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BEREC OFFICE
Agency for Support for BEREC

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Single Programming Document of the Agency for Support for BEREC ('BEREC Office') for the period 2024-2026

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Foreword

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

The Office as a decentralised EU agency with its seat in Riga, Latvia, was established to provide professional and administrative support to BEREC.

The new regulation of 2018 acknowledges that BEREC and the Office have made a positive contribution towards the consistent implementation of the regulatory framework for electronic communications. In order to further contribute to the development of the internal market for electronic communications throughout the Union as well as to the promotion of access to, and take-up of very high capacity networks, competition in the provision of electronic communications networks, services and associated facilities and the interests of the citizens of the Union, the European Electronic Communications Code of 2018 assigns a significant number of tasks to BEREC and the new BEREC Regulation (EU) 2018/1971 aims to strengthen its role. Such a strengthened role complements the enhanced role played by BEREC following adoption of multiple legislative acts in the past years, for example on mobile international roaming, on open internet or on cyber security. Recent legislative changes or other developments in these domains increase duties of BEREC and of the Agency, pressing for re-considering resource allocation and prioritisation during the programming period.

The Office is confirmed in the new regulation as a decentralised EU agency, the Agency for Support for BEREC, and a formal short name: BEREC Office. The BEREC Office should provide all necessary professional and administrative support for the work of BEREC, including financial, organisational and logistical support, and should contribute to BEREC's regulatory work. Moreover, the rules on the governance and operation of the BEREC Office should be aligned with the principles of the Joint Statement of the European Parliament, the Council and the European Commission of 19 July 2012 on decentralised agencies.

We are proud of the achievements reached in past years, as confirmed by the annual reports of the European Court of Auditors as well as by the European Parliament as Discharge Authority

when concluding that the resources made available in the EU budgets are used in accordance with the expectations of the legislators. Aligning the operation with the principles of the referred Joint Statement and of the Inter-institutional Agreement on budgetary discipline, on cooperation in budgetary matters and on sound financial management, in accordance with the will of the co-legislators, will allow the Agency to acquire and to maintain the necessary expertise and competences during the programming period. Addressing the challenges of the repeating waves of COVID-19 pandemic led to the acceleration of digitisation in the operation, and we are going to continue the digital transition in the years ahead. The concept of 'Smart Agency' is continuously applied in efforts to improve facilities, internal processes and skills of staff.

We believe that our contribution to the completion of the digital single market will be even more visible and obvious within the revised regulatory framework.

Annegret Groebel

BEREC Office Advisory Group Chair

Laszlo Igneczi

Director

List of acronyms

Acronym	Meaning
ABAC	Accrual Based Accounting
ABB	Activity based budgeting
ABC	Activity based costing
AD	Administrator
AGM	Advanced Gateway to your Meetings application
AST	Assistant
AST/SC	Secretaries and clerks
AWP	Annual work programme
BaaS	Backup as a service
BAG	BEREC Office Advisory Group
BEREC	Body of European Regulators for Electronic Communications
BEREC Office (or 'Agency')	Agency for Support for BEREC
BEREC Regulation	Regulation (EU) 2018/1971 of the European Parliament (EP) and of the Council of 11 December 2018 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Agency for Support for BEREC (BEREC Office), amending Regulation (EU) 2015/2120 and repealing Regulation (EC) No 1211/2009[1]
BoR	BEREC Board of Regulators
CA	Contract Agent
CAAR	Consolidated annual activity report
CIAR	Consolidated interim activity report
CEOS	Conditions of Employment of Other Servants
CERT	Computer emergency response team
CN	Contact Network
DRaaS	Disaster recovery as a service

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

Acronym	Meaning
DPO	Data Protection Officer
EC	European Commission
EECC	European Electronic Communications Code (Directive (EU) 2018/1972 of the EP and of the Council of 11 December 2018 establishing the European Electronic Communications Code[2])
EDPS	European Data Protection Supervisor
EEA	European Economic Area
EFTA	European Free Trade Association
ENG	Expert Networking Group
ENISA	European Network and Information Security Agency
EP	European Parliament
EU	European Union
EUAN	European Union Agencies' Network
EUCI	European Union Classified Information
FG	Functional group
FTE	Full-time equivalent post
FWC	Framework contract
HAN	HERMES[3]-ARES[4]-NomCom[5]
HR	Human resources
ICT	Information and communication technologies
IT	Information technologies
KPI	Key performance indicator
MB	BEREC Office Management Board
MoU	Memorandum of Understanding

[2] *OJ L 321, 17.12.2018, p. 36–214 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV) ; https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1546582829499&uri=CELEX:32018L1972*
[3] The Commission unique repository for all official documents.
[4] Advanced Records System.
[5] Nomenclature Commune.

Acronym	Meaning
MS	Member State
NRA	National Regulatory Authority
the Office	The Office of the Body of European Regulators for Electronic Communications as established by Regulation (EC) No 1211/2009 of the EP and of the Council of 25 November 2009[6]
OLAF	European Anti-Fraud Office
RBFM	Report on budgetary and financial management
RoP	Rules of Procedure
SLA	Service Level Agreement
SNE	Seconded National Expert
Sysper2	Système de gestion du Personnel[7], version 2
RPO	Recovery point objective
RTO	Recovery time objective
TA	Temporary Agent
TSM Regulation	Telecoms Single Market Regulation (Regulation (EU) 2015/2120 of the EP and of the Council of 25 November 2015 laying down measures concerning open internet access and amending Directive 2002/22/EC on universal service and users' rights relating to electronic communications networks and services and Regulation (EU) No 531/2012 on roaming on public mobile communications networks within the Union)[8]
WG	Working Group
WP	Work Programme

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

[7] System for management of the personnel

[8] OJ L 310, 26.11.2015, pp. 1–18

Mission Statement

The Agency for Support for BEREC (BEREC Office) was established by Regulation (EU) No 2018/1971 of the European Parliament and of the Council of 11 December 2018, replacing the previous Regulation (EC) No 1211/2009. The BEREC Office is a body of the European Union (EU) with legal personality created to provide professional and administrative support services to the Body of European Regulators for Electronic Communications (BEREC), which is a body of the EU without a legal personality.

BEREC contributes to the development and better functioning of the internal market for electronic communications networks and services. It does so, by aiming to ensure a consistent application of the EU regulatory framework and by aiming to promote an effective internal market in the telecoms' sector, in order to bring ever greater benefits to consumers and businesses alike.

BEREC Office mission statement:

'The BEREC Office is an EU Agency supporting BEREC in the fulfilment of its mission to ensure the consistent implementation of the European regulatory framework for electronic communications. To achieve this, the BEREC Office provides all necessary professional and administrative support for the work of BEREC, including financial, organisational and ICT services, and contributes to BEREC's regulatory work for the benefit of people in Europe.'

The guiding principles that lead the BEREC Office to achieve our professional objectives are as follows:

- **Professionalism**: We are results oriented and believe that by performing consistently to high standards we deliver value to BEREC and our stakeholders. Professionalism also means for us transparency and integrity in all our actions, working always with the highest level of ethics in our contribution to the interests of the organisation and stakeholders;
- **Efficiency**: We take pride in our work and strive for both efficiency and quality in everything we do. We are committed to use the resources available in the most efficient way;
- **Effectiveness**: We aim to contribute to the work of BEREC with real value through tangible and evident results;
- **Accountability**: We take responsibility for our actions and their outcome both as individuals and as a team. We honour our commitments and obligations. We are held accountable to our constituency (and the public at large) regarding the adherence to the mission, the transparency of internal processes and the execution of our mandate.

The guiding principles of our behaviour in working with our colleagues and interacting with our stakeholders:

- **Teamwork** is the foundation of our organization. We share knowledge and expertise working cooperatively to achieve our goals. We foster collaboration while maintaining individual accountability;

- **Diversity**: We respect the diversity of our colleagues, BEREC community and the European Union. We understand that each individual is unique and we recognize and value the different skills and strengths of our team. We believe that diversity fosters creativity and growth and we promote an open and respectful working environment.

More information on the BEREC Office tasks and mission can be found on the BEREC and BEREC Office website at: https://berec.europa.eu/eng/berec_office/tasks_and_role/

Section I – General Context

Historical background

BEREC and the Office were established by Regulation (EC) No 1211/2009 of the European Parliament (EP) and of the Council[9]. BEREC replaced the European regulators Groups for Electronic Communications Networks and Services (ERG)[10], and was designed to contribute to the development and the better functioning, of the internal market for electronic communications networks and services by aiming to ensure the consistent implementation of the regulatory framework for electronic communications. BEREC acts as a forum for cooperation among the national regulatory authorities (NRAs) and between NRAs and the European Commission (EC) in the exercise of the full range of their responsibilities under the Union regulatory framework. BEREC was established to provide expertise and to act independently and transparently. BEREC also serves as a body for reflection, debate and advice for the EP, the Council and the EC in the field of electronic communications.

The Office was established as a Community body with legal personality to carry out the tasks referred to in Regulation (EC) No 1211/2009, in particular the provision of professional and administrative support services to BEREC. In order to support BEREC efficiently, the Office was given legal, administrative and financial autonomy. It was expected to operate as a Brussels-based support office as the successor of the former ERG secretariat.

By Decision 2010/349/EU[11], the Representatives of the Governments of the Member States decided that the Office would have its seat in Riga, thus becoming a decentralised regulatory agency.

Current policy context and legal base in force

BEREC and the Office have made a positive contribution towards the consistent implementation of the regulatory framework for electronic communications. In order to further contribute to the development of the internal market for electronic communications throughout the Union as well as to the promotion of access to, and take-up of very high capacity networks, competition in the provision of electronic communications networks, services and associated facilities and the interests of the citizens of the Union, the revised Regulation (EU) 2018/1971 (BEREC Regulation) aims to strengthen the role of BEREC. Such a strengthened role would complement the enhanced

[9] Regulation (EC) No 1211/2009 of the European Parliament and of the Council of 25 November 2009 establishing the Body of European Regulators for Electronic Communications (BEREC) and the Office (OJ L 337, 18.12.2009, p. 1).
[10] Commission Decision 2002/627/EC of 29 July 2002 establishing the European Regulators Group for Electronic Communications Networks and Services (OJ L 200, 30.7.2002, p. 38).
[11] Decision taken by common accord between the Representatives of the Governments of the Member States of 31 May 2010 on the location of the seat of the Office of the Body of European Regulators for Electronic Communications (BEREC) (2010/349/EU) (OJ L 156, 23.6.2010, p. 12).

role played by BEREC following Regulations (EU) No 531/2012[12] as amended and (EU) 2015/2120[13] and Directive (EU) 2018/1972[14].

As stated in the new founding regulation, the new official name of the Office is 'Agency for Support for BEREC'. The designation 'BEREC Office' is used as the Agency's short name. To enable the BEREC Office to enjoy legal, administrative and financial autonomy, the legislator has established the BEREC Office as a body of the Union with legal personality (e.g. decentralised agency), which operates within its mandate and the existing institutional framework.

Duties and compliance obligations

The BEREC Office is tasked to provide all necessary professional and administrative support services to BEREC and contributes to BEREC's regulatory work. Furthermore, the Agency is also responsible for data gathering from the NRAs or other entities for BEREC needs, drafting regular report on regulatory topics (for example international roaming, termination rates benchmarking). It also sets up and maintains registries and databases, establishes and information and communications systems for BEREC, supports the smooth functioning of the BEREC working groups and of the Board of Regulators, etc.

The BEREC Office is tasked with ensuring compliance with the transparency obligations of BEREC, including implementation of the BEREC communication strategy and deployment of all necessary tools for disseminating the outcome of BEREC's works.

In carrying outs its duties the BEREC Office is entitled to cooperate with competent Union bodies, offices, agencies and advisory groups, with competent authorities of third countries and with international organisations – for the needs of the implementation of its mandate.

The BEREC Office has the obligation to comply with its found act and other legal acts of the Union, including Regulation No 1 determining the languages to be used with the EU15.

Specificities for the programming period

By 21 December 2023, and every five years thereafter, the EC is required to carry out an evaluation to assess BEREC's and the BEREC Office's performance in relation to their objectives, mandate, tasks and location. The evaluation will specifically address the possible need to modify the structure or mandate of BEREC and the BEREC Office, and the financial implications of any such modification. Depending on the outcome of the evaluation, the EC may propose to the legislator to amend or repeal the BEREC Regulation. Consequently, the outcome of the evaluation may impact the current single programming document.

[12] Regulation (EU) No 531/2012 of the European Parliament and of the Council of 13 June 2012 on roaming on public mobile communications networks within the Union (OJ L 172, 30.6.2012, p. 10).
[13] Regulation (EU) 2015/2120 of the European Parliament and of the Council of 25 November 2015 laying down measures concerning open internet access and amending Directive 2002/22/EC on universal service and users' rights relating to electronic communications networks and services and Regulation (EU) No 531/2012 on roaming on public mobile communications networks within the Union (OJ L 310, 26.11.2015, p. 1).
[14] Directive (EU) 2018/1972 of the European Parliament and of the Council of 11 December 2018 establishing the European Electronic Communications Code (see page 36 of this Official Journal).
[15] OJ 17, 6.10.1958, p. 385

Recent changes in relevant EU legislation, such as on mobile international roaming or other developments on open internet, as well as initiatives for facilitating cooperation between the EU and neighbouring and candidate countries, for example in the domain of mobile international roaming with Western Balkan territories, will add further duties to BEREC and consequently to the BEREC Office. Completion of ongoing legislative processes on digital market and digital services might also increase the duties of BEREC and the Agency. These changes will require re-consideration of the resource allocation and prioritisation during the programming period.

Section II – Multi-annual programming

1. Multi-annual work programme

As the main task of the BEREC Office is to assist BEREC, it is required to possess the necessary capacity to support all BEREC activities. This includes the financial means for finance certain BEREC operations and activities, but it is even more important to maintain an efficient human capital with the necessary expertise, to effectively and efficiently support the increasing demands of the BEREC Board of Regulators and its preparatory bodies: the Contact Network and the BEREC Working Groups (WGs).

To align with the outcome of the review of the regulatory framework for electronic communications, the focus of the BEREC Office should be on maintaining this valuable human capacity along with the development and support of new applications, web-based portals and databases in view of supporting the demanding tasks that BEREC will face in the future. This requires the staff of the BEREC Office to be able to understand and cope with the job type and the workload that the challenges deriving from technology, market and regulatory domains will bring. As one of the tasks of the BEREC Office is to collect data, analyse the data, and draft benchmark reports, data analyst skills at the BEREC Office are considered by BEREC as of utmost importance. On top of this, the BEREC Office shall support BEREC towards further improved working methods and ever higher quality on its output. The BEREC Office must be ready to assist BEREC to meet its future challenges for the further development of the European market for electronic communications and services and the welfare of European citizens. The Agency aims to maintain and strengthen its capability to contribute to achieving the policy objectives of BEREC within the ambitions of the EU for more digital economy and society. For that sake, the BEREC Office will continue to apply its *Smart Agency* concept in the programming period, in three domains[16]: (i) infrastructure and facilities, (ii) processes and way of working, (iii) people. The key performance indicators (KPIs) are identified and set accordingly, as follows:

Objectives	KPIs	Measure	Target
1. Maintain appropriate capacity for supporting existing and new	Fully staffed indicator	Number of temporary agents (TAs), contract agents (CAs), seconded national experts (SNEs) and	100%

[16] An own initiative with four target features: being ‘knowledge based’, ‘modern’, ‘environmental friendly’ and efficient’ in those three domains.

Objectives	KPIs	Measure	Target
BEREC tasks and activities		interim staff / max. number of a fully staffed BEREC Office	
2.Improve the quality of work of BEREC by assisting with improvements to its work methods and the quality of its outputs	Quality of support to BEREC and its WGs	Measure quarterly the level of satisfaction of the BEREC Chair and the BEREC WGs Co-Chairs on a 5 grade scale on the basis of multiple questions	Minimum 85% of responses are in the top 2 scores[17]
3. Develop and manage tools to operate effectively and efficiently	Availability rate of supporting tools	Percentage of time of proper operation of BEREC website, email server, BERECNet+, Information sharing portal, public consultation platform, etc.	Minimum 95%

2. Human and financial resource - outlook for years 2024-2026

The BEREC Regulation of 2018 set an obligation for the BEREC Office to apply Activity-based Budgeting and Management (ABM) principles to programming its human and financial resources. To ensure compliance with this requirement and to have an effective management tool for monitoring and programming the use of its limited resources, the BEREC Office launched a project with the involvement of the BEREC Office Advisory Group (BAG), which has led to the establishment of the main specifications in terms of resource planning and monitoring, as well as cost drivers, workload drivers and performance indicators for each activity to be performed. The applied principles and indicators, including the above multi-annual key performance indicators (KPIs) will be reviewed based on experiences during the programming period.

The outcome of the simulation undertaken in the ABM tool, as developed in cooperation with the BAG, has been used as the main input for preparing the resource programming in the current document for each activity and for the whole Agency. The resource programming covers all tasks assigned to the BEREC Office in the BEREC Regulation or by other European Union (EU) legal acts, the recent changes in relevant EU legislation, such as on mobile international roaming, or other developments in areas of BEREC activities, such as in open internet, as well as completion of ongoing legislative processes on digital market and digital services further increase the duties of BEREC and of the BEREC Office, the need for compliance with the regulations applicable to all EU decentralised agencies as well as the changes in the workload for the functions established at the BEREC Office.

[17] Provided that an adequate number of responses exist for the particular question as compared to the maximum number of people requested to reply (e.g. usually 24 WG co-Chairs.)

For certain functions, which are outsourced to the European Commission (EC) services, other EU Agencies or external service providers, the current Single Programming Document foresees only budgetary appropriations without staff.

One of the main tasks of the BEREC Office is to collect data, analyse the data, and draft benchmark reports. Therefore, data analyst skills are considered by BEREC as of utmost importance. Therefore, the BEREC Office shall improve its capacity and capability (via data specialist skills) to support drafting regular benchmarking reports smartly and efficiently. These changes will require re-considering resource allocation and prioritisation during the programming period.

The BEREC Office has already employed a data analyst for this tasks but considering the large volume of the work (especially the fact that the data collection exercise will be increased in the near future due to additional data from participating NRAs), the BEREC Office establishes an additional data analyst post to timely complete these tasks.

2.1 Overview of the past and current situation

The requirement of adequate staffing of the BEREC Office derives from the BEREC Regulation. In particular, Recital 33 foresees that the BEREC Office should be adequately staffed for the purpose of carrying out its duties. All tasks assigned to the BEREC Office, including professional and administrative services supporting BEREC in carrying out its regulatory tasks, together with compliance with the financial, staff and other applicable regulations (for example, data protection, EC security rules) and the increased weight of operational tasks should be duly assessed and reflected in the resource programming.

In addition, Article 31 of the BEREC Regulation obliges the Agency to have the staff required to carry out its duties in accordance with the principle of activity-based budgeting and management of human resources. It foresees that the number of staff and corresponding financial resources shall be proposed in accordance with Article 23(2) and (4) and Article 24(1), taking account of Article 4 (n) and Article 5 with the tasks assigned to the BEREC Office by the BEREC Regulation or by other Union legal acts, as well as the need for compliance with the regulations applicable to all Union decentralised agencies.

Therefore, in line with Article 23 (2) of the BEREC Regulation and in relation to Article 31, the BEREC Office, in cooperation with the BEREC Office Advisory Group, run a bottom-up staffing exercise for each activity performed by the Agency, which was later-on approved by the Management Board. The exercise was done with the presumption that the BEREC Office will continue to use the EC service for key administrative and auxiliary task, as listed in section 2.4 Strategy for achieving efficiency gains.

The outcome of the bottom-up staffing exercise demonstrated that to perform its tasks as defined at that time the Agency needed 47 people. Consequently the staff available at the Agency at that time, namely: 16 temporary agents (TAs), 22 contract agents (CAs) and nine seconded national experts (SNEs) were found as sufficient in their number. Nevertheless, due to the changes in the job profiles a need to reshuffle the use to the limited TAs post was identified.

To free up further capacity for increased support to BEREC the staff involved in operational activities has been gradually discharged from administrative and accounting assignments. For example, as of 1 February 2020 only the staff of the respective centralised horizontal services prepare financial transactions (register data, initiate and verify transactions) in the EC IT system for accrued based accounting (ABAC), including for transactions in support to BEREC. Furthermore, as of 1 June 2020 the centralised services have taken over also the management of the staff missions from an operational point of view. Freeing up the operational resources of the Agency from the responsibility to perform financial transactions is essential for coping with the increasing workload and tasks as a result of more ambitious and demanding BEREC Work Programmes every year.

It should be emphasised that on the administrative side the requirements applied to the BEREC Office are identical to those applied to larger EU bodies, and relate not only to the implementation of the Financial and Staff Regulations (incl. staff implementing rules) but also to other areas related to programming, reporting, internal controls, risk management, business continuity, security, etc. The changes in the data protection legislation introduced in 2018, in the BEREC Regulation in 2018 in terms of security and in the Framework Financial Regulation of 2019 further increased the administrative burden for the BEREC Office.

As of 2020 the Agency was required to produce the additional strategies listed below, which apply as of January 2021:

(a) strategy for cooperation with third countries and/or international organisations;

(b) strategy for achieving efficiency gains and synergies;

(c) strategy for the organisational management and internal control systems.

