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MULTI-ANNUAL  
ACTIVITIES PLAN  
**2013-2015**  
AND BUDGET  
**2013**

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ANACOM



AUTORIDADE  
NACIONAL  
DE COMUNICAÇÕES

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# EXECUTIVE SUMMARY

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## 1. Executive Summary

The Multiyear Plan of ICP- Autoridade Nacional de Comunicações (ICP-ANACOM) for the 2013-2015 period is driven by two key motivations:

- accomplishment of ICP-ANACOM's mission to engage in a regulatory and supervisory activity which promotes increasingly competitive markets and assures and protects consumer interests;
- ICP-ANACOM's concern as regards the difficult economic and financial situation that Portugal is experiencing and its impact on the sector and on ICP-ANACOM's activity.

As such, ICP-ANACOM's 2013-2015 plan stems from the sector's recent evolution, calling for the definition and application of appropriate regulatory measures, the implementation of the Memorandum of Understanding - (MoU) signed between the Portuguese Government and the Troika, made up of the International Monetary Fund (IMF), European Central Bank (ECB) and the European Commission (EC), and the impact of the economic crisis on the electronic communications and postal sectors; and it is to address this environment that ICP-ANACOM will position its operations for the next three-year period.

Internally, as a result of the economic crisis, ICP-ANACOM is called on to redouble efforts as it strives to maximise organisational efficiency, internal effectiveness and rationalization of costs and investments.

This effort will need to be engaged while at the same time ensuring excellence in the regulatory activity, taking into account the maximization of benefits which are derived for citizens and users, but without taking an eye off the necessary economic balance of the businesses of network operators and communication service providers. ICP-ANACOM will also continue to perform its role providing technical assistance to the Government in the communications sector.

For the 2013-2015 three-year period, ICP-ANACOM has established five strategic priorities that will guide its activity in order to ensure the accomplishment of its mission.

These strategic priorities are:

- promote open and competitive markets;
- ensure the efficient management of public resources;
- assure and protect the rights of users;
- promote institutional and technical cooperation;
- promote internal efficiency and effectiveness.

Additionally, ICP-ANACOM will remain engaged in a set of more stable and permanent activities; since these activities are vital to its mission and involve relevant resources, and to provide an integrated view of the regulator's performance, these activities are detailed in this document.

It is essential that ICP-ANACOM remains able to rely on the human resources it needs to fulfil its responsibilities, as these responsibilities become increasingly demanding in terms of new regulatory and sectoral developments; the contribution of its personnel, in appropriate number and quality, will therefore remain a priority.

The investment plan for the 2013-2015 period is evidence of ICP-ANACOM's commitment to a rationalization of capital expenditure and to continuing the policy followed in previous years, consolidating investments initiated in previous years and carefully selecting new investments for the future in key areas, creating conditions supporting the exercise of regulatory activities and supervision of the electronic communications and postal sector.

Proposed investment for 2013 entails significant reductions compared to prior years, by around 1.2 million euros compared to the 2012 plan (-36 percent) and 200 thousand euros compared to actual 2011 levels (-6 percent). It is noted that, over the course of the plan (2013-2015) a further reduction is expected in investment of 19 percent (-608 thousand euros).

In 2013, it is expected that revenues will total about 70 million, an amount which is below the values of previous years, falling short of the 2012 budget (-8 percent) and lower than reported in 2011 (-11 percent). This drop in revenues in 2013 is fully explained by the reduction in operating costs (including provisions), given that administrative regulation fees paid by operators are linked to ICP-ANACOM's administrative costs.

This decrease in the level of fees payable by operators of electronic communications networks has a very positive impact, with total fees falling from 29 million euros to 24.5 million euros in 2013.

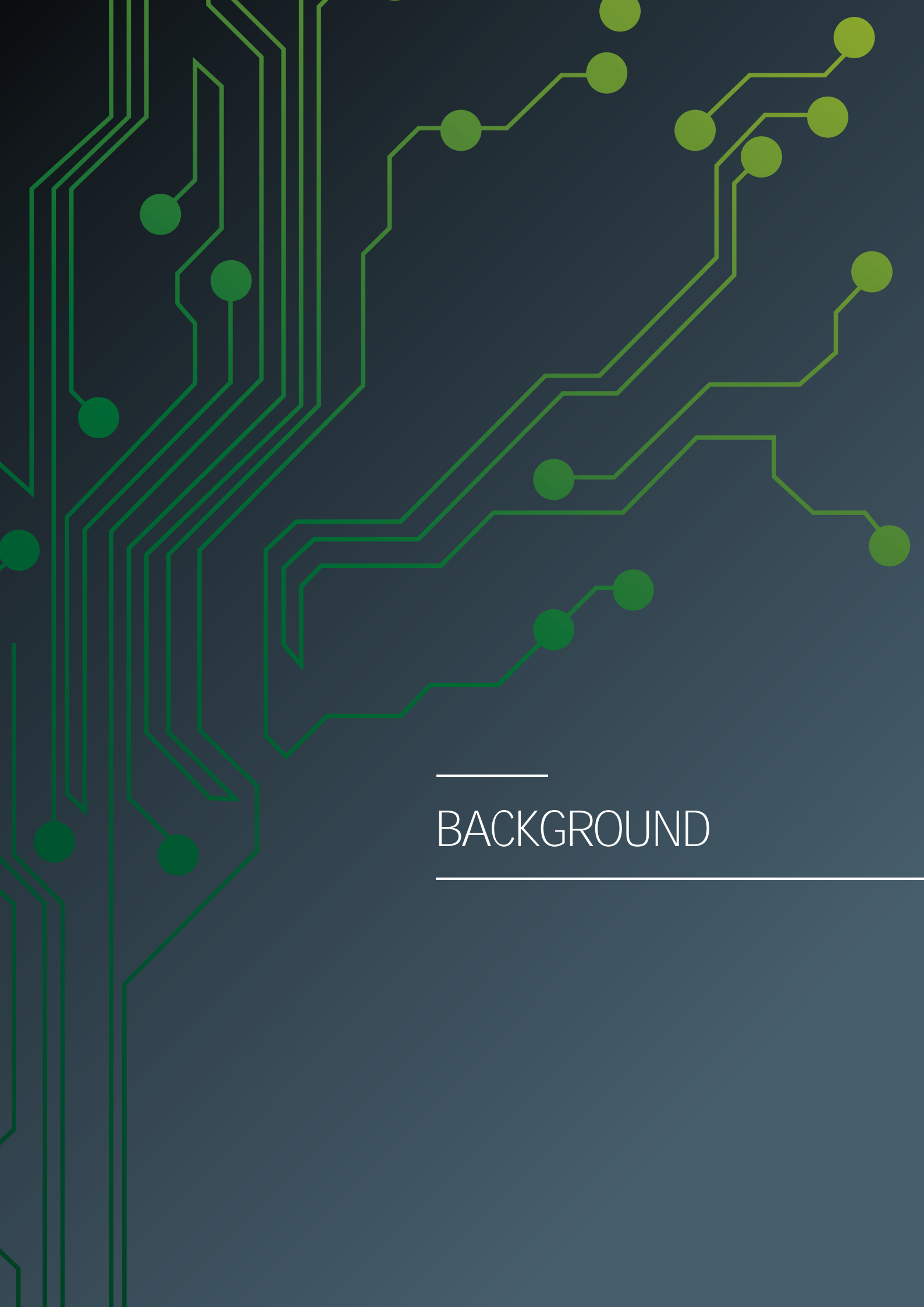
ICP-ANACOM's main sources of income are derived on the one hand, essentially from the application of specific fees, as approved by the Government, to cover the costs of ICP-ANACOM's regulatory activities and, on the other hand, correspond to the amounts paid by operators for occupation/use of scarce public resources as are essential to the exercise of their activities, especially the radio spectrum. A significant portion of the fees charged by ICP-ANACOM is transferred to the Portuguese State with the distribution of results - in recent years this transfer has amounted to 85 percent.

In terms of expenditure, note should be made of the striking effort to reduce total costs in the budget proposed for 2013 (with total expenditure amounting to 46 million euros) - achieving significant decreases in relation to prior years, including about 4.8 million euros compared to the 2012 budget (-10 per cent) and around 7.7 million euros compared to the value reported in 2011 (-14 per cent). For the years 2014 and 2015, total spending estimates will continue on a downward trend, dropping by 3 percent and 5 percent in 2014 and 2015 respectively, compared to 2013.

In short, the present 2013-2015 Multiyear Plan respects the current economic and financial situation of the country and the ongoing structural adjustment and international financial assistance programme. This gives basis to ICP-ANACOM's commitment to enact immediate and ongoing reductions in costs and the rationalisation of internal investment, in order to enable progressive reductions in sector fees. ICP-ANACOM must likewise maintain its capability to perform effectively as an independent regulator; this, in a scenario of increasingly demanding and complex regulation, given that the powers and responsibilities that have been recently attributed to ICP-ANACOM continue to expand, along with those stemming from European regulation.



| Strategic Priorities  | Priority activities   | Intermediate results  | Final results (No. of action)   |
|---|---|---|---|
| Promote open and competitive markets                              | <p>1.1 Analyze the relevant markets susceptible to <i>ex-ante regulation</i>.<br/> 1.2 Review relevant wholesale offers in the electronic communications sector.<br/> 1.3 Oversee access to the postal network and access to infrastructure components of the universal postal service provider.<br/> 1.4 Analyse and audit the results of regulatory costing systems and promote improvement.<br/> 1.5 Define the conditions governing compensation of net costs of the universal postal service and the methodology to be used for calculating these costs.<br/> 1.6 Define and distribute the values of the net costs of the universal service among eligible operators.<br/> 1.7 Establish appropriate conditions for the management and allocation of numbering.</p>   | <p>1.3 to 1.12<br/> 1.14 to 1.19<br/> 1.22</p>                    | <p>1.1<br/> 1.2<br/> 1.13<br/> 1.20<br/> 1.21<br/> 1.23<br/> 1.24</p> |
| Ensure the efficient management of public resources               | <p>2.1 Evaluate developments of broadcasting services, fixed and private mobile services, with a view to possible reallocation of spectrum.<br/> 2.2 Ensure stabilization of digital terrestrial television (DTT).<br/> 2.3 Reassess the opportunity of providing spectrum remaining subsequent to broadband wireless access (BWA) and multiband auctions.<br/> 2.4 Study sharing and compatibility between radio services in the dividend II bands.<br/> 2.5 Implement technical principles and regulations in accordance with the RSPP - neutrality in terms of technology and service and secondary spectrum trading;<br/> 2.6 Analyze the evolution of intelligent spectrum sharing and promote its implementation.<br/> 2.7 Oversee and contribute to the performance of an inventory of spectrum and review of the activity required for performance of said oversight.</p> | <p>2.1<br/> 2.3<br/> 2.4</p>                                      | <p>2.2</p>  |
| Assure and protect the interests of users and citizens in general | <p>3.1 Ensure the availability of relevant information that will enable consumers to make informed choices.<br/> 3.2 Verify compliance with obligations in respect of the pricing of the universal service.<br/> 3.3 Oversee accomplishment of QoS targets of the universal service provider(s).<br/> 3.4 Analyze and evaluate the suitability of QoS levels as provided to consumers.<br/> 3.5 Analyze the suitability of QoS parameters as included in contracts.<br/> 3.6 Adopt appropriate measures as regards communications security.<br/> 3.7 Establish conditions of affordability and availability of the universal postal service.<br/> 3.8 Monitor and decide on guarantees of neutrality of network and conditions governing use of numbering.</p>  | <p>3.1<br/> 3.6<br/> 3.8<br/> 3.9 to 3.11<br/> 3.13<br/> 3.15</p> | <p>3.2 a 3.5<br/> 3.7<br/> 3.12<br/> 3.14<br/> 3.16 to 3.20</p>       |
| Promote institutional and technical cooperation                   | <p>4.1 Ensure active representation at international organizations.<br/> 4.2 Develop cooperation activities with counterpart bodies and regulator associations.<br/> 4.3 Ensure coordination with national and international agencies with radio spectrum management responsibilities.<br/> 4.4 Strengthen institutional cooperation with consumer protection agencies.</p>   | <p>4.1 to 4.7<br/> 4.9</p>  | <p>4.8</p>  |
| Promote internal efficiency and effectiveness                     | <p>5.1 Simplify processes and automate procedures.<br/> 5.2 Increase provision of online services.<br/> 5.3 Invest in excellence in human resources.<br/> 5.4 Implement initiatives to reduce costs.</p>  | <p>5.1 to 5.5</p>   |   |



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BACKGROUND

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## **2. Background**

ICP-ANACOM's Multiyear Plan for the 2013-2015 three-year period takes into account the difficult economic and financial situation the country is experiencing and its impact on the sector and on the activity of this Authority.

Internally, this is principally reflected in a redoubled effort to maximize organizational efficiency, internal effectiveness and rationalization of costs and investments.

This effort will need to be engaged while ensuring excellence in the regulatory activity, taking into account the maximization of benefits which are derived for citizens and users, without taking an eye off the necessary economic balance of the businesses of network operators and communication service providers.

### **Recent sectoral evolution**

The electronic communications sector and postal sector currently make significant contributions to the growth and modernization of the Portuguese economy. In 2010, both sectors represented, in national terms, 5 percent of gross domestic product (GDP), 3.8 percent of gross fixed capital formation and 0.59 percent of employment, accounting for about 29 thousand direct jobs.

The strong dynamic nature of the national communications market remains evident today and, in recent years, has resulted in striking growth, stemming, in particular, from take up of the mobile broadband Internet Access Service (IAS) (with a penetration rate, in the first quarter of 2012, reported at 27 accesses with actual use per 100 inhabitants) and of the mobile telephone service (MTS) (with a penetration rate, in the first quarter of 2012, reported at 157 active mobile stations per 100 inhabitants) - these penetration rates compare, in both cases, very favourably with the European average. There remains, however, an evident declining trend in postal traffic resulting from a degree of substitutability by electronic communication services, with a reduction of 9.4 percent reported in total postal traffic between the first quarter of 2012 and the first quarter of 2011.

Given the adverse economic conditions, with a rising tax burden and high unemployment, both with a strong impact on the purchasing power of families and businesses, a continued contraction is expected in consumption generally, with like impact on the electronic communications and postal sectors.

Meanwhile, on 17 May 2011, the Government concluded an MoU with the Troika<sup>1</sup>, which, while subject to subsequent adaptations, contained several measures to address the electronic communications and postal sectors. ICP-ANACOM has been making a key contribution to the Mo's implementation, developing a range of actions to ensure proper execution of the measures set out, both through its regulatory function and through its responsibility of advising the Government.

In terms of accomplishments, and in addition to reductions in mobile termination rates and the full implementation of the EU regulatory framework for the electronic communications and postal sector, the Troika has recognised that ICP-ANACOM "adopted the decisions required and undertook enforcement actions in order to further reduce barriers to entry on the markets for fixed electronic communications", whereas "it is likely that these measures will reduce prices, increase quality of service (QoS) and, ultimately, reduce the incumbent's market share"<sup>2</sup>.

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<sup>1</sup> In the Memorandum of Understanding (MoU), considering both the original version and the subsequent adaptations, measures were agreed for the sector, which were in line with the activities already envisaged in ICPANACOM's planning:

- to facilitate market-entry by auctioning 'new' radio frequencies (i.e. auction of spectrum) for broadband wireless access;
- to lower mobile termination rates;
- implementing the new Directive on the electronic communications regulatory framework, which will (*inter alia*) enhance the independence of the National Regulator Authority (NRA);
- ensure that the rules on the designation of universal service of electronic communications and the respective concession contract of the universal service provider (USP) are not discriminatory - to re-negotiate the concession contract with the undertaking currently providing the universal service and launch a new tender for designation of universal service providers.;
- to adopt measures to increase competition in the fixed communications market by: i) alleviating restrictions on mobility of consumers by reducing costs faced when deciding on provider along the lines proposed by AdC - Autoridade da Concorrência (Competition Authority)and; ii) reviewing barriers on entry and adopting measures to reduce them;
- as regards the postal sector, continuing liberalization of the postal sector with the transposition of the Third Postal Directive, ensuring that the powers and independence of the National Regulator Authority are appropriate in view of its increased role in monitoring prices and costs.

<sup>2</sup> See European Economy - The Economic Adjustment Programme for Portugal. Fourth Review - Spring 2012. Occasional Papers 111, July 2012.

ICP-ANACOM will continue to participate actively in the implementation of measures related to the electronic communications sector and the postal sector, as identified in the MoU update of July 2012.

ICP-ANACOM's 2013-2015 plan takes into account the context of sector dynamism and change, in a scenario of economic crisis, and positions the activity of this regulatory in this framework.

### **Regulatory Commitment**

ICP-ANACOM is led in its work by the principles of regulatory stability and predictability of decision, providing for an environment which enables operators and service providers to develop their investments and business plans without fear of unwarranted regulatory disruption and an environment which simultaneously promotes innovation.

At the same time, ICP-ANACOM will continue to provide regulation that remains proportional and rigorous and, insofar as is possible, unobtrusive. It intervenes only to correct market flaws and distortions to fair competition, to ensure that the interests of end-users are safeguarded and to guarantee the integrity and security of electronic communications networks and services and access to emergency communications.

Transparency of decision-making processes is a further principle which governs the performance of ICP-ANACOM, with decisions impacting the market submitted to public consultation procedures. In addition to the transparency that is essential in the performance of any entity that manages public resources and which regulates the market, these procedures permit compilation of contributions and therefore enhance and increase the robustness of the quality of decision making.

The regulatory activity of ICP-ANACOM in electronic communications remains primarily based on the performance of regular market analyses, on which basis the existence of entities with significant market power are identified and a range of regulatory obligations are applied as proportional and appropriate to each situation. These analyses thoroughly examine changes in the functioning of markets (both reported and foreseen) and assess whether the obligations imposed remain justified, or whether they should be amended or withdrawn.

This type of intervention stems directly from the framework established at European Union (EU) level and from national law, and therefore requires permanent coordination with the EC and with other national regulators, particularly in the context of organizations such as the Body of European Regulators for Electronic Communications (BEREC). For this reason, ICP-ANACOM continues to make it a priority to engage actively in European organizations that contribute to the definition of the sector's regulatory framework. In this context, ICP-ANACOM will continue to respond to the major challenges that result from full implementation of EU regulation.

