

# **BEREC Office**

# **Work Programme 2012**

**30 September 2011**

# The Office of the Body of European Regulators for Electronic Communications Work Programme 2012

## I. Introduction

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

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

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

### B. Specifics of BEREC Office work in 2012

Much of 2011 has been spent in setting-up the BEREC Office. This has involved recruiting the team, buying work tools (ICT, furniture), preparing the office premises and facilities, putting in place the administrative and financial systems, etc.

With key staff recruited and critical infrastructure in place the organisation is expected to become operational in the second half of 2011. The Office WP 2012 therefore is the first annual work plan of a fully operational organisation.

The BEREC Office is expected to gain its organisational independency as a body with legal personality within the meaning of Article 185 of the Financial Regulation in September 2011. This will entail new obligations, which all have to be reflected in the Office WP for 2012.

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

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

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

The activities of the BEREC Office in 2012 are divided into 3 main categories, which are described in detail in the following sections:

- **Support to implementation of the BEREC Work Programme**
- **Horizontal Activities**
- **Administrative functions and activities of the BEREC Office**

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

## II. BEREC Office main activities in 2012

### 1. Support to implementation of the BEREC Work Programme 2012

Activities related closely to BEREC WP and are driven by BEREC WP. Detailed planning of activities is possible after approval of BEREC WP.

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

The BEREC Office WP 2012 has been prepared under the assumption that BEREC will continue to focus on the same 3 main themes as in 2011:

- Improving harmonization
- Emerging challenges
- Implementation of reviewed framework for Electronic Communications

For the accomplishment of these tasks BEREC in 2011 has established 11 Expert Working Groups (further EWGs). For the purposes of Office WP 2012 it is assumed that no reductions in the number of BEREC EWGs are foreseen in 2012.

The tasks of the BEREC Office related to setting up and supporting the BEREC EWGs are more than any other activities linked to the BEREC WP and have to be consistent with it. These activities contain:

- **Setting up of EWGs**

After the decision on the establishment of EWGs is taken by the Board of Regulators, the BEREC Office has the responsibility to set up the EWG's. For setting up the Working Groups the Office shall collect information on the resources allocated by the NRAs to each EWG and assist the EWG Chairs in summoning the Working Group meetings.

- **Providing administrative, legal and logistical support to the BEREC EWGs**

This is one of the core activities of the BEREC Office. The task comprises the provision of logistical support for meetings, such as assistance in the preparation of the agenda, circulation of documents or drafting minutes. In addition, the task includes assistance in the practical arrangements relating to organising the Working Group meetings, provision of meeting facilities and facilities related support in BEREC Office premises when meetings are organized in Riga. A member of the Office Programme Management Unit shall be assigned to act as a contact person for each of the EWG's. By providing support to EWGs the Office ensures the smooth functioning of those groups.

- **Data collection from NRAs on request of EWGs**

The objectives of the Project Requirements for the EWG's usually call for a collection of data from all NRAs. The Office shall act as the access point for the data gathering for the Working Groups and assist the EWG Chairs in processing the data.

- **Assistance to the EWGs in preparation of BEREC reports**

The Office assists the EWG Chairs in the preparation and finalising of the reports, Common Positions and other measures which are aimed at disseminating regulatory best practises.

- **Managing public consultations, public procurement procedures for research studies and/or cooperation agreements**

Where BEREC has, before adopting an opinion, regulatory best practice or a report, decided to consult interested parties and give them the opportunity to comment, the Office shall publish the consultation documents and make the results of the consultation procedure publicly available on its web sites.

To support the BEREC WP and upon request from BEREC the Office may also order from 3rd parties' research studies, which are needed for the completion of the annual work programme, and initiate calls for tender to this end.

