



MC (15) 62

**2014 Consolidated Annual Activity Report  
of  
the Office of the Body of European Regulators  
for Electronic Communications  
(BEREC Office)**

5 June 2015

## Contents

|  |    |
|--|----|
| Analysis and assessment of the Management Committee .....  | 4  |
| Executive summary.....   | 6  |
| Introduction .....   | 11 |
| The BEREC Office in brief.....   | 11 |
| The year in brief .....  | 12 |
| 1. Part I. Achievements of the year .....  | 14 |
| 1.1. Support for implementing the BEREC Work Programme (WP) 2014 .....   | 14 |
| 1.1.2. Activities of the BEREC Office under Articles 7 and 7a of the Framework Directive   | 17 |
| 1.1.3. Collecting information from National Regulatory Authorities.....  | 17 |
| 1.2. Horizontal and other support activities .....   | 18 |
| 1.2.1. Assisting the BEREC Chair and Vice-Chairs, Plenaries and Contact Network meetings for the Board of Regulators and the Management Committee..... | 18 |
| 1.2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support.....               | 20 |
| 1.3. Administrative and managerial activities .....  | 23 |
| 1.3.1. Budget, finance and accounting .....  | 23 |
| 1.3.2. IT infrastructure.....  | 24 |
| 1.3.3. Premises and equipment .....  | 24 |
| 1.3.4. Human resources management.....   | 25 |
| 1.3.5. Legal activities and procurement.....   | 25 |
| 2. Part II. Management .....   | 26 |
| 2.1. Management Committee.....   | 26 |
| 2.2. Major developments.....   | 27 |
| 2.3. Budgetary and financial management.....   | 28 |
| 2.3.1. The BEREC Office budget structure .....   | 28 |
| 2.3.2. Budget 2014 - initial and with transfers and amendments .....   | 29 |
| 2.3.3. Budget 2014 – rate of implementation .....  | 30 |
| 2.3.4. Commitment and payment appropriations carried forward .....   | 30 |
| 2.3.5. Analysis of financial management.....   | 32 |

|            |  |    |
|------------|--|----|
| 2.3.6.     | Budgetary execution (summary by Title – C1 credits 2014) .....                 | 38 |
| 2.3.7.     | Commitment and payment appropriations carried over to 2014 .....               | 38 |
| 2.3.8.     | Procurement procedure types used .....   | 39 |
| 2.3.9.     | Summary .....  | 40 |
| 2.4.       | Human Resources management.....  | 40 |
| 2.5.       | Assessment by management.....  | 42 |
| 2.6.       | Budget implementation tasks entrusted to other services and entities .....     | 42 |
| 2.7.       | Assessment of audit results during the reporting year .....                    | 42 |
| 2.7.1.     | Internal Audit Service .....   | 42 |
| 2.7.2.     | Internal Audit Capability .....  | 43 |
| 2.7.3.     | European Court of Auditors.....  | 43 |
| 2.8.       | Follow up of recommendations and action plans for audits .....                 | 43 |
| 2.9.       | Follow up of observations from the Discharge authority .....                   | 44 |
| 3.         | Part III. Assessment of the effectiveness of the internal control systems..... | 45 |
| 3.1.       | Risk Management.....   | 45 |
| 3.2.       | Compliance and effectiveness of Internal Control Standards .....               | 45 |
| 4.         | Part IV. Management assurance.....   | 51 |
| 4.1.       | Review of the elements supporting assurance .....                              | 51 |
| 4.2.       | Reservations and overall conclusions on assurance .....                        | 51 |
| 5.         | Part V. Declaration of Assurance .....   | 52 |
| Annex I:   | Core Business Statistics .....   | 53 |
| Annex II:  | Statistics on financial management.....  | 54 |
| Table 1:   | Revenue - appropriations.....  | 54 |
| Table 2:   | Expenditure - summary of the transfers .....                                   | 55 |
| Table 3:   | Revenue (actually received).....   | 58 |
| Table 4:   | Expenditure .....  | 59 |
| Annex III: | Organisational Chart of the BEREC Office.....                                  | 77 |
| Annex IV:  | Establishment Plan .....   | 78 |
| Table 1:   | Information on the entry level for each type of post: Indicative table .....   | 78 |

|            |   |    |
|------------|---|----|
| Table 2:   | Benchmarking against previous year results* .....   | 81 |
| Annex V:   | Human and financial resources by activity .....   | 82 |
| Annex VI:  | Specific annexes related to Part II.....  | 84 |
| Table 1:   | List of Expert Working Groups (EWGs) supported by the BEREC Office in 2014....  | 84 |
| Table 2:   | List of BEREC public consultations managed by the BEREC Office in 2014 .....  | 85 |
| Table 3:   | Overview of the 2014 the ordinary plenary meetings of the Management Committee and Contact Network (CN) meetings..... | 86 |
| Table 4:   | 2014 Electronic Voting Procedures of the BEREC Office Management Committee ..<br>.....                                | 87 |
| Table 5:   | Overview of public documents the BEREC Office Management Committee adopted in 2014 .....                              | 90 |
| ANNEX VII: | Final annual accounts .....   | 95 |

## Analysis and Assessment of the Management Committee

### The BEREC Office Management Committee

Having regard to Article 13(2) of 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<sup>1</sup> ('the BEREC Regulation');

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

Having regard to the BEREC Office Work Programme 2014<sup>2</sup>, which was developed to support the achievement of the objectives of the BEREC Work Programme 2014<sup>3</sup>;

Having regard to the 2014 Consolidated Annual Activity Report of the BEREC Office Administrative Manager/Authorising Officer to the Management Committee on the performance of his duties;

### Whereas,

- 1) The reporting BEREC Office Administrative Manager/Authorising Officer started his mandate on 1 April 2014 and was confronted with a challenging situation, in particular: the Discharge Authority decided to postpone granting the discharge of the 2012 BEREC Office Budget commenting that the Office was understaffed and was experiencing significant difficulties in filling its authorised posts, the budget planning and execution was unsatisfactory, and the Office was unable to ensure timely implementation of key operational projects;
- 2) At the end of 2014 the BEREC Office achieved significant improvement in its performance, in particular by:
  - achieving full staffing in 2014, a high rate of budget execution in commitment (98%) and a high level of compliance with the Internal Control Standards;
  - addressing most of the observations of the Internal Audit Service, the European Court of Auditors and the Discharge Authority;
  - increasing its professional support to the BEREC Work Programme, including by launching three studies on topics of strategic importance for BEREC.

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<sup>1</sup> OJ L 337, 18.12.2009, p. 0001-0010

<sup>2</sup> MC (13) 61, [BEREC Office Work Programme 2014](http://www.berec.europa.eu/eng/document_register/subject_matter/berec_office/office_annual_work_programmes/1459-berec-office-work-programme-2014), 16 September 2013, [http://www.berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/office\\_annual\\_work\\_programmes/1459-berec-office-work-programme-2014](http://www.berec.europa.eu/eng/document_register/subject_matter/berec_office/office_annual_work_programmes/1459-berec-office-work-programme-2014)

<sup>3</sup> BoR (13) 196, [BEREC Work Programme 2014](http://www.berec.europa.eu/eng/document_register/subject_matter/berec/annual_work_programmes/3939-berec-work-programme-2014), 12 December 2013, [http://www.berec.europa.eu/eng/document\\_register/subject\\_matter/berec/annual\\_work\\_programmes/3939-berec-work-programme-2014](http://www.berec.europa.eu/eng/document_register/subject_matter/berec/annual_work_programmes/3939-berec-work-programme-2014)

- 3) The BEREC Office has undertaken further measures in signing Service Level Agreements with the Commission and other Bodies of the EU directed to further increasing its efficiency and effectiveness and has put in place additional measures to address the comments made by the European Court of Auditors and the Discharge Authority, in particular to reduce the rate of late expert payments;
- 4) The Management Committee is assured of the reliability of the accounts and of the legality and regularity of the transactions undertaken given the fact that the Court of Auditors has presented its preliminary observations with a view to a report on the annual accounts of the BEREC Office for the financial year 2014.<sup>4</sup>

**Having analysed the Consolidated Annual Activity Report 2014 from the Authorising Officer, the following conclusions are made:**

1. The information contained in the report presents a true and fair view and demonstrates the significant improvements of the BEREC Office in 2014 in achieving its objectives, as defined in the BEREC Regulation and the BEREC Office Work Programme 2014;
2. The resources assigned to the activities described in the report have been used for their intended purpose and in accordance with the principle of sound financial management;
3. The control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

**The Administrative Manager/Authorising Officer is invited to:**

- further mobilise the resources and capabilities of the Office to address the remaining issues raised by the European Court of Auditors and to fully implement the Internal Control Standards at the BEREC Office;
- report regularly on achievement of the key performance indicators by the BEREC Office and address the remaining open issues.

Done in Bergen, on 5 June 2015.

**For the Management Committee**

**Fatima Barros**  
**Chair for 2015**

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<sup>4</sup> Adopted by Chamber IV at its meeting of 21 April 2015

## Executive summary

### Achievements of the year

#### Support for the implementation of the BEREC 2014 Work Programme (WP)

The tasks of the BEREC Office to support BEREC in the implementation of the 2014 WP included:

- Setting up Expert Working Groups (EWGs)

After the decision to establish 12 EWG was taken by the Board of Regulators, the BEREC Office assumed responsibility for setting up the EWGs. The Office collected information on the resources allocated by the National Regulatory Authorities (NRAs) to each EWG and assisted the EWG Chairs in calling the EWG meetings.

- Providing administrative, professional and logistical support to the BEREC EWGs

A member of the Office Programme Management Unit was assigned as a contact person for each of the EWGs and was in charge of distributing meeting documents, drafting the minutes of the meetings and providing other administrative and professional support, if needed, including by participation in the Drafting Teams on request by the EWG Chair.

The BEREC Office organised 86 EWG meetings and reimbursed the travelling expenses to 730 NRA representatives.

At the request of the EWGs, the BEREC Office provided support to the EWG in preparing and finalising the documents, including in terms of proof-reading and ensuring their document design complied with the BEREC Style guide.

The BEREC Office also supported the EWGs in managing the public consultations (in total three in 2014) relevant to their activity.

- Managing public procurement procedures for studies, research and workshops at the request of the EWGs to promote an exchange of best practice

In 2014, for the first time since its establishment, the BEREC Office organised a public procurement procedure for a study on net neutrality (on the value of network neutrality to European consumers). Additionally, the BEREC Office signed specific contracts for commissioning two other studies by using Commission Framework Contracts (desk research on the demand side of internet use and BEREC study on the future of electronic communications). Through the BEREC Office Framework Contracts for event management the BEREC Office organised two workshops at the request of EWGs for the exchange of best practice (on equivalence of inputs and facilitating access to spectrum).

- Activities of the BEREC Office under Article 7 and 7a of the Framework Directive (FD)

In 2014 BEREC provided opinions for eight Article 7 and 7a Phase II cases. Phase II EWGs were established by the BEREC Office for each case and were provided with the support and coordination needed to deliver draft Opinions to the Board of Regulators within the deadlines defined in the Regulatory Framework.

A simple database of FD Article 7/7a focal points, rapporteurs and experts was maintained. Regular tracking of all FD Article 7/7a notifications from the NRAs and the comments of the Commission was continued. In 2014 the BEREC Office registered 157 notifications including

those from the EFTA states.

- Data collection

In 2014 the BEREC Office was responsible for regularly collecting data on international roaming rates and termination rates, preparing the BEREC benchmarking reports and sharing data with the Commission. The BEREC Office drafted two roaming benchmarking reports and seven termination rates benchmarking reports (2 public and 5 internal reports).

At a request from many of the EWGs the BEREC Office also acted as a single point for data collection for the needs of the EWGs for performing their assignments as approved by the Board of Regulators.

### **Horizontal activities**

- Assisting the BEREC Chair and Vice-Chairs, Plenary and Contact Network meetings for the Board of Regulators and the Management Committee

In addition to the activities mentioned above, the BEREC Office regularly provided support to the Board of Regulators, the BEREC Office Management Committee, the Contact Network and to BEREC international activities. The Office also provides support to the BEREC Chair and Vice-chairs enabling them to fulfil their remits, upon request.

In 2014 the BEREC Office supported the organisation of 3 regular plenary meetings (BEREC Board of Regulators and BEREC Office Management Committee), 3 Contact Network meetings, 14 international events and hosted 1 plenary meeting held on 3-5 December 2014 in Brussels and co-hosted 1 Contact Network meeting together with SPRK held on 6-7 February 2014 in Riga. The BEREC Office also supported the BEREC Chair and Vice-Chairs to represent BEREC at 43 events.

The BEREC Office also organised the traditional public briefings after each plenary meeting and issued three editions of the BEREC newsletter. The BEREC Office provided support to the Chair in handling BEREC's communication activities, including by preparing a BEREC Communication Plan.

The BEREC Office provided support for organising the Stakeholder Workshop on the relevant markets (25 February 2014, Stockholm) and hosted the 2<sup>nd</sup> BEREC Stakeholder Forum Meeting (16 October 2014, Brussels). Each of these events was attended by around 170 participants.

The BEREC Office provided support to the Chair for organising 25 electronic voting procedures and the elections of the Chair 2016 and Vice-Chairs for 2015.

- Ensuring internal and external transparency, accountability of BEREC's work and its Office and other horizontal support

In 2014 the BEREC Office continued to develop the BEREC website and implemented several projects for improving the design and functionalities of the website. The BEREC Office regularly updated the public register and registered 762 documents, including the annual declarations of interest and commitment of BEREC and the BEREC Office Management Committee Members.

Significant attention was paid to managing the relations between BEREC and the EU institutions therefore the BEREC Office organised three meetings between BEREC and the Commission, one informal meeting with the new European Commissioner for Digital Economy and Society, two meetings with the European Parliament and four meetings with the Council of the EU.



In providing horizontal support to BEREC's work, including management of relations with the EU institutions, the BEREC Office reimbursed 375 experts for participating in the events listed above.

To increase the efficiency of internal communication in 2014, the BEREC Office launched a project to develop a collaboration platform (BERECnet), which will replace the legacy system used so far.

The BEREC Office also provided support to BEREC in drafting the BEREC Annual Activity Report for 2013, and preparing the BEREC Strategy 2015-2017 and the BEREC WP 2015, including managing the public consultations organised for the latter two documents.

## **Management**

### **Management Committee**

In 2014 the BEREC Office Management Committee held four Ordinary Plenary Meetings during which all issues related to the functioning of the BEREC Office were discussed. All decisions to be taken by the Management Committee during its plenary meetings were prepared by the Contact Network. Additionally, the Chair organised 14 electronic voting procedures for adopting urgent BEREC Office documents.

As a result of these events in 2014 the BEREC Office Management Committee adopted 17 decisions, 2 opinions, the BEREC Office Work Programme for 2015, the Annual Activity Report for 2013, the Statement of Revenue and Expenses for 2015, the BEREC Office Multiannual Staff Policy Plan for 2016-2018 and one letter to the Discharge Authority containing additional information in relation to the discharge procedure for implementing the Office Budget for the financial year 2012.

In 2014 the Management Committee undertook several important activities, which had a major impact on the work of the BEREC Office not only in 2014 but also affected the planning of the work for the next years, as follows: adoption of a new BEREC Office Financial Regulation and adoption of new BEREC Office Staff Implementing Rules. The adoption of these decisions by the Management Committee led to a major revision of the internal rules of the BEREC Office for financial and human resources management, which were gradually adjusted to the new rules in place throughout 2014. The revision of the internal rules also took into account the recommendations made by the European Court of Auditors, the Internal Audit Service and the discharge authority.

### **Budgetary and financial management**

The initial Budget of the BEREC Office for 2014, as adopted by the Management Committee and approved by the Budgetary Authority in 2013, was EUR 4 162 874.

The BEREC Office has only non-differentiated appropriations; therefore, commitment and payment appropriations are equal. Out of EUR 4 162 874 of commitment and payment appropriations, EUR 4 076 046.58 (97.91%) were accepted in commitments and EUR 3 149 501.65 (75.66%) were paid. Where invoices arrived in the next financial year, payments needed to be carried forward. The total carry-over of EUR 926 544.93 represents a percentage of 22.73% of total established commitments in 2014 which amount to EUR 4 076 046.58 EUR (or 22.26% of total available appropriations in 2014 which amount to EUR 4 162 874).

In 2014 the BEREC Office made 32 transfers of appropriations within the limits allowed to the Administrative Manager based on Article 27(1) of Decision MC/2014/1 on the BEREC Office Financial Regulation, among them 31 transfers were made within staff expenses, building equipment and operational expenses and 1 transfer was made from appropriations of the staff expenses and building equipment to operational expenses. In addition to the above 32 transfers,

in compliance with Article 27(2) of the BEREC Office Financial Regulation MC/2014/1, the BEREC Office Administrative Manager submitted to the Management Committee two proposals for transfers of appropriations from Title 1 to Title 3 and from Title 2 to Title 3. The proposed transfers were adopted by the Management Committee on 2 July (MC/2014/8) and on 24 November 2014 (MC/2014/14) accordingly.

### **Human resources management**

In 2014 the BEREC Office organised 11 recruitment procedures and finalised two recruitment procedures launched the year before. Secondment opportunities, which had proven to be difficult to fill in, were fully covered by the end of 2014.

For the first time since its establishment the BEREC Office achieved a situation of full staffing since all posts were either occupied or job offers/letters to select one Seconded National Expert (SNE) had already been sent out.

On the basis of the new rules, appraisal and reclassification exercises were carried through in 2014. The reclassification could only be implemented in respect of contract agents, given the limited flexibility of the Establishment Plan for temporary agents.

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

In 2014 a significant part of the resources had to be allocated to the administrative and financial activities to ensure compliance with EU rules applicable to all Union bodies and to comply with the Framework of Internal Control Standards (ICSs). The comments of the European Court of Auditors in its annual report on 2012 led to a decision of the European Parliament to postpone the discharge in respect of the implementation of the BEREC Office budget for the financial year 2012. The EP criticised among others the budget planning and execution and the procurement and recruitment procedures at the BEREC Office. All these issues needed to be addressed urgently with adequate measures.

Following the intensive work of the BEREC Office on achieving compliance with the ICSs, the IAS decided to close 16 out of its 18 recommendations on the ICSs implementation of 2013.

The European Court of Auditors in its preliminary observations with a view to a report on the 2014 Annual Accounts<sup>5</sup> retained only 2 minor comments in comparison to 11 significant ones for the financial year 2012, which related to the increase of the carry-overs cooperated to 2013, mainly to finance studies for BEREC, and the big number of transfers, which led to a change of the structure of the initial budget of the Office (in particular title I (staff expenditure) was reduced by 17 %, title II (administrative expenditure) was reduced by 44 % and title III (operational expenditure) was increased by 60 %, mainly in order to finance on-going studies mentioned above).

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

The BEREC Office has assessed the effectiveness of its key internal control systems during the reporting year and has concluded that the internal control standards are effectively implemented, with the exception of standards ICS6 'Risk Management' and ICS12 'Information and communication'. The application of these standards is ongoing and will be finalised in 2015.

In addition, the BEREC Office has systematically examined the available control results and indicators, including those aimed at supervising the entities to which it has entrusted budget

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<sup>5</sup> MC (15) 47, Preliminary observations with a view to a report on the annual accounts of the BEREC Office for the financial year 2014 , 07.05.2015, non-public

implementation tasks, as well as the observations and recommendations issued by internal auditors and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives.

**Management Assurance and Declaration of Assurance**

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

The Administrative Manager, in his capacity as Authorising Officer by Delegation, has signed the Declaration of Assurance.

## Introduction

### The BEREC Office in brief

The BEREC Office was established by [Regulation \(EC\) No 1211/2009 of the European Parliament and of the Council of 25 November 2009](#) ('the BEREC Regulation') as an Agency of the EU to provide professional and administrative support to BEREC.

With the same legal act the legislator established BEREC with the objective of contributing to the development and better functioning of the internal market for electronic communications networks and services. BEREC assists the Commission and the NRAs in implementing the EU regulatory framework for electronic communications. It provides advice on request and on its own initiative to the European institutions and complements at European level the regulatory tasks performed at national level by the NRAs.

BEREC is composed of the Board of Regulators. The Board of Regulators is composed of one representative of the NRA established in each Member State with primary responsibility for overseeing the day-to-day operation of the markets for electronic communications networks and services. The Commission attends BEREC's meetings as an observer and is also represented at a high level. The NRAs from the EFTA States and from the States that are candidates for accession to the European Union also have observer status and are represented at a high level.

The Board of Regulators appoints its Chair and Vice-Chairs from among its members. The term of office of the Chair and of the Vice-Chairs is one year. Before serving as Chair, the incoming Chair has to serve one year as a Vice-Chair. The outgoing Chair also has to serve one year as a Vice-Chair after his/her chairmanship. The Board of Regulators may elect additional Vice-Chairs for one year. For practical reasons, the BEREC Chair and Vice-Chairs act in the same capacity at the BEREC Office Management Committee.

To provide BEREC with professional and administrative support, the BEREC Office has been established as an agency of the European Union with the following tasks:

- providing professional and administrative support services to BEREC;
- collecting and exchanging information from NRAs in relation to all BEREC tasks;
- disseminating regulatory best practice among NRAs;
- assisting the Chair in the preparation of the work of the Board of Regulators;
- setting up EWGs, upon request of the Board of Regulators, providing them with the support needed to ensure their smooth functioning.

The BEREC Office comprises a Management Committee and an Administrative Manager. The Vice-Chair and incoming Chair exercise the powers conferred on the appointing authority by the Staff Regulations of Officials of the EU and the authority to conclude contracts conferred by the Conditions of employment of other servants of the EU. The administration of the BEREC Office is headed by the Administrative Manager who is also the Authorising Officer and is accountable to the Management Committee.

The staff of the BEREC Office are organised into the following Units:

- Executive Support, which reports directly to the Administrative Manager
- Programme Management
- Administration and Finance.

The Management Committee is composed of one high-level representative of all the 28 EU Member States' NRAs and the Commission. Each Member has one vote. The Heads of the independent NRAs from the EFTA States and the States that are candidates for accession to

the EU, as well as representatives of the EFTA Surveillance Authority, have the right to participate in the Management Committee meetings as observers.

The Management Committee meets in ordinary plenary meeting four times a year. For practical reasons the meetings of the Management Committee are held on the same date and in the same venue as the meetings of the BEREC Board of Regulators. When it is not possible or practicable to convene a meeting and the adoption of a decision cannot wait until the next plenary meeting, the Chair may seek a decision of the Management Committee by means of an electronic voting procedure.

The Management Committee is assisted by a working group (Contact Network) composed of senior representatives of all Members, which is responsible for the preparation of the decisions of the Management Committee.

Additionally, during its 18<sup>th</sup> plenary meeting (26 February 2014, Stockholm) the Management Committee decided to establish a BEREC Office Advisory Group (BAG) to support and advise the Management Committee and the Vice-Chair (the Incoming Chair) exercising the powers conferred on the appointing authority by the Staff Regulations of Officials of the EU and the authority to conclude contracts conferred by the Conditions of employment of other servants of the EU, in performing their duties.

The BAG is composed of one representative of the Incoming Chair, who chairs the Group, one representative of the Chair, one representative of the Commission, four representatives from other NRAs and the BEREC Office Administrative Manager.

### **The year in brief**

Due to its supportive nature, the main BEREC Office activities in 2014 were closely related to the work performed by BEREC to implement its ambitious WP for 2014.

Additionally the activity of the BEREC Office was marked by other important developments, some of which were derived from the BEREC environment, such as the development of a new BEREC Strategy for the period 2015-2017 and the revision of the BEREC Rules of Procedure and the BEREC working structure, others were related to changes in the legal environment for the work of EU Agencies, such as the entry into force of new financial rules and new Staff Regulations at the beginning of 2014.

The BEREC Office provided support to all plenary and Contact Network meetings (8 in total), BEREC international events (14), BEREC relations with the EU institutions and stakeholders and to the BEREC Chair in performing his activities (by assisting the organisation of 37 events). For the first time the BEREC Office prepared and implemented a BEREC Communication Plan, which had the objective to further enhance the transparency of BEREC's activities and to increase the visibility of its work.

In 2014 the Board of Regulators established 12 Expert Working Groups (EWGs), comprising 30 Work Streams, to implement the 2014 BEREC Work Programme. The BEREC Office provided support in setting up, organising and co-ordinating the work of these EWGs, which held 86 meetings in total.

The BEREC Office coordinated BEREC's activities under Article 7 and 7a of the Framework Directive. These tasks included the monitoring and registering of all notified national measures and Commission's comments; setting up EWGs for to prepare BEREC Opinions in Phase II cases and coordinating the work of these EWGs. In 2014 BEREC provided seven opinions in eight Article 7/7(a) Phase II cases (1 opinion was provided for 2 cases).

The BEREC Office provided full support to BEREC in managing five public consultations, including by drafting the initial reports on the outcomes of the consultations.

For the first time since its establishment the BEREC Office dedicated a great part of its human and financial resources to studies by commissioning the following three studies:

- Study on the value of network neutrality to European consumers;
- Desk research on the demand side of internet use;
- BEREC Study on the future of electronic communications.

The BEREC Office revenue during year 2014 consisted of the European Commission subsidy in total cashed value of EUR 4 162 792.00 (the European Commission subsidy in total cashed value in 2013 was EUR 3 556 000.00). In 2014 the BEREC Office committed its appropriations at a rate of 97.91% (compared to 89.53% in 2013) to carry out the operational activities specified in the Work Programme 2014, as well as administrative tasks that are necessary to ensure compliance with the regulatory framework. Payments reached the level of 75.66% of the total appropriations received from the Union Budget 2014.

Out of the total committed kEUR 4 076 kEUR 1 401 were spent on overheads (administrative and management expenditure), representing 34 % of the overall expenditure. The amount of kEUR 2 675 has been spent on operational expenditure, including kEUR 923 on human resources dealing with operational activities, representing 66 %. The Establishment Plan of the BEREC Office of 31 December 2014 envisaged 16 temporary agents. Additionally the BEREC Office had 12 posts for external personnel, namely: 6 contract agents and 6 seconded national experts.

For the first time since its establishment the BEREC Office achieved a situation of full staffing since all posts were either occupied or job offers/letters to select one SNE had already been sent out.

