MANAGEMENT PLAN

2011-2013

FREE FLOWING COMMUNICATION

ANACOM

AUTORIDADE
NACIONAL
DE COMUNICAÇÕES

20 ANOS
FLUIDEZ NAS COMUNICAÇÕES

MANAGEMENT PLAN

2011-2013

ANACOM
AUTORIDADE NACIONAL DE COMUNICAÇÕES

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INTRODUCTION

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1. Introduction

The 2011-2013 Management Plan focuses on the strategic actions which set out and accomplish the ambition of the Regulator for the next three-year period.

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

As in previous years, this plan overlaps with the two successive plans, having two years in common, and it is therefore clear that the two years it has in common with the successive plans will be subject to adjustment by supervening changes. These adjustments are the natural result of unexpected or unforeseen delays resulting from internal constraints and changes in surrounding environment – changes occurring internally, particularly in terms of tracking government policy to which ICP-Autoridade Nacional de Comunicações (ICP-ANACOM) is bound to respond without delay, and externally, particularly due to developments in the New European Regulatory Framework.

Naturally, this presentation of the Plan begins by identifying the vision, mission and values of ICP-ANACOM, which, in essence, remain unchanged and which lead to critical factors for success, objectives and strategic actions corresponding to the goals of ICP-ANACOM's Management Board for the end of the three-year period 2011-2013.

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

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

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

MISSION, VISION AND VALUES

2. Mission, vision and values

Mission

The mission of ICP-ANACOM sets out the reasons for its existence and is accomplished by the activities it offers society in order to satisfy relevant needs.

Resulting from ICP-ANACOM's statutes (published in annex to Decree-Law no. 309/2001 of 7 December) of Lei das Comunicações Electrónicas (Electronic Communications Law) (articles 4 and 5 of Law no. 5/2004 of 10 February) and Lei de Bases dos Serviços Postais (Basic Law of Postal Services) (article 18 of Law no. 102/99 of 26 July, with the amendments introduced by Decree-Law no. 116/2003 of 12 June), ICP-ANACOM is the national regulatory authority for electronic and postal communications. In addition, it is responsible for assisting the Government, upon request or on its own initiative, in the definition of strategic guidelines and general policies for communications, to suggest or propose policy or legislative measures, and also for providing technical representation of the Portuguese State at international counterpart bodies - paragraphs a) and r) of paragraph 1 of article 6 of its Statutes).

Specifically, it is ICP-ANACOM's mission to regulate, supervise and monitor the electronic communications market in order to assure that all citizens are provided with diverse choice and universal access to (electronic and postal) communications services in a market with conditions that foster innovation, investment and efficient service provision, guaranteeing affordable prices for all consumers. In addition, it has responsibility for contributing to the development of the internal market of the European Union (EU).

The efficient management of radio spectrum use is also a fundamental aspect of the Regulator's mission, specifically regarding greater flexibility in the use of this resource. It should be mentioned that the radio spectrum is a limited resource with the character of public property which is intensely used in important economic activities - mobile communications, audio and television broadcasting, among others - as well as in private activities. Therefore, this resource's efficient management and use induces economic and social development.

This management is even more critical with technological changes and the increasing application of the principles of neutrality, and above all with the new potential offered up by the digital dividend for the full expression of these technological changes..

ICP-ANACOM also has the duty of guaranteeing compliance with the rules applying to the sector, as well as with the obligations to which electronic and postal communications operators are subject and which are part of the activity's operation titles or of the concessions contracts.

On the other hand, the characteristics of the communications sector calls for the interests of citizens to be assured through the disclosure of information and through clarifications, ensuring that the obligations underlying the universal services are fulfilled and that the competitiveness and sustained development of this market is promoted. In this scope it is up to ICP-ANACOM to guarantee to communications users that services are provided according to conditions which offer diversity, appropriate levels of quality and affordable prices.

Constant technological change and the broadening of choice pose problems to citizens who demand broad and in depth supervision by ICP-ANACOM.

In a highly complex sector undergoing fast technological change, the Regulator has to anticipate such evolution and put conditions in place which foster investment and innovation, while at the same time promoting the efficient use of infrastructure and competition between the different technological platforms, when this is the option of market agents.

Within the framework of its representative duties, ICP-ANACOM provides technical participation and sectorial representation of the Portuguese State in international organizations, follows-up on the experiences of foreign communications regulation and establishes relationships with other regulatory entities [1].

[1] In particular, note should be made of the growing and active presence in the development of the IRG and the relationships of this group with other Regulator Associations, especially those with more relevance to Portugal, such as REGULATEL - Reguladores da América Latina and EMERG - Euro-Mediterranean network of Regulators.

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The growing concern regarding the establishment of a single electronic communications market has broadened these relationships, while the European national regulatory authorities are increasingly committed to the definition of common positions that delineate their performance in the corresponding countries. The recent establishment of the Body of European Regulators for Electronic Communications (BEREC) and its Office sheds a new light on ICP-ANACOM's engagement, with relevant implications for its internal activities.

Meanwhile, It is the Regulator's duty to cooperate with other public and private entities in promoting scientific research with application to telecommunications, as well as to raise awareness of the industry nationally and internationally, promoting technical standardization in cooperation with other entities in the communications sector and associated fields, to cooperate in the definition of public emergency planning policies for the communications sector, providing techncial support to the organizations and services which are responsible for the establishment and management of the emergency communications integrated network.

Vision

The vision of ICP-ANACOM sets out what the organization wants to be in the future, reflecting its aspirations for the 2011-2013 three-year period.

We want to be a reference in the regulators' universe - nationally and internationally - aiming at continuous improvement in the management of our resources and available means, seeking excellence in results, human qualification and in the use of knowledge. To be such a reference requires, within the European Union's current evolution scenario, active and competent participation within BEREC, and as a priority, in all the activities which support it.

We also want to be recognized for the way we relate to all stakeholders, standing up for the rights of users and of citizens in general and fostering the market's good performance - a difficult "trade-off", especially when short term goals place strong pressure (and even a blank screen) on longer range objectives that cannot be delayed.

The recognition of our interventionist and active role in international bodies and with regard to the technical representation of the Portuguese State are also goals for ICP-ANACOM, which cannot forget its duty of competently advising the Government on matters of communications policy.

Values

The accomplishment of ICP-ANACOM's mission and vision implies compliance with the values and principles which identify our organization and which define in a stable manner how it should perform and interact with its stakeholders. The great challenge is not to mix stability with immobility, welcoming innovative behaviour that doesn't compromise the consistency of performance over time.

Our behaviour must comply with professional and institutional ethics and must be characterized by integrity, respect and responsibility, placing the citizen as the ultimate beneficiary and judge of ICP-ANACOM's performance.

Independence is a fundamental element for the success of regulatory activity, enabling exempt, just, objective and impartial regulatory intervention, as long as that independence is not confused with blindness or alienation with respect to the conditions of the regulatory environment. In particular, impartiality, for which independence is a necessary but not sufficient condition, is the distinctive feature of a regulator and, therefore, has to be upheld at all times and by all means. This requires the need for permanent openness to hear the positions of all parties, demanding specific and proactive action from ICP-ANACOM to identify the positions of the most vulnerable, those least able to gain access to independent expression and, therefore, often forgotten, inexorably damaging the impartiality of the Regulator.