Following DG BUDG notification on early termination of the Service Level Agreement during the course of 2023, as of 1 July 2023, with Amendment No 1 to the BEREC Office Single Programming Document for the period 2023-2025, the BEREC Office Management Board established a new post for Accounting Officer / Internal Control Coordinator at the BEREC Office. The post was filled in as of 1 of September 2023.

The limited size of the Agency requires the use of a multitasking approach, which makes the assignments of staff more demanding than in other bodies of the EU. These challenges, in combination with other factors, such as low correction coefficient for Latvia and difficulties in the establishment of the family members of the staff in the host country, tend to contribute to the complications in attracting and retaining staff (especially in the lower grades). Specifically, the staff on the administrative side remain highly susceptible to turnover, as they have universal job profiles.

In order to improve the situation the management has launched the implementation of several projects oriented to increasing the attractiveness of the Agency, including the one with the host Member State under the new Headquarters Agreement, whose full scope is expected to be deployed within a period of two years after its entry into force when the Latvian Government is expected to complete the adaptation of its national legislation to the conditions of the new Headquarters Agreement.

It should be emphasised that due to its supportive role for BEREC, the BEREC Office does not determine the work priorities for BEREC and has to be prepared to use the most appropriate and efficient approach to address the increase in its workload and so, to be able to fully support BEREC, as required by the 2018 Regulation.

Completion of the premises project, preferably within the initiative for a House of Europe in Riga, is also expected during the programming period, which may have temporary impact on the increased needs of certain specialised functions.

2.2 Outlook for the years 2024-2026

a) Overview

Since 1 July 2023, the BEREC Office operates with 17 temporary agents posts (TAs) in the establishment plan that is below the number of posts that are actually needed for mandatory profiles. All TAs post have been filled in by the end of 2023 in line with the last redistribution of TA posts approved by the MB in Amendment No 1 to the Single Programming Document for 2023-2025 and effective as of 01.07.2023[18]. The missing capacities are covered by using external staff (contract agents and seconded national experts) and structural service providers, especially for jobs, which the Management Board has not envisaged to establish at the Agency, such as security guards or cleaners.

Irrespectively of the challenges and changes in the functions at the BEREC Office in 2023, the main objective for the period of 2024-2026 is to ensure stable working environment for staff by the measures described below, thus maintaining staff motivation and decreasing staff turnover to the minimum. It is expected that implementing the new Headquarters Agreement (signed at the end of 2020 and in force as of June 2021) and the Service Level Agreement (signed in 2022) will contribute to improving the working and living conditions of the staff and will have a positive impact on staff retention, as well as increase the attractiveness of the Agency for future staff. In addition, as the professional support to BEREC is highly dependent on the availability of seconded national experts (SNEs) from the national regulatory authorities (NRAs), the situation with the SNE engagements will be closely monitored during the programming period and mitigating actions will be initiated in case of risks of non-availability of SNEs. Such measures could include advertising more the benefits of SNE positions among the NRAs, extending the secondment period of some of the existing SNEs, using the valid reserve lists, organising targeted selection procedures for the specific SNE profiles and using interim workers to cover interruptions between the secondment periods.

During the programming period 2024-2026, the BEREC Office management, together with HR, will commit to further promotion of career development through internal mobility and stabilisation of the job profiles. Last but not least, the Agency, with the assistance of the Government of the Republic of Latvia[19], will continue the implementation of the social welfare plan for staff, and keep

[18] Following the increase with 1 TA of the number of posts envisaged in the Establishment Plan as of 01.07.2023, the post has been filled as of 01.09.2023.

[19] Ares(2021)3922814 - Headquarters Agreement between the Agency for Support for the Body of

continuous close collaboration with the Latvian authorities with regard to the improvement of staff working and living conditions in the host Member State, including establishment of an accredited European School in Riga or its vicinity.

The main objective in the area of HR management for the period of 2024-2026 is to ensure a stable working environment for staff and job satisfaction, as well as to keep staff turnover at manageable levels, including expedient filling of posts which become vacant from existing reserve lists.

European Regulators for Electronic Communications and the Government of the Republic of Latvia Ares(2022)4676181 - Service Level Agreement between the Agency for Support for the Body of European Regulators for Electronic Communications and the Government of the Republic of Latvia

b) New tasks

A. On the operation side (support to BEREC)

Recent changes in relevant EU legislation, such as on mobile international roaming, or other developments in areas of BEREC activities, such as in open internet, as well as completion of ongoing legislative processes on digital market and digital services further increase the duties of BEREC and the BEREC Office. Moreover, the BEREC Office shall improve its capacity and capability (via additional data specialist skills) to support drafting regular benchmarking reports in a smart and efficient way. These changes will require re-consideration of resource allocation and prioritisation during the programming period. According to Article 48 of the BEREC Regulation, the European Commission will carry out an evaluation of the work of BEREC and the BEREC Office by 21 December 2023. The outcome of the evaluation may impact the tasks of the BEREC Office during the programming period.

Where and if a new task is assigned to BEREC or to the BEREC Office, the Management Board shall consider the need of amendment of the annual programming document, as required by the provisions of Article 23 (3), 1st paragraph of BEREC Regulation.

B. On the administrative side

To strengthen the information security in the Union Institutions and bodies of the EU in 2021 the EC has proposed two new regulations on cybersecurity and information security, which are in a final stage of preparation by the co-legislator.

The regulation on information security is delayed and expected only in the middle of 2024. This regulation deals mainly with classified information (EUCI) and therefore most likely will have no significant impact on the activities of BEREC Office. The cybersecurity regulation, which is expected to be in force as of January 2024, aims at defining measures for a high common level of cybersecurity security at all EUIBAs, requiring certain tasks to be carried out periodically. For BEREC Office the regulation on cybersecurity brings along mandatory tasks::

	What (task)	When (and frequency)
1.	Make initial cybersecurity review	Within 15 months – **Q2/2025** *Review every 4 years*
2.	Develop framework for risk management (ICT risks)	Within 15 months – **Q2/2025** *Review every 4 years*
3.	Update/adapt its governance and control models	Within 15 months – **Q2/2025** *Review every 4 years*
4.	Perform maturity assessment	Within 18 months – **Q3/2025** *Review every 2 years*
5.	Implement risk management measures	Within 20- months → **Q4/2025** .
6.	Prepare cybersecurity plan	Within 24 months → **Q1/2026** *Review: every 2 years*
7.	Provide regular cyber training and materials to management and staff.	On a regularly base
8.	Appoint Local cyber security officer	Expected Jan 2024
9.	Funding of CERT-EU by agencies	Still under discussion

Once adopted all union entities will then be required to comply with the obligations and meet the deadlines specified in the text. The legal ground for the Regulation is Article 298 of the Treaty on the Functioning of the European Union which foresees that “in carrying out their missions, the institutions, bodies, offices and agencies of the Union shall have the support of an open, efficient and independent European administration”. Additionally this proposal builds on the EU Security Union Strategy (COM(2020) 605 final) and the EU’s Cybersecurity Strategy for the Digital Decade (JOIN(2020) 18 final).

The tasks above rise the need of additional 2 FTEs which will be appointed to work on those tasks. The initial uptake of tasks is expected to be high since the Agency never really had the necessary human resources since its establishment in those domains. The regularity of the tasks (the frequency of tasks to be repeatedly carried out) can be planned and executed only if the requested human resources are allocated.

One FTE would have to be dedicated with the appointment of Local Cyber Security officer, at least CA FGIV grade, which by the regulation should:

- become the single point of contact with CERT-EU.
- he/she have to be notified to CER-EU.
- will facilitate the implementation of the regulation within the Agency.

The tasks are re-occurring every few years.

- report directly to the highest level of management of the Agency.
- Exchange best practises and information - participation in peer network.

Second FTE, at least CA FGIV grade, would have to be dedicated for the appointment of Cybersecurity Architect (0.5 FTE) and Cyber Policy and Compliance Officer taking care also of cyber education (0.5 FTE) which is also a mandatory requirement/activity defined in the regulation.

Both positions will provide backup to one another and also will support incident resolutions, as well LISO and LSO carrying out their jobs when possible and requested.

c) Growth of existing tasks

At the moment of the preparation of the document there has been no evidence about expected growth in existing tasks.

2.3 Resources programming for the years 2024-2026

The number of staff and corresponding financial resources presented in the current document are proposed in accordance with the provisions of Article 23(2) and (4) and Article 24(1), taking account of point (a) of Article 5 and all other tasks assigned to the BEREC Office by the BEREC

Regulation or by other Union legal acts, as well as the need for compliance with the regulations applicable to all EU decentralised agencies.

The resource allocation for the period 2024-2026 has been provided in accordance with the principle of activity-based management of human and financial resources. More details on the resources for 2024-2026 per activity are presented in Annex II.

2.3.1. Financial Resources

The 2024 sources of revenue for the BEREC Office budget are the contribution from the EU and contributions from third countries, which are estimated as follows:

Contribution from the Union: • **Main EU subsidy 2024:** • **Assigned revenues deriving from previous years surpluses:**	**7,819,314.00** **31,896.71**
Third countries contribution (incl. EFTA and candidate countries):	**p.m.**
Other contributions (Member states[20], NRAs, etc.)	**p.m**
Other revenue from administrative operations	**p.m**
TOTAL 2024:	**7,851,210.71**

The financial resources for 2024 – 2026 will cover the following expenditure:

Title 1 *Staff expenditure*:

- Expenditure for staff based on the staff numbers for the programming period and associated costs, incl. adjustments of the automatic step, possible reclassifications, potential impact of indexation and changes in the correction coefficient.
- Prices for external services, including those provided by the European Commission (EC) Services, temporary financing of multi-lingual tuition for the children of the staff, social welfare services, etc.

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

- Rents of premises occupied by the Agency, including rent of parking spaces and associated expenditure (insurances, fitting-out of the premises and repair works, payments of utilities,

[20] Incl. voluntary financial contribution from the Member States

etc.).

- Purchase, rent, maintenance, installation and deployment of ICT and security equipment, software, hardware, connectivity, digital certificates, including for database set-up, maintenance and management; external data processing services, including fees for IT systems and applications offered by the EC services.
- Agency's legal and other operating expenditure, including treasury services, external audit and/or consultancy services expenditure arising from the Headquarters Agreement and SLA with Latvian authorities and others.
- Costs of internal and external communications activities, incl. for organisation of events, production of audio-visual and digital content, publications and branded items and others.

Title 3 *Operational expenditure*:

The appropriations of Title 3 will be used for financing the activities in support to BEREC, as follows:

- Supporting the activities of the BEREC Working Groups (WGs) and the Expert Networking Group (ENG) on Sustainability, organising meetings, workshops, including ad hoc meetings for Article 32/33 phase II cases and reimbursing travel and accommodation expenses of the meeting participants;
- Provision of services related to subscriptions to regulatory databases, trainings to the national regulatory authorities' experts on regulatory issues and other relevant topics, language services necessary for BEREC work, maintenance of information data bases and on-line platforms necessary for the work of BEREC WGs, commissioning of studies specified in the BEREC Work Programme and other projects required for BEREC work;
- Expenditure for meetings of the BEREC Board of Regulators, the Management Board of the BEREC Office, and respectively their Chair and Chairperson and Vice-Chairs and Deputy Chairpersons, the Contact Network including reimbursements to meeting participants;
- Provision of licenses, hardware, IT support and business continuity service to BEREC, management of multiple information and communications systems for BEREC needs, such as the platform for collaboration - BERECNet+, General Authorisation Database, Value Added Services database, Emergency means database, the public BEREC website, purchase and maintenance of other IT applications and tools (for example, audio video conferencing rooms, electronic voting tool, analytical platform/tool for roaming data collections etc.), establishment and maintenance of databases in accordance with the EECC and Roaming Regulation, supporting the activity of ICT ENG and others.
- Implementation of the BEREC external communications strategy, including by organising high level stakeholder events and public debriefings, strengthening BEREC's digital presence and engagement with the stakeholders via producing publications, audio-visual

and digital content, implementation of a multilingual policy[21], supporting the activity of Communications ENG, etc.

More details on the projection of the financial resources are provided in Annex III: Financial Resources 2024-2026.

2.3.2. Human Resources

In 2021 the BEREC Office conducted a staffing bottom-up exercise, which demonstrated that the minimum necessary competencies and mass of staff at the Agency required 47 people of staff. The staffing bottom-up exercise was concluded with the presumption that there would be stability in the outsources service, especially those outsources to the Commission services, which are the biggest majority and which are critical for running the administrative processes at the Agency.

However, as indicated above, the BEREC Office was informed by DG BUDG of the forthcoming termination of the Service Level Agreement regarding the provision of the accounting services in 2023. In line with Article 72 of the Financial Regulation concerning the segregation of duties between the Authorising Officer and the Accounting Officer, an increase of the BEREC Office establishment plan with 1 Temporary Agent (TA)[22] is required as soon as possible to ensure the smooth hand-over of the accounting officer function.

The request for the establishment of the additional TA post has been reflected in Table 3 - Recruitment forecasts for 2024 following retirement/mobility or new requested posts of Annex IV: Human resources quantitative.

BEREC Office must ensure business continuity, including institutional memory and stability of services provided to the key BEREC and BEREC Office decision makers. Keeping institutional memory and provision of high-level support services is especially important with rotating chairmanship of the BoR and MB. Mitigation actions need to be undertaken to minimize the risk of high turnover of staff responsible for administrative and professional support to the BEREC Chair and high-level events. This can be achieved by internal reorganization of existing resources within BEREC Office, so that there is a contract agent position in the Boards support team instead of an SNE.

Further details about the BEREC Office human resources during the programming period can be obtained from Annex IV.

[21] In line with Art.46(1) of the BEREC Regulation and based on the recommendations of the European Ombudsman and their mandate, the EU Agencies should establish their multilingualism policies and ensure that EU citizens have access to relevant information in all official EU languages.

[22] In accordance with Job Titles&Job Families 3rd edition issued in OCT 2018 by EC the accounting officer belongs to administrators' function group AD

2.4 Strategy for achieving efficiency gains

2.4.1 Efficiency gains via use of IT tools and outsources services

The BEREC Office is an EU Agency with limited capacity on the administrative side due to its small size. Therefore, since its establishment the BEREC Office has seen the outsourcing of administrative and auxiliary tasks as the main means for filling in missing capacities, where possible, and achieving efficiency gains (both quantitative and qualitative).

The BEREC Office has already signed multiple Service level agreements (SLA) and Memoranda of Understanding with the European Commission (EC) Services, other Agencies of the EU and the Government of the host Member State for use of administrative services or sharing capacities in the field of meeting organisation and expert reimbursement, IT and security, procurement, translations, interpretation, accounting[23], payroll and management of individual entitlement of staff, reimbursement of mission costs, HR management, learning and development activities (incl. induction of new comers), medical services, etc.

The BEREC Office is largely depending on IT-technology, viewing information and communication technologies (ICT) as key enabler for the regulatory work that it carries out in support to BEREC and for its day-to-day operations. The availability of all data in digital format, as well as appropriate data structures and data management systems, will ensure ease of access and automation in the processing of that data.

In the course of 2021 a new area for possible further efficiency gains and synergies with the local offices of the EC and the European Parliament (EP) has been discovered, namely for sharing a joint building in the future House of Europe in Riga, which will ensure synergies and efficiency gains in terms of security, IT services, benefits from joint procurement and increased visibility. If there will be a positive decision for the implementation of this joint project from the side of the decision makers in the EP and EC, this will be the main element of the Strategy for achieving efficiency gains during the programming period.

The Agency will maintain and, where possible, further expand the efficiency gains already in place by making use of joint procurement with the EC, other bodies of the EU and the host member state, use of EC IT applications and others.

2.4.2 Strategy for achieving efficiency gains and synergies in the area of premises management and security

During the first half of 2021, the BEREC Office expressed its interest in a letter to the EP Secretary General to be a possible partner in the new House of Europe Project in Riga, which will host the European Parliament (EP) Liaison Office and European Commission (EC) Representation. This possible partnership will bring efficiencies gains and synergies in the area of premises management, security, ICT and public relations, which could be mutually beneficial for all parties involved in the project.

The synergies would definitively have a positive impact in terms of better use of public money, since the BEREC Office could share with the other parties the physical and technical security, conference and meeting rooms, technical rooms and adjacent facilities, video-conferencing and

[23] Limited only to use of the EC accounting IT tools and treasure management

other IT equipment. Moreover, the EP and EC local offices could also benefit of the services of the BEREC Office ICT capabilities that can provide, for example, deployment and maintenance of the AVC equipment for common use of the conference room. All parties can also easily engage in joint campaigns for increasing the awareness of the EU in Latvia or benefit from joint purchasing arrangement on the local market.

The BEREC Office highly appreciates the cooperation at expert level with the EP and EC in the development of this project, and will invest all its efforts to make the project possible from its side.

2.4.3 Strategy for achieving efficiency gains and synergies in the field of procurement

Joint purchasing arrangements can give rise to efficiency gains. In particular, due to economies of scale they can lead to cost savings such as lower purchase prices or improved client services for the same price. Moreover, joint procurement arrangements may give rise to qualitative efficiency gains by leading suppliers to innovate and introduce new or improved products or services on the market.

Therefore, during the programming period the BEREC Office will join as many inter-institutional procedures as possible for the provision of goods and services that the Agency may need for its administrative and operational projects.

For its administrative needs the BEREC Office will also reply on joint procurement projects with the Government of the host Member State.

To achieve the objective of point 2.4.2 above the BEREC Office will also act as the lead contracting authorities for contract to be used by the EP and EC local offices in Riga. Although this will increase the workload and responsibilities of the Agency for procurement, it seen as a means for achieving of efficiency gains and synergies at EU level and therefore is supported by the Management Board.

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

i. Use of Advanced Gateways for Meetings (AGM)

Already in 2022 BEREC Office used extensively the EC on-line tool - AGM - for organisation of meetings and processing reimbursement of travel, subsistence and other expenses incurred in the course of journey of experts invited to participate in BEREC meetings. The following meetings were organised through the tool: high-level BEREC meetings, Working Group and ENG meetings. The reimbursement applications were processed through the AGM tool, thus making the reimbursement streamlined and efficient.

In 2024 the Agency will continue using the AGM tool for the organisation of BEREC events. The objective is to use the tool for processing all of the applications for experts for reimbursing their travel, subsistence and other expenses thus to maintain the efficient way of meeting organisation.

ii. Use of additional modules of Sysper2 for managing the HR resources

The BEREC Office uses most of the modules of the EC tool Sysper2 for managing the Agency’s staff.

The Agency is committed to introduce gradually all Sysper2 modules available to the decentralised Agencies and will target to complete this process during the programming period based on cost-benefit analysis.

Such an approach will lead to qualitative efficiency gains due to the establishment of a single, high quality database of the personal files of the staff.

2.4.5 Use of services and capacities offered by the Latvian public authorities

As referred to before, the BEREC Office has some missing capacities, which could be addressed via finding synergies with the Latvian public authorities, to the extent possible, under the conditions agreed in the Service Level Agreement for the implementation of the new Headquarters agreement with the Government of the Republic of Latvia, signed on 21 December 2020, which include joint public procurement, assistance to the BEREC Office entities in executing routine tasks, including management of relations with local authorities and economic operators, assistance to the staff members and their families in host member state, etc.

The main objective is to ensure smooth running of the Agency, while achieving qualitative and quantitative efficiency gains, including improving the living conditions for staff and their families in the host member state.

2.4.6 Outsourcing of technical and auxiliary tasks to private service providers

The achieving of the efficiency gains listed above is strongly dependent on external parties and reaching appropriate agreements with them.

If the BEREC Office does not reach an agreement for the implementation of these measures, it will outsource technical and auxiliary activities, to the extent possible, to economic operations following procurement procedures.

The implementation of this measure will be considered as last resort and if only all efforts have failed to implement the other measures for achieving efficiencies of gains as listed above.

2.4.7 Matrix management of human resources

In an effort to optimise the resources for the support of the BEREC WGs, the work of the relevant staff is organised using a matrix management approach. This approach treats the available staff as a pool of human resources and allows assigning experts of all teams to their work tasks according to the day-to-day needs and to the availability. By using this method, the unit eliminates any idle time of the staff and offers the best experts available to the WGs and a variety of work to the employees. It also allows for effective backups to all activities which perfectly match to the work type the units must fulfil. New skills, e.g. data expertise, will be development within the same framework, ensuring proper backup.

2.5 Negative priorities / decrease of existing tasks

2.5.1 Priorities and potential negative priorities

The Agency focuses its resources on delivering the basic mandate, i.e. providing support in preparing the deliverables included in the annual BEREC work programme.

The following priorities are expected to be considered when allocating the Agency's resources:

- Deliver the basic mandate through providing support to the Board of Regulators and to the BEREC Working Groups.
- Deploy and maintain collaboration, document management and ICT (e.g. hybrid meeting facilities, e-voting, etc.) solutions in support to BEREC.
- Facilitate high level of collaboration with stakeholders and with the general public, thus maintain the image of BEREC. In that regard, after previous reflections on the subject, the new website project is expected to be completed.
- Establish appropriate data structures, data management systems and data scientist/analyst skills.
- Maintain the minimum necessary compliance with the rules applicable to the EU agencies (financial, staff, security, personal data protection, etc.).

