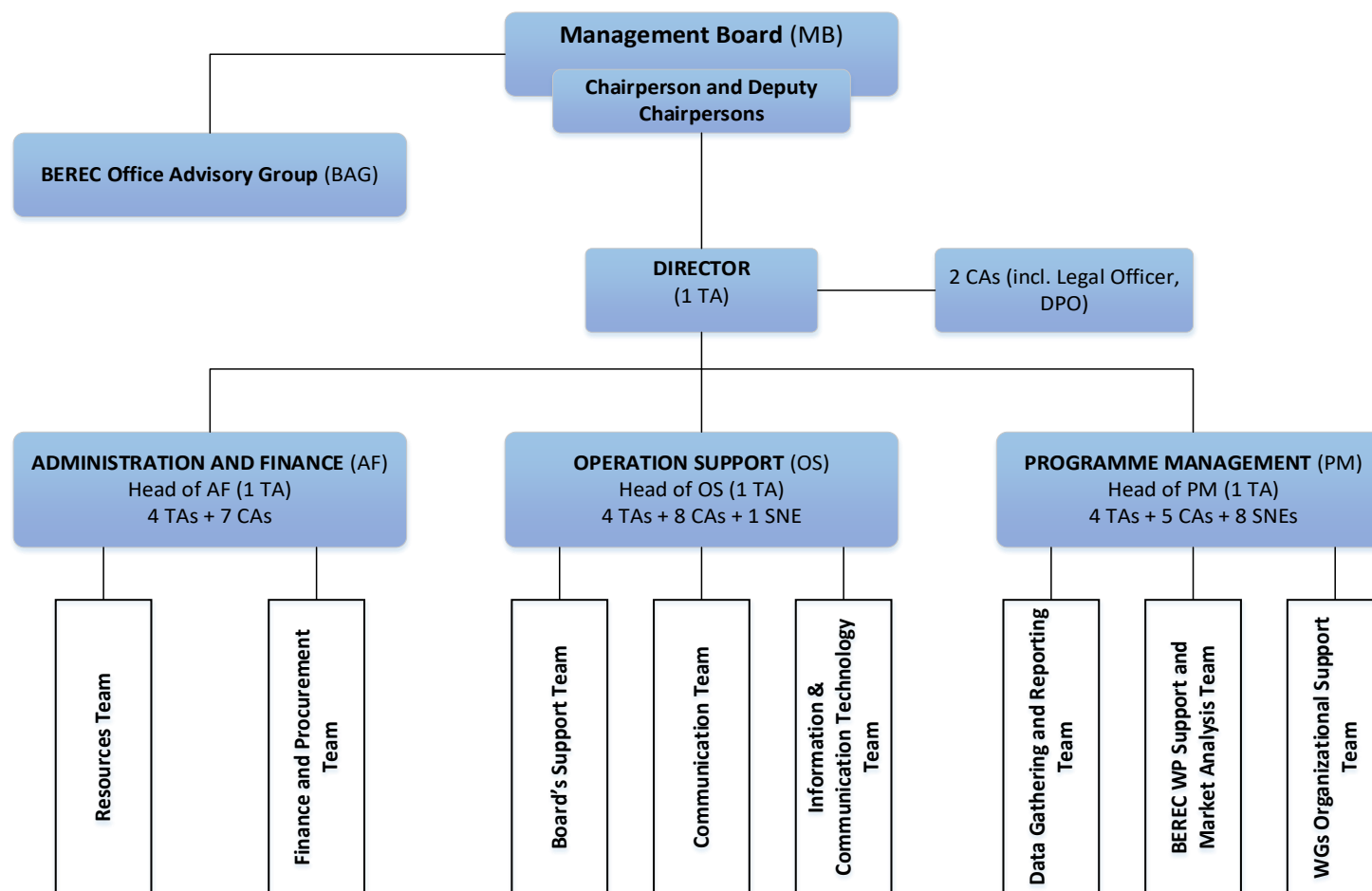
Legal Times									
Maximum Payment Time (Days)	Total Nbr of Payments	Nbr of Payments within Time Limit	Percentage	Average Payment Times (Days)	Nbr of Late Payments	Percentage	Average Payment Times (Days)	Late Payments Amount	Percentage
30	604	584	96.69 %	12.19	20	3.31 %	39.85	198,010.30	5. %
60	33	33	100.00 %	20.18				0.00	0. %
90	9	9	100.00 %	17.89				0.00	0. %

Total Number of Payments	646	626	96.90 %		20	3.10 %		198,010.30	4. %
Average Net Payment Time	13.54			12.70			39.85		
Average Gross Payment Time	15.11			13.81			55.90		

Suspensions							
Average Report Approval Suspension Days	Average Payment Suspension Days	Number of Suspended Payments	% of Total Number	Total Number of Payments	Amount of Suspended Payments	% of Total Amount	Total Paid Amount
0	36	28	4.33 %	646	305,469.47	6.64 %	4,603,456.34

No late interest was paid by the BEREC Office in 2021

Annex III: Organisational chart of the BEREC Office



Abbreviations:

TA – temporary agent

CA – contract agent

SNE – seconded national expert

Annex IV: Establishment plan**Table 1: Information about authorised and filled posts in 2019-2021**

Temporary agents						
Function group and grade	2019		2020		2021	
	Authorised under the EU budget	Filled as of 31.12.2019	Authorised under the EU budget	Filled as of 31.12.2020	Authorised under the EU budget	Filled as of 31.12.2021
AD 16						
AD 15						
AD 14	1	1	1	1	1	1
AD 13						
AD 12						
AD 11	1		1		1	1
AD 10	1	1	2	2	2	1
AD 9	2	1	2	1	2	3
AD 8	1	3	2	2	2	
AD 7	4		2		2	
AD 6	2	5	2	5	2	5
AD 5	1		1		1	1
Total grade AD	13	11	13	11	13	12
AST 11						
AST 10						
AST 9						
AST 8						
AST 7						

Temporary agents						
Function group and grade	2019		2020		2021	
	Authorised under the EU budget	Filled as of 31.12.2019	Authorised under the EU budget	Filled as of 31.12.2020	Authorised under the EU budget	Filled as of 31.12.2021
AST 6	1		1		2	
AST 5	1	1	1	1	1	1
AST 4	1	1	1	2		2
AST 3		1				
AST 2						
AST 1						
Total grade AST	3	3	3	3	3	3
AST/SC6						
AST/SC 5						
AST/SC 4						
AST/SC 3						
AST/SC 2						
AST/SC 1						
Total grade AST/SC						
GRAND TOTAL	16	14	16	14	16	15

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

Key functions	Type of contract (official, TA or CA)	Function group, grade of recruitment ⁴⁰	Indication whether the function is dedicated to administration support or operations
CORE FUNCTIONS			
Director (Level 1)	TA	AD 14	TOP COORD — FIN/CONT
Head of Unit — Administration and Finance (Level 2)	TA	AD 9	RES DIR/HoA — FIN/CONT
Head of Unit — Programme Management (Level 2)	TA	AD 9	TOP COORD
Head of Unit — Operation Support (Level 2)	TA	AD 9	TOP COORD
Senior Officer — Senior Programme Manager (Level 3)	TA	AD 7	GEN OPER
Administrator — Team Leader Resources (Level 3)	TA	AD 6	HR
Administrator — Team Leader, Procurement and Finance (Level 3)	TA	AD 6	FIN/CONT — PGM
Administrator — Team Leader, ICT (Level 3)	TA	AD 6	PGM
Team Leader — Boards' Support, Document Management Officer (Level 3)	TA	AD 6	GEN OPER — TOP COORD
Administrator — Team Leader Communications (Level 3)	TA	AD6	PGM M/IMPL
Officer — Local Security Officer (Level 3)	TA	AD 5	LOG - ICT
Officer — Legal Officer, DPO (reporting directly to level 1)	CA	FGIV	LEGAL — GEN OPER
SNE — Programme Manager	SNE	SNE	PGM

⁴⁰ Entry level for external selection

SNE – Boards' Support Officer	SNE	SNE	GEN OPER
Officer — Communication Officer (Level 3)	CA	FG IV	PGM M/IMPL
Officer – ICT Officer	CA	FGIV	ICT — PGM
Officer — Support Officer in Programme Management Unit (Level 3)	CA	FG IV	PGM
Officer — Procurement and Legal Officer (Level 3)	CA	FG IV	FIN/CONT — PGM
Officer — HR Support Officer (Level 3)	CA	FG IV	HR
Officer — HR Support Officer (Level 3)	CA	FG IV	HR — FIN/CONT
Officer — Budget and Reporting Officer (level 3)	CA	FG IV	FIN/CONT
Assistant — Programme Management Assistant (Level 3)	TA	AST 3	PGM
Assistant — Budget and Finance Assistant, Mission Officer (Level 3)	TA	AST 3	FIN/CONT
Assistant — Finance and Accounting Assistant (Level 3)	TA	AST 3	FIN/CONT
Assistant – Communications Assistant (Level 3)	CA	FGIII	PGM — M/IMPL
Assistant — ICT Assistant (Level 3)	CA	FG III	ICT — PGM
Assistant — Financial Assistant (Level 3)	CA	FG III	FIN/CONT
Assistant – Facilities Assistant (Level 3)	CA	FG III	LOG
Assistant – Boards' Support Assistant (Level 3)	CA	FG II	GEN OPER — TOP COORD
Assistant — ICT, Logistics, Security and Facilities Management Assistant (Level 3)	CA	FG II	ICT — PGM
Assistant — Administrative Coordination Assistant (Level 3)	CA	FG II	FIN/CONT
Assistant — Event Management and Administrative Assistant (Level 3)	CA	FG II	PGM