ICP-ANACOM's performance is also governed by the principle of transparency, i.e., it seeks to communicate decisions clearly to operators and to other stakeholders through a reasoned justification of the motives for its action, of the ways chosen to accomplish it and of the intended results.

It is committed to forms of intervention that are simple, clear and easy to convey. The public consultation process is an essential step in reaching the final decision, with opinions of interested parties making an important contribution to the decision making process. However, this process is not the only step, since views are left unexpressed due to a lack of means of expression.

The defence and promotion of a healthy and competitive market environment are central values in ICP-ANACOM's activity, which have to be made compatible with the goals of promoting investment and innovation in the communications sector.

If it is clear that the decisions of the regulator should not surprise markets, they should be guided by consistency of action, guaranteeing that market players have a framework of great stability and predictability in which they can plan their activities, and particularly their investment decisions. However, technology and institutional change also demands regulatory innovation; This implies taking regulatory risks, which should be defined by a balance between stability and innovation, without ever jeopardising the dynamic coherence of its intervention, ensuring the desired predictability of regulatory actions.

Regulatory measures respect the principle of proportionality. In this sense, regulatory intervention should only take place when necessary, namely to correct market failures, minimizing intervention costs and acting as unobtrusively as possible, with respect to the functioning of the market.

The Regulator must ensure that a failure of the market does not prevent operators from being able to replicate, in terms of price or in service, the offer provided by another operator, for any reasons other than greater capacity for innovation, greater efficiency or better identification of consumer needs.

The existence of particular elements in the market - such as network externalities and cost structures with a high level of fixed costs - makes the assessment of whether situations provide equal opportunity in terms of business, and fostering the existence of such situations, one of the central goals and challenges of communications regulation.

It is also the Regulator's concern to foster technological neutrality and competition among the different technological options which provide operators with conditions to offer diverse solutions to consumers with increasing quality in an environment of constant technological innovation and evolution.

A pro-active and anticipative attitude from the Regulator with respect to the evolution of the sector's needs is a value present in all activities, particularly in those stemming from market regulation, supervision and monitoring, in order to ensure that there is continuous improvement in the services provided to users and to citizens in general, in the context of identifying the regulatory risk referred to above.

Finally note should be made of ICP-ANACOM's concern for excellence in performance and of its requirement to be focused on results. In this context, it is of the utmost importance to continuously follow-up the evolution of a set of indicators, specifically those regarding trends in prices in the electronic communications and postal services markets, international price comparisons, the encouragement of infrastructure investment and of interoperability, the innovation and diversity of the offer, with the consequent expansion of options available to the consumer and with the improvement in levels of quality of service, as well as the search for common positions in an environment of growing European integration, which, as previously mentioned, has an increasingly relevant role in the formulation of national regulatory decisions.

The systematic monitoring of all activities and processes developed by ICP-ANACOM also makes it possible to identify and incorporate best practices with respect to work processes, increasing organizational effectiveness and efficiency. In particular, it has to be of fundamental concern that problems are faced in a timely manner, which sometimes requires difficult choices between making a decision that is rigorous and making one that is opportune.

This continuous improvement of ICP-ANACOM's performance is based on values of greater individual responsibility, so that each member of staff improves their knowledge and personal abilities in order to strengthen cooperation and team spirit at the service of the organization.

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CRITICAL FACTORS FOR SUCESS

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3. Critical factors for success

The fulfilment of ICP-ANACOM's mission and the realization of its ambition (vision) requires - in addition to respecting the values and principles that characterize the organization - the identification of a set of critical factors for success and the resulting strategic objectives and priority courses of actions to be concluded during the three-year period of 2011 -2013.

ICP-ANACOM's critical factors for success are:

Orientation and focus on results

The performance and the accomplishment of results *vis-à-vis* the most relevant stakeholders - particularly, the promotion of open and competitive markets as well as the protection of the rights of users and citizens in general - have to be monitored, and the resulting information must be properly used to define and to review strategic objectives, actions and goals.

The 2011-2013 three-year period, with the conclusion of the phase marked by the Review of European Regulatory Framework, will see the development of Next Generation Networks (NGN), comprising not only optical fibre networks, but also 4th generation mobile networks, giving rise to a drive for digital and the consequent need for timely, effective and efficient management of the spectrum.

The challenges to balanced regulation which have their source here, in the light of increasing convergence, but with marked diversity, are significant and will probably demand renewed attention to the supervision of the behaviour of the various agents.

Organizational efficiency

Results cannot be disconnected from the resources used to achieve them. In this context, it is important to improve the management, the structure and the processes regarding the activities developed by the Regulator, aiming at the extinction of Inefficiency X, basing decisions on information provided by the performance monitoring system.

In this respect, and considering the deficient methodological approaches available to optimize the management of organizations like ICP-ANACOM, an increased effort is necessary to identify internal organizational types and goals to be achieved. This effort's success will largely depend on the capacity to assume internal organizational changes, and to discontinue routines that have no necessary purpose.

At another level, ICP-ANACOM will continue to undertake measures to increase energy efficiency and environmental sustainability.

Change management, learning and continuous improvement

In order to increase its agility, it is paramount that ICP-ANACOM is aware of the need for change, to have people continuously committed to managing and supporting the transformation process and to reinforce and recognize the progress achieved according to established schedules and goals..

People management

People have a crucial role in the accomplishment of the results and the excellence which the Regulator is seeking. The main challenge that managers face is to manage people so that they enhance their abilities and make ICP-ANACOM's goals their own, in a context of project work, team action and greater flexibility, requiring a permanent training plan and adaptation to new circumstances.

Consistent integration in the development of the European Union's regulatory process

Besides the fact that is an undeniable requirement that national regulations contribute to the development of the European internal market, these are permanently marked by mandatory and binding decisions that hold sway over all domestic decisions.

As has been repeatedly noted, the current European Regulatory Framework reinforces this influence of European decisions on domestic regulations. As such, a more structured presence is required of ICP-ANACOM and the new entities created in all groups, so as to influence, with authority and in cooperation, the common solutions to be adopted, at the same time promoting national characteristics. Further effort is called for, along with an exercise in continuous learning which will clearly have appreciable effects on the structuring of the internal activities of ICP-ANACOM.

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STRATEGIC GOALS AND ACTIONS FOR THE 2011-2013 TRIENNIUM

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4. Strategic goals and actions for the 2011-2013 triennium

The strategic vision set out by ICP-ANACOM's Management Board for the 2011-2013 three-year period, considering the past/present context and the new challenges facing the Regulator, leads to the definition of the following strategic goals:

To promote open and competitive markets

With respect to the implementation of Digital Terrestrial Television (DTT), ICP-ANACOM will undertake the following actions:

- Monitor the process of switch-over and simulcast.
  In this context, ICP-ANACOM will continue to produce quarterly reports on the progress of the transition process and will conduct a survey of consumers in 2012 about the use of DTT, with a final reported expected in 3rd quarter 2012.