The BEREC Office will further increase its efficiency to decrease its expenses, including:

- suspending the traineeship programme,
- utilising the benefits of hybrid solutions instead of physical presence,
- participating in on-line trainings instead of physical ones,
- benefiting from internal capabilities instead of external service providers in projects when feasible.

In addition to this, potential negative priorities are identified that could be activated in case of financial constraints, as follows:

- Lessen the ambitions as external studies are concerned. Envisage maximum EUR 100 000 in a year, aligned with the deliverables in the relevant annual work programme, preferably with a final decision on it in the first half of the given year.
- Suspend external training courses to junior NRA experts. Internal workshops or information sessions could be organised instead, before restarting a structured training programme by a specialised external training provider.
- Organise more virtual meetings instead of physical or hybrid meetings, when the agenda allows and when the number of meeting participants would not reach the sufficient minimum. Savings could be expected on travel costs, although this measure shall be considered as temporary, having regard to the high efficiency of joint work of NRA representatives when relevant.
- Continuing all internal efforts for reducing the environmental footprint and improving the environmental performance of the Agency by using own means and resources as well as cooperating closely with the other EU Agencies in the efforts of obtaining EMAS certification.

2.5.2 Decrease in existing tasks

Since the beginning of 2023 the BEREC Office has observed decrease in the overall number of financial transactions and procurement procedures compared to the same period of 2022 (both for administrative and BEREC related revenue and expenditure). The trend for having lower number of transactions and public procurement procedures[24] compared to 2022 is expected to be maintained in 2024. Taking into account also the fact that the Administration and Finance Unit can benefit from increased efficiencies due to the synergies between the staff of the recently established Legal and Procurement Team[25], the post of the Legal and Procurement Officer (CA FG IV) can be closed and transferred to the Programme Management Unit for strengthening the data processing capabilities of the Unit in support to BEREC.

[24]

Type of transactions (limited illustrative examples)	Number for transactions	
	H1 2022	H1 2023
Data entry	**390**	**241**
Financial initiation	**981**	**693**
Registration of assets and inventory items	163	46
Financial verification	**760**	**501**
Procurement procedures	15	7

[25] As per the new organizational charter approved by Amendment No 1 of the SPD for 2023-2025 and effective as of 1 September 2023

Section III – Annual Work Programme (AWP) 2024

1. Executive Summary

The activities in the BEREC Office AWP for 2024 are split into the following main groups:

a) operational activities;

b) horizontal activities.

The activities in the AWP are developed in such a way to contribute to the achievement of the multi-annual objectives outlined earlier in Section II.

The operational activities of the BEREC Office are those, directly related to the mission and core tasks of the agency and in 2024 they will include all actions undertaken by the BEREC Office in support to BEREC's work, which are grouped as follows:

1. **Support to BEREC Working Groups (WGs) and phase II cases** This activity includes assistance in setting-up the WGs and supporting their activities to fulfil the BEREC WP, which may include but is not limited to organisation of external workshops, participation of WG experts in 3rd party meetings, costs for WG event organisation, reimbursement of travel expenses and accommodation allowance of event participants, etc. Additionally, this activity includes supporting BEREC activities under Articles 32 and 33 of the European Electronic Communications Code[26] (EECC), including collection and tracking of all notifications, establishing and coordinating relevant ad hoc WGs, ensuring high-level quality and consistency of the BEREC opinions and others. Under this activity, the BEREC Office covers one of the key tasks in supporting BEREC WGs in data collection exercises (especially for roaming and intra-EU communications).

   In addition this activity covers support provided to the Sustainability Expert Networking Group (ENG).

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

3. **Information and communication technologies (ICT) support to BEREC** This activity includes ICT support to BEREC and its preparatory bodies, purchase and maintenance of software and hardware and ensuring business continuity for BEREC. This activity also covers

[26] Directive (EU) 2018/1972 of the EP and of the Council of 11 December 2018 establishing the European Electronic Communications Code, *OJ L 321, 17.12.2018, p. 36–214 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV) ; https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1546582829499&uri=CELEX:32018L1972*

maintaining the BEREC Website, the internal platform for collaboration (BERECNet+), developing and maintaining other IT applications and tools (for example, audio video conferencing rooms etc.), portals, platforms and connectivity. This activity covers the establishment and maintenance of databases required by the EECC, BEREC Regulation and the Roaming Regulation[27] (GADB[28], numbering databases, Value Added Services and Emergency means databases[29]) as well as appropriate means of storing and handling data.

4. **Information gathering and distributing** activity comprises procuring and managing the necessary services, such as subscription services to different databases and data sources, such as for example telecommunications and digital economy intelligence services, commissioning of studies following the request of BEREC, provision of public consultations and surveys portal, any other necessary tools to assist in the WG activities and deliverables. Also includes the provision of necessary data sets to support, for instance, Remedies and Market Monitoring WG work, maintenance of a general Information Sharing Portal as well as specific collection of links, such as links to NRAs' open data portals, and training courses for NRAs' experts and the coordination of the preparation of the BEREC annual reports.
5. **BEREC communications activities** ensure maximum internal and external transparency and accountability of BEREC activities, strengthening its digital presence and engagement with stakeholders and include implementation of the BEREC External Communications Strategy and annual communications plans, relying on successful management of the digital communications tools and activities via the new BEREC website and social media accounts, management of media and stakeholders relations, and organisation of public events. It also covers the mandate and tasks of the BEREC Communications Expert Networking Group.

The horizontal activities (or cross-cutting activities) are those carried out in support to operational activities and staff. In 2024 the horizontal activities will be, as follows:

1. **The general coordination includes the following recurring activities:**
   a) **General coordination:** preparation of the single programming documents, reporting on the past activities (consolidates interim and annual activity reports), coordination of the discharge process and reporting to the Discharge Authority, participation in the EU Agencies' Network, coordination of the audits (by the European Court of Auditors, independent auditors and the European Commission Internal Audit Service) as well as implementation of the Internal control framework, including risk management.
   b) **BEREC Office Communications activities** include organisation of traditional BEREC Office public events and production of digital and audio-visual content to strengthen the visibility and raise awareness on the Agency's mission and work in the host country,

[27] Regulation (EU) 2022/612 of the European Parliament and of the Council of 6 April 2022 on roaming on public mobile communications networks within the Union, *OJ L 115, 13.4.2022, p. 1–37 (BG, ES, CS, DA, DE, ET, EL, EN, FR, GA, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV); https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022R0612&qid=1663763447134*
[28] https://gadb.berec.europa.eu/
[29] https://berec.europa.eu/en/berec/berec-databases-of-numbering-ranges-for-value-added-services-and-means-of-access-to-emergency-services-for-roaming-users

including through the new website and social media channels. Besides, it also includes planning and execution of internal communications activities.

2. **Legal services, procurement and data protection**: includes centralised procurement for BEREC and the BEREC Office, provision of legal advice on matters related to the Staff Regulation and CEOS, access to documents, implementation of the BEREC Regulation, ethics and anti-fraud and any other legal matters; coordination of handling of court cases, investigations by OLAF, the Ombudsman or by the European Data Protection Supervisor; and the activities of the Data Protection Officer in ensuring compliance of BEREC and BEREC Office with the applicable data protection rules.
3. **Finance and accounting**: includes budget management, finance, accounting[30] (incl. the provision of the Accounting Officer function[31]) and mission and authorised travel management for all activities: in support to BEREC and for the day-to-day Agency operation.
4. **Human resources (HR) management:** includes selection and recruitment, day-to-day personnel management, (including payroll), career development, provision of social welfare to the staff, as required by the Staff Regulations, etc., running of the traineeship programme, provision of interim workers' services, etc.
5. **ICT, cyber security, security and document management;** includes IT support for system maintenance, management of access rights, development of polices, procuring and managing the necessary services such licenses, provision of hardware and business continuity services for the needs of the BEREC Office. This activity covers also facility management and logistics, which includes building and facility management (including premises and equipment) and office supplies. During 2024 two new legislative acts on Information security and cyber security are expected to become in force where appropriate level of resources (human and financial) has to be allocated in order to comply with the regulations requirements.

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

Amount of EU contribution	Establishment plan posts	External personnel
EUR 7,882,896.71	17	31

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

[30] Including asset registration
[31] Handed back by DG BUDG as of 1 November 2023

2. Activities

Operational Activities

2.1 Support to BEREC Working Groups (WGs), Sustainability Experts Networking Group (ENG) and phase II cases

2.1.1. Overview

According to the BEREC Regulation, the BEREC Office assists in setting up BEREC WGs, following the request of the BEREC Board of Regulators (BoR), contribute to the regulatory work and provides them with professional and administrative support to ensure smooth functioning of those groups.

In accordance with Article 12 of the Rules of Procedure of the Management Board of the BEREC Office, the Management Board creates Expert Networking Groups (ENG). The ENGs should deliver expertise on specific matters requested by the BEREC Office in support to BEREC.

As sustainability is a key element for BEREC strategy and annual work programme, there is an ambition to change the operation of BEREC and the BEREC Office to be more environmentally friendly. Therefore the Sustainability ENG is tasked to understand the challenge and to discover the options, and to provide inputs to future annual work programmes and programming documents in this domain.

The BEREC Office also manages changes relating to WGs, collects resource commitments from the national regulatory authorities (NRAs), sets up and manages the contact lists and email distribution lists related to the WGs.

The BEREC Office provides support in data collections, and provides establishment and maintenance of necessary tools or databases for such exercises.

The BEREC Office provides administrative support to the WGs (including Sustainability ENG) in organising meetings and workshops - either physical or virtual and maintaining the information flow among members. Furthermore, it also provides logistics support to WGs and ENG, such as reimbursement of experts' travel expenses to the NRAs. Depending on the deliverable, the BEREC Office provides professional support to WGs and ENG in preparation of BEREC documents, conducting public consultations and calls for input, and undertaking the role of drafters whenever required.

2.1.2 Objective, indicators, expected results and main outputs

Objective	**Provision of professional and administrative support services to BEREC WGs and Sustainability ENG for the fulfilment of the regulatory tasks**
Expected results	1. Organising WGs/ENG meetings or workshops (virtual or physical); 2. Supporting the WGs in accordance with the request of BEREC or of the WGs/ENG co-chairs;

	3. Maintaining updated distribution and contact lists of WG/ENG drafters and members; 4. Providing support, assistance and coordination in disseminating all kind of information and/or analysis of collected market data; 5. Assisting in the timely submission of BEREC Opinions to the European Commission (EC); 6. Regularly updating the records of market analysis notifications; 7. Contributing to drafting of BEREC deliverables including SUST ENG deliverables; 8. Implementation of mid- and long-term sustainability objectives and KPIs to monitor the progress.

Indicators	Latest result	Target Year 2024	Means and frequency of verification
1. Provision of virtual WG meetings (total)	2022: 505[32]	2024: 500	Monthly report, CIAR, CAAR
2. Provision of support to physical WG meetings	2022: 24	2024: ≤30[33]	Monthly report, CIAR, CAAR
3. Provision of support to workshops with external experts (physical & virtual)	2022: 4	2024: ≤5	Monthly report, CIAR, CAAR
4. Provision of support to participation in 3rd party meetings (physical & virtual)	2022: 3	2024: ≤5	Monthly report, CIAR, CAAR
5. Provision of ad hoc meetings under Article 32/33 procedures (former Art 7/7A), physical & virtual	2022: 18[34]	2024: ≤5	Monthly report, CIAR, CAAR
6. Level of satisfaction of WG meeting organisation (measure the level of satisfaction of the WG co-chairs on a 5 grade scale on the basis of multiple questions)	2022: 91.1% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores[35]	Quarterly, CAAR
7. Level of satisfaction of responses and communication (measure the level of satisfaction of the WG co-chairs on a 5 grade scale on the basis of multiple questions)	2022: 89.5% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores	Quarterly, CAAR
8. Level of satisfaction of provided support to WGs (measure the level of satisfaction of the WG co-chairs on a 5 grade scale on	2022: 87.8% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores	Quarterly, CAAR

[32] The number of AVC meetings organised in 2022 for all BEREC WGs/SUST ENG (full group, drafters, only between co-chairs, bilateral, etc) in parallel to the physical meetings.
[33] Estimate based on experiences. It is a priority task, resources will be reallocated if needed.
[34] AVC meetings related to Phase II cases to which the BEREC Opinions were prepared in 2022: DK/2021/2346, CZ/2021/2351, PL/2022/2370-71, CZ/2022/2372-73
[35] Provided that an adequate number of responses exist for the particular question as compared to the maximum number of people requested to reply (e.g. usually 24 WG co-Chairs); relevant to all satisfaction surveys launched in relation to the support of the BEREC WGs

Indicators	Latest result	Target Year 2024	Means and frequency of verification
the basis of multiple questions)			
9. Level of satisfaction of data collection exercises (measure the level of satisfaction of the WG co-chairs on a 5 grade scale on the basis of multiple questions)	2022: 90.0% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores	Quarterly, CAAR
10. Level of satisfaction of pre-draft documents (measure the level of satisfaction of the WG co-chairs on a 5 grade scale on the basis of multiple questions)	2022: 86.1% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores	Quarterly, CAAR
11. Carbon footprint of WG meetings in tonnes	2022: 72 t	≤ 72 t[36]	Monthly, CAAR
Main outputs			
1. Support to physical WGs /SUST ENG meetings, workshops with internal and/or external experts, and audio-video conferences to ensure their proper functioning (including invitations to meetings, document circulation and reimbursement of related travel and accommodation expenses to persons invited to attend meetings in and expert capacity; 2. Active participation of BEREC Office members as drafters in the work of WGs/ENG upon request; 3. Structured and timely provision of support for BEREC information and/or analysis on collected market data (upon the request or in accordance with SPD); 4. Full logistic and technical support to the organisation of WGs' public workshops – selection and rental of venue, ICT services, technical equipment and tools (like microphones, recordings, remote access provision, translation / interpretation services etc.), catering services; 5. Data collection from NRAs and dissemination upon request from WGs or the BEREC Chair; 6. Establishment and maintenance of necessary tools or databases for data collection exercises, management and analysis (like, based on the Roaming regulation or BEREC Regulation) in smart and efficient way; 7. Conducting public consultations and calls for input to assist BEREC WGs; 8. Monitoring sustainability KPIs and reporting those; 9. Coordination of the BEREC activities in accordance with the Article 32/33 of the EECC procedures; 10. Establishment of Ad Hoc WGs under Article 32/33 EECC cases and regularly updating the list of focal points, keeping –up and updating the notification database and coordinating the work on			

[36] As this indicator is measured for the first time in 2022, therefore it is difficult to set its targeted value for the future years.

Indicators	Latest result	Target Year 2024	Means and frequency of verification
BEREC Opinion and its timely submission and acting as experts/rapporteurs of the group if required; 11. Contribution to the drafting of the following regular draft reports (in due time): a) Annual reports; b) International roaming benchmark report and the report on transparency and comparability of international roaming tariffs; c) The intra-EEA communications report; d) Report on the implementation of the Open Internet Regulation.			

2.1.3 Resources

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

Financial resources (EUR)	FTEs
2,076,321.21	18.67

2.1.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of BEREC physical WG meetings	2022: 27	2024: ≤30[37]
Number of BEREC virtual WG meetings	2022: 505	2024: 500
Number of BEREC physical external workshops	2022: 0	2024: ≤2
Number of BEREC virtual external workshops	2022: 4	2024: ≤3
Number of BEREC physical Phase II cases meetings	2022: 0	2024: ≤3
Number of BEREC virtual Phase II cases meetings	2022: 18	2024: ≤2
Number of reimbursements for meeting participants invited to the events listed above	2022: 169	2024: ≤200[38]

[37] Estimate based on experience. It is a priority task, resources will be reallocated if needed.
[38] Subject to change, in view of third countries participation in BEREC meetings and/or restrictions on travel.

2.2 High level meetings and support to the Boards

2.2.1 Overview

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

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

Additionally, in order to enhance the cooperation between NRAs, EC, EP, the Council and interested parties (stakeholders) BEREC organises different events and participates in events organized by third parties during which the Chair or the Vice-Chair present BEREC views and share BEREC expertise.

Therefore, the BEREC Office provides professional and administrative support services to the BoR, the MB, and respectively their Chair and Chairperson and Vice-Chairs and Deputy Chairpersons, the Contact Network (CN) and BEREC Office Advisory Group (BAG) in fulfilling their assignments.

In order to increase efficiency and flexibility for BEREC meetings and to provide standardised technical solution for remote participation, BEREC Office will provide comprehensive videoconference services to allow for organisation of numerous remote or hybrid high-level events. This entails increase in the financial resources for high-level meetings and could also require additional human resources.

2.2.2 Objectives, indicators, results and outputs

Objective 1	**To provide efficient professional and administrative supporting services to the Chair and Vice-Chairs of the BoR, Chairperson and Deputy Chairpersons of the MB of the BEREC Office, Mini Board, 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.**
Expected results	1. Assistance in the organisation of the high-level BEREC events, such as BoR, MB, Mini Board, and CN meetings, and high-level

	workshops, including via videoconferencing systems or in hybrid format; 2. Assistance in the organisation of BoR and MB electronic voting procedures; 3. Maintaining updated public lists of BoR, MB Members, Participants without voting rights and their Alternates, including their Declaration of Interest and Commitments and CVs; 4. Maintaining updated lists of the CN Members and BAG Members and their Alternates; 5. Assistance in the organisation of the high-level BEREC and BEREC Office events, such as high-level workshops, meetings with the EU institutions and other similar events also via videoconferencing systems or in hybrid format; 6. Assistance in the establishment and implementation of working arrangements 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, if needed.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Level of satisfaction with high-level meetings (measure the level of satisfaction of the CN and BAG members, WG Co-Chairs and the BoR on a 5 grade scale on the basis of multiple questions)	2022: 95% (H1 2022)[39] of responses are in the top 2 scores	≥90% of responses are in the top 2 scores	CIAR, CAAR
2. Carbon footprint of high-level meetings in tons	2022: 182,9	180	CIAR, CAAR
Main outputs			
1. Assistance in the organisation of 4 CN meetings; 2. Assistance in the organisation of 4 ordinary BoR and MB plenary meetings; 3. Organisation of 4 BEREC Office Advisory Group (BAG) video conferences and other consultations depending on needs; 4. Assistance in the organisation of up to 30 Mini Board meetings; 5. Management of documents related to the above-mentioned activities and follow-up activities;			

[39] Satisfaction survey for the second half of year 2022 will be launched in January 2023

6. High-quality support to the organisation of up to 25 electronic voting procedures;
7. Preparation of regular overviews of the outcome of electronic voting procedures as well as information on electronic voting procedures planned in the period to the next plenary meeting (for each CN and plenary meetings);
8. Regular updates to internal BoR, MB, Mini Board, CN and BAG contact lists and publishing the updated BoR and MB Members and Alternates lists;
9. Collection and publication of the Declarations of Interests and Commitments and CVs of the BoR and MB Members, Participants without voting rights and their Alternates on the BEREC website;
10. Assistance in the organisation of up to 2 BEREC high-level workshops (public or internal) organised back-to-back with the BoR ordinary meetings;
11. Assistance in the organisation of up to 2 BEREC meetings with the EU institutions (excluding meetings only with the BEREC Chair/Vice-Chairs, which are included in the Chair's events);
12. Assistance in the organisation of approx. 45 meetings of the BEREC Chair and Vice-Chairs and Chairperson and Deputy Chairpersons of the Management Board of the BEREC Office and events attended by them or their representatives, such as: conferences, events organised by other EU bodies and/or EU institutions, bilateral meetings with interested parties, etc.;
13. Assistance in the organisation of up to 10 BEREC international events (organised by BEREC or other stakeholders), including Mini Board study trip;
14. Management of documents related to the above-mentioned activities;
15. Maintaining updated lists of key contact points and liaising with the EC, EP, the Council, other Union bodies, offices, agencies, advisory groups, regulatory authorities of third countries, international organisations, and other stakeholders with whom BEREC and BEREC Office cooperates;
16. Calculation of financial contributions from the third country NRAs participating in the work of BEREC and BEREC Office.

2.2.3 Resources

The total resources required for the organisation of high-level meetings and support to the Board's secretariat are, as follows:

Financial resources (EUR)	FTEs
827,283.01	3.1

2.2.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of high-level meetings with reopening of	2022: 7	2024: 7

Workload driver	Latest result	Estimate 2024
competition[40]		
Number of high-level meetings without reopening of competition[41]	2022: 30	2024: 30
Number of reimbursements	2022: 243	2024: 300
Number of electronic voting procedures	2022: 17	2024: 25

2.3 ICT support to BEREC

The BEREC Office is committed to continue providing a high-quality support to BEREC and business partners in regards to ICT systems, ICT services and video conferencing services ensuring the availability of different software solutions, professional equipment, unified communication services needed for BEREC's information systems and Audio-Visual meetings either physical, hybrid or digitally organized events.