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

In Article 13 of the Rules of Procedure of the Board of Regulators the Office has been assigned the task to keep track of the notifications sent by the NRAs under Article 7 of the Framework Directive to the Commission. The revised regulatory framework requires that the NRAs shall make their draft measures referred to in Article 7(3) Framework Directive accessible to the Commission and to BEREC at the same time. BEREC is expected to issue an opinion in all so-called second phase cases, when the Commission has expressed serious doubts about the compatibility of a draft national measure with the European regulatory framework. The tasks and responsibilities of the BEREC Office under this work stream comprise the following:

- **Keeping track of all Framework Directive Art. 7 notifications from the NRAs** and ensuring that an access point is available for receiving the draft measures.
- **Keeping an internal record of all notifications under Article 7 Framework Directive**, including the Commission's comments and the outcome of each case.
- **Establishing and coordinating of Art. 7/7a Expert Working Groups** for the purpose of preparing BEREC's opinions, in accordance with Article 13 of the Rules of Procedure of Board of Regulators and in particular in the second phase of the Article 7/7a cases.
- **Upon request of the Board of Regulators reporting the outcome of Article 7 cases and the observations on the notified national measures** in a manner, which will be agreed with the Board of Regulators.

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

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

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

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

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

Subject to BEREC WP 2012 the following data collection activities as support activities to responsible EWGs have been identified for the Office in 2012:

- The elaboration of the yearly report on regulatory accounting;
- The elaboration of Roaming Benchmark Reports;
- The regular monitoring of the conformity of national decisions with the (updated) BEREC Common Positions.
- The elaboration of the regular SMS/MTR/FTR benchmark reports.

Within 2012 BEREC may request the Office to take upon further data collection tasks. The scope of such work, deliverables and relevant reporting will be specified by BEREC within such mandate. BEREC Office will cooperate with all relevant bodies of BEREC.

- **Exchange and transmission of information, promoting exchange of best practices and expertise, cooperation with knowledge organisations**

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

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

## 2. Horizontal activities

Section contains other support activities not directly related to BEREC WP. Most of activities related to administrative and executive support of BEREC operations, but also support to other stakeholders in instances e.g. of handling info or assistance requests.

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

The provisions of Article 4(11) and Article 6(2) the BEREC Regulation state that the Office shall provide administrative and professional support services to BEREC, incl. by assisting the Chair in the preparation of the work of the Board of Regulators.

In that respect the BEREC Office will support the Chair of the Board of Regulators and the Management Committee in fulfilling the responsibilities stemming out from the BEREC Regulation by preparing all documents for managing the administrative procedures assigned to the Chair either by the aforementioned regulation or by the Rules of Procedure of the Board of Regulators and the Management Committee, such as:

- **Preparing all documents for organising the procedure for election of the Chairs and Vice Chairs of the Board of Regulators and the Management Committee for 2013;**
- **Providing assistance to the Chair of the Board of Regulators and the Management Committee when need would be to organise an electronic vote**, summarising the results form the electronic vote and in case of significant divergences of the opinions, supporting the Chair in resolving the open issues;
- **Providing support to the Chair of the Board of Regulators and the Management Committee in representing BEREC and BEREC Office in international or other representative events.**

- **Assisting the Chair of the Board of Regulators in preparing and finalising the BEREC Work Programme 2013**

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

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

The provisions of the BEREC Regulation<sup>1</sup> require the Office to provide administrative and professional support services to the Board of Regulators and to the Managements Committee, incl. by assisting the Chair in executing its work. For that reason the Office will be involved in the whole process of preparing the Board of Regulators and the Management Committee meetings by supporting the Chair in the preparation of all necessary documents for the meetings, such as: draft agendas, notice of meetings, lists of attendants, additional information about the venue, draft press-releases, etc.

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

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

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

The Office will also be in charge of registering the proposals by the Members of the Board of Regulators for hosting meetings in 2013 and will assist the Chair in making the decision about the location of a meeting in case of more than 1 application for hosting a particular meeting. In the absence of proposals for hosting a meeting the Office will be entrusted to organise it at a suitable place.