## **1. Part I. Achievements of the year**

### **1.1. Support for implementing the BEREC Work Programme (WP) 2014**

#### **1.1.1. Setting up BEREC Expert Working Groups (EWGs) and providing support**

##### **1.1.1.1. Setting up the BEREC EWGs and managing the changes**

Objective: Set up EWGs on time by efficiently allocating NRA resources to each work stream and properly managing any change or issue.

The tasks of the BEREC Office related to setting up and supporting the BEREC EWGs are core activities of the BEREC Office. These are directly linked to the BEREC WP and are of crucial importance to preparing the BEREC deliverables.

##### **a) Setting up EWGs:**

To implement the BEREC WP 2014 the Board of Regulators already decided to establish 12 EWGs (listed in Annex VI), the chairs of which were nominated by Decision BoR/2014/1 (replaced by Decision BoR/2014/2). Additionally BEREC established two ad hoc EWG on the Telecom Single Market Initiative (TSM) and Article 28(2) of the Universal service Directive. After the adoption of the decision on the establishment of EWGs by the Board of Regulators, the BEREC Office immediately undertook all necessary activities to set up the EWGs, including collecting information on the resources allocated by the NRAs to each work stream.

The Office also assisted the EWG Chairs in planning the work of the EWGs and organising all 86 EWG meetings.

##### **b) Managing changes**

The BEREC Office regularly updated the resource commitments where there are changes in the composition of the EWGs. Additionally, the BEREC Office managed other more substantive changes in the EWGs, such as establishing a new Work Stream on Smart Grid at the 18<sup>th</sup> BoR Plenary Meeting (25-26 February 2014, Stockholm) or closing down the Evaluation EWG in September 2014, following a decision of the 20<sup>th</sup> Plenary Meeting (25-26 September 2014, Rome) of the Board of Regulators.

#### **1.1.1.2. Providing administrative, professional and logistical support to the BEREC EWGs**

Objective: To ensure the smooth functioning of the EWG meetings and efficient dissemination of regulatory best practice.

##### **a) Providing professional support to the BEREC EWGs and assisting the EWGs to prepare BEREC documents**

As this is one of the core activities of the BEREC Office under the BEREC Regulation, the Programme Management Unit of the BEREC Office assigns an expert as a liaison officer for each of the EWGs to provide it with all the professional support needed.

In 2014 the professional support provided to the EWGs included participating in drafting documents, summarising the inputs received with data collection exercises as mentioned in item c) below and during the public consultations organised by BEREC (listed in item d) below), drafting questionnaires, preparing presentations, contributing to content related discussions, conducting fact-finding exercises on the needs of EWGs and contributing to preparing the project requirement documents of the EWGs for 2015.

### b) Providing administrative and logistical support to the BEREC EWGs

The member of the Office Programme Management Unit assigned as a contact person for each of the EWGs was in charge of distributing meeting documents, drafting the minutes of the meetings (when in attending the meeting) and providing other administrative support, as required.

In 2014 the BEREC Office organised 88 EWG meetings and reimbursed the travelling expenses to 730 NRA representatives.

### c) Data collection from NRAs on request of EWGs

On request of EWGs in 2014 the BEREC Office collected and summarised the following data:

| EWG                       | Data collection subject  | Addressees  |
|---------------------------|--|---|
| Net Neutrality EWG        | National quality measurement initiative  | BEREC Member and Observer NRAs                                  |
| International Roaming EWG | Questionnaire in relation to the Commission Request to BEREC to provide input in assessing the state of the wholesale roaming market and defining the fair use criteria for the use of roaming services. | BEREC Member and Observer NRAs and operators (through the NRAs) |
| Remedies EWG              | Monitor implementation of the BEREC Common Positions (CPs) on wholesale local access (WLA), wholesale broadband access (WBA) and wholesale leased lines (WLL)  | BEREC Member and Observer NRAs                                  |
| End-User EWG              | Best practice to enable choice in the internet consumer market   | BEREC Member and Observer NRAs                                  |

### d) Managing public consultations

The BEREC Office managed all five public consultations launched by BEREC in December 2013 and in 2014, including two consultations relevant to the BEREC WP 2015 and BEREC Strategy 2015-2017, as described in section 2.2.3. In particular the BEREC Office launched the consultations through the BEREC website, and collected, registered and published all the contributions, subject to the confidentiality requirements of the contributors.

The BEREC Office summarised the contributions and provided the draft initial reports on the outcome of the public consultations, which were then passed on to the respective EWG or to the Vice-Chairs (ANACOM and BIPT) for further development and finalisation.

The full list of BEREC public consultations managed by the BEREC Office in 2014 is presented in Annex VI.

#### 1.1.1.3. Managing public procurement procedures for studies and research, and holding workshops at the request of the BEREC EWG to promote an exchange of best practice

Objective: To manage the public procurement procedures efficiently and organise EWG workshops upon request to support the completion of the BEREC Work Programme and to promote an exchange of best practice and expertise.



- **Managing public procurement procedures for studies**

In 2014, for the first time since its establishment, the BEREC Office organised a public procurement procedure for a study on net neutrality. The final deliverables will be used as input to the BEREC WP 2015. Additionally, the BEREC Office signed specific contracts for commissioning two other studies by using Commission Framework Contracts, as follows:

- **Study on the value of network neutrality to European consumers**

The BEREC Office commissioned a Study on the value of network neutrality to European consumers<sup>6</sup> with a value of EUR 384 640 (excluding VAT). The objective of the study is to collect empirical data on:

- the behaviour and perceptions of end-users, e.g. their understanding of net neutrality-related information and the impact of direct users' subscriptions to content application providers (CAPs).
- the incentives and constraints for IAS providers to differentiate traffic, focusing in particular on CAPs differentiation due to partnerships such as bundled access and content service (particularly to favour data traffic over the access service from such CAP partners).

The Contract was signed on 9 June 2014 for a duration of seven months and was implemented in three stages. The final deliverable will be used as input to the BEREC WP 2015 in the field of NN.

- **Desk research on the demand side of internet use**

To complement the findings in the study on the value of network neutrality to European consumers the BEREC Office commissioned desk research on the demand side of internet use<sup>7</sup> with a value of EUR 39 620 (excluding VAT). The research was commissioned with the objective to investigate how consumers use and value internet services and how the ecosystem responds to these characteristics. The study has a global scope but with specific emphasis and focus on developments in Europe, reinforced with examples and trends from North America.

- **BEREC Study on the Future of Electronic Communications**

Following the approval of an Ad Hoc Financing Decision<sup>8</sup> by the Management Committee the BEREC Office commissioned a Study on the Future of Electronic Communications with a value of EUR 210 000. The study aims at identifying and analysing the major technological, economic, social and business trends likely to have a visible impact, up to 2020, on the electronic communications market. In particular, the study aims to look at examples of market players shaping the electronic communications sector in the future and assess how technological developments will change the landscape for the provision of communications services. The final report should be delivered by the contractor by May 2015 and will be discussed by BEREC at a plenary workshop scheduled for 3 June 2015.

- **Organising workshops on request of the BEREC EWGs**

<sup>6</sup> Contract Award Notice No 2014/S 142-253802, TED daily: <http://ted.europa.eu/udl?uri=TED:NOTICE:253802-2014:TEXT:EN:HTML>

<sup>7</sup> Specific contract No BEREC/14/049 implementing Framework Contract No DI/07171 – Lot 2

<sup>8</sup> MC/2014/14, Decision of the BEREC Office MC on proposal No 2 to the MC for transfer from Title 2 to Title 3 in the BEREC Office Budget and on the adoption of financing decisions for sector specific studies and organisation of BEREC and BEREC Office events, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/decisions\\_of\\_the\\_management\\_committee/4819-decision-of-the-berec-office-mc-on-proposal-no-2-to-the-mc-for-transfer-from-title-2-to-title-3-in-the-berec-office-budget-and-on-the-adoption-of-financing-decisions-for-sector-specific-studies-and-organisation-of-berec-and-berec-office-events](http://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_committee/4819-decision-of-the-berec-office-mc-on-proposal-no-2-to-the-mc-for-transfer-from-title-2-to-title-3-in-the-berec-office-budget-and-on-the-adoption-of-financing-decisions-for-sector-specific-studies-and-organisation-of-berec-and-berec-office-events)

In 2014 the BEREC Office organised two workshops on the request of the Remedies EWG and Spectrum EWG. Both workshops were attended by NRA experts and stakeholder representatives. The BEREC Office ensured overall coordination of the events, catering, audio-visual services and the necessary technical equipment.

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

Objective: To efficiently set up EWGs provided for under Articles 7/7a of the Framework Directive as needed.

In addition to the specific work streams set out in the Work Programme, the BEREC Office provided support to BEREC in the preparation of eight Article 7/7a cases. Phase II EWGs were established for each case and in 2014 the BEREC Office organised 7<sup>9</sup> Article 7/7a phase II case EWG meetings, including 2 meetings organised via video-conference. For these meetings the BEREC Office reimbursed in total 18 NRA experts. Each Phase II EWG received the support and coordination needed for their work and was able to prepare a draft Opinion for approval by the Board of Regulators within the deadlines defined in the Regulatory Framework.

A simple database of FD Article 7/7a focal points, rapporteurs and experts was maintained. Regular tracking of all FD Article 7/7a notifications from the NRAs and the comments of the Commission was continued. In 2014 the BEREC Office registered 157 notifications including those from the EFTA states.

The outcome of the Phase II cases was regularly reported to the Board of Regulators during its plenary meetings.

### **1.1.3. Collecting information from National Regulatory Authorities**

Objective: To collect and transmit information from NRAs to assist BEREC in its role in promoting a consistent regulatory approach.

- **International Roaming EWG – benchmarking activities**

The BEREC Office collected information from over 150 providers of international roaming services from EU, EEA and EFTA countries on the development of retail and wholesale charges for voice, SMS and data roaming services and notified this data to the Commission under Article 19, paragraph 4 of the Roaming Regulation (EU) No 531/2012.

The BEREC Office drafted two Reports for 2014, coordinated the tasks, used aggregation techniques, and provided analytical work and reporting.

- **Benchmarking EWG – termination rates benchmark (MTR, FTR and SMS)**

In 2014, BEREC continued producing benchmarks on mobile and fixed termination rates as well as on SMS. Such benchmarks have reached a sufficient level of maturity and have proved invaluable for monitoring harmonisation, but also in the regulatory process. BEREC cooperated closely with the European Commission and international organisations, seeking to achieve the widest possible utilisation of such benchmarks and also to examine the prospect for extending such exercises to cover additional topics.

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<sup>9</sup> 1 EWG held its meeting in 2015

The BEREC Office provided data collection, validation of data, preparation and presentation of the two public and five internal reports.

## **1.2. Horizontal and other support activities**

### **1.2.1. Assisting the BEREC Chair and Vice-Chairs, Plenaries and Contact Network meetings for the Board of Regulators and the Management Committee**

#### **1.2.1.1. Providing assistance and executive support to the BEREC Chair and Vice-chairs and to BEREC international events**

Objective: To efficiently support the BEREC Chair and Vice-Chairs in fulfilling their responsibilities under the BEREC Regulation.

The provisions of Article 4(11), Article 6(2) and Article 7(1) of the BEREC Regulation state that the BEREC Office shall provide administrative and professional support services to BEREC, including by assisting the Chair in preparing the work of the Board of Regulators and the BEREC Office Management Committee. Therefore the main objective of the BEREC Office in this area was to efficiently support the BEREC Chair and Vice-Chairs in fulfilling their responsibilities under the BEREC Regulation by preparing all the documents for the procedure to elect the Chair of the Board of Regulators and the Management Committee for 2016 and the Vice-Chairs for 2015; providing assistance to the Chair in organising electronic voting procedures; providing support to the Chair, Vice-Chairs and/or BEREC members to represent BEREC in international or other public events; assisting the Chair to prepare the BEREC newsletter and supporting him in his communication activities.

#### Results:

- The BEREC Office provided support for the procedure to elect the Chair for 2016 and Vice-Chairs of the Board of Regulators and the BEREC Office Management Committee for 2015 before and during their 21<sup>st</sup> plenary meetings (4-5 December 2014, Brussels).
- The BEREC Office assisted the Chair in handling all 25 electronic voting procedures: 11 for the Board of Regulators and 14 for the Management Committee, including preparing the documents for the launch of the electronic voting procedures, summarising the results from the comments rounds and registering and archiving all documents related to these procedures. The BEREC Office also provided regular reports in writing about the outcome of the electronic voting procedures, which were presented to each Contact Network and plenary meeting.
- The BEREC Office provided support to the Chair in ensuring efficient and effective communication with the public, in particular by organising all four public debriefings after the plenary meetings of the Board of Regulators and the BEREC Office Management Committee, preparing and issuing BEREC newsletters, publishing and disseminating the BEREC press-releases, etc.
- The Office provided logistical and administrative support to the Chair, the Vice-Chairs or BEREC Members in representing BEREC in 21 public or bilateral events and 14 international events (4 with US FCC, 4 with Regutel, 2 with EMERG and 3 with EaPeReg Network).

### **1.2.1.2. Providing administrative and professional support for the meetings of the Board of Regulators, the Management Committee and the Contact Network, to the Board of Regulators' stakeholder forums or workshops**

Objective: To efficiently support the plenaries, the Contact Network meetings and other strategic stakeholder meetings or workshops initiated by the BoR and Management Committee to fulfil their responsibilities under the BEREC Regulation.

In accordance with Article 4(6) and Article 7(1) of the BEREC Regulation, the Board of Regulators and the Management Committee shall have at least four ordinary plenaries per year, which are used for discussing topics of strategic importance and for approving the BEREC deliverables.

Furthermore, in accordance with Articles 1(3) and 12 of the Rules of Procedure of the Board of Regulators<sup>10</sup> and Article 1(3) of the Rules of Procedure of the Management Committee<sup>11</sup>, the work of these bodies is assisted by a working group composed of senior representatives of all members, called 'the Contact Network', which has 4 meetings a year, around 20 days before each plenary meeting, which require the same level of professional, administrative and logistical support as that provided to the Board of Regulators and the Management Committee.

Additionally, with the objective to organise reflection on topics of strategic importance, BEREC periodically organises internal plenary workshops or high-level events with the participation of stakeholders, the input from which is used in the decision-making process afterwards.

Taking into account the importance of these events, the main objective of the BEREC Office in this domain is to efficiently support the plenaries, the Contact Network meetings and other strategic stakeholder meetings or workshops in compliance with the provisions of Articles 4(11), 6(2) and 7(1) of the BEREC Regulation by preparing all draft agendas, action points, conclusions of the meetings, minutes of the meetings, registering and distributing the meeting documents, providing methodological and logistical support to the meeting host, organising the traditional public debriefings, undertaking any follow-up actions as decided by the meetings, etc.

#### Results:

In 2014 the BEREC Office provided administrative and/or professional support for the organisation of the following events:

- 4 ordinary plenary meetings of the Board of Regulators,
- 4 ordinary plenary meetings of the BEREC Office Management Committee,
- 4 meetings of the Contact Network,
- 1 BEREC Stakeholder Forum meeting (16 October 2014, Brussels),
- 1 Stakeholder Workshop (25 February 2014, Stockholm),

<sup>10</sup> BoR (14) 213, Rules of Procedure of the Board of Regulators, 06.12.2014, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec/rules\\_of\\_procedure/4835-rules-of-procedure-of-the-board-of-regulators](http://berec.europa.eu/eng/document_register/subject_matter/berec/rules_of_procedure/4835-rules-of-procedure-of-the-board-of-regulators)

<sup>11</sup> MC (14) 70, Rules of Procedure of the Management Committee of the BEREC Office, 06.06.2014, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/rules\\_of\\_procedure/4461-rules-of-procedure-of-the-management-committee-of-the-berec-office](http://berec.europa.eu/eng/document_register/subject_matter/berec_office/rules_of_procedure/4461-rules-of-procedure-of-the-management-committee-of-the-berec-office)

- 3 plenary BEREC Workshops and 1 plenary BEREC Office workshop for discussion of topics with strategic importance.

The BEREC Office hosted the BEREC Stakeholder Forum meeting, the 21<sup>st</sup> BEREC plenary meetings and the two plenary workshops organised prior to the 21<sup>st</sup> plenary meetings, and co-hosted the 1<sup>st</sup> Contact Network meeting for 2014 together with the Latvian NRA - SPRK.

For all other events the BEREC Office provided methodological and logistical support to the meeting hosts, including by preparing Guidelines for hosting the BEREC event, which were approved by the Board of Regulators during its 18<sup>th</sup> plenary meeting (26-27 February 2014, Stockholm).

The BEREC Office also prepared all draft agendas, action points, minutes and meeting conclusions for the plenary and Contact Network meetings, and registered and distributed all meeting documents to the meeting participants.

The BEREC Office organised public debriefings for presenting the outcomes of the meetings of the Board of Regulators and the Management Committee after each plenary meeting.

The debriefings which were organised in the 2<sup>nd</sup> half of the year and the 2<sup>nd</sup> BEREC Stakeholder Forum meeting were video-recorded and made available to the public through the BEREC website and the BEREC YouTube Channel.

## **1.2.2. Ensuring internal and external transparency, accountability of the work of BEREC and its Office and other horizontal support**

### **1.2.2.1. Ensuring public transparency and accountability requirements**

Objective: To ensure maximum transparency and accountability of BEREC's work towards the public and other interested parties in compliance with the legislation in force.

Pursuant to BEREC's Founding Regulation, BEREC and the BEREC Office must carry out their activities with a high level of transparency and have to ensure that the public and any interested parties are given objective, reliable and easily accessible information in relation to the results of its work. Taking into account the fact that BEREC has no legal personality, the BEREC Office has been tasked with managing all the documents created in the course of the BEREC activities and ensuring maximum transparency of BEREC's work in compliance with the legislation in force.

BEREC assists the European Commission and the NRAs in implementing the EU regulatory framework for electronic communications. BEREC also serves as a body for reflection, debate and advice for the European Parliament, the Council and the Commission in the electronic communications field. It provides advice on request and on its own initiative to the European institutions and complements, at European level, the regulatory tasks performed at national level by the NRAs.

#### Results:

- a) Maintaining the public register of the BEREC/BEREC Office documents

The BEREC Office maintains on a daily basis the public register of BEREC/BEREC Office documents in compliance with Decisions BoR (11) 37<sup>12</sup> and MC (11) 22<sup>13</sup>.and registered 762 documents in it (445 BEREC documents, 309 BEREC Office documents and 8 Contact Network documents), which also included all contributions submitted during the public consultations held by BEREC. Additionally, to increase the transparency of the BEREC and BEREC Office actions undertaken to prevent conflict of interest, the BEREC Office established a sub-section in the public register dedicated to the policy on conflict of interest.

#### **b) Maintaining the BEREC website**

The BEREC Office implemented a project for improving the design of the website, which led to better readability, enhanced features and making the website more user-friendly.

The event section of the website was significantly improved and it now serves as a single point for access to the public documents and the audio-visual materials related to each specific event.

#### **c) Providing support in improving the quality of BEREC documents.**

During its 15<sup>th</sup> Plenary Meeting (6-7 June 2013 in Athens) the Board of Regulators approved guidelines for editing BEREC documents<sup>14</sup>. In that respect, with a view to improving the quality of BEREC documents, the BEREC Office developed templates for BEREC documents which had the objective of ensuring compliance with the guidelines mentioned above.

Additionally, with a view to increasing the quality of the English language used in BEREC documents, the BEREC Office submitted 30 document for proof-reading through a service level agreement with CdT and 41 documents through the Framework Contracts for event management.

In 2014 BEREC received one request for advice from the Commission to assess the state of the wholesale roaming market and define the fair use criteria for using roaming services under the European Parliament initiative 'Roam like at home'. Therefore, the BEREC Office provided support to the International Roaming EWG and the Board of Regulators in handling the request, including by gathering data from the NRAs and the operators and organising a plenary workshop for discussing the main issues related to the request for advice.

#### **d) Communication and relationship management with EU institutions, stakeholders and civil society**

The BEREC Office provided support in establishing and managing BEREC relations with the EU institutions. In particular, the BEREC Office helped to organise 11 meetings with EU institutions (5 with the Commission, 2 with the European Parliament and 4 with the Council of the EU). Additionally, the BEREC Office assisted BEREC to organise a Joint BEREC–Consumer Protection Cooperation (CPC) Network legal workshop on consumer issues in the area of electronic communications, which had the objective of sharing best practice and increasing the understanding of the telecom NRA's experts and the experts from the Consumer Protection Authorities on consumer protection issues arising from the telecom Regulatory Framework.

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<sup>12</sup> BoR (11) 37, Decision by the Board of Regulators of the Body of European Regulators for Electronic Communications on the Establishment of a Public Register of the BEREC Documents, 29.09.2011, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec/decisions/231-decision-by-the-board-of-regulators-of-the-body-of-european-regulators-for-electronic-communications-on-the-establishment-of-a-public-register-of-the-berec-documents](http://berec.europa.eu/eng/document_register/subject_matter/berec/decisions/231-decision-by-the-board-of-regulators-of-the-body-of-european-regulators-for-electronic-communications-on-the-establishment-of-a-public-register-of-the-berec-documents)

<sup>13</sup> MC (11) 22, Decision by the BEREC Office Management Committee on the Public Register of the BEREC Office Documents, 29.09.2011, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/decisions\\_of\\_the\\_management\\_committee/309-decision-by-the-berec-office-mc-on-the-public-register-of-the-berec-office-documents](http://berec.europa.eu/eng/document_register/subject_matter/berec_office/decisions_of_the_management_committee/309-decision-by-the-berec-office-mc-on-the-public-register-of-the-berec-office-documents)

<sup>14</sup> BoR (13) 65, BEREC style guide: how to improve the quality of BEREC documents, 27.05.2013, not published

To increase the effectiveness of the BEREC communication activities and to organise them in a consistent manner, for the first time the BEREC Office prepared a BEREC Communication Plan, which was approved by the Board of Regulators at its 19<sup>th</sup> Plenary Meeting (5-6 June 2014, Dublin).

In line with the Communication Plan, the BEREC Office established an official BEREC account on Twitter and a BEREC YouTube Channel. All public BEREC events following the adoption of the Communication Plan (e.g. in the 2<sup>nd</sup> half of 2014) were video recorded and made available to the public through the BEREC YouTube Channel and the BEREC website.

Additionally, the BEREC Office organised the publication of the BEREC Annual Reports for 2014 and the 2014 BEREC Office Final Accounts. The publications were also made available to the public through the BEREC website in electronic format.

In line with the provisions of the new Communication Plan the BEREC Office changed its visual identity with the objective to increase its visibility as an Agency of the EU.

As far as possible the BEREC Office participated also in the meetings organised by the Network of EU Agencies.

#### **1.2.2.2. Managing internal platforms for collaboration and knowledge management between BEREC members for exchange and transmission of information on best practice and expertise**

Objective: To ensure efficient management of the work and easy access to and exchange of information, best practice and expertise between the BEREC members.

The Board of Regulators, the Management Committee, the Contact Network, and the EWGs (including EWGs under Articles 7/7a), which were established to support the implementation of the BEREC Work Programme, need a platform for the exchange of information and for the preparation of documents, which are circulated on numerous times for revision by the expert teams before their finalisation. To manage the work of the preparatory bodies efficiently (the Board of Regulators and the Management Committee), the BEREC Office decided to establish a collaboration tool to serve as an internal platform for exchanging and sharing information, best practice and expertise.

##### Results:

In 2014 the BEREC Office signed two specific contracts for consultancy services to support the implementation of a new collaborative platform (called 'BERECNet'), and to develop six modules of the platform, namely:

- Module 1: User Access and Registration,
- Module 2: Security,
- Module 3: User Profile,
- Module 4: User Management,
- Module 5: Navigation,
- Module 6: Document Management.

The project will be finalised in May 2015. This tool will be used also to enable the documents submitted for revision by the expert teams before their finalisation to be circulated. The platform will also promote co-operation between members of different teams, including the Board of Regulators and the BEREC Office management Committee.

### **1.2.2.3. Providing support and coordination in preparing the BEREC Annual Reports and the BEREC Work Programme**

Objective: To ensure timely and quality support to the Chair in preparing the Annual Activity Report and the Work Programme of BEREC.

In compliance with the provisions of Articles 3(1)(n) and 5(5) of the BEREC Regulation, the Board of Regulators must adopt and publish an annual report on the activities of BEREC and an annual report on developments in the electronic communications sector. Therefore, the BEREC Office ensured the collection and compilation of the data for the annual report on developments in the electronic communications sector for 2013 and provided support to the Chair 2013 in preparing the BEREC annual activity report.

The BEREC Office also provided assistance to the incoming BEREC Chair 2015 in preparing the 2015 BEREC WP. Following the decision of the Board of Regulators to revise the BEREC Mediumterm Strategy Outlook<sup>15</sup> the BEREC Office provided BEREC with assistance on an ad hoc basis in the review process.

The BEREC Office also organised public hearings on the draft documents mentioned above, which were held jointly within the 2<sup>nd</sup> BEREC Stakeholder Forum meeting (16 October 2014, Brussels) and prepared the summary reports on the outcomes of these public consultations.

## **1.3. Administrative and managerial activities**

During year 2014, the Administration and Finance Unit enhanced the quality of services provided, the compliance with internal control standards and put in place measures to mitigate the risks to ensure business continuity. The focus was put on improving the efficiency and capabilities of internal administration while maintaining compliance with EU regulations.

The Office developed and monitored its internal procedures and routines by undertaking the following activities:

### **1.3.1. Budget, finance and accounting**

Objective: To efficiently manage the financial resources of the Office and respect sound financial management principles.

a) Budget and finance:

- the 2014 budget was implemented on the basis of Activity-Based Budgeting (ABB) principles,
- regular monthly reports on budget execution were provided to management as part of the monthly management reports,
- budget transfers and budget amendments were prepared when needed (presented in detail in section 2.3.2.) and all the necessary information was transferred to the Management Committee/Budgetary Authority in due time,

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<sup>15</sup> BoR (12) 09 ; BEREC Mediumterm Strategy Outlook, 23.02.2012, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec/annual\\_work\\_programmes/56-berec-mediumterm-strategy-outlook](http://berec.europa.eu/eng/document_register/subject_matter/berec/annual_work_programmes/56-berec-mediumterm-strategy-outlook)



- The draft Budget 2015 with the establishment plan and revenue and expenditure estimates was prepared in line with the procedure envisaged in the BEREC Office Financial Regulation.

b) Accounting:

- preparation and transmission of the Annual Accounts for year 2013,
- timely execution of payments with quality control on the commitments and payments appropriations,
- perform validation of the accounting tools and systems used in the office,
- ensure efficient cash flow management and other accounting tasks,
- implementation and consolidation of Internal Procedures and Internal Controls,
- follow-up on auditors' recommendations.