The Agency is committed to maintain an efficient and effective governance and service model to achieve and provide high level of operational ICT delivery to BEREC. During the course of 2024-2026, the Agency will focus on usage of modern datacenters providing secure and reliable ICT infrastructure services including hosting of ICT systems and corporate home page. The BEREC Office will continue to provide the needed ICT support services to BEREC. The BEREC Office will continue the balanced use of both on-premise and cloud based services and solutions under new framework contracts.

Additionally, the Agency will provide support for the organization of AVC service including streaming service in hybrid meetings and events necessary for the successful organization of virtual meetings for which ICT resources needs to be allocated.

2.3.1 IT Support, Licenses, Hardware and Business Continuity for BEREC

2.3.1.1 Overview

In order to provide the necessary technical functionality of the existing operational IT systems and platforms, certain number of software licenses and IT services must be purchased on a yearly basis. In addition, the provision of ICT services such as necessary ICT infrastructure, hardware, software, services like IaaS, SaaS and PaaS, connectivity, ICT consultancy have to be ensured on a yearly basis. In order to comply with the corporate Business Continuity (BC) strategy, it is necessary to re-design the usage of back up as a service and disaster recovery as a service of business-critical operational data and ICT systems, following of the migration out of ICT resources from the cloud-broker framework previously used for more than 5 years.

[40] Organisation of meetings with launching procurement procedure - a competition among the parties to an existing framework contract.

[41] Organisation of meetings without launching any procurement procedure.

The Expert Networking Group of ICT experts is continuing to operate with the support of the BEREC (see point 2.5), continuing to operate and deliver capacity to the BEREC ICT needs.

The BERECNet+ platform is the common platform for the exchange of information between BEREC, the Commission and National Regulatory Authorities (NRAs) according to Art. 41 of the BEREC Regulation. Relevant managed services linked to the maintenance, availability and operability of the Information and communication system are envisaged to be procured via existing FWCs.

The BEREC Office will maintain the following EU databases, according to the EECC and the roaming regulation:

- GADB - EU database of the notifications transmitted to the competent authorities (Article 12(4));
- BEREC shall establish and maintain a central registry database on the numbering resources with a right of extraterritorial use within the Union;
- VAS - a single, Union-wide database of numbering ranges for value-added services in each Member State, to be made accessible to operators, national regulatory authorities and, where applicable, to other competent authorities;
- Emergency database - a single, Union-wide database of means of access to emergency services that are mandated in each Member State and that are technically feasible to be used by roaming customers, to be made accessible to operators and national regulatory authorities and, where applicable, to other competent authorities.

BEREC regulation (Article 5(c)) determines that the BEREC Office shall produce regular draft reports on specific aspects of development in the European electronic communications market, such as roaming and benchmarking reports to be submitted to BEREC. In 2023, the BEREC Office developed a tailor made tool for self-service data storage, management, exploration and report preparation of those data based on modern technology. During 2024, resources are allocated to upgrade the databases and cover the maintenance costs in terms of licences, technical and security upgrades, and technical support works.

2.3.1.2 Objectives, indicators, results and outputs

Objective 1	**Enable operations by maintaining high availability of IT services (dedicated applications, databases, web sites) 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).**
Expected result	1. Continuous provision of software licenses and IT support services for operational needs; 2. Ensure a sustainable back-up system for the BEREC data as well as functional disaster recovery service;

	3. Maintained and secured infrastructures and applications, hosted as per SLA requirements; 4. Existing solutions maintained; 5. Continuous support for the NRA's ICT network.		
Indicator	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Ratio of tickets require more than 1.5 days resolution time	2022: 2.23 %	2024: <10%	Reports from ticketing system
2. System Availability: a. BERECNet+ b. GADB c. BEREC Website d. VAS& EMERGENCY	2022: a. 99.8% b. 100% c. 100% d. n/a	2024: a. >99.8% b. >99.8% c. >99.8% d. >99.8%	Reports from monitoring tool
Main outputs			
1. Signed contracts for software licensing (no interruption of IT services related to software licensing), ensuring the continuous availability of licenses (BERECNet+, Microsoft, Cisco, Webex, Security related products and other licenses); 2. Continuous availability of necessary software products for IT support to BEREC; 3. Continuous availability of IT support in regard to ICT system for the exchange of information - user management and WG sections; 4. Continuous availability of licenses for video conferencing needs; 5. Continuous availability of IT support and managed services for video conferencing; 6. Continuous availability of IT support for management of email distribution groups and managed security services for email communication system; 7. Continuous availability of IT support for provision of necessary security administration of corporate website; 8. Continuous availability of IT support for the management of cloud infrastructure linked to back up as a service and disaster recovery as a service of business-critical operational data and ICT systems; 9. Continuous availability of licenses for backup solution; 10. Continuous availability of onsite IT support for the development and maintenance of ICT projects such as databases and ICT systems linked to BEREC activities; 11. Continuous availability and operability of ICT systems for operational needs; 12. Reduced time and increased efficiency for provided IT support to BEREC activities;			

13. Continuous availability of business-critical operational data and IT systems;
14. Usage of cloud services in order to ensure business continuity linked to Back up as a service (BaaS), Disaster recovery as a service (DRaaS) and Infrastructure as a service (IaaS); Provision of systems operational from cloud environment;
15. Reduced RTO and RPO as defined in the corporate BCM programme;
16. Ensure availability of Video-conferencing licences and services as well as equipped meeting rooms in Brussels and Riga sites for these reasons;
17. Maintenance of BEREC Website and its data assets;
18. Maintained BERECNet+ platform; Availability and usage of managed services BERECNet+;
19. Maintained data set tool for benchmarking exercise;
20. Maintained GADB (notifications under general authorisation);
21. Maintained Database (numbering);
22. Promote shared ICT knowledge and experience sharing in order to exchange good ICT practices;
23. Inter-NRA cooperation on issues of common interest in the area of Information and Communication Technologies;
24. Sustain an Expert Networking Group of ICT professionals across NRAs in order to benefit from synergies and shared experience;
25. Foster collaboration on common ICT problems;
26. Maintained VAS & Emergency databases.

2.3.2 IT Projects for BEREC

2.3.2.1 Overview

After the migration out in 2023 to new ICT environments enough budgetary resources have to be allocated during the course of 2024 for the running costs linked to ICT Infrastructure, licences and ICT support. The continuous availability and usage of video-conferencing services will continue to be very important for all BEREC and BEREC Office staff members. The provision of high-availability communication services including reliable and modern AVC equipment in meetings rooms have to be continued and ensured during the course of 2024-2026 to BEREC and BEREC Office in Brussels and Riga, maintaining and improving the AVC systems. This will serve as enabler for higher level of efficiency, cooperation and objective outcomes in digital meetings. The technical improvements of AVC rooms started in 2023, will continue during 2024-2026, for which resources need to be allocated for rented or owned hardware, licences, managed services and technical support works.

The ICT ENG will provide expertise in the ICT domain in support to BEREC with the aim to explore possibilities and foster collaboration across the NRAs within the ICT domain. The ICT ENG will focus on identification of policies and operational procedures, which can be used for better ICT governance.

2.3.2.2 Objectives, indicators, results and outputs

Objective 1	**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.**		
Expected results	1. Systems developed and maintained according to BEREC regulation; 2. Systems and services piloted and implemented (on premises and cloud). 3. Development of ICT strategy.		
Indicator	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
Support man days of external service provider	2022: 748	2024: 525	Monthly, CIAR, CAAR
Main outputs			
1. Development of reliable IT solutions meeting the business needs; 2. Developed and maintained new core-business and administrative solutions; 3. Implementation and usage of modern and secure cloud services and solutions; 4. Developed and maintained AVC system for meetings; 5. Developed and maintained other ICT tools for the needs of BEREC; 6. Developed ICT strategy (based on budget availability).			

Objective 2	**Development, reconfiguration and maintenance of AVC facilities in Brussels and Riga**		
Expected results	1. AVC systems delivered and maintained; 2. AVC system meeting sustainability requirements; 3. Ensured AVC interoperability between sites.		
Indicator	Latest result	Target Year 2024	Means and frequency of verification
Number of AVC systems delivered and maintained	2022: N/A – new indicator	2024: Operational AVC system delivered and maintained	CIAR, CAAR

		ensuring continuation of AVC service by the end of year	

Main outputs

1. Operational AVC systems delivered and maintained;
2. Ensure availability of Video-conferencing hardware, licences, maintenance services and connectivity services for AVC meeting rooms;
3. Ensure availability of portable AVC equipment (based on budget availability).

Objective 3	**Provision of expertise in the ICT domain in support to BEREC**		
Expected results	1. Sharing experience and benefiting from synergies, e. g. optimisation of security settings for on-premises and cloud environments; surveys on important topics; 2. Fostering collaboration on common ICT problems, e.g. impacting smooth communication services provided by ICT tools, implementation and usage of secure email; 3. Support of the coordination of common ICT initiatives among NRAs, e. g. usage of video-conferencing solutions, better IT Governance and IT Security; usage of MFA for log in and mobile devices (BYOD).		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Provision of virtual meetings	2022: 11	2024: 15	CIAR, CAAR
2. Provision of support of physical WG meetings	2022: 1	2024: 2	CIAR, CAAR

Main outputs

1. Bi-annual meetings organised with ICT colleagues from across NRAs. Establishment of contact details for communication concerning ICT emergency response – for issues and immediate collaboration linked to security and urgent issues;
2. Plot version of common collaboration space (section on BERECNet+) for sharing ideas, procedures, policies, guidelines, comments, etc. – for fostering the ICT collaboration across NRAs; Exploring further optimization of BERECNet+.
3. Identification and comparison of standard operation procedures in the ICT domain.
4. Provision of support to the proper functioning of ENGs and audio-video conferences and ENG meetings (such as invitations to meetings, document circulation and reimbursement of related travel and accommodation expenses to persons invited to attend meetings in expert capacity).

2.3.3 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of small projects (< = 150.000)	2022: 6	2024: 5
Number of big projects (> 150.000)	2022: 0	2024: 0
Number of ICT ENG meetings	2022: 12	2024: 17

2.3.4 Resources

The total resources required for ICT support to BEREC are:

Financial resources (EUR)	FTEs
530,316.73	3.41

2.4 Information gathering and distribution

2.4.1 Regulatory information and training for BEREC

2.4.1.1 Overview

In order to provide professional support to BEREC according to the objectives of the WP, the BEREC Office can acquire a subscription to the regulatory intelligence services related to telecommunications and digital economy. In view of the new BEREC regulation and the EECC adopted at the end of 2018, BEREC Office requires the highest level of accuracy and relevance of real-time data and information available within the sector. Therefore, relevant updates on major EU level developments related to telecommunications regulation, key regulatory initiatives, market analysis, and other important topics related to BEREC activity areas are necessary, in particular in view of the EECC. The subscription is to be activated only in case the necessary resources are available.

The BEREC Office will continue providing necessary trainings (either external or internal) to BEREC experts also in 2024. Depending on the available financial resources the Agency will organise a course on the topics related to the regulatory framework for electronic communications and other topics related to BEREC activities for junior experts of the BEREC NRAs. The training programme covers latest developments of the legal framework and trends within the digital sector. The course related to communication, moderation and planning of work of the co-Chairs of the Working Groups and Expert Networking Groups might also be provided to assist the co-Chairs in their tasks to fulfil the WP objectives.

If resources are available, the training will be extended to cover issues such as sustainability and its relevance to the area of BEREC activities and other topics related to the mandate of BEREC.

2.4.1.2 Objectives, indicators, results and outputs

Objective 1	**Provision of information and knowledge dissemination**		
Expected results:	1. Regular update on regulatory and financial intelligence services related to BEREC work; 2. Provision of regular training (either external or internal) to update and enhance the professional knowledge of BEREC experts in the areas of BEREC activities.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Provision of training courses per academic year for NRA experts	2022: 3	2024: 3	Monthly report, CIAR, CAAR
2. Satisfaction in organisation of trainings (measure the level of satisfaction on a 5 grade scale on the basis of multiple questions)	2022: 97% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores[42]	Quarterly, CIAR, CAAR
3. Satisfaction on the content/delivery of the trainings (measure the level of satisfaction on a 5 grade scale on the basis of multiple questions)	2022: 91% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores[43]	Quarterly, CIAR, CAAR
Main outputs			
1. Subscription of regulatory intelligence services related to telecommunications and digital economy provided for keeping the WGs updated on the regulatory information; 2. Organisation of procurement procedures both for the provision of content of the trainings as well as for the organisational and logistical aspects (selection of venue, catering, invitations to registered participants, reimbursement of travel and accommodation expenses) if the training is organised onsite; 3. Professional training delivered on an annual basis to NRA experts.			

[42] Providing that an adequate number of responses exist for the particular question as compared to the maximum number of people requested to reply.
[43] Same as the previous footnote

2.4.1.3 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of physical training courses	2022: 1	2024: ≤0
Number of virtual training courses	2022: 2 [44]	2024: ≤ 3
Number of reimbursements of training participants	2022: 0[45]	2024: 0
Number of data collection exercises	2022: 21	2024: ≤20
Number of draft documents	2022: 35	2024: ≥35

2.4.2 Studies and other projects for BEREC

2.4.2.1 Overview

As supporting the implementation of the BEREC WP, the BEREC Office shall deliver studies and research reports or any other material, upon request from the WGs or from BEREC, including by launching and managing the necessary procurement procedures (where applicable) and/or contracts. Furthermore, the BEREC Office supports already initiated projects defined in the previous year's SPD.

In 2024, the BEREC Office will continue to provide support in procuring studies and projects defined in the BEREC Work Programme of the year.

BEREC Office continues providing an on line EU Survey platform for conducting public consultations and calls for inputs from stakeholders during preparation of the draft BEREC documents. The platform ensures transparency and allows a more active involvement of stakeholders in the work of BEREC.

The Information Sharing Portal (IS Portal) is designed to complement the information available on NRAs websites. It 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 portal includes several sections and covers all categories of documents issued by NRAs for public use. The general IS Portal is planned to be complemented by a specific collection of links to NRAs open data portals.

The BEREC Office has a Service Level Agreement with the European Commission Translation Centre for provision of translation and editing services. In order to ensure good quality of BEREC public documents the Agency will continue using the services of the EC Translation Centre, so the final document is well written, precise, and easy to read.

The BEREC Office is required by BEREC to collect exchange and transmit information between NRAs regarding regulatory tasks assigned to BEREC. BEREC Office is also mandated to

[44] 2 training courses of a total of 88 hrs of training; with a virtual training session of 2 hrs on average.
[45] Only 1 training course delivered to Communications experts was organised physically; other training courses were organised virtually in 2022.

contribute to draft reports on specific aspects of the communications market, and to acquire appropriate databases, financial software and necessary historical data sets (among those for calculating certain parameters underlying the weighted average cost of capital) necessary for BEREC work.

The BEREC Office will contribute to the development and elaboration of a tool to serve as a measurement for assessing NRAs independence as required by the Regulatory Framework WG within its mandate. Thus the BEREC Office will contribute to acquiring such tool to fulfil the requirements put forward by BEREC.

In addition, as the Roaming (IR) WG introduced a new template for its reports; therefore, existing solution for reporting purposes became inapplicable, as it was not designed for any possible changes. Thus the Agency has to find required capacity and capability to establish and maintain a new tool for reporting purpose. For the above reasons a tool for self-service data exploration and preparation or data aggregation needs to be created, namely, more process oriented and robust approach shall be considered. The tool shall have a user-friendly interface and must be easily adjusted in case of changes for required data collection. Thus the data analyst position was established in 2023 to support the work of the IR WG in this new dimension. The data collection and its procession will require also certain software subscription for processing the benchmarking data, which will also be provided for the work purposes of the Roaming (IR) Working Group.

2.4.2.2 Objective, indicator, expected results and main output

Objective 1	**Ensure visibility and further improved quality of BEREC deliverables**		
Expected results	1. Study according to the BEREC WP is procured and delivered; 2. BEREC visibility provided through the Information Sharing Portal; 3. Language service for BEREC documents is provided; 4. Acquisition and provision of financial software and necessary historical data sets for the calculation of certain parameters underlying the weighted average cost of capital (WACC); 5. Necessary tools, licences and subscriptions are provided to the WGs.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Number of documents sent for language service	2022: 3	2024≥5	Quarterly, CIAR, CAAR
2. Satisfaction on studies & projects (measure the level of satisfaction on a 5 grade scale on the basis of multiple questions)	2021: 92.8% of responses are in the top 2 scores	≥85% of responses are in the top 2 scores	CAAR

Main outputs
1. Purchase (procurement) of the study/project; 2. Development (elaboration) of required tools for WG needs; 3. Coordination and monitoring during elaboration phase of the study/project; 4. Supervision of final delivery of the studies/project; 5. Maintenance and further development of the Information Sharing Portal. 6. Language services of relevant BEREC documents. 7. Acquisition and provision of financial software and historical data sets for the calculation of certain parameters underlying the weighted average cost of capital (WACC) and other financial parameters. 8. Acquisition of required subscription to statistical software and licences for reporting and benchmarking purposes.

Objective 2	**Improvement of reimbursement process**		
Expected results	Reimbursement process is organised through AGM tool		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
Reimbursement of the expenses of participants in the BEREC meetings and events listed above in compliance with the applicable BEREC Office rules and within the deadlines envisaged in the BEREC Office Financial Regulation	2022: 412	2024 >400[46] experts	Monthly reports, CIAR, CAAR
Main outputs			
1. Organisation of meetings; 2. Online registration of participants for the meetings; 3. Organisation of provision through the AGM tool of travel, subsistence and other expenses incurred in the course of journey made by experts invited to the BEREC WG and other BEREC and BEREC Office meetings and events; 4. Provision of training and support to BEREC experts regarding the tool.			

[46] This number includes all the meetings and events supported by the Agency (OSU and PMU) and organised through the AGM tool.

2.4.2.3 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of studies/projects without procurement procedure (using existing FWC)	2022: 6	2024:>5
Number of studies/projects with procurement procedure (no existing FWC)	2022: 3[47]	2024: 7

2.4.3 Resources

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

Financial resources (EUR)	FTEs
55,402.30	0.46

2.5 BEREC Communications activities

2.5.1 Overview

BEREC communications activities are focused on ensuring maximum internal and external transparency and accountability of BEREC activities, strengthening its digital presence and engagement with stakeholders and include implementation of the BEREC External Communications Strategy and annual communications plans. They are relying on successful management of the digital communications tools and activities: the new BEREC website and social media accounts, management of media and stakeholders relations, and organisation of public events. It also covers the mandate and tasks of the BEREC Communications Expert Networking Group.

In collaboration with the BEREC Office, the incoming BEREC Chair's team and with the input of the BEREC Working Group Co-chairs, the Communications ENG drafts and implements the annual BEREC Communications plan that stems from the BEREC External Communications Strategy Besides, it is responsible for handling ad hoc tasks on pre-defined communications projects. The ENG has also a role in promoting BEREC in the individual Member States, by encouraging knowledge exchange between the communications staff of all the BEREC members, who can act as multipliers of the communications messages. The ENG is created in accordance with Article 12 of the Rules of Procedure of the Management Board of the BEREC Office for the period of 2 years (2024-2025). In 2024, the BEREC Office will continue supporting the ENG by organizing its meetings and workshops, as well as by providing drafting support to the strategical documents and in production of communications content and campaigns.

In cooperation with the BEREC Chair' s office and the Co-chairs of the BEREC Working Groups, the BEREC Office ensures the day-to-day BEREC communications activities, as well as the

[47] 1) Study on NRA Independence; 2) Study on Communication Services for businesses in Europe; 3) Study on wholesale mobile access.

relations with media and stakeholders and compliance with the multilingualism provisions of the Agency. In 2024, the BEREC Office will prioritize the digital communications activities enabled by the enhanced, upgraded and expanded new website design and content, together with the possible centralization approach of its management. In collaboration with content responsible partner organizations, the BEREC Office organises and runs the BEREC public events that include public debriefings, Stakeholder Forums and different joint events.