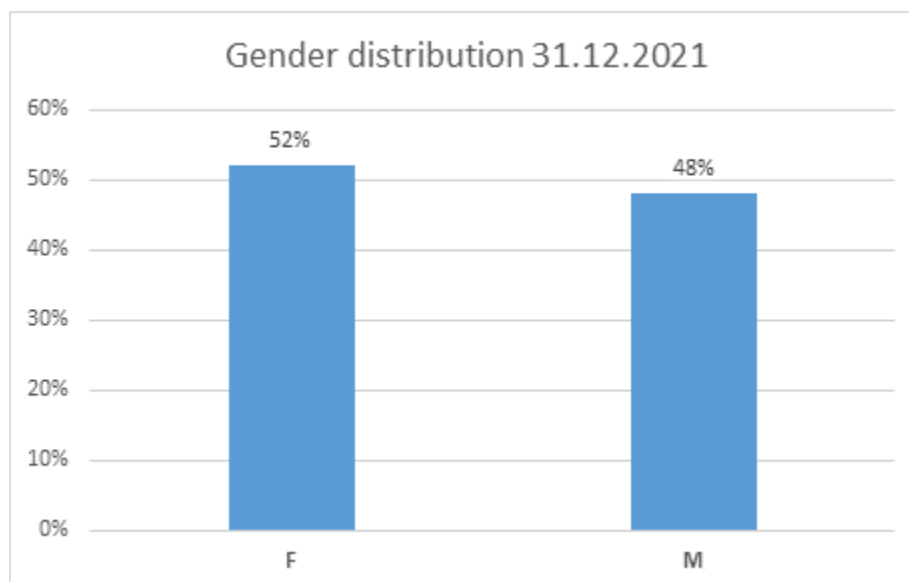
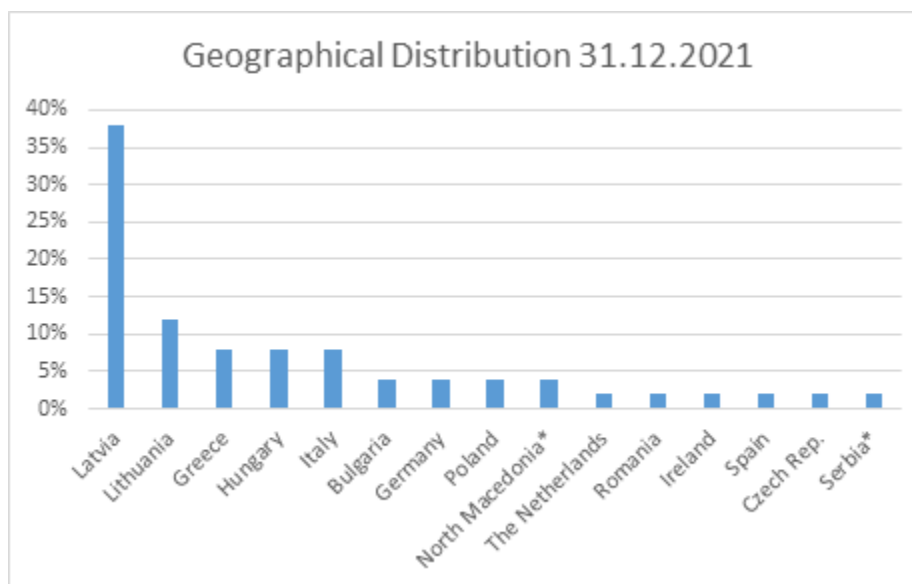
Table 3: Information on the gender distribution of staff**Table 4: Information on the geographical distribution of staff**

Table 5: Benchmarking against previous year's results

Job type (sub)category	2019 (%)	2020 (%)	2021⁴¹ (%)
Administrative support and coordination	10.00	8.51	10.64
Administrative support	8.75	7.45	9.57
Coordination	1.25	1.06	1.06
Operational	72.50	75.53	73.40
Top-level operational coordination	7.5	6.38	7.45
Programme management and implementation	46.25	53.19	48.94
Evaluation and impact assessment	0	0	0
General operational	12.5	15.96	17.02
Neutral	17.50	15.96	15.96
Finance/control	17.5	15.96	15.96
Linguistics	0	0	0

⁴¹ The data take into account the redistribution of tasks and the reorganisation of work implemented in 2020.

Table 6: Implementing rules adopted in 2021

Decision number	Entry into force	Decision title
C(2020) 4818 of 20/07/2020	05/05/2021	Commission Decision C(2020) 4818 of 20 July 2020 amending Decision C(2011)1278 of 3 March 2011 on the general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on the transfer of pension rights, applied by the BEREC Office by analogy

Table 7: Flexitime recuperation days taken per grade

Function Group and grade	Flexitime recuperation (days)
Contract Agents	30,5
FG IV	11,5
FG III	15
FG II	4
Temporary Agents	25,5
AD 9	2,5
AD 6	20,5
AST 5	2
AST 4	0,5
Total (CAs & TAs)	56,0