### 1.3.2. IT infrastructure

Objective: To enable an efficient and secure work environment for staff and timely communication with all stakeholders and partners.

In 2014 the BEREC Office IT infrastructure was further developed to allow for efficient and secure communication with all stakeholders and partners. The following results were achieved:

- most of the planned ICT related procurements were finalised and service contracts were signed,
- all of the required software licenses were purchased, including by signing a new inter-institutional Framework Contract with Microsoft. It enables the BEREC Office to use any Microsoft software, which could be deemed necessary,
- maintenance of BEREC's public website infrastructure and communication tools was carried out regularly, including testing of the 'single point of failure'.

### 1.3.3. Premises and equipment

Objective: To ensure that BEREC Office premises and equipment are fully operational.

The BEREC Office premises were maintained in good order. Necessary refurbishment activities were executed through the lease agreement for the premises.

It has been ensured that fixed assets are covered by valid insurance at all times. The inventory management system has been updated in accordance with the accounting standards applicable to the BEREC Office. The annual physical inventory exercise was finalised by the end of July 2014.

Physical security of the BEREC Office staff, equipment and documentation stored at the BEREC Office premises was ensured under a contract for the provision of security services. The contract was renewed in August 2014.

### 1.3.4. Human resources management

Objective: To manage the human resources of the Office efficiently.

The key activities of the BEREC Office in the field of human resources management in 2014 included:

- ensuring that all HR methodologies and policies were in place, such as payroll and determination of individual rights, absence, leave and missions' management, training, performance evaluation, career development, document management, etc.,
- managing the recruitment of staff (11 recruitment procedures initiated during the year),
- managing replacements for staff turnover (interim workers, reserve lists, etc.). Interim workers are acquired through a framework service contract in cascade. An exceptional negotiated procedure, under Article 135(1)(e) of the RAP, was launched in August 2014. The framework contracts were signed in November 2014 for a total amount of EUR 512 000 over four years,
- selecting national experts for secondment (two secondments selected in 2014; one initiated in 2014 and finalised in 2015),
- preparing the Training Plan 2014 and ensuring its implementation throughout the year,
- preparing the Multi-Annual Staff Policy Plan 2015-2017,
- in the absence of a BEREC Office Staff Committee, contacts were maintained with the Commission Staff Committee; as the BEREC Office has achieved full staff situation the management would consider the re-establishment of the BEREC Office Staff Committee once the probation periods for the new staff are over;
- on the basis of the new rules, appraisal and reclassification exercises were carried out in 2014. The reclassification could only be implemented in respect of contract agents, given the limited flexibility of the Establishment Plan for temporary agents.

See subheading 2.4 for further information.

### 1.3.5. Legal activities and procurement

Objective: To ensure compliance with the applicable regulation and provide legal assistance to the BEREC Office and BEREC.

Legal assistance was provided for the drafting of all Management Committee Decisions.

With regard to litigation, the BEREC Office has been involved in only one court case (F-35/12). The Civil Service Tribunal, by order of 30 September 2014, on the sole basis of the submissions made in writing by the parties, and without a court hearing, dismissed the case as devoid of purpose. However, the Court, 'in the interest of proper administration of justice', ordered the BEREC Office to pay the legal costs incurred by the applicant. No appeal was lodged within 2 months and 10 calendar days from the date of notification to the applicant. The case is now closed.

To implement the BEREC WP and to ensure the proper functioning of the BEREC Office, the latter procured certain services and/goods for fulfilling all BEREC's tasks as defined in the BEREC Regulation and its annual work programme. The procurement of goods and services continued in 2014, as planned in the annual procurement plan.

The launch of public procurement procedures in the BEREC Office was initiated by its Units in compliance with their responsibilities, by submitting a request to launch a public procurement procedure to the BEREC Office Administrative Manager. Administrative support was provided to BEREC EWGs and the Office's operational units by preparing public tenders for ordering studies and organising BEREC events (including workshops) or any other activities as envisaged in the BEREC WP.

Legal advice was provided for drafting contracts, contract management, choosing the correct public procurement procedures, and for other administrative activities of the BEREC Office, to ensure compliance with the applicable financial rules and regulations.

In 2014, only one exceptional negotiated procedure was used by the BEREC Office, under Article 135(1)(e) of the RAP. This procedure is not included amongst those procedures listed in Article 53 of the RAP. The framework contracts were signed in November 2014 for a total amount of EUR 512 000 over four years for the acquisition of interim workers services.

Data Protection: the Legal Officer/Data Protection Officer (DPO) continued to prepare an inventory of the operations for processing personal data along with a register to comply with all the requirements imposed by Regulation 45/2001.

The Office provided legal assistance to BEREC and to the Office internally on questions relating to public access to the documents held by BEREC and the Office, in accordance with Article 22 of the BEREC Regulation. The Office also provided legal assistance to the Board of Regulators on other issues as requested by the Board of Regulators.

To that effect, the BEREC Office:

- provided legal advice for drafting contracts, contract management and selecting the correct public procurement procedures,
- prepared public tenders to order research studies from third parties and/or to conclude agreements with relevant knowledge organisations,
- managed data protection to handle the inventory and the register of operations for processing personal data,
- provided legal assistance to BEREC and the Office to ensure public access to documents.

## **2. Part II. Management**

### **2.1. Management Committee**

In 2014 the BEREC Office Management Committee held four Ordinary Plenary Meetings during which it discussed all issues related to the functioning of the BEREC Office. As required by Article 1(3) of the Rules of Procedure, all the decisions to be taken by the Management Committee during its plenary meetings were prepared by the Contact Network. Information about the Plenary and Contact Network meetings (their meeting agendas and meeting conclusions) is available in Annex VI.

Additionally, the Chair organised 14 electronic voting procedures for the adoption of urgent BEREC Office documents. The full list of electronic voting procedures and information about their outcome is available in Annex VI.

As a result of these events in 2014 the BEREC Office Management Committee adopted 17 decisions, two opinions in relation to the BEREC Office Annual Accounts for 2013 and the report of the European Court of Auditors on these accounts, the BEREC Office Work Programme for

2015, the Annual Activity Report for 2013, the Statement of Revenue and Expenses for 2015, the BEREC Office Multiannual Staff Policy Plan for 2016-2018 and others.

The full list of all public documents adopted in 2014 by the Management Committee is available in Annex VI.

## **2.2. Major developments**

In 2014 the Management Committee undertook several important activities, which had a major impact on the work of the BEREC Office not only in 2014, but also affected the planning of the work for the next years, as follows:

- **Adoption of a new BEREC Office Financial Regulation**

Following the adoption of the Commission Delegated Regulation (EU) No 1271/2013 of 30 September 2013 on the framework financial regulation for the bodies referred to in Article 208 of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council in January 2014<sup>16</sup> the BEREC Office Management Committee adopted a new BEREC Office Financial Regulation, which entered into force on 1 January 2014.

- **Adoption of new BEREC Office Staff Implementing Rules**

To implement the changes brought about by the revised Staff Regulations on 16 December 2013 the Commission adopted 25 new Staff Implementing Rules pursuant to Article 110(2) of the Staff Regulations. The BEREC Office Management Committee decided that it would be appropriate to apply 16 of the 25 Implementing Rules by analogy at the BEREC Office. The decision to implement these new Staff Implementing rules entered into force on 1 January 2014.

The adoption of these decisions by the Management Committee lead to a major revision of the internal rules of the BEREC Office for financial and human resources management, which were gradually adjusted to the new rules in place throughout 2014. The revision of the internal rules also took into account the recommendations made by the European Court of Auditors, the Internal Audit Service and the discharge authority.

- **Workshop on the operational development of the BEREC Office and the Management Committee**

On 4 June 2014 the BEREC Office Management Committee held a workshop on the operational development of the BEREC Office and the Management Committee. During the workshop the Management Committee assessed the support provided by the BEREC Office to BEREC and concluded that after the initial start-up phase, during which the main focus of the support was on administrative activities, the Office should be able to focus more on the provision of professional support to BEREC. In particular, the workshop participants were of the opinion that the BEREC Office should be tasked with preparing the regular benchmarking reports; updating additional fact-finding exercises by gathering data, analysing it and preparing reports (along the lines of the Ofcom international reports) for BEREC as a basis for important policy debates; collecting and presenting substantive data and information such as case law or other information of interest to BEREC; organising training for the NRAs' experts and providing a collaborative tool for promoting the exchange of information and collaborative working.

- **Multiannual programming of the work of the BEREC Office for the period 2016-2018**

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<sup>16</sup> OJ L 328, 7.12.2013, p. 42–68 (BG, ES, CS, DA, DE, ET, EL, EN, FR, HR, IT, LV, LT, HU, MT, NL, PL, PT, RO, SK, SL, FI, SV)

In the light of the outcomes of the Dublin workshop during its 21<sup>st</sup> plenary meeting (5-6 December 2014, Brussels) the BEREC Office Management Committee held an orientation debate on the BEREC Office Internal Programming Document with Multi-annual Outlook 2016-2018.

The document has taken into account the BEREC Strategy 2015-2017, the observations of the European Court of Auditors (ECA) on the BEREC Office accounts for the financial year 2012 and the respective reports/decisions on the discharge, the advice provided by the Internal Audit Service (IAS) and the outcome of the evaluation of the BEREC Office carried out in compliance with Article 25 of the BEREC Regulation.

The outcomes of the debate were used by the BEREC Office to prepare the draft MSPP 2016-2018 and the draft Budget 2016.

#### • **Establishment of the BAG**

At its 18<sup>th</sup> plenary meeting (26 February 2014, Stockholm), the Management Committee decided to establish a permanent Advisory Group with the objective of regularly monitoring the administrative activities of the BEREC Office, and supporting and advising the Management Committee and the BEREC Vice-Chair (who are exercising the powers conferred on the appointing authority by the Staff Regulations of Officials of the EU and the authority entitled to conclude contracts by the Conditions of employment of other servants of the EU) in performing their duties.

Therefore, since the second quarter of 2014, all documents submitted to the Management Committee have been examined by the BAG.

### **2.3. Budgetary and financial management**

#### **2.3.1. The BEREC Office budget structure**

In accordance with Article 11 of Council Regulation (EC) No 1211/2009 establishing the BEREC Office, the revenues and resources of the Office shall consist, in particular, of:

- a subsidy from the Union, entered under the appropriate headings of the general budget of the European Union (Commission Section), as decided by the budgetary authority and in accordance with Point 47 of the IIA of 17 May 2006,
- financial contributions from Member States or from their NRAs made on a voluntary basis in accordance with Article 5(2). These contributions shall be used to finance specific items of operational expenditure as defined in the agreement to be concluded between the Office and the Member States or their NRAs pursuant to Article 19(1)(b) of Commission Regulation (EC, Euratom) No 2343/2002 of 19 November 2002 on the framework Financial Regulation for the bodies referred to in Article 185 of Council Regulation (EC, Euratom) No 1605/2002 on the Financial Regulation applicable to the general budget of the European Communities .

The budget of the BEREC Office is distributed in three Titles, as follows:

TITLE 1 - Staff expenses

TITLE 2 - Buildings, equipment and miscellaneous operating expenses

TITLE 3 - Operational expenses

Title 1 covers staff expenditure such as salaries, training and costs associated to recruitment procedures and staff welfare. Title 2 covers the costs associated with the functioning of the BEREC Office such as administrative costs for infrastructure, equipment and IT needs. Title 3 corresponds to the organisation's operational activities.

### 2.3.2. Budget 2014 - initial and with transfers and amendments

The initial Budget of the BEREC Office for 2014 (as adopted by the Management Committee and approved by the Budgetary Authority in 2013) was EUR 4 162 874 including:

- (a) 'fresh' contributions in year 2014 with the total value of EUR 3 617 948;
- (b) European Community assigned revenues deriving from previous years' surpluses (surplus from financial year 2012: EUR 544 926).

Contribution from EFTA Member States calculated at 3.03% of the 2014 budget. The total value of EUR 109 624 was not received within the current financial year and, therefore, is not taken into account.

On 13 May 2014 the Management Committee approved decision No MC/2014/6 on change of category of staff as follows:

| <b>CONTRACT AGENTS</b>    |                        |                              |
|---------------------------|------------------------|------------------------------|
| <b>Contract Agents</b>    | <b>Authorised 2014</b> | <b>Requested to amend to</b> |
| <b>Function Group IV</b>  | 0                      | 3                            |
| <b>Function Group III</b> | 2                      | 2                            |
| <b>Function Group II</b>  | 2                      | 1                            |
| <b>Function Group I</b>   | 0                      | 0                            |
| <b>Total</b>              | <b>4</b>               | <b>6</b>                     |

| <b>SECONDED NATIONAL EXPERTS</b> |                        |                              |
|----------------------------------|------------------------|------------------------------|
| <b>SNE</b>                       | <b>Authorised 2014</b> | <b>Requested to amend to</b> |
| <b>Total</b>                     | <b>8</b>               | <b>6</b>                     |

These changes are budget neutral and do not have any influence on the revenue or expenditure of the BEREC Office Budget 2014.

This decision was depicted in the Amending Budget 1/2014.

Table 1 in Annex II presents the Budget 2014 in terms of appropriations for revenue - a total of EUR 4 162 874.

In 2014 the BEREC Office made 32 transfers of appropriations within the limits allowed to the Administrative Manager based on Article 27(1)<sup>17</sup> of Decision MC/2014/1 on the BEREC Office Financial Regulation.

31 of the transfers were made within Titles 1, 2 or 3 respectively, 1 transfer (up to a maximum of 10%) was made from appropriations of Titles 1 and 2 to Title 3.

In addition to the 32 transfers undertaken in compliance with Article 27(2) of the BEREC Office Financial Regulation, the BEREC Office Administrative Manager submitted to the Management Committee two proposals for transfers of appropriations from Title 1 to Title 3 and from Title 2 to

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<sup>17</sup> The Administrative Manager may make transfers from one chapter to another and from one article to another without limit, and from one title to another up to a maximum of 10% of the appropriations for the financial year shown on the line from which the transfer is made.

Title 3. The proposed transfers were adopted by the Management Committee on 2 July (MC/2014/8) and on 24 November 2014 (MC/2014/14).

Table 2 in Annex II presents the Budget 2014 in terms of commitment and payment appropriations indicating the overall summary of the transfers made by the BEREC Office among various budget items.

### 2.3.3. Budget 2014 – rate of implementation

The execution of the BEREC Office budget is calculated as the 2014 C1 credits in commitment appropriations.

During 2014 the BEREC Office received two instalments from the Commission (in April and November 2014), constituting the Subsidy from the Commission for a value of EUR 4 162 792 and EUR 3 515 of interest generated by funds paid by the Commission by way of the EU contribution (which cannot be used for expenditure, but will be returned to the Commission together with surplus). Therefore, the total revenue received was EUR 4 166 307.

Regarding expenditure, the BEREC Office has only non-differentiated appropriations. Therefore, commitment and payment appropriations are equal.

Out of EUR 4 162 874 of commitment and payment appropriations, EUR 4 076 046.58 (97.91%) were accepted in commitments and EUR 3 149 501.65 (75.66%) were paid.

Table 3 in Annex II presents the actual revenue received by the BEREC Office in 2014. The actual expenditure in terms of commitment and payment appropriations, as well as the commitments accepted and payments made by budget lines, chapters and titles by 31 December 2014 are presented in Tables 4.1 and 4.2 in Annex II.

The summary of budget execution by titles is available in section 2.3.6.

### 2.3.4. Commitment and payment appropriations carried forward

#### Carry-forward from 2014 to 2015 – C1 credits

| Budget Title | Type of expenditure     | Automatic carry-over of payment appropriations to 2015 (EUR) | Automatic carry-over of payment appropriations to 2014 (EUR) |
|--------------|-------------------------|--|--|
| 1            | Staff                   | 204 194.68   | 254 704.78   |
| 2            | Administrative expenses | 91 757.34  | 48 456.05  |
| 3            | Operational expenditure | 630 592.91   | 158 821.97   |
|              | <b>Total</b>            | <b>926 544.93</b>  | <b>461 982.80</b>  |

There are three primary reasons for the budget from a previous year (C1) to be carried forward (to C8):

- payments for services where invoices arrived in the next financial year (most of them in January, but there are examples where invoices arrived in Q3 or even Q4 of the next year),

- payments due in 2014, but which have not been finalised by the end of year (example: reimbursements to experts not fully finalised by the end of December 2014),
- contracts entered into by 31 December 2014 which do not end in December 2014. The relevant budget commitment for a particular contract has to be carried forward into the next year.

The C8 2015 budget should be committed as soon as possible and unused resources to be de-committed. The C8 2015 budget cannot be carried forward to the second year.

The carry-forward of appropriations (EUR 926 544.93) relates to:

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

- reimbursements for the recruitment of candidates,
- staff missions,
- medical examinations (SLA with Medical Service of the Commission),
- training (external contractors (automatically renewed as well as new contracts) and SLAs with the Commission and the European Administrative School) –invoices not yet received,
- SLAs (DG HR, EPSO CAST database, PMO fees for calculation of salaries, allowances, candidates' reimbursements, inter-agencies network secretariat) and contracts with external contractors (e.g. SNE's and staff insurance, consultancy projects on the knowledge management platform and 'paperless' document workflow, interim staff, internal audit capacity) started and/or executed in 2014, for which calculations and invoices will arrive in 2015.

The carry-over of EUR 204 194.68 represents a percentage of 9.76% of total staff-related established commitments in 2014 which amount to EUR 2 092 127.22 (or 9.61% of the total staff related appropriations which amount to EUR 2 126 089.97).

**Title 2: General administration of the Office:**

- premises, utilities, fitting-out, security services – invoices for services rendered in 2014 not yet received. Security contract automatically renewed in September 2014, therefore most of the commitments are carried over to 2015 in proportion to the payments forecasted in 2015,
- IT purchases and related services, for which contracts were signed and/or services rendered in 2014, but for which the invoices will arrive in 2015,
- communication costs - all amounts relate to automatically-renewed and new contracts, which were signed in October–December 2014, therefore most of the budget is carried over,
- postal costs – services rendered in 2014, but the invoices will arrive in 2015,
- the cost of the BEREC Office publishing the amended budget – invoice will arrive in 2015.

The carry-over of EUR 91 757.34 represents a percentage of 39.54% of total operating established commitments in 2014 which amount to EUR 232 063.33 (or 32.27% of total operating appropriations in 2014 which amount to EUR 284 349.00).

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

- translations for BEREC needs – booked in 2014, but for which invoices will arrive in 2015,
- reimbursements to participants in EWG meetings in December 2014, workshops, international and BEREC events and other operational meetings are carried over to 2015,



- studies ordered in 2014, but not yet finished,
- SLAs (PMO fees for calculation of reimbursements to experts),
- costs for updating the BEREC public website – amounts for the contract were carried over,
- costs related to customising the knowledge management platform 'BERECNet' (licences and contract for Phase 1) – contracts signed, but invoices will be received in 2015.

The carry-over of EUR 630 592.91 represents a percentage of 36% of the total related to operational activity commitments in 2014 which amount to EUR 1 751 856.03 (or 35.98% of the total related to operational activity appropriations in 2014 which amount to EUR 1 752 435.03).

The total carry-over of EUR 926 544.93 represents a percentage of 22.73% of total established commitments in 2014 which amount to EUR 4 076 046.58 (or 22.26% of total available appropriations in 2014 which amount to EUR 4 162 874).

Table 4.3 in Annex II presents the breakdown of carried-forward commitments.

### 2.3.5. Analysis of financial management

For all budget lines, information on the percentage of each budget line execution (including the amounts committed and paid for all fund sources (C1, C5, C8)) is provided in Tables 4.1 and 4.2 of Annex II.

The overall execution rate of the BEREC Office budget for the year 2014 for fund source C1 is 97.91%

Below is presented analysis of C1 commitments and payments for the year 2014 by chapters.

#### ***TITLE 1 (total execution 98.40%)***

##### Chapter 11 - staff in active employment

This appropriation covers salary payments which are well on track because of predictability and linearity of payments.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>1 425 808.70</b>                   | <b>1 416 017.92</b>                        | <b>99.31%</b>     | <b>1 416 017.92</b>                             | <b>99.31%</b>      |

##### Chapter 12 - miscellaneous expenditure on staff recruitment and transfer

This appropriation is to cover costs for publishing vacancy notices, travel expenditure incurred for interviewing candidates, staff travel expenses (including members of their families) on taking up duties and at the end of contracts, moving costs allowances for staff obliged to change residence after taking up their duty, the removals costs of staff obliged to change residence after taking up duty, and the costs of daily subsistence allowances.

Low execution due to lower than forecasted expenses for staff on entering/leaving and moving allowances.

The estimated amounts, based on the number of invitations sent out to candidates by the end of 2014 but not yet paid, as well as on the costs of PMO services rendered for calculating reimbursements (for which the invoice will arrive later in 2015), were carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>97 417.47</b>                      | <b>79 010.95</b>                           | <b>81.11%</b>     | <b>67 217.97</b>                                | <b>69.00%</b>      |

#### Chapter 13 – missions and duty travel

This appropriation is intended to cover expenditure on staff travel, payment of daily mission allowances, ancillary or exceptional expenses incurred by staff in the interest of the service, and PMO fees related to the calculation of mission reimbursements.

The estimated amounts for missions booked and performed in 2014 but not yet paid, as well as for the cost of PMO services rendered for calculating reimbursements to staff for missions performed (for which the invoice will arrive later in 2015), were carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>205 881.37</b>                     | <b>205 881.37</b>                          | <b>100.00%</b>    | <b>189 687.32</b>                               | <b>92.13%</b>      |

#### Chapter 14 - socio-medical services

This appropriation is to cover the costs of annual medical inspections and of reviewing the health and safety conditions at work, medical checks linked to recruitment and other services provided by the Medical Service.

The invoices for medical inspections and medical checks provided during the period September–December 2014 will be received in 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>5 750.00</b>                       | <b>5 750.00</b>                            | <b>100.00%</b>    | <b>2 595.85</b>                                 | <b>45.15%</b>      |

Chapter 15 – training

This appropriation is to cover the costs of language and other training needs.

The payment rate is low as many invoices will arrive in 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>71 567.97</b>                      | <b>71 567.97</b>                           | <b>100.00%</b>    | <b>25 298.97</b>                                | <b>35.35%</b>      |

Chapter 16 - external services

This appropriation is intended to cover the costs of interim staff and external services such as those provided by PMO to calculate salaries and allowances, the Translation Centre for BEREC Office staff-related translation and other language requests and publishing vacancies in the OJ, as well as consultancy services.

Several consultancy, HR and internal audit support projects were launched in 2014, some are still on-going. Invoices from several external service providers are expected to be received in 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>311 614.46</b>                     | <b>311 614.46</b>                          | <b>100.00%</b>    | <b>185 632.96</b>                               | <b>59.57%</b>      |

Chapter 17 - representation and miscellaneous staff costs

This appropriation is intended to cover the costs of representation, receptions, team events and other staff-related miscellaneous expenses.

Only one event was organised in 2014.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>8 050.00</b>                       | <b>2 284.55</b>                            | <b>28.38%</b>     | <b>1 481.55</b>                                 | <b>18.40%</b>      |

***TITLE 2 (total execution 81.61%)***

The low execution under this title is mostly caused by postponing the launch of procurements to replace computer equipment and for HR software, and due to an overestimation of telecommunication charges.

Chapter 20 - rental of buildings and associated costs

This appropriation covers the payment of rent for buildings or parts of buildings occupied by the EU body, rent for parking spaces, insurance policy premiums in respect of the buildings or parts of buildings occupied by the BEREC Office and their contents, current expenditure and other communal charges (as well as the cleaning services related to the premises), costs for fitting-out of premises and repairs in the building, and expenditure on buildings connected with security and surveillance, in particular contracts governing building security, hire and replenishment of

extinguishers, purchase and maintenance of fire-fighting equipment, replacement of equipment for officials acting as voluntary firemen and costs for carrying out statutory inspections.

The security contract was automatically renewed in September 2014 and, therefore, most of the commitment is carried forward to 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>85 987.16</b>                      | <b>83 376.94</b>                           | <b>96.96%</b>     | <b>62 496.07</b>                                | <b>72.68%</b>      |

#### Chapter 21 - information technology purchases

This appropriation is intended to cover the costs of purchasing computer equipment and other hardware, software costs, costs for external data processing services (including the ABAC annual and hosting fees), fees for maintaining computer equipment, fees for procuring external IT services and costs for budget publications in the Official Journal.

The invoice for the ABAC hosting fee for 2014 will be received later in 2015 and, therefore, this amount was carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>88 272.84</b>                      | <b>71 309.64</b>                           | <b>80.78%</b>     | <b>36 375.32</b>                                | <b>41.21%</b>      |

#### Chapter 22 - movable property and associated costs

This appropriation is to cover the costs of technical installations, electronic office equipment, purchasing, leasing and repairing furniture, purchasing books, newspapers and documentation, cars, transport vehicles, other movable property, maintenance and repairs.

As there were no technical installations performed and no electronic office equipment purchased in 2014, and the furniture was purchased for lower than the forecasted amount, the execution under this chapter is low.

The costs for publications ordered in 2014 will be invoiced later in 2015 and are, therefore, carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>32 350.77</b>                      | <b>23 318.62</b>                           | <b>72.08%</b>     | <b>18 318.62</b>                                | <b>56.62%</b>      |

#### Chapter 23 - current administrative expenditure

This appropriation is intended to cover the purchase of stationery and various office supplies (including drinking water for the Office), bank charges, interest paid and other related costs such as hiring a bank safe deposit box, exchange rate losses incurred by the BEREC Office in the management of its budget, where such losses cannot be offset against exchange rate gains and other financial charges, the BEREC Office's legal expenses, costs of damages payable, special insurances, e.g. for the EU body's accountant or the imprest account holder, other operating

expenditure (including the publication of the BEREC Office budget in the OJ and translations related to BEREC Office budget and legal issues).