2.5.2. Objectives, indicators, results and outputs

Objective 1	**Provision of expertise on communications matters in support to BEREC**		
Expected results	1. Implementation of the BEREC External Communications Strategy and its annual plan and delivery of the communications outputs; 2. Execution of ad hoc tasks on pre-defined communications projects; 3. Promotion of BEREC in the individual Member States, mainly by encouraging knowledge exchange between the communications staff of all the BEREC members, who can also act as multipliers of the message; 4. Drafting of the BEREC Communications plan 2025.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Number of physical ENG meetings	2022: 6	2024: up to 2	CIAR, CAAR
2. Number of virtual ENG meetings	2022: 27	2024: up to 26	CIAR, CAAR
Main outputs			
1. Outputs identified under the Objective 2, section 2.5. BEREC Communications of this document; 2. Document to deliver for the adoption: BEREC Communications Plan 2025; 3. Up to two physical meetings; 4. Up to six video-conferences organized for the experts of the ENG and/or the Co-chairs; 5. Weekly or bi-weekly follow up calls with the Co-chairs; 6. Up to two workshops organized in support to drafting of the BEREC Communications Plan and respective planning/strategic documents; 7. Up to four trainings organised on topics related to the working items of BEREC (based on budget availability); 8. Up to two trainings organised on topics related to the communications area (optional, upon request);			

9. Regular meetings with the BEREC Working Group Co-chairs to update the BEREC website's content on the BEREC's work.

2.5.2.1 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of physical ENG meetings	2022: 6	2024: up to 2
Number of virtual ENG meetings	2022: 27	2024: up to 26
Number of reimbursements for ENG experts	2022: 13	2024: ≥10

Objective 2	**To provide efficient professional and administrative support to BEREC in the implementation of the BEREC External Communications Strategy and the BEREC Communications Plan 2024**
Expected results	1. Creation of new BEREC tasks related audio-visual and written content for BEREC digital communications activities; 2. Development of the new BEREC website design and content management; 3. Creation of the communications materials on specific topics identified in the BEREC Communications plan 2024; 4. Ensuring digital communications activities on the BEREC work, people and events; 5. Assistance in the implementation of the activities and outputs planned under the BEREC Communications Plan 2024; 6. Support provision to the development of BEREC communications projects and communications campaigns by the BEREC Communications ENG; 7. Dissemination of information on BEREC tasks, activities and results of its work through the BEREC Communications ENG; 8. Assistance in the identification and planning of BEREC communications activities for 2025; 9. Producing and publishing day-to-day communications items (news, newsletters, press releases, social media posts and visuals) reflecting the BEREC Chair's external activities, BEREC events and the BEREC work and its results;

	10. Maintaining and updating the lists of website subscribers, stakeholders and media representatives; 11. Active interaction with stakeholder and media representatives upon request and according to the projects foreseen in the annual communications plan; 12. Assistance in production, publication and distribution of BEREC Annual reports, Work Programme and annual BEREC Calendar; 13. Production, publication and distribution of infographics, brochures, banners, posters and other type of information materials, branded items and audio-visual content; 14. Organization of physical, hybrid and/or online public debriefings and high-level stakeholder events, including BEREC Stakeholder Forums, joint and/or press events; 15. BEREC Visual Identity guidelines are up-to-date and used when communicating on BEREC, its tasks and the result of its work; 16. Assistance in update of the BEREC website design and content; 17. Provision of multilingualism for communications materials.

Indicator	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Social media coverage (number of likes, shares, mentions of BEREC on Twitter and Linkedin)	2022: 9042	2024: 9100	CIAR, CAAR
2. Number of connections at all BEREC public events with livestreaming	2022: 1071	2024: 1100	CIAR, CAAR
3. Satisfaction of BEREC public events (logistics)	2022: >90%	2024: >90%	CIAR, CAAR

Main outputs

1. The new BEREC website design is implemented and functional, in accordance with the priorities and open data requirements;
2. Up to 100 and more articles/ pages created of the new content for the BEREC website;
3. Regular digital communications activities, including livestreaming, audio-visual materials, social media posts created and published, upon request;
4. Technological solution(s) to translate the BEREC website in all EU languages is ensured;

5. Online, printed, audio-visual and other communications items produced according to the specific projects in the annual BEREC Communications Plan;
6. Contribution to the drafting of annual BEREC Communications Plan 2025;
7. News items and press releases produced and published on the BEREC website monthly;
8. Press releases sent out to the Media subscribers list;
9. Newsletters drafted and distributed to the website subscribers, stakeholders and media representatives monthly;
10. Regularly maintained lists of website subscribers, stakeholders and media representatives;
11. Responses provided to the stakeholders and media, upon request;
12. Production of the design and publication/distribution of BEREC Annual reports, BEREC Work Programme and BEREC Calendar;
13. Up to six livestreaming recordings are produced and published;
14. Four BEREC public debriefings, at least one Stakeholder Forum and/or one joint event is organized;
15. Various subscriptions to the digital communications and monitoring tools.
16. Production of promotional items for BEREC.

2.5.3 Resources

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

Financial resources (EUR)	FTEs
495,251.61	2.47

2.5.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of small events (< = 100 physical participants)	2022: 4	2024: up to 4
Number of big events (>100 physical participants)	2022: 1	2024: up to 2
Drafting support to Comms ENG (200 man days spent)	2022: 100%	2024: 100%
Project based indicator	2022: 1	2024: 1
Information items and publications	2022: 782	2024: up to 800
Translations (number of orders)	2022: 0	2024: up to 6

Horizontal activities

2.6 General coordination activities

2.6.1 General coordination

2.6.1.1 Overview

The general coordination includes the following recurring activities: preparation of the Single Programming Documents (SPDs), reporting on the past activities (Consolidated interim (H1) and annual activity reports), coordination of discharge process and report to the Discharge Authority, coordination of the participation in the activity of the EU Agencies' Network (EUAN), coordination of the audits (by the European Court of Auditors (ECA), including independent auditors and the European Commission Internal Audit Service (IAS)), implementation of the internal control framework, including risk management and coordination of the relations with the local authorities.

2.6.1.2 Objectives, indicators, results and outputs

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**		
Expected results	1) Timely preparation of the following documents: • Single programming documents • Consolidated Interim (H1) and Annual Activity Reports (CIAR and CAAR) • Other horizontal documents requested 2) Timely transmission of information to the Discharge Authority, ECA, the IAS and the independent auditors; 3) Implementation of the internal control framework and risk management at appropriate level; 4) Smooth operation of the Agency via the implementation of the Headquarters' Agreement/Service level agreement with the Government of Latvia.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Compliance with legal deadlines or deadlines for submission of documents to MB ordinary meetings	2022: 100 %	100 % of FR deadlines are met	CIAR, CAAR, management meetings (if and when relevant)
2. Number of IAS audit recommendations	2022: 3	<3	CIAR, CAAR,

Main outputs
1. CIAR and CAAR; 2. BEREC Office SPDs; 3. Other documents for the MB ordinary meetings or BAG meetings, not following in the scope of any of the other activities of the BEREC Office; 4. Reply to ECA observations; 5. Report to the Discharge authority; 6. Risk assessment workshop, risk management peer review; 7. Maintenance of risk register and reporting on follow-up of most significant risks; 8. Assessment of the efficiency and effectiveness of the internal control framework; 9. Action Plan to address IAS recommendations; 10. Effective cooperation with the host Member State authorities in the interest of the BEREC Office and its staff.

2.6.1.3 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Programming, reporting, risk management and assessment of the effectiveness of the control system	2022: 6	6
Number of audits	2022: 4[48]	3

2.6.2 BEREC Office Communications activities

2.6.2.1 Overview

The BEREC Office will continue its efforts in raising awareness of BEREC work among citizens in the hosting country by organizing various communications activities, including the provisions of the Headquarters Agreement. The BEREC Office will continue strengthening its digital presence via the new website design and content and on social media in support to its activities. In 2024, the Agency will continue internal communications activities to facilitate the engagement and commitment of employees. These communications activities will focus on organizational, operational, administrative and inspirational news and information, as well as knowledge sharing. The Agency will look into possibilities of establishing an internal online platform to introduce new formats of two-way communication between management and the staff. Internal communications

[48] Two audits performed by the European Court of Auditors: compliance audit and 'horizontal' audit on revolving door policy, European Commission Internal Audit Service audit and financial audit by an independent audit company

will be managed in line with the BEREC Office Internal Communications Strategy complemented by Internal Communications Plan 2024.

2.6.2.2 Objectives, indicators, results and outputs

Objective	**To provide professional and administrative support to the BEREC Management Board in implementing the BEREC Office communications activities**		
Expected results	1. Organisation of traditional BEREC Office public events including production of relevant communications and promotional items; 2. Participation to jointly organized events; 3. Production of information items (social media posts and visuals, newsletters, news, press releases; audio-visual materials) targeted to the stakeholders in the host country; 4. Production of promotional items of the Agency; 5. Strengthening the BEREC Office recognition on social media; 6. Production and distribution of internal newsletters to the staff of the Agency and to the BEREC Management Board; 7. Support to the implementation of the BEREC Office Internal Communications Strategy and Plan 2024; 8. Development of the BEREC Office Internal Communications Plan 2025.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Number of events	2022: 4	2024: up to 4	CIAR, CAAR
2. External info items	2022: 60	2024: 60	CIAR, CAAR
3. Internal info items	2022: 53	2024: 53	CIAR, CAAR
Main outputs			
1. Organisation of up to four BEREC Office public events; 2. Participation to up to two joint events in Latvia; 3. Information items (social media posts, newsletters, news, press releases, etc.) produced and distributed monthly; 4. A set of promotional items produced; 5. Internal information items produced and distributed (newsletters to staff, monthly newsletters to MB); 6. BEREC Office Internal Communications Plan 2025.			

2.6.3 Resources

The total resources required for general coordination activities are, as follows:

Financial resources (EUR)	FTEs
929,054.19	5.73

2.7 Legal services, procurement and data protection

2.7.1 Overview

The activities of the BEREC Office in this area consist of managing the Agency's procurement procedures in a centralised way, provision of legal services to BEREC and the BEREC Office[49], monitoring compliance with the applicable legal framework, fraud prevention[50] and ensuring compliance with the data protection rules, incl. the provision of the function of Data Protection Officer (DPO) function and coordination of litigation.

This activity also includes managing the IT tools for the need of legal advice, procurement and data protection, developing and updating the internal instructions, guidelines and templates for staff in line with the legislation in force and awareness-raising related to the activity, incl. dissemination of good administrative practices[51], training on procurement, data protection, access to documents and ethics (with a focus on avoidance of conflict of interest) for BEREC and the BEREC Office.

2.7.2 Objectives, indicators, results and outputs

Objective 1	**Timely provision of state-of-the-art supplies and services in support to BEREC and for the needs of the BEREC Office by taking into account the actions identified in the environmental strategy[52] of the Agency**		
Expected results	1. Management of all procurement procedures, incl. reopening of competition and inter-institutional procurement procedures; 2. Updating templates and the internal procurement procedures in the field of procurement; 3. Maintenance and use of e-procurement tools (i.e. PPMT, e-Tendering, e-Submission) and usage of procurement platforms (provided by EUAN and Latvian Government, i.e. EIS);		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Number of launched procurement procedures per type (NP1, NP3, NP5, OT, RoC and other).	2022: 28, of which OP – 4	20, of which OP – 3	CIAR, CAAR

[49] For example in the implementation of the BEREC and BEREC Office legal framework, such as: BEREC Regulation, Staff Regulation, Financial Regulation, Regulation on access to documents, etc.
[50] Incl. coordination of the relations with OLAF
[51] Incl. coordination of the relations with the Ombudsman
[52] As presented in Annex VI: Environment management

	MVP – 1 LVP – 0 VLVP – 4 RoC – 19	MVP – 2 LVP – 2 VLVP – 5 RoC – 8	

Main outputs
1. Complete procurement documentation (incl. Procurement Plan and its up-date on request); 2. Inter-institutional agreements (memoranda of understanding, delegation agreements, working arrangements and other documents) for participation in institutional procurement procedures. 3. Legal commitments (contracts, SLA, MoU, etc.); 4. Up-to-date document templates for procurement and contracts; 5. Documents relating to court cases related to procurement/contracts; 6. Management of the IT tools for procurement; 7. Maintenance of registers and reporting (on procurement (BEREC Office and inter-institutional) and contracts).

Objective 2	**Effective and efficient protection of personal data**		
Expected results	Compliance with EU data protection rules and enhanced awareness on data protection related issues		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Number of data protection policies (or DPO notification) in place compared to the number of processing operations identified	2022: 80%	85%	CIAR, CAAR
2. Number of personal data breaches notified to the EDPS	2022: 0	≤ 3	CIAR, CAAR
3. Negative references to the BEREC Office in the European Data Protection Supervisor (EDPS) annual report	2022: 0	≤ 2	CIAR, CAAR
4. Number of internal trainings organised for newcomers	2022: 3	Training is provided to each group of newcomers	CIAR, CAAR

Main outputs
1. Advice on data protection matters; 2. Review of data protection policies prepared under the responsibility of the controller; 3. Responses to requests from the EDPS; 4. Responses to complaints and other requests from data subjects; 5. Training sessions on the rules on data protection for the BEREC Office staff or members of BEREC Board of Regulators and its preparatory bodies; 6. Maintenance of the DPO Register and of the Data Breach Register.

Objective 3	**Compliance with the legal framework in place incl. timely processing of applications for access to documents**		
Expected results	1. Sufficient level of compliance with the legal framework, which ensures low risk of litigation; 2. Use of good administrative practices by the Agency's staff; 3. Fraud prevention and avoidance of conflict of interest.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
Applications processed within 15 working days	2022:100%	100 %	CIAR, CAAR
Main outputs			
1. Legal opinions and general legal advice in relation to the BEREC and BEREC Office legal framework (BEREC Regulation, Staff Regulation, Financial Regulation, Regulation on access to documents, etc.); 2. Legal review of draft legal acts, BEREC Working Arrangements and Memoranda of Understanding; 3. Documents relating to court cases with the exception of procurement/contract management; 4. Templates for BEREC Office legal and administrative documents; 5. Documentation in the area of fraud prevention and good administration (incl. contributions to surveys in that area); 6. Maintenance of registers and reporting (exceptions and non-compliance events).			

2.7.3 Resources

The total resources required for this activity are, as follows:

Financial resources (EUR)	FTEs

264,658.69	2.41

2.7.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of procurement procedures	2022: 28	2024: 20
Number of legal opinions, advices and/or interpretations of existing applicable legislation	2022: 85	2024: 70

2.8 Finance and Accounting

2.8.1 Overview

The activities of the BEREC Office in this area consist of managing the Agency's budget and ensuring that all financial transactions and workflows are executed in compliance with the requirements of the Financial Regulation. This activity also includes timely preparation of all budgetary and legal commitments, payments, other financial documents and further reporting to the Authorising Officer(s) (by delegation) as well as the implementation of the activity based costing and budgeting.

It is also included developing and updating the internal instructions, guidelines and templates for staff in line with the legislation in force and full support for mission and authorised travel management.

In addition, with the internalization of the accounting officer function following the termination of the Service Level Agreement for the provision of the accounting officer function by the Euroepan Commission, as of 1 November 2023 the BEREC Office will take over also the tasks of drafting of provisional and final accounts.

2.8.2 Objectives, indicators, results and outputs

Objective 1	**Smooth running of activities linked to finance and budget management**
Expected results	1. Preparation of the draft budget, the financial statement, amended budget(s) and other documents in accordance with the legal requirements; 2. Monitoring and coordination of the level of budget execution; 3. Activity based budget and costing management; 4. Ensure the ex-ante controls of the Agency's financial transactions;

	5. Implementation of efficient quality assurance measures within the BEREC Office internal control and risk management frameworks;		
Indicators	**Latest result**	**Target Year**	**Means and frequency of verification**
1. Commitment appropriations' rate	2022: 99.99%	2024: ≥95 %	Monthly reports, internal budget meetings, CIAR, CAAR,
2. Cancellation rate of commitment and payment appropriations carried over	2022: 1.37%	2024: ≤5 %	Internal budget meetings, CIAR, CAAR, RBFM
3. Payments of contractual obligations within the limits set by the Financial Regulation	2022: 97.42%	2024: ≥95 %	Monthly reports, internal budgetary meetings, ICAR, CAAR, RBFM
Main outputs			
1. Director's documentation (incl. internal administrative instructions letters, guidelines, policies, financial circuits, etc.); 2. Financial transactions (budgetary commitments, invoices and asset registration, payments); 3. Mission and authorised travel management and reimbursement; 4. Monthly, quarterly, annual budget and financial reports; 5. Draft/final BEREC Office Budget; 6. Estimate and final financial statements for the financial years; 7. Report on Budgetary and Financial Management; 8. Implementation of the ABM practices (costing and budgeting); 9. Management of the IT tools for the activity with the exception of the access rights to the accounting systems due to the requirement for segregation of duties.			

Objective 2	**Provision and maintenance of a robust, compliant and segregated accounting function**
Expected results	1. Implement the accounting rules and chart of accounts in accordance with the provisions adopted by the European Commission; 2. Keep, prepare and present the annual accounts of BEREC Office (financial statements and reports on the implementation of the budget); 3. Lay down and validating the accounting systems;

Indicators	Latest result	Target Year 2024	Means and frequency of verification
1. Independent auditors audit reports	2022: Clean opinion	Clean Opinion	Opinion on provisional and final accounts
2. Accounting Officer findings following validation of accounting systems	2022: 6 low risk findings	≤5 findings	Monthly and quarterly accounting checks, validation of the accounting system
Main outputs			
1. Accounting officer documentation (incl. guidelines, policies, etc.); 2. Monthly and quarterly report on the quality of accounting; 3. VAT exoneration; 4. Provisional and final annual accounts; 5. MB Opinion on final accounts; 6. Validation of the accounting system.			

2.8.3 Resources

The total resources required for accounting and finance activity are, as follows:

Financial resources (EUR)	FTEs
330,765,45	2.95

2.8.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of financial transactions processed	2022: 5590	4600
Reports on quality of accounting	2022: 16	16
Accounting Officer documentations[53]	2022:4	4

[53] Provisional and final account, validation of the accounting system, MB opinion on the accounts

2.9 Human Resources (HR) management

2.9.1 Overview

The current activity covers the tasks executed by the HR professionals (frequently referred to as the "Entity in charge of HR") and includes a lot of recurring tasks, related to the management of the Agency's Human Resources, such as: managing selection and recruitment procedures, establishing staff individual rights, running appraisal and reclassification procedures, managing annual and special leave, monitoring the implementation of the working time arrangements, incl. flexitime, telework, special and sick leave; supporting the management of probationary periods, administrative inquiries, disciplinary measures, HR reporting, managing interim staff, etc.

While in 2024, the Agency's entity in charge of HR will continue its efforts to retain and further develop the highly specialised staff through different measures, it will focus also on:

- promoting career development within the Agency;
- implementing the legal framework in order to further enhance the competencies necessary for supporting BEREC and ensuring compliance;
- continuing the efforts with the Latvian Authorities for improving the living and working conditions of the staff, by ensuring the implementation of the new Headquarters Agreement, and in particular the establishment of the European School;
- implementing the action plan for social welfare;
- efficient and timely recruitment of highly specialised staff to fill vacant posts (if any).

In parallel, the entity in charge of HR will continue its efforts to ensure paperless HR management by optimising and further expanding the use of the relevant European Commission's tools (mainly Sysper2) made available to the decentralised agencies. This task is strongly depended on the will and availability of EC staff to further enhance the use of the available HR management tools for the Agencies.

2.9.2 Objectives, indicators, results and outputs

Objective	**To maintain the appropriate HR capacity in line with the Agency's updated multiannual staff policy plan approved by the MB and to develop the skills required to offer the necessary support to BEREC and its members**
Expected results	1. Timely payment of salaries to the staff; 2. Recruitment of the staff (including trainees) in line with the Agency's updated multiannual staff policy plan and replace departing staff (if any) in an efficient and timely manner, and a high staff retention rate; 3. Ensure adequate development opportunities through appropriate training courses including on the job training aimed to further develop existing skills and competencies

	which are to be considered during the annual appraisal and reclassification exercises; 4. Continuation of the efforts for digitalising the HR management to the benefit of managers and staff and to ensure consistent application of the staff implementing rules throughout the Agency; 5. Ensure that the legal basis in force and the procedures in place are up to date.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Fully staffed indicator (Nr of TAs, CAs, SNEs and interim staff / max. number of a fully staffed BEREC Office)	2022: 102%[54]	100%	CIAR, CAAR
2. Gender balance (TA, CA, SNE and trainees)	2022: 49% Female, 51% Male	50% Female 50% Male	CIAR, CAAR
3. Geographical balance (TA; CA; SNE and Trainees nationalities)	2022: representatives of 14 EU member states and 2 Western Balkans	Representatives of 15 EU member states and 2 Western Balkan states	CIAR, CAAR
4. Staff turnover (Ratio of total number of leavers divided by average number of staff at the beginning period and end period[55]) per category of staff and total: a) establishment plan posts (TAs); external staff: b) CAs; c) SNEs; d) total (all staff: TAs + CAs +SNEs)	2022: a) 13.33% b) 20.51% c) 11.76% d) 16.28%	Decrease	CIAR, CAAR
Main outputs			

[54] At 31/12/2022 the Agency had 48 staff members in the following categories of staff: TAs, CAs, SNEs and interim workers

[55] Annual Turnover Rate % = (Number of employees who left/ (Beginning + ending number of employees)/ 2) x 100%

1. Salaries to staff are paid in a timely manner;
2. Staff with the necessary knowledge and skills (including trainees) is recruited and retained in the Agency in line with the interest of the service and the applicable law;
3. Learning and development activities are made available as per identified needs in the annual objectives and training plans of staff;
4. Implementation and update, if needed, of policies and rules.
5. Availability of interim workers in case of need in line with the internal policy;
6. Annual traineeship programme availability for maximum 6 trainees.

2.9.3 Resources

The total resources required for human resources management are, as follows:

Financial resources (EUR)	FTEs
313,429.37	3.25

2.9.4 Estimates of quantifiable workload drivers

Workload driver	Latest result	Estimate 2024
Number of selection procedures	2022: 10[56]	2024: max 5
Number of staff managed (TA, CA, SNE, Trainees, Interim workers)	2022: 57	2024: 56
HR documents not related to the number of staff (incl. data protection policies for processing of personal data)	2022: 6	2024: 10

2.10 ICT, security and document management

2.10.1 ICT systems - *Overview*

The software development and maintenance of tailor-made applications for the Agency's day-to-day operation, requiring high number of FTEs for activities like software development, testing, system deployment and maintenance, given the limited number of IT personnel currently in place is therefore not possible. The Agency will continue to use as far as possible applications already developed by the EC and offered to the EU decentralised agencies.