### **Cost containment and efficiency improvement**

In a particularly grave national economic context, ICP-ANACOM's activity takes into account the social and economic difficulties faced by Portugal as a country, and is fully aligned with the ongoing national readjustment effort.

The current Multiyear Plan is based on a policy of containment and restraint which has been followed by ICP-ANACOM in recent years; in 2013, cost reductions of 14 percent are expected over 2011, without however compromising accomplishment of strategic priorities and full performance of the responsibilities which are incumbent upon ICP-ANACOM.

As such, ICP-ANACOM will implement several initiatives to reduce costs and rationalize investments on an ongoing basis in coming years, which will include the renegotiation of contracts, reducing internal consumption, review and dematerialisation of processes and changes to behaviour.

Financial limitations should not adversely affect the performance of ICP-ANACOM's functions, whereby the successful implementation of efficiency improvement measures is particularly important and is in line with the general challenge which Portugal faces to achieve more and better results with fewer resources. Examples of such measures include the reorganization of services, more flexible structures, innovation in working methods, the implementation of technological applications that facilitate relationships with other entities and promoting greater internal efficiency.

It is therefore necessary to continue in pursuit of ongoing improvements to the management structure and internal processes, in order to raise the level of service provided by ICP-ANACOM, particularly in terms of its capacity and speed of response, in an attempt to shorten the time taken to conclude analysis and decision-making and in providing responses to enquiries received (from users and operators) and meeting deadlines.

ICP-ANACOM's performance is to be more focused on its strategic priorities and will entail a more efficient and more dynamic employment of resources, with clear incentives for excellence and with a constant view to the full accomplishment of its mission.



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PRIORITIES AND AREAS  
OF INTERVENTION IN THE  
2013-2015 THREE-YEAR  
PERIOD

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### 3. Priorities and areas of intervention in the 2013-2015 three-year period

This Multiyear Plan presents the strategic priorities and the priority activities to be developed by ICP-ANACOM between 2013 and 2015.

In terms of planning and resource allocation, this document reflects the specific characteristics of ICP-ANACOM, which includes a very wide range of its own activities (particularly in the context of regulation, oversight, supervision and inspection of electronic communications networks and services and of postal networks and services; spectrum management and numbering; standardization, network integrity and security, and electronic commerce as well as the functions of providing technical advice to the Government and providing representation of the Portuguese State at international forums), thereby far exceeding the scope of action undertaken by the majority of European regulators.

Additionally, the Multiyear Plan further specifies:

- the current activities of ICP-ANACOM, which, although of a more stable and permanent nature and less innovative than the priority activities, are vital to the performance of the regulator's mission and to the provision of technical advice to the Government; they also involve key resources (see chapter 4);
- global activity indicators, to monitor the execution of activities, providing an assessment of organizational performance (see Annex V);
- the strategic people plan, resource plan and financial plan, which quantify the resources needed to pursue the strategic priorities and implement the activities and actions defined for the 2013-2015 period (see chapter 6 and Annexes II to IV);
- breakdown and timetabling of actions to be developed over the 2013-2015 three-year period, organized by strategic priority, showing whether each action corresponds, in itself, to a final outcome or to an intermediate outcome (half/contribution to obtaining a final result) presented in Annex I.

ICP-ANACOM supports the Government in matters related to the sector, upon request or on upon its own initiative, and works with the Government in defining strategic guidelines and general policies for communications, and suggesting or proposing legislative or public

policy measures. Over the three years 2013-2015, it is envisaged that ICP-ANACOM may provide support, especially in terms of legislative output, as well as in the designation process and subsequent contracting of universal service providers.

In this same context, ICP-ANACOM also collaborates with the Portuguese Government, with the Governments of Portugal's autonomous regions and with other authorities in enhancing network and information security and in the development of security plans.

The Multiyear Plan for the 2013-2015 period is based on five strategic priorities, which are associated with specific priority activities (Figure 1).

**Figure 1. Strategic priorities of ICP-ANACOM for the 2013-2015 three-year period**



It is noted that, with respect to ICP-ANACOM's previous plans, it was decided not make a separate strategic priority associated with the development of the EU internal market, since this priority increasingly overlaps all others and is split up and shared among other defined strategic priorities.

Simultaneously, a separate strategic priority is made related to ensuring the efficient management of public resources (such as spectrum and numbering), given the increased importance attached to the valuation of scarce assets; this is particularly relevant in an adverse economic environment and given the public service mission incumbent upon ICP-ANACOM.

### **Strategic Priority 1: Promote open and competitive markets**

The goal of promoting open and competitive markets ultimately entails ensuring the satisfaction of end-user communication needs in the electronic communications sector

and the postal sector and enhancing communications as a factor of economic growth, competitiveness, job creation, innovation and development of the information and knowledge society.

Two principal objectives are identified:

- ensure that end-users (residential and non-residential) have a sustained and diverse choice of electronic communications services and postal services on offer, in terms of features offered, QoS, pricing and innovation;
- create conditions conducive to efficient investment and innovation, in a competitive framework, in electronic communications networks and services, in particular those involving very high-speed broadband offers.

## **1. Promote open and competitive markets**

- 1.1. Analyze the relevant markets susceptible to *ex-ante regulation*.
- 1.2. Review relevant wholesale offers in the electronic communications sector.
- 1.3. Oversee access to the postal network and access to infrastructure components of the universal postal service provider.
- 1.4. Analyse and audit the results of regulatory costing systems and promote improvement.
- 1.5. Define the conditions governing compensation of net costs of the universal postal service and the methodology to be used for calculating these costs.
- 1.6. Define and distribute the values of the net costs of the universal service among eligible operators.
- 1.7. Establish appropriate conditions for the management and allocation of numbering.

### **1.1. Analyze the relevant markets susceptible to ex-ante regulation**

Analyses are conducted periodically pursuant to the EU and national regulatory frameworks governing electronic communications, to identify potentially uncompetitive markets and fitting regulatory measures to remedy respective flaws.

These analyses entail the review and update of previous analyses, taking into account the latest and foreseeable evolution in the markets concerned; they include definition of relevant markets, the identification of entities with significant market power and determination of the maintenance, imposition, amendment or withdrawal of regulatory obligations to which these entities are subject.

As a result of these analyses, which assess the level of competition in each relevant market, there may be situations where certain markets are totally or partially deregulated; situations of geographic differentiation due to distinct competitive conditions in different regions of the national territory; and/or the withdrawal, modification or strengthening of regulatory measures.

The following analyses are due to be concluded over the course of 2013:

- retail markets of telephone accesses and services at a fixed location (market 1 of the current EC Recommendation, markets 2-6 of the previous EC Recommendation)<sup>3</sup>;
- wholesale markets of call origination and termination on fixed networks and termination on mobile electronic communication networks (markets 2, 3 and 7 of the current EC Recommendation);
- wholesale leased lines market (market 6 of the current EC Recommendation );
- television signal distribution and broadcasting market (former market 18 of the previous EC Recommendation).

It is expected that, in 2014, analysis of markets 4 and 5 of the current EC Recommendation will commence and that in 2015 a further review of the market 1 of the current EC Recommendation may be concluded, along with markets 2-6 of the previous EC Recommendation and in addition to initiating a new review of market 7 of the current

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<sup>3</sup> Two recommendations were published by the EC on relevant product and service markets within the electronic communications sector susceptible to ex ante regulation, in accordance with Directive 2002/21/EC of the European Parliament and of the Council on a common regulatory framework for electronic communications networks and services. The first recommendation dated 11 February 2003 is available at <http://www.anacom.pt/render.jsp?contentId=971374>. The second EC Recommendation of 17 December 2007 is available at <http://www.anacom.pt/render.jsp?contentId=963073>.

EC Recommendation, with possible instigation of a new review of mobile termination rates.

Meanwhile, in the specific context of the provisions established in the regulation governing the multiband auction, a review of the electronic mobile communications market will commence in 2013<sup>4</sup>, in order to ascertain the existence of any distortions to competition and any need to adopt appropriate measures as required to eliminate or mitigate such distortions.

### **1.2. Review relevant wholesale offers in the electronic communications sector**

Subsequent to the market analyses and based on the respective conclusions, or occasionally in parallel, reviews are conducted of relevant wholesale offers which govern conditions of access to networks and services of the operator with significant market power by alternative operators in circumstances that provide for sustained competition in downstream retail markets.

This ensures the transparency of technical and commercial information, non-discrimination, price control and appropriate levels of QoS, so that reference offers might constitute an essential instrument to achieve practical and effective implementation of the obligations defined in a more general manner in the market analyses.

The activities included in this area are essentially aimed at reviewing the reference offers in the light of current data, particularly in terms of costing and QoS, in terms of experience gained and of contributions received from the market, and may result in changes to procedures (including those associated with service delivery and fault repair), changes to QoS objectives and non-compliance compensation and tariffs, in order to ensure the effective and concrete accomplishment of the general obligations established in the market analysis. In this context, and notwithstanding other actions as may be deemed necessary in the meantime, the following analyses are scheduled for 2013:

- analysis of the wholesale offer of access to optical fibre networks, of bitstream (virtual network access) Asymmetric Digital Subscriber Line (ADSL);

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<sup>4</sup> Article 39 of the Auction Regulation.

- analysis of the mobile termination prices established based on the costing model adopted in 2012.

In addition, a further analysis is due to begin in 2012 to review the Leased Lines Reference Offer (LLRO) and the Reference Ethernet Leased Lines Offer (RELO).

As regards the reference interconnection offer, the reference unbundling offer and subscriber line resale offer - due to a combination of factors such as the relatively recent review of these wholesale offers, the fact that these offers have stabilized and the trend of use by network operators and providers of communications services is declining - analysis of any specific and one-off developments in these wholesale offers is not considered a priority activity, and is incorporated under ICP-ANACOM's current activities.

### **1.3. Oversee access to the postal network and access to infrastructure components of the universal postal service provider**

As part of ICP-ANACOM's intervention, following the recent full liberalization of the postal sector, an analysis is scheduled, covering the reported evolution and to gauge the need for intervention by this Authority.

Intervention may proceed as regards conditions governing access to the postal network and infrastructure components of the universal postal service provider where considered necessary.

### **1.4. Analyse and audit the results of the regulatory costing systems and promote improvement**

This area of activity includes analysis of the results and auditing of the SCA - Sistemas de contabilidade analítica (Analytical Accounting System) used by the relevant operators, as well as the development of new regulatory costing systems, with recognition of their importance in establishing the pricing of wholesale offers and in the analysis of compliance of pricing of certain retail prices with the applicable regime.

To this purpose, ICP-ANACOM's intervention in 2013 will entail the following initiatives:

- development and establishment of new costing models (already begun in 2012), particularly for certain services normally associated with the reference interconnection offer (portability, pre-selection and billing, and collection on behalf of other parties) and with terminations on fixed networks (in this case, to comply with EC Recommendation on termination rates<sup>5</sup>, which was the basis of the model established in 2012 for mobile terminations);
- analysis of the current costing systems and consideration of possible structural alterations to the SCA - sistema de contabilidade analítica (Analytical Accounting System) used by PT Comunicações, S.A. (PTC) and by CTT - Correios de Portugal, S. A. (CTT);
- development and completion of auditing of the annual results of the regulatory costings of PTC (from 2010, combined with the audits of the CLSU - custos líquidos decorrentes da prestação do serviço universal (net costs of universal service provision) of electronic communications) and of CTT.

In addition to declarations of conformity, to be issued in accordance with applicable legislation and European guidelines, these actions will also result in determinations and recommendations with respect to the current systems, with a view to perfecting and improving the quality and reliability of results. These results are especially important for the regulation of prices on the basis of cost orientation, for the determination of the CLSU and the establishment of new cost models for certain services in order to obviate the limitations of the current systems.

#### **1.5. Define the conditions governing compensation of net costs of universal postal service and the methodology to be used for calculating such costs**

As occurred in 2011 with respect to electronic communications, the definition of unfair financial burden will be concluded in 2013 for the universal postal service provider, whose verification will determine the allocation of any associated net costs and which should be calculated based on the methodology established by ICP-ANACOM.

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<sup>5</sup> Recommendation 2009/396/EC of 07.05.2009 on the regulatory treatment of fixed and mobile termination rates in the European Union (EU).

This is to ensure the suitability and predictability of conditions governing compensation of CLSU of the postal sector and avoid or minimize any market distortions as might arise as a result of the compensation.

#### **1.6. Define and distribute the values of the net costs of universal service among eligible operators**

It is incumbent on ICP-ANACOM to submit the values presented by the universal service providers to audits conducted by independent bodies to assess their conformity as regards the defined calculation methodology and to approve the final values of the CLSU, including also the values referring to the net costs associated with benefits provided to retirees and pensioners.

Under the legally established terms governing the financing of the CLSU of electronic communications, ICP-ANACOM will also be responsible for defining the distribution of these costs among the various operators eligible for that purpose, and manage the process of collecting the various contributions and reimbursing the universal service provider(s); This process may also involve auditing the turnover values reported by the operators eligible for universal service financing.

The following initiatives are scheduled for 2013:

- final determination of the net costs of PTC in the 2007-2009 period;
- beginning of the process for the 2010-2012 period which involves analysis of the costing system used by PTC as regards the respective allocation factors (*drivers*), crucial to estimate the net costs.

#### **1.7. Establish appropriate conditions in terms of numbering management**

With the establishment of appropriate conditions in respect of numbering management, ICP-ANACOM aims to ensure conditions of effective competition, in particular by reducing technical barriers to operator switching and facilitating the development of new services and applications with value to the end-user.

In this context two actions are planned for 2013 related to the allocation of:



- Mobile Network Codes (MNC) and
- conditions governing use of geographic numbers, particularly in situations of user mobility.

These actions follow on from initiatives in 2012 seeking, respectively, to facilitate the mass migration of numbers between mobile operators in 'machine to machine' applications and to allow the use of geographic numbers for services and applications associated with mobile users and/or using different types of technology platforms, safeguarding important conditions, including those related to calls made to access emergency services.

### **Strategic Priority 2: Ensure the efficient management of public resources**

Another of the responsibilities assigned to ICP-ANACOM is to ensure efficient management of scarce public resources such as the radio spectrum, numbering or ducts suitable for the installation of electronic communications networks. ICP-ANACOM has broad scope for intervention in this area, ranging from planning to the allocation of spectrum, from station and network licensing to on-the-ground inspections and enforcement, in cooperation with all international organizations with similar remits and with national users of the spectrum for security and national defence purposes. The rapid changes in technology and increasing application of the principles of neutrality, as well as new potential opened up by the digital dividend, have made the global activity of spectrum management increasingly important.

ICP-ANACOM's responsibility in terms of providing effective management of numbering resources on a transparent and non-discriminatory basis is equally important in light of their scarcity and indispensability to the provision of electronic communications services.

ICP-ANACOM will also continue to intervene, where necessary, in terms of ensuring non-discriminatory access to ducts, poles and associated infrastructure, an area where ICP-ANACOM has, in many ways, been a pioneer of regulatory activity. In this context, ICP-ANACOM will continue to develop all the activities necessary to the exercise of powers which are legally assigned to it.

## **2. Ensure efficient management of public resources**

- 2.1 Evaluate developments of broadcasting services, fixed and private mobile services, with a view to possible reallocation of spectrum.
- 2.2 Ensure stabilization of digital terrestrial television (DTT).
- 2.3 Reassess the opportunity of providing spectrum remaining subsequent to broadband wireless access (BWA) and multiband auctions.
- 2.4 Study sharing and compatibility between radio services in the dividend II bands.
- 2.5 Implement technical principles and regulations in accordance with the RSPP - neutrality in terms of technology and service and secondary spectrum trading;
- 2.6 Analyze the evolution of intelligent spectrum sharing and promote its implementation.
- 2.7 Oversee and contribute to the performance of an inventory of spectrum and review of the activity required for performance of said oversight.

### **2.1. Evaluate developments of broadcasting services, fixed and private mobile services, with a view to possible reallocation of spectrum.**

This will be a priority activity of ICP-ANACOM over the course of 2013. The development of television and radio broadcasting services will be assessed, as well as the private mobile service and fixed service. Needs will also be identified in terms of spectrum use in the bands allocated to these services, taking into account technological developments and studies of coexistence of services in these bands. The goal is to ascertain whether the use that was envisaged for the spectrum remains justified or whether it is more appropriate to change such use, and if so, to formulate scenarios of use in light of the needs identified for the country.

### **2.2. Ensure stabilization of the digital terrestrial television network (DTT)**

Furthermore, as regards the spectrum, ICP-ANACOM will continue to evaluate issues related to the stabilization of the digital terrestrial television (DTT) network. The DTT network is a recent network, which in 2012 may not yet have fully achieved stabilization and optimization. In similarity to the analogue network, which saw improvement over several years, the digital network might also require some intervention to achieve its

consolidation. In 2013, ICP-ANACOM will continue to conduct constant monitoring of the functioning of the DTT network, overseeing the stabilization process in conjunction with the operator.

### **2.3. Reassess the opportunity of providing spectrum remaining subsequent to the broadband wireless access and multiband auctions**

ICP-ANACOM conducted spectrum auctions in 2010 and 2011. In the former case, the auction covered BWA frequencies - with a second phase of this auction scheduled in the event that any spectrum was left remaining, as was the case, given that there remained spectrum left unallocated through the auction. Recently, the multiband auction took place, with the result that part of the spectrum remains free.

Therefore, it is important to examine whether and how to carry out any procedure to allocate available spectrum.

### **2.4. Study sharing and compatibility between radio services in the dividend II bands**

The allocation of the bands of any new digital dividend (dividend II), resulting (as dividend I) from the release of radio frequencies previously associated with analogue television broadcasting and facilitating the provision of mobile broadband services (BLM), associated, in particular, with the 694-790 MHz band, presupposes the conclusion of studies on sharing and compatibility in the band. Similarly, it becomes particularly important to analyze the 2.3-2.4 GHz band as used in Portugal.