Low implementation is due to higher estimates of possible legal expenses and damages, as well as much lower than forecasted expenses on translations.

Amounts committed for the legal services and for the services of external auditors will be invoiced in 2015, therefore the budget is carried over to 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>47 259.23</b>                      | <b>35 156.50</b>                           | <b>74.39%</b>     | <b>18 596.29</b>                                | <b>39.35%</b>      |

#### Chapter 24 - postage and telecommunications

This appropriation is intended to cover costs on postal and special courier services, telecommunications costs, including IP telephony, internet connectivity, sTesta secure service and mobile communication costs.

Contracts for telecommunication services were automatically renewed and signed in October–December 2014, therefore most of the budget is carried over to 2015.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>20 479.00</b>                      | <b>16 018.00</b>                           | <b>78.22%</b>     | <b>1 636.06</b>                                 | <b>7.99%</b>       |

#### Chapter 25 - expenditure on formal and other meetings

This appropriation is intended to cover the costs of promotional meetings, such as meetings with local authorities, boards of NRAs etc.

The costs for meetings organised in 2014 were lower than forecasted.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>10 000.00</b>                      | <b>2 883.63</b>                            | <b>28.84%</b>     | <b>2 883.63</b>                                 | <b>28.84%</b>      |

#### ***TITLE3 (total execution 99.97%)***

One of the areas to which the BEREC Office is paying greater attention after the comments made by the European Court of Auditors on the budgetary management in 2012 is reimbursements to experts. The BEREC Office is continuously working to process reimbursements as soon as possible and to decrease delays. Late payments to experts do not result in the charging of interest.

#### Chapter 30 - Support for implementing the BEREC Work Programme 2014

This appropriation covers the costs of BEREC expert meetings (e.g. expert working groups, including Article 7 working groups), including travel costs and accommodation allowances for experts participating in group meetings, studies requested by the expert working groups, the costs of collecting, exchanging and sending information including the costs for organising workshops, travel costs and accommodation allowances for experts participating in these workshops.

In 2014 three contracts for studies were signed. Work for one of these contracts has to be finished in January 2015 and the last invoice will be sent after the work has been accepted. The supplementary contract to the first contract study (desk research for Net Neutrality EWG) was signed in December 2014. The request for the third study on sector development was approved in late 2014. Therefore, the contract for this study was also signed in December 2014. The amounts for invoices to be received and paid in 2015 were carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>1 082 634.70</b>                   | <b>1 082 584.61</b>                        | <b>100.00%</b>    | <b>609 690.63</b>                               | <b>56.32%</b>      |

#### Chapter 31- Horizontal activities (other support not directly related to the BEREC Work Programme)

This appropriation is intended to cover the costs of formal meetings (plenaries and CN meetings, events with stakeholders, etc.), including reimbursement of the travel and accommodation costs for BEREC's Chair and Vice-Chair and for the experts participating in group meetings and PMO fees for calculating the reimbursements to experts, as well the costs of providing ad-hoc services to BEREC and other parties, the website and BEREC knowledge management platform (collaboration tool, 'BERECNet') costs, and BEREC language services' costs.

The estimated amounts for reimbursing BEREC experts for participating in international events, and for reimbursing the BEREC Chair, Vice-Chairs and the Board for participating in other operational meetings (not processed by the end of 2014), as well as the costs of PMO services rendered for calculating the reimbursements to experts and for proof-reading services ordered in December 2014 (for which the invoice will arrive later in 2015), were carried forward.

| Credit available<br>Com amount<br>(1) | Commitment<br>Accepted amount<br>(EUR) (2) | % Commit<br>(2/1) | Payment request<br>Accepted amount<br>(EUR) (3) | % Payment<br>(3/1) |
|---------------------------------------|--|-------------------|---|--------------------|
| <b>669 800.33</b>                     | <b>669 271.42</b>                          | <b>99.92%</b>     | <b>511 572.49</b>                               | <b>76.38%</b>      |

### 2.3.6. Budgetary execution – summary by Title – C1 credits 2014

The BEREK Office has only non-differentiated appropriations. Therefore, commitment and payment appropriations are equal.

|                          | Commitment/Payment appropriations             |                        |                               |                                |                       |
|--------------------------|---|------------------------|-------------------------------|--------------------------------|-----------------------|
| Budget Title             | Commitment/<br>Payment<br>credit<br>available | Commitment<br>accepted | %<br>Committed<br>/ Available | Payment<br>request<br>accepted | % Paid /<br>Available |
| Title 1 – Total          | 2 126 089.97                                  | 2 092 127.22           | 98.40%                        | 1 887 932.54                   | 88.80%                |
| Title 2 – Total          | 284 349.00                                    | 232 063.33             | 81.61%                        | 140 305.99                     | 49.34%                |
| Title 3 – Total          | 1 752 435.03                                  | 1 751 856.03           | 99.97%                        | 1 121 263.12                   | 63.98%                |
| <b>Total Expenditure</b> | <b>4 162 874.00</b>                           | <b>4 076 046.58</b>    | <b>97.91%</b>                 | <b>3 149 501.65</b>            | <b>75.66%</b>         |

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

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

The outstanding commitments at the end of the year will be automatically carried forward to 2015.

### 2.3.7. Commitment and payment appropriations carried over to 2014

#### Carry-over from 2013 to 2014 – C5 and C8 credits

| Budget Title             | Type of expenditure     | Automatic carry-over of commitment and payment appropriations to 2014 | Commitment accepted | % Committed / Available | Payment request accepted | % Paid / Available |
|--------------------------|-------------------------|---|---------------------|-------------------------|--------------------------|--------------------|
| Title 1                  | Staff                   | 254 704.78  | 236 072.06          | 92.68%                  | 236 072.06               | 92.68%             |
| Title 2                  | Administrative expenses | 48 456.05   | 44 780.52           | 92.42%                  | 44 780.52                | 92.42%             |
| Title 3                  | Operational expenditure | 158 821.97  | 116 000.11          | 73.04%                  | 116 000.11               | 73.04%             |
| <b>Total Expenditure</b> |                         | <b>461 982.80</b>   | <b>396 852.69</b>   | <b>85.90%</b>           | <b>396 852.69</b>        | <b>85.90%</b>      |

EUR 65 130.11 (14.10%) of the carried-over C5 and C8 appropriations were cancelled.

This happened mostly due to the fact that:

Title 1:

The budgeted amounts for the:

- reimbursements to candidates were based on the number of invitations sent out by the end of 2013 and average expenses. However, the actual number of applications for reimbursement was significantly lower and EUR 5 999.62 (48.76% of the total carried over for this purpose) had to be cancelled,
- staff missions were based on average expenses to be paid for missions taken in 2013. This led to an overestimation of EUR 3 034.19 (16.05% of the total carried-over for this purpose),
- medical services were also based on average expenses (as exact numbers of sickness certificates processed by the medical services arrived shortly before the invoice). The actual spending was lower than the estimate by EUR 2 457.70 (44.69% of the total carried-over for this purpose) and unused appropriation had to be cancelled.

#### Title 2:

Estimates of the requirements for telecommunication services (in accordance with contracts which were in place until October–December 2014) were made on the basis of expenses incurred in the previous period. The actual spending on these services was lower by EUR 2 405.62 (15.01% of the total carried-over for this purpose), therefore, the unused appropriations had to be cancelled.

#### Title 3

- Estimates for reimbursements to participants/experts to Expert Working Groups, CN 4, Plenary 4, ad-hoc meetings, workshops, international and BEREC events and other operational meetings were based on the number of people invited and eligible to receive reimbursement.

However, the final costs depended on the actual number of participants, number of applications received and actual costs incurred. These costs were lower than estimated by EUR 16 646.71 (12.96% of the total carried-over for this purpose).

- Due to the termination of the contract for developing, hosting and maintaining the BEREC public website, the payment to the contractor was reduced because no development work had been done to the website. The remaining carried-over amount of EUR 26 175.15 (86.04% of the total carried-over for this purpose) was not used and, therefore, de-committed.

The amount of cancelled appropriations carried-over from 2013 (fund source C8) will not be automatically deducted from next year (i.e. 2015) budget. However, as the cancellation of payment appropriations (fund source C8) in the budget for 2014 exceeds 5%, 2% reduction may be applied for the 2016 budget.

### **2.3.8. Procurement procedure types used**

In order to implement the BEREC WP and to ensure the proper functioning of the BEREC Office the latter procured certain services and/goods for fulfilling all BEREC's tasks as defined in the BEREC Regulation and its annual work programme. The procurement of goods and services continued in 2014, as planned in the annual procurement plan.

The launch of public procurement procedures in the BEREC Office was initiated by its Units in compliance with their responsibilities, by submitting a request to launch a public procurement procedure to the BEREC Office Administrative Manager.

The outturn of contracts awarded as a result of procurement procedures completed in 2014, is as follows:

- 51 contracts were signed, including 24 service contracts and 3 framework contracts



- 24 purchase orders were signed, 21 out of which under a framework contract.

Out of the 19 separate tender procedures launched and/or finalised in 2014, 11 were low-value negotiated procedures with at least one candidate, one was an exceptional negotiated procedure, 2 open tender procedures that were finalised in 2014 and 5 procurement procedures implementing inter-institutional framework contracts of the European Commission (DG DIGIT and DG BUDGET).

### **2.3.9. Summary**

In 2014 the BEREC Office committed its appropriations at a rate of 97.91% (89.53% in 2013) in order to carry out the operational activities specified in the Work Programme 2014, as well as administrative tasks that are necessary to ensure compliance to the regulatory framework.

Payments reached the level of 75.76% of the total appropriations received from the Union Budget 2014.

Out of the total committed kEUR 4 076 kEUR 1 401 were spent on overheads (administrative and management expenditure), representing 34 % of the overall expenditure. The amount of kEUR 2 675 has been spent on operational expenditure, including kEUR 923 on human resources dealing with operational activities, representing 66 %. The details can be seen in Annex V.

## **2.4. Human Resources (HR) management**

### **Objectives:**

- Full staffing of the BEREC Office by the end of 2014;
- Redeployment of staff: conversion of two SNE into CA, transfer of SNE from Programme Management to Administration and Finance;
- Procurement of the provision of an interim workers service;
- Preparation of Multi-annual Staff Policy Plan 2016-2018;
- Appraisal and reclassification exercises;
- Implementation of new Staff Regulations and its implementing rules.

The Establishment Plan of the BEREC Office of 31 December 2014 included 16 temporary agents. Additionally, the BEREC Office has 12 non-statutory posts, namely: 6 contract agents and 6 seconded national experts.

As of 31 December 2014 the situation of full staffing was achieved as all posts were either occupied or job offers had already been sent out. Job offers had already been sent out to the new Executive Support Assistant (AST3) and to two Programme Management Support Officers CA FGIV. An exchange of letters to select one SNE was also ongoing.

In 2014 The BEREC Office organised 11 recruitment procedures and finalised two recruitment procedures launched the year before. Two procedures, launched in 2014 to provide reserve lists for posts currently occupied, will be finalised in 2015.

Secondment opportunities, which had proven to be difficult to fill, were fully covered by the end of 2014.

### **Results:**

- Full staffing was achieved at the end of 2014, with all posts either filled or with job offers sent.
- As indicated in the Commission Guidelines, the reduction of staff was implemented through the non-replacement of departing staff (resignation of AST1 jobholder in December 2014).
- Successful conversion and recruitment of two new CA posts (Programme Management Support Officers); secondment within Administration and Finance unit from February 2015.
- Contracting of framework contract in cascade with two interim worker providers in November 2014, first specific contract signed in December.
- Draft Multi-annual Staff Policy Plan 2016-2018 adopted by the Management Committee in January 2014, consolidated comments from the Commission received on 31 March 2015.
- On the basis of the new rules, appraisal and reclassification exercises were carried out in 2014. The reclassification could only be implemented in respect of contract agents, given the limited flexibility of the Establishment Plan (full staffing of temporary agents).
- By analogy to the rules applicable to the Commission, new implementing rules were adopted by the Management Committee in January 2014. Ex ante agreements were discussed within the Agency Network with the goal of producing Agency templates for their adoption by the Management Committee.

Days of leave authorised under flexitime and compensation taken in 2014 by grade<sup>18</sup>:

| Grade | Number of days |
|-------|----------------|
| AD14  | 0              |
| AD9   | 0              |
| AD7   | 11             |
| AD5   | 12             |
| AST3  | 10.5           |
| AST1  | 5              |
| CAIV  | 0              |
| CAIII | 0              |
| CAII  | 0              |
| SNE   | 1              |
| TOTAL | 39.5           |

The results of the screening/benchmarking exercise show that administrative and neutral functions account for less than 40% of the staff, while operational functions account for more than 60%. Operational functions are mainly general operations, but almost one-quarter are Top Level Operational Coordination. This is consistent with the organisational set-up of the BEREC Office and with its availability of human resources.

In spite of the absence of indicative thresholds of operational ratios that may be considered acceptable, the overheads of the BEREC Office are not.

However, whatever threshold is set, it should reflect the relevant differences between agencies of different sizes.

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<sup>18</sup> Information provided in accordance with para. 28 of the Parliament's Discharge Report '2011 discharge: performance, financial management and control of EU agencies' (P7\_TA(2013)0134), the number of days of leave authorised to each grade under the flexitime and compensatory leave schemes

## 2.5. Assessment by management

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

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

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

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

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

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

### 2.7.1. Internal Audit Service (IAS)

The internal audit function for the BEREC Office is performed by the Commission's IAS in accordance with Article 14 of the BEREC Regulation and applying all relevant requirements for Internal Control Standard (ICS) 16.

In 2013 the IAS conducted a limited review of the implementation of the ICSs at the BEREC Office during which the IAS made 18 recommendations covering 12 out of the 16 ICSs

In 2014 the audit was focused on the follow-up of the 2013 limited review with a view to assessing the state of compliance with the ICSs. The assessment was based on desk research of the policy documents provided by the BEREC Office and a review of the evidence and interviews with staff conducted at the BEREC Office from 3 to 7 November 2014. The IAS verified compliance with all ICSs. Two of the 18 recommendations were closed based on desk research. During the follow-up, the IAS examined all the remaining 16 open recommendations and concluded that 14 are fully implemented and were closed.

The following Recommendations were found not to be fully implemented and were kept open:

- **Recommendation No 7** 'Establish and implement a systematic risk management process'. The Agency has implemented some of elements of risk management, including by outlining the risk assessment for the most important operational processes in the 2015 BEREC Office WP, published on 30 September 2014. However, the Agency should ensure that the risk management framework and process is established and implemented, including the following elements:
  - defined purpose and objectives of risk management in the BEREC Office,

- principles and practical functioning of risk management framework (steps, roles and responsibilities, and tools),
  - establishment of a risk register with risk owners, risk response and mitigating action plans,
  - definition of rules on disclosing the key risks in annual planning and reporting.
- **Recommendation No 16** 'Define and implement proper Information Security controls', for which the IAS required additional assessment of the adequacy of the actions taken by an IT expert.

Following the additional investigation undertaken, the IAS concluded that the solution used by the BEREC Office for providing back-up storage for the BEREC Office data does not meet the requirements of the ICSs and does not provide the necessary security, confidentiality, integrity and availability guarantees. Therefore, the IAS has recommended developing an adequate information back-up policy, related procedures and their practical implementation in line with the EU policy in this field.

### **2.7.2. Internal Audit Capability**

Not applicable.

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

The preliminary observation of the ECA with a view to a report on the BEREC Office annual accounts for the financial year 2014 were received at the BEREC Office on 11 May 2015.

In the ECA's opinion, the Office's annual accounts present fairly, in all material respects, its financial position as at 31 December 2014 and the results of its operations and its cash flows for the year then ended, in accordance with the provisions of its Financial Regulation and the accounting rules adopted by the Commission's accounting officer and all transactions underlying the annual accounts for 2014 are legal and regular in all material respects.

The ECA has provided some comments which do not call its opinions into question and which concern the increased level of committed appropriations carried over (from 0.5 million EUR [13 %] in 2013 to 0.9 million EUR [23 %]) to finance on-going studies on electronic communications under Title 3 (operational activities) and the large number of budget transfers. ECA points out that due to the budget transfers the structure of the initial budget was considerably changed: title I (staff costs) was reduced by 17 %, title II (administrative expenditure) was reduced by 44 % and title III (operational expenditure) was increased by 60 %, mainly in order to finance on-going studies mentioned above.

It is also point out that the 2014 budget provision for contributions from EFTA's<sup>19</sup> national regulatory authorities having observer status at BEREC did not materialise in the absence of agreements with EFTA countries.

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

In 2014 the BEREC Office allocated a lot of resources and put a significant effort into addressing the ECA observations on the 2011, 2012 and 2013 annual accounts and the recommendations of the IAS submitted from the limited review of the implementations of the ICSs of 2013.

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<sup>19</sup> European Free Trade Association

The Office has made significant progress in the financial year 2013 to the extent that after its annual audit for 2013 (in February 2014) the ECA concluded that 10 out of 13 of the Court's observations for the years 2011 and 2012 have been completed.

The focus in 2014 was on ensuring compliance with the ICSs, filling the gaps in cases that the BEREC Office did not have any internal rules and procedures and closing the recommendations made by the IAS on the implementation of the ICSs in 2013. The outcome of the follow-up on the limited review by the IAS was also very positive and the IAS closed 16 out of its 18 recommendations.

To address the two open recommendations and to further strengthen its internal control system, in October 2014 the BEREC Office signed a Service Level Agreement with ENISA with the objective to use ENISA's Internal Audit Capacity for further improve the compliance with the framework of ICSs and to assess the effectiveness of the internal control system.

In relation to the ECA's comments on the 2014 annual accounts, which concern mainly the budget planning, it has to be pointed out that the 2014 budget was planned in 2012 when the BEREC Office was in its early phase of the budget management. To reach a high implementation rate it was necessary to adjust the budget through transfers to the actual BEREC need. In order to improve budget planning and execution the BEREC Office management has introduced additional measures to improve the budget execution and planning.

On the comment concerning EFTA's contribution it has to be pointed out that the EFTA agreement is negotiated between the Commission and countries concerned. Additionally, to allow contributions from EFTA countries to the BEREC Office Budget there is a need for a revision of the BEREC founding Regulations.

## **2.9. Follow up of observations from the Discharge authority**

The European Parliament adopted its report on discharge in respect of the implementation of the BEREC Office budget for the financial year 2013 (2014/2124(DEC)) on 29 April 2015. In the report the Discharge authority notes with satisfaction the significant progress of the BEREC Office in addressing the ECA observations from its reports for the financial years 2011 and 2012. It acknowledges in particular the achievement of the BEREC Office to mitigate the budget implementation and monitoring issues, to improve the Office's procurement and recruitment procedures and to comply with the framework of ICSs. The European Parliament acknowledges that two issues remain open in terms of the implementation of the IAS recommendations from the limited review of the ICSs application (namely, the implementation of proper information security controls and the establishment of a systematic risk management process) and notes that the Office is currently looking at an appropriate solution to resolve these two issues shortly. It calls on the Office to report to the discharge authority on the progress made in this regard.

However, the European Parliament emphasised that 91% of the reimbursements for experts made in 2013 were late and it calls on the BEREC Office to resolve this issue as a matter of urgency and to report to the discharge authority on the measures taken to do so and on their results.

The BEREC Office addressed this issue in 2013 with an amendment to the BEREC Office Management Committee Decision on reimbursements to experts by simplifying the procedure and reducing the period for submitting applications for reimbursement from 30 to 14 days. Following that measure, the delay for reimbursing experts was reduced from 78 days in the first half of 2013 to 33 days in the second half of 2013. In 2014 the delay was reduced to 17 days and in the 1<sup>st</sup> quarter of 2015 to 16 days, but it was still considered to be unsatisfactory and therefore on 10 March 2015, the BEREC Office Administrative Manager amended the financial circuit and

added two additional Financial Initiating Agents for reimbursing experts. The effect of their work can be expected in the 2<sup>nd</sup> quarter of 2015.

### **3. Part III. Assessment of the effectiveness of the internal control systems**

#### **3.1. Risk Management**

The BEREC Office operates in a low risk environment due to the absence of grant management and the near-absence of asset management, which are notoriously risky areas of financial management.

The operational activities of the BEREC Office which are associated with a certain level of risk were identified in 2014 and those elements have been included in the BEREC Office Work programme for 2015. In 2014 new monthly reporting was introduced with the objective to alert management when indicators show that the achievement of the objectives is at risk.

However, taking into account the fact that the activities of the BEREC Office are, in general, associated with low risk, the full implementation of the ICS 6 on risk management has been envisaged for the first half of 2015 with the support of ENISA under the SLA signed in October 2014.

#### **3.2. Compliance and effectiveness of Internal Control Standards**

The BEREC Office Internal Control Framework and Standards in force were adopted by the Management Committee on 5 June 2013<sup>20</sup>. The document specifies the set of policies and procedures to be put in place by the BEREC Office to create a proper governance structure and to ensure efficient and effective implementation of its objectives, based on an overall risk management analysis undertaken by the Commission Internal Audit Service in 2012.

In 2013 the Commission's Internal Audit Service conducted a limited review of the implementation of the ICSs by the BEREC Office. Following the limited review the IAS made 18 outstanding recommendations in relation to 12 out of the 16 ICSs.

Therefore, within the course of 2014 the BEREC Office undertook a series of measures to put in place new procedures or to amend the existing ones to improve their compliance with the system of ICSs approved by the Management Committee.

The measures undertaken by the BEREC Office in 2014 led to significant improvement in compliance with the internal framework of ICSs and 16 out of the 18 IAS recommendations were closed.

The status of the implementation of the ICSs at the end of 2014 is as follows:

##### **ICS 1. Mission**

The BEREC Office mission statement was developed from the BEREC perspective and was approved by the Management Committee during its 12<sup>th</sup> plenary meeting (28 September 2012, Limassol)<sup>21</sup>. It was drafted with the involvement of staff based on the tasks of the BEREC Office as defined in the BEREC Regulation.

##### **ICS 2. Ethical and organisational values**

<sup>20</sup> MC (13) 34, BEREC Office Internal Control Framework and Standards, 05.06.2013, not public

<sup>21</sup> MC (12) 20, BEREC Office mission statement, 28 September 2012, [http://berec.europa.eu/eng/document\\_register/subject\\_matter/berec\\_office/others/978-draft-berec-office-mission-statement](http://berec.europa.eu/eng/document_register/subject_matter/berec_office/others/978-draft-berec-office-mission-statement)

The BEREC Office ethical values were approved by an Internal Administrative Instruction by the BEREC Office Administrative Manager of 2013<sup>22</sup>, which is part of the welcome guide to newcomers. Together with the Internal Administrative Instruction on the prevention of conflict of interest the document mentioned above provides the main elements for ethical behaviour for the BEREC Office staff and introduces the principles of code of good conduct, enhanced transparency, prevention and detection of fraud, etc. The Internal Administrative Instructions mentioned above build upon the relevant documents approved by the Management Committee and use as a reference the European Commission Code of Good Administrative Behaviour/Relations with the public<sup>23</sup>, the Practical Guide to Staff Ethics and Conduct and other relevant documents of the European Ombudsman<sup>24</sup>.

Management and staff are aware of and share the appropriate ethical and organisational values and uphold these through their own behaviour and decision-making.

### **ICS 3. Staff allocation and mobility**

The allocation and recruitment of staff is based on the BEREC Office's objectives and priorities. Whenever necessary, management aligns the organisational structures and staff allocations with priorities and workload, and comments received by the ECA, the IAS and the discharge authority. In 2014 the BEREC Office implemented an efficiency gain project, the input from which was used to cluster work activities with a view to increasing efficiency. The job descriptions of some staff members were adjusted accordingly. Taking into account the changing support needs to BEREC, two SNE posts were converted into Contact Agent posts to be able to fulfil assignments as financial actors.

### **ICS 4. Staff evaluation and development**

Staff performance is evaluated against individual annual objectives, which fit with the BEREC Office's overall objectives. Adequate measures are taken to develop the skills necessary to achieve the objectives. An annual training plan was developed at Agency level based on needs deriving from the priorities and objectives agreed between the staff and their line managers. The training plan ensures that staff members attend compulsory training courses related to budget and financial management and other training oriented towards the career development of staff members.

### **ICS 5. Objectives and performance indicators**

In 2014 the BEREC Office introduced new regular monthly management reports for monitoring the implementation of the Annual Work Programme. The outcomes of the reports were aggregated on a quarterly basis and starting from the 2<sup>nd</sup> half of the year were regularly presented to the BEREC Office Management Committee to ensure further monitoring. This new reporting tool was put in place to alert management when indicators show that achieving the objectives was at risk, as part of the internal risk management procedure.

In 2014 the Office developed internal guidelines for drafting the Annual Work Programme based on the Activity Budget Management (ABM) model developed by the Agency in 2013, and taking into account the SMART criteria for defining specific, measurable, accepted, realistic and timed indicators. The guidelines also require a clear link and consistency between the draft budget and the Multiannual Staff Policy Plan for the respective period.

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<sup>22</sup> Internal Administrative Instructions No 2 of 2013 of the Administrative Manager of the BEREC Office on establishing ethical principles and the principles of ethical administrative behaviour (IAI/2013/2), 31.07.2013, not published

<sup>23</sup> OJ L 267, 20.10.2000

<sup>24</sup> Public service principles for the EU civil service; 2012 ([www.ombudsman.europa.eu](http://www.ombudsman.europa.eu))

Due to the entry into force of new requirements for drawing up multiannual work programmes with a 3-year span, these Guidelines will be revised in 2015. The revision will also take into account the feedback from the 1<sup>st</sup> year of the implementation of the document.

## **ICS 6. Risk management process**

Risk management is an important element of the effective internal control framework. Risk management has been embedded as a standard element in the planning and reporting processes of the BEREC Office as of 2014. The operational activities of the BEREC Office, which are associated with certain level of risk, were identified in 2014 and those elements have been included in the BEREC Office Work programme for 2015. In 2014 new monthly reporting was introduced with the objective of alerting management when indicators show that achieving the objectives is at risk.