Annex V: Human and financial resources by operational activity

BEREC Office Activity 2021	Financial resources used⁴²	FTEs used
I. Operational	€4,593,329.85	29.46
Support to BEREC Working Groups and phase II cases	€1,513,421.10	18.49⁴³
High level meetings and support to the Boards	€384,847.61	3.20
ICT support to BEREC, of which:	€1,713,547.15	4.35
-IT Support, licenses, hardware and business continuity for BEREC	€1,287,256.15	1.00
-IT Projects for BEREC	€426,290.99	3.35 ⁴⁴
Information gathering and distribution, of which:	€367,239.49	0.55
-Regulatory information and training for BEREC	€39,346.50	0.10
-Studies and other projects for BEREC	€327,893.00	0.45
BEREC Communications activities	€614,274.51	2.87⁴⁵
II. Horizontal	€2,745,484.41	22.27
Coordination activities, of which:	€620,155.04	6.72
-General coordination activities	€423,376.16	5.02 ⁴⁶
-Communications activities	€108,657.83	0.60 ⁴⁷
-Legal advice and data protection	€88,121.05	1.10
Centralized finance and procurement⁴⁸	€558,027.18	6.39⁴⁹
Human resources management	€265,371.15	3.96⁵⁰
ICT, security and document management, of which:	€829,725.76	3.54
-ICT systems	€730,806.08	2.38 ⁵¹
-Security and business continuity of the Agency	€98,919.68	1.15
Facility management and logistics	€472,205.27	1.66⁵²
Total	€7,338,814.26	51.73

⁴² Amounts committed on 31.12.2021

⁴³ Incl. 1.71 FTE interim workers for filling in vacant posts (category IV)

⁴⁴ Incl. 1 FTE interim worker (category IV) for managing a specific project, for which the BEREC Office did not have the necessary competences; the interim worker was offset with 1 vacant post – CA FG II

⁴⁵ Incl. 0.84 FTE interim workers for filling in vacant posts (category III and IV) and 0.17 interim worker (category IV) for managing a specific project

⁴⁶ Including 2.84 interim workers for managing specific projects (category IV – interim Internal Control Coordinator and Coordinator with Latvian authorities, category III and II – for establishing temporary liaison mechanism with the Latvian authorities before the establishment of the Liaison Office, envisaged for 2022)

⁴⁷ Incl. 0.24 FTE interim workers for filling in vacant posts (category III and IV)

⁴⁸ For BEREC and BEREC Office activities

⁴⁹ Incl. 0.12 FTE interim workers for hand-over of activities by a key staff member to be on long-term absence in 2022 (category IV) and for managing a specific project (category III)

⁵⁰ Incl. 0.96 FTE interim workers for managing a specific projects (category II and III)

⁵¹ Incl. 0.38 FTE interim workers for filling in vacant posts (category II)

⁵² Incl. 0.2 FTE interim worker for filling in vacant posts (category II)

Annex VI: Specific annexes related to Part II

Table 1: 2021 electronic voting procedures of the BEREC Office MB

№	Subject	Comments Round		Voting Round	
		Start (link to launch)	End	Start (link to launch)	End (link to report)
1.	Decision of the Management Board of the Agency for Support for BEREC (BEREC Office) authorising the use of one additional provisional 12th for commitment and payment appropriations in the provisional budget 2021	15 January 2021	18 January 2021	19 January 2021	20 January 2021
2.	SPD of the Activities of the Agency for Support for BEREC ('BEREC Office') for the period 2021-2023 and Budget	19 January 2021	22 January 2021	27 January 2021	29 January 2021
3.	SPD of the Activities of the Agency for Support for BEREC ('BEREC Office') for the period 2022-2024	19 January 2021	22 January 2021	27 January 2021	29 January 2021
4.	Decision of the Management Board of the Agency for Support for BEREC (BEREC Office) on the appointment of the Co-Chairs of the Expert Networking Groups	8 February 2021	10 February 2021	10 February 2021	12 February 2021
5.	2020 CAAR & Annual Accounts	15 June 2021	21 June 2021	22 June 2021	29 June 2021
6.	SPD 2022-2024 & Budget 2022	2 December 2021	8 December 2021		
7.	MB Decision on the approval of budgetary transfer from Title 3 to Title 2	14 December 2021	15 December 2021	15 December 2021	16 December 2021

Table 2: Overview of public documents adopted in 2021 by the BEREC Office Management Board (MB)**Decisions**

Document number	Document date	Document title/hyperlink to document
MB/2021/01	20 January 2021	<u>Decision of the BEREC Office Management Board authorising the use of one additional provisional 12th for commitment and payment appropriations in the provisional budget 2021</u>
MB/2021/02	29 January 2021	<u>MB Decision on the adoption of the Single Programming Document of the BEREC Office Activities for 2021-2023</u>
MB/2021/03	29 January 2021	<u>MB Decision on the adoption of the draft Single Programming Document of the BEREC Office Activities for 2022-2024</u>
MB/2021/04	12 February 2021	<u>Decision of the Management Board of the Agency for Support for BEREC ('the BEREC Office') on the appointment of the Co-Chairs of the Expert Networking Groups</u>
MB/2021/05	11 June 2021	<u>Decision No MB/2021/05 of the Management Board of the Agency for Support for BEREC (the BEREC Office) on the appointment of the Co-Chair of the Sustainability Expert Networking Group</u>
MB/2021/06	10 December 2021	<u>Decision of the BEREC Office Management Board on the designation of two Reporting Officers to appraise the Director of the BEREC Office</u>
MB/2021/07	10 December 2021	<u>Decision of the Management Board of the Agency for Support for BEREC on the application of the European Code of Good Administrative Behaviour to other persons not employed by the BEREC Office</u>
MB/2021/08	10 December 2021	<u>Decision of the Management Board of the Agency for Support for BEREC ('the BEREC Office') on the adoption of the updated Single Programming Document of the BEREC Office Activities for the period 2022-2024</u>