- Prepare the procedures and measures required for the switch-off of the analogue television service.
  In this respect, ICP-ANACOM intends to conduct programmes to raise awareness and mobilise Pilot Zones, preparing proposals to give incentive to the use of DTT. Meanwhile, it will continue to study DTT coverage and availability of equipment, and also audit compliance with the obligations (other than coverage) of the DTT operator.

In 2011, it has been scheduled to begin analysis of mobile television in Portugal and finalise the regulatory framework applicable to Next Generation Access Networks (NGA), undertaking in this context, the possible review of certain reference offers: Leased Lines, Local Loop Access and Access to Ducts.

In revising the obligations linked to relevant markets, in light of the current and future regulatory framework of the European Union, evaluation of markets 2 and 3 and/or markets 4 and 5 is due to be concluded in 1st quarter 2011, and the review of the Glide-Path of Mobile Termination Rates (MTR) in 2nd quarter 2011.

Over the next three-years, ICP-ANACOM will continue oversight of the management of the Centralized Information System (CIS), pursuant to Decree-Law no. 123/2009 of 21 May.

ICP-ANACOM also intends to conduct a study on the development of the postal sector that includes analysis of business consumption and the strategy of operators and, in the context of the liberalization of postal services, prepare a new regulation governing the operation of postal services in 2011.

Aiming to disseminate and raise awareness about the new regime governing ITED - Infra-estruturas de Telecomunicações em Edifícios (Telecommunications Infrastructure in Buildings) / ITUR - Infra-estruturas de Telecomunicações em Urbanizações (Telecommunications Infrastructure in Housing Developments, Urban Settlements and Concentrations of Buildings), ICP-ANACOM plans to continue its programme of seminars over the three-years (3 seminars per year).

To assure and protect the interests of users and citizens in general

In the context of the implementation of DTT, an awareness campaign is planned for 2012.

With respect to this strategic objective, actions related to quality of service take on particular importance. In this context, in addition to monitoring the levels of quality of the Universal Postal Service, seven studies are planned on quality of service (six related to mobile networks and one on broadband internet access).

ICP-ANACOM also intends to develop and implement an alternative methodology for the study which has been conducted annually on quality of service in to broadband Internet access.

In terms of costing systems, ICP-ANACOM intends to create a system of regulatory costing for fixed operators (with Significant Market Power (SMP) and to conclude studies on the critical analysis of the *sistemas de contabilidade analítica* (analytical accounting systems) of CTT - Correios de Portugal, S. A. and PT Comunicações, S A. (PTC).

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Note is also made of the studies, which are ongoing, on patterns of behaviour and motivation of users, planned in the framework of electronic communications, particularly in terms of adoption of bundles or operator switching and also in the context of mobile broadband communications.

ICP-ANACOM again carried out European benchmarking on comparisons of postal service pricing, now including newspapers and periodicals.

In the 2011-2013 Plan, there is also provision for 13 actions related to objectives 1 and 2 (promotion of open and competitive markets and assuring and protecting the rights of users and citizens in general, respectively) as follows:

- Conclude the process of spectrum allocation for electronic communications services (auction), considering the various bands of the mobile service and developments associated with the digital dividend;
- Prepare a proposal on the availability of spectrum for television coverage in a district/local context and mobile TV;
- Transpose the EU regulatory framework for network of services and electronic communications;
- Assess the need for the definition of rules governing access to the networks and infrastructure components of the provider(s) of the Universal Postal Service;
- Develop a consultation on the calculation of the net costs of Universal Postal Service;
- Evaluate the parameters of the capital cost of PTC;
- Amend the Regulamento da Portabilidade (Portability Regulation) in accordance with the new regulatory framework;
- Conduct a study on the impact that reductions in termination rates on mobile networks are having on the market, on competition and on consumers;
- Conduct study on broadband from a fixed and mobile perspective.

To participate in the development of the European Union internal market

As one of the EU's oldest regulators, ICP-ANACOM has participated actively in all groups and common actions at European level, with particular focus on the Independent Regulators Group (IRG), initially informally, with the main objective of sharing the experiences of various regulators so that each of them might improve their performance in their respective domestic markets.

This naturally leads to greater approximation, if not harmonisation, in the various decisions taken in a process which, however, does not have the immediate objective of achieving unification of domestic markets.

The creation of the European Regulators Group (ERG), with the presence of the European Commission and with a greater degree of formality, sets out to give new meaning to this cooperation, without replacing the IRG, which continues its work today, maintaining its character of independence and of voluntary and cooperative association. The ERG has the goal of creating an internal market for electronic communications, a view reinforced by production and application, always with a degree of tension between "forcing" harmonization, if not the unification, of national decisions and "respecting" the differences (also sometimes exaggerated) between Regulators.

The search for this balance gave rise to the so-called "common positions", which were consensus positions established by the national regulators, with each regulator pledging to "take utmost account" of such positions in their individual decisions.

The New European Regulatory Framework was adopted in late 2009, with implementation starting in 2010, without creating the disruption, as some desired, which would result from the creation of a European regulator - signalling the existence of a single market, without which a European Regulator, strictly speaking, does not make sense. This new Framework places, above all, greater and more decisive focus on the development of the single market for electronic communications.

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The establishment of the Body of European Regulators for Electronic Communications (BEREC), and the Office to assist it, while leaving the decisions to be taken in conjunction in the combined remit of the National Regulators, breaks, however, the logic of consensus present in the "common positions" referred to above, since the positions to be taken up therein, which also have to taken into "utmost account", will now be approved by qualified majority. If we add to this the strengthening of the powers of the European Commission in certain binding areas of national decision-making, we have a complete picture - which differs from that of today - of the challenges facing ICP-ANACOM.

This means that the constant search for balance between the harmonization "sought" by creating a single market and the application of the principle of subsidiarity - guaranteeing that national characteristics are respected - as described in detail in the previous Management Plan, moves to a different level. This is clearly demonstrated by the experience of the first half of 2010.

In some ways, the objective which is hereby established for the Management Plan - to participate in the development of the European Union internal market - is given new scope, and perhaps even a new reformulation. This development is also well captured in the 2009 Regulation Report (Section 6 of the Report - To participate in the development of the EU internal market by improving the internal performance).

In fact, the challenge is to combine the objective now with further differentiation between "to improve the regulator's efficiency and performance capacity" and participation in the construction of the EU internal market.

Meeting the challenge increasingly means not considering ICP-ANACOM's participation in and contributions to the achievement of the Single Market as an additional set of activities that disrupt its normal functioning (and therefore seen as an unwelcome constraint), but as an essential goal to the good performance of ICP-ANACOM.

The challenge, as the experience of the first half of 2010 shows, is not easy to answer, but must be accomplished.

But it will give clamour, perhaps, through greater attention and quality in a different light, to advising the Government on policies for the sector, specifically in areas where, under EU rules, it is for the EU Council of Ministers (or even the European Parliament) to make decisions relevant to the sector of electronic communications.