Taking into account the fact that, in general, the activities of the BEREC Office are associated with low risk (as explained in section 3.1), the full deployment of a functioning risk management process has been planned for the first half of 2015 with the support of ENISA under the SLA signed in October 2014.

As part of introducing a formal risk management process, the BEREC Office plans to define the principles of and practical arrangements for risk management (steps, roles and responsibilities, and tools), to establish a risk register with risk owners, risk response and mitigating action plans, and to define the rules on disclosing the key risks in annual planning and reporting.

## **ICS 7. Operational structure**

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

The Office's sensitive functions are clearly defined, recorded and kept up-to-date.

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

## **ICS 8. Processes and procedures**

The BEREC Office introduced a Financial Manual in 2013, which was revised in 2014 to take into account changes in the BEREC Office Financial Regulation and recommendations from the ECA and the IAS. It covers all aspects of budget and financial management, and introduces a detailed description of the financial workflows (including for procurement and contract management, the responsibilities of each financial actor and their involvement in the financial circuits for all types of transactions, model check lists, etc.).

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

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

## **ICS 9. Management supervision**

Management supervision is carried out to ensure that activities are implemented efficiently and effectively and that they comply with the applicable provisions and the targets set in the annual work programme or other relevant documents. Supervision is carried out on two levels: supervision by the Management Committee on the activities of the Administrative Manager and supervision by the Administrative Manager of the activities of the Head of Units.



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

### **ICS 10. Business continuity**

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

To improve the BEREC Office's capability to deal with business disruptions which could seriously impact its reputation, its stakeholders, its employees or its financial position, in 2014 the BEREC Office implemented a Business Continuity Management (BCM) Project within an existing Commission Framework Contract. In the context of this project, a number of policy documents have been defined to allow the BEREC Office to implement appropriate measures aimed at reducing the Agency's vulnerabilities and the impact of a possible major incident. In line with the best practice described in the ISO/IEC 22301:2012, the contractor developed a Business Process Map Overview, a Risk Assessment Executive Summary and a Business Continuity Impact Analysis Report, which were used as the basis for drawing up the Business Continuity Policy and the Business Continuity Strategy, which were developed for the following resources: personnel, buildings, technology, information and key suppliers. In line with these policy documents, initial drafts of the Business Continuity Plans for the Crisis Management Team and Functional recovery were developed. They will be finalised in 2015 after an agreement has been reached on the potential secondary location for BEREC Office staff in the case of operations at the BEREC Office's headquarters being disrupted.

As part of the Information Systems Security Policy, the BEREC Office also developed a Disaster Recovery Plan and Procedure including a Backup Procedure for the BEREC Office's IT system.

### **ICS 11. Document management**

The main principles of document management were approved by the Board of Regulators (for BEREC documents) and by the Management Committee (for BEREC Office documents) in 2010 and 2011. These principles were further developed by an Internal Administrative Instruction on document management, which was amended at the beginning of 2014. In compliance with these documents the BEREC Office operates an on-line public registration service, in which all documents are registered, fulfilling the requirement for registration (with the exception of financial and HR related documents).

Additionally, in 2014 the Administrative Manager adopted Internal Administrative Instructions on establishing a contract register and on data protection for the documents registered in the public register.

All documents are organised in files according to a common filing and retention plan as approved by the Administrative Manager.

### **ICS 12. Information and communication**

Internal communication enables management and staff to fulfil their responsibilities effectively and efficiently, including in the field of internal control. IT systems used and/or managed by the BEREC Office (where the BEREC Office is the system owner) are adequately protected against threats to their confidentiality and integrity.

Internal communication measures and practices are in place for sharing information between staff and the different units. These include regular management and BEREC Office staff meetings during which all the relevant information is shared. In 2014 the BEREC Office started to develop the internal collaborative platform ('BERECnet'), which will further improve the internal communication within BEREC, the Management Committee and all the preparatory bodies established at expert level.

In 2014, for the first time, the BEREC Office developed an external Communication Plan oriented to the provision of support services to BEREC, which was approved by the Board of Regulators on 5 June 2014. Based on the experience of the first year of implementation, the Plan will be updated and revised in 2015.

ICT security policies are in place, which describe the internal procedures and policies. In principle the policies in place meet the requirement of ICS 12 with the exception of the policy for the off-site back-up of data in electronic format. After the follow-up audit of the IAS it was concluded that the risk of data loss in case of an accident or disaster in the primary storage area in the absence of an off-site backup storage identified originally, was not properly mitigated. Therefore, as a priority task in 2015 the BEREC Office will prepare a new information back-up policy, which will guarantee adequate security, confidentiality and integrity of the data. The BEREC Office has started discussions with ENISA to find an appropriate solution for backing-up the storage of data and will report to the Management Committee on the outcomes of these on-going consultations.

### **ICS 13. Accounting and financial reporting**

In 2014 the BEREC Office strengthened its internal procedures for financial and accounting management to ensure that the accounting data and related information used for preparing the organisation's annual accounts and financial reports are accurate, complete and timely. The implementation of the BEREC Office's budget is based on the Activity-Based Budgeting (ABB) principles with timely transactions. Regular monitoring of the budget is performed with monthly status internal reporting. Quarterly reports on budget and operations are presented to the BEREC Office Management Committee during its plenary meetings.

The BEREC Office Accounting Officer obtains from the Authorising Officer all the information required to produce the accounts which gives a true and fair view of assets and of budget implementation. The Authorising Officers forward all the information that the Accounting Officer needs to fulfil these duties.

The following is performed by the Accounting Officer to ensure that the accounts have been prepared in accordance with the accounting rules, methods and accounting systems established, and that all revenue and expenditure is entered in the accounts:

- the computerised documents offering all the guarantees of proof which make up the accounting ledgers referred to in Article 237 of the Rules of Application (e.g. journal, general ledger and inventory) are in place;
- ensuring that the Commission's accounting system enables the trial balance to be established, covering all the accounts of the general accounts, including accounts closed in the course of the financial year with, in each case, the account number, the account name, the starting balance, total debits, total credits, and the final balance;
- the information received is checked, along with any further checks deemed necessary;
- reconciliation of the cash in the bank with the account statements is carried out on a monthly basis, and in any event whenever the accounts are closed;

- ensuring that the open items on suspense accounts are regularly monitored, and that appropriate reminders are sent to the authorising officers, who are responsible for carrying out these non-budget operations by registering them in the budget;
- ensuring that the chart of accounts and the accounting rules and methods are regularly updated in line with developments in international public sector accounting standards and the specific nature of Union activities;
- drawing up and keeping updated documents describing the organisation's accounts and its accounting procedures;
- ensuring that the observations of the Court of Auditors on the provisional accounts are taken into account before preparing the final accounts.

#### **ICS 14. Evaluation of activities**

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

#### **ICS 15. Assessment of internal control systems**

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

In accordance with ICS No 15, in 2014 the BEREC Office conducted various activities to assess the level of implementation and effectiveness of the internal control systems. The assessment was done on the basis of the following sources: mapping of processes and gap analysis, register of exceptions, ex-post control, risk assessment of the main operational processes and audits performed by the IAS and ECA.

A number of measures were undertaken to improve the effectiveness of ICS No 4 'Staff evaluation and development', No 5 'Objectives, performance indicators', No 9 'Operational Structure', No 8 'Processes and procedures', No 9 'Management Supervisions', No 10 'Business continuity', No 11 'Document management' and No 13 'Accounting and Financial Reporting'.

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

#### **ICS 16. Internal Audit Capability (IAC)**

The BEREC Office does not have an Internal Audit Capability (IAC). The internal auditing function of the Office is performed by the Commission's Internal Auditor in accordance with Article 14 of the BEREC Regulation and applying all relevant requirements for ICS 16.

IAC is therefore not specified under the BEREC Office's internal control standards.

#### **4. Part IV. Management assurance**

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

The information reported in Parts II and III stems from the results of management and auditor monitoring conducted in 2014. They are based on a systematic analysis of the evidence available. This approach provides sufficient guarantees on the completeness and reliability of the information reported, and the results achieved by the BEREC Office in 2014.

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

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

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

## 5. Part V. Declaration of Assurance

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

Declare that the information contained in this report gives a true and fair view.

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

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

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

*Bergen, 5 June 2015.*

**László IGNÉCZI**  
*BEREC Office*  
*Administrative Manager and*  
*Authorising Officer*

# Annex I: Core Business Statistics

Key performance Indicators for the Implementation of the BEREC Office Work Programme 2014

|                    | 1.1.1. Setting up of EWGs and managing changes | 1.1.2. Provision of administrative, professional, logistical support to BEREC EWGs | 1.1.3. Collection of market data and Research & Studies to support EWGs | 1.2.1. Collection of notifications | 1.2.2. Maintaining database   | 1.2.3. Coordination of BEREC act. Under Art. 7/7A Fr. Dir. | 1.3.1. Collection of data on req. of BEREC (fact-finding capacity) | 2.1.1. Provision of assistance and executive support to BEREC (Vice)Chairs and international events | 2.1.2. Provision of administrative and professional supp. for meetings of BoR, MC, CN, to stakeholder forums and workshops | 2.2.1. Ensuring public transparency & accountability requirements | 2.2.2. Manage internal platform for collab. and knowledge mngt btw BEREC members... | 2.2.3. Prov. supp. and coordination to the preparation of the BEREC AAR & BEREC WP |
|--------------------|--|--|---|------------------------------------|-------------------------------|--|--|---|--|---|---|--|
| OUTPUT TYPE        | Number of EWG work streams                     | Number of EWG's meetings   | Number of benchmark reports & STUDIES                                   | Number of notifications            | Number of new entries/updates | Number of Art. 7/7a EWG's                                  | Number of workshops and studies for fact-finding                   | Number of events  | Number of meetings   | Number of transparency actions                                    | Number of uploaded/translated documents   | 1 BEREC AAR & 1 BEREC WP   |
| ACTUAL OUTPUT      | 30   | 88   | 12  | 157                                | 326                           | 8  | 1  | 86  | 13   | 894   | 1,986   | 2  |
| # FTE per ACTIVITY | 0.05   | 6.86   | 4.62  | 0.16                               | 0.08                          | 0.38   | 0.28   | 1.55  | 4.29   | 1.19  | 1.62  | 0.43   |

**Annex II: Statistics on financial management****Table 1: Revenue - appropriations**

| <b><u>Revenues</u><br/>in EUR</b>  | <b>Budget 2014</b> | <b>Amending Budget<br/>AB 1/2014</b> | <b>New<br/>Appropriations<br/>2014</b> |
|--|--------------------|--------------------------------------|--|
| 1. Revenue from fees and charges   |                    |                                      |  |
| 2. European Union Subsidy  | 4 162 874          |                                      | 4 162 874                              |
| 2.a. of which "fresh" contributions in year 2014   | 3 617 948          |                                      | 3 617 948                              |
| 2.b. of which assigned revenues deriving from previous year 2012 surplus                                       | 544 926            |                                      | 544 926                                |
| 3. Third countries contribution (incl. EFTA and candidate countries)   | p.m.               |                                      | p.m.                                   |
| 4. Other contributions (*)   | p.m.               |                                      | p.m.                                   |
| 5. Administrative operations   | p.m.               |                                      | p.m.                                   |
| <i>Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)</i> |                    |                                      |  |
| 6. Revenues from services rendered against payment   |                    |                                      |  |
| 7. Correction of budgetary imbalances  |                    |                                      |  |
| <b>Total revenues</b>  | <b>4 162 874</b>   |                                      | <b>4 162 874</b>                       |

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

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

| Budget Line  | Budget Line description                                   | Budget 2014 approved by Budg. Authority | Total transfers    | Budget with transfers | Impact         |
|--------------|---|---|--------------------|-----------------------|----------------|
|              | <b>Budget Total</b>                                       | <b>4 162 874</b>                        | <b>0</b>           | <b>4 162 874.00</b>   | <b>0.00%</b>   |
| <b>1</b>     | <b>STAFF</b>  | <b>2 560 600</b>                        | <b>-434 510.03</b> | <b>2 126 089.97</b>   | <b>-16.97%</b> |
| <b>1 1</b>   | <b>STAFF IN ACTIVE EMPLOYMENT</b>                         | <b>1 978 600</b>                        | <b>-552 791.30</b> | <b>1 425 808.70</b>   | <b>-27.94%</b> |
| <b>1 1 0</b> | <b>Staff in active employment</b>                         | <b>1 438 800</b>                        | <b>-409 256.67</b> | <b>1 029 543.33</b>   | <b>-28.44%</b> |
| A-1100       | Basic salaries  | 1 168 800                               | -419 363.97        | 749 436.03            | -35.88%        |
| A-1101       | Family allowances   | 120 000                                 | 21 157.30          | 141 157.30            | 17.63%         |
| A-1102       | Expatriation and foreign-residence allowances             | 150 000                                 | -11 050.00         | 138 950.00            | -7.37%         |
| <b>1 1 1</b> | <b>Contract staff and other</b>                           | <b>445 800</b>                          | <b>-127 341.96</b> | <b>318 458.04</b>     | <b>-28.56%</b> |
| A-1110       | Contract staff  | 100 000                                 | 33 459.97          | 133 459.97            | 33.46%         |
| A-1111       | Seconded national experts                                 | 345 800                                 | -160 801.93        | 184 998.07            | -46.50%        |
| <b>1 1 2</b> | <b>Employer's social security contributions</b>           | <b>51 000</b>                           | <b>24.52</b>       | <b>51 024.52</b>      | <b>0.05%</b>   |
| A-1120       | Insurance against sickness                                | 33 000                                  | 0.00               | 33 000.00             | 0.00%          |
| A-1121       | Insurance against accidents and occupational diseases     | 6 000                                   | 0.00               | 6 000.00              | 0.00%          |
| A-1122       | Insurance against   | 12 000                                  | 24.52              | 12 024.52             | 0.20%          |
| <b>1 1 3</b> | <b>Miscellaneous allowances and grants</b>                | <b>43 000</b>                           | <b>-16 217.19</b>  | <b>26 782.81</b>      | <b>-37.71%</b> |
| A-1130       | Childbirth and death allowances and grants                | 1 000                                   | -499.22            | 500.78                | -49.92%        |
| A-1131       | Travel expenses for annual                                | 42 000                                  | -15 717.97         | 26 282.03             | -37.42%        |
| A-1139       | Other allowances  | 0                                       | 0.00               | 0.00                  |                |
| <b>1 1 9</b> | <b>Salary weightings</b>                                  | <b>0</b>                                | <b>0.00</b>        | <b>0.00</b>           |                |
| 1 1 9 0      | Salary weightings   | 0                                       | 0.00               | 0.00                  |                |
| 1 1 9 1      | Adjustments to remunerations                              | 0                                       | 0.00               | 0.00                  |                |
| <b>1 2</b>   | <b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND</b> | <b>142 000</b>                          | <b>-44 582.53</b>  | <b>97 417.47</b>      | <b>-31.40%</b> |
| <b>1 2 0</b> | <b>Recruitment expenses</b>                               | <b>62 000</b>                           | <b>2 150.00</b>    | <b>64 150.00</b>      | <b>3.47%</b>   |
| A-1200       | Travel expenses   | 56 000                                  | 6 650.00           | 62 650.00             | 11.88%         |
| A-1201       | Miscellaneous expenditure on staff recruitment            | 6 000                                   | -4 500.00          | 1 500.00              | -75.00%        |
| <b>1 2 1</b> | <b>Expenses on</b>  | <b>80 000</b>                           | <b>-46 732.53</b>  | <b>33 267.47</b>      | <b>-58.42%</b> |
| A-1210       | Travel expenses on entering/leaving                       | 5 000                                   | 2 500.00           | 7 500.00              | 50.00%         |
| A-1211       | Installation  | 25 000                                  | -16 332.53         | 8 667.47              | -65.33%        |
| A-1212       | Removal expenses  | 25 000                                  | -19 000.00         | 6 000.00              | -76.00%        |
| A-1213       | Daily subsistence allowances                              | 25 000                                  | -13 900.00         | 11 100.00             | -55.60%        |
| <b>1 3</b>   | <b>MISSIONS AND DUTY</b>                                  | <b>220 000</b>                          | <b>-14 118.63</b>  | <b>205 881.37</b>     | <b>-6.42%</b>  |
| A-1300       | Mission expenses  | 220 000                                 | -14 118.63         | 205 881.37            | -6.42%         |
| <b>1 4</b>   | <b>SOCIOMEDICAL SERVICES</b>                              | <b>30 000</b>                           | <b>-24 250.00</b>  | <b>5 750.00</b>       | <b>-80.83%</b> |



| Budget Line  | Budget Line description   | Budget 2014 approved by Budg. Authority | Total transfers    | Budget with transfers | Impact         |
|--------------|---|---|--------------------|-----------------------|----------------|
| <b>1 4 0</b> | <b>Medical service</b>  | <b>30 000</b>                           | <b>-24 250.00</b>  | <b>5 750.00</b>       | <b>-80.83%</b> |
| A-1400       | Medical services  | 30 000                                  | -24 250.00         | 5 750.00              | -80.83%        |
| <b>1 5</b>   | <b>TRAININGS</b>  | <b>70 000</b>                           | <b>1 567.97</b>    | <b>71 567.97</b>      | <b>2.24%</b>   |
| <b>1 5 0</b> | <b>Training</b>   | <b>70 000</b>                           | <b>1 567.97</b>    | <b>71 567.97</b>      | <b>2.24%</b>   |
| A-1500       | Training and language courses                                       | 70 000                                  | 1 567.97           | 71 567.97             | 2.24%          |
| <b>1 6</b>   | <b>EXTERNAL SERVICES</b>  | <b>100 000</b>                          | <b>211 614.46</b>  | <b>311 614.46</b>     | <b>211.61%</b> |
| A-1600       | External services and temporary assistance                          | 100 000                                 | 211 614.46         | 311 614.46            | 211.61%        |
| <b>1 7</b>   | <b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b>                 | <b>20 000</b>                           | <b>-11 950.00</b>  | <b>8 050.00</b>       | <b>-59.75%</b> |
| A-1700       | Representation and miscellaneous staff costs                        | 20 000                                  | -11 950.00         | 8 050.00              | -59.75%        |
| <b>2</b>     | <b>BUILDINGS, EQUIPMENT AND MISCELLANEOUS OPERATING EXPENDITURE</b> | <b>507 800</b>                          | <b>-223 451.00</b> | <b>284 349.00</b>     | <b>-44.00%</b> |
| <b>2 0</b>   | <b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b>                     | <b>77 000</b>                           | <b>8 987.16</b>    | <b>85 987.16</b>      | <b>11.67%</b>  |
| <b>2 0 0</b> | <b>Buildings and associated</b>                                     | <b>77 000</b>                           | <b>8 987.16</b>    | <b>85 987.16</b>      | <b>11.67%</b>  |
| A-2000       | Rent  | 30 000                                  | 0.00               | 30 000.00             | 0.00%          |
| A-2001       | Insurance   | 1 000                                   | 0.00               | 1 000.00              | 0.00%          |
| A-2002       | Water   | 18 000                                  | 7 050.00           | 25 050.00             | 39.17%         |
| A-2003       | Cleaning  | 0                                       | 0.00               | 0.00                  |                |
| A-2004       | Fitting-out and maintenance of premises                             | 10 000                                  | 0 00               | 10 000.00             | 0.00%          |
| A-2005       | Security and surveillance of buildings                              | 18 000                                  | 1 937.16           | 19 937.16             | 10.76%         |
| A-2009       | Other expenditure relating to buildings and premises                | 0                                       | 0                  | 0                     |                |
| <b>2 1</b>   | <b>INFORMATION TECHNOLOGY PURCHASES</b>                             | <b>280 000</b>                          | <b>-191 727.16</b> | <b>88 272.84</b>      | <b>-68.47%</b> |
| <b>2 1 0</b> | <b>Information technology purchases</b>                             | <b>280 000</b>                          | <b>-191 727.16</b> | <b>88 272.84</b>      | <b>-68.47%</b> |
| A-2100       | Computer equipment  | 125 000                                 | -118 264.50        | 6 735.50              | -94.61%        |
| A-2101       | Software  | 80 000                                  | -49 600.00         | 30 400.00             | -62.00%        |
| A-2102       | Other external data processing services                             | 75 000                                  | -23 862.66         | 51 137.34             | -31.82%        |
| <b>2 2</b>   | <b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>                        | <b>23 000</b>                           | <b>9 350.77</b>    | <b>32 350.77</b>      | <b>40.66%</b>  |
| <b>2 2 0</b> | <b>Technical installations and electronic office equipment</b>      | <b>5 000</b>                            | <b>0</b>           | <b>5 000.00</b>       | <b>0.00%</b>   |
| A-2200       | Technical installations and electronic office equipment             | 5 000                                   | 0                  | 5 000.00              | 0.00%          |
| <b>2 2 1</b> | <b>Furniture</b>  | <b>10 000</b>                           | <b>0</b>           | <b>10 000.00</b>      | <b>0.00%</b>   |
| A-2210       | Furniture   | 10 000                                  | 0                  | 10 000.00             | 0.00%          |
| <b>2 2 9</b> | <b>Other movable property and associated costs</b>                  | <b>8 000</b>                            | <b>9 350.77</b>    | <b>17 350.77</b>      | <b>116.88%</b> |

| Budget Line  | Budget Line description   | Budget 2014 approved by Budg. Authority | Total transfers   | Budget with transfers | Impact           |
|--------------|---|---|-------------------|-----------------------|------------------|
| A-2290       | Books and publications  | 3 000                                   | 14 350.77         | 17 350.77             | 478.36%          |
| A-2291       | Cars, transport vehicles, and maintenance and repairs                         |   | 0.00              | 0.00                  |                  |
| A-2299       | Other movable property, and maintenance and repairs                           | 5 000                                   | -5 000.00         | 0.00                  | -100.00%         |
| <b>2 3</b>   | <b>CURRENT ADMINISTRATIVE</b>   | <b>40 300</b>                           | <b>6 959.23</b>   | <b>47 259.23</b>      | <b>17.27%</b>    |
| <b>2 3 0</b> | <b>Stationery and office</b>  | <b>15 000</b>                           | <b>-10 000.00</b> | <b>5 000.00</b>       | <b>-66.67%</b>   |
| A-2300       | Stationery and office supplies  | 15 000                                  | -10 000.00        | 5 000.00              | -66.67%          |
| <b>2 3 2</b> | <b>Financial charges</b>  | <b>300</b>                              | <b>12 859.23</b>  | <b>13 159.23</b>      | <b>4 286.41%</b> |
| A-2320       | Bank charges  | 300                                     | 200.00            | 500.00                | 66.67%           |
| A-2321       | Exchange rate losses  | 0                                       | 0.00              | 0.00                  |                  |
| A-2329       | Other financial charges   | 0                                       | 12 659.23         | 12 659.23             |                  |
| <b>2 3 3</b> | <b>Legal expenses</b>   | <b>25 000</b>                           | <b>-9 000.00</b>  | <b>16 000.00</b>      | <b>-36.00%</b>   |
| A-2330       | Legal expenses  | 20 000                                  | -10 000.00        | 10 000.00             | -50.00%          |
| A-2331       | Damages   | 5 000                                   | 1 000.00          | 6 000.00              | 20.00%           |
| <b>2 3 5</b> | <b>Other operating expenses</b>   | <b>0</b>                                | <b>13 100.00</b>  | <b>13 100.00</b>      |                  |
| 2 3 5 0      | Miscellaneous insurances  | 0                                       | 0                 | 0                     |                  |
| 2 3 5 9      | Other operating expenses  | 0                                       | 13 100.00         | 13 100.00             |                  |
| <b>2 4</b>   | <b>POSTAGE AND TELECOMMUNICATIONS</b>   | <b>77 500</b>                           | <b>-57 021.00</b> | <b>20 479.00</b>      | <b>-73.58%</b>   |
| A-2400       | Postage and delivery charges  | 1 500                                   | 0.00              | 1 500.00              | 0.00%            |
| A-2410       | Telecommunication charges   | 76 000                                  | -57 021.00        | 18 979.00             | -75.03%          |
| <b>2 5</b>   | <b>EXPENDITURE ON FORMAL AND OTHER MEETINGS</b>                               | <b>10 000</b>                           | <b>0</b>          | <b>10 000.00</b>      | <b>0.00%</b>     |
| A-2500       | Expenditure on formal and other meetings                                      | 10 000                                  | 0                 | 10 000.00             | 0.00%            |
| <b>3</b>     | <b>OPERATIONAL</b>  | <b>1 094 474</b>                        | <b>657 961 03</b> | <b>1 752 435.03</b>   | <b>60.12%</b>    |
| <b>3 0</b>   | <b>Support to implementation of BEREC WP 2014</b>                             | <b>552 000</b>                          | <b>530 634.70</b> | <b>1 082 634.70</b>   | <b>96.13%</b>    |
| <b>3 0 0</b> | <b>Support to implementation of BEREC WP 2014</b>                             | <b>552 000</b>                          | <b>530 634.70</b> | <b>1 082 634.70</b>   | <b>96.13%</b>    |
| B3-001       | Support to the BEREC Expert Working Groups                                    | 440 000                                 | 611 834.70        | 1 051 834.70          | 139.05%          |
| B3-002       | Activities under Articles 7 and 7a Framework Directive                        | 40 000                                  | -27 500.00        | 12 500.00             | -68.75%          |
| B3-003       | Collection exchange and transmission of information                           | 72 000                                  | -53 700.00        | 18 300.00             | -74.58%          |
| <b>3 1</b>   | <b>Horizontal activities (other support not directly related to BEREC WP)</b> | <b>542 474</b>                          | <b>127 326.33</b> | <b>669 800.33</b>     | <b>23.47%</b>    |
| <b>3 1 0</b> | <b>Horizontal activities (other support not directly related to BEREC WP)</b> | <b>542 474</b>                          | <b>127 326.33</b> | <b>669 800.33</b>     | <b>23.47%</b>    |
| B3-101       | Other support activities to   | 250 000                                 | 281 315.33        | 531 315.33            | 112.53%          |
| B3-102       | Provision of advice and other ad-hoc services to BEREC                        | 292 474                                 | -153 989.00       | 138 485.00            | -52.65%          |