Document number	Document date	Document title/hyperlink to document
MB/2021/09	16 December 2021	Decision of the BEREC Office Management Board on the approval of budgetary transfer from Title 3 (Budget Line 3001) to Title 2 (Budget Line 2100) to address some of the BEREC Office security needs

BEREC Office MB opinion

Document number	Document date	Document title/hyperlink to document
MB (21) 39	29 June 2021	Opinion of the BEREC Office MB concerning the final accounts of the year 2020

BEREC Office Work Programme

Document number	Document date	Document title/hyperlink to document
MB (21) 01	29 January 2021	Draft Single Programming Document of the Activities of the Agency for Support for BEREC ('BEREC Office') for the period 2022-2024

BEREC Office Consolidated Activity Report 2020

Document number	Document date	Document title/hyperlink to document
MB (21) 38	29 June 2021	2020 Consolidated Annual Activity Report of the BEREC Office

Agendas for the 2021 ordinary meetings of the BEREC Office MB

Document number	Document date	Document title/hyperlink to document
MB (21) 20	25 February 2021	Draft Agenda for 46th Management Board (MB) virtual meeting in 2021
MB (21) 31	28 May 2021	Draft Agenda for 47th Management Board (MB) virtual meeting in 2021
MB (21) 50	20 September 2021	Draft Agenda for 48th Management Board (MB) hybrid meeting in 2021
MB (21) 60	26 November 2021	Draft Agenda for 49th Management Board (MB) hybrid meeting in 2021

Conclusions of the 2021 meetings of the BEREC Office MB

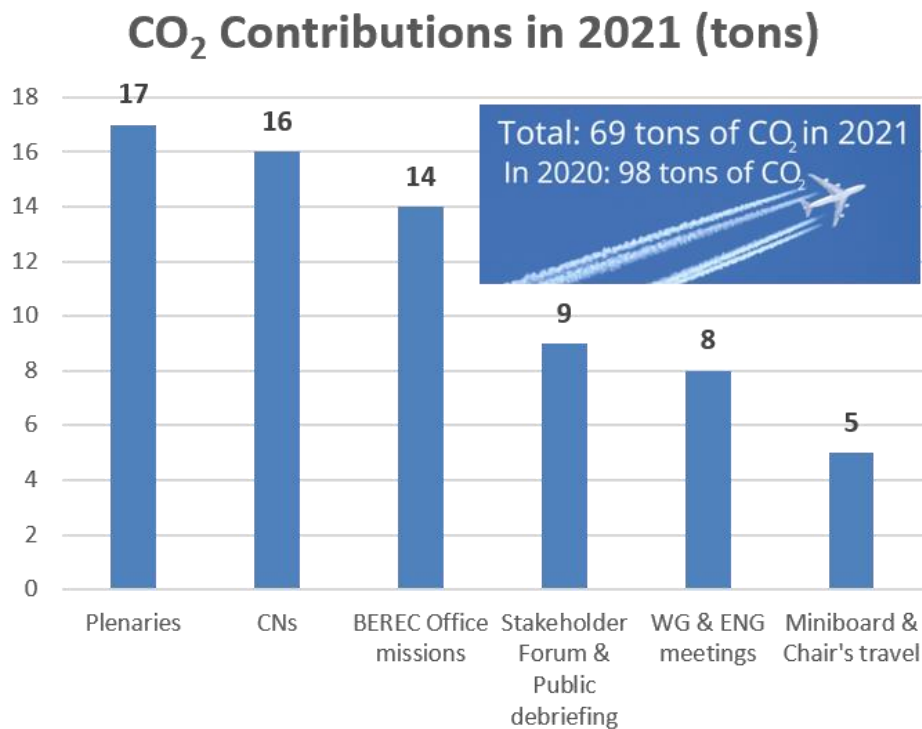
Document number	Document date	Document title/hyperlink to document
MB (21) 25	12 March 2021	Conclusions of the 46th Ordinary Plenary Meeting of the BEREC Office Management Board
MB (21) 40	11 June 2021	Conclusions of the 47th Ordinary Plenary Meeting of the BEREC Office Management Board
MB (21) 56	01 October 2021	Conclusions of the 48th Ordinary Plenary Meeting of the BEREC Office Management Board
MB (21) 75	10 December 2021	Conclusions of the 49th Ordinary Plenary Meeting of the BEREC Office Management Board

Annex VII: Final annual accounts

Presented in a separate file.