[56] 7 staff selections and 3 trainees selections; due to lack of sufficient staff at the entity in charge of HR to run the high number of selections two staff members from other units were exceptionally tasked with responsibility of HR officer for trainee selections

During the course of 2024-2026, more than 90% of the Agency's ICT systems will be operational from the ICT environments located outside of the Agency's premises in Riga. That would require allocation of sufficient resources needed for ICT infrastructure services, licences, managed services, technical and security upgrades, connectivity and technical support works. In addition, the Agency will continue to assess further the use of its ICT resources under new frameworks and may further contribute towards overall efficiency and optimization of ICT resources. Due to accomplished migration, the Agency has to re-develop and deploy new reliable back-up and disaster-recovery solutions needed to comply with the Business continuity strategy.

The BEREC Office will prepare for Exchange migration according to established plan, taking in to account the security and data protection measures identified during ICT Security and DPIA assessments.

Depending on the re-allocation activities of the BEREC Office to another building in Riga is linked to certain number of ICT related tasks, which have to be taken into account, such as ICT infrastructure move, setup of new services like Internet, end-user devices, printer and scanner devices and services, installation of Wi-Fi, etc. Those would require sufficient allocation of resources in order to ensure smooth transition/re-allocation process.

The European Commission recently has adopted two new proposals for a Cybersecurity Regulation and an Information Security Regulation, aiming to set common priorities and frameworks in order to further strengthen inter-institutional co-operation, minimise risk exposure and further strengthen the EU security culture. The regulations would require the BEREC Office to allocate the resources, both financial and human, for the implementation of required cybersecurity and information security measures.

2.10.1.2 Objectives, indicators, results and outputs

Objective 1	**Provide ICT systems, services and infrastructure and ensure ICT security, confidentiality, integrity and availability of BEREC Office data and ICT systems**		
Expected results	1. Ensure reliable IT services to BEREC Office; 2. Secure and reliable IT environment and guaranteed high level of availability of the BEREC Office corporate IT systems.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
Timely response to user requests provided	2022: 3.14% of user requests required more than 2.5 days to resolve	2024: <10% of user requests require more than 2.5 days to resolve;	CIAR, CAAR
Main outputs			

1. Ensured access to corporate tools and ICT systems including for database set-up, maintenance and management;
2. Ensured IT support services to BEREC Office;
3. Improved administration of IT infrastructure, security management and user performance;
4. Ensured smooth running of the EC applications already in place at the BEREC Office such as ABAC, HAN, Sysper2, NDP, E-Procurement, EU-Sign, EU-Learn, e-Tendering, MiPS, PPMT, etc. and continuous support to the staff with the deployment of / migration to any new applications;
5. Ensured licences and maintenance subscriptions for IT products such as, Microsoft, Sophos, GlobalSign, Adobe, AutoCAD, Veeam, MDM solutions, etc.;
6. Gradual replacement of hardware (servers, routers, computers and mobile phones) to ensure secure and more modern operations;
7. High-level security of IT operations. Ensured security measures and procedures are in place for the usage of tools and ICT systems;
8. Usage of on-prem and cloud resources such as IaaS, SaaS and PaaS and dedicated managed services;
9. Penetration testing of on-site systems and networks, verification of IT security compliance;
10. Deployment and usage of IT audit software and EU CERT services;
11. Organization of information security awareness training for BEREC Office staff;
12. Implementation of IT security plan according to MC/2018/03 - BEREC Office MC Decision concerning the decision on IT security and ensuring compliance.
13. Preparation for implementation of new regulations on Cyber security and Information security.

2.10.2 Security and business continuity of the Agency

2.10.2.1 Overview

During the period of 2024-2026, the Agency will work on the establishment and improvement of the security standards by adopting security rules equivalent to the European Commission's within the new premises and becoming compliant with the security regulation.

Taking into account the planned change of the premises in 2023, only couple of previously implemented set of security standards will be applicable and migrated. The majority of them will have to be re-introduced and adapted according to the type and condition of the new building. This includes the package of proposed recommendations by European Commission - DG HR - Security which were not implemented due to the specifics of the previous building of the Agency (such as Installation of Metal detector and X-ray tunnel). A crucial element of this action plan will be the evaluation of synergies with potential other tenants of the new premises.

In order to ensure a smooth transition process, a sufficient amount of resources should be envisaged and allocated.

Another important task under this activity is the obligation for ensuring business continuity. The purpose of this task is to enable the BEREC Office to withstand interruptions to business functions, and to protect mission-critical business functions from the effect of major failures of information systems or disasters and to ensure their timely resumption.

2.10.2.2 Objectives, indicators, results and outputs

Objective 1	**Ensure proper functioning of the access card and video-surveillance systems of the Agency**		
Expected results	Appropriate level of security and protection for the staff and visitors, safeguards of the Agency's assets (incl. informational).		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
1. Operational CCTV system	2022: 99%	2024: ≥99%	Reports on registered incidents through ticketing system; Daily morning / evening checklist report
2. Operational access control system	2022: 99%	2024: ≥99%	Reports on registered incidents through ticketing system; Daily morning / evening checklist report
Main outputs			
1. Ensure continuous availability and performance of CCTV and access control systems; 2. Provide additional layer of security and protection.			

Objective 2	**Deployment and use of back-up services for the Agency data and development of a reliable disaster recovery plan**		
Expected results	1. Validate and update if necessary the business continuity strategy and plan; 2. Comply with recovery point objective (RPO) and recovery time objective (RTO) for corporate data.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**

Usage of back-up services	2022: 100%	2024: 100%	Biannual recovery reports for restoration success;
Main outputs			
1. Up-dated business continuity and disaster recovery plan; 2. Ensured reliable backup and disaster recovery procedures are in place; 3. Ensured critical infrastructure operational from cloud environment; Usage of IaaS and managed services; 4. Continuous availability of business-critical corporate data and IT systems; 5. Reduced RTO and RPO as defined in the up-dated corporate business continuity strategy; 6. Ensured system availability from cloud environment and improved costs for system maintenance.			

2.10.3 Facility management and logistics

2.10.3.1 Overview

The BEREC Office operates in one site, in Riga, Latvia (detailed information on the building is available in Annex VII: Buildings).

Currently, the BEREC Office premises are located at 14 Zigfrida Annas Meierovica boulevard, Riga, Latvia, and they occupy a part of a historical building owned by the property management company - VNI. The infrastructure of the current historical building is outdated and the premises are not compliant with the security rules, and as consequence in March 2020 the BEREC Office Management Board took a decision for finding new headquarters of the Agency, which could be compliant with the EU security requirements and meet the staff wellbeing needs.

In parallel, the European Parliament and European Commission also decide to identify new premises for their local representations and to establish new "*House of Europe*". Taking into account limited resources and capacity of the BEREC Office to run such a complicated project alone, the Agency expressed its interest to join the new "*House of Europe*". The latter would be a preferred solution since it would allow benefiting of different synergies and saving public money. As in the case of other Agencies, the synergies would involve sharing physical and technical security, conference rooms, technical rooms and facilities and other services.

The new BEREC Office premises will be based on the concept of smart and flexible workplace, therefore, a shared desk policy will be applied with the aim of moving the Agency toward a digital and paperless working environment. Moreover, this strategy will allow aligning the office surface of the new premises with the European Commission working space ratio of 15 m^2 per working station.

Moving into the new premises will require considerable effort for a small Agency like the BEREC Office[57] and therefore the BEREC Office will rely mainly on external resources.

2.10.3.2 Objectives, indicators, results and outputs

Objective	**Relocation of the Agency in the new premises and application of the policy on sharing desk with the aim of moving toward a fully digital and paperless working environment**		
Expected results	1. Management of the BEREC Office premises in line with the evolving needs of the Agency. 2. Provision of logistic services for the need of the Agency, office supplies, drinkable water, tea, coffee. 3. Providing all the office areas with ergonomics furniture and decoration and their maintenance.		
Indicators	**Latest result**	**Target Year 2024**	**Means and frequency of verification**
Occupancy rates of the offices according to EC building manual[58]	2022: 100%[59]	100%[60]	CIAR, CAAR
Main outputs			
1. Preparation for relocation and fit-out of the new premises according to the definitive technical specifications. 2. Orders for services and supplies needed for the functioning of the Agency; Services and supplies are provided to the BEREC Office. 3. Contribution to the new office project developers with layout planning requirements and technical specification according to the BEREC Office needs.			

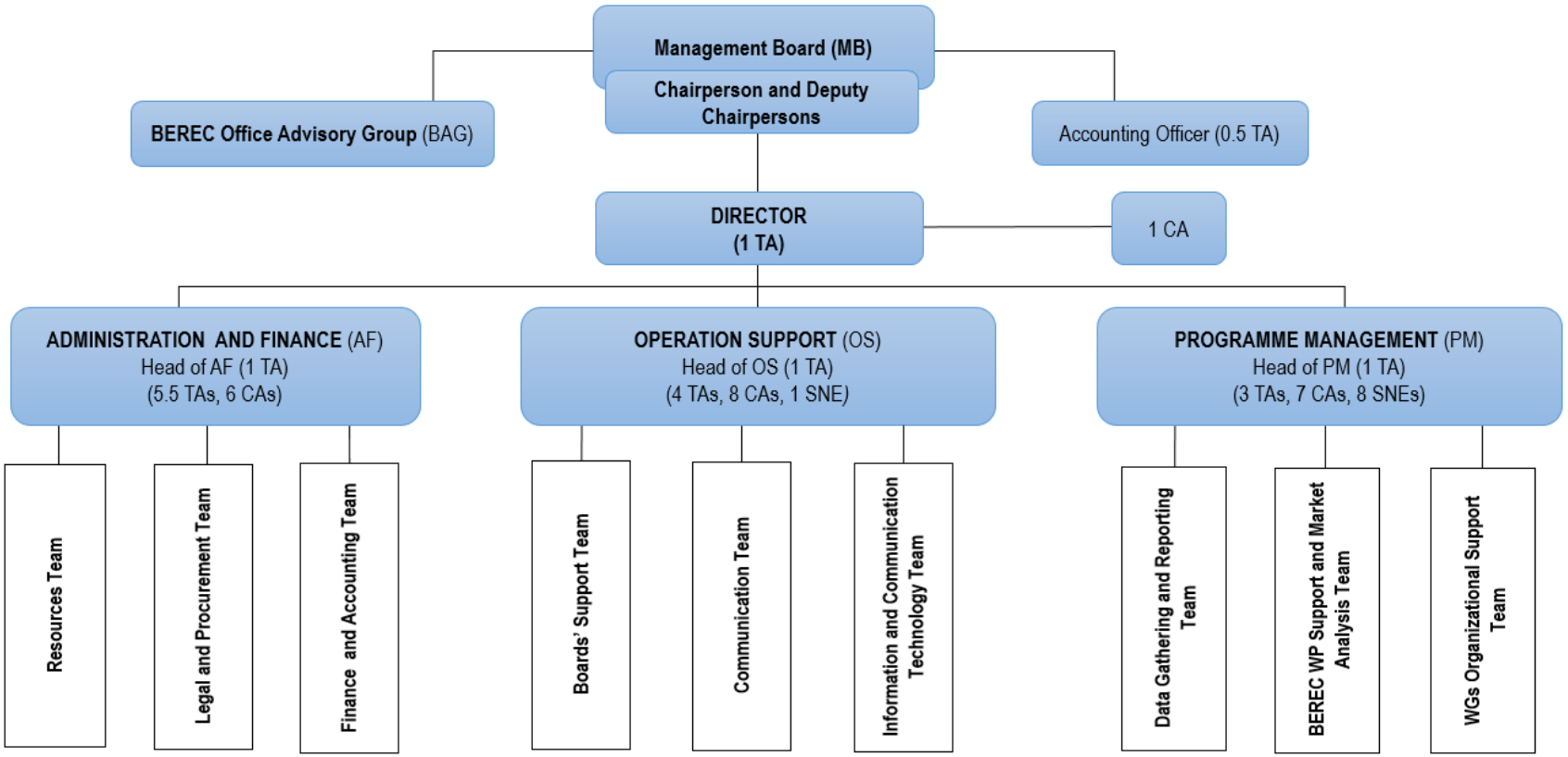
2.10.4 Resources

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

Financial resources (EUR)	**FTEs**
2,028,722.16	5.55

[57] The BEREC Office currently has only 1 Facilities Assistant (CA FG III)
[58] The data refers to office spaces only, thus excluding meeting rooms, technical spaces, etc.
[59] Including via the application of shared desk policy
[60] Including via the application of shared desk policy

Annex I: Organisation chart[61]



[61] Valid from 01.01.2024

Annex II: Resource allocation per BEREC Office activity for the period 2023-2026

Annual activities	Planned 2023			Planned 2024			Estimate 2025[62]			Estimate 2026[63]		
	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated	TA	CA & SNE (FTE)	Budget allocated
Operational Activities												
1.1. Support to BEREC WGs including Phase II cases	3.97	13.8	1,768,320.73	3.87	14.8	2,076,321.21	3.87	14.8	2,117,847.63	3.87	14.8	2,160,204.58
1.2. High level meetings - Board's secretariat	1.25	2	803,365.77	1.1	2	827,283.01	1.1	2	843,828.67	1.1	2	860,705.24
1.3. ICT support to BEREC	0.81	2.35	638,579.28	0.81	2.6	530,316.73	0.81	2.6	540,923.07	0.81	2.6	551,741.53
1.4. Information gathering and distribution	0.16	0.3	348,613.81	0.26	0.2	55,402.30	0.26	0.2	56,510.34	0.26	0.2	57,640.55
1.6. BEREC Communications activities	1.17	1.65	511,136.20	1.02	1.45	495,257.61	1.02	1.45	505,162.76	1.02	1.45	515,266.01
TOTAL Operational Activities	**7.36**	**20.1**	**4,070,015.78**	**7.06**	**21.05**	**3,984,580.85**	**7.06**	**21.05**	**4,064,272.46**	**7.06**	**21.05**	**4,145,557.91**
Horizontal Activities												
2.1. Coordination activities	2.62	1.55	815,432.74	3.48	2.25	929,054.19	3.48	2.25	947,635.27	3.48	2.25	966,587.98
2.2. Legal services, procurement and data protection[64]	3.81	3.8	641,263.56	1.11	1.3	264,658.69	1.11	1.3	269,951.86	1.11	1.3	275,350.90
2.3 Finance and Accounting[65]				2.15	0.8	330,765.45	2.15	0.8	337,380.76	2.15	0.8	344,128.38
2.4. Human Resources Management	1	2	292,191.86	1.05	2.2	313,429.37	1.05	2.2	319,697.96	1.05	2.2	326,091.92
2.4. ICT, security, logistics and document management	2.21	3.55	1,878,360.92	2.15	3.4	2,028,722.16	2.15	3.4	2,069,296.60	2.15	3.4	2,110,682.54
TOTAL Horizontal Activities	**8.64**	**10.9**	**3,627,249.09**	**9.94**	**9.95**	**3,866,629.86**	**9.94**	**9.95**	**3,943,962.46**	**9.94**	**9.95**	**4,022,841.71**
TOTAL	**17**	**31**	**7,697,264.87**	**17**	**31**	**7,851,210.71**	**17**	**31**	**8,008,234.92**	**17**	**31**	**8,168,399.62**

[62] Estimate calculated in accordance with the activity based budgeting and management established at BEREC Office, as required by article 23(2) of the BEREC regulation

[63] idem

[64] Before 2024 reported as part of "Centralized Finance and Procurement"

[65] idem

Annex III: Financial Resources 2024-2026

Table 1 - Revenue

General revenues

REVENUES	2023	2024
	Revenues estimated by the Agency	Budget forecast
EU contribution	7,697,264.87	7,851,210.71
Other revenue	p.m.	p.m.
TOTAL REVENUES	**7,697,264.87**	**7,851,210.71**

Title	Budget line	Description	2022	2023	2024
2	2000	**EU Contribution:**			
		Main EU subsidy	7,337,682.00	7,647,494.00	7,819,314.00
		Assigned revenues deriving from previous years surpluses	90,773.99	49,770.87	31,896.71
		Total Title 2:	**7,428,455.99**	**7,697,264.87**	**7,851,210.71**
3	3000	Third countries contribution (incl. EFTA and candidate countries)	0	p.m.	p.m.
		Total Title 3:	**0**	**p.m**	**p.m**
4	4000	Other contributions (Member states, NRAs, etc.)	123,333.00	p.m	p.m
		Total Title 4:	**123,333.00**	p.m	p.m
5	5000	**Administrative operations:**			
		Interest generated by funds paid by the Commission by way of the EU contribution	0	p.m	p.m
		Other revenue from administrative operations	11,214.72	p.m	p.m

		Total Title 5:	0	p.m	p.m
		TOTAL:	**7,563,003.71**	**7,697,264.87**	**7,851,210.71**

Title	Budget line	Description	2022	2023	2024
2	2000	**EU Contribution:**			
		Main EU subsidy	7,337,682.00	7,647,494.00	7,819,314.00
		Assigned revenues deriving from previous years surpluses	90,773.99	49,770.87	31,896.71
		Total Title 2:	**7,428,455.99**	**7,697,264.87**	**7,851,210.71**
3	3000	Third countries contribution (incl. EFTA and candidate countries)	0	p.m	p.m
		Total Title 3:	**0**	**p.m**	**p.m**
4	4000	Other contributions (Member states, NRAs, etc.)	123,333.00	p.m	p.m
		Total Title 4:	**123,333.00**	p.m	p.m
5	5000	**Administrative operations:**			
		Interest generated by funds paid by the Commission by way of the EU contribution	0	p.m	p.m
		Other revenue from administrative operations	11,214.72	p.m	p.m
		Total Title 5:	11,214.72	p.m	p.m
TOTAL:			**7,563,003.71**	**7,697,264.87**	**7,851,210.71**

Table 2 – Expenditure

	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	4,671,615.00	4,671,615.00	4,799,633.60	4,799,633.60
Title 2 - Buildings, equipment and miscellaneous operating expenditure	1,687,345.95	1,687,345.95	1,753,932.62	1,753,932.62
Title 3 - Operational expenditure	1,338,303.92	1,338,303.92	1,297,644.49	1,297,644.49
TOTAL EXPENDITURE	**7,697,264.87**	**7,697,264.87**	**7,851,210.71**	**7,851,210.71**

Expenditure		Executed budget 2022	Budget 2023	Budget 2024		VAR 2023/2024	Envisaged 2025	Envisaged 2026
				Agency request	Final Budget	%		
1	**STAFF EXPENDITURE**							
1 1	**STAFF IN ACTIVE EMPLOYMENT**							
1 1 0 0	Temporary agents' salaries, allowances and social security contributions	1,704,537.56	2,124,346.00	2,283,472.00	2,283,472.00	75%	2,329,141.44	2,375,724.27
	Total Article 110:	**1,704,537.56**	**2,124,346.00**	**2,283,472.00**	**2,283,472.00**	**75%**	**2,329,141.44**	**2,375,724.27**
1 1 1 1	Contract staff and Seconded National Experts	1,469,860.01	1,772,471.00	1,944,600.00	1,944,600.00			
						76%		

Expenditure		Executed budget 2022	Budget 2023	Budget 2024		VAR 2023/2024	Envisaged 2025	Envisaged 2026
				Agency request	Final Budget	%		
	Total Article 111:	**1,469,860.01**	**1,772,471.00**	**1,944,600.00**	**1,944,600.00**		**1,983,492.00**	**2,023,161.84**
	TOTAL CHAPTER 11:	**3,174,397.57**	**3,896,817.00**	**4,228,072.00**	**4,228,072.00**	**76%**	**4,312,633.44**	**4,398,886.11**
1 2	**MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER**							
1 2 0 0	Recruitment expenses	7,199.37	10,000.00	10,000.00	10,000.00	72%	10,200.00	10,404.00
	Total CHAPTER 12:	**7,199.37**	**10,000.00**	**10,000.00**	**10,000.00**	**72%**	**10,200.00**	**10,404.00**
13	**MISSIONS AND DUTY TRAVEL**							
1 3 0 0	Mission expenses, duty travel expenses and other ancillary expenditure	137,000.00	100,500.00	80,000.00	80,000.00	171%	81,600.00	83,232.00
	Total CHAPTER 13:	**137,000.00**	**100,500.00**	**80,000.00**	**80,000.00**	**171%**	**81,600.00**	**83,232.00**
14	**SOCIOMEDICAL SERVICES**							
1 4 0 0	Medical expenditure	8,359.00	7,000.00	15,000.00	15,000.00	56%	15,300.00	15,606.00
	TOTAL CHAPTER 14:	**8,359.00**	**7,000.00**	**15,000.00**	**15,000.00**	**56%**	**15,300.00**	**15,606.00**
15	**TRAININGS**							
1 5 0 0	Training	97,957.71	45,000.00	56,000.00	56,000.00	175%	57,120.00	58,262.40
	TOTAL CHAPTER 15:	**97,957.71**	**45,000.00**	**56,000.00**	**56,000.00**	**175%**	**57,120.00**	**58,262.40**