Table 3: Revenue (actually received)

| <b><u>Revenues</u><br/>in EUR</b>   | <b>Budget 2014</b>  | <b>Revenue<br/>received</b> | <b>%</b>        |
|---|---------------------|-----------------------------|-----------------|
| <b>1. Revenue from fees and charges</b>   |                     |                             |                 |
| <b>2. European Union Subsidy</b>  | <b>4 162 874.00</b> | <b>4 162 792.00</b>         | <b>100.00 %</b> |
| <b>3. Third countries contribution<br/>(incl. EFTA and candidate<br/>countries)</b>   |                     |                             |                 |
| <b>4. Other contributions (*)</b>   |                     |                             |                 |
| <b>5. Administrative operations</b>   |                     | <b>3 515</b>                |                 |
| <i>Of which interest generated by funds<br/>paid by the Commission by way of<br/>the EU contribution (FFR Art. 58) (**)</i> |                     | 3 515                       |                 |
| <b>Total revenues</b>   | <b>4 162 874.00</b> | <b>4 166 307.00</b>         | <b>100.08 %</b> |

\* Estimated voluntary contributions from Member States or from their NRAs

\*\* We have included the interest rate for Q1-Q3 of 2014 in "Other Income" in the Revenue, but it is not mentioned in Expenditure, as this amount was not foreseen in the Budget and did not give rights to expenditure. In the Budget Outturn it is retaken and this way the Balance of the year takes it into account as to be returned to the Commission

**Table 4: Expenditure****4.1. OUTTURN ON COMMITMENT APPROPRIATIONS (fund sources C1, C5, in mio EUR)**

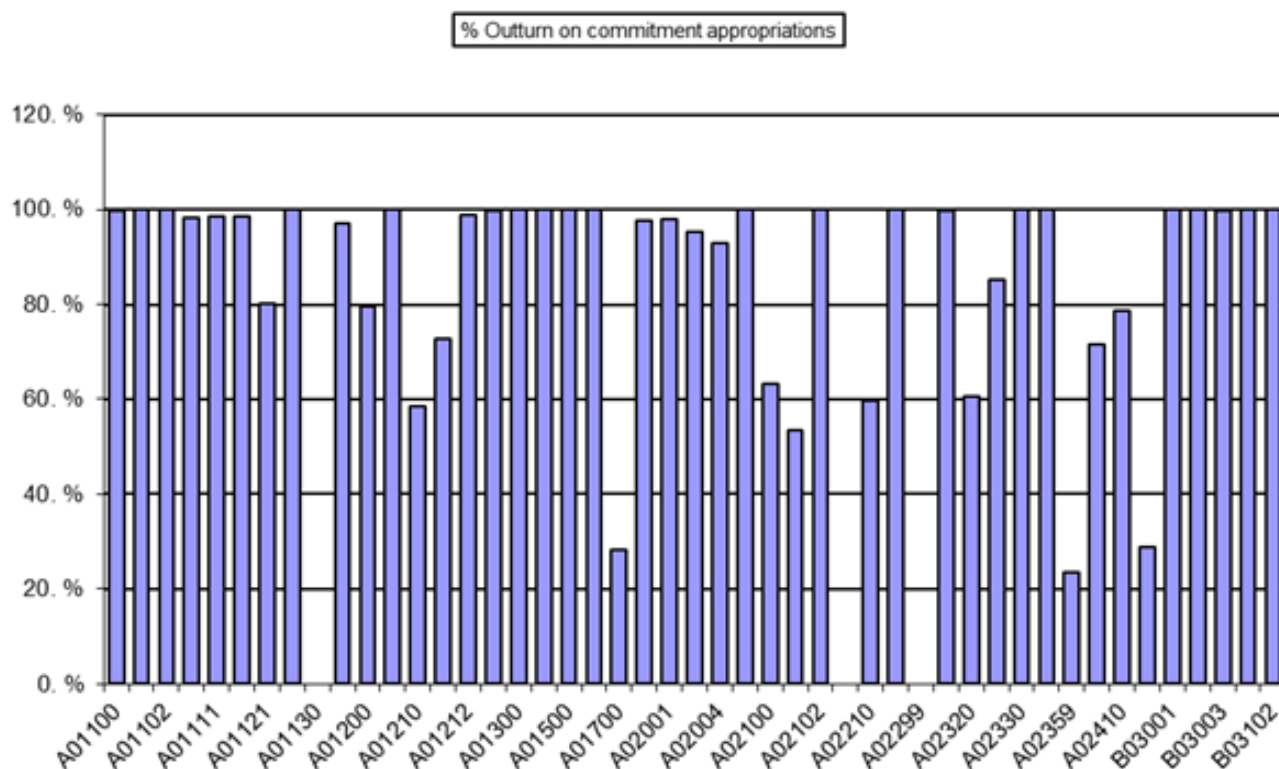
| Chapter                |  | Commitment appropriations authorised * | Commitments made | %               |
|------------------------|--|--|------------------|-----------------|
|                        |  | 1                                      | 2                | 3=2/1           |
| <b>Title A-1 STAFF</b> |  |  |                  |                 |
| <b>A-11</b>            | <b>SALARIES AND ALLOWANCES</b>                                     | <b>1.43</b>                            | <b>1.42</b>      | <b>99.31 %</b>  |
| A01100                 | Basic salaries   | 0.75                                   | 0.75             | 99.76 %         |
| A01101                 | Family allowances  | 0.14                                   | 0.14             | 100.00 %        |
| A01102                 | Expatriation and foreign-residence allowances                      | 0.14                                   | 0.14             | 100.00 %        |
| A01110                 | Contract staff   | 0.13                                   | 0.13             | 98.21 %         |
| A01111                 | Seconded national experts  | 0.18                                   | 0.18             | 98.60 %         |
| A01120                 | Insurance against sickness   | 0.03                                   | 0.03             | 98.40 %         |
| A01121                 | Insurance against accidents and occupational disease               | 0.01                                   | 0.00             | 80.24 %         |
| A01122                 | Insurance against unemployment                                     | 0.01                                   | 0.01             | 100.00 %        |
| A01130                 | Childbirth and death allowances and grants                         | 0.00                                   | 0.00             | 0.00 %          |
| A01131                 | Travel expenses for annual leave                                   | 0.03                                   | 0.03             | 96.96 %         |
| <b>A-12</b>            | <b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER</b> | <b>0.10</b>                            | <b>0.08</b>      | <b>81.11 %</b>  |
| A01200                 | Travel expenses  | 0.06                                   | 0.05             | 79.52 %         |
| A01201                 | Miscellaneous expenditure on staff recruitment                     | 0.00                                   | 0.00             | 100.00 %        |
| A01210                 | Travel expenses on entering/leaving                                | 0.01                                   | 0.00             | 58.45 %         |
| A01211                 | Installation, resettlement and transfer allowances                 | 0.01                                   | 0.01             | 72.67 %         |
| A01212                 | Removal expenses   | 0.01                                   | 0.01             | 98.82 %         |
| A01213                 | Daily subsistence allowances                                       | 0.01                                   | 0.01             | 99.81 %         |
| <b>A-13</b>            | <b>MISSIONS AND DUTY TRAVEL</b>                                    | <b>0.21</b>                            | <b>0.21</b>      | <b>100.00 %</b> |
| A01300                 | Mission duty and travel expenses                                   | 0.21                                   | 0.21             | 100.00 %        |

| Chapter                                  |   | Commitment appropriations authorised * | Commitments made | %               |
|--|---|--|------------------|-----------------|
|  |   | 1                                      | 2                | 3=2/1           |
| <b>A-14</b>                              | <b>MEDICAL SERVICES</b>                             | <b>0.01</b>                            | <b>0.01</b>      | <b>100.00 %</b> |
| A01400                                   | Medical services                                    | 0.01                                   | 0.01             | 100.00 %        |
| <b>A-15</b>                              | <b>TRAINING AND LANGUAGE COURSES</b>                | <b>0.07</b>                            | <b>0.07</b>      | <b>100.00 %</b> |
| A01500                                   | Training and language courses                       | 0.07                                   | 0.07             | 100.00 %        |
| <b>A-16</b>                              | <b>EXTERNAL SERVICES AND TEMPORARY ASSISTANCE</b>   | <b>0.31</b>                            | <b>0.31</b>      | <b>100.00 %</b> |
| A01600                                   | External services and temporary assistance          | 0.31                                   | 0.31             | 100.00 %        |
| <b>A-17</b>                              | <b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b> | <b>0.01</b>                            | <b>0.00</b>      | <b>28.38 %</b>  |
| A01700                                   | Representation and miscellaneous staff costs        | 0.01                                   | 0.00             | 28.38 %         |
| <b>Total Title A-1</b>                   |   | <b>2.13</b>                            | <b>2.09</b>      | <b>98.40 %</b>  |
| <b>Title A-2 BUILDINGS AND EQUIPMENT</b> |   |  |                  |                 |
| <b>A-20</b>                              | <b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b>     | <b>0.09</b>                            | <b>0.08</b>      | <b>96.96 %</b>  |
| A02000                                   | Rent  | 0.03                                   | 0.03             | 97.77 %         |
| A02001                                   | Insurance   | 0.00                                   | 0.00             | 98.00 %         |
| A02002                                   | Water gas electricity and heating                   | 0.03                                   | 0.02             | 95.21 %         |
| A02004                                   | Fitting-out and maintenance of premises             | 0.01                                   | 0.01             | 92.79 %         |
| A02005                                   | Security and surveillance of buildings              | 0.02                                   | 0.02             | 100.00 %        |
| <b>A-21</b>                              | <b>INFORMATION AND COMMUNICATION TECHNOLOGY</b>     | <b>0.09</b>                            | <b>0.07</b>      | <b>80.97 %</b>  |
| A02100                                   | Computer equipment                                  | 0.01                                   | 0.00             | 63.37 %         |
| A02101                                   | Software  | 0.03                                   | 0.02             | 53.35 %         |
| A02102                                   | Other external data processing services             | 0.05                                   | 0.05             | 100.00 %        |
| <b>A-22</b>                              | <b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>        | <b>0.03</b>                            | <b>0.02</b>      | <b>72.08 %</b>  |

| Chapter                                   |   | Commitment appropriations authorised * | Commitments made | %               |
|---|---|--|------------------|-----------------|
|   |   | 1                                      | 2                | 3=2/1           |
| A02200                                    | Technical installations and electronic office equipment | 0.01                                   | 0.00             | 0.00 %          |
| A02210                                    | Furniture   | 0.01                                   | 0.01             | 59.68 %         |
| A02290                                    | Books and publications                                  | 0.02                                   | 0.02             | 100.00 %        |
| A02299                                    | Other movable property                                  | 0.00                                   | 0.00             | 0.00 %          |
| <b>A-23</b>                               | <b>CURRENT ADMINISTRATIVE EXPENDITURE</b>               | <b>0.05</b>                            | <b>0.04</b>      | <b>74.39 %</b>  |
| A02300                                    | Stationery and office supplies                          | 0.01                                   | 0.00             | 99.65 %         |
| A02320                                    | Bank charges  | 0.00                                   | 0.00             | 60.69 %         |
| A02329                                    | Other financial charges                                 | 0.01                                   | 0.01             | 85.31 %         |
| A02330                                    | Legal expenses  | 0.01                                   | 0.01             | 100.00 %        |
| A02331                                    | Damages   | 0.01                                   | 0.01             | 100.00 %        |
| A02359                                    | Other operating expenses                                | 0.01                                   | 0.00             | 23.44 %         |
| <b>A-24</b>                               | <b>POSTAGE AND TELECOMMUNICATIONS</b>                   | <b>0.02</b>                            | <b>0.02</b>      | <b>78.22 %</b>  |
| A02400                                    | Postage and delivery charges                            | 0.00                                   | 0.00             | 71.45 %         |
| A02410                                    | Telecommunication charges                               | 0.02                                   | 0.01             | 78.75 %         |
| <b>A-25</b>                               | <b>EXPENDITURE ON FORMAL AND OTHER MEETINGS</b>         | <b>0.01</b>                            | <b>0.00</b>      | <b>28.84 %</b>  |
| A02500                                    | Meetings in general                                     | 0.01                                   | 0.00             | 28.84 %         |
| <b>Total Title A-2</b>                    |   | <b>0.29</b>                            | <b>0.23</b>      | <b>81.67 %</b>  |
| <b>Title B0-3 OPERATIONAL EXPENDITURE</b> |   |  |                  |                 |
| <b>B3-0</b>                               | <b>Support to implementation of BEREC WP 2014</b>       | <b>1.08</b>                            | <b>1.08</b>      | <b>100.00 %</b> |
| B03001                                    | Support to the BEREC Expert Working Groups              | 1.05                                   | 1.05             | 100.00 %        |
| B03002                                    | Activities under Articles 7 and 7a Framework Directive  | 0.01                                   | 0.01             | 99.90 %         |

| Chapter                 |  | Commitment appropriations authorised * | Commitments made | %              |
|-------------------------|--|--|------------------|----------------|
|                         |  | 1                                      | 2                | 3=2/1          |
| B03003                  | Collection exchange and transmission of information                                | 0.02                                   | 0.02             | 99.79 %        |
| <b>B3-1</b>             | <b>Horizontal activities (other support not directly related to BEREC WP 2014)</b> | <b>0.67</b>                            | <b>0.67</b>      | <b>99.92 %</b> |
| B03101                  | Other support activities to BEREC  | 0.53                                   | 0.53             | 99.92 %        |
| B03102                  | Provision of advice and other ad-hoc services to BEREC                             | 0.14                                   | 0.14             | 99.91 %        |
| <b>Total Title B0-3</b> |  | <b>1.75</b>                            | <b>1.75</b>      | <b>99.97 %</b> |
|                         |  |  |                  |                |
| <b>TOTAL BEREC</b>      |  | <b>4.16</b>                            | <b>4.08</b>      | <b>97.91 %</b> |

\* Commitment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous commitment appropriations for the period (e.g. internal and external assigned revenue).



**4.2. OUTTURN ON PAYMENT APPROPRIATIONS (fund sources C1, C5, C8, in mio EUR)**

| Chapter                |  | Payment appropriations authorised * | Payments made | %              |
|------------------------|--|-------------------------------------|---------------|----------------|
|                        |  | 1                                   | 2             | 3=2/1          |
| <b>Title A-1 STAFF</b> |  |                                     |               |                |
| <b>A-11</b>            | <b>SALARIES AND ALLOWANCES</b>                                     | <b>1.43</b>                         | <b>1.42</b>   | <b>99.31 %</b> |
| A01100                 | Basic salaries   | 0.75                                | 0.75          | 99.76 %        |
| A01101                 | Family allowances  | 0.14                                | 0.14          | 100.00 %       |
| A01102                 | Expatriation and foreign-residence allowances                      | 0.14                                | 0.14          | 100.00 %       |
| A01110                 | Contract staff   | 0.13                                | 0.13          | 98.21 %        |
| A01111                 | Seconded national experts  | 0.19                                | 0.18          | 98.60 %        |
| A01120                 | Insurance against sickness   | 0.03                                | 0.03          | 98.40 %        |
| A01121                 | Insurance against accidents and occupational disease               | 0.01                                | 0.00          | 80.24 %        |
| A01122                 | Insurance against unemployment                                     | 0.01                                | 0.01          | 100.00 %       |
| A01130                 | Childbirth and death allowances and grants                         | 0.00                                | 0.00          | 0.00 %         |
| A01131                 | Travel expenses for annual leave                                   | 0.03                                | 0.03          | 96.96 %        |
| <b>A-12</b>            | <b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER</b> | <b>0.11</b>                         | <b>0.08</b>   | <b>67.45 %</b> |
| A01200                 | Travel expenses  | 0.07                                | 0.05          | 61.15 %        |
| A01201                 | Miscellaneous expenditure on staff recruitment                     | 0.00                                | 0.00          | 50.00 %        |
| A01210                 | Travel expenses on entering/leaving                                | 0.01                                | 0.00          | 58.45 %        |
| A01211                 | Installation resettlement and transfer allowances                  | 0.01                                | 0.01          | 72.67 %        |
| A01212                 | Removal expenses   | 0.01                                | 0.01          | 98.82 %        |
| A01213                 | Daily subsistence allowances                                       | 0.01                                | 0.01          | 99.81 %        |
| <b>A-13</b>            | <b>MISSIONS AND DUTY TRAVEL</b>                                    | <b>0.22</b>                         | <b>0.21</b>   | <b>91.45 %</b> |
| A01300                 | Mission duty and travel expenses                                   | 0.22                                | 0.21          | 91.45 %        |



| Chapter          |   | Payment appropriations authorised * | Payments made | %              |
|------------------|---|-------------------------------------|---------------|----------------|
|                  |   | 1                                   | 2             | 3=2/1          |
| <b>A-14</b>      | <b>MEDICAL SERVICES</b>                             | <b>0.01</b>                         | <b>0.01</b>   | <b>50.12 %</b> |
| A01400           | Medical services                                    | 0.01                                | 0.01          | 50.12 %        |
| <b>A-15</b>      | <b>TRAINING AND LANGUAGE COURSES</b>                | <b>0.11</b>                         | <b>0.07</b>   | <b>57.73 %</b> |
| A01500           | Training and language courses                       | 0.11                                | 0.07          | 57.73 %        |
| <b>A-16</b>      | <b>EXTERNAL SERVICES AND TEMPORARY ASSISTANCE</b>   | <b>0.48</b>                         | <b>0.35</b>   | <b>73.01 %</b> |
| A01600           | External services and temporary assistance          | 0.48                                | 0.35          | 73.01 %        |
| <b>A-17</b>      | <b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b> | <b>0.01</b>                         | <b>0.00</b>   | <b>18.40 %</b> |
| A01700           | Representation and miscellaneous staff costs        | 0.01                                | 0.00          | 18.40 %        |
| <b>Total A-1</b> |   | <b>2.38</b>                         | <b>2.12</b>   | <b>89.21 %</b> |

| Title A-2 BUILDINGS AND EQUIPMENT |   |             |             |                |
|-----------------------------------|---|-------------|-------------|----------------|
| <b>A-20</b>                       | <b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b> | <b>0.11</b> | <b>0.09</b> | <b>79.32 %</b> |
| A02000                            | Rent  | 0.04        | 0.04        | 98.35 %        |
| A02001                            | Insurance                                       | 0.00        | 0.00        | 98.00 %        |
| A02002                            | Water gas electricity and heating               | 0.03        | 0.02        | 75.34 %        |
| A02004                            | Fitting-out and maintenance of premises         | 0.01        | 0.01        | 87.51 %        |
| A02005                            | Security and surveillance of buildings          | 0.03        | 0.02        | 57.04 %        |
| <b>A-21</b>                       | <b>INFORMATION AND COMMUNICATION TECHNOLOGY</b> | <b>0.09</b> | <b>0.04</b> | <b>42.41 %</b> |
| A02100                            | Computer equipment                              | 0.01        | 0.00        | 63.37 %        |
| A02101                            | Software  | 0.03        | 0.00        | 4.87 %         |
| A02102                            | Other external data processing services         | 0.05        | 0.03        | 61.04 %        |

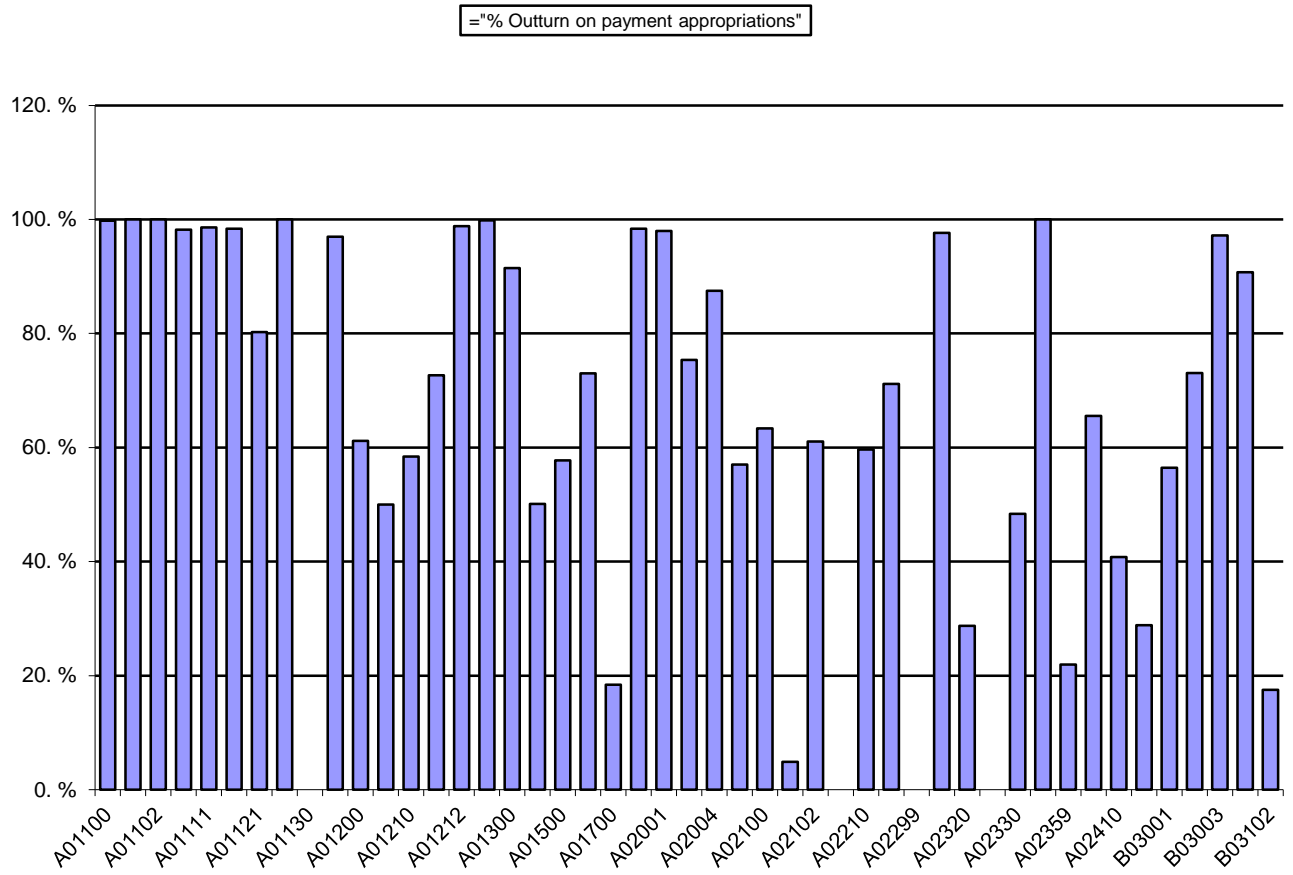
| Chapter          |   | Payment appropriations authorised * | Payments made | %              |
|------------------|---|-------------------------------------|---------------|----------------|
|                  |   | 1                                   | 2             | 3=2/1          |
| <b>A-22</b>      | <b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>            | <b>0.03</b>                         | <b>0.02</b>   | <b>56.62 %</b> |
| A02200           | Technical installations and electronic office equipment | 0.01                                | 0,00          | 0,00 %         |
| A02210           | Furniture   | 0.01                                | 0.01          | 59.68 %        |
| A02290           | Books and publications                                  | 0.02                                | 0.01          | 71.18 %        |
| A02299           | Other movable property                                  | 0.00                                | 0,00          | 0,00 %         |
| <b>A-23</b>      | <b>CURRENT ADMINISTRATIVE EXPENDITURE</b>               | <b>0.05</b>                         | <b>0.02</b>   | <b>39.58 %</b> |
| A02300           | Stationery and office supplies                          | 0.01                                | 0.00          | 97.65 %        |
| A02320           | Bank charges  | 0.00                                | 0.00          | 28.75 %        |
| A02329           | Other financial charges                                 | 0.01                                | 0,00          | 0,00 %         |
| A02330           | Legal expenses  | 0.01                                | 0.00          | 48.40 %        |
| A02331           | Damages   | 0.01                                | 0.01          | 100.00 %       |
| A02359           | Other operating expenses                                | 0.01                                | 0.00          | 21.94 %        |
| <b>A-24</b>      | <b>POSTAGE AND TELECOMMUNICATIONS</b>                   | <b>0.04</b>                         | <b>0.02</b>   | <b>41.92 %</b> |
| A02400           | Postage and delivery charges                            | 0.00                                | 0.00          | 65.57 %        |
| A02410           | Telecommunication charges                               | 0.04                                | 0.01          | 40.82 %        |
| <b>A-25</b>      | <b>EXPENDITURE ON FORMAL AND OTHER MEETINGS</b>         | <b>0.01</b>                         | <b>0.00</b>   | <b>28.84 %</b> |
| A02500           | Meetings in general                                     | 0.01                                | 0.00          | 28.84 %        |
| <b>Total A-2</b> |   | <b>0.33</b>                         | <b>0.19</b>   | <b>55.61 %</b> |

| Title B0-3 OPERATIONAL EXPENDITURE |   |             |             |                |
|------------------------------------|---|-------------|-------------|----------------|
| <b>B3-0</b>                        | <b>Support to implementation of BEREC WP 2014</b> | <b>1.12</b> | <b>0.64</b> | <b>57.34 %</b> |
| B03001                             | Support to the BEREC Expert Working Groups        | 1.08        | 0.61        | 56.43 %        |

| Chapter           |  | Payment appropriations authorised * | Payments made | %              |
|-------------------|--|-------------------------------------|---------------|----------------|
|                   |  | 1                                   | 2             | 3=2/1          |
| B03002            | Activities under Articles 7 and 7a Framework Directive                             | 0.02                                | 0.01          | 73.04 %        |
| B03003            | Collection exchange and transmission of information                                | 0.02                                | 0.02          | 97.20 %        |
| <b>B3-1</b>       | <b>Horizontal activities (other support not directly related to BEREC WP 2014)</b> | <b>0.79</b>                         | <b>0.60</b>   | <b>75.16 %</b> |
| B03101            | Other support activities to BEREC  | 0.62                                | 0.57          | 90.76 %        |
| B03102            | Provision of advice and other ad-hoc services to BEREC                             | 0.17                                | 0.03          | 17.52 %        |
| <b>Total B0-3</b> |  | <b>1.91</b>                         | <b>1.24</b>   | <b>64.74 %</b> |

|                    |             |             |                |
|--------------------|-------------|-------------|----------------|
| <b>TOTAL BEREC</b> | <b>4.62</b> | <b>3.55</b> | <b>76.68 %</b> |
|--------------------|-------------|-------------|----------------|

\* Payment appropriations authorised include, in addition to the budget voted by the legislative authority, appropriations carried over from the previous exercise, budget amendments as well as miscellaneous payment appropriations for the period (e.g. internal and external assigned revenue).