This competent and active participation, without encroaching on the sphere of political decision-making, is obviously particularly significant today in terms of cross-border issues (of which roaming is a clear example) or even in areas undergoing development such as Next Generation Access Networks and the Digital Dividend.

It is, therefore, crucial that the Management Plan begins to incorporate actions which respond to the new contours of a challenge which, in itself, is not new.

To promote institutional and technical cooperation

In this respect, ICP-ANACOM intends to execute the annual PIC - Programas Indicativos de Cooperação (Indicative Cooperation Programmes) with the different partners of PALOP - Países Africanos de Língua Oficial Portuguesa (Portuguese-speaking African countries): Instituto Angolano das Comunicações (INACOM), Agência Nacional das Comunicações de Cabo Verde (ANAC), Instituto das Comunicações da Guiné-Bissau (ICGB), Instituto Nacional das Comunicações de Moçambique (INCM), Autoridade Geral de Regulação de São Tomé e Príncipe (AGER) and Autoridade Reguladora das Comunicações de Timor Leste (ARCOM), with a number of training programmes scheduled for the 2011-2013 three-year period with the countries comprising the CPLP - Comunidade dos Países de Língua Oficial Portuguesa (Community of Portuguese Speaking Countries), in the context of the CdE - Centros de Excelência (Centres of Excellence) of the International Telecommunication Union (ITU) and of ARCTEL - CPLP - Associação de Reguladores de Comunicações e Telecomunicações da CPLP (Association of Communications and Telecommunications Regulators of CPLP).

ICP-ANACOM remains, over the three-year period, responsible for the ARCTEL-CPLP Secretariat.

This Authority also intends to prepare the national position for the World Radiocommunication Conference which has been rescheduled to take place in 1st quarter 2012.

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To improve the regulator's efficiency and performance capacity

In 2011, ICP-ANACOM will create a new application for electronic billing and a new workflow applicational module to streamline purchasing procedures in the area of procurement.

Also in this regard, the intention of this Authority is to create a Suppliers Portal, enabling suppliers to consult their accounts online, and to finalize the implementation of the computer application that will allow the electronic licensing for all services.

Under the PMI - Projecto de Monitorização Integrada (Integrated Monitoring Project), scheduled for conclusion at the end of 2010, the remote stations will be extended (three in the Autonomous Region of Madeira and three in the Autonomous Region of the Azores).

In terms of spectrum management, ICP-ANACOM intends to update SINCRER - Sistema Nacional de Controlo Remoto das Emissões Radioeléctricas (National System for Remote Control of Radioelectric Emissions) - action taking place in 2011 and 2012.

The computerization of all procedures related to the procedures for inspecting the Equipment Market - R&TTE Regime / Electromagnetic Compatibility (EMC) has been delayed, with schedules slipping to 2011 with conclusion expected in 1st quarter 2012.

Furthermore, plans to conduct a study on the de-materialization and presentation/delivery of documents by email in the context of infringement proceedings were not carried out, since this action was dependent on legislative measures to be taken by the Ministry of Justice with regard to the envisaged de-materialization applicable to criminal proceedings, applicable by extension to the regime governing offences.

In the area of human resources the staff survey of technical skills is due for conclusion, with a view to building a new technical competencies model and also to proceeding with a plan for optimising resources in the organization.

In **ANNEX I**, for each of these strategic objectives, the timetable is set out for all the strategic actions to be executed in the 2011-2013 triennium.

The association of 72 strategic actions with the strategic objectives can be summarized as follows:

Strategic Objectives	no.. of actions
To promote open and competitive markets	16
To assure and protect the interests of users and citizens in general	24
To promote open and competitive markets / to ensure and protect the interests of users and citizens in general	13
To promote institutional and technical cooperation	6
To improve the regulator's efficiency and performance capacity	13

Source: ICP-ANACOM

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GLOBAL INDICATORS

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5. Global indicators

In the past, ICP-ANACOM has used a number of indicators - for internal use - which has made it possible to monitor operational activities so as to ensure continued improvement in performance, in terms of efficiency and organizational effectiveness.

For the 2011-2013 triennium, in addition to the definition of a broader set of indicators at an operational level, ICP-ANACOM will continue to monitor global indicators of its activity.

In **Annex II**, the targets for the three-year period are given for each of these global indicators for the years 2011 to 2013.

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RESOURCE PLAN AND FINANCIAL PLAN

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6. Resource Plan and Financial Plan

6.1. Strategic People Plan

The key challenge facing ICP-ANACOM for the 2011-2013 three-year period is to continue the initiatives of change already implemented in 2010, with a view to improving internal efficiency and productivity and meeting the personal and professional development expectations of our staff.

The consolidation of a culture based on continuous diagnosis for development and taking opportunities of evolution constitute the pillar sustaining the policies and practices to be implemented over the short and medium term, with particular focus on the identification of internal individual potential in terms of behavioural and technical competencies.

In the context of putting the strategic management of people into operation, directed at the effectiveness and efficiency of the organization and the motivation and retention of staff, the following should be highlighted:

- there are currently 385 staff providing services at ICP-ANACOM, whereas 15 other staff are providing services outside the organization, in the following situations: 4 are co-opted at several Ministries; 9 are seconded, of which 7 are at FPC - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation) and 2 at CPEC - Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Commission); 2 are on unpaid leave;

- taking into account, on the one hand, the potential interest of certain members of staff in freeing their ties to ICP-ANACOM, and on the other hand to the interest in the rejuvenation and better adaptation of resources to the new needs of the Regulator, mechanisms will be put in place to properly support this purpose;

- the opportunities of internal mobility will continue to be incentivised, functioning simultaneously as a mechanism for developing competencies and as an effective motivation tool;

- a method will be developed of diagnosing the skills and potential of staff responsible for personnel coordination, as a basis for the design of succession planning and for the development and enrichment of staff and to update knowledge of competencies existing at ICP-ANACOM;

- the mobilisation of staff in initiatives which consolidate the "ANACOM Culture", fostering behaviours which are focused on the mission and values of the Organisation and social responsibility, both internally and externally;

- the strengthening of knowledge and the increase in ICP-ANACOM's staff structure competencies is predominant in the regulator's affirmation, as well as in the way it deals with the technological challenges. As such the development and training of ICP-ANACOM staff continues to seen as a factor of extreme relevance given the permanent signs of innovation imposed by the market. In the next three-year period of 2011-2013, ICP-ANACOM focus will remain on the performance of its staff though the organisation of training programmes which are aligned with the strategic objectives. The budget for this category includes 394 000 euros, reflecting 1.5 per cent of overall personnel costs;

- the new career evolution system, implemented in 2009, will enable staff to take a different approach in terms of how professional progress is seen based on individual performances, on the acquisition of skills and on the application of more objective assessment rules;

- the continuity of implementation of a system of social and specific benefits, addressing the need to motivate and retain people and following the principles of internal and external equality;

- the strengthening of mechanisms supporting the academic development of staff, as well as their descendents, as a factor of development and affiliation to the Organisation;

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- the creation of new spaces, more suited to the needs of ICP-ANACOM and its staff, will receive attention during the three-year period in question;

- new forms of work organisation will continue the low usage of supplementary work, applicable only in exceptional circumstances, where there are proper grounds;

- the continuity of the policy that has been followed consistently with regard to outsourcing services with "peripheral functions", particularly in relation to security, cleaning, concession to operate bars, among others, is maintained;

- assistance in healthcare, health and safety at work and pensions will remain a factor receiving great attention, with importance in the definition of the financial resources needed to provide effective support and the appreciation of staff.