Expenditure		Executed budget 2022	Budget 2023	Budget 2024		VAR 2023/2024	Envisaged 2025	Envisaged 2026
				Agency request	Final Budget	%		
16	**EXTERNAL SER VICES**							
1 6 0 0	External services	745,979.24	610,297.00	400,561.60	400,561.60	186%	408,572.83	416,744.29
	TOTAL CHAPTER 16:	**745,979.24**	**610,297.00**	**400,561.60**	**400,561.60**	**186%**	**408,572.83**	**416,744.29**
17	**REPRESENTATION AND MISCELLANEOUS STAFF COSTS**							
1 7 0 0	Representation, receptions and events, and miscellaneous staff expenses	19,894.60	2,000.00	10,000.00	10,000.00	199%	10,200.00	10,404.00
	TOTAL CHAPTER 17:	**19,894.60**	**2,000.00**	**10,000.00**	**10,000.00**	**199%**	**10,200.00**	**10,404.00**
	TOTAL TITLE 1:	**4,190,787.49**	**4,671,614.00**	**4,799,633.60**	**4,799,633.60**	**87%**	**4,895,626.27**	**4,993,538.80**
2	**BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE**							
2 0	**RENTAL OF BUILDINGS AND ASSOCIATED COSTS**							
2 0 0 0	Rent of building and associated costs	248,299.89	244,923.00	286,441.60	286,441.60	87%	292,170.43	298,013.84
	TOTAL CHAPTER 20:	**248,299.89**	**244,923.00**	**286,441.60**	**286,441.60**	**87%**	**292,170.43**	**298,013.84**
2 1	**INFORMATION AND COMMUNICATION TECHNOLOGY AND SECURITY**							
2 1 0 0	Information and communication technology and security	514,889.35	1,123,332.95	1,170,544.00	1,170,544.00	44%	1,193,954.88	1,217,833.98
	TOTAL CHAPTER 21:	**514,889.35**	**1,123,332.95**	**1,170,544.00**	**1,170,544.00**	**44%**	**1,193,954.88**	**1,217,833.98**

Expenditure		Executed budget 2022	Budget 2023	Budget 2024		VAR 2023/2024	Envisaged 2025	Envisaged 2026
				Agency request	Final Budget	%		
22	**MOVABLE PROPERTY AND LOGISTIC SERVICES**							
2200	Movable property and logistic services	40,318.19	38,800.00	37,300.00	37,300.00	108%	38,046.00	38,806.92
	Total CHAPTER 22:	**40,318.19**	**38,800.00**	**37,300.00**	**37,300.00**	**108%**	**38,046.00**	**38,806.92**
23	**CURRENT ADMINISTRATIVE EXPENDITURE**							
2 3 0 0	Legal and other operating services	159,562.83	236,790.00	231,647.02	231,647.02	69%	236,279.96	241,005.56
	TOTAL CHAPTER 23:	**159,562.83**	**236,790.00**	**231,647.02**	**231,647.02**	**69%**	**236,279.96**	**241,005.56**
24	**NON-OPERATIONAL MEDIA AND PUBLIC RELATIONS**							
2 4 0 0	Non-operational media and public relations	34,999.58	40,500.00	26,000.00	26,000.00	135%	26,520.00	27,050.40
	TOTAL CHAPTER 24:	**34,999.58**	**40,500.00**	**26,000.00**	**26,000.00**	**135%**	**26,520.00**	**27,050.40**
25	**NON-OPERATIONAL MEETINGS**							
2 5 0 0	Non-operational meetings	1,787.21	3,000.00	2,000.00	2,000.00	89%	2,040.00	2,080.80
	TOTAL CHAPTER 25:	**1,787.21**	**3,000.00**	**2,000.00**	**2,000.00**	**89%**	**2,040.00**	**2,080.80**
	TOTAL TITLE 2:	**999,857.05**	**1,687,345.95**	**1,753,932.62**	**1,753,932.62**	**89%**	**1,789,011.27**	**1,824,791.50**

Expenditure		Executed budget 2022	Budget 2023	Budget 2024		VAR 2023/2024	Envisaged 2025	Envisaged 2026
				Agency request	Final Budget	%		
3	OPERATIONAL EXPENDITURE							
3 0	BEREC PROGRAMME MANAGMENET SUPPORT							
3 0 0 1	BEREC Programme Management Support	611,372.05	392,788.68	339,400.00	339,400.00	180%	346,188.00	353,111.76
	TOTAL CHAPTER 30:	**611,372.05**	**392,788.68**	**339,400.00**	**339,400.00**	**180%**	**346,188.00**	**353,111.76**
3 1	OPERATION AND STRATEGIC SUPPORT TO BEREC							
3 1 0 1	Operation and strategic support to BEREC	1,625,391.96	945,515.24	958,244.49	958,244.49	170%	977,409.38	996,957.57
	TOTAL CHAPTER 31:	**1,625,391.96**	**945,515.24**	**958,244.49**	**958,244.49**	**170%**	**977,409.38**	**996,957.57**
	TOTAL TITLE 3:	**2,236,764.01**	**1,338,303.92**	**1,297,644.49**	**1,297,644.49**	**172%**	**1,323,597.38**	**1,350,069.33**
	TOTAL T1-T3:	**7,427,408.55**	**7,697,263.87**	**7,851,210.71**	**7,851,210.71**	**95%**	**8,008,234.92**	**8,168,399.62**

Table 3 - Budget outturn and cancellation of appropriations 2020-2022

	2020	2021	2022
Revenue actually received (+)	7,218,110.89	7,362,596.60	7,563,004.71
Payments made (-)	-4,422,493.91	-5,089,798.93	-6,228,421.56
Carry-over of appropriations (-)	-2,744,121.88	-2,253,390.51	-1,282,248.72
Cancellation of appropriations carried over (+)	39,381.92	31,228.77	30,848.31
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	0	0	-51,285.99
Exchange rate differences (+/-)	-123.03	8.25	-0.04
Adjustment for negative balance from previous year (-)	0	-849.31	0.00
	90,753.99	**49,770.87**	**31,896.71**

The BEREC Office Budget 2022 (revenue and expenditure), as adopted by the Management Board (MB), amounted to EUR 7,428,456 (in 2021 – EUR 7,341,357). The main revenue in the 2022 BEREC Office budget was the EU contribution, which was fully cashed. In addition, as stated above, in line with the Service level agreement with the Latvian Government in 2022 the BEREC Office collected EUR 123,333.00 as a voluntary contribution from the host Member State (Latvia) to the BEREC Office Budget to cover partially the schooling fees of the children of the BEREC Office staff. The BEREC Office collected also EUR 11,127.22 as Administrative operations and miscellaneous income. The contribution from the Latvian side and the revenue from administrative and miscellaneous operations were assigned to the respective budget lines.

In 2022, EUR 7,427,409 of the available financial resources were committed (99.99% of the appropriations available for commitments) and EUR 6,148,910 were paid (82.78% of the appropriations available for payments). The budget implementation in 2022 in commitments (99.99%) and payments (82.78%) is the highest for the last 5 years. As a result, the amount of carry-overs to 2023 (EUR 1,282,248) is significantly reduced compared to 2022 (EUR 2,253,390).

The amount that was neither committed by the end of 2022 nor carried over to 2023, namely: EUR 1,047 (0.01% of the commitment appropriations), is to be returned to the EU Budget.

At the end of 2022 the BEREC Office carried-over to 2023 EUR 1,282,248 of payment appropriations, as follows:

Title 1: EUR 207,426 Staff related costs:

- Expenses for missions of staff in support to BEREC events that took place in Q4 2022 and will be paid in 2023;
- Staff trainings which took place in 2022 and are to be invoiced in 2023 and trainings for which contracts were signed in 2022 that will take place in Q1 2023;
- Liabilities under contracts for provision of interim workers' services concluded in 2022, for which the service provisions will continue in 2023.

Title 2: EUR 233,210 Building, equipment and miscellaneous operating expenditure:

- Invoices for services and supplies delivered in 2022 (mainly in December) for running costs, such as rent, utilities, security services, consumables, parking places, postal and telecommunications services, that will be received in 2023;
- Purchases of ICT goods and services for which contracts were signed in 2022 and for which services / goods will be delivered in 2023;
- Expenditure for on-going projects and activities which will be finalised in 2023 (independent audit of the 2022 annual accounts, works for Basement adaptation to fit for bomb shelter, Zero trust architecture Phase 2, Testa expenses and others).

Title 3: EUR 841,611 Operational expenditure in support to BEREC:

- Expenses for reimbursement of participation in BEREC meetings and events held in the last quarter of 2022 which will be paid in the beginning of 2023 (such as: WG support & experts reimbursement, BEREC and BEREC Chairs travel, CN and Plenary meetings);
- Expenses for services ordered in 2022, for which invoices will be received in 2023, such as subscription to regulatory intelligence services related to telecommunications and digital economy, promotional items with new visual identity, organisation of the 11th BEREC stakeholder forum, BEREC calendars
- Liabilities under contracts for provision of ICT services and purchases of specialised software and/or hardware for the needs of BEREC in 2022, for which the invoices will be received in 2023 (ICT support to BEREC, fees for licenses and other ICT infrastructure and services);
- Expenses for other year-specific projects in support to BEREC, launched in 2022 for which the delivery of the service will be finalised in 2023, such as study on wholesale mobile access, training on planning / moderating the work of WGS & ENGs co-chairs

The amount, which was neither committed by the end of 2022 nor carried over to 2023 is to be returned to the EU Budget. The general rule is that if the implementation of commitment appropriations (voted budget) in the budget for 2022 would remain below 95%, penalties amounting to a 2% reduction in the 2024 budget would be foreseen. This indicator for the BEREC Office is 99.99 % meaning that 1,047 (0.01%) is to be returned to the EU Budget together with the cancelled C8/2022

Annex IV: Human resources quantitative

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

A. Statutory staff and SNE

Staff	2022			2023	2024	2025	2026
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/2022	Occupancy rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	13	13	100	13	14	14	14
Assistants (AST)	3	3	100	3	3	3	3
Assistants/Secretaries (AST/SC)	0	0	0	0	0	0	0
TOTAL ESTABLISHMENT PLAN POSTS	16	16	100	16	17	17	17
EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2022	Execution Rate %	Headcount as of 31/12/2023[66]	FTE corresponding to the authorised budget	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	22	20[67]	89	22	22	22	22
Seconded National Experts (SNE)	9	8	90	9	9	9	9
TOTAL EXTERNAL STAFF	31	28	90	31	31	31	31
TOTAL STAFF	47	44	94	47	48	48	48

[66] As approved by the MB based on the available appropriations
[67] Please provide the total number of CA in place at 31/12/2022 no matter what is the source of funding. Detail in the footnote the number of CA financed from the EU contribution and the number of CA financed from other sources.

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2023	2024	2025	2026
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	0	0	0	0

C. Other Human Resources

Structural service providers[68]	Actually in place as of 31/12/2022, expressed in FTEs
Security guards	6.4[69]
IT on-site support	3
On-site premises cleaning	1.69[70]

Interim workers	Total FTEs in year 2022
Number	7.44[71]

[68] Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, following general criteria should be fulfilled: 1) no individual contract with the Commission 2) on the Commission premises, usually with a PC and desk 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the added value of the Commission.
[69] Includes 2 physical security guard posts serviced 13.5 h per day (3.4 FTE) and 1 physical security guard post serviced 24/7 (3 FTE)
[70] Day cleaner 6h/day, 3 cleaners 2 h/day each. 12/8=1.5 FTE for the whole year and 1 cleaner 2/day as of 01.04.2022 2/8=0.19
[71] 2 FTE for replacement of vacant posts and absent staff, 0.5 FTE covering staff member on parental leave , and 4.94 FTE for specific tasks, including four posts for the establishment of a temporary Liaison mechanism with the Latvian authorities as a bridge to the implementation of the new SLA signed in 16.06.2022

Table 2 - Multi-annual staff policy plan 2024 - 2026

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13												
AD 12		1		0		1		1		2		2
AD 11		1		1		2		2		2		2
AD 10		2		1		2		2		2		2
AD 9		3		3		2		3		3		3
AD 8		2		0		2		2		2		2
AD 7		1		3		2		3		2		1
AD 6		2		3		1						
AD 5				1								
AD TOTAL		**13**		**13**		**13**		**14**		**14**		**14**
AST 11												
AST 10												
AST 9												
AST 8												

Function group and grade	2022				2023		2024		2025		2026	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
AST 7		1				1		1		1		2
AST 6		1		1		1		2		2		1
AST 5		1		1		1						
AST 4												
AST 3				1								
AST 2												
AST 1												
AST TOTAL		3		3		3		3		3		3
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
AST/SC TOTAL		0		0		0		0		0		0
TOTAL		3		3		3		3		3		3
GRAND TOTAL	16		16		16		17		17		17	

- **External personnel**

Contract Agents

Contract agents	FTE corresponding to the authorised budget 2022	Executed FTE as of 31/12/2022	Headcount as of 31/12/2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026
Function Group IV	12	11	11[72]	12	12	12	12
Function Group III	6	5	6[73]	6	6	6	6
Function Group II	4	4	4	4	4	4	4
Function Group I	0	0	0	0	0	0	0
TOTAL	**22**	**20**	**21**	**22**	**22**	**22**	**22**

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2022	Executed FTE as of 31/12/2022	Headcount as of 31/12/2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024	FTE corresponding to the authorised budget 2025	FTE corresponding to the authorised budget 2026
TOTAL	**9**	**8**	**9[74]**	**9**	**9**	**9**	**9**

[72] Including one accepted offer letter for CA FGIV from 01.01.2023
[73] Including one accepted offer letter for CA FGIII from 16.02.2023
[74] Including one accepted offer letter for SNE from 01.02.2023

Table 3 - Recruitment forecasts for 2023 following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication *		Recruitment Function Group (I, II, III and IV)
	Due to foreseen retirement/ mobility	New post requested due to additional tasks	Internal (brackets)	External (brackets)	
Accounting Officer*	N/A	1 TA AD7**	N/A	N/A	N/A

* Justification: At the moment of the preparation of the current SPD the BEREC Office has in place a SLA with DG BUDG for the provision of full accounting offer services. As a consequence, the EC Accounting Officer has been appointed as the BEREC Office Accounting Officer and the BEREC Office has no post for Accounting Officer. In 2022 DG BUDG announced its decision to terminate the provision of the accounting services to BEREC Office. Therefore, to be able to take-over the accounting, the BEREC Office needs to establish an additional TA post for its accounting officer. The BEREC Office is willing to share this post with other EU Agencies of the same size and complexity of the accounting. Considering that the BEREC Office will not pay for the EC accounting services and may receive revenue from another agency with which the function could be shared, the post can be established in a budgetary neutral way. However, this will require increase of the number of the establishment plan post with one post (e.g., increase from 16 to 17 temporary agents).

** Justification: in accordance with Job Titles & Job Families 3rd edition issued in OCT 2018 by EC the accounting officer belongs to administrators' function group AD. The grade has been chosen in line with the duties to be assigned to the job holder, which will involve, among others, the preparation and signature of the provisional and final account of the Agency.

Number of inter-agency mobility Year 2022: 0.

Annex V: Human resources qualitative+

A. Recruitment policy

Implementing rules in place

Subject	Model Decision	Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of posts	Model Decision C(2018)8800	x		

B. Appraisal and reclassification/promotions

Implementing rules in place:

Subject	**Model Decision**	**Yes**	**No**	**If no, which other implementing rules are in place**
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

Table 1 - Reclassification of TA/promotion of officials

	Average seniority in the grade among reclassified staff						
Grades	**2018**	**2019**	**2020**	**2021**	**2022**	**Actual average over 5 years**	**Average over 5 years (According to decision** C(2015)9563**)**
AD05	2.00						**2.8**
AD06					2.8		**2.8**
AD07	2.75						**2.8**
AD08			4.25	4.00			**3**
AD09			3.71				**4**
AD10				4.42			**4**
AD11							**4**
AD12							**6.7**
AD13							**6.7**
AST1							**3**
AST2							**3**
AST3		3.58	2.83				**3**
AST4	3.00				3		**3**
AST5					4		**4**
AST6							**4**

Grades	2018	2019	2020	2021	2022	Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
AST7							**4**
AST8							**4**
AST9							**N/A**
AST10 (Senior assistant)							**5**
AST/SC1							**4**
AST/SC2							**5**
AST/SC3							**5.9**
AST/SC4							**6.7**
AST/SC5							**8.3**

Table 2 - Reclassification of contract staff

Function Group	Grade	Staff in activity at 01.01.2021	How many staff members were reclassified in Year 2022	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	1			Between 5 and 7 years
	15				Between 4 and 6 years
	14	9	2	3.4	Between 3 and 5 years
	13	1			Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10				Between 5 and 7 years
	9	4			Between 4 and 6 years
	8	1			Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5	3			Between 5 and 7 years
	4	1			Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

Table 1 - Data on 31/12/2022 /statutory staff (only officials, TA and CA)

		Official[75]		Temporary		Contract Agents		Grand Total	
		Staff	**%**	**Staff**	**%**	**Staff**	**%**	**Staff**	**%**
Female	Administrator level	N/A	N/A	3	23	7	70	10	43
	Assistant level (AST & AST/SC)	N/A	N/A	3	100	4	44	7	58
	Total	N/A	N/A	**6**	**38**	**11**	**58**	**17**	**49**
Male	Administrator level	N/A	N/A	10	77	3	30	13	57
	Assistant level (AST & AST/SC)	N/A	N/A	0	0	5	56	5	42
	Total	N/A	N/A	**10**	**62**	**8**	**42**	**18**	**51**
Grand Total		N/A	N/A	**16**	**100**	**19**	**100**	**35**	**100**

[75] The BEREC Office has no officials in its establishment plan

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management[76]

	2018		2022	
	Number	**%**	**Number**	**%**
Female Managers	1	33[77]	1	25[78]
Male Managers	2	67[79]	3	75[80]

In case of significant continuous imbalance, please explain and detail action plan implemented in the agency.

Due to its small size the BEREC Office has only one senior management position - that of the Director. For the same reasons, till recently there were only two middle management positions irrespectively of the fact that the BEREC Office had three Units[81]. With the assignment of new tasks to the BEREC Office with the new BEREC Regulation the number of staff of the third BEREC Office Unit was significantly increased. Therefore the Management Board decided to create an additional middle management post to ensure better management of the Agency's human resources. The establishment of an additional middle management post has led to a change in the established 50/50 % balance in middle management positions.

It should be pointed out that when engaging temporary staff (including management positions) the BEREC Office applies the principle of equality of the Union's citizens and staff are recruited only on the basis of their merit, as required by the Staff Regulations.

Nevertheless, the BEREC Office is committed to undertake the necessary measures to work towards achievement of the recommendation of point 16 of the Opinion of the European Commission on the draft Single Programming Document of the BEREC Office for the period 2022-2024[82]. Therefore, taking into account the forthcoming expiry of the Director's contract in 2024, the BEREC Office, taking into account the provisions of Annex V (Selection Procedure for the Director), point 3, of the MB Rule of Procedure[83], will work in close collaboration with its partner DG – DG Connect, to develop a detailed action plan in order to attract more women candidates for this vacancy, which may lead to balance in the senior and middle management positions in terms of their gender.

[76] Staff who is defined as middle manager by the applicable General Implementing provisions on middle management.
[77] Which corresponds to 1 female middle manager
[78] Which corresponds to 1 female middle manager
[79] Out of which: 1 male senior manager and 1 male middle manager
[80] Out of which: 1 male senior manager and 2 male middle managers
[81] At that time the Director was also the head of one of the Agency's Units.
[82] C(2021) 6082 final of 23.08.2021
[83] MB (19) 95 rev. 1, Rules of Procedure of the Management Board of the BEREC Office, https://berec.europa.eu/eng/document_register/subject_matter/berec_office/rules_of_procedure/8834-rules-of-procedure-of-the-management-board-of-the-berec-office

D. Geographical balance

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Data on 31/12/2022 - statutory staff only (officials, TAs and CAs)

Nationality	AD + CA FG IV		AST/SC-AST + CA FGI/CA FGII/CA FGIII		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Latvia	8	34.8	10	83.3	18	51.4
Lithuania	3	13.0			3	8.6
Hungary	3	13.0			3	8.6
Bulgaria	2	8.7			2	5.7
Germany	2	8.7			2	5.7
Italy	1	4.3			1	2.9
Czech Republic	1	4.3			1	2.9
Greece	1	4.3			1	2.9
Belgium			1	8.3	1	2.9
Poland	1	4.3			1	2.9
Romania	1	4.3	1	8.3	2	5.7
TOTAL	23	100	12	100	35	100

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2018		2022	
	Number	%	Number	%
Latvia	8	32	18	51.4

E. Schooling

Agreement in place with the European School(s) of ……. None				
Contribution agreements signed with the EC on type I European schools	**Yes**		**No**	X
Contribution agreements signed with the EC on type II European schools	**Yes**		**No**	X
Number of service contracts in place with international schools:	6			

Description of any other solutions or actions in place:

New Service level agreement (SLA) between the Government of the Republic of Latvia and the BEREC Office has been signed on 16.06.2022. The SLA states that the host Member State undertakes to facilitate access to the education system and contribute to the schooling costs of the children of the staff of the Agency within the limits of the budget available, until the accredited European school is established and is covering all sections and classes needed for the children of the Agency's staff.