**4.3 BREAKDOWN OF COMMITMENTS TO BE SETTLED AT 31/12/2014 (in Mio EUR)**

| Chapter                |  | 2014 Commitments to be settled |               |             |                 |
|------------------------|--|--------------------------------|---------------|-------------|-----------------|
|                        |  | Commitments 2014               | Payments 2014 | RAL 2014    | % to be settled |
|                        |  | 1                              | 2             | 3=1-2       | 4=1-2//1        |
| <b>Title A-1 STAFF</b> |  |                                |               |             |                 |
| <b>A-11</b>            | <b>SALARIES AND ALLOWANCES</b>                                     | <b>1.42</b>                    | <b>-1.42</b>  | <b>0.00</b> | <b>0.00 %</b>   |
| A01100                 | Basic salaries   | 0.75                           | -0.75         | 0.00        | 0.00 %          |
| A01101                 | Family allowances  | 0.14                           | -0.14         | 0.00        | 0.00 %          |
| A01102                 | Expatriation and foreign-residence allowances                      | 0.14                           | -0.14         | 0.00        | 0.00 %          |
| A01110                 | Contract staff   | 0.13                           | -0.13         | 0.00        | 0.00 %          |
| A01111                 | Seconded national experts  | 0.18                           | -0.18         | 0.00        | 0.00 %          |
| A01120                 | Insurance against sickness   | 0.03                           | -0.03         | 0.00        | 0.00 %          |
| A01121                 | Insurance against accidents and occupational disease               | 0.00                           | 0.00          | 0.00        | 0.00 %          |
| A01122                 | Insurance against unemployment                                     | 0.01                           | -0.01         | 0.00        | 0.00 %          |
| A01130                 | Childbirth and death allowances and grants                         | 0.00                           | 0.00          | 0.00        | 0.00%           |
| A01131                 | Travel expenses for annual leave                                   | 0.03                           | -0.03         | 0.00        | 0.00 %          |
| <b>A-12</b>            | <b>MISCELLANEOUS EXPENDITURE ON STAFF RECRUITMENT AND TRANSFER</b> | <b>0.08</b>                    | <b>-0.07</b>  | <b>0.01</b> | <b>14.93 %</b>  |
| A01200                 | Travel expenses  | 0.05                           | -0.04         | 0.01        | 20.66 %         |
| A01201                 | Miscellaneous expenditure on staff recruitment                     | 0.00                           | 0.00          | 0.00        | 100.00 %        |
| A01210                 | Travel expenses on entering/leaving                                | 0.00                           | 0.00          | 0.00        | 0.00 %          |
| A01211                 | Installation, resettlement and transfer allowances                 | 0.01                           | -0.01         | 0.00        | 0.00 %          |
| A01212                 | Removal expenses   | 0.01                           | -0.01         | 0.00        | 0.00 %          |
| A01213                 | Daily subsistence allowances                                       | 0.01                           | -0.01         | 0.00        | 0.00 %          |

| Chapter          |   | 2014 Commitments to be settled |               |             |                 |
|------------------|---|--------------------------------|---------------|-------------|-----------------|
|                  |   | Commitments 2014               | Payments 2014 | RAL 2014    | % to be settled |
|                  |   | 1                              | 2             | 3=1-2       | 4=1-2//1        |
| <b>A-13</b>      | <b>MISSIONS AND DUTY TRAVEL</b>                     | <b>0.21</b>                    | <b>-0.19</b>  | <b>0.02</b> | <b>7.87 %</b>   |
| A01300           | Mission duty and travel expenses                    | 0.21                           | -0.19         | 0.02        | 7.87 %          |
| <b>A-14</b>      | <b>MEDICAL SERVICES</b>                             | <b>0.01</b>                    | <b>0.00</b>   | <b>0.00</b> | <b>54.85 %</b>  |
| A01400           | Medical services                                    | 0.01                           | 0.00          | 0.00        | 54.85 %         |
| <b>A-15</b>      | <b>TRAINING AND LANGUAGE COURSES</b>                | <b>0.07</b>                    | <b>-0.03</b>  | <b>0.05</b> | <b>64.65 %</b>  |
| A01500           | Training and language courses                       | 0.07                           | -0.03         | 0.05        | 64.65 %         |
| <b>A-16</b>      | <b>EXTERNAL SERVICES AND TEMPORARY ASSISTANCE</b>   | <b>0.31</b>                    | <b>-0.19</b>  | <b>0.13</b> | <b>40.43 %</b>  |
| A01600           | External services and temporary assistance          | 0.31                           | -0.19         | 0.13        | 40.43 %         |
| <b>A-17</b>      | <b>REPRESENTATION AND MISCELLANEOUS STAFF COSTS</b> | <b>0.00</b>                    | <b>0.00</b>   | <b>0.00</b> | <b>35.15 %</b>  |
| A01700           | Representation and miscellaneous staff costs        | 0.00                           | 0.00          | 0.00        | 35.15 %         |
| <b>Total A-1</b> |   | <b>2.09</b>                    | <b>-1.89</b>  | <b>0.20</b> | <b>9.76 %</b>   |

| Title A-2 BUILDINGS AND EQUIPMENT |   |             |              |             |                |
|-----------------------------------|---|-------------|--------------|-------------|----------------|
| <b>A-20</b>                       | <b>RENTAL OF BUILDINGS AND ASSOCIATED COSTS</b> | <b>0.08</b> | <b>-0.06</b> | <b>0.02</b> | <b>25.04 %</b> |
| A02000                            | Rent  | 0.03        | -0.03        | 0.00        | 0.00 %         |
| A02001                            | Insurance                                       | 0.00        | 0.00         | 0.00        | 0.00 %         |
| A02002                            | Water gas electricity and heating               | 0.02        | -0.02        | 0.01        | 22.64 %        |
| A02004                            | Fitting-out and maintenance of premises         | 0.01        | -0.01        | 0.00        | 5.69 %         |
| A02005                            | Security and surveillance of buildings          | 0.02        | 0.00         | 0.01        | 75.00 %        |

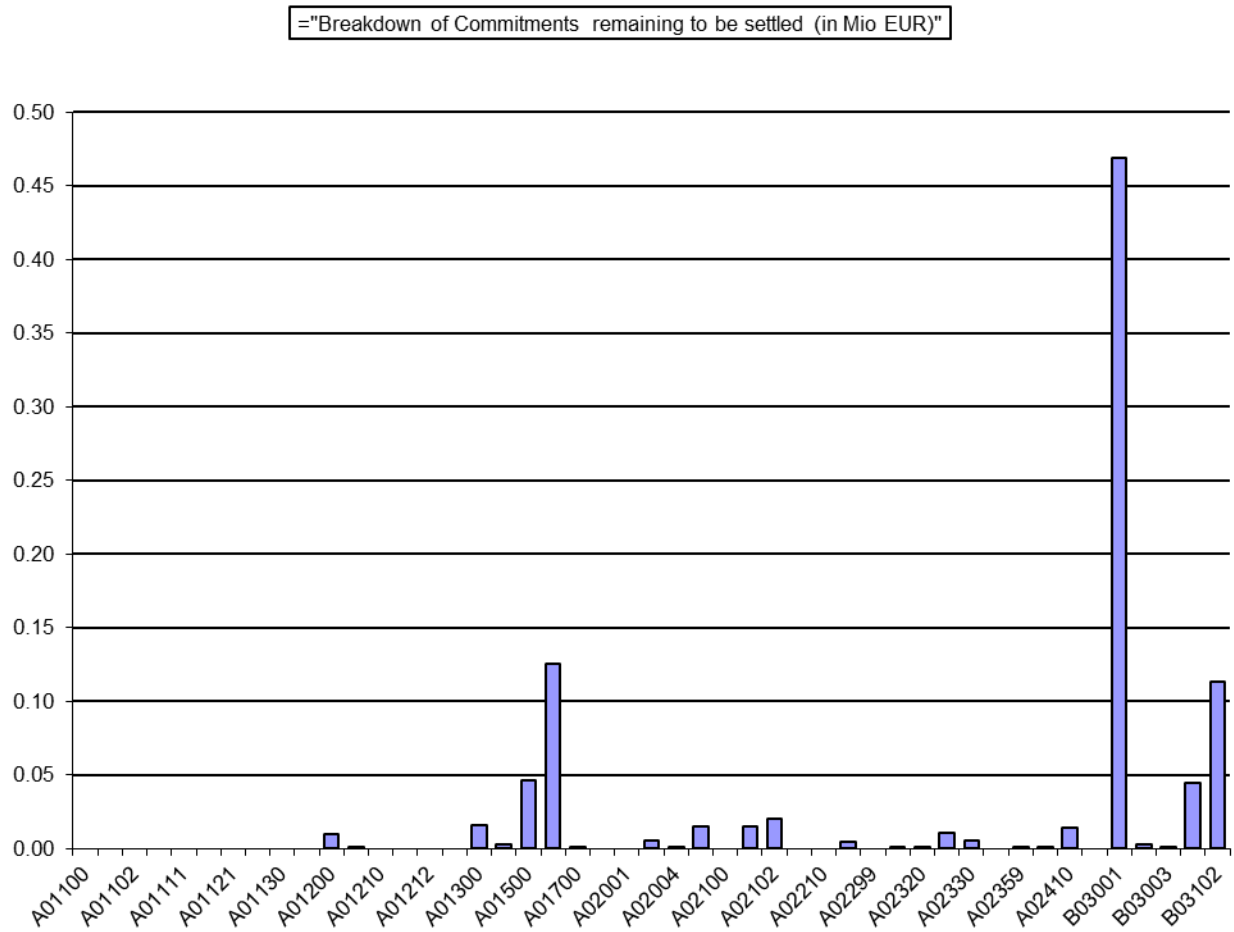
| Chapter          |   | 2014 Commitments to be settled |               |             |                 |
|------------------|---|--------------------------------|---------------|-------------|-----------------|
|                  |   | Commitments 2014               | Payments 2014 | RAL 2014    | % to be settled |
|                  |   | 1                              | 2             | 3=1-2       | 4=1-2//1        |
| <b>A-21</b>      | <b>INFORMATION AND COMMUNICATION TECHNOLOGY</b> | <b>0.07</b>                    | <b>-0.04</b>  | <b>0.03</b> | <b>48.40 %</b>  |
| A02100           | Computer equipment                              | 0.00                           | 0.00          | 0.00        | 0.00 %          |
| A02101           | Software  | 0.02                           | 0.00          | 0.01        | 90.75 %         |
| A02102           | Other external data processing services         | 0.05                           | -0.03         | 0.02        | 39.53 %         |
| <b>A-22</b>      | <b>MOVABLE PROPERTY AND ASSOCIATED COSTS</b>    | <b>0.02</b>                    | <b>-0.02</b>  | <b>0.01</b> | <b>21.44 %</b>  |
| A02210           | Furniture                                       | 0.01                           | -0.01         | 0.00        | 0.00 %          |
| A02290           | Books and publications                          | 0.02                           | -0.01         | 0.01        | 28.82 %         |
| <b>A-23</b>      | <b>CURRENT ADMINISTRATIVE EXPENDITURE</b>       | <b>0.04</b>                    | <b>-0.02</b>  | <b>0.02</b> | <b>47.10 %</b>  |
| A02300           | Stationery and office supplies                  | 0.00                           | 0.00          | 0.00        | 2.01 %          |
| A02320           | Bank charges                                    | 0.00                           | 0.00          | 0.00        | 100.00 %        |
| A02329           | Other financial charges                         | 0.01                           | 0.00          | 0.01        | 100.00 %        |
| A02330           | Legal expenses                                  | 0.01                           | 0.00          | 0.01        | 51.60 %         |
| A02331           | Damages   | 0.01                           | -0.01         | 0.00        | 0.00 %          |
| A02359           | Other operating expenses                        | 0.00                           | 0.00          | 0.00        | 6.41 %          |
| <b>A-24</b>      | <b>POSTAGE AND TELECOMMUNICATIONS</b>           | <b>0.02</b>                    | <b>0.00</b>   | <b>0.01</b> | <b>89.79 %</b>  |
| A02400           | Postage and delivery charges                    | 0.00                           | 0.00          | 0.00        | 9.33 %          |
| A02410           | Telecommunication charges                       | 0.01                           | 0.00          | 0.01        | 95.56 %         |
| <b>A-25</b>      | <b>EXPENDITURE ON FORMAL AND OTHER MEETINGS</b> | <b>0.00</b>                    | <b>0.00</b>   | <b>0.00</b> | <b>0.00 %</b>   |
| A02500           | Meetings in general                             | 0.00                           | 0.00          | 0.00        | 0.00 %          |
| <b>Total A-2</b> |   | <b>0.23</b>                    | <b>-0.14</b>  | <b>0.09</b> | <b>39.54 %</b>  |

| Chapter | 2014 Commitments to be settled |               |          |                 |
|---------|--------------------------------|---------------|----------|-----------------|
|         | Commitments 2014               | Payments 2014 | RAL 2014 | % to be settled |
|         | 1                              | 2             | 3=1-2    | 4=1-2//1        |

| Title B0-3 OPERATIONAL EXPENDITURE |  |             |              |             |                |
|------------------------------------|--|-------------|--------------|-------------|----------------|
| <b>B3-0</b>                        | <b>Support to implementation of BEREC WP 2014</b>                                  | <b>1.08</b> | <b>-0.61</b> | <b>0.47</b> | <b>43.68 %</b> |
| B03001                             | Support to the BEREC Expert Working Groups   | 1.05        | -0.58        | 0.47        | 44.63 %        |
| B03002                             | Activities under Articles 7 and 7a Framework Directive                             | 0.01        | -0.01        | 0.00        | 24.02 %        |
| B03003                             | Collection, exchange and transmission of information                               | 0.02        | -0.02        | 0.00        | 2.60 %         |
| <b>B3-1</b>                        | <b>Horizontal activities (other support not directly related to BEREC WP 2014)</b> | <b>0.67</b> | <b>-0.51</b> | <b>0.16</b> | <b>23.56 %</b> |
| B03101                             | Other support activities to BEREC  | 0.53        | -0.49        | 0.04        | 8.42 %         |
| B03102                             | Provision of advice and other ad-hoc services to BEREC                             | 0.14        | -0.03        | 0.11        | 81.68 %        |
| <b>Total B0-3</b>                  |  | <b>1.75</b> | <b>-1.12</b> | <b>0.63</b> | <b>36.00 %</b> |

|                    |             |              |             |                |
|--------------------|-------------|--------------|-------------|----------------|
| <b>TOTAL BEREC</b> | <b>4.08</b> | <b>-3.15</b> | <b>0.93</b> | <b>22.73 %</b> |
|--------------------|-------------|--------------|-------------|----------------|





#### 4.4. Payment Times

##### Legal Times

| Maximum Payment Time (Days) | Total Number of Payments | Nbr of Payments within Time Limit | Percentage | Average Payment Times (Days) | Nbr of Late Payments | Percentage | Average Payment Times (Days) |
|-----------------------------|--------------------------|-----------------------------------|------------|------------------------------|----------------------|------------|------------------------------|
| 30                          | 1 733                    | 937                               | 54.07 %    | 15.3                         | 796                  | 45.93 %    | 47.3                         |
| 45                          | 11                       | 11                                | 100.00 %   | 10                           |                      |            |                              |
| 60                          | 11                       | 11                                | 100.00 %   | 9.5                          |                      |            |                              |

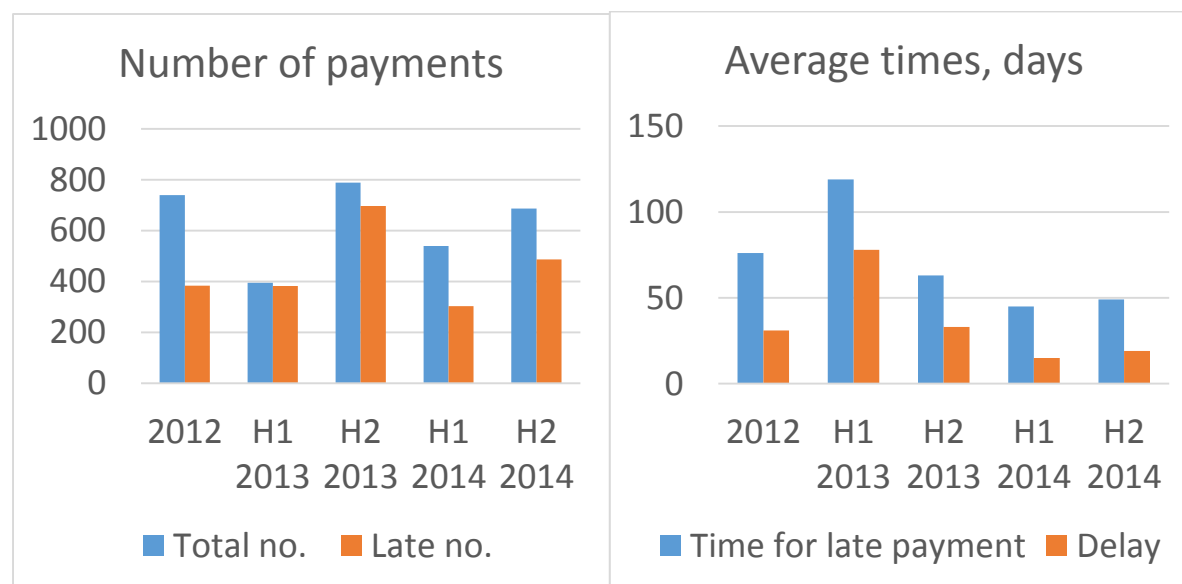
|                                 |              |            |                |             |            |                |             |
|---------------------------------|--------------|------------|----------------|-------------|------------|----------------|-------------|
| <b>Total Number of Payments</b> | <b>1 755</b> | <b>959</b> | <b>54.64 %</b> |             | <b>796</b> | <b>45.36 %</b> |             |
| <b>Average Payment Time</b>     | <b>29.7</b>  |            |                | <b>15.1</b> |            |                | <b>47.3</b> |

##### Target Times

| Target Payment Time (Days)      | Total Number of Payments | No of Payments within Target Time | Percentage      | Average Payment Times (Days) |
|---------------------------------|--------------------------|-----------------------------------|-----------------|------------------------------|
| 30                              | 13                       | 13                                | 100.00 %        | 9.7                          |
| <b>Total Number of Payments</b> | <b>13</b>                | <b>13</b>                         | <b>100.00 %</b> |                              |
| <b>Average Payment Time</b>     | <b>9.7</b>               |                                   |                 | <b>9.7</b>                   |

|                | Total no. of payments to experts | Late payments no. | Time for late payment | Delay |
|----------------|----------------------------------|-------------------|-----------------------|-------|
| <b>2012</b>    | 739                              | 383               | 76                    | 31    |
| <b>H1 2013</b> | 394                              | 382               | 119                   | 78    |
| <b>H2 2013</b> | 789                              | 696               | 63                    | 33    |
| <b>H1 2014</b> | 539                              | 303               | 45                    | 15    |
| <b>H2 2014</b> | 687                              | 486               | 49                    | 19    |

#### Late expert reimbursement indicator



**Suspensions**

| <b>Average Report Approval Suspension Days</b> | <b>Average Payment Suspension Days</b> | <b>Number of Suspended Payments</b> | <b>% of Total Number</b> | <b>Total Number of Payments</b> | <b>Amount of Suspended Payments</b> | <b>% of Total Amount</b> | <b>Total Paid Amount</b> |
|--|--|-------------------------------------|--------------------------|---------------------------------|-------------------------------------|--------------------------|--------------------------|
| 0  | 19                                     | 13                                  | 0.74 %                   | 1 755                           | 165 489.21                          | 6.44 %                   | 2 571 380.4              |

**Late Interest paid in 2014**

| <b>Agency</b> | <b>GL Account</b> | <b>Description</b> | <b>Amount (EUR)</b> |
|---------------|-------------------|--------------------|---------------------|
| BEREC Office  | N/A               | N/A                | 0                   |

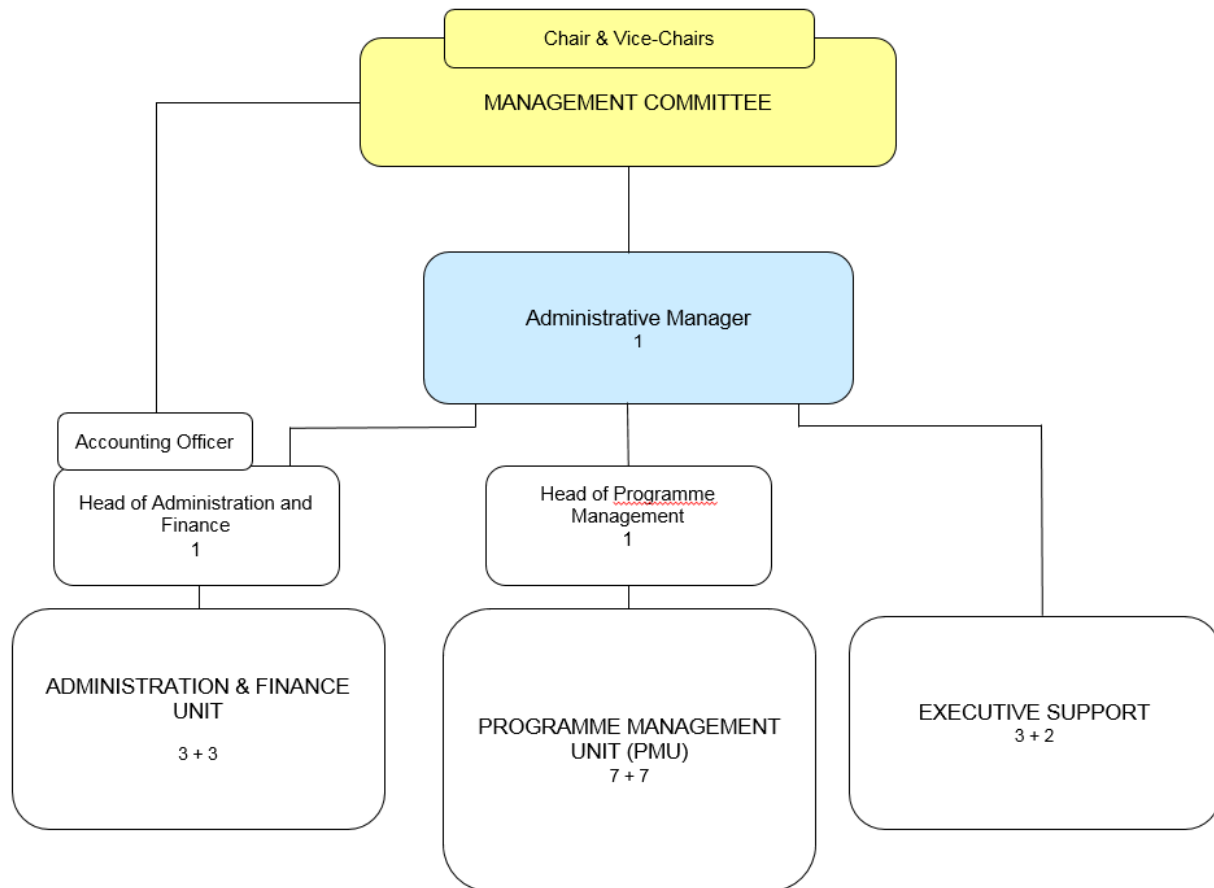
#### 4.5. Census of Negotiated Procedures - BEREC Office Contracts > EUR 60 000 - year 2014

- Procurement contracts > EUR 60,000 based on Article 134 (1) a) to g) and Article 135 (1) a) to d) of the RAP

|                                   |                                   |
|-----------------------------------|-----------------------------------|
| <b>Total number of contracts:</b> | <b>1</b>                          |
| <b>Total amount:</b>              | <b>EUR 512 000 (over 4 years)</b> |

| <b>Legal base</b>          | <b>Contract Number</b> | <b>Contractor Name</b>              | <b>Description</b>  | <b>Amount EUR</b>  |
|----------------------------|------------------------|-------------------------------------|---|--------------------|
| Article 135 (e) of the RAP | 2014-BEREC-ENP-01      | 1. SIA WD LATVIA<br>2. SIA SIMPLIKA | Framework service contract in cascade for the provision of interim workers for the BEREC Office | 128 000 (per year) |

- external aid contracts > EUR 20 000 - n/a;
- real estate contracts - n/a;
- secret contracts - n/a.