The following tables show the changes that have been seen in staffing levels, both in terms of the number of people and in terms of the number of working hours and financial resources to support the plan.

Evolution of human resources | Table 1

2011-2013 Plan			
Name	**2011**	**2012**	**2013**
1 - Managerial staff	230	230	230
2 - Non managerial staff [1]	169	166	163
Total workforce (1+2)	**399**	**396**	**393**

Unit: number of Staff.
[1] Includes one seconded member of staff

As already mentioned, the policy regarding the number of staff calls for the containment of permanent staff numbers, with a progressive reduction of 3 in 2012 and 3 in 2013.

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Evolution in the types of complementary of work | Table 2

2011-2013 Plan			
Name	**2011**	**2012**	**2013**
Supplementary work	10 150	9 646	9 213
Temporary work	9 300	9 300	9 300
Total	**19 450**	**18 946**	**18 513**

Unit: hours.

Regarding the types of complementary of work, it is expected that the number of temporary hours will be maintained over the period. With respect to supplementary work, it has been estimated that a progressive reduction will be seen during the period of the plan.

Evolution of personnel costs | Table 3

2011-2013 Plan			
Name	**2011**	**2012**	**2013**
Wages and expenses	23 197 708	23 869 172	24 570 228
Other personnel costs	2 714 292	2 771 328	2 829 572
Total	**25 912 000**	**26 640 500**	**27 399 800**

Unit: Euros.

In terms of the financial resources for the execution of the staff plan, divided as shown above, note is made of the following:

- the heading "Wages and expenses", which comprises the remuneration of the management bodies (Management Board and Audit Committee), the basic and permanent salaries of ICP-ANACOM employees, for additional salaries (supplementary work, temporary work, subsidies and productivity bonuses) and charges on wages will increase between 2.8 per cent and 2.9 per cent during the period of the Plan. It should be noted that the reduction in the number of employees will mitigate the effect of increases in pay scale and advancement by merit, ensuring slower growth in the overall wage bill;
- the heading "Other personnel costs", which includes charges for pensions, work accident insurance, social action costs (mandatory medical examinations, health insurance, etc.), training, ANACOM meetings and monetary compensation payable as a result of contract terminations is seen as increasing, given that the possibility is envisaged of contracts with some employees being terminated by mutual agreement as part of incentive programme for leaving ICP-ANACOM. The inclusion in the Plan of a sum for the termination of contracts by mutual agreement represents about 1.2 per cent of total personnel costs, and is the main component leading to the variation of these costs, which, overall, will decline 0.8 per cent compared to 2010.

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Personnel Costs Plan | Table 4

Name	2011	2012	2013
1. Permanent staff (end of year)	398	395	392
2. Seconded	1	1	1
3. Workforce (1 + 2)	**399**	**396**	**393**
4. Effective work potential (1800 hours/year)	718 200	712 800	707 400
5. Supplementary work (hours)	10 150	9 646	9 213
6. Temporary work (hours)	9 300	9 300	9 300
7. Potential work (4 to 6)	**737 650**	**731 746**	**725 913**
8. Management Remuneration	1 247 334	1 272 281	1 297 727
9. Staff remuneration	14 618 040	15 013 352	15 426 453
10. Additional remuneration	3 994 728	4 095 741	4 201 299
11. Post-employment benefits	1 032 014	1 052 654	1 073 707
12. Salary expenses	3 337 606	3 487 798	3 644 749
13. Work accident insurance	109 178	114 091	119 225
14. Social action costs	716 828	731 165	745 788
15. Other personnel costs	856 272	873 418	890 852
15. Total (8 to 14)	**25 912 000**	**26 640 500**	**27 399 800**

Unit: Euros.

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6.2. Investment Plan

The investment plan included in the Management Plan for the 2011-2013 three-year period focuses on areas of fundamental relevance for continuing the pursuit of the activities of ICP-ANACOM, with special focus on modernising the technical and supporting components. The strategic investments initiated in previous years will be consolidated and new investment instigated for the future, creating conditions suited to the activity of regulation and supervision of the communications sector and advisor to the government, to which this Authority is committed pursuant to its Statutes.

The accompaniment of the evolution of techniques of inspection and radio spectrum management, through the use of remote control solutions which are more modern and effective is the fundamental reason for the investment effort in this area of activity. The most important projects involve the acquisition of basic equipment and are associated with increasing the operational capacity of SINCRER and its extension to the Branches of the Autonomous Regions, with the modernization of laboratories, the technological upgrading of monitoring and control of the spectrum (MCE), with the upgrading of the systems for testing cellular mobile networks and the modernisation of the applicational management tools which support these systems.

The support tools provided by the information systems and technologies will be subject to systematic upgrades, both with respect to equipment and to computer applications, seeing that they are essential instruments in ensuring continuous improvement in the public services provided by this Authority. As such, the projects associated with the information systems are aimed fundamentally at the adaptation of technology – technological architecture and platforms.

Note should also be made of the construction of new buildings on land owned by ICP-ANACOM in Barcarena with the aim, on the one hand, of bringing Lisbon's spectrum management and inspection services together on a single site, enabling an increase in the efficiency of these services, and also enabling the transfer of part of these service from ICP-ANACOM's head office and consequently the termination of the rental contract of a building in Lisbon. This reduction in costs will ensure that the investment in the new building is recovered in around 10 years.

The programmes of investment in the plan, broken down by area of activity, are as follows:

Evolution of investment | Table 5

Programmes	Objectives	2011	2012	2013
Infrastructure	Improvement and maintenance of buildings and facilities owned by ICP-ANACOM	2 399 000	3 700 000	100 000
Upgrade and modernization of specific radio equipment	Ensure the technological update of the basic radio equipment for monitoring the radio spectrum	1 526 300	1 400 000	2 200 000
Information systems	Modernization and upgrading of ICP-ANACOM's information technology and automation of work processes	3 344 700	1 500 000	2 000 000
Administrative equipment, furniture and others	Ensure maintenance of administrative equipment, furniture and vehicles, among others	214 000	310 000	220 000
Conversion works	Execution of works in rented buildings in order to conserve, maintain and adapt functional spaces	150 000	150 000	150 000
Total		**7 634 000**	**7 060 000**	**4 670 000**

Unit: Euros.