### **2.5. Implement technical principles and regulations in accordance with the RSPP - neutrality in terms of technology and service and secondary spectrum trading**

Under Decision 243/2012/EU, which approved the Radio Spectrum Policy Programme (RSPP), several activities were established that entail re-evaluation of the rights of use of frequencies and possible revision of the National Table of Frequency Allocations (NTFA) as regards the implementation of neutrality in terms of technologies and services. It is also important to check proper implementation of the conditions governing spectrum transfer and leasing, for example, under Decision 243/2012/EU (Article 6).

As such, the aim is to achieve more effective and efficient use of the spectrum, considering current and planned usage, technological development and studies on possibilities of coexistence.

### **2.6. Analyze the evolution of intelligent spectrum sharing systems and promote its implementation**

Important technological developments are envisaged in terms of intelligent systems (e.g., as regards collective spectrum use, the shared use of spectrum with licensing, right of access to shared spectrum and cognitive radio) which may have direct implications for spectrum management and for which, in terms of national response, it is important to start preparing in 2013.

### **2.7. Conduct a national inventory of spectrum and monitor its use**

One of the precedent actions of the RSPP is to conduct an inventory (under the terms of article 9 of Decision 243/2012/EU). This matter has profound repercussions in terms of information systems (e.g., in terms of the European Frequency Information System), in terms of national demand for spectrum, in terms of identifying the amount of spectrum and bands to put to market.

In 2013, an assessment will be made of the situation in terms of the spectrum that is allocated and regarding the needs of the market in the 400 MHz-6 GHz band.

In addition, also in 2013, ICP-ANACOM will develop and adapt some of its spectrum monitoring and control systems in order to conduct a survey of actual use of spectrum by wireless networks that use the 2.400 to 2.483 GHz band.

New spectrum bands will be set out for the remainder of the three-year period, based on experience and on the conclusions of the analysis of the extent of use in this range, which will be considered as a pilot.

### **Strategic Priority 3: Assure and protect the interests of users and citizens in general**

A key aspect of ICP-ANACOM's remit is to uphold the rights and interests of the end-users and of the general public. To this end, ICP-ANACOM has been demanding that service providers conduct themselves in an increasingly transparent manner, and has also been requiring more and better information about the range of offers, on levels of quality of the various services and on pricing.

ICP-ANACOM continues to assure and protect the rights of users and citizens, creating conditions that ensure universal access to services, overseeing and monitoring compliance with universal service obligations with respect to pre-defined parameters and levels of QoS and affordability, without regard to geographic location, socioeconomic status and needs of users, paying particular attention to vulnerable groups of users such as elderly and disabled people or people with special needs.

In this context, ICP-ANACOM also provides a wide range of information on the market's network operators and communications service providers and on existing offers.

Equally important in this field are the activities that ICP-ANACOM undertakes in safeguarding the security and integrity of electronic communications networks that have the user of electronic communications as their beneficiary.

#### **3. Assure and protect the interests of users and citizens in general**

- 3.1 Ensure the availability of relevant information that will enable consumers to make informed choices.
- 3.2 Verify compliance with obligations in respect of the pricing of the universal service.
- 3.3 Oversee accomplishment of QoS targets of the universal service provider(s).
- 3.4 Analyze and evaluate the suitability of QoS levels as provided to consumers.
- 3.5 Analyze the suitability of QoS parameters as included in contracts.

### **3.1. Ensure the availability of relevant information that will enable consumers to make informed choices.**

Quality information contributes decisively to ensuring that end-users of electronic communications services have a clearer view of the multitude of offers on the market and are able to make choices which are properly aligned with the fulfilment of their needs, while at the same time being better protected against less appropriate sales.

In this sense, ICP-ANACOM will continue to work in 2013 to improve the quality of information provided to consumers, with the following actions:

- reworking of the [www.anacom.pt](http://www.anacom.pt) website, introducing changes in terms of information architecture, features and functions available in order to improve user experience and enable improved compliance with good practice (in terms of accessibility and usability, in particular);
- include new functionality in the COM.escolha tariff comparison tool, which in addition to information on tariffs also lets users compare other aspects of the conditions offered by providers;
- revise the framework used by service providers for the handling of customer requests, whether requests/complaints presented directly to ICP-ANACOM or presented to service providers. ICP-ANACOM's goal is to provide for the protection of end-users and enhance their knowledge of the sector in relation to the framework and procedures governing the handling of complaints by providers of communications services and also to ensure timely access to relevant, reliable and comparable information on complaints.

### **3.2. Verify compliance with obligations in respect of the pricing of the universal service**

It is incumbent upon ICP-ANACOM, in the Postal area, to verify compliance of the proposals made by CTT in terms of rules governing pricing of the universal postal service.

It also incumbent upon ICP-ANACOM to perform annual reviews of the compliance of the price cap established for the prices of the universal service of electronic communications,

taking into account any proposals to revise pricing submitted by the respective provider, both for the residential market and for public pay-telephones.

### **3.3. Oversee accomplishment of QoS targets of the universal service provider(s)**

In the context of the universal service, periodic analysis is conducted of QoS levels presented by universal service providers in order to identify any instances of non-compliance and reporting for the purpose of sanction procedures.

In the case of the universal postal service, annual audits are conducted by independent entities, of the figures reported by CTT, to verify that figures are correct and that applicable rules are being followed. The decisions of ICP-ANACOM on this issue comprise various determinations and recommendations to improve the measurement processes.

### **3.4. Analyze and evaluate the suitability of the levels of quality of services provided to consumers**

ICP-ANACOM has no power to set QoS targets for providers, with the exception of the universal service. To assess levels of quality practiced, studies are conducted on QoS, examining correspondence between the offers advertised by operators and characteristics of actual services provided, and the respective results disclosed. These studies contain information likely to help consumers make their choices. The studies to be undertaken over the next three years will focus on mobile voice and data services, as well as offers of broadband services, and other issues.

### **3.5. Analyze the suitability of quality of service parameters included in contracts**

With a view to providing consumers of electronic communications services with more effective protection, it is essential to ensure that the contracts between consumers and the service providers make no omission in terms of a given set of QoS parameters.

As such, in 2013, ICP-ANACOM will continue to monitor QoS parameters which, on their own initiative, service providers include in contracts filed with this Authority. Subsequently, ICP-ANACOM decides on whether it is warranted to establish QoS parameters on a mandatory basis in contracts.

### **3.6. Adopt appropriate measures as regards communications security**

In order to enhance the reliability and security of electronic communications networks and services, responding to the stipulations of legislation, in 2013, ICP-ANACOM will be implementing a centre for reporting notifications of security breaches and integrity losses, and also plans to conduct security audits.

ICP-ANACOM also seeks to improve information and knowledge as regards the security of services and public electronic communications networks, an area of recent work at European level which is ultimately focused on the end-user.

### **3.7. Establish conditions of affordability and availability of the universal postal service.**

Within a framework of full liberalization of the postal sector and the privatization of the universal postal service provider, it is important to ensure minimum levels of accessibility and availability of the universal postal service. According to the terms established in the revision of CTT's concession contract, in 2013, ICP-ANACOM is due to proceed with the definition of postal network density objectives and minimum offers of service and with the establishment, if deemed necessary, of exceptional conditions related to the obligation of daily collection and distribution and/or distribution of mail to the recipient's home.

### **3.8. Monitor and decide on guarantees of network neutrality and conditions governing use of numbering**

In terms of net neutrality (NN), the BEREC guide on Internet access QoS will be implemented, which will entail an assessment of the situation in Portugal and of any need and opportunity for regulatory intervention. This is matter that is the subject of observation and discussion at EU level and will require coordination with all stakeholders in order to ensure a fair balance between the rights of end-users and the legitimate concerns of operators in terms of traffic management and control of network saturation or other emergency situations as may arise.

Regarding the use numbering in the context of the PNN - Plano Nacional de Numeração (National Numbering Plan), two actions are planned on conditions for extended access to services through non-geographic numbers at EU level, in order to enable user access to a



wider range of services, while providing safeguards against situations that may be harmful, namely:

- possibility of barring use in fraudulent situations or abusive use;
- evaluation of the opportunity to establish conditions for the use of Calling line identification (CLI).

#### **Strategic Priority 4: Promote institutional and technical cooperation**

ICP-ANACOM is widely engaged in cooperation activities involving various public and private bodies, at both national and international level, in areas of electronic communications and postal services, working in four main areas of representation and cooperation.

The first area of cooperation focuses on European institutions and the regulatory authorities of other Member States, particularly in the context of BEREC, with a view to contributing to the development of the internal market. For this purpose, ICP-ANACOM is committed to active participation in the EU regulatory process, helping to define the best solutions for European and national markets while taking into account the specifics of each national situation.

The second area is focused on national representation in international organizations, such as the International Telecommunication Union (ITU), the Universal Postal Union (UPU), UPAEP - União Postal das Américas, Espanha e Portugal (Postal Union of the Americas, Spain and Portugal), European Telecommunications Standards Institute (ETSI), European Telecommunications Satellite Organization (EUTELSAT), International Mobile Satellite Organization (IMSO), International Telecommunications Satellite Organization (ITSO), European Conference of Postal and Telecommunications Administrations (CEPT) and the Committee for Information, Computer and Communications Policy (ICCP) of the Organization for Economic Cooperation and Development (OECD).

The third area is focused on the development of cooperation with regulators of Portuguese-speaking African countries (PALOP), Brazil and East Timor, particularly on the exchange of experience and on staff training, with a range of other initiatives in this area.

The fourth area is centred on the institutional cooperation effort of ICP-ANACOM with other national entities in various areas that contribute to the promotion of the sector and of scientific and empirical knowledge in areas covered by this Authority's remit.

ICP-ANACOM is also engaged in important participation in and supports missions to other countries that are institutional and/or technical in nature. Among other goals, the established partnerships seek to promote scientific research applied to communications and technical standardization, to disseminate the sector nationally and internationally and to share different policies and practices, particularly in terms of network security and civil emergency planning.

ICP-ANACOM is also charged with ensuring coordination with national and international agencies with radio spectrum management responsibilities, seeking more efficient use of this scarce resource.

Finally, ICP-ANACOM remains constantly engaged, at an operational level, with its international counterparts, with a view to resolving interference in specific spectrum bands that may impact a wide geographical area in terms of important services for protection of human lives and material property, such as the aeronautical mobile service, thereby ensuring safe use of a shared resource, which is subject to various uses.

#### **4. Promote institutional and technical cooperation**

- 4.1 Ensure active representation in international organizations.
- 4.2 Develop cooperation activities with counterpart bodies and regulator associations.
- 4.3 Ensure coordination with national and international agencies with radio spectrum management responsibilities.
- 4.4 Strengthen institutional cooperation with consumer protection agencies.

##### **4.1. Ensure active representation at international organizations**

ICP-ANACOM represents the State at various international organisations connected to the communications sector, such as the ITU UPU and UPAEP, European

Telecommunications Standards Institute (ETSI), EUTELSAT, IMSO, ITSO and CEPT, where it works to safeguard national interests and put forward Portuguese positions and, where applicable, EU positions.

ICP-ANACOM is a usual participant in various EC committees and working groups, under the regulatory framework, including the Communications Committee (COCOM), Radio Spectrum Policy Group (RSPG) and Telecommunications Conformity Assessment and Market Surveillance Committee (TCAM), and, as warranted, provides input at meetings of the Council working groups, at the Council of Transport, Telecommunications and Energy Ministers and other European and non-European forums, such as, for example, the OECD's ICCP. ICP-ANACOM also participates in technical work of the ITU, UPU, UPAEP, CEPT and the OECD's ICCP.

In terms of boosting the activity of technical standardization, particular importance is given to ICP-ANACOM's participation in the European Committee for Standardization, in the European Committee for Electrotechnical Standardization and the International Electrotechnical Commission of the International Organization for Standardization, beyond its participation, as mentioned above, in ETSI.

In the area of communications security, note is made of ICP-ANACOM's participation in the work of the European Network and Information Security Agency and the OECD Working Party on Information Security and Privacy, as well as in the EC as regards the protection of critical infrastructure and the future European cybersecurity strategy, and also the North Atlantic Treaty Organization (NATO) with regard to civil emergency planning.

#### **4.2. Develop cooperation activities with counterpart bodies and regulator associations**

On an individual basis or in association with other regulators, ICP-ANACOM regularly engages in the exchange of experiences and knowledge with a range of different national regulatory authorities (NRA).

ICP-ANACOM participates and is a member of various organizations and associations of regulators, such as BEREC, the European Regulators Group for Postal Services (ERGP),

Independent Regulators Group (IRG), Euro-Mediterranean Network of Regulators (EMERG), Regulatel - Fórum Latino-americano das Entidades Reguladoras de Telecomunicações (Latin-American Forum of Telecommunications Regulatory Authorities) and ARCTEL-CPLP - Associação de Reguladores de Comunicações e Telecomunicações da Comunidade dos Países de Língua Portuguesa (Association of Communications and Telecommunications Regulators of the Community of Portuguese Speaking Countries).

Cooperation is particularly important in the case of PALOP, Brazil and East Timor. The exchange of information supports the sharing and harmonization of approach and helps disseminate the model of European communications regulation, based on principles of autonomy and independence. ICP-ANACOM also engages in regular interaction at the level of technical cooperation, especially in PALOP and East Timor.

Participation in BEREC is fundamental, as a body with key functions in the context of the EU and in the context of electronic communications, most notably:

- sharing of best practices and assistance to NRA on regulatory issues;
- issuing opinions on EC draft decisions, recommendations and guidelines;
- preparing reports and providing advice to EC, the European Parliament (EP) and the European Council;
- promotion among third countries of the European model of regulation and best practice.

In this same context, ICP-ANACOM participates in certain works of EMERG, of REGULATEL and ARCTEL-CPLP.

The assumption of prominent positions in international organizations, including, in some cases, leadership roles, comes under objectives pursued by ICP-ANACOM, in order to place ICP-ANACOM in optimal positions to intensify the exchange of information and knowledge. Specifically, ICP-ANACOM is due to take over presidency of the EMERG in 2013 and the Secretariat of ARCTEL-CPLP until the second quarter of 2014.

#### **4.3. Ensure coordination with national and international agencies with radio spectrum management responsibilities**

At an international level, in 2013, work will need to begin, in a European context, towards active participation in the 2015 World Radiocommunication Conference. This is in addition to coordination engaged with other entities involved in matters related to spectrum management, e.g. North Atlantic Treaty Organization (NATO).

At a national level, a set of actions will be developed in 2013 necessary for the formulation of a protocol with INAC - Instituto Nacional de Aviação Civil (National Civil Aviation Institute) and NAV - Navegação Aérea de Portugal E.P. (Portuguese Air Traffic Control), taking into account the responsibilities of the latter as regards the management of aeronautical frequencies within the Single European Sky. Procedures will also be defined for implementation with entities with spectrum management expertise in order to strengthen the coordination as now exists, such as with the Estado Maior General das Forças Armadas (Armed Forces General Staff).

#### **4.4. Strengthen institutional cooperation with consumer protection agencies**

Institutional collaboration actions will be developed with entities related to consumer protection. In this area, ICP-ANACOM will continue to work closely with DGC - Directorate-General of the Consumer (Directorate General for the Consumer), both in terms of the classification and processing of enquiries involving the communications sector, and in terms of data reporting.

In 2013, ICP-ANACOM will drive the dissemination of useful information that is updated and transparent to the end-user, in connection with DGC, consumer associations and other organisations working in the resolution of consumer disputes, particularly in the context of the coordination between the areas of customer support available on the different respective websites and in promoting consumer guides.

#### **Strategic Priority 5: Promote internal efficiency and effectiveness**

The need to focus more keenly on priority areas of action, together with ICP-ANACOM's determination to improve the service it provides to all entities with which it is engaged, sets up a permanent challenge in terms of the regulator's efficiency (even more crucial in

the current economic context). In addition to the restructuring of processes and changes to procedures, ICP-ANACOM will remain strongly focused on achieving dematerialization of a growing number of services and processes, which will be provided online, thereby increasing efficiency and ensuring a better allocation of resources according to need.

It is natural that, in terms of this priority, the internal drive to reduce costs takes on particular importance in 2013 and is to become a permanent focus of the entire organization. Meanwhile, enhancing the staff skills, through the continuous updating of knowledge and professional qualifications, will enable improved performance, contributing greatly to the qualitative improvement of ICP-ANACOM's performance.

## **5. Promote internal efficiency and effectiveness**

- 5.1 Simplify processes and automate procedures.
- 5.2 Increase provision of online services.
- 5.3 Invest in excellence in human resources.
- 5.4 Implement initiatives to reduce costs.

### **5.1. Simplify processes and automate procedures**

The simplification of processes, and the automation and dematerialization of procedures contribute inimitably to make ICP-ANACOM's performance increasingly efficient. On the one hand, this effort improves ICP-ANACOM's internal performance (frees up resources for other uses) and, on the other hand, operates at an external level (through improved performance and in relationships with the various stakeholders). By this means, ICP-ANACOM seeks to improve the timeliness and quality of its response to enquiries addressed to it by the entities with which it interacts.

In this context, using information systems, the platform for managing internal work processes will be expanded, systematizing control and indicator mechanisms and driving improved monitoring of tasks performed and results.

## 5.2. Increase provision of online services

ICP-ANACOM will continue to increase the number of services provided online, making a range of forms available on its website, associated with complaints submitted by end-users of communications services, and associated with services provided by Regulator (e.g. amateur and amateur satellite services, services for ITED - telecommunications infrastructure in buildings (telecommunications infrastructures in buildings) technicians and ITUR -infra-estruturas de telecomunicações em loteamentos, urbanizações e conjuntos de edifícios (infrastructures for telecommunications in housing developments, urban settlements and concentrations of buildings) technicians and radio licensing of networks and radio stations).

Further actions will also be concluded with a view to the computerization of spectrum management support systems, with emphasis on the NTFA frequency information portal (e- NTFA) and on new features in the electronic licensing portal (e-lic), as well as on the implementation of systems supporting the management of geo-referenced information in the context of spectrum management and the radio and telecommunications terminal equipment management system.

Note should also be made of the establishment by the AMA - Agência para a Modernização Administrativa (Agency for Administrative Modernisation), in late 2011, of the "Balcão do empreendedor" (Enterprise contact point), an electronic one-stop shop available through the *Portal da Empresa* (Company website) providing services related to the exercise of economic activities, as provided for under Decree-Law no. 92/2010 of 26 July, which lays down the principles and rules necessary to simplify free access to and exercise of service activities, in transposition of the Services Directive. This project was also considered in the MoU with Troika, which establishes the goal of making "one-stop shops" easier to use and capable of better addressing the needs of Small and medium enterprises (SME).