- **Providing administrative & professional support for the Board of Regulators and the Management Committee Plenary meetings**
- **Providing administrative & professional support for the Contact Network meetings**

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

BEREC as an independent Body has to provide expertise and establish confidence by virtue of its independence, the quality of its advice and information, the transparency of its procedures and methods of work, and its diligence in performing its tasks. In this respect it has certain responsibilities vis-à-vis transparency and accountability of its work, incl. providing public access to its documents.

For that reason the BEREC Office in its work in 2012 will support BEREC in fulfilling its obligations for transparency and accountability by:

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

- **Maintaining public registers of all BEREC documents**, incl. the declarations of commitment and the declarations of interest of the members of the Board of Regulators and the Management Committee.

- **Maintaining the BEREC Internet web site**

The web site has a private and public partition and will be the main source of information both for the stakeholders, the EU citizens, the members of the Board of Regulators and the Management Committee and the members of the Expert Working Groups established by the latter bodies.

The objectives of the Office will be to develop user-friendly environment for access to information, which shall enhance the dissemination of public information as far as possible and will facilitate the work of BEREC. The web site should promote the access of the web site of citizens with disabilities and special needs. The intranet also serves for the management of the questionnaires among the NRAs.

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

The Office will assist BEREC in ensuring that its activities are fully transparent, making information available to all members in an efficient manner, in accordance with the provisions of the RoP.

## 2.4. Other horizontal support activities of the Office

- **Support to the international activities of BEREC** by assisting in the communication with parties from third countries and international organizations, in providing reports and in organising workshops and other events. Based on the strategic priorities and directions of BEREC international activities.

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

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

- **Relationship management with stakeholders**

To the extent that it supports the tasks and functions of BEREC the Office shall maintain and continue to develop relationships with EU institutions, industry (e.g. ECTA, ETNO), academic and consumer organisations and international institutions (e.g. ITU, OECD). The Office also takes responsibility for the coordination of speaking requests and engagements.

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

Mostly BEREC Office internal activities, initiated by general regulations and own needs, driven by BEREC Office. BEREC Office has full responsibility for planning and implementation.

Exception is **Legal assistance to the Board of Regulators** which is a support activity for BEREC and has been included in this section for easier reference.

After the initial set-up in year 2011, in year 2012 the BEREC Office will continue to build up and strengthen its structures, and organise itself in its new premises in Riga.

In order to carry out all its obligations and tasks, the BEREC Office will have to be able to rely on a stable and smoothly functioning administrative and organisational framework, involving a wide range of administrative tasks.

Therefore the year 2012 will be extremely demanding for BEREC Office. During this year, the Administration and Finance Unit will enhance the quality of services available, the compliance with the internal control standards and will put in place measures to mitigate the risks in order to ensure business continuity.

Several internal regulations, or internal procedures and routines will be developed or adopted by the end of 2012.

### 3.1. Premises and IT infrastructure

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

### 3.2. Human resources management

**The recruitment of its staff**, a process which started in 2010, will continue and is planned to be completed by the end of 2012 with the recruitment of 28 staff in total.

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

### 3.3. Budget, finance and accounting

The BEREC Office is expected to gain its financial autonomy in September 2011. This will entail new obligations, which will be reflected in the financial activity of the Office during 2012. The systems and procedures in place will have to ensure a sound financial management, adequate reporting and budget follow-up, accurate and timely payments and annual accounts.

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

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

The Office shall also provide **legal assistance to the Board of Regulators**, in particular in issues relating to confidentiality, in compliance with the respective internal rules of procedure and the practical arrangements for implementing the confidentiality as referred to in the Article 20 of the BEREC Regulation. The Office shall also provide legal assistance to BEREC and the Office respectively in questions relating to public access to the documents held by BEREC and the Office, in accordance with Article 22 of the BEREC Regulation.

**Procurement** of several services, which have in 2011 been initially contracted for 12 months, will be re-launched in 2012. Examples: internet IP-phone connection, security service, cleaning service. Instead of simpler procurement tenders in 2011 longer term framework contracts will be prepared. Administrative support will be provided to BEREC EWGs and Office Programme Management Unit with preparing public tenders to order from 3rd parties' research studies and/or public tenders for concluding the agreements with the relevant knowledge organisations.