**Annex III: Organisational Chart of the BEREC Office**

## Annex IV: Establishment Plan

Table 1: Information on the entry level for each type of post: Indicative table

| Key functions   | Type of contract (official, TA or CA) | Function group, grade of recruitment (or bottom of the brackets if published in brackets) | Indication whether the function is dedicated to administration support or policy (operational) |
|---|---------------------------------------|---|--|
| <b>CORE FUNCTIONS</b>   |                                       |   |  |
| Head - Administrative Manager (Level 1)   | TA                                    | AD 14   | OPER T/OP COORD  |
| Head of Unit - Head of Programme Management unit (Level 2)                              | TA                                    | AD 9  | OPER T/OP COORD  |
| Senior Officer – Senior Programme Manager (Level 3)                                     | TA                                    | AD 7  | OPER GEN OPER  |
| Senior Officer – Senior Programme Manager (Level 3)                                     | TA                                    | AD 7  | OPER GEN OPER  |
| Senior Officer – Senior Programme Manager (Level 3)                                     | TA                                    | AD 7  | OPER GEN OPER  |
| Officer – Programme Manager   | TA                                    | AD 5  | OPER GEN OPER  |
| Officer – Programme Manager   | TA                                    | AD 5  | OPER GEN OPER  |
| Officer – Executive Support Officer (Level 2 – reporting directly to Level 1)           | TA                                    | AD 5  | 50% OPER T/OP COORD<br>50% ADM SUP IA  |
| Assistant – Programme Management Assistant (Level 3)                                    | TA                                    | AST 3   | 50% OPER GEN OPER<br>50% FIN/CONT  |
| Budget Assistant (Level 2 – reporting directly to Level 1)                              | TA                                    | AST 3   | FIN/CONT   |
| Assistant – Secretary in Executive Support (Level 2 – reporting directly to Level 1)    | TA                                    | AST 3   | 50% OPER T/OP COORD<br>50% OPER GEN OPER   |
| Replacement of Secretary in Executive Support (Level 2 – reporting directly to Level 1) | Interim                               |   | 50% OPER T/OP COORD<br>50% OPER GEN OPER   |

| <b>Key functions</b>   | <b>Type of contract (official, TA or CA)</b> | <b>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</b> | <b>Indication whether the function is dedicated to administration support or policy (operational)</b> |
|--|--|--|---|
| Assistant - Administrative assistant (Level 3)                         | TA   | AST 1  | 50% OPER GEN OPER<br>50% FIN/CONT   |
| Officer - BEREC Support Officer in Programme Management unit (Level 3) | CA   | CA FG IV   | OPER GEN OPER   |
| Officer - BEREC Support Officer in Programme Management unit (Level 3) | CA   | CA FG IV   | OPER GEN OPER   |
| Assistant - Secretary to Programme Management (Level 3)                | CA   | CA FGII  | 50% OPER GEN OPER<br>50% FIN/CONT   |
| SNEs Programme Management  | SNE  |  | OPER GEN OPER   |
| SNEs Programme Management  | SNE  |  | OPER GEN OPER   |
| SNEs Programme Management  | SNE  |  | OPER GEN OPER   |
| SNEs Programme Management  | SNE  |  | OPER GEN OPER   |
| SNE Executive Support  | SNE  |  | 50% COORD COMM<br>50% LING  |
| <b>INTERNAL SUPPORT FUNCTIONS FOR BEREC OFFICE</b>                     |  |  |   |
| Head of Administration & Finance unit, Accounting officer (Level 2)    | TA   | AD 9   | 50% ADM SUP RES HoA<br>50% FIN/CONT   |
| Officer - Legal and Procurement Officer, DPO (Level 3)                 | TA   | AD 5   | 50% ADM COORD LEGAL<br>50% T/OP COORD   |
| Officer - HR Officer (Level 3)   | TA   | AD 5   | ADM SUP HR  |
| Assistant – Financial Assistant (Level 3)                              | TA   | AST 3  | FIN/CONT  |



| <b>Key functions</b>  | <b>Type of contract (official, TA or CA)</b> | <b>Function group, grade of recruitment (or bottom of the brackets if published in brackets)</b> | <b>Indication whether the function is dedicated to administration support or policy (operational)</b> |
|---|--|--|---|
| SNE in Administration and Finance unit  | <i>SNE</i>                                   |  | <i>50% ADM COORD LEGAL<br/>50% OPER T/OP COORD</i>  |
| Officer – Administration and Finance Officer (Level 3)                        | <i>CA</i>                                    | <i>CA FGIV</i>   | <i>50% FIN/CONT<br/>50% COORD GEN COORD</i>   |
| Assistant – Logistics, Security and Facilities Management Assistant (Level 3) | <i>CA</i>                                    | <i>CA FGII</i>   | <i>ADM SUP LOG</i>  |
| Officer - IT Officer/Webmaster (Level 2 – reporting directly to Level 1)      | <i>CA</i>                                    | <i>CA FGIII</i>  | <i>ADM SUP ICT</i>  |
| <b>SPECIAL FUNCTIONS</b>  |  |  |   |
| Internal Auditor  | <i>n/a</i>                                   | <i>n/a</i>   | <i>n/a</i>  |

**Table 2: Benchmarking against previous year results\***

| <b>Job Type (sub) category</b>                 | <b>Year N-1 (2013)</b> | <b>Year N (2014)</b> |
|--|------------------------|----------------------|
| <b>Administrative support and Coordination</b> |                        | <b>6</b>             |
| Administrative support                         |                        | 4                    |
| Coordination                                   |                        | 2                    |
| <b>Operational</b>                             |                        | <b>18</b>            |
| Top Level Operational Coordination             |                        | 4.5                  |
| Programme Management & Implementation          |                        | 0                    |
| Evaluation & Impact Assessment                 |                        | 0                    |
| General Operational                            |                        | 13.5                 |
| <b>Neutral</b>                                 |                        | <b>5</b>             |
| Finance/Control                                |                        | 4.5                  |
| Linguistics                                    |                        | 0.5                  |

\* The updated "Methodology for Agencies Job Screening" provides that: "In 2014 only the column corresponding to "Year N" is to be filled in."

## Annex V: Human and financial resources by activity in 2014

| Activities 2014   | Direct expenditures<br>kEUR | FTEs         | HR related expenditures<br>kEUR | Allocated overhead<br>kEUR | Total expenditures<br>kEUR |
|---|-----------------------------|--------------|---------------------------------|----------------------------|----------------------------|
| <b>TOTAL operational expenditures</b>   | <b>1 752</b>                | <b>12.50</b> | <b>923</b>                      | <b>1 401</b>               | <b>4 076</b>               |
| <b>Support the Implementation of BEREC Work Programme</b>   | <b>1 083</b>                | <b>7.25</b>  | <b>464</b>                      | <b>810</b>                 | <b>2 357</b>               |
| Set-up Expert Working Groups and provide support  | 1 052                       | 6.50         | 412                             | 721                        | 2 185                      |
| Activities under Article 7 and 7a of the Framework Directive  | 13                          | 0.50         | 42                              | 63                         | 118                        |
| Collection, exchange and transmission of information  | 18                          | 0.25         | 10                              | 26                         | 54                         |
| <b>Horizontal or Other Support</b>  | <b>669</b>                  | <b>5.25</b>  | <b>459</b>                      | <b>591</b>                 | <b>1 719</b>               |
| Assist BEREC Chair and Vice-Chairs, Plenaries and Contact Network meetings for the Board and Management Committee | 531                         | 2.75         | 269                             | 305                        | 1 105                      |
| Ensure internal and external transparency, accountability and other horizontal support                            | 138                         | 2.50         | 190                             | 286                        | 614                        |
|   |                             |              |                                 |                            |                            |

| Activities 2014  | Direct expenditures<br>kEUR | FTEs         | HR related expenditures<br>kEUR | Allocated overhead<br>kEUR | Total expenditures<br>kEUR |
|--|-----------------------------|--------------|---------------------------------|----------------------------|----------------------------|
| <b>TOTAL administrative and management expenditures (overhead)</b> | <b>542</b>                  | <b>9.00</b>  | <b>859</b>                      | <b>n.a.</b>                | <b>1 401</b>               |
| Budget, Finance and Accounting                                     | 11                          | 4.00         | 304                             | n.a.                       | 315                        |
| IT infrastructure  | 72                          | 0.50         | 45                              | n.a.                       | 117                        |
| Human Resources  | 0                           | 1.25         | 179                             | n.a.                       | 179                        |
| Premises and Equipment   | 131                         | 0.75         | 46                              | n.a.                       | 177                        |
| Legal activities and Procurement                                   | 16                          | 1.25         | 102                             | n.a.                       | 118                        |
| General management and Control                                     | 312                         | 1.25         | 182                             | n.a.                       | 494                        |
| <b>TOTAL</b>   |                             | <b>21.50</b> |                                 |                            | <b>4 076</b>               |

**Annex VI: Specific annexes related to Part II****Table 1: List of Expert Working Groups (EWGs) supported by the BEREC Office in 2014****Expert Working Groups (EWGs) formally established by a Decision of the BEREC Board of Regulators in 2014**

1. Benchmarking EWG
2. Radio Spectrum EWG
3. Market and Economic Analysis EWGs
4. End-User EWG
5. Evaluation of BEREC and BEREC Office EWGs (wound up in September 2014)
6. Framework Implementation EWG
7. International Roaming EWG
8. Net Neutrality EWG
9. Next Generation Networks EWG
10. Regulatory Accounting EWG
11. Remedies Monitoring EWG
12. Termination Rates EWG

**Ad Hoc EWGs supporting the BEREC Board of Regulators in 2014**

1. Telecoms Single market EWG
2. Article 28 (2) of the Universal Service Directive

**Table 2: List of BEREC public consultations managed by the BEREC Office in 2014**

| PC №     | Start             | End             | Topic  | Documents subject to consultation  | No of contributions received |
|----------|-------------------|-----------------|--|--|------------------------------|
| PC 01/14 | 10 December 2013  | 7 February 2014 | Common Position on geographical aspects of market analysis | <a href="#">Review of BEREC Common Position on geographic aspects of market analysis (definition and remedies)</a>             | 14                           |
| PC 02/14 | 17 March 2014     | 28 April 2014   | Quality of Service in the context of Net Neutrality        | <a href="#">Draft BEREC report on monitoring quality of Internet access services in the context of net neutrality</a>          | 20                           |
| PC 03/14 | 29 September 2014 | 24 October 2014 | Draft BEREC Strategy 2015-2017                             | <a href="#">Draft BEREC Strategy 2015-2017</a>   | 18                           |
| PC 03/14 | 29 September 2014 | 24 October 2014 | Draft BEREC Work Programme 2015                            | <a href="#">Draft BEREC Work Programme 2015</a>  | 20                           |
| PC 03/14 | 29 September 2014 | 24 October 2014 | Economic replicability test (ex-ante margin squeeze tests) | <a href="#">Draft Guidance on regulatory accounting approach to economic replicability test (ex-ante margin squeeze tests)</a> | 11                           |

For the last 3 public consultations BEREC also organised public hearings, which were held within the [2<sup>nd</sup> BEREC Stakeholder Forum Meeting \(16 October 2014, Brussels\)](#).

**Table 3: Overview of the 2014 the ordinary plenary meetings of the Management Committee and Contact Network (CN) meetings**

| Meeting   | 2014 dates     | Meeting Host             | Location              |
|-----------|----------------|--------------------------|-----------------------|
| CN1       | 6-7 February   | SPRK (with BEREC Office) | Riga (Latvia)         |
| Plenary 1 | 28 February    | PTS                      | Stockholm (Sweden)    |
| CN2       | 15-16 May      | ANACOM                   | Lisbon (Portugal)     |
| Plenary 2 | 6 June         | ComReg                   | Dublin (Ireland)      |
| CN3       | 4-5 September  | AK                       | Vaduz (Liechtenstein) |
| Plenary 3 | 26 September   | AGCOM                    | Rome (Italy)          |
| CN4       | 13-14 November | FICORA                   | Helsinki (Finland)    |
| Plenary 4 | 4-5 December   | BEREC Office             | Brussels (Belgium)    |

**Table 4: 2014 Electronic Voting Procedures of the BEREC Office Management Committee (MC)**

| №  | Document subject to electronic voting procedure  | Comments Round |            | Voting Round |            | Comments   |
|----|--|----------------|------------|--------------|------------|--|
|    |  | Start          | End        | Start        | End        |  |
| 1. | BEREC Office MC Decision on the financial regulation applicable to the BEREC Office in conformity with the framework Financial Regulation for the bodies referred to in Article 208 of Council Regulation (EU, Euratom) No 966/2012 on the Financial Regulation applicable to the general budget of the European Union | 20.12.2013     | 23.12.2013 | 03.01.2014   | 07.01.2014 | The Decision of the BEREC Office approved by the MC was published on the BEREC website under ref. No <a href="#">MC/2014/1</a> .             |
| 2. | Draft BEREC Office MC Decision on the Adoption of Implementing Rules to the Staff Regulations  | 08.01.2014     | 09.01.2014 | 13.01.2014   | 14.01.2014 | The Decision of the BEREC Office MC approved by the MC was published on the BEREC under ref. No <a href="#">MC/2014/2</a> .                  |
| 3. | Draft BEREC Office Multiannual Staff Policy Plan (MSPP) for 2015-2017  | 27.01.2014     | 28.01.2014 | 29.01.2014   | 30.01.2014 | The document approved by MC is for internal use and has not been published. It was transmitted to the Commission Services for opinion.       |
| 4. | BEREC Office estimate of revenue and expenditure for 2015  | 14.03.2014     | 21.03.2014 | 24.03.2014   | 31.03.2014 | The document approved by MC is for internal use and has not been published. It was transmitted to the Commission Services for consideration. |
| 5. | BEREC Office MC Decision on change of category of staff  | 25.04.2014     | 05.05.2014 | 06.05.2014   | 13.05.2014 | The final Decision approved by the MC was published on the BEREC website under ref. No <a href="#">MC/2014/6</a> .                           |



| №   | Document subject to electronic voting procedure  | Comments Round |            | Voting Round |            | Comments   |
|-----|--|----------------|------------|--------------|------------|--|
|     |  | Start          | End        | Start        | End        |  |
| 6.  | BEREC Office MC Decision to approve the proposals for the appointment of a Head of the Programme Management (PM) Unit and the establishment of a reserve list (TA – Grade AD9)   | 07.05.2014     | 08.05.2014 | 09.05.2014   | 12.05.2014 | The final MC Decisions was made publicly available on the BEREC website under ref. No <a href="#">MC/2014/5</a> .  |
| 7.  | Proposal No 1 for transfer from Title 1 to Title 3 in the BEREC Office Budget 2014 and draft Financing Decision for organising and financing BEREC and BEREC Office events in 2014   | 17.06.2014     | 24.06.2014 | 25.06.2014   | 02.07.2014 | The MC decisions approved as a result of the current e-voting procedure were published on the BEREC website and are accessible under ref. NoNo <a href="#">MC/2014/8</a> and <a href="#">MC/2014/9</a> . |
| 8.  | BEREC Office MC Decision for the appointment of a Programme Manager in the Programme Management Unit, his/her the appointment by the Vice-Chair and the establishment of a reserve list (TA – Grade AD5) of the BEREC Office             | 11.08.2014     | 18.08.2014 | 19.08.2014   | 26.08.2014 | The final Decision of the BEREC Office MC, as approved, was published on the BEREC web site under ref. No <a href="#">MC/2014/10</a> .   |
| 9.  | Letter from the BEREC Chair to the EP in relation to the Second Report for the Discharge of year 2012 for the Office of the Body of European Regulators for Electronic Communications (BEREC Office) adopted by the European Parliament. | 28.10.2014     | 29.10.2014 | 29.10.2014   | 30.10.2014 | The letter approved by the MC was sent by the Chair to the EP under ref. No MC (14) 110 (nor public) on 5 November 2014.   |
| 10. | BEREC Office MC Decision to approve the proposals for the appointment of an Executive Support Assistant and the establishment of a reserve list (TA – Grade AST3) of the BEREC Office  | 03.11.2014     | 04.11.2014 | 04.11.2014   | 06.11.2014 | The final Decision of the BEREC Office MC, as approved, was published on the BEREC web site under ref. No <a href="#">MC/2014/13</a> .   |

| №   | Document subject to electronic voting procedure  | Comments Round |            | Voting Round |            | Comments  |
|-----|--|----------------|------------|--------------|------------|---|
|     |  | Start          | End        | Start        | End        |   |
| 11. | BEREC Office MC Decision on proposal No 2 to the MC for transfer from Title 2 to Title 3 in the BEREC Office Budget and on the adoption of financing decisions for sector specific studies and organisation of BEREC and BEREC Office events | 07.11.2014     | 09.11.2014 | 10.11.2014   | 11.11.2014 | The final decision, as approved by the MC, was published on the BEREC website under ref. No <a href="#">MC/2014/14</a> .  |
| 12. | BEREC Office MC Decision to authorise expenditure in excess of one provisional twelfth of the anticipated budget 2015  | 12.12.2014     | 15.12.2014 | 15.12.2014   | 16.12.2014 | In line with the BEREC Office transparency rules, the Decision of the BEREC Office MC on the request of the Administrative Manager to authorise expenditure in excess of one provisional twelfth of the anticipated budget 2015 was published on the BEREC website under ref. No <a href="#">MC/2014/16</a> . |
| 13. | BEREC Office MC Decision to approve, in accordance with the MC Decision (10) 23, the proposal for the establishment of a reserve list of Senior Programme Manager (TA – Grade AD7) of the BEREC Office                                       | 17.12.2014     | 18.12.2014 | 18.12.2014   | 19.12.2014 | According to the BEREC Office transparency rules the Decision of the BEREC Office MC to approve the proposals for the establishment of a reserve list for the post of Senior Programme Manager (TA-AD7) of the BEREC Office was published on the BEREC website under ref. No <a href="#">MC/2014/17</a> .     |
| 14. | BEREC Office Budget 2015   | 23.12.2014     | 29.12.2014 | 29.12.2014   | 30.12.2014 | The BEREC Office Budget 2015, as approved by the MC, was published on the BEREC website under ref. No <a href="#">MC (14) 146</a> .   |

**Table 5: Overview of public documents the BEREC Office Management Committee adopted in 2014****Decisions**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b>   |
|------------------------|----------------------|--|
| MC/2014/1              | 9 January 2014       | <a href="#"><u>Decision of the BEREC Office MC on the financial regulation applicable to the BEREC Office in conformity with the framework Financial Regulation for the bodies referred to in Article 208 of Council Regulation (EU, Euratom) No 966/2012 on the Financial Regulation applicable to the general budget of the European Union (hereinafter, the general Financial Regulation)</u></a> |
| MC/2014/2              | 14 January 2014      | <a href="#"><u>Decision of the BEREC Office MC on the Adoption of Implementing Rules to the Staff Regulations</u></a>  |
| MC/2014/3              | 28 February 2014     | <a href="#"><u>BEREC Office MC Decision on Designation of the Reporting Officers for the Appraisal of the Administrative Manager of the BEREC Office</u></a>   |
| MC/2014/4              | 28 February 2014     | <a href="#"><u>Decision by the BEREC Office MC on the appointment of the Administrative Manager of the BEREC Office</u></a>  |
| MC/2014/5              | 20 May 2014          | <a href="#"><u>Decision of the BEREC Office MC to approve the proposals for the appointment of a Head of the Programme Management Unit and the establishment of a reserve list (TA – Grade AD9)</u></a>  |
| MC/2014/6              | 13 May 2014          | <a href="#"><u>Decision by the BEREC Office MC on change of category of staff</u></a>  |
| MC/2014/7              | 12 June 2014         | <a href="#"><u>Decision of the BEREC Office MC to approve the proposals for the appointment of a HR Officer and the establishment of a reserve list for BEREC Office</u></a>   |
| MC/2014/8              | 7 July 2014          | <a href="#"><u>Decision of the BEREC Office MC on the proposal for transfer No 1 to the MC from Title 1 to Title 3 in the BEREC Office Budget made by the Administrative Manager of the BEREC Office with Letter MC (14) 74 of 16 June 2014</u></a>  |
| MC/2014/9              | 2 July 2014          | <a href="#"><u>Decision of the BEREC Office MC for the adoption of a Financing Decision for organising and financing BEREC and BEREC Office events in 2014</u></a>   |
| MC/2014/10             | 26 August 2014       | <a href="#"><u>Decision of the BEREC Office MC to approve the proposals for the appointment of a Programme Manager and the establishment of a reserve list for BEREC Office</u></a>  |
| MC/2014/11             | 26 September 2014    | <a href="#"><u>Decision of the BEREC Office MC on the designation of the two Reporting Officers for the assessment of the probationary period of the Administrative Manager of the BEREC Office</u></a>  |

| Document number | Document date     | Document title/hyperlink to published version   |
|-----------------|-------------------|---|
| MC/2014/12      | 26 September 2014 | <a href="#">Decision of the BEREC Office MC on the empowerment of the Administrative Manager for the signature of a Service Level Agreement with ENISA, in accordance with articles 82, 83 and 84 of the BEREC Office Financial Regulation MC/2014/1</a>            |
| MC/2014/13      | 6 November 2014   | <a href="#">Decision of the BEREC Office to approve the proposals for the appointment of the Executive Support Assistant and the establishment of a reserve list for BEREC Office</a>   |
| MC/2014/14      | 24 November 2014  | <a href="#">Decision of the BEREC Office MC on proposal No 2 to the MC for transfer from Title 2 to Title 3 in the BEREC Office Budget and on the adoption of financing decisions for sector specific studies and organisation of BEREC and BEREC Office events</a> |
| MC/2014/15      | 5 December 2014   | <a href="#">Decision of the BEREC Office MC to approve the establishment of a reserve list for the post of Financial and Accounting Assistant (TA – Grade AST3) of the BEREC Office</a>   |
| MC/2014/16      | 17 December 2014  | <a href="#">Decision of the BEREC Office MC on the request of the Administrative Manager to authorise expenditure in excess of one provisional twelfth of the anticipated budget 2015</a>   |
| MC/2014/17      | 19 December 2014  | <a href="#">Decision of the BEREC Office MC to approve the proposals for the establishment of a reserve list for the post of Senior Programme Manager (TA-AD7) of the BEREC Office</a>  |

### Opinions

| Document number | Document date     | Document title/hyperlink to published version   |
|-----------------|-------------------|---|
| MC (14) 97      | 26 September 2014 | <a href="#">Opinion of the BEREC Office Management Committee on the European Court of Auditor's report on the annual accounts for financial year 2013</a> |
| MC (14) 65      | 23 May 2014       | <a href="#">Opinion of the BEREC Office MC concerning the final accounts of the year 2013</a>   |

### Rules of Procedure

| Document number | Document date | Document title/hyperlink to published version                                      |
|-----------------|---------------|--|
| MC (14) 70      | 6 June 2014   | <a href="#">Rules of Procedure of the Management Committee of the BEREC Office</a> |

**BEREC Office Annual Activity Report for 2013**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b>   |
|------------------------|----------------------|--|
| MC (14) 66             | 23 May 2014          | <a href="#">2013 Annual Activity Report of the Office of the Body of European Regulators for Electronic Communications</a> |

**BEREC Office Work Programme for 2015**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b> |
|------------------------|----------------------|--|
| MC (14) 102            | 26 September 2014    | <a href="#">BEREC Office Work Programme 2015</a>     |

**BEREC Office Budget**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b>  |
|------------------------|----------------------|---|
| MC (14) 146            | 30 December 2014     | <a href="#">Budget of the BEREC Office for 2015</a>   |
| 2014/C 322/10          | 18 September 2014    | <a href="#">Statement of revenue and expenditure of the BEREC Office for the financial year 2014 - Amending Budget No 1</a> |
| 2014/C 90/37           | 1 April 2014         | <a href="#">Statement of revenue and expenditure of the BEREC Office for the financial year 2014</a>                        |

**Agendas for the 2014 meetings of the BEREC Office Management Committee**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b>  |
|------------------------|----------------------|---|
| MC (14) 32             | 26 February 2014     | <a href="#">Draft Agenda for the 18th meeting of the BEREC Office Management Committee in Stockholm (Sweden)</a>          |
| MC (14) 71             | 26 May 2014          | <a href="#">Draft Agenda for the 19th meeting of the BEREC Office Management Committee, 6 June 2014, Dublin (Ireland)</a> |
| MC (14) 103            | 18 September 2014    | <a href="#">Draft Agenda for the 20th meeting of the BEREC Office Management Committee, 26 September 2014, Rome</a>       |

| Document number | Document date    | Document title/hyperlink to published version  |
|-----------------|------------------|--|
| MC (14) 130     | 27 November 2014 | <a href="#"><u>Draft Agenda of the 21st Meeting of the BEREC Office Management Committee in Brussels (Belgium)</u></a> |

#### Conclusions of the 2014 meetings of the BEREC Office Management Committee

| Document number | Document date     | Document title/hyperlink to published version   |
|-----------------|-------------------|---|
| MC (14) 38      | 28 February 2014  | <a href="#"><u>Conclusions of the 18th Meeting of the BEREC Office Management Committee, 28 February 2014 in Stockholm (Sweden)</u></a> |
| MC (14) 77      | 06 June 2014      | <a href="#"><u>Conclusions of the 19th meeting of the BEREC Office Management Committee, 6 June 2014, Dublin (Ireland)</u></a>          |
| MC (14) 103     | 26 September 2014 | <a href="#"><u>Conclusions of the 20th meeting of the BEREC Office Management Committee, 26 September 2014, Rome (Italy)</u></a>        |
| MC (14) 152     | 05 December 2014  | <a href="#"><u>Conclusions of the 21st Meeting of the BEREC Office Management Committee, 5-6 December 2014, Brussels (Belgium)</u></a>  |

**Overview of the meeting agendas and conclusions of the Contact Network**

| <b>Document number</b> | <b>Document date</b> | <b>Document title/hyperlink to published version</b>  |
|------------------------|----------------------|---|
| BEREC CN (14) 01       | 27 January 2014      | <a href="#"><u>Draft Agenda for the BEREC 2014 1st Contact Network Meeting, 6-7 February 2014, Riga (Latvia)</u></a>            |
| BEREC CN (14) 23       | 7 February 2014      | <a href="#"><u>Conclusions from the 1st BEREC Contact Network Meeting for 2014, 6-7 February 2014, Riga</u></a>                 |
| BEREC CN (14) 27       | 7 May 2014           | <a href="#"><u>Draft Agenda for the BEREC 2014 2nd Contact Network Meeting, 15-16 May 2014, Lisbon (Portugal)</u></a>           |
| BEREC CN (14) 54       | 16 May 2014          | <a href="#"><u>Conclusions from the 2nd BEREC Contact Network Meeting for 2014, 15-16 May 2014, Lisbon</u></a>                  |
| BEREC CN (14) 55       | 28 August 2014       | <a href="#"><u>Draft Agenda for the BEREC 2014 3rd Contact Network Meeting, 4-5 September 2014, Vaduz (Liechtenstein)</u></a>   |
| BEREC CN (14) 84       | 16 September 2014    | <a href="#"><u>Conclusions from the 3rd BEREC Contact Network Meeting for 2014, 4-5 September 2014, Liechtenstein</u></a>       |
| BEREC CN (14) 85       | 10 November 2014     | <a href="#"><u>Draft Agenda for the BEREC 2014 4th Contact Network Meeting, 13 and 14 November 2014, Helsinki (Finland)</u></a> |
| BEREC CN (14) 119      | 14 November 2014     | <a href="#"><u>Conclusions from the 4th BEREC Contact Network Meeting for 2014, 13-14 November 2014, Helsinki</u></a>           |

**ANNEX VII: Final annual accounts**

See the 2<sup>nd</sup> file attached.