Schooling costs are co-financed up to EUR 8 000 per year or up to EUR 667 per month per child enrolled in the International School of Latvia or the education institutions operating according to the International School Law in regular full-time attendance at a primary or secondary level from the age of five.

The financial contribution from the Latvian Government to the schooling costs is considered as assigned revenue.

Annex VI: Environment management

Planning the years ahead, it is essential to consider the effect of its activities on the environment while maintaining the effective and efficient operation of BEREC and BEREC Office. Therefore, the strategic objectives should also consider the environmental footprint of BEREC and BEREC Office.

For that purpose, an Expert Networking Group (ENG) on Sustainability has been established and tasked with:

- the estimation of the environmental footprint for BEREC and BEREC Office's own activities, and
- the preparations of proposals for a more environmental friendly BEREC operation by assessing methods for reducing these footprints;

The ENG has taken concrete steps in 2022 and developed proposals that have been approved for implementation at the 52nd Ordinary Plenary Meeting of the BEREC Office Management Board (MB). By doing so, BEREC and the BEREC Office are meeting its responsibility to lead by example in the transition towards a climate neutral society in accordance with the political goals of the EU Green Deal and are following the lead of the European Commission which has adopted its Greening the Commission Communication (C(2022) 2230 final) in April 2022.

In particular, the intention is to keep striving for even lower levels of emissions and carbon neutral operations after the significant reduction (more than 80%) during the Covid-19 pandemic and to keep striving for even lower levels of emissions and carbon neutral operations. With the reductions achieved during 2020-2022, BEREC and the BEREC Office is working towards achieving the European Commission's own goal of a 60% reduction of GHG emissions by 2030 in comparison to 2005 emission levels. This provides a good basis for BEREC and the BEREC Office to be ambitious in their decarbonisation strategy.

The following action is to be undertaken by the BEREC Office provided the resources are available:

- to develop a Multiannual Greening Action Plan for BEREC and the BEREC Office that will include targets and steps for GHG reduction (to be submitted for approval at the 58th BEREC Board of Regulators and BEREC Office Management Board plenary meetings in March 2024).

Multiannual Greening Action Plan

While EMAS is the management instrument, developed by the European Commission, to evaluate, report and improve environmental performance, BEREC's Greening Action Plan will lay out the goals, targets and main actions that BEREC and BEREC Office will commit to. The EC's Greening Communication and its 'Feasibility and scoping study for the Commission to become climate neutral by 2030', as well as similar efforts from other (decentralised) EU agencies will provide guidance on the scope of the Action Plan which will take into account the specificities of BEREC's and the BEREC Office's operations and organisational size.

The Multiannual Greening Action Plan will be developed in harmony with the requirements of the EMAS certification and draw on the experience of the consultants contracted to accompany the EMAS certification.

The Greening Action Plan is going to include proposals, targets and glide-paths for achieving a greener operation for BEREC and BEREC Office.

Carbon neutrality

In June 2022, the EUIPO's inter-agencies procurement procedure for a cascading framework contract (FWC) on 'Consultancy and management of greenhouse gas emissions offsets' concluded with the award decision. The expertise of the EU Agencies in reducing environmental footprint may be used, especially of those Agencies, which are more advanced in the certification process. Yet, the BEREC Office will consider using the consulting services in the process of EMAS certification, in case this option would be considered more advantageous and appropriate.

The BEREC Office has estimated and indicated in the FWC a total financial volume of EUR 76.000 for the whole duration of the FWC for offsetting of CO2 emissions. Additional costs and human resources, which potentially may not to be covered by this FWC, and that will likely incur during the EMAS certification process are expenditures for:

- Updating legal requirements and EMAS & Carbon footprint report by an external provider
- BEREC Office internal resources (estimated at 0.5 FTE/annually).

For these purposes and other related actions under BEREC's Greening Action Plan, the BEREC Office will dedicate all the necessary resources[84] for CO2 offsetting.

[84] An indicative price of offsetting in 2023 is EUR 40/t of CO2.

Annex VII: Building policy – year 2023

The BEREC Office premises are located at 14 Zigfrida Annas Meierovica boulevard, Riga, Latvia, on part of 1st, 2nd and 3.5 floor of an historical building. The Agency shares the building with several other tenants. The BEREC Office rents its premises in accordance with the New Headquarters Agreement[85], which entered in force on 15 June 2021. Upon the entry into the force of this Agreement the Seat Agreement signed on 24 February 2011 and the Memorandum of Understanding with the Government of the Republic of Latvia, signed on 30 September 2011 were terminated. The New Headquarters Agreement governs all arrangements concerning the accommodation to be provided for the BEREC Office in the Republic of Latvia. On 16 June 2022 a BEREC Office and the Government of the Republic of Latvia was signed, which further regulates the relations between the Agency and the host Member State in terms of the rented premises[86].

#	Building Name and type	Location	SURFACE AREA(in m²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	Non- office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	Historical building	14 Zigfrida Annas Meierovica boulevard, Riga, Latvia	1,678.40 m²	211.30 m²	1,889.70 m²	134,935.32	Until 30/06/2028	Premises leasing contract	Yes Contract breakable with 6 month notice	N/A	N.A.
TOTAL			1,678.40 m²	211.30 m²	1,889.70 m²	134,935.32					

Building projects in planning phase

The BEREC Office has expressed interest in joining the new House of Europe in Riga to be developed jointly by the European Parliament and the European Commission.

While the decision is still not taken from the side of the lead institution if it would be possible for the BEREC Office to join this project, the Agency's staff is involved in the technical discussions and is contributing at expert level to the process.

The BEREC Office Management Board (MB) strongly believes that new premises shared between the European Parliament Information Office and the European Commission Representation in Riga, from the one side, and the BEREC Office, from the other side, will bring clear benefits to all three organisations due to the possible synergies, being more cost-effecting for the General Budget of the European Union (EU). The possible synergies are in the area of security, IT, facility management, meeting rooms and amenities.

[85] https://berec.europa.eu/eng/document_register/subject_matter/berec_office/others/9989 Headquarters Agreement between the Agency for Support for the Body of European Regulators for Electronic Communications and the Government of the Republic of Latvia entered into force on 15 June 2021, which is the date of receipt of the written notification by the Latvian side informing that their internal legal procedures had been fulfilled.

[86] See Articles 6 and 7 of document with ref. No Ares(2022)4676181, https://berec.europa.eu/en/document-categories/berec-office/others/service-level-agreement-between-the-agency-for-support-for-the-body-of-european-regulators-for-electronic-communications-and-the-government-of-the-republic-of-latvia

The MB is convinced that these synergies will lead to gains in terms of financial and human resources for all three organisations. The MB is convinced that the gained resources could be devoted to the organisations' core mandates, which in the case of the BEREC Office is the support the Agency provides to BEREC, the Body of European Regulators for Electronic Communications.

Aside from the benefits that the inclusion of the BEREC Office in the 'House of Europe' project could bring, the MB appreciates how it demonstrates the unity and cooperation between the different institutions and bodies of the EU in the interest of the EU citizens. The MB trusts that with continuous good cooperation, this 'House of Europe' project will be a success.

Building projects submitted to the European Parliament and the Council

Not applicable

Annex VIII: Privileges and immunities

In accordance with Article 34 of Regulation (EU) 2018/1971, the Protocol on the Privileges and Immunities of the European Union shall apply to the BEREC Office and its staff.

On 21 December 2020, in accordance with the provisions of Article 47 of the BEREC Regulation the BEREC Office and the Latvian Government signed a new Headquarters Agreement, 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.

With the entry into force of the Headquarters Agreement, the Seat Agreement and the Memorandum of Understanding (MoU) between the BEREC Office and the Latvian Government of 2011 were terminated.

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 (SLA) to establish working arrangements for implementation of the Headquarters Agreement and to add other elements, which existed previously only in the MoU, such as requirement to the premises and the respective costing model, or which are not sufficiently regulated so far.

According to the current Headquarters Agreement the BEREC Office and the staff has the following privileges:

Agency privileges	**Privileges granted to staff**	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
According to Article 2 of Regulation (EU) 2018/1971, the BEREC Office is a body of the European Union and as such, it enjoys the most extensive legal capacity accorded to legal persons under the laws of the Host Member State. It may, in particular, acquire or dispose of movable and immovable property and may be party to legal proceedings.	Statutory staff of the BEREC Office, and their family members forming part of the household shall have access to all the public services provided by the Host Member State, including medical services, schooling services, child care services and rental rights without discrimination in relation to nationals of the Host Member State.	There is no European School operating in Riga in 2021 The Government of Latvia aims at ensuring in 2022/2023 the accreditation of one school as European School in Latvia, accessible by priority for the children of the staff of the BEREC Office and the members of the family forming part of the household. The accredited European School shall provide the nursery classes 1 and 2, primary and secondary school education. Until then the Government of Latvia facilitate access to education system and contribute to the schooling costs of the children of the staff of the BEREC Office within the limits of the budget available.

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
Immunity, Inviolability and Communications		
The premises and buildings of the BEREC Office as well as its archives, documentation and data are inviolable.	The BEREC Office staff shall enjoy immunity from jurisdiction as regards acts carried out by them in their official capacity, including their spoken and written statements. This immunity shall continue after cessation of their functions.	
The premises and buildings of the BEREC Office are exempt from search, requisition, confiscation, expropriation or any form of seizure.	The Director, statutory staff and seconded national experts, as well as the members of their family forming part of their household shall be exempt from any immigration restrictions or formalities for the registration of aliens.	
The property and assets of the BEREC Office cannot be the subject of any administrative or legal measure of constraint without the authorisation of the Court of Justice of the European Union.	The Director and the members of his/her family, provided they are not Host Member State nationals or have held permanent residence status before being employed by the BEREC Office, are accorded the privileges and immunities, exemptions and facilities accorded to the heads of diplomatic missions and the members of their family in accordance with the Vienna Convention on Diplomatic Relations of 18 April 1961.	
Communications and the transmission of all BEREC Office documents are treated in the same way as documents and communications of diplomatic missions.		
Exemption from taxes, duties, national, regional and municipal fees		
The BEREC Office is exempt from:	BEREC Office staff are exempt from:	
- all direct taxes and administrative fees with regard to the premises it owns or rents, its assets, revenues and other property; as well as on the supply of goods and services (including those on the consumption of gas, electricity and any type of fuel) for official use by the BEREC Office.	Salaries, wages, emoluments, SNEs' allowances, retirement, invalidity and survivor's pensions paid by the BEREC Office or by the EU are exempted from national taxes.	
- value added tax (VAT) and excise duty with regard to purchase of all goods and services; exemption will be granted indirectly by reimbursement in accordance with a procedure established in legal acts by the Republic of Latvia. The exemption from VAT and excise duty will be applied directly by the supplier of goods and services,	The VAT included in the price of articles listed in an annex A to the Headquarters Agreement acquired by the BEREC Office staff in Latvia during his/her employment at the Agency is reimbursed to the staff provided that the single article price is not less than 50 EUR. This rule is applicable to SNEs one year after taking up their duties, but is not applicable for nationals or	

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	**Education / day care**
when the BEREC Office has a VAT and/or excise duty exemption certificate issued.	permanent residents of Latvia.	
- The BEREC Office shall be exempt from all customs duties, prohibitions and restrictions on imports and exports in respect of articles intended for its official use including vehicles and other technical equipment and spare parts.	The statutory staff and SNEs, who are not nationals or permanent residents of the Republic of Latvia, at the time of taking up the duties at the BEREC Office shall be refunded the VAT for one vehicle purchased in the Republic of Latvia and refund shall be provided once in a period of three years.	
- Vehicles intended for the official use of the BEREC Office shall be registered under a special series similar to the registration of vehicles used by the diplomatic missions accredited to Latvia.	The statutory staff of the BEREC Office, who are not nationals or permanent residents of the Republic of Latvia, at the time of taking up the duties, have the right to import from their last country of residence or from the country of which they are nationals, free of duty and without prohibitions or restrictions, in respect of initial establishment, within two years of taking up their appointment with the BEREC Office furniture and personal effects, including motor vehicles, which shall be registered under a special series in accordance with the usual practice for staff with immunity in the Republic of Latvia.	
Liaison Office		
The Government of Latvia shall establish the Liaison Office within a period of one year from the entry into force of the Headquarters Agreement, and in compliance with conditions agreed in a Service level agreement (SLA).	The Liaison Office shall assist and advise the BEREC Office and its Staff, including members of their family, on issues generally related to settling in and staying in Latvia. It shall provide support on general administrative matters such as, but not limited to, submitting tax declarations, complying with the social security obligations, and registering motor vehicle. On the request of the BEREC Office, the Liaison Office can, inter alia, facilitate access to the job market, to the day-care facilities, to the schools and universities, to banking and insurance. It also can assist in searches for premises and facilities, housing and real estate brokerage, and telecommunications.	

Annex IX: Evaluations

According to the provisions of Article 48 ‘Evaluation’ of the new BEREC Regulation, by 21 December 2023, and every five years thereafter, the legislator has requested the European Commission (EC) to carry out an evaluation in compliance with the EC guidelines and to assess both BEREC’s and the BEREC Office’s performance in relation to their objectives, mandate, tasks and location.

Since this Regulation confers new tasks on BEREC and the BEREC Office, and other Union legal acts may confer additional tasks to them, the EC should carry out a regular evaluation of the operation of BEREC and the BEREC Office and the effectiveness of their institutional structure in a changing digital environment. If, as the outcome of that evaluation, the EC finds that the institutional structure is not suited to the carrying out BEREC’s and the BEREC Office’s tasks, and, in particular, to ensure the consistent implementation of the regulatory framework for electronic communications, it should explore all possible options for improving that structure

The evaluation shall, in particular, address the possible need to modify the structure or mandate of BEREC and the BEREC Office, and the financial implications of any such modification.

Where the EC considers that the continuation of BEREC or the BEREC Office is no longer justified with regard to its assigned objectives, mandate and tasks, it may propose to the legislator to amend the BEREC Regulation or to repeal it.

The EC shall report to the European Parliament (EP), the Council and the BEREC Office Management Board (MB) on the findings of its evaluation and shall make those findings public.

As stated above, the first evaluation is due by 21 December 2023 and consequently there have been no evaluation reports submitted by the EC to the EP, the Council and MB yet.

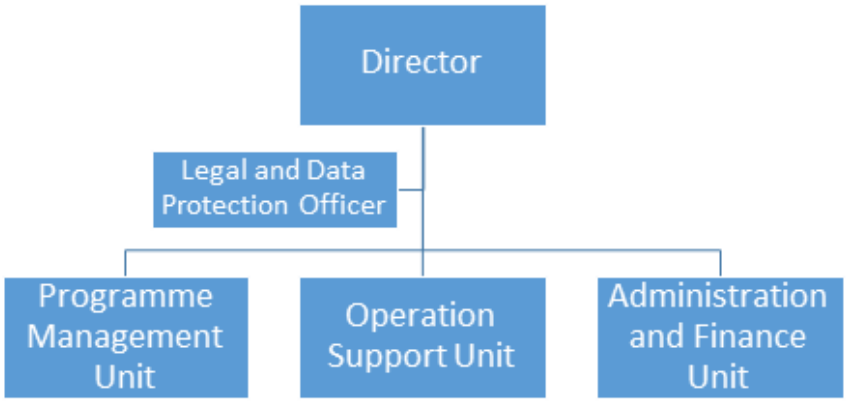
Annex X: Strategy for the organisational management and internal control systems

1. Strategy for organisational management

The BEREC Office internal organisational structure shall contain:

- 1 senior management level (1 Director);
- 1 middle management level (3 Heads of Unit);
- Staff (organised in teams)

The current internal structure of the Agency is based on three Units – Programme Management, Operation Support and Administration and Finance, as follows:



The Director, who is the BEREC Office authorising officer shall put in place the organisational structure and the internal control systems suited to the performance of the duties of authorising officer, in accordance with the minimum standards or principles adopted by the Management Board on the basis of the Internal Control Framework laid down by the Commission for its own departments and having due regard to the risks associated with the management environment and the nature of the actions financed.

The establishment of such structure and systems shall be supported by a comprehensive risk analysis, which takes into account their cost-effectiveness and performance considerations.

The authorising officer may establish within his or her departments an expertise and advice function to help him or her control the risks involved in his or her activities.

With the publication of the call of the Accounting Officer of the BEREC Office the job holder will have entrusted the internal control coordination function.

2. Internal control strategy

Following the new Internal Control Framework of the BEREC Office and requirement in the BEREC Offices Financial regulation[87] Article 32 subparagraph 1 there is an obligation for BEREC Office to have an Internal Control Strategy. This Strategy should ensure proper implementation and functioning of Internal Control Framework of the BEREC Office.

The Internal Control System of the BEREC Office is based on five internal control components:

- the control environment,

- risk assessment,

- control activities,

- information and communication and

- monitoring activities.

They are the building blocks that underpin the framework's structure and support the Agency in its efforts to achieve its objectives. The five components are interrelated and must be present and effective at all levels of the organisation for internal control over operations to be considered effective.

Each component consists of several principles. Working with these principles helps to provide reasonable assurance that the BEREC Office's objectives have been met. The principles specify the actions required for internal control to be effective. The following principles shall be applied by the management in the Internal Control programme:

Principle 1 – The BEREC Office demonstrates a commitment to integrity and ethical values.

Principle 2 – The Management exercises oversight of the development and performance of internal control.

Principle 3 – The Management establishes structures, reporting lines, and appropriate authorities and responsibilities in the pursuit of objectives.

Principle 4 – The BEREC Office demonstrates a commitment to attract, develop and retain competent individuals in alignment with objectives.

Principle 5 – The BEREC Office holds individuals accountable for their internal control responsibilities in the pursuit of objectives.

Principle 6 – The BEREC Office specifies objectives with sufficient clarity to enable the identification and assessment of risks relating to objectives.

Principle 7 – The BEREC Office identifies risks to the achievement of its objectives across the organisation and analyses risks as a basis for determining how the risks should be managed.

[87] Decision No MB/2019/13 of the Management Board of the BEREC Office on the financial regulation applicable to the BEREC Office https://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_board/8699-decision-no-mb201913-of-the-management-board-of-the-berec-office-on-the-financial-regulation-applicable-to-the-berec-office

Principle 8 – The BEREC Office considers the potential for fraud in assessing risks to the achievement of objectives.

Principle 9 – The BEREC Office identifies and assesses changes that could significantly impact the internal control system.

Principle 10 – The BEREC Office selects and develops control activities that contribute to the mitigation of risks to the achievement of objectives to acceptable levels.

Principle 11 – The BEREC Office selects and develops general control activities over technology to support the achievement of objectives.

Principle 12 – The BEREC Office deploys control activities through corporate policies that establish what is expected and in procedures that put the policies into action.

Principle 13 – The BEREC Office obtains or generates and uses relevant quality information to support the functioning of internal control.

Principle 14 – The BEREC Office internally communicates information, including objectives and responsibilities for internal control, necessary to support the functioning of internal control.

Principle 15 – The BEREC Office communicates with external parties about matters affecting the functioning of internal control.

Principle 16 – The BEREC Office selects, develops, and performs ongoing and/or separate assessments to ascertain whether the components of internal control are present and functioning**.**

Principle 17 – The BEREC Office assesses and communicates internal control deficiencies in a timely manner to those parties responsible for taking corrective action, including the senior management, as appropriate.

The characteristics of each principle shall be based on already existing characteristics set out in Internal Control Framework and on those of the Commission, but shall be defined in such a way as to take into account the specific governance arrangements and the specific situation of the BEREC Office.

There is no requirement for the BEREC Office to assess whether each individual characteristic is in place. The characteristics shall be defined to assist management in implementing internal control procedures and in assessing whether the principles are present and functioning.

For the purposes of the implementation of the budget, internal control shall be applied at all levels of management and shall be designed to provide reasonable assurance of achieving effectiveness, efficiency and economy of operations, reliability of reporting, safeguarding of assets and information, prevention, detection, correction and follow-up of fraud and irregularities and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the character of programmes and the nature of the payments concerned.

The effectiveness of functioning of the internal control system will be evaluated each year.

Annex XI: Plan for grant, contribution or service-level agreements

- This Annex does not apply to the Agency.

Annex XII: Strategy for cooperation with third countries and/or international organisations

In light of market and technological developments, which often entail an increased cross-border dimension, as well as increasing convergence between the sectors providing electronic communications services, and the horizontal dimension of regulatory issues related to their development BEREC and the BEREC Office may cooperate with competent Union bodies, offices, agencies and advisory groups, with competent authorities of third countries and with international organisations in order to achieve the objectives set out in BEREC Regulation and carry out its tasks.

BEREC Office will provide necessary resources and assistance to BEREC in implementation of BEREC's Medium-Term Strategy for international cooperation for the period 2022-2025[88], including establishment and implementation of working arrangements with regulatory authorities of third countries, regional regulatory networks, international organisations, institutional groups, and other stakeholders.

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88 BoR (21) 135, BEREC's Medium-Term Strategy for international cooperation for the period 2022-2025, 30 September 2021.