Annex VIII: Environment management

The BEREC Office is duly taking into consideration the impact of its operations on the planet and is constantly enhancing measures to reduce this impact. The two main factors that may affect the sustainability of an organisation like the BEREC Office are '*how the running of an organisation affects sustainability*' (such as the internal use of paper, plastic, water or CO₂ emissions) and '*how sustainability has been considered in the overall strategy and operations of the organisation*'.



Some elements related to the first factor have been recently assessed for the activities of BEREC and of the BEREC Office. There is no doubt that one of the main environmental impacts is CO₂ emissions from air travel. The BEREC Office has used the ICAO methodology⁵³ to determine that, in 2021, air-travel linked to the activities of BEREC / the BEREC Office generated 69 tonnes of CO₂, compared to 98 tonnes in 2020. The following figure shows CO₂ emissions arising from the different categories of BEREC / BEREC Office meetings in 2021. In 2021, only 28 flights were taken by experts who participated in physical WG and ENG meetings, as compared to 215 flights in 2020 and 2 092 flights in 2019. In an effort to combat the environmental impact of air travel, and to save time and financial resources, a few years ago the BEREC Office introduced a modern Audio-Video Conferencing (AVC) facility which allows remote participation in meetings. This facility is extensively used during BEREC events and meetings and it significantly limits the need for face-to-face meetings. In total 490 virtual WG meetings took place in 2021, gathering more than 10 000 participants. In this way, more than 2 700 tonnes of CO₂ emissions were saved in 2021.

Another factor contributing to reduce CO₂ emissions is the location of the BEREC Office

⁵³ <https://www.icao.int/environmental-protection/CarbonOffset/Pages/default.aspx>

premises in the centre of the city. There are good connections by public transport and most staff members come to work by using public transport or bicycles, and only a minority uses cars.

Although the BEREC Office does not own its premises and despite the historical constraints of the building, it has taken action to improve the thermal insulation of its premises and reduce energy use, such as installing insulated glazing to reduce energy costs. During the renovation of the lighting system in part of the premises, low energy use solutions were chosen to comply with the European Directive on the energy performance of buildings.

The BEREC Office has significantly reduced its paper consumption by using the EC electronic document management system HAN (Hermes-Ares-NomCom), which is linked to the EC account system (ABAC). Since the beginning of 2020, with the introduction of the EC mission processing system (MiPS), the BEREC Office has managed staff missions electronically and no paper files are required anymore. In 2020, the BEREC Office introduced the use of electronic files for training as part of the BEREC Office Traineeship Programme. The BEREC Office also continued using the electronic procurement portal e-Submission, which shortens the duration of the procurement procedure, ensures electronic opening of tenders and eliminates the need for keeping paper files. The electronic opening of tenders using video-conference technology has proved particularly advantageous during the Covid-19 pandemic as it ensured that BEREC Office staff members did not have to be present at the office to manage the opening session.

Furthermore, the BEREC Office has improved its waste collection to 100% for glass, paper and plastics. The BEREC Office is working to purchase eco-friendly supplies in order to continue actively reducing its environmental impact.

BEREC has included sustainability as a key element in its five-year strategy for the period 2021-2023, which is currently under development. Additionally, an ENG was set up for the period 2020-2021 aiming to assess and propose actions in two dimensions, one internal (i.e. BEREC/BEREC Office's own activities) and one external (i.e. environmental impact of the electronic communications sector):

- in the internal dimension, a range of initiatives will be assessed in order to reduce the environmental footprint of BEREC/the BEREC Office as well as methodologies for measuring and reporting performance;
- in the external dimension, good practices will be identified in order to promote sustainability and virtuous behaviours by the market players.

BEREC/the BEREC Office also cooperate on this subject with other organisations, such as the ITU and RSPG, and organised in 2020 a high-level external workshop on sustainability with the participation of the Heads of the European NRAs and key persons from the telecommunication industry. Furthermore, the BEREC Office is financing an external study on ways to promote sustainability in the telecom sector.

Annex IX: Overview of the key performance indicators (KPIs) identified in the Single Programming Document (SPD) for 2021-2023

WP 2021 section reference	BEREC OFFICE SPD 2021 KPIs			
2.1 Support to BEREC WGs and phase II cases	Objective: Provision of administrative and professional support to WGs with organising of meetings			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Provision of virtual WG meetings (in total)	523	≤400	490
	2. Provision of support to physical WG meetings	19	≤50	2
	3. Provision of support to workshops with external experts	9	≤10	9
	4. Provision of support to participation in 3rd party meetings	1	≤10	0
	5. Provision of ad hoc meeting under Article 32/33 procedures (former Art 7/7A)	0	≤10	13
	6. Reimbursement of expenses of the meeting participants invited to the events listed above in compliance with the applicable BEREC Office rules	199	≤1000	20
2.2 High level meetings and support to the Boards	Objective: 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 BEREC Office, Miniboard, the BoR and MB, the CN and BAG in execution of their tasks and responsibilities, including 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.			
	Indicators	Results 2020	Target 2021	Results 2021
	Level of satisfaction with high-level meetings (measure the level of satisfaction of the CN members, WG Co-Chairs and the Miniboard on a 5 grade scale on the basis of multiple questions)	No result found	85% of responses are in the top 2 scores	94%

