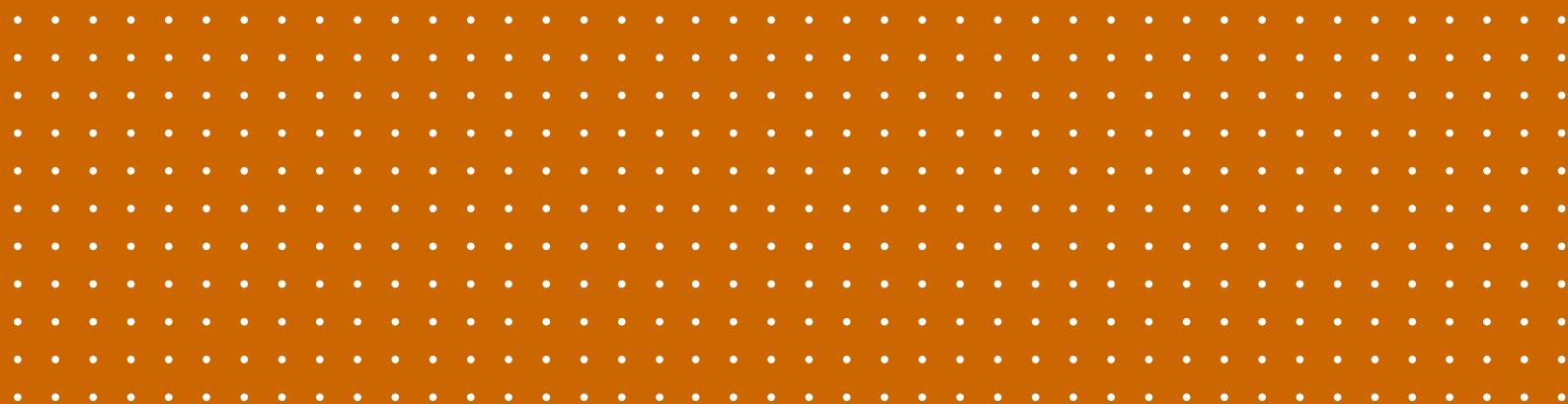


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Introduction



● Introduction

The 2010-2012 Management Plan focuses on the strategic actions which set out and accomplish the ambition of the Regulator for the next three years.

Accordingly, day to day activities carried out by the various functional areas are not included in this plan, although they will continue to be monitored and evaluated through the Operational Plan, particularly with respect to compliance with the deadlines for execution and the extent of progress regarding the targets set.

The contents of this plan, overlapping by nature, given the three year coverage which requires that two years are common to the previous plan, should be read taking into account the activities actually carried out (and their timing) during this year (2009), with the progress of such activities requiring ongoing adjustments for 2010, when compared to the forecasts given in the previous plan. These adjustments are due to some unexpected delays in certain activities, and postponements and reconfigurations to the schedules of others, given the temporal transitivity of some of the actions involved. We must, however, stress that certain schedule reconfigurations, or even delays, result in significant part from an unexpected and unplanned intensity of government assistance activities, which have impacted the schedule and have also resulted in the diversion of resources from the planned activities of ICP-ANACOM's normal programme. Furthermore, the need for increased presence in the discussions of the New European Regulatory Framework, which, with unexpected complications, are continuing beyond their expected duration, has also led to a review of scheduled actions for 2010.

Naturally, this presentation of the plan begins by identifying the vision, mission and values of ICP-ANACOM, which, in essence, remain unchanged and which lead to critical factors for success, objectives and strategic actions corresponding to the goals of ICP-ANACOM's Board of Directors for the end of the three year period 2010-2012.

The Management Plan also incorporates the Resource Plan and Financial Plan, identifying the resources involved in the accomplishment of the strategic objectives and actions determined for the three year period and in the development of ICP-ANACOM's other activities.

In line with the Management Plan for the previous three years and with a view to providing a more objective evaluation of organizational performance, the current plan introduces global activity indicators, which will be monitored quarterly to enable timely correction and adjustment.

This facilitates monitoring and control of the Plan, and also makes ICP-ANACOM more results-focused as an organization, enabling more objective performance assessment at the end of each one of the three years, while enabling the expansion of this range of adopted strategies to include others, pointing new objectives to be achieved.