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6.3. Financial Plan

In accordance with its Statutes, the accounts of ICP-ANACOM are necessarily organized according to the POC - Plano Oficial de Contabilidade (Official Accounting Plan), which plan was replaced by the SNC - Sistema de Normalização Contabilística (Accounting Standardisation System). Given this statutory requirement, it was necessary to overhaul the financial components that are an integral part of the Management Plan, to comply with this step. The new nomenclature associated with the SNC and support maps which are officially published have already been adopted by this Authority.

The 2011-2013 Financial Plan which took this reality into account, reflects the proper quantification of the financial resources needed for the execution of the activities set out in the plan.

The Income Plan consists of revenues derived from the settlement and collection of all fees associated with the activity of electronic communications network and service provider, with the use of frequencies and with the use of numbering, representing in conjunction about 98 percent. The fees associated with postal services, and other income of minor relevance, correspond to the remaining 2 percent.

The main sources of income mentioned above arise from the application of specific tariffs, approved by the Ministry of Public Works, Transport and Communications, given the need to cover the expense and investment necessary for the activity of ICP-ANACOM.

Administrative Rule no. 1473-B/2008 of 17 December, which came into force on 01 January 2009, approved the fees due to ICP-ANACOM by suppliers of electronic communications networks and services, the fees for use of numbers and fees regarding the use of radio spectrum.

The expenditure plan includes all spending necessary to ensure the development of activities related to the discharge of the functions entrusted to ICP-ANACOM, namely, regulating the communications sector, sector supervision, consubstantiated in the oversight and management of the radio spectrum, monitoring the obligations of concessionaires licensed and authorized to provide communications services, and representation of the Portuguese State, ensuring technical participation and sectorial representation at an international level, achieving this through the use of human resources at its disposal and through the payment of contributions and by organizing international meetings in the context of postal and electronic communications activities.

This Authority also provides advice to the Government. In this context, ICP-ANACOM ensures logistic support for CPEC, making a contribution, as a founder, to FPC and participates in the operating costs of AdC - Autoridade da Concorrência (Competition Authority), in compliance with the guidelines of the Government.

The components constituting ICP-ANACOM's Financial Plan for the three-year period 2011/2013 are:

- Income Plan
- Expenditure Plan
- Financial Statements by nature
- Treasury Budgets
- Balance Sheets
- Cash Flow and Investment Coverage by Cash Flow
- Cash Flow Statement

Income Plan | Table 6

Designation	2011	2012	2013
Electronic Communications	**72 887 900**	**71 318 800**	**72 108 300**
Statements of rights	14 000	14 300	14 500
Exercise of activity of electronic communications	29 709 600	27 277 100	27 186 000
Use of frequencies - GSM + UMTS	28 632 000	29 204 600	29 788 700
Use of frequencies - other	12 632 100	12 884 600	13 142 200
Use of numbers	1 900 200	1 938 200	1 976 900
Postal services	**93 600**	**95 400**	**97 300**
ITED	**127 800**	**130 300**	**132 800**
Other service provisions	**374 000**	**381 100**	**388 500**
Interest and other similar income	**480 000**	**489 600**	**499 400**
Other income and gains	**186 000**	**189 600**	**193 400**
Total	**74 149 300**	**72 604 800**	**73 419 700**

Unit: Euros.

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Expenditure Plan | Table 7

Designation	2011	2012	2013
Supplies and external services	**15 590 400**	**15 673 400**	**15 578 000**
Specialized works	5 243 400	5 343 100	5 444 600
Advertising and publicity	974 700	789 400	396 700
Surveillance and security	427 100	428 500	439 900
Maintenance and repairs	2 698 100	2 731 600	2 785 700
Books and technical documents	246 600	251 300	256 100
Energy and liquids	497 700	510 500	523 300
Travel, accommodation and transport	727 600	741 400	755 500
Rents and leasing	2 466 900	2 516 900	2 566 000
Communications	739 400	754 800	770 000
Insurance	165 900	169 200	172 400
Cleanliness, hygiene and comfort	266 100	275 900	283 200
Other supplies and services	1 136 900	1 160 800	1 184 600
Personnel costs	**25 912 000**	**26 640 500**	**27 399 800**
Wages and wage expenses	23 197 753	23 869 218	24 570 275
Other personnel costs	2 714 247	2 771 282	2 829 525
Depreciation and amortization	**3 900 000**	**3 420 000**	**3 200 000**
Impairment losses	**100 000**	**100 000**	**100 000**
Provisions for period	**500 000**	**500 000**	**500 000**
Other costs and losses	**8 739 000**	**8 857 900**	**8 858 200**
Contributions	1 060 500	1 080 700	1 101 200
Meetings and conferences	630 000	642 000	654 200
Sponsorships	499 400	508 900	518 600
Payments / Transfers	5 930 200	5 995 300	5 941 200
Cooperation	322 600	328 800	335 100
Other expenses and losses	296 300	302 200	307 900
Total	**54 741 400**	**55 191 800**	**55 636 000**

Unit: Euros.

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Financial Statements by nature | Table 8

Designation	2011	2012	2013
Income and expenses			
Fees from exercise of activity of electronic communications	29 709 600	27 277 100	27 186 000
Fees for use of frequencies	41 264 100	42 089 200	42 930 900
Fees for use of numbers	1 900 200	1 938 200	1 976 900
Fees from exercise of activity of postal services	93 600	95 400	97 300
Other service provisions	515 800	525 700	535 800
Supplies and external services	-15 590 400	-15 673 400	-15 578 000
Personnel costs	-25 912 000	-26 640 500	-27 399 800
Impairment losses	-100 000	-100 000	-100 000
Provisions for period	-500 000	-500 000	-500 000
Other income and gains	186 000	189 600	193 400
Other expenses and losses	-8 739 000	-8 857 900	-8 858 200
Profit before depreciation and financing expenses	**22 827 900**	**20 343 400**	**20 484 300**
Expenses / Reversals of depreciation and amortization	-3 900 000	-3 420 000	-3 200 000
Operating result	**18 927 900**	**16 923 400**	**17 284 300**
Interest and similar income obtained	480 000	489 600	499 400
Net result of financial year	**19 407 900**	**17 413 000**	**17 783 700**

Unit: Euros.

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Treasury Budget | Table 9

Designation	2011	2012	2013
Balance from previous year	91 778 600	89 969 685	87 845 970
Receivables			
Operation income	73 669 300	72 115 200	72 920 300
Interest and other similar income	480 000	489 600	499 400
Total receivables	**74 149 300**	**72 604 800**	**73 419 700**
Payments			
Investment	7 634 000	7 060 000	4 670 000
Operations	50 241 400	51 171 800	51 836 000
Payment to State	18 082 815	16 496 715	14 801 050
Total payments	**75 958 215**	**74 728 515**	**71 307 050**
Cash at hand	**89 969 685**	**87 845 970**	**89 958 620**

Unit: Euros..