In close collaboration with AMA, ICP-ANACOM has developed a set of preparatory work, involving the validation of priority formalities (forms), as well as participation in Enterprise contact point editing training activities, which has allowed it to submit formalities pursuant to national legislation transposing the Services Directive and the Professional Qualifications Directive. In 2013, ICP-ANACOM will continue to work with AMA to promote

the integration of systems with respect to forms available through this Authority's online services.

### **5.3. Invest in excellence in human resources**

Human resources are ICP-ANACOM's main asset, entailing constant investment in their training and development. As such, ICP-ANACOM will continue to invest in the continuous improvement of the quality of its human resources and in the application of modern management techniques necessary to ensure the existence of highly motivated and qualified teams, with capacity to deliver excellent service.

Accordingly, in 2013, a portfolio of skills will be developed that will serve as a basis for identifying critical skills requiring internal development, with a view to promoting talent management. Also in 2013, a process of identifying potential talent will be completed, which will make it possible to define internal individual and organizational development initiatives.

In parallel, ICP-ANACOM will continue to invest heavily in employee training to raise qualification and performance excellence.

ICP-ANACOM intends to implement a training plan over 2013-2015 extended to the entire staff; this plan will be aligned with management policies and practices which promote increased efficiency, based on the development of critical skills aimed at organizational excellence and the regulator's future sustainability.

### **5.4. Implement initiatives to reduce costs**

The goal of efficiency in an organisation such as ICP-ANACOM requires a constant focus and challenge in terms of the structure of costs and investments. It is a goal that is not accomplished in a single year; it is a goal built on the back of a range of initiatives, such as the renegotiation of contracts, streamlining resources, restructuring of processes and changing behaviour, engaged over a number of years. This will be a priority activity in 2013 and subsequent years and is a commitment across the entire organization.



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# ICP-ANACOM CURRENT ACTIVITIES

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#### 4. ICP-ANACOM current activities

ICP-ANACOM's principal current activities are detailed below, organized by strategic priority, as will be maintained over the period of this Multiyear Plan.

This chapter is new in the plans prepared by ICP-ANACOM. It is important to outline, even if briefly, the current activities that are developed, since even while they are more stable and permanent and less innovative than the priority activities, they are vital to the performance of the regulator's mission, providing an integrated view from the outside of the activities developed by ICP-ANACOM and explaining and justifying the employment of relevant resources (including financial resources).

##### **Strategic Priority 1: Promote open and competitive markets**

- **Allocate titles governing exercise of activity, oversee the fulfilment of obligations, carry out inspection and enforcement actions and instigate breach proceedings**

Activity access in the sector of electronic communications is subject to the general authorization regime, whereas the use of numbering, in all cases, and frequencies, in exceptional cases, remains subject to ICP-ANACOM granting the respective rights of use. In the postal sector, activity access is subject to licensing by ICP-ANACOM or to the general authorization regime, including as regards the monitoring of compliance with associated obligations.

As NRA, ICP-ANACOM is bound to enforce compliance with prevailing legislation and with its own decisions and to ensure that service providers comply with the terms of the titles governing exercise of the activity and with the terms of contracts. To this end, ICP-ANACOM monitors the conditions associated with the operation of networks and services and conducts inspections and investigations (on its own initiative or following complaints that indicate the existence of non-compliant situations).

Over the next three years, more than three thousand inspections and investigations are scheduled to take place actions (1007/year), including actions focusing on the market and verification of compliance with the rules governing ITED/ ITUR.

The importance attributed to ICP-ANACOM's intervention pursuant to its powers and responsibilities of supervision, oversight, inspection and sanctioning is embodied in an important set of initiatives which have been developed and which will be maintained over the period of this Plan.

In this context, note should be made of the creation of a specific indicator applicable to breach proceedings and included in the Multiyear Plan for the first time.

- **Compile and disseminate statistical information about the communications sector to evaluate market trends and support decision making**

By compiling and disseminating statistical information on the communications sector, it not only becomes possible to correct conduct that might undermine the proper functioning of the market, ICP-ANACOM is also equipped with a set of information and knowledge base which can improve its capacity. In this way, useful information about the sector is also provided to the various stakeholders.

In addition to the compilation and dissemination of quarterly statistical information on the various electronic communications and postal services, a report is produced, on an annual basis, on the state of communications, which compiles relevant sector-level data.

## **Strategic Priority 2: Ensure the efficient management of public resources**

- **Spectrum monitoring and control in operational centres**

Within the scope of frequency management, actions taken are investigative, preventive and reactive. The spectrum monitoring and control area oversees and enforces compliance with spectrum management regulations, conducting analysis of the operating conditions of networks and stations. This area also responds to external requests, as a reactive activity. Over the next three years, ICP-ANACOM expects to proceed with 4500 actions, 1500 per year, just in the preventive component of this activity.

- **Allocate numbering resources and frequencies**

It falls to ICP-ANACOM to allocate rights of use of numbering, in accordance with the principles and rules governing the management and allocation of the numbering

resources of the PNN. ICP-ANACOM is also responsible for the allocation of rights of use of frequencies, under the law and pursuant to the NTFA.

- **Engage in regional coordination on spectrum use**

ICP-ANACOM holds regular meetings to coordinate spectrum use with Spain and Morocco. Whenever plans are formulated on spectrum use, for new services or existing services, it is necessary to ensure such coordination. The purpose of these meetings is to coordinate Portugal's frequency plans with its two neighbouring countries, so that frequencies are used effectively.

- **License radiocommunications networks and stations**

ICP-ANACOM undertakes licensing of stations and networks of all radio services, which entails authorization to operate these networks and stations under determined conditions, in accordance with the provisions of Decree-Law no. 151-A/2000 of 20 July, as amended by Decree-Law no. 264/2009 of 28 September.

- **Perform tests pursuant to Radio and Telecommunications terminal equipment (R&TTE) and electromagnetic compatibility directives**

ICP-ANACOM, through its LEC - Laboratório de Ensaios e Calibração (Testing and Calibration Laboratory) evaluates electronic communications equipment conformity pursuant to the R&TTE Directive (as transposed by Decree-Law no. 192/2000 of 18 August) and the electromagnetic compatibility Directive (as transposed by Decree-Law no. 325/2007 of 28 September). This conformity assessment applies to equipment in the context of market oversight actions and inspections performed by law enforcement authorities. The LEC also performs pre-conformity testing at the request of manufacturers and equipment calibration at the request of other entities.

- **Gradually extend the scope of LEC accreditation**

In order to be able to extend its scope of activity in terms of new technologies, actions will be developed as are necessary to obtain an extension of the features accredited by the IPAC - Instituto Português de Acreditação (Portuguese Institute of Accreditation).

- **Gradually extend the scope of LEC accreditation**

To be able to adapt the scope of its work to new technologies, necessary actions will be developed to obtain a progressive extension of the features accredited by IPAC.

### **Strategic Priority 3: Assure and protect the rights of users and citizens in general**

- **Respond promptly to complaints and enquiries from consumers**

Each year, ICP-ANACOM receives a large number of enquiries (47 454 in 2011), including information requests and complaints. All these enquiries are properly analyzed, classified and answered. When analysis of complaints provides indications of non-compliance, the process is referred for investigation or directly to litigation.

The analysis of complaints provides opportunity, from the outset, to contribute to the consideration of regulatory measures as put an end to the practices observed. In this context, ICP-ANACOM has been working actively with various entities related to consumer protection.

In the area of users' complaints related to services provided, ICP-ANACOM is responsible, *inter alia*, for regularly inspecting complaint records, for ordering investigation of consumer and user complaints and claims presented to the concession entities or directly to ICP-ANACOM and for publishing reports on complaints and enquiries.

- **Distribute information to users about the sector**

This priority activity results primarily from the need to facilitate consumer access to information on how communications services are provided and on the conditions which govern this provision.

Considering that informed consumers make better choices when selecting and switching providers and are better protected, ICP-ANACOM, in line with its legal and statutory duties, compiles, analyzes and provides useful information for this purpose, particularly on its website ([www.anacom.pt](http://www.anacom.pt)) and on ANACOM's Consumers' Website ([www.anacom-consumidor.com](http://www.anacom-consumidor.com)), whose features it plans to continue expanding.

Use of ANACOM's Consumers' Website will continue to be particularly encouraged -, including through initiatives aimed at optimizing the visibility of existing features (COM.escolha; Complaint Form and ANACOM Responds). ICP-ANACOM will be making further features available, introducing dynamic content and creating new areas of consumer information (dedicated, for example, to citizens with special needs), and will also provide a simplified glossary for the communications sector.

ICP-ANACOM also makes use of other media, running informative campaigns where warranted. In addition, ICP-ANACOM will continue to issue new dedicated consumer guides. Note should also be made of ICP-ANACOM's monthly newsletter *Spectru*, produced in electronic form, with a wide audience, providing information about relevant sector measures.

ICP-ANACOM discloses further information to other types of recipients, such as related to ITED-ITUR manuals.

- **Monitor information disclosed by service providers to end-users**

ICP-ANACOM monitors the models used by providers to disclose information to end-users of communications services on conditions governing offers and use, and evaluates whether current rules in this area need to be adjusted.

- **Promote best practice in network integrity and security**

Following the evolution of the regulatory framework for electronic communications, ICP-ANACOM acts to promote improvements in terms of security and integrity of networks and services, coordinating with relevant entities in areas of privacy and personal data protection, ensuring an approach which is consistent with best international practices in this field.

- **Conduct studies on the sector and the various services**

ICP-ANACOM regularly performs different studies on issues related to the evolution of the electronic communications and postal sectors and also on a forward-looking basis, in order to anticipate and analyze trends and regulatory requirements. In many cases, these studies are done on a comparative basis, which means stakeholders can check how the

various regulators are addressing the regulation of new technologies and services. They are an important tool to support regulatory activity.

Given recent technological developments - notably the development of next generation FBB access networks and MBB long term evolution (LTE) - it is important to note, in the context of the present Multiyear Plan, the study that is to be conducted on substitutability between different broadband technologies. The study aims to analyze how residential IAS end-users choose and use different types of network access, both in situations in which different types of access are adopted simultaneously and in situations where one type of access is adopted exclusively.

#### **Strategic Priority 4: Promote institutional and technical cooperation**

- **Cooperate with national entities**

ICP-ANACOM seeks, in particular, to continue to develop collaboration with AdC - Autoridade da Concorrência (Portuguese Competition Authority), leading to a closer approximation of the principles governing regulation of the electronic communications sector and postal sector, which are based on the promotion and protection of conditions of fair competition.

Additionally, in terms of the spectrum, there is effective and efficient coordination between various entities, which may be further enhanced through the establishment of procedures which accomplish this coordination.

ICP-ANACOM also cooperates regularly with Assembleia da República (Assembly of the Republic), in line with the statutory obligations of this Authority, whereby it is called upon to respond to the questions put to it - on various topics, both in writing and appearing personally at hearings. Additionally, Parliament is sent an annual report on the activities of regulation.

- **Promote voluntary technical standardization**

The promotion of voluntary technical standards, which fall within ICP-ANACOM's remit as sector standardisation body for communications and electromagnetic compatibility is

another ICP-ANACOM activity supporting the market's development and the development of technical regulation in international or national standards.

- **Update of ITED and ITUR manuals**

For the purpose of reducing so called 'vertical barriers' following the same Decree-Law no. 123/2009 of 21 May, as amended by Decree-Law no. 258/2009 of 25 September, in November 2009, ICP-ANACOM approved the technical ITED Manual and ITUR Manual, which need to be adapted periodically. It is, furthermore, an area of intervention that requires strenuous effort, as already initiated, in order to reach the notable universe of agents working in this area.

### **Strategic Priority 5: Promote internal efficiency and effectiveness**

- **Review procedures, dematerialize processes and enhance online services**

Every day, ICP-ANACOM develops initiatives to improve its efficiency and will go on adopting and implementing practices that contribute to a more agile, faster and more effective operation. In many cases, procedures are modified to improve the functioning of the organization and these modifications are promoted on a continuous basis. The progressive dematerialization of processes also helps improve internal performance and external relationships.

Finally, it is important to note the increase in the number of services provided through ICP-ANACOM's website, a trend which will persist over the next three-year period.

- **Continually develop and train human resources**

ICP-ANACOM remains continuously engaged in activities to provide training to its staff to develop new skills or strengthen existing skills.

The training process covers several areas of intervention, including behavioural, technical and language training and supporting the academic development of staff, as a factor of development, motivation and affiliation to organizational culture.





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# GLOBAL INDICATORS

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## **5. Global indicators**

To oversee the activities developed over the course of each three-year period, ICP-ANACOM uses a monitoring system based on indicators that are transversal to the organization as well as specific indicators for each area according to its assigned role and responsibilities; it will continue to use this system for the period of the 2013-2015 Plan.

Among other situations, these indicators enable performance assessment in terms of provision of responses to enquiries from users, citizens, internal departments and external entities, as well as in providing information to the general public.

For the 2013-2015 three-year period, the target for the accomplishment of strategic actions is set at 95 percent and the target for total enquiries answered over the period is 95 percent.

The target for the allocation of numbering resources is an average of five days and a maximum of 15 days, while the target for average response time to radio licensing requests is set at eight days.

Annex V includes the goals associated with each of the global indicators.



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# RESOURCE PLAN AND FINANCIAL PLAN

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## 6. Resource Plan and Financial Plan

### Strategic People Plan

It is essential that ICP-ANACOM is able to remain reliant on the human resources necessary to its performance, as new sector and regulatory developments become increasingly demanding and especially given the current economic situation; as such, having the right people, in terms of numbers and quality, remains a top priority.

ICP-ANACOM's main objective in the strategic management of its people over the 2013-2015 three-year period will be the consolidation of a culture of excellence at all levels of the organization through the implementation of policies and practices that continue to promote efficiency, improved organizational performance and the regulator's current and future sustainability.

The implementation and monitoring of tools that promote organizational agility will also have a key role in responding to internal and external demands on this Authority, together with the development and motivation of human resources, its main factor for success.

Accordingly, in order to meet the challenges of the next three years, the following major points of intervention stand out:

- strengthening the improvement of internal competencies, with diagnostic programs for employees and respective development plans, adapted to a culture of talent management and supported by a programme to identify competencies (technical and behavioural) as are critical to ICP-ANACOM ;
- the deployment of training plans extended to the entire staff, aligned with management policies and practices to promote efficiency;
- the alignment of ICP-ANACOM's staff around a common vision for the future, adopting behaviours which are conducive to the change process and instil a capacity to respond quickly and effectively to new challenges;
- strengthening the internal mobility programme, as a motivating factor and a driver of competency development;

- the continued development of information systems to support human resources management, aimed at administration and procedure simplification and improving levels of information to support decision making;
- policy associated with the people plan, as regards the number of staff for the 2013-2015 three-year period, will be based on maintaining the number of permanent staff, keeping interest in rejuvenation and better matching resources to ICP-ANACOM's needs, entailing provision of appropriate mechanisms where employees may be interested in being released from their employment with the regulator and this option is line with the organisation's needs.
- keep the system of social and specific benefits focused on social action policies, taking into account the budgetary constraints arising from the current economic environment, and seeking to ensure, on the one hand, the motivation of employees and, on the other, the principles of internal and external fairness;
- use of overtime will be restricted and only applicable in exceptional and duly justified situations and should decrease in the coming years.

In Annex II, the makeup of ICP-ANACOM's staff is presented with the changes expected under the people plan, both in terms of number of staff and the number of working hours and financial resources required to support the plan.

As noted above, the envisaged policy regarding the number of people is based on maintaining the number of permanent staff over the next three years (see Table 6 in Annex II).

Regarding the complementary forms of work, it is expected that the number of temporary hours will be maintained over the period – see Table 7 of Annex II. With respect to supplementary work, a progressive reduction has been stipulated over the period of the plan.

The financial resources required for the execution of the personnel plan (see Table 8 and Table 9 of Annex II) reflects a stability in nominal values over the three-year period, since the cuts in salaries which impacted the entire public sector in recent years, and also affected ICP-ANACOM, have already been incorporated.

Personnel expenses presented in the 2013-2015 Plan are lower than those presented in the 2011 budget (-5 percent), lower than those in the 2012 budget (9 percent) and lower than those incurred in 2011 (-2 percent), showing a clear trend of reduction compared to the recent past.

In Table 8 and Table 9, note is made of:

- the heading of wages and expenses, which comprises the remuneration of the management bodies (Management Board and Audit Committee), the basic and permanent salaries of ICP-ANACOM and additional payments (overtime, temporary employment, allowances);
- other personnel costs, which includes charges for pensions, work accident insurance, social action costs (mandatory medical examinations, health insurance, etc.) and training, internal gatherings and compensation payments arising from contract terminations, given that it is possible that contracts with some employees may be terminated by mutual agreement.

### **Investment Plan**

The investment plan for the 2013-2015 period demonstrates ICP-ANACOM's commitment to a rationalization of capital expenditure and to continuing the policy followed by this Authority in prior years, consolidating investments initiated in previous years and carefully selecting new investments for the future in key areas, creating conditions supporting exercise of regulatory activities and supervision of the electronic communications and postal sector.

The proposed investment for 2013 is 3.154 million euros, which translates into significant reductions compared to the figures of previous years: compared to the 2011 plan (-20 percent), compared to the 2012 plan (-36 percent); and compared to the value incurred in 2011 (-6 percent). It is also noted that, over the course of the (2013-2015) plan, a further reduction is expected in the investment effort of 19 percent (-608 thousand euros).

The investment plan points with special emphasis to the monitoring of evolution occurring in the communications sector, both in terms of the latest technologies of regulation and supervision, and in terms of internal processes, including support tools offered by the

information systems and technology in order to improve the public service provided by this Authority.