### 3.5. Relations with the Republic of Latvia

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

### 3.6. General managerial activities

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

- **Developing organisational values and organisational culture**

BEREC Office is a young organisation. Although it is planned to define the mission and high-level ethical and organisational values of BEREC Office in 2011, the work on building a motivating organisational culture and building the positive team atmosphere will continue in 2012. The support of Administrative manager to related activities and personal lead are of utmost importance.

- **Establishing and managing operational planning and performance assessment**

Regular monthly budgetary reviews and bimonthly Work Plan reviews with Office units, based on relevant budget and work plans will be implemented and routinely carried out in 2012.

- **Assisting the Board of Regulators with the preparation of the draft annual report on the activities of BEREC for year 2011**
- **Preparing the draft Office WP 2013 and submitting to the Management Committee**
- **Establishing the risk management processes and plans together with auditing bodies (Commission Internal Audit Service and European Court of Auditors)**

Table 1: Summary of BEREC Office main activities in 2012

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

Activity categories and activities	Responsible	Result, Deliverable	Performance indicator(s)	Timeline/ deadline
<b>1. Support to implementation of BEREC WP 2012</b>				
<b>1.1. Setting up and providing support to the BEREC Expert Working Groups</b>				
Setting up of EWGs	PM Unit	EWGs are set up	Timely set-up of EWGs	Q1 2012
Providing administrative, legal and logistical support to the BEREC EWGs	PM Unit	EWGs are adequately supported	Number of EWG's supported annually, satisfaction with support	Ongoing
Data collection from NRAs on request of EWGs	PM Unit	Data is collected with requested quantity and quality	Delivery of reports within the timelines agreed by the BoR	On request
Assistance to the EWGs in preparation of BEREC reports	PM Unit	Agreed reports are delivered	Timely delivery of reports	Ongoing
Managing public consultations, public procurement procedures for research studies and/or cooperation agreements	PM Unit; AF Unit	Requested research studies are delivered	Research studies are delivered in time and within budget limits without appeals on procurement	Studies on request
<b>1.2. Activities under Articles 7 and 7a Framework Directive</b>				
Keeping track of all the notifications from NRAs	PM Unit	Notifications are processed	All Art 7 notifications shall be processed	Ongoing
Keeping an internal record of all notifications under Article 7 Framework Directive	PM Unit	Required overview(s) of notifications are available	N/A	Ongoing

Establishing and coordinating of Art. 7/7a Expert Working Groups	PM Unit	EWGs are established and adequately supported	Timely delivery of BEREC opinion. Timely set-up and support (e.g. support documents), overall quality assessment	In case of need Prepared after Art. 7 case, delivery to be agreed with BoR
Upon request of the Board of Regulators reporting the outcome of Article 7 cases and the observations on the notified national measures	PM Unit	BEREC Office report/ summary	BoR satisfaction with reports, their adequacy	
<b>1.3. Collection, exchange and transmission of information and best practices</b>				
Collection of market data from NRAs on request of BEREC	PM Unit	Reports on relevant market data	Reports submitted for approval within the given timelines	Deadlines to be confirmed by BoR
Exchange and transmission of information, promoting exchange of best practices and expertise, cooperation with knowledge organisations	PM Unit; FA Unit	Publication and transmission of relevant info, completion of agreed activities	Timely delivery (e.g. publication immediately after the approval)	Ongoing
<b>2. Horizontal activities (other support not directly related to BEREC WP)</b>				
<b>2.1. Providing assistance &amp; executive support to the Chair</b>				
Preparing documents for organising the procedure for election of Chairs and Vice Chairs	ES Unit	All administrative and procedural documents prepared and distributed within RoP deadlines	Satisfaction of Chairs	Ongoing
Providing assistance to the Chair to organise an electronic vote	ES Unit	See above	See above	Plenary 4, Dec. 2012
Providing assistance to the Chair in international or other representative events	ES Unit	Participation on events is prepared and properly communicated	See above	In case of need