Balance Sheets | Table 10

Designation	2011	2012	2013
Assets			
Fixed assets			
Tangible and intangible fixed assets	20 939 000	24 429 000	25 749 000
Current assets			
Customers	4 900 000	5 000 000	5 100 000
Other receivables	600 000	650 000	700 000
Deferrals	3 300 000	3 350 000	3 400 000
Bank deposits and cash	89 969 685	87 845 970	89 958 620
Total assets	**119 708 685**	**121 274 970**	**124 907 620**
Equity and liabilities			
Equity	63 053 400	63 969 685	66 952 335
Other reserves	43 645 500	46 556 685	49 168 635
Net result for period	19 407 900	17 413 000	17 783 700
Liabilities	56 655 285	57 305 285	57 955 285
Post-employment benefit provisions	56 465 100	57 065 100	57 665 100
Other payables	190 185	240 185	290 185
Total liabilities + equity	**119 708 685**	**121 274 970**	**124 907 620**

Unit: Euros..

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Cash Flow and Investment Coverage by Cash Flow | Table 11

Designation	2011	2012	2013
Net results	19 407 900	17 413 000	17 783 700
Depreciation and amortization	3 900 000	3 420 000	3 200 000
Impairments	100 000	100 000	100 000
Provisions	500 000	500 000	500 000
Total funds released	**23 907 900**	**21 433 000**	**21 583 700**
Variation in provision	-500 000	-500 000	-500 000
Cash-Flow	**24 407 900**	**21 933 000**	**22 083 700**
Investment coverage			
Net Cash Flow	24 407 900	21 933 000	22 083 700
Investment	7 634 000	7 060 000	4 670 000
Self-financing	**320 %**	**311 %**	**473 %**

Unit: Euros..

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Cash Flow Statement | Table 12

Designation	2011	2012	2013
Cash flow - Operating activities			
Customer receivables	73 483 300	71 925 600	72 726 900
Payables to suppliers	-15 740 400	-15 823 400	-15 728 000
Payables to personnel	-25 912 000	-26 640 500	-27 399 800
Cash generated from operations	**31 830 900**	**29 461 700**	**29 599 100**
Other receivables / payables	-26 636 815	-25 166 015	-23 466 850
Cash flow from operating activities	**5 194 085**	**4 295 685**	**6 132 250**
Cash flow - investment activities			
Payments in respect of:			
Tangible fixed assets	-4 444 300	-5 810 000	-3 020 000
Intangible assets	-3 039 700	-1 100 000	-1 500 000
Receivables from:			
Tangible fixed assets	1 000	1 000	1 000
Interest and similar income	480 000	489 600	499 400
Cash flow from investment activities	**-7 003 000**	**-6 419 400**	**-4 019 600**
Variation in cash and cash equivalents	-1 808 915	-2 123 715	2 112 650
Cash and cash equivalents at the beginning of the period	91 778 600	89 969 685	87 845 970
Cash and cash equivalents at the end of the period	**89 969 685**	**87 845 970**	**89 958 620**

Unit: Euros.

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ANNEXES

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Annex I
Strategic actions for the triennium 2011-2013

Number	Actions associated with Strategic Objective 1: To promote open and competitive markets	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
1.1	Hold 3 seminars (per year) to circulate information and raise awareness with respect to the new ITED / ITUR regime and R&TTE / ECM regime		X (Start)		X (End)		X (Start)		X (End)	X
1.2	Assess the situation with regard to non-conforming set top boxes in this equipment market		X (Start)		X (End)		X (Start)		X (End)	X
1.3	Accompany the switch-over and simulcast process in the context of DTT deployment	X	X	X	X	X	X	X		
1.4	Prepare mechanisms and measures for the switch-off of the analogue television service	X	X	X	X	X	X	X	X	X
1.5	Analyse mobile television market in Portugal			X (Start)			X (End)			
1.6	Oversee CIS management - Decree-Law no. 123/2009 of 21 May	X	X	X	X	X	X	X	X	X
1.7	Prepare regulation of operation of postal services		X (Start)		X (End)					
1.8	Define the regulatory framework with respect to NGN	X (End)								
1.9	Review relevant markets in light of current and new European Union regulatory framework, with possible update to associated obligations									
1.9.1	- Market 1							X (Start)		X (End)
1.9.2	- Market 2 and 3	X (End)								X
1.9.3	- Market 4 and 5	X (End)								X
1.9.4	- Market 6					X (Start)		X (End)		
1.9.5	- Market 7							X (Start)		X (End)
1.9.6	- Review of MTR Glide-Path (2011-2013)		X (End)							
1.9.7	- Review of MTR Glide-Path (2014-2015)							X (Start)		X (End)
1.10	Study on the development of the postal sector (including analysis of business consumer and operator strategies)			X (Start)			X (End)			

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Number	Actions associated with Strategic Goal 2: To assure and protect the interests of users and citizens in general	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
2.1	Launch of national information / awareness campaign on DTT						X (End)			
2.2	Conduct study of Quality of Service on mobile networks									
2.2.1	- Voice, video-telephony and coverage – mainland Portugal				X				X	X
2.2.2	- Lisbon suburban rail network		X				X			
2.2.3	- Oporto suburban rail network						X			
2.2.4	- SMS / MMS				X			X	X	X
2.2.5	- Autonomous Regions of Azores and Madeira			X				X		X
2.2.6	- Voice, video-telephony and coverage on high-speed rail service of Portugal Railways		X				X			X
2.3	Conduct study of Quality of Service on broadband Internet access (previous year)						X (Start)			X (End)
2.4	Develop and implement alternative methodology regarding the study of broadband Internet access QoS		X							
2.5	Monitor levels of Quality of the Universal postal Service	X	X	X	X	X	X	X	X	X
2.6	Conduct critical analysis of CTT Analytical Accounting System					X (Start)				X (End)
2.7	Conduct critical analysis of PTC Analytical Accounting System		X (Start)			X (End)				
2.8	Create regulatory costing system for fixed operators (with SMP)				X (End)					
2.9	Conduct study on the resolution of conflicts in end-use of electronic communication networks and services	X (Start)			X (End)					
2.10	Analyse behavioural patterns and motivation of end-users of electronic communication services in terms of adopting packaged offers		X (End)							

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Number	Actions associated with Strategic Goal 2: To assure and protect the interests of users and citizens in general	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
2.11	Update study on comparisons of postal service prices (now including newspapers and periodicals)			X (Start)	X (End)					
2.12	Conduct studies on consumption patterns and social-demographic profiles of end-users of mobile broadband communication services			X (End)						
2.13	Proceed with installation of CSIRT / ENCTI	X (Start)								X (End)
2.14	Study on the identification and implementation of the national civil protection plan using public electronic communication networks and services	X (Start)					X (End)			
2.15	Study on the implementation of security audit plans for operators and providers of electronic communication services	X (Start)			X (End)					
2.16	Inventory and registration study of identified critical infrastructure	X (Start)			X (End)					
2.17	Preparation, conduct and evaluation of COMPOR 2012 exercise	X (Start)							X (End)	
2.18	Impact study of the alterations of the regulatory framework in terms of privacy	X (Start)			X (End)					
2.19	Analysis of SPAM database	X (Start)				X (End)				