The most important investment projects in the context of spectrum management, which involve the purchase of basic equipment, are associated with the increased security capacity of SINCRER - Sistema nacional de controlo remoto das emissões radioelétrica (National System for Remote Control of Radioelectric Emissions), the modernization of the Laboratory, to extend the scope of its work to the latest technologies and technological refurbishment of the MCE - Monitorização e controlo do espectro (Monitoring and Control of the Spectrum). The projects associated with information systems are mainly focused on technological adaptation - architecture and technology platforms, in the components and software, whose improvements affect all ICP-ANACOM's services.

The investment programmes set out in the plan, broken down by area of activity, are described in Table 10 of Annex III.

### **Financial Plan**

As noted previously, the present Multiyear Plan stems from Portugal's current economic and financial situation and is focused on the accomplishment of the structural adjustment programme and ongoing programme of international financial assistance.

This gives basis to ICP-ANACOM's commitment to enact immediate and ongoing cost reductions and the streamlining of internal investment, in order to provide progressive reductions in the fees charged to the sector. At the same time, it is essential that ICP-ANACOM maintain its capacity to act independently as regulator, in a scenario of regulation which is increasingly demanding and complex, given that the powers and responsibilities that have been recently attributed to ICP-ANACOM are still increasing, along with those derived from European regulation.

According to its statutes, the accounts of ICP-ANACOM are organized in accordance with the POC - Plano Oficial de Contabilidade (Official Accounting Plan), which plan was replaced by the SNC - Sistema de Normalização Contabilística (Accounting Standardisation System). The 2013-2015 financial plan, which took this reality into

account, reflects the financial quantification as is appropriate and necessary for the execution of activities set out in the Multiyear Plan.

The components constituting ICP-ANACOM's financial plan for the 2013-2015 period are as follows:

- income plan;
- expenditure plan;
- financial statements by nature;
- cash-flow budgets;
- balances.

### **Income plan**

2013 revenues are expected at 69.568 million euros, an amount which falls short of previous years, and is lower than the 2011 budget (-6 percent), lower than the 2012 budget (-8 percent) and lower than revenues earned in 2011 (-11 percent). This loss of income in 2013 is fully explained by the significant decrease in administrative regulation fees (as are indexed to ICP-ANACOM's administrative costs, which is essentially due to the reduced impact of provisions for the purpose of determining the level of fees and the reduction of operating costs, which is incorporated in the present proposed plan for 2013/15.

At the current economic and financial juncture, this reduction in fees payable by operators of electronic communications networks and postal operators has a very positive wider impact.

The income plan is detailed in Table 11 of Annex IV and is composed of revenues derived from the settlement and collection of all fees due to ICP-ANACOM from providers of electronic communications networks and services, based on the regulation costs incurred as a result of the respective regulation activities; in addition to fees due for the use of frequencies and the use of numbering that, taken together, represent about 98 percent of the total, as well as the fees in respect of postal services, and other income, representing the remaining 2 percent.



The main sources of income mentioned are derived from the application of specific tariffs approved by the Government; these serve first to cover the costs of ICP-ANACOM's regulatory activities and, secondly, serve so that operators are required to pay for their occupancy/use of scarce public resources, essential to the exercise of their respective activity (such as spectrum and numbering). Meanwhile, a relevant portion of the fees charged by ICP-ANACOM have been delivered to the State in the distribution of results; in recent years the proportion distributed to the States has reached 85 percent.

The fees charged by ICP-ANACOM are set out in Administrative Rule no. 1473-B/2008 of 17 December, as amended and republished by Decree no. 291-A/2011 of 4 November.

### **Expenditure Plan**

Overall, it should first be noted that a significant effort has been made to reduce total costs as proposed in the plan for 2013 (with total costs amounting to 46.215 million euros); this will achieve significant contractions compared to the figures of preceding years, especially compared to the values of the 2011 budget (-9 percent), compared to the 2012 budget (-10 percent) and the compared to costs incurred in 2011 (-14 percent).

Over 2014 and 2015, total cost estimates continue a downward trend, dropping by 3 percent and 5 percent respectively in 2014 and 2015, compared to 2013. The overall expenditure plan for the 2013-2015 period is detailed in Table 12.

The expenditure plan includes all expenditure necessary to ensure the development of all ICP-ANACOM's activities as identified in this document - the priority activities outlined in Chapter 3, the current activities detailed in Chapter 4 and the actions listed in Annex I - as well as being necessary to enable accomplishment of the indicators listed in Annex V.

In 2013, expenditure on **supplies and third party services** will total 12.621 million euros, which translates into a reduction in costs compared to previous years, and is lower than the costs of the 2011 budget (-14 percent), lower than the 2012 budget (-16 percent) and lower than the costs incurred in 2011 (-1 percent). Over the period of the plan (2013-2015) a further decrease in this category is expected (-8 percent).

These figures reflect the fact that all categories of supplies and services have been in focus given the internal effort to reduce ICP-ANACOM's costs, particularly those

categories that weigh heavily in the cost structure, such as specialized work, maintenance and repairs, rents and leases and travel and accommodation.

The category of specialized works, the most significant under supplies and services, covers consultancy work, auditing, research and opinions necessary to the execution of the actions of the strategic plan, including work related to the area of regulation and markets that will be proportionally very significant in 2013, as can be seen by priority activities (and actions) to be undertaken over this year.

**Personnel costs** are forecast at 21.877 million euros in 2013, which gives a reduction of costs compared to previous years, and is lower than the costs of the 2011 budget (-5 percent), lower than the 2012 budget (-9 percent) and lower than the costs incurred in 2011 (-2 percent). Over the period of the plan a stable level of spending is expected under this heading in nominal terms. The main asset of a regulatory body, such as ICP-ANACOM, is made up of its human resources and it is only to be expected that spending on personnel constitutes the largest part of ICP-ANACOM's cost structure.

In terms of **other expenses and losses**, ICP-ANACOM takes a share in supporting the operating expenses of AdC, thereby complying with the guidelines of the Government, and also provides a contribution (as founder) to FPC - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation).

### **Remaining financial components**

Tables 13-16 present the remaining accounting and financial records drawn from revenues, expenses and investments already explained, whereas the accounting criteria as commonly used at ICP-ANACOM and recognized by the auditors, have been adopted in their formulation.

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# ANNEXES

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## 7. Annexes

### Annex I - Breakdown and timing of actions to be undertaken in 2013-2015 three-year period

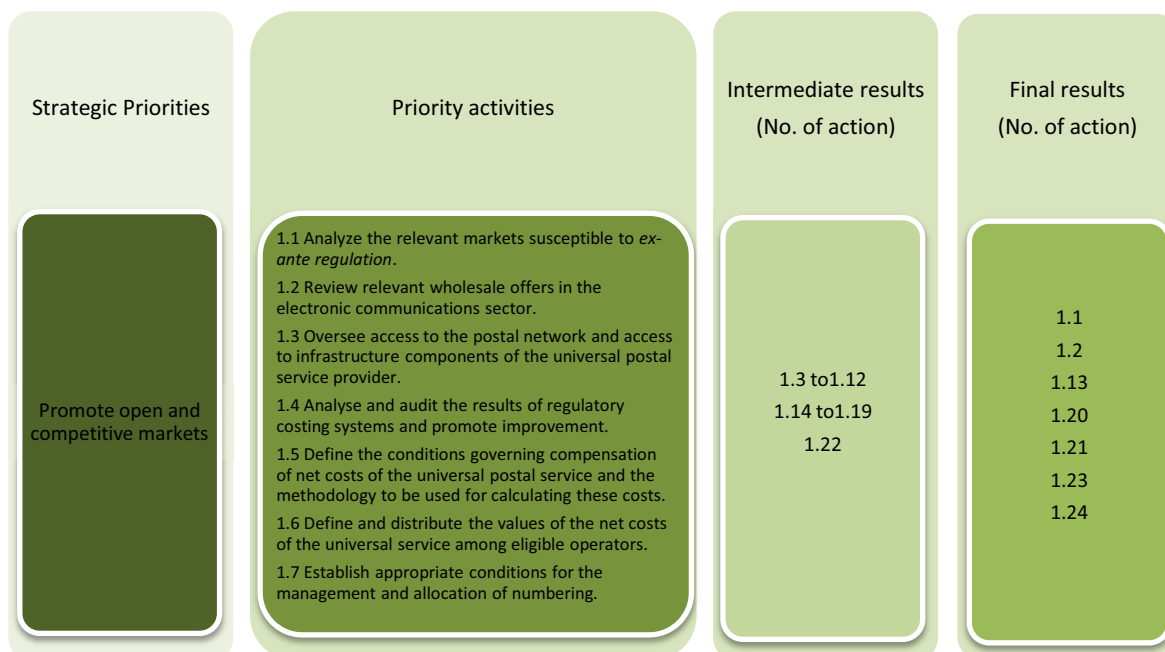


Table 1 - Actions under strategic priority 1: Promote open and competitive markets

| Actions   | TIMETABLE |    |          |    |            |    |    |    |            |    |            |          |
|---|-----------|----|----------|----|------------|----|----|----|------------|----|------------|----------|
|   | 2013      |    |          |    | 2014       |    |    |    | 2015       |    |            |          |
|   | 1Q        | 2Q | 3Q       | 4Q | 1Q         | 2Q | 3Q | 4Q | 1Q         | 2Q | 3Q         | 4Q       |
| <b>1.1 Review relevant markets in light of current and new European Union regulatory framework, with possible update to associated obligations, particularly in terms of regulated wholesale offers</b> |           |    |          |    |            |    |    |    |            |    |            |          |
| - Market 1 (current EC Recommendation)  | X<br>End  |    |          |    |            |    |    |    | X<br>Start |    |            | X<br>End |
| - Markets 2 and 3 (current EC Recommendation)   | X<br>End  |    |          |    |            |    |    |    | X<br>Start |    |            | X<br>End |
| - Markets 4 and 5 (current EC Recommendation)   |           |    |          |    | X<br>Start |    |    |    | X<br>End   |    |            |          |
| - Market 6 (current EC Recommendation)  | X<br>End  |    |          |    |            |    |    |    | X<br>Start |    |            | X<br>End |
| - Market 7 (current EC Recommendation)  |           |    | X<br>End |    |            |    |    |    |            |    | X<br>Start |          |
| - Market 3 to 6 and 19 (previous EC Recommendation)   | X<br>End  |    |          |    |            |    |    |    |            |    |            |          |

| Actions  | TIMETABLE   |    |            |            |      |          |    |    |      |    |            |    |
|--|-------------|----|------------|------------|------|----------|----|----|------|----|------------|----|
|  | 2013        |    |            |            | 2014 |          |    |    | 2015 |    |            |    |
|  | 1Q          | 2Q | 3Q         | 4Q         | 1Q   | 2Q       | 3Q | 4Q | 1Q   | 2Q | 3Q         | 4Q |
| - Review phased trajectory of reduction in mobile termination rates (2013-2015)  |             |    | X<br>End   |            |      |          |    |    |      |    | X<br>Start |    |
| - Television signal broadcasting and distribution market   | X<br>End    |    |            |            |      |          |    |    |      |    |            |    |
| - Reference offer of virtual access to optical fibre   | X<br>Start  |    |            | X<br>End   |      |          |    |    |      |    |            |    |
| - Study on possible revision of LLRO/RELLO   |             |    | X<br>Start |            |      | X<br>End |    |    |      |    |            |    |
| - Rede ADSL PT offer   | X<br>Start  |    | X<br>End   |            |      |          |    |    |      |    |            |    |
| <b>1.2 Conduct evaluation of the mobile electronic communications market in accordance with article 39 of Regulation no. 560-A/2011 (multi-band auction)</b> |             |    |            | X<br>Start |      | X<br>End |    |    |      |    |            |    |
| <b>1.3 Assess the need to define the rules of access to the postal network and infrastructure elements of the universal postal service provider</b>          |             |    |            |            |      |          |    |    |      |    |            |    |
| - Preparation of public consultation   | X<br>Start  | X  |            |            |      |          |    |    |      |    |            |    |
| - Public consultation  |             |    | X          |            |      |          |    |    |      |    |            |    |
| - Final report   |             |    |            | X<br>End   |      |          |    |    |      |    |            |    |
| <b>1.4 Develop a long-run incremental cost model for fixed network termination pricing</b>   |             |    |            |            |      |          |    |    |      |    |            |    |
| - Award of contract  | X<br>(2012) |    |            |            |      |          |    |    |      |    |            |    |
| - Development of draft   | X<br>Start  |    | X<br>End   |            |      |          |    |    |      |    |            |    |
| - Draft decision   |             |    | X          |            |      |          |    |    |      |    |            |    |
| - Final Determination  |             |    |            | X          |      |          |    |    |      |    |            |    |
| <b>1.5 Develop costing model for portability, pre-selection and billing and collection for PTC</b>   | X<br>End    |    |            |            |      |          |    |    |      |    |            |    |
| <b>1.6 Consult on possible revision of the SCA used by CTT</b>   |             |    |            |            |      |          |    |    |      |    |            |    |
| - Contract award   | X           |    |            |            |      |          |    |    |      |    |            |    |
| - Development of draft   | X<br>Start  |    | X<br>End   |            |      |          |    |    |      |    |            |    |
| - Draft decision   |             |    | X          |            |      |          |    |    |      |    |            |    |
| - Final Determination  |             |    |            | X          |      |          |    |    |      |    |            |    |

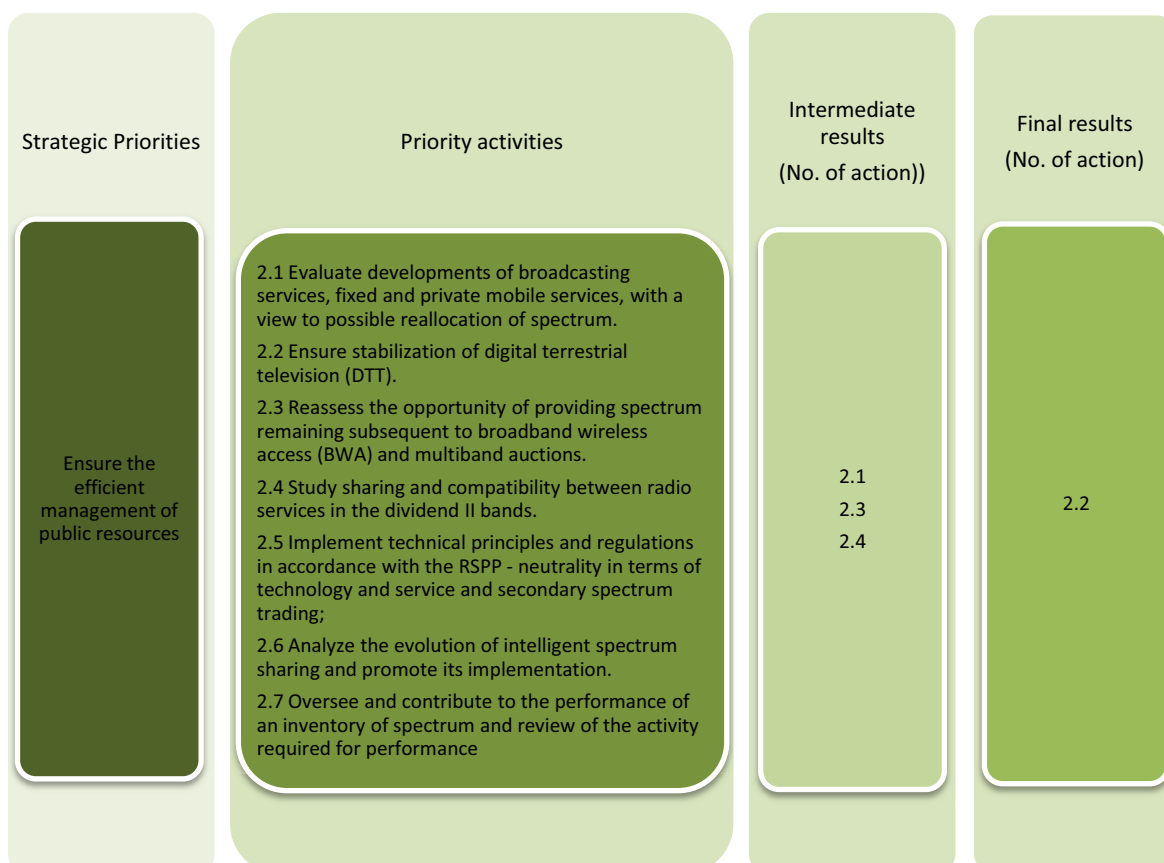
| Actions   | TIMETABLE |          |    |            |      |          |    |    |      |    |    |    |
|---|-----------|----------|----|------------|------|----------|----|----|------|----|----|----|
|   | 2013      |          |    |            | 2014 |          |    |    | 2015 |    |    |    |
|   | 1Q        | 2Q       | 3Q | 4Q         | 1Q   | 2Q       | 3Q | 4Q | 1Q   | 2Q | 3Q | 4Q |
| 1.7 Consult on possible revision of the SCA used by PTC                                   |           |          |    |            |      |          |    |    |      |    |    |    |
| - Contract award  |           |          | X  |            |      |          |    |    |      |    |    |    |
| - Draft development   |           |          |    | X<br>Start |      | X<br>End |    |    |      |    |    |    |
| - Draft decision  |           |          |    |            |      |          | X  |    |      |    |    |    |
| - Final Determination   |           |          |    |            |      |          |    | X  |      |    |    |    |
| 1.8 Organise auditing of SCA used by PTC (2008 - 2009)                                    |           |          |    |            |      |          |    |    |      |    |    |    |
| - Draft development (specifically as regards SCA), draft decision and final determination | X<br>End  |          |    |            |      |          |    |    |      |    |    |    |
| 1.9 Organise auditing of SCA used by CTT (2009 - 2011)                                    |           |          |    |            |      |          |    |    |      |    |    |    |
| - Draft development (specifically as regards SCA), draft decision and final determination |           | X<br>End |    |            |      |          |    |    |      |    |    |    |
| 1.10 Organise auditing of SCA used by CTT (2012 - 2014)                                   |           |          |    |            |      |          |    |    |      |    |    |    |
| - Contract award  |           |          | X  |            |      |          |    |    |      |    |    |    |
| - Draft development (specifically as regards SCA), draft decision and final determination |           |          |    |            | X    |          |    |    | X    |    |    | X  |
| 1.11 Define the rules for drawing up the inventory of assets linked to CTT concession     |           |          |    |            |      |          |    |    |      |    |    |    |
| - Final Determination   |           | X<br>End |    |            |      |          |    |    |      |    |    |    |
| 1.12 Define methodology for calculating the CLSU of the postal sector                     |           |          |    |            |      |          |    |    |      |    |    |    |
| - Final Determination   | X<br>End  |          |    |            |      |          |    |    |      |    |    |    |
| 1.13 Define concept of unfair financial burden as relates to postal sector CLSU           |           |          |    |            |      |          |    |    |      |    |    |    |
| - Final Determination   | X<br>End  |          |    |            |      |          |    |    |      |    |    |    |
| 1.14 Support the tender to designate the USP of electronic communications                 | X         | X        | X  | X          |      |          |    |    |      |    |    |    |
| 1.15 Organise auditing of the CLSU estimates presented by PTC (2007 - 2009)               |           |          |    |            |      |          |    |    |      |    |    |    |
| - Conclusions and draft decision  | X         |          |    |            |      |          |    |    |      |    |    |    |
| - Final Determination   |           | X        |    |            |      |          |    |    |      |    |    |    |