Assisting the Chair of the Board of Regulators in preparing and finalising the BEREC Work Programme 2013	PM Unit, ES Unit	BEREC WP 2013 is prepared	Timely delivery	Plenary 4, Dec. 2012
2.2. Providing administrative & professional support for the Plenary meetings	ES Unit	Preparing all notices of meetings within the deadlines in the RoP and ensuring due distribution of the agenda documents	Timely delivery of docs Satisfaction of CN and Heads with the support provided	According to the schedule of the meetings
Providing administrative & professional support for Plenary meetings	ES Unit	See above	See above	See above
Providing administrative & professional support for the Contact Network meetings	ES Unit	See above	See above	See above
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	ES Unit			
Maintaining public registers of all BEREC documents	AF Unit	Registers, documents are adequately available Establishment of a user-friendly and regular updated website to be used as a main source of info by internal and external users	Timely availability of documents  User-friendliness, up-date of info, number of users, number of uploads and downloads	Ongoing
Maintaining the BEREC Internet web site.	AF Unit			
2.4. Other horizontal support activities of the Office				
Support to the international activities of BEREC	ES Unit	Materials for participation in int. events are drafted, participation is arranged	Nr of events supported	
Receiving, coordinating and managing the requests on advice and assistance	PM Unit; ES Unit	Requests are handled promptly	Timely responses, quality of responses	

Relationship management with stakeholders	ES Unit; PM Unit	Relationships are properly managed	Lack of communication incidents	
<b>3. Administrative functions and activities of the BEREC Office</b>				
3.1. Premises and IT infrastructure	AF Unit			
Premises and infrastructure Management	AF Unit	Premises and equipment maintained in good running conditions. Supplies delivered to the Office	Number and duration of downtimes of Equipment. Number of maintenance jobs undertaken. General stationary always available	Ongoing
Internal ICT Networks and Systems	AF Unit	Secure ICT Networks and Systems in place	Systems' availability and integrity. Downtime. Outages	Ongoing
3.2. Human resources management	AF Unit			
Recruitment of staff	AF Unit	Execute the Office recruitment plan. Publish vacancy notices. Organise Selection Committees. Communicate with candidates. Induce for new recruits	Number of Staff hired to cover new posts or make up for resignations. Speed of hiring. Lack on unsettled appeals.	Ongoing
Definition and implementation of HR policies and methodologies	AF Unit	Policies and methodologies are defined and implemented	Timely delivery w good quality	Q1-Q2, 2012
Preparation of Multi-annual Staff Policy Plan 2013-2015	AF Unit	Draft is delivered and approved by MC	Timely delivery w good quality	Oct-Nov 2011
3.3. Budget, finance and accounting	AF Unit			

Budget 2013: Prepare draft for MC (incl. expenditures & provisional posts)	AF Unit, Admin. Manager	Draft budget 2013	Timely delivery w good quality	Plenary 1/ Jan 2012
Budget 2011: Prepare and forward to Commission accounting officer & Court of Auditors provisional accounts accompanied by the report	AF Unit, Admin. Manager	Draft accounts 2011 & report	Timely delivery w good quality	1 March 2012
<b>3.4. Legal services, Procurement and General administration</b>				
Legal Advice	AF Unit	Legal opinions as requested. Representation of the Office in all appropriate instances	Number of internal legal opinions issued. Number of legal cases handled for the Office, number of reports produced summarizing key elements and sharing relevant information	Ongoing
Legal assistance to Board of Regulators	AF Unit			On request
Public Procurement	AF Unit	Regular, consistent observation of public procurement practices and appropriate assistance provided to all Departments.	Number and type of procurement processes handled, files of procurement processes organized, auditable files available. Duration of the procedure. Number of complaints received.	Ongoing
<b>3.5. Relations with the Republic of Latvia</b>				
Relations with the Authorities of the Republic of Latvia	AF Unit / AM	Regular interactions with regard to tax status, implementation of the Seat Agreement, etc., associated with the host Member State	Number of requests handled Timely responses	Ongoing
<b>3.6. General managerial activities</b>				