2.3. ICT support to BEREC	Objective: Enable operations by maintaining high availability of IT services (dedicated applications, databases, and websites) in regard to IT infrastructure and services (on prem. and cloud). Provision of necessary licenses and IT support.			
	Provision of expertise on ICT matters in support to BEREC (knowledge exchange).			
	Indicators	Results 2020	Target 2021	Results 2021
	1. System Availability: BERECnet+ Website	a > 98% b > 98%	98,5% 98,5%	99,5% 99,5%
	2. Number of BERECnet+ users	1624	1300	1705
	Objective: Development and maintenance of ICT systems according to BEREC regulation. Maintenance and availability of the existing products for ensuring their reliability, their need to meet evolving business needs and the need to be kept interoperable with other systems overtime.			
	Indicators	Results 2020	Target 2021	Results 2021
	Timely response to user requests (BERECnet+)	less than 10% of user requests require more than 1.5 days to resolve	less than 10% of user requests require more than 1.5 days to resolve;	met, 7.68%
	Objective: Creation of “BEREC ICT strategy 2022-2025”			
	Indicators	Results 2020	Target 2021	Results 2021
	Signature of IT consultancy contract in support to the development of “BEREC ICT strategy 2022-2025”	No result found	Signed contract by the end of Q4 of 2021	Postponed to 2022 due to contract unavailability of such services

2.4 Information gathering and distribution	Objective: Provision of information and knowledge dissemination			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Provision of training courses per academic year for NRA experts	4	4	4
	2. Reimbursement of the expenses of the training participants	29	≥50	0
	Objective: Ensure visibility and better quality of BEREC deliverables			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Number of the draft documents published in on-line public consultation platform	5	< 10	1
	2. Number of documents sent for language service	4	>6	2
	Objective: Provision of independent open internet measurements			
	Indicators	Results 2020	Target 2021	Results 2021
	Availability of NN measurement tool	> 98%	>98%	100%
	Objective: Improvement of reimbursement process through the AGM tool			
	Indicators	Results 2020	Target 2021	Results 2021
	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	2	>100 experts	137
2.5. Expert Networking Groups	Objective: Provision of expertise on ICT matters in support to BEREC			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Provision of virtual WG meetings (ICT ENG)	18	>2	7
	2. Provision of support of physical WG meetings (ICT ENG)	0	<2	1
	Objective: Provision of expertise on communications matters in support to BEREC			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Provision of virtual WG meetings (Communications ENG)	35	>2	32
	2. Provision of support of physical WG meetings (Communications ENG)	1	2	4

	Objective: Provision of expertise on specific matters requested by the BEREC Office in support to BEREC			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Provision of virtual WG meetings (Sustainability ENG)	21	≤12	5
	2. Provision of support of physical WG meetings (Sustainability ENG)	0	≤3	0
2.6 BEREC Communications activities	Objective: To provide efficient professional and administrative support services to BEREC in the implementation of the BEREC External Communications Strategy and the BEREC Communications Plan 2021			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Number of live connections to BEREC public events	No result found	2000	1710
	2. Number of mentions of BEREC on social media (Twitter LinkedIn)	No result found	50	803
	3. Target satisfaction (BEREC Chair) on BEREC public events regarding the logistics	No result found	100%	95,3%
2.7 Coordination activities	Objective: Delivery of BEREC Office planning and reporting documents within the set deadlines and smooth running of activities linked to audit management, budgetary discharge, internal controls and risk management			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Compliance with legal deadlines or deadlines for submission of documents to MB ordinary meetings	100%	100 % of FR deadlines are met	100%
	2. Number of IAS audit recommendations	N/A ⁵⁴	<5	On-going audit, final results expected in 2022
	Objective: Implementation of the ratified Headquarters Agreement, which envisage regular interaction between BEREC Office and Host Member State in order to ensure smooth and efficient functioning of the BEREC Office.			

⁵⁴ In 2020 the AIS conducted a full risk assessment, which resulted into the establishment of the Strategic internal audit plan (SIAP) for 2021-2023. As a general rule the SIAP does not contain recommendations.