| Actions  | TIMETABLE  |          |    |            |          |    |    |    |      |    |    |    |
|--|------------|----------|----|------------|----------|----|----|----|------|----|----|----|
|  | 2013       |          |    |            | 2014     |    |    |    | 2015 |    |    |    |
|  | 1Q         | 2Q       | 3Q | 4Q         | 1Q       | 2Q | 3Q | 4Q | 1Q   | 2Q | 3Q | 4Q |
| <b>1.16 Organise auditing of the SCA/CLSU estimates presented by PTC (2010 - 2012)</b> |            |          |    |            |          |    |    |    |      |    |    |    |
| - Draft development (audit of SCA drivers)   | X<br>End   |          |    |            |          |    |    |    |      |    |    |    |
| - Draft decision and final decision (SCA)  | X<br>Start | X<br>End |    |            |          |    |    |    |      |    |    |    |
| - Draft development(SCA/CLSU audit)  |            |          |    | X<br>Start | X<br>End |    |    |    |      |    |    |    |
| - Conclusions and draft decision (SCA/CLSU)  |            |          |    |            |          | X  |    |    |      |    |    |    |
| - Final Determination (SCA/CLSU)   |            |          |    |            |          |    | X  |    |      |    |    |    |

| Actions   | TIMETABLE |    |    |    |      |    |         |    |       |    |         |    |
|---|-----------|----|----|----|------|----|---------|----|-------|----|---------|----|
|   | 2013      |    |    |    | 2014 |    |         |    | 2015  |    |         |    |
|   | 1Q        | 2Q | 3Q | 4Q | 1Q   | 2Q | 3Q      | 4Q | 1Q    | 2Q | 3Q      | 4Q |
| <b>1.17 Organise audit of the SCA/CLSU estimates presented by PTC (2013)</b>  |           |    |    |    |      |    |         |    |       |    |         |    |
| - Contract award  |           |    |    |    |      |    | X       |    |       |    |         |    |
| - Draft development (specifically as regards SCA), draft decision and final decision on the SCA   |           |    |    |    |      |    | X Start |    | X End |    |         |    |
| - Draft development (specifically as regards CLSU)  |           |    |    |    |      |    | X Start |    | X End |    |         |    |
| - Conclusions and draft decision (draft decision on CLSU)   |           |    |    |    |      |    |         |    | X     |    |         |    |
| - Final Determination   |           |    |    |    |      |    |         |    |       |    | X       |    |
| <b>1.18 Organise auditing of values related to retirees and pensioners in the period following designation of the USP of electronic communications by public tender (2013 and 2014)</b> |           |    |    |    | X    |    |         |    | X     |    |         |    |
| <b>1.19 Organise auditing of turnover values used in the universal service compensation fund of electronic communications</b>   |           |    |    |    |      |    |         |    |       |    |         |    |
| - Values submitted by operators on 30.06.2014 (as regards 2013)   |           |    |    |    |      |    | X       |    |       |    |         |    |
| - Values submitted by operators on 30.06.2015 (as regards 2014)   |           |    |    |    |      |    |         |    |       |    | X       |    |
| <b>1:20 Develop processes for reimbursement of CLSU to PTC (period preceding designation of the USP by public tender)</b>   |           |    |    |    |      |    |         |    |       |    |         |    |
| - Reimbursement of CLSU relative to 2007-2009   |           |    |    |    |      |    | X Start |    | X End |    |         |    |
| - Reimbursement of CLSU relative to 2010-2012   |           |    |    |    |      |    |         |    |       |    | X Start |    |
| <b>1:21 Develop processes for reimbursement of CLSU in period following designation of the electronic communications USP by public tender (2013)</b>                                    |           |    |    |    |      |    | X Start |    | X End |    |         |    |
| <b>1.22 Evaluate CLSU submitted by the provider of the universal postal service for the previous calendar year</b>  |           |    |    |    |      |    |         |    |       |    |         |    |
| - Presentation by USP of CLSU estimation for calendar year in question  |           |    |    | X  |      |    |         | X  |       |    |         |    |
| - Definition of the technical specifications and the type of procedure for the formulation of the contract governing provision of services  | X         |    |    |    | X    |    |         |    | X     |    |         |    |
| - Selection of auditor  | X         | X  |    |    | X    | X  |         |    | X     | X  |         |    |
| - Presentation of CLSU by USP (by the end of Q2 of year n 1)  |           | X  |    |    |      | X  |         |    | X     |    |         |    |
| - Auditing of CLSU  |           |    | X  | X  |      |    | X       | X  |       |    | X       | X  |
| - Draft decision regarding CLSU   |           |    |    | X  |      |    |         | X  |       |    |         | X  |
| - Final Determination (up to 120 days following submission of CLSU by USP)  |           |    |    | X  |      |    |         | X  |       |    |         | X  |



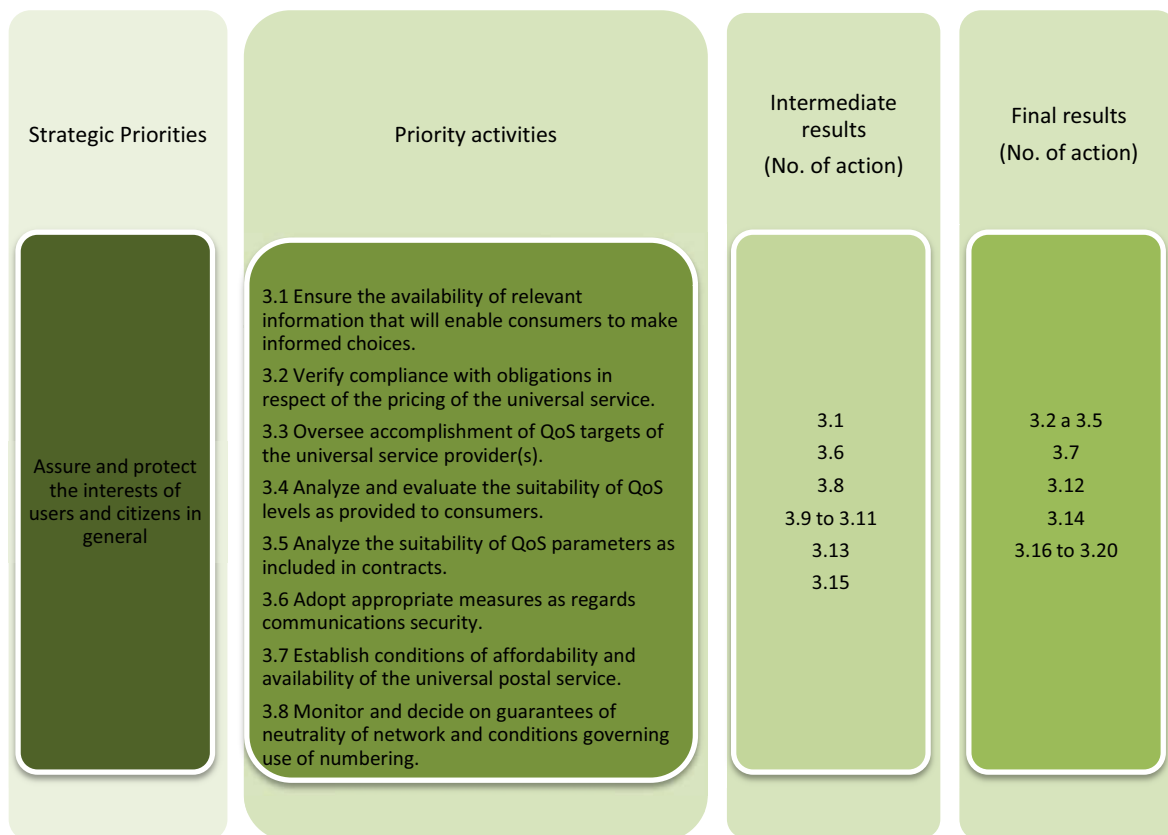
| Actions   | TIMETABLE  |          |    |            |      |          |    |    |      |    |    |    |
|---|------------|----------|----|------------|------|----------|----|----|------|----|----|----|
|   | 2013       |          |    |            | 2014 |          |    |    | 2015 |    |    |    |
|   | 1Q         | 2Q       | 3Q | 4Q         | 1Q   | 2Q       | 3Q | 4Q | 1Q   | 2Q | 3Q | 4Q |
| <b>1.23 PNN: analyze and decide on management of MNC</b>  |            |          |    |            |      |          |    |    |      |    |    |    |
| - Scenarios on the evolution of MNC, taking into account the demand of codes, existing solutions on the ground, including internationally, regulatory limitations and technical, administrative and operational constraints | X<br>Start |          |    | X<br>End   |      |          |    |    |      |    |    |    |
| - Rules for the allocation of MNC   |            |          |    | X<br>Start |      | X<br>End |    |    |      |    |    |    |
| <b>1.24 PNN: decide on and implement measures on VoIP as a result of the public consultation on the ERG common position (ERG CP) on VoIP and conditions governing use of geographic numbers</b>                             |            |          |    |            |      |          |    |    |      |    |    |    |
| - Draft decision and final determination following the public consultation on the ERG CP on VoIP  | X<br>Start | X<br>End |    |            |      |          |    |    |      |    |    |    |
| - Implementation of decision on VoIP as regards the conditions governing use of numbers and other PNN rules   |            |          | X  |            |      |          |    |    |      |    |    |    |
| - Implementation of decision on VoIP as regards information to be sent to emergency call centres in the event of nomadic 112 calls  |            |          |    | X<br>Start |      | X<br>End |    |    |      |    |    |    |



**Table 2 – Actions under strategic priority 2: Ensure the efficient management of public resources**

| Actions  | TIMETABLE  |            |            |          |      |    |    |    |      |    |    |    |
|--|------------|------------|------------|----------|------|----|----|----|------|----|----|----|
|  | 2013       |            |            |          | 2014 |    |    |    | 2015 |    |    |    |
|  | 1Q         | 2Q         | 3Q         | 4Q       | 1Q   | 2Q | 3Q | 4Q | 1Q   | 2Q | 3Q | 4Q |
| <b>2.1 Assess development prospects of broadcasting service (radio and television), private mobile and fixed services, as well as the potential use of existing spectrum and spectrum to be made available</b> |            |            |            |          |      |    |    |    |      |    |    |    |
| - Evaluation of the issues inherent to the stabilization of DTT  | X<br>Start |            |            | X<br>End |      |    |    |    |      |    |    |    |
| - Progress report on the use of spectrum for broadcasting services, private mobile and fixed services  | X<br>Start | X<br>End   |            |          |      |    |    |    |      |    |    |    |
| - Identification of spectrum usage needs in relevant bands, taking into account technological developments (e.g. radio cognitive) and studies of service coexistence in these bands                            |            | X<br>Start |            | X<br>End |      |    |    |    |      |    |    |    |
| - Development of scenarios for the spectrum use in line with national identified needs   |            |            | X<br>Start | X<br>End |      |    |    |    |      |    |    |    |

| Actions  | TIMETABLE  |    |          |          |          |          |          |    |      |    |    |          |
|--|------------|----|----------|----------|----------|----------|----------|----|------|----|----|----------|
|  | 2013       |    |          |          | 2014     |          |          |    | 2015 |    |    |          |
|  | 1Q         | 2Q | 3Q       | 4Q       | 1Q       | 2Q       | 3Q       | 4Q | 1Q   | 2Q | 3Q | 4Q       |
| <b>2.2 Adopt and implement measures in accordance with the RSPP, aimed at more effective and efficient spectrum use</b>  |            |    |          |          |          |          |          |    |      |    |    |          |
| - Reassessment of opportunity of making available spectrum remaining from BWA auction and multiband auction  | X<br>Start |    | X<br>End |          |          |          |          |    |      |    |    |          |
| - Study of the sharing and compatibility between different involved radiocommunication services, including the dividend II bands, 2.3-2.4 GHz.   | X<br>Start |    |          |          | X<br>End |          |          |    |      |    |    |          |
| - Implementation of the technical principles and regulations in accordance with the RSPP, particularly in the field of neutrality in terms of technology and service and secondary spectrum trading  | X<br>Start |    |          |          |          |          | X<br>End |    |      |    |    |          |
| - Analyze the evolution of intelligent spectrum sharing systems and promote their implementation, considering international developments   | X<br>Start |    |          |          |          | X<br>End |          |    |      |    |    |          |
| - Conduct a national inventory of spectrum   | X<br>Start |    |          |          |          |          | X<br>End |    |      |    |    |          |
| <b>2.3 Harmonize and promote the efficiency of interaction with spectrum users through the implementation of appropriate information systems</b>   |            |    |          |          |          |          |          |    |      |    |    |          |
| - Optimization and implementation of systems to support spectrum planning and radio licensing  | X<br>Start |    |          | X<br>End |          |          |          |    |      |    |    |          |
| - Harmonization of MCE oversight activity, especially through the creation and maintenance of harmonized official reports  | X<br>Start |    |          |          |          |          |          |    |      |    |    | X<br>End |
| <b>2.4 Equip testing and measurement systems with a view to implementation of new technology systems</b>   |            |    |          |          |          |          |          |    |      |    |    |          |
| - Implementation of measures to strengthen <i>in situ</i> intervention capacity of spectrum monitoring and control and means for DTT analysis  | X<br>Start |    |          | X<br>End |          |          |          |    |      |    |    |          |
| - Promote extension of scope of accreditation of Laboratory by IPAC - Instituto Português de Acreditação (Portuguese Institute of Accreditation) and modernize it, taking into account new technologies (LTE and Powerline communications) | X<br>Start |    |          | X<br>End |          |          |          |    |      |    |    |          |

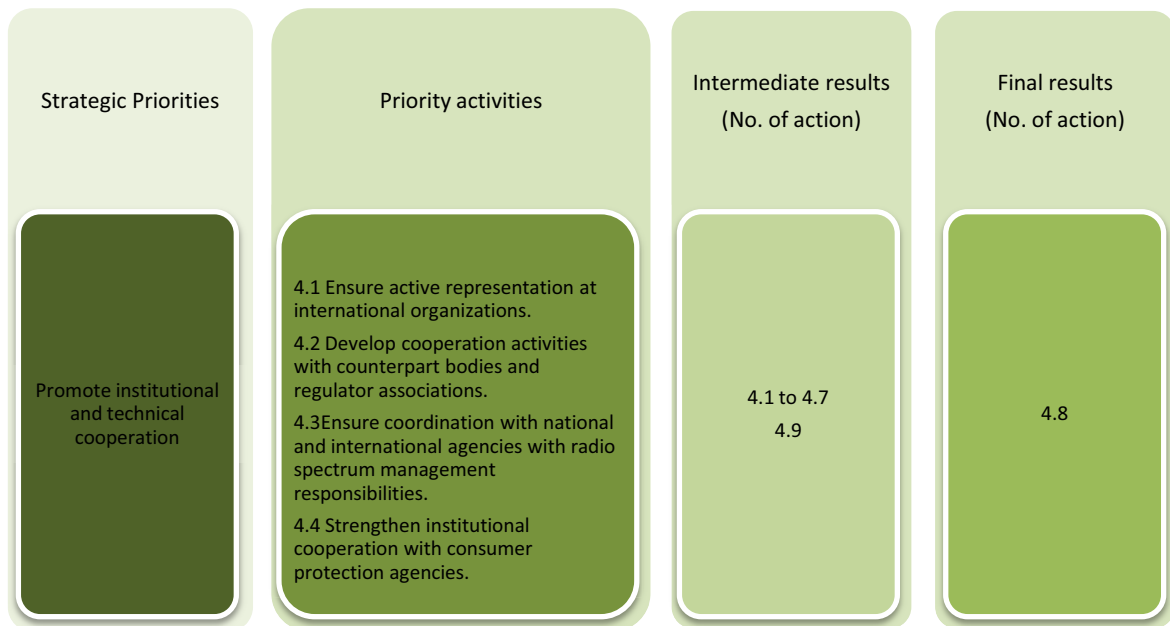


**Table 3 –Actions under strategic priority 3: Assure and protect the interests of users and citizens in general**

| Actions   | TIMETABLE   |    |          |          |      |    |    |    |      |    |    |    |
|---|-------------|----|----------|----------|------|----|----|----|------|----|----|----|
|   | 2013        |    |          |          | 2014 |    |    |    | 2015 |    |    |    |
|   | 1Q          | 2Q | 3Q       | 4Q       | 1Q   | 2Q | 3Q | 4Q | 1Q   | 2Q | 3Q | 4Q |
| <b>3.1 Conduct study on substitutability between different broadband technologies</b>   | X<br>Start  |    | X<br>End |          |      |    |    |    |      |    |    |    |
| <b>3.2 Define objectives of postal network density and minimum offers of services</b>   |             |    |          |          |      |    |    |    |      |    |    |    |
| - Draft decision  |             | X  |          |          |      |    |    |    |      |    |    |    |
| - Final Determination   |             |    |          | X<br>End |      |    |    |    |      |    |    |    |
| <b>3.3 Evaluate, and if necessary define, exceptional circumstances or geographical conditions that give basis to a waiver of obligation of daily collection and distribution of universal service and/or distribution at addressee's address</b> |             |    |          |          |      |    |    |    |      |    |    |    |
| - Identification of the current situation with the USP  | X<br>(2012) |    |          |          |      |    |    |    |      |    |    |    |
| - Identification of possible criteria to be defined and evaluate the respective impact on the provision of the universal service  | X           | X  |          |          |      |    |    |    |      |    |    |    |
| - Draft decision  |             |    | X        |          |      |    |    |    |      |    |    |    |
| - Final Determination   |             |    |          | X<br>End |      |    |    |    |      |    |    |    |