Developing organisational culture (mission, values)	Admin. Manager	Good organisational culture, motivated employees	Employee satisfaction	Ongoing
Establishing and managing operational planning and performance assessment	Admin. Manager	Annual planning and regular assessment meetings take place	Regularity of meetings; good management overview of budget, work plan	Ongoing
Assisting the Board of Regulators with the preparation of the draft annual report on the activities of BEREC for year 2011		Draft annual report on the activities of BEREC for year 2011	Timely delivery with good quality	Plenary 2/ May 2012
Preparing the draft Office WP 2013 and submitting to the Management Committee	Admin. Manager	Draft Office WP 2013	Timely delivery with good quality	30 June 2012
Establishing the risk management processes and plans together with auditing bodies	AF Unit; Admin. Manager	Risk management plan and processes to address them (work plan)	Availability	

Table 2: Budget allocation between BEREC Office main activities

Main BEREC Office activities	Title 1 - Staff Expenditure	Title 2 - Infrastructure & operating expenditure	Title 3 - Operational expenditure	Total activity cost
	1	2	3	4
<b>1. Support to implementation of BEREC WP 2012</b>	<b>1 393 680</b>	<b>100 000</b>	<b>716 000</b>	<b>2 209 680</b>
1.1. Setting up and providing support to the BEREC Expert Working Groups	696 840	80 000	358 000	1 134 840

1.2. Activities under Articles 7 and 7a Framework Directive	522 630	20 000	89 500	632 130
1.3. Collection, exchange and transmission of information and best practices	174 210	0	268 500	442 710
<b>2. Horizontal activities (other support not directly related to BEREC WP)</b>	<b>493 595</b>	<b>60 000</b>	<b>179 000</b>	<b>732 595</b>
2.1. Providing assistance & executive support to the Chair	217 763	0	0	217 763
2.2. Providing administrative & professional support for the Plenary meetings	43 553	60 000	0	103 553
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	14 518	0	0	14 518
2.4. Other horizontal support activities of the Office	217 763	0	179 000	396 763
<b>3. Administrative functions and activities of the BEREC Office</b>	<b>1016225</b>	<b>681000</b>	<b>0</b>	<b>1 697 225</b>
<b>Total</b>	<b>2 903 500</b>	<b>841 000</b>	<b>895 000</b>	<b>4 639 500</b>

Table 3: Allocation of operational expenditure between core operational activities (please refer to column 3 in Table 2)

<b>Main BEREC Office activities</b>	<b>Research studies and reports</b>	<b>Meetings, workshops</b>	<b>Membership fees and other support</b>	<b>Total activity cost</b>
<b>1. Support to implementation of BEREC WP 2012</b>	<b>150 000</b>	<b>350 000</b>	<b>216 000</b>	<b>716 000</b>
1.1. Setting up and providing support to the BEREC Expert Working Groups	150 000	150 000	58 000	358 000
1.2. Activities under Articles 7 and 7a Framework Directive	0	0	89 500	89 500
1.3. Collection, exchange and transmission of information and best practices	0	200 000	68 500	268 500
<b>2. Horizontal activities (other support not directly related to BEREC WP)</b>	<b>0</b>	<b>79 000</b>	<b>100 000</b>	<b>179 000</b>
2.1. Providing assistance & executive support to the Chair	0	0	0	0
2.2. Providing administrative & professional support for the Plenary meetings	0	0	0	0
2.3. Ensuring transparency and accountability of the work of BEREC and its Office	0	0	0	0

2.4. Other horizontal support activities of the Office	0	79 000	100 000	179 000
<b>3. Administrative functions and activities of the BEREC Office</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>150 000</b>	<b>429 000</b>	<b>316 000</b>	<b>895 000</b>