Indicators	Results 2020	Target 2021	Results 2021
Number of meetings organised	16	4	8
Objective: To provide professional and administrative support to the BEREC Management Board in implementing the BEREC Office communications activities			
Indicators	Results 2020	Target 2021	Results 2021
1. Number of events organized	3	5	4 (1 organised + 3 as partners)
2. Number of info items and promotional activities produced (social media posts, newsletters, news, press releases, etc.)	No result found	20	72
3. Number of internal info items (newsletters to staff and to the MB)	No result found	30	94
Objective: Timely processing of applications for access to documents			
Indicators	Results 2020	Target 2021	Results 2021
Applications processed within 15 working days	No result found	100%	100%
Objective: Effective and efficient protection of personal data			
Indicators	Results 2020	Target 2021	Results 2021
1. Number of data protection policies (or DPO notification) in place compared to the number of processing operations identified	80%	85%	85%
2. Number of personal data breaches notified to the EDPS	0	≤ 3	1
3. Negative references to the BEREC Office in the European Data Protection Supervisor (EDPS) annual report	0	≤ 2	0
4. Number of internal trainings organised for newcomers	3	Training is provided to all newcomers	2

2.8 Centralised finance and procurement	Objective: Timely provision of state-of-the-art supplies and services in support to BEREC and for the needs of the BEREC Office and smooth running of activities linked to finance and budget management and accounting			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Number of launched procurement procedures per type (NP1, NP3, NP5, OT, RoC and other).	No result found	25	18
	2. Commitment appropriations' rate	99.07%	≥95 %	99.97%
	3. Cancellation rate of commitment and payment appropriations carried over	3.85%	≤5 %	1.14%
	4. Payments of contractual obligations within the limits set by the Financial Regulation	89.23%	≥95 %	96.90%

2.9 Human Resources (HR) management	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			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Fully staffed indicator (Nr of TAs, CAs, SNEs and interim staff / max. number of a fully staffed BEREC Office)	106%	100%	102% ⁵⁵
	2. Average duration of absences for sick leave (TAs, CAs and SNEs and trainees)	No result found	Reduce	0.24
	3. Gender balance (TA, CA, SNE and trainees)	42% Female 52% Male	50% Female 50% Male	52% Female 48% Male
	4. Geographical balance (TA; CA; SNE and trainees nationalities)	Representatives of 14 EU Member States and 2 Western Balkan	48% of 27 EU member states	48% of 27 EU MS
	5. Staff turnover (Ratio of total number of leavers divided by average number of staff at the beginning period and end period) per category of staff and total; a) establishment plan posts (TAs); external staff: b) CAs; c) SNEs; d) total (all staff: TAs + CAs +SNEs)	a) 0.0% b) 0.0% c) 28.5% d) 5.4%	Reduce	a) 6.9%; b) 4.8%; c) 0.0%; d) 4.6 %
	6. Average duration of contracts (TA and CA (combined and split per category of staff))	TA + CA: 2.86 years; TA: 3.93 years; CA: 2.86 years	At least 3 years	TA+CA: 3.23 years; TA: 4.12 years; CA: 2.36 years
	7. Job screening and benchmark (Percentage of operational, neutral and administrative jobs)	Operational – 75.53% Neutral – 15.96% Administrative – 8.51%	Maintain	Operational – 73.4% Neutral – 15.96% Administrative – 10.64%
	8. Number of days spent in trainings per year (TA; CA; SNE)	8.09	N/A	11.7

⁵⁵ At 31/12/2021 the Agency had 48 TAs, CAs, SNEs and interim workers for its needs, of which one CA and one interim worker were working together in parallel – for hand-over purposes;

2.10 ICT, security and document management	Objective: Provide ICT systems, services and infrastructure Ensure ICT security, confidentiality, integrity and availability of BEREC Office data and ICT systems			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Hours of continuous downtime of systems minimized	>95%	minimum availability of systems hosted on premises >95%;	met, 99%
	2. Timely response to user requests provided	met	less than 10% of user requests require more than 2.5 days to resolve;	not met, 11.7%. To be improved to reduce resolution time
	3. Ensure availability of remote connection to BEREC Office IT infrastructure	>95%	Provision of remote access to IT infrastructure for staff with availability > 95%;	met, 99%
	4. Usage of IaaS/PaaS services	met	> 50% of systems to be operational from cloud env.	met, 78%
	Objective: Creation of “BEREC Office ICT strategy 2022-2025”			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Signature of IT consultancy contract in support to the development of “BEREC Office ICT strategy 2022-2025”	No result found	2021: Signed contract by the end of Q1 of 2022	Postponed to 2022 due to contract unavailability of such services

	2. Creation of "BEREC Office ICT strategy 2022-2025"	No result found	2021: Creation of strategy by the end of Q4/2022	Postponed to 2022 due to contract unavailability of such services
	Objective: Ensure proper functioning of the access card and video-surveillance systems of the Agency			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Operational CCTV system	100%	Minimum: 98%	100%
	2. Operational access control system	100%	Minimum: 98%	100%
	Objective: Deployment and use of proper off-site back-up services for the Agency data and development of a reliable disaster recovery plan			
	Indicators	Results 2020	Target 2021	Results 2021
	1. Usage of BaaS services	100%	100%	100%
	2. Usage of DRaaS services	100%	100%	100%
2.11 Facility management and logistics	Objective: 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, where applicable			
	Indicators	Results 2020	Target 2021	Results 2021
	Occupancy rates of the offices according to EC building manual	115.46%	N/A	102.7%