| Actions   | TIMETABLE  |            |            |          |            |    |    |          |            |    |    |          |
|---|------------|------------|------------|----------|------------|----|----|----------|------------|----|----|----------|
|   | 2013       |            |            |          | 2014       |    |    |          | 2015       |    |    |          |
|   | 1Q         | 2Q         | 3Q         | 4Q       | 1Q         | 2Q | 3Q | 4Q       | 1Q         | 2Q | 3Q | 4Q       |
| <b>3.4 Implement and evaluate measures on NN</b>  |            |            |            |          |            |    |    |          |            |    |    |          |
| - Application of the BEREC Guide regarding QoS in context of NN and evaluation of possible need for regulatory intervention with the definition of indicators or minimum requirements of quality and the establishment of corresponding metrics |            | X<br>Start |            |          |            |    |    | X<br>End |            |    |    |          |
| <b>3.5 PNN: apply the BEREC guide on access and use of services/numbers in EU and barring of numbers in situations of abuse and fraud</b>   |            |            | X<br>Start |          | X<br>End   |    |    |          |            |    |    |          |
| <b>3.6 PNN: evaluate the opportunity of regulation on the use of CLI</b>  |            | X<br>Start |            | X<br>End |            |    |    |          |            |    |    |          |
| <b>3.7 Analyze and decide on the appropriateness of the QoS parameters included in contracts between consumers and providers</b>  | X<br>Start |            |            | X<br>End |            |    |    |          |            |    |    |          |
| - Monitoring of QoS parameters which, on their own initiative, providers include in contracts filed with ICP-ANACOM   | X<br>End   |            | X<br>End   |          |            |    |    |          |            |    |    |          |
| - Decision on setting QoS parameters to be included in contracts  |            |            | X<br>Start | X<br>End |            |    |    |          |            |    |    |          |
| <b>3.8 Conduct studies of mobile network QoS</b>  |            |            |            |          |            |    |    |          |            |    |    |          |
| - Voice and coverage in Mainland Portugal   |            |            |            | X        |            |    |    | X        |            |    |    | X        |
| - Lisbon suburban trains  |            | X          |            |          |            |    |    |          |            | X  |    |          |
| - Porto suburban trains   |            |            |            |          |            | X  |    |          |            |    |    |          |
| - SMS/MMS (text message service/multimedia message service)   | X          |            |            |          | X          |    |    |          | X          |    |    |          |
| - Autonomous Regions of the Azores and Madeira  |            |            | X          |          |            |    |    |          |            |    | X  |          |
| - Voice, video-telephony and service coverage on Alfa pendular (High-speed trains) of CP - Comboios de Portugal (Portugal Railways)   |            |            |            |          |            |    | X  |          |            |    |    |          |
| <b>3.9 Conduct QoS studies on broadband Internet access</b>   | X<br>Start |            |            | X<br>End | X<br>Start |    |    | X<br>End | X<br>Start |    |    | X<br>End |
| <b>3:10 Conduct survey on the transition to DTT from a user's perspective</b>   | X<br>Start |            | X<br>End   |          |            |    |    |          |            |    |    |          |
| <b>3:11 Update and rework the anacom.pt website</b>   | X<br>Start |            |            |          |            |    |    | X<br>End |            |    |    |          |
| <b>3:12 Renew the COM.escolha tariff comparator to include more comprehensive information on conditions governing supply</b>  | X<br>Start |            |            | X<br>End |            |    |    |          |            |    |    |          |
| <b>3:13 Review the framework governing processing by service providers of enquiries from end-users of electronic communications</b>   | X<br>Start |            |            | X<br>End |            |    |    |          |            |    |    |          |
| - Proposal for measure or measures related to processing of end-user complaints   | X<br>Start | X<br>End   |            |          |            |    |    |          |            |    |    |          |
| - Compilation of statistical information on end user enquiries  |            |            | X<br>Start | X<br>End |            |    |    |          |            |    |    |          |
| <b>14.3 Establish centre for reporting notifications of security breaches and integrity losses</b>  |            |            |            | X        |            |    |    |          |            |    |    |          |

| Actions   | TIMETABLE  |    |    |          |            |    |    |          |            |    |    |          |
|---|------------|----|----|----------|------------|----|----|----------|------------|----|----|----------|
|   | 2013       |    |    |          | 2014       |    |    |          | 2015       |    |    |          |
|   | 1Q         | 2Q | 3Q | 4Q       | 1Q         | 2Q | 3Q | 4Q       | 1Q         | 2Q | 3Q | 4Q       |
| 3:15 Perform security audits  |            |    |    | X        |            |    |    |          |            |    |    |          |
| 3:16 Prepare analysis of price-cap compliance as established for the provider(s) of the universal service of electronic communications (FTS)                      |            |    |    | X        |            |    |    | X        |            |    |    | X        |
| 3:17 Prepare analysis of price-cap compliance as established for the provider(s) of the universal service of electronic communications SU (public pay-telephones) |            |    |    | X        |            |    |    | X        |            |    |    | X        |
| 3:18 Prepare evaluation report on accomplishment of QoS parameters and indicators imposed on electronic communications USP  |            | X  |    |          |            | X  |    |          |            | X  |    |          |
| 3:19 Monitor, on a quarterly basis, levels of quality of the universal postal service   | X          | X  | X  | X        | X          | X  | X  | X        | X          | X  | X  | X        |
| 3:20 Audit values of the quality indicators of the universal postal service   |            |    |    |          |            |    |    |          |            |    |    |          |
| - Technical specifications and type of procedure for the formulation of the contract of provision of services   | X<br>Start |    |    |          | X<br>Start |    |    |          | X<br>Start |    |    |          |
| - Contract award  |            | X  |    |          |            | X  |    |          |            | X  |    |          |
| - Auditing  |            | X  | X  |          |            | X  | X  |          |            | X  | X  |          |
| - Draft decision and final determination on audit findings and actions to be undertaken   |            |    |    | X<br>End |            |    |    | X<br>End |            |    |    | X<br>End |

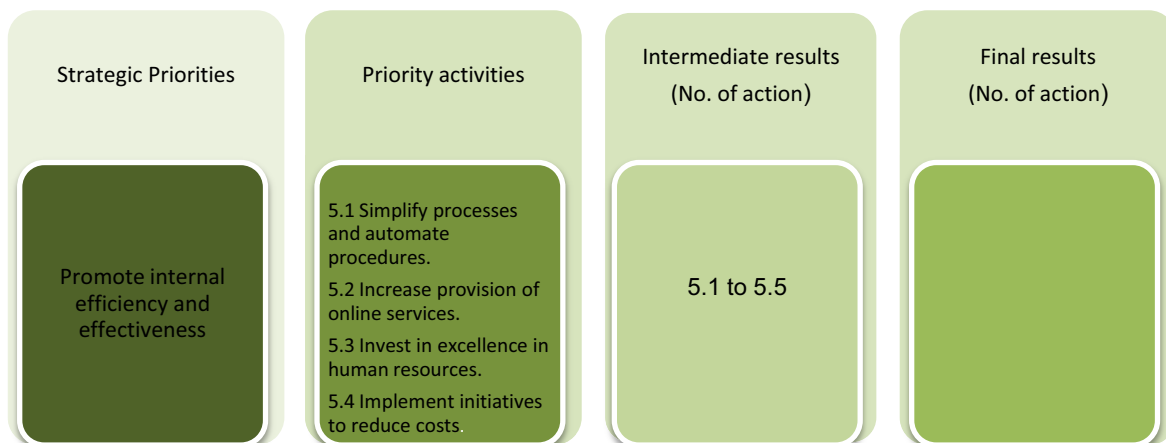


**Table 4 –Actions under strategic priority 4: Promote institutional and technical cooperation**

| Actions  | TIMETABLE        |    |    |          |      |          |    |          |      |    |    |          |
|--|------------------|----|----|----------|------|----------|----|----------|------|----|----|----------|
|  | 2013             |    |    |          | 2014 |          |    |          | 2015 |    |    |          |
|  | 1Q               | 2Q | 3Q | 4Q       | 1Q   | 2Q       | 3Q | 4Q       | 1Q   | 2Q | 3Q | 4Q       |
| <b>4.1 Participate actively in BEREC</b>                                     |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| - Participation in all Expert Working Groups (EWG)                           |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| - Act as editor in EWG   |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| - Presidency of one EWG  |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| <b>4.2 Cooperate, interact and share experiences with counterpart bodies</b> |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| <b>4.3 EMERG</b>   |                  |    |    |          |      |          |    |          |      |    |    | X<br>End |
| - Presidency   | X<br>Start       |    |    | X<br>End |      |          |    |          |      |    |    |          |
| - Participation in Seminars/working groups/contact networks                  |                  |    |    |          |      |          |    | X<br>End |      |    |    |          |
| <b>4.4 ARCTEL</b>  |                  |    |    |          |      |          |    |          |      |    |    |          |
| - Secretariat  |                  |    |    |          |      | X<br>End |    |          |      |    |    |          |
| - Participation in working groups  |                  |    |    |          |      | X<br>End |    |          |      |    |    |          |
| - Tutoring and training activities of the ARCTEL Academy                     | X<br>Start       |    |    |          |      |          |    |          |      |    |    | X<br>End |
| <b>Actions</b>   | <b>TIMETABLE</b> |    |    |          |      |          |    |          |      |    |    |          |

|  | 2013       |            |          |          | 2014       |            |          |          | 2015 |            |    |          |
|--|------------|------------|----------|----------|------------|------------|----------|----------|------|------------|----|----------|
|  | 1Q         | 2Q         | 3Q       | 4Q       | 1Q         | 2Q         | 3Q       | 4Q       | 1Q   | 2Q         | 3Q | 4Q       |
| <b>4.5 Adapt the effort of financial participation in international organizations</b>  | X<br>Start |            |          |          |            |            | X<br>End |          |      |            |    |          |
| - Reduction of UPAEP levy  | X<br>Start |            | X<br>End |          |            |            |          |          |      |            |    |          |
| - Reduction in ITU contribution  |            |            |          |          | X<br>Start |            | X<br>End |          |      |            |    |          |
| <b>4.6 Ensure effective and efficient coordination with national authorities with spectrum management responsibilities</b>   |            |            |          |          |            |            |          |          |      |            |    |          |
| - Development of actions required to prepare a protocol with INAC and NAV Portugal   | X<br>Start |            | X<br>End |          |            |            |          |          |      |            |    |          |
| - Define procedures to be implemented with relevant bodies   | X<br>Start |            |          |          |            |            |          |          |      |            |    | X<br>End |
| <b>4.7 Promote and raise awareness about the ITED and ITUR regimes and on radio and telecommunication terminal equipment (R&amp;TTE) / electromagnetic compatibility testing (EMC)</b> |            | X<br>Start |          | X<br>End |            | X<br>Start |          | X<br>End |      | X<br>Start |    | X<br>End |
| <b>4.8 Update ITED and ITUR manuals</b>  | X<br>Start |            |          |          |            |            |          | X<br>End |      |            |    |          |
| <b>4.9 Execute computerized work processes for R&amp;TTE (SGR &amp;TTE) procedures</b>   | X<br>Start |            |          | X<br>End |            |            |          |          |      |            |    |          |





**Table 5 – Actions under strategic priority 5: Promote internal efficiency and effectiveness**

| Actions  | TIMETABLE  |            |            |          |            |    |    |          |            |    |    |          |
|--|------------|------------|------------|----------|------------|----|----|----------|------------|----|----|----------|
|  | 2013       |            |            |          | 2014       |    |    |          | 2015       |    |    |          |
|  | 1Q         | 2Q         | 3Q         | 4Q       | 1Q         | 2Q | 3Q | 4Q       | 1Q         | 2Q | 3Q | 4Q       |
| <b>5.1 Promote the renegotiation of contracts, particularly with reference to the categories of maintenance and repairs, rents and leases (buildings), cleaning and hygiene and surveillance and security, to achieve a reduction in pricing</b> | X          | X          | X          | X        |            |    |    |          |            |    |    |          |
| <b>5.2 Conduct annual study evaluating internal customer satisfaction as regards the services rendered by each Department to other Departments and to organization as a whole</b>  | X          |            |            | X        |            |    |    |          |            |    |    |          |
| <b>5.3 Strengthen initiatives of development and continuous training</b>   |            |            |            |          |            |    |    |          |            |    |    |          |
| - Implementation of the training and individual development plan   | X<br>Start |            |            | X<br>End | X<br>Start |    |    | X<br>End | X<br>Start |    |    | X<br>End |
| - Communication actions to construct ANACOM culture - leadership values  |            |            | X<br>Start | X<br>End |            |    |    |          |            |    |    |          |
| - Program to develop leadership skills   |            |            | X<br>Start |          |            |    |    | X<br>End |            |    |    |          |
| - Work experience training programme   | X<br>Start |            |            | X<br>End | X<br>Start |    |    | X<br>End | X<br>Start |    |    | X<br>End |
| <b>5.4 Develop a people management model based on functional profiles (Map technical expertise by functional profile)</b>  |            | X<br>Start |            |          |            |    |    | X<br>End |            |    |    |          |
| <b>5.5 Prepare portfolio of ICP-ANACOM human capital</b>   |            | X<br>Start |            | X<br>End |            |    |    |          |            |    |    |          |

## Annex II – Strategic People Plan (tables)

**Table 6 – Evolution in ICP-ANACOM human resources**

| Category                           | 2013       | 2014       | 2015       |
|------------------------------------|------------|------------|------------|
| 1 - Managerial staff               | 243        | 243        | 243        |
| 2 - Non managerial staff           | 153        | 153        | 153        |
| <b>Total permanent staff (1+2)</b> | <b>396</b> | <b>396</b> | <b>396</b> |

Unit: number of staff.

**Table 7 – Evolution in types of complementary work**

| 2013/2015 Plan     |               |               |               |
|--------------------|---------------|---------------|---------------|
| Category           | 2013          | 2014          | 2015          |
| Supplementary work | 6 205         | 5 895         | 5 601         |
| Temporary work     | 12 600        | 12 600        | 12 600        |
| <b>Total</b>       | <b>18 805</b> | <b>18 495</b> | <b>18 201</b> |

Unit: hours.

**Table 8 – Evolution in personnel costs**

| 2013/2015 Plan        |                   |                   |                   |
|-----------------------|-------------------|-------------------|-------------------|
| Category              | 2013              | 2014              | 2015              |
| Wages and expenses    | 19 923 885        | 19 923 885        | 19 923 885        |
| Other Personnel Costs | 1 953 415         | 1 953 415         | 1 953 415         |
| <b>Total</b>          | <b>21 877 300</b> | <b>21 877 300</b> | <b>21 877 300</b> |

Unit: euros.

**Table 9 – Personnel costs plan**

| <b>Category</b>                                | <b>2013</b>       | <b>2014</b>       | <b>2015</b>       |
|--|-------------------|-------------------|-------------------|
| 1. Permanent contracts (year end)              | 396               | 396               | 396               |
| 2. Permanent staff potential (1800 hours/year) | 712 800           | 712 800           | 712 800           |
| 3 Supplementary work (hours)                   | 6 205             | 5 895             | 5 601             |
| 4 Temporary work (hours)                       | 12 600            | 12 600            | 12 600            |
| <b>5. Potential work (2 to 6)</b>              | <b>731 605</b>    | <b>731 295</b>    | <b>731 001</b>    |
| 8. Management Remuneration                     | 929 370           | 929 370           | 929 370           |
| 9. Staff remuneration                          | 13 087 435        | 13 087 435        | 13 087 435        |
| 10. Additional remuneration                    | 2 895 562         | 2 895 562         | 2 895 562         |
| 11. Post-employment benefits                   | 684 585           | 684 585           | 684 585           |
| 12. Salary expenses                            | 3 011 518         | 3 011 518         | 3 011 518         |
| 13. Work accident insurance                    | 91 976            | 91 976            | 91 976            |
| 14. Social action costs                        | 708 367           | 708 367           | 708 367           |
| 15. Other personnel costs                      | 468 487           | 468 487           | 468 487           |
| <b>15. Total (8 to 14)</b>                     | <b>21 877 300</b> | <b>21 877 300</b> | <b>21 877 300</b> |

Unit: euros.

### Annex III – Investment plan (table)

Table 10 – Investment projects

| Category   | Objectives  | 2013             | 2014             | 2015             |
|--|---|------------------|------------------|------------------|
| Modernization of laboratories                                    | Acquisition of equipment in light of evolution in technology and regulatory framework; and update of software       | 68 000           | 61 200           | 55 100           |
| Technological refurbishment of spectrum monitoring               | Upgrade of existing MCE facilities and acquisition of equipment for the new communications systems                  | 443 000          | 400 000          | 360 000          |
| Updates to SINCRER alarms system                                 | Technological upgrade of the security system due to certain obsolete components                                     | 15 000           | 0                | 0                |
| Technological adaptation - architecture and technology platforms | Adaptation of infrastructural technological strongpoints through the acquisition of necessary hardware and software | 2 074 000        | 1 866 600        | 1 680 000        |
| Acquisition of various basic radioelectric equipment             | Acquisition of basic equipment for current inspection actions   | 70 000           | 63 000           | 56 700           |
| Acquisition of various IT equipment                              | Acquisition of current hardware and software  | 210 000          | 190 000          | 172 000          |
| Miscellaneous day-to-day acquisitions                            | Acquisition of administrative equipment and performance of works in buildings                                       | 274 000          | 246 600          | 222 000          |
| <b>Total</b>   |   | <b>3 154 000</b> | <b>2 827 400</b> | <b>2 545 800</b> |

Unit: euros.