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Number	Actions associated with strategic objectives 1 and 2: To promote open and competitive markets / To assure and protect the interests of users and citizens in general	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
1.2.1	Develop the process for allocating spectrum for electronic communication services (auction) – Coordinate the spectrum allocation process based on greater flexibility of spectrum usage, considering the Mobile Service bands: 2.5 GHz, 900 / 1800 MHz, 2.1 GHz, and GSM and 3.4 - 3.8 GHz and the developments in the spectrum associated with the Digital Dividend	X (Start)			X (End)					
1.2.2	Formulate proposal on the provision of spectrum for television coverage with respect to local / district and mobile television			X						
1.2.3	Undertake the transposition of the Community regulatory framework for electronic communications networks and services		X (End)							
1.2.4	Examine the need to define rules of access to the network and to the infrastructure components of the Universal Postal Service provider(s)							X (Start)		X (End)
1.2.5	Conduct a consultation for the calculation of the net costs of the Universal Postal Service			X (Start)			X (End)			
1.2.6	Evaluate the cost of capital parameters of PTC		X (End)							
1.2.7	Amend the Portability Regulation (according to new regulatory framework)	X (Start)	X (End)							
1.2.8	Establish procedures for the ENUM Tier 1 registry - under the protocol for the establishment of FCCN - Fundação para a Computação Científica Nacional (Foundation for National Scientific Computing) and to promote the development of work in this area, including a pilot project					X (End)				
1.2.10	Approve the rules for numbering - updating the main elements of the NNP and presenting the document of services associated with E.164 numbers (j)			X (End)						

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Number	Actions associated with strategic objectives 1 and 2: To promote open and competitive markets / To assure and protect the interests of users and citizens in general	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
1.2.11	Establish guidelines on the introduction of "impact assessment" analyses on the determinations of ANACOM	X (Start)		X (End)						
1.2.12	Conduct study on broadband from fixed and mobile perspective	X (Start)			X (End)					
1.2.13	Conduct study on the impact on market, competition and consumers of the reductions in termination rates on mobile networks				X (Start)		X (End)			
1.2.14	Deployment of Autoridade Nacional de Registo de Identificadores de Objectos (National Registry Authority of object Identifiers)	X (Start)			X (End)					

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Number	Actions associated with Strategic Objective 4: To promote institutional and technical cooperation	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
4.1	Represent the Portuguese State at the World Radiocommunications Conference (WRC12)				X	X				
4.2	Strengthen strategic and technical cooperation in context of CPLP countries									
4.2.1	Promote the realisation of 8 training programmes in context of ITU centres of excellence	X (Start)			X (End)					
4.2.2	Promote the realisation of 8 training programmes in context of ARCTEL Centres of Excellence					X (Start)				X (End)
4.2.3	Execute Programas Indicativos de Cooperação (Indicative Cooperation Programmes) with INACOM, ANAC, ICGB, INCM, AGER and ARCOM	X (Start)			X (End)	X (Start)			X (End)	X
4.2.4	Promote and execute the Programas Anuais de Cooperação (Annual Cooperation Programmes) with INACOM, ANAC, ICGB, AGER and ARCOM		X (Start)		X (End)	X (Start)			X (End)	X
4.2.5	Perform functions of ARCTEL Secretariat									X (End)

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Number	Actions associated with Strategic Objective 5: To improve the regulator's efficiency and performance capacity	Timetable								
		2011				2012				2013
		I	II	III	IV	I	II	III	IV	
5.1	To optimize, develop and integrate applicational management systems									
5.1.1	- Applicational module for electronic invoicing			X (End)						
5.1.2	- Applicational module for Purchasing Workflow			X (End)						
5.2	Create Suppliers Portal allowing suppliers to consult their accounts online		X (Start)		X (End)					
5.3	Computerise the procedures related to Equipment Market Enforcement processes – R&TTE / ECM- procedure 1 (SGR&TTE Project)					X (End)				
5.4	Update SINCRER	X (Start)					X (End)			
5.5	Develop and implement an information application in support of electronic licensing				X (End)					
5.7	Extend remote stations to Delegations	X (Start)		X (End)						
5.8	Carry out a study on the de-materialization and presentation / delivery of processes documents by electronic mail within the scope of infringement proceedings	X (Start)			X (End)					
5.9	Produce ANACOMs internal Human Capital Portfolio				X (Start)				X (End)	
5.10	Conduct study on organisational climate							X (Start)	X (End)	
5.11	Implement ICP-ANACOM Resource Optimisation Plan	X (Start)			X (End)					
5.12	Identify and disclose good practice in terms of security and continuity	X (Start)			X (End)					

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Annex II
Global indicators for 2011-2013 triennium

Designation	2011		2012		2013	
	Target	Actual	Target	Actual	Target	Actual
Percentage of prior hearing reports and final determinations released within a maximum deadline of (n+15), n being the number of working days for the prior hearing of interested parties	90 %		90 %		90 %	
Rate of accomplishment of the strategic actions (percentage of actions in the Management Plan accomplished within the approved timetable)	95 %		95 %		95 %	
Average time taken to grant numbering resources (in working days)	5		5		5	
Maximum time taken to grant numbering resources (in working days)	15		15		15	
Average time taken to respond to requests for radio licensing (in working days)	17		16		15	
Requests about the markets handled during the period / total requests about the market received during the period	95 %		95 %		95 %	
Number of inspection actions carried out	908		908		908	
- Electronic communications services	260		260		260	
- Postal Services	16		16		16	
- ITED infrastructure	450		450		450	
- ITUR infrastructure	12		12		12	
- Equipment market (R&TTE / EMC regime - procedure 1)	150		150		150	
- Training bodies	20		20		20	

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List of acronyms and abbreviations

CIS	Centralised Information System
DTT	Digital Terrestrial Television
MTR	Mobile Termination Rates
NGA	Next Generation Access Networks
SINCRER	Sistema nacional de controlo remoto das emissões radioeléctricas (National System for Remote Control of Radioelectric Emissions)
SCA	Sistema de contabilidade analítica (Analytical Accounting System)
SMP	Significant Market Power
SNC	Sistema de Normalização Contabilística (Accounting Standardisation System)

List of operators

PTC	PT Comunicações, S. A.

List of other entities / organisations

AGER	Autoridade Geral de Regulação de São Tomé e Príncipe
ANAC	Agência Nacional das Comunicações de Cabo Verde
ARCOM	Autoridade Reguladora das Comunicações de Timor Leste
ARCTEL-CPLP	Associação de Reguladores de Comunicações e Telecomunicações da Comunidade dos Países de Língua Portuguesa (Association of Communications and Telecommunications Regulators of Community of Portuguese Speaking Countries).
BEREC	Body of European Regulators for Electronic Communications
CPEC	Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Committee)
CPLP	Comunidade dos Países de Língua Oficial Portuguesa (Community of Portuguese Speaking Countries),
EU	European Union
ICGB	Instituto das Comunicações da Guiné-Bissau
ICPANACOM	ICP Autoridade Nacional de Comunicações
INACOM	Instituto Angolano das Comunicações
INCM	Instituto Nacional das Comunicações de Moçambique
IRG	Independent Regulators Group
ITU	International Telecommunication Union

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