## Annex IV - Financial plan (tables)

Table 11 – Income Plan

| Category   | 2013              | 2014              | 2015              |
|--|-------------------|-------------------|-------------------|
| <b>Electronic communications</b>                 | 67 242 000        | 66 688 600        | 65 764 600        |
| * Statements of rights                           | 10 500            | 10 500            | 10 500            |
| * Exercise of electronic communications activity | 24 465 600        | 23 912 200        | 22 988 200        |
| * Use of frequencies - GSM + UMTS                | 28 356 000        | 28 356 000        | 28 356 000        |
| * Use of frequencies - other                     | 12 674 100        | 12 674 100        | 12 674 100        |
| * Use of numbers                                 | 1 735 800         | 1 735 800         | 1 735 800         |
| <b>Postal services</b>                           | <b>122 100</b>    | <b>122 100</b>    | <b>122 100</b>    |
| <b>ITED-ITUR</b>                                 | <b>164 200</b>    | <b>164 200</b>    | <b>164 200</b>    |
| <b>Remaining provisions of Service</b>           | <b>315 800</b>    | <b>315 800</b>    | <b>315 800</b>    |
| <b>Interest and other similar income</b>         | <b>1 541 000</b>  | <b>1 541 000</b>  | <b>1 541 000</b>  |
| <b>Other income and gains</b>                    | <b>183 000</b>    | <b>183 000</b>    | <b>183 000</b>    |
| <b>Total</b>                                     | <b>69 568 100</b> | <b>69 014 700</b> | <b>68 090 700</b> |

Unit: euros.

**Table 12 – Expenditure Plan**

| <b>Category</b>                       | <b>2013</b>       | <b>2014</b>       | <b>2015</b>       |
|---------------------------------------|-------------------|-------------------|-------------------|
| <b>External Supplies and Services</b> | <b>12 621 400</b> | <b>12 070 500</b> | <b>11 567 500</b> |
| * Specialized work                    | 4 088 200         | 3 679 600         | 3 311 700         |
| * Advertising and promotion           | 121 400           | 121 400           | 121 400           |
| * Surveillance and Security           | 428 500           | 428 500           | 428 500           |
| * Maintenance and repairs             | 2 846 900         | 2 704 600         | 2 569 500         |
| * Books and technical documents       | 198 000           | 198 000           | 198 000           |
| * Energy and liquids                  | 543 500           | 543 500           | 543 500           |
| * Travel, accommodation and transport | 520 100           | 520 100           | 520 100           |
| * Rents and leasing                   | 2 000 200         | 2 000 200         | 2 000 200         |
| * Communication                       | 630 000           | 630 000           | 630 000           |
| * Insurance                           | 141 000           | 141 000           | 141 000           |
| * Cleanliness, hygiene and comfort:   | 286 800           | 286 800           | 286 800           |
| * Other supplies and services         | 816 800           | 816 800           | 816 800           |
| <b>Personnel costs</b>                | <b>21 877 300</b> | <b>21 877 300</b> | <b>21 877 300</b> |
| * Wages and wage expenses             | 19 923 885        | 19 923 885        | 19 923 885        |
| * Other personnel expenses            | 1 953 415         | 1 953 415         | 1 953 415         |
| <b>Depreciation and amortization</b>  | <b>3 628 100</b>  | <b>3 262 200</b>  | <b>3 200 000</b>  |
| <b>Impairment losses</b>              | <b>90 000</b>     | <b>90 000</b>     | <b>90 000</b>     |
| <b>Provisions for period</b>          | <b>600 000</b>    | <b>600 000</b>    | <b>600 000</b>    |
| <b>Other expenses and losses</b>      | <b>7 397 800</b>  | <b>6 897 000</b>  | <b>6 812 400</b>  |
| * Contributions                       | 1 195 400         | 1 095 400         | 1 045 400         |
| * Meetings and conferences            | 272 900           | 272 900           | 272 900           |
| * Sponsorships                        | 229 100           | 229 100           | 229 100           |
| * Payments/Transfers                  | 5 438 400         | 5 037 600         | 5 003 000         |
| * Cooperation                         | 193 000           | 193 000           | 193 000           |
| * Other expenses and losses           | 69 000            | 69 000            | 69 000            |
| <b>Total</b>                          | <b>46 214 600</b> | <b>44 797 000</b> | <b>44 147 200</b> |

Unit: euros.

**Table 13 – Financial Statements by nature**

| <b>Category</b>  | <b>2013</b>       | <b>2014</b>       | <b>2015</b>       |
|--|-------------------|-------------------|-------------------|
| <b>Income and expenses</b>                                   |                   |                   |                   |
| * Fees for exercise of activity of electronic communications | 24 465 600        | 23 912 200        | 22 988 200        |
| * Fees for use of frequencies                                | 41 030 100        | 41 030 100        | 41 030 100        |
| * Fees for use of numbering                                  | 1 735 800         | 1 735 800         | 1 735 800         |
| * Fees for exercise of activity of postal services           | 122 100           | 122 100           | 122 100           |
| * Remaining provisions of service                            | 490 500           | 490 500           | 490 500           |
| * External Supplies and Services                             | -12 621 400       | -12 070 500       | -11 567 500       |
| * Personnel costs  | -21 877 300       | -21 877 300       | -21 877 300       |
| * Impairment losses  | -90.000           | -90.000           | -90.000           |
| * Provisions for the period                                  | -600 000          | -600 000          | -600 000          |
| * Other income and gains                                     | 183 000           | 183 000           | 183 000           |
| * Other expenses and losses                                  | -7 397 800        | -6 897 000        | -6 812 400        |
| <b>Profit before depreciation and amortization</b>           | <b>25 440 600</b> | <b>25 938 900</b> | <b>25 602 500</b> |
| * Expenses/Reversals of depreciation and amortization        | -3 628 100        | -3 262 200        | -3 200 000        |
| <b>Operating profit</b>                                      | <b>21 812 500</b> | <b>22 676 700</b> | <b>22 402 500</b> |
| * Interest and similar income earned                         | 1 541 000         | 1 541 000         | 1 541 000         |
| <b>Net results for period</b>                                | <b>23 353 500</b> | <b>24 217 700</b> | <b>23 943 500</b> |

Unit: euros.

**Table 14 – Cash-flow forecast**

| <b>Category</b>                     | <b>2013</b>        | <b>2014</b>        | <b>2015</b>        |
|-------------------------------------|--------------------|--------------------|--------------------|
| <b>Balance brought forward</b>      | 108 400 000        | 108 891 755        | 114 383 80         |
| <b>Receipts</b>                     |                    |                    |                    |
| * Income from operations            | 68 027 100         | 67 473 700         | 66 549 700         |
| * Interest and other similar income | 1 541 000          | 1 541 000          | 1 541 000          |
| <b>Total receipts</b>               | <b>69 568 100</b>  | <b>69 014 700</b>  | <b>68 090 700</b>  |
| <b>Payments</b>                     |                    |                    |                    |
| * Investment                        | 3 154 000          | 2 827 400          | 2 545 800          |
| * Operations                        | 41 896 500         | 40 844 800         | 40 257 200         |
| * Transfer to the State             | 24 025 845         | 19 850 475         | 20 585 045         |
| <b>Total payments</b>               | <b>69 076 345</b>  | <b>63 522 675</b>  | <b>63 388 045</b>  |
| <b>Available cash</b>               | <b>108 891 755</b> | <b>114 383 780</b> | <b>119 086 435</b> |

Unit: euros.



**Table 15 – Balances**

| <b>Category</b>                                 | <b>2013</b>        | <b>2014</b>        | <b>2015</b>        |
|---|--------------------|--------------------|--------------------|
| <b>Assets</b>                                   |                    |                    |                    |
| <b>Non-current assets</b>                       | <b>20 139 900</b>  | <b>19 624 100</b>  | <b>18 897 000</b>  |
| * Tangible Assets                               | 13 977 950         | 13 338 250         | 12 631 650         |
| * Intangible Assets                             | 3 861 950          | 3 985 850          | 3 965 350          |
| * Other receivables                             | 2 300 000          | 2 300 000          | 2 300 000          |
| <b>Current assets</b>                           | <b>117 291 755</b> | <b>122 883 780</b> | <b>127 686 435</b> |
| * Customers                                     | 4 900 000          | 5 000 000          | 5 100 000          |
| * Other receivables                             | 1 000 000          | 1 000 000          | 1 000 000          |
| * Deferrals                                     | 2 500 000          | 2 500 000          | 2 500 000          |
| * Bank deposits and cash at hand                | 108 891 755        | 114 383 780        | 119 086 435        |
| <b>Total assets</b>                             | <b>137 431 655</b> | <b>142 507 880</b> | <b>146 583 435</b> |
| <b>Equity and liabilities</b>                   |                    |                    |                    |
| <b>Equity</b>                                   | <b>79 528 655</b>  | <b>83 895 880</b>  | <b>87 254 335</b>  |
| * Other reserves                                | 56 175 155         | 59 678 180         | 63 310 835         |
| * Net result for period                         | 23 353 500         | 24 217 700         | 23 943 500         |
| <b>Liabilities</b>                              | <b>57 903 000</b>  | <b>58 612 000</b>  | <b>59 329 100</b>  |
| * Debts and provisions post-employment benefits | 53 090 000         | 53 780 000         | 54 470 000         |
| * Other account payables                        | 4 813 000          | 4 832 000          | 4 859 100          |
| <b>Total liabilities + equity</b>               | <b>137 431 655</b> | <b>142 507 880</b> | <b>146 583 435</b> |

Unit: euros.

**Table 16 – Statement of cash flows - 2013-2015**

| <b>Category</b>   | <b>2013</b>        | <b>2014</b>        | <b>2015</b>        |
|---|--------------------|--------------------|--------------------|
| <b>Cash Flows - Operating Activities</b>                |                    |                    |                    |
| * Receipts from customers                               | 67 844 100         | 67 290 700         | 66 366 700         |
| * Payments to suppliers                                 | -12 711 400        | -12 151 500        | -11 640 400        |
| * Payments to employees                                 | -21 877 300        | -21 877 300        | -21 877 300        |
| <b>Cash generated from operations</b>                   | <b>33 255 400</b>  | <b>33 261 900</b>  | <b>32 849 000</b>  |
| * Other receipts/payments                               | -31 241 645        | -26 565 475        | -27 215 445        |
| <b>Cash flows from operating activities</b>             | <b>2 013 755</b>   | <b>6 696 425</b>   | <b>5 633 555</b>   |
| <b>Cash Flows - Investment Activities</b>               |                    |                    |                    |
| <b>Payments with reference to:</b>                      |                    |                    |                    |
| * Tangible Assets                                       | -1 114 000         | -991 400           | -893 400           |
| * Intangible assets                                     | -1 950 000         | -1 755 000         | -1 579 500         |
| <b>Receipts from:</b>                                   |                    |                    |                    |
| * Tangible Assets                                       | 1 000              | 1 000              | 1 000              |
| * Interest and similar income                           | 1 541 000          | 1 541 000          | 1 541 000          |
| <b>Cash flows from investment activities</b>            | <b>-1 522 000</b>  | <b>-1 204 400</b>  | <b>-930 900</b>    |
| <b>Change in cash and cash equivalents</b>              | <b>491 755</b>     | <b>5 492 025</b>   | <b>4 702 655</b>   |
| <b>Cash and cash equivalents at beginning of period</b> | <b>108 400 000</b> | <b>108 891 755</b> | <b>114 383 780</b> |
| <b>Cash and cash equivalents at end of period</b>       | <b>108 891 755</b> | <b>114 383 780</b> | <b>119 086 435</b> |

Unit:

euros.

## Annex V - Global indicators for 2013-2015 three-year period

| Category  | 2013        |        | 2014        |        | 2015        |        |
|---|-------------|--------|-------------|--------|-------------|--------|
|   | Target      | Actual | Target      | Actual | Target      | Actual |
| <b>Percentage of prior hearing reports and final decisions released within a maximum period of (n+15), where n is the number of working days provided for the prior hearing of interested parties</b> | 90 per cent |        | 90 per cent |        | 90 per cent |        |
| <b>Rate of implementation of actions under 2013-2015 Plan</b><br>(Percentage of actions included in the Strategic Plan executed according to approved timetable)                                      | 95 per cent |        | 95 per cent |        | 95 per cent |        |
| <b>Average time taken for the allocation of numbering resources</b> (in working days)   | 5           |        | 5           |        | 5           |        |
| <b>Maximum time taken for the allocation of numbering resources</b> (in working days)   | 15          |        | 15          |        | 15          |        |
| <b>Average response time to radio licensing requests</b> (in working days)  | 8           |        | 8           |        | 8           |        |
| <b>Enquiries regarding the market processed during the period / Total enquiries received on the market in the period</b>  | 95 per cent |        | 95 per cent |        | 95 per cent |        |
| <b>Number of inspections conducted</b>  | 1 007       |        | 1 007       |        | 1 007       |        |
| - Electronic communications services  | 280         |        | 280         |        | 280         |        |
| - Postal services   | 16          |        | 16          |        | 16          |        |
| - ITED Infrastructure   | 500         |        | 500         |        | 500         |        |
| - ITUR Infrastructure   | 18          |        | 18          |        | 18          |        |
| - Equipment market (R&TTE regime / CEM - proc.1)  | 175         |        | 175         |        | 175         |        |
| - Training providers  | 18          |        | 18          |        | 18          |        |
| <b>Percentage of breach processes with initial review in period, out of total number of breach processes over period</b>  | 85 per cent |        | 85 per cent |        | 85 per cent |        |
| <b>Percentage of breach processes with final decision in the period, out of total number of breach processes brought over period</b>  | 55 per cent |        | 55 per cent |        | 55 per cent |        |

## List of acronyms and abbreviations

|      |  |
|------|--|
| ADSL | Asymmetric Digital Subscriber Line   |
| BWA  | Broadband wireless access  |
| CLI  | Calling line identification  |
| CLSU | <i>Custos líquidos decorrentes da prestação do serviço universal</i> (Net costs of universal service provision)  |
| DTT  | Digital terrestrial television   |
| EMC  | Electromagnetic compatibility testing  |
| FBB  | Fixed Broadband  |
| GDP  | Gross Domestic Product   |
| GHz  | Gigahertz  |
| GSM  | Second generation mobile communication system  |
| IAS  | Internet access service  |
| ITED | <i>Infra-estruturas de telecomunicações em edifícios</i> (telecommunications infrastructure in buildings)  |
| ITUR | <i>Infra-estruturas de telecomunicações em loteamentos, urbanizações e conjuntos de edifícios</i> ((infrastructures for telecommunications in housing developments, urban settlements and concentrations of buildings) |
| LEC  | Laboratório de Ensaios e Calibração (Testing and Calibration Laboratory)   |
| LLRO | Leased lines reference offer   |
| LTE  | Long term evolution  |
| MBB  | Mobile Broadband   |
| MCE  | <i>Monitorização e controlo do espectro</i> (Monitoring and control of the spectrum)   |

|         |  |
|---------|--|
| MNC     | Mobile Network Codes   |
| MoU     | Memorandum of understanding  |
| NN      | Net neutrality   |
| NTFA    | National Table of Frequency Allocations  |
| PALOP   | Países africanos de língua oficial portuguesa (Portuguese-speaking African countries)  |
| PNN     | Plano nacional de numeração (National numbering plan)  |
| QoS     | Quality of service   |
| R&TTE   | Radio and Telecommunications terminal equipment  |
| RELLO   | Reference Ethernet Leased Lines Offer  |
| RSPP    | Radio spectrum policy programme  |
| SCA     | <i>Sistema de contabilidade analítica</i> (Analytical accounting system)   |
| SGR&TTE | R&TTE Management System  |
| SINCRER | SINCRER - Sistema nacional de controlo remoto das emissões radioelétrica (National System for Remote Control of Radioelectric Emissions) |
| UMTS    | Third generation mobile communications system (Universal Mobile Telecommunications System)   |
| US      | Universal service  |
| USP     | Universal service provider   |

## List of Operators

CTT                    CTT – Correios de Portugal, S. A.

PTC                    PT Comunicações, S. A.

### List other undertakings/organisations

|             |  |
|-------------|--|
| AdC         | Autoridade da Concorrência (Portuguese Competition Authority)  |
| AMA         | Agência para a Modernização Administrativa (Agency for Public Services Reform)   |
| ARCTEL-CPLP | Associação de Reguladores de Comunicações e Telecomunicações da Comunidade dos Países de Língua Portuguesa (Association of Communications and Telecommunications Regulators of the Community of Portuguese Speaking Countries) |
| BEREC       | Body of European Regulators for Electronic Communications  |
| CEPT        | European Conference of Postal and Telecommunications Administrations   |
| DGC         | Direcção-Geral do Consumidor (Directorate General for the Consumer)  |
| EC          | European Commission  |
| ECB         | European Central Bank  |
| EMERG       | Euro-Mediterranean network of Regulators   |
| EP          | European Parliament  |
| ETSI        | European Telecommunications Standards Institute  |
| EU          | European Union   |
| EUTELSAT    | European Telecommunications Satellite Organization   |
| EWG         | Expert Working Group   |
| ICCP        | OECD Committee for Information, Computer and Communications Policy   |

|            |  |
|------------|--|
| ICP-ANACOM | ICP - Autoridade Nacional de Comunicações (National Communications Authority)  |
| IMF        | International Monetary Fund  |
| IMSO       | International Mobile Satellite Organization  |
| INAC       | Instituto Nacional de Aviação Civil (National Civil Aviation Institute)  |
| IPAC       | Instituto Português de Acreditação (Portuguese Institute of Accreditation)   |
| ITSO       | International Telecommunications Satellite Organization  |
| ITU        | International Telecommunication Union  |
| NATO       | North Atlantic Treaty Organization   |
| NAV        | Navegação Aérea de Portugal E.P. (Portuguese Air Traffic Control)  |
| NRA        | National Regulatory Authority  |
| OECD       | Organization for Economic Cooperation and Development  |
| PALOP      | Países africanos de língua oficial portuguesa (Portuguese-speaking African countries)  |
| REGULATEL  | Fórum Latino-americano das Entidades Reguladoras de Telecomunicações (Latin American Forum of Telecommunications Regulators) |
| RSPG       | Radio Spectrum Policy Group  |
| TCAM       | Technical Committee on Conformity Assessment and Market Surveillance Telecommunications                                      |
| UPAEP      | União Postal das Américas, Espanha e Portugal (Postal Union of the Americas, Spain and Portugal)                             |
| UPU        | Universal Postal Union   |



