

## Annex I – List of actions

No	Actions 2016	TIMETABLE											
		2017				2018				2019			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Assure and protect the interests of users and citizens													
Line of action - Oversee and review application of the conditions governing universal service provision (electronic communications and postal services)													
1.1	<b>Review conditions of service provision in universal service of electronic communications in relation to current components and any future components</b>												
	Prepare and launch a public consultation on the universal service	X Start	X End										
	Approve draft decision on the specifications governing provision of the universal service (these specifications will constitute the specifications of future tendering procedures)		X Start	X End									
1.2	<b>Advise the Government with respect to the launch of the electronic communications universal service tender procedures</b>			X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	
	Tender for public pay-telephones (1 month completion of Tender Specifications, plus 8 for tender, plus 2.5 award and Court of Auditors, plus 9 months commence activity - will terminate in April 2019)			X Start							X End		
	Tender for fixed telephone service (1 month completion of Tender Specifications, plus 8 for tender, plus 2.5 award and Court of Auditors, plus 6 months commence activity - will terminate in January 2019)			X Start						X End			

	Tender for directories and directory enquiry services (1 month completion of Tender Specifications, plus 8 for tender, plus 2.5 award and Court of Auditors, plus 1 month commence activity - will terminate in August 2018)			X Start				X End				
1.3	<b>Prepare report on compliance with the quality of service parameters and indicators imposed on the universal service providers of electronic communications</b>											
	Prepare report on fixed telephone service				X Start/end			X Start/end				X Start/end
	Prepare report on public pay-telephones				X Start/end			X Start/end				X Start/end
	Prepare report on directories and directory enquiry services				X Start/end			X Start/end				X Start/end
1.4	<b>Prepare analysis of conformity of price-cap established for the universal service provider</b>											
	Conduct conformity analysis regarding fixed telephone service				X Start/end			X Start/end				X Start/end
	Conduct conformity analysis regarding public pay-telephones				X Start/end			X Start/end				X Start/end
	Conduct conformity analysis regarding directories and directory enquiry services				X Start/end			X Start/end				X Start/end
1.5	<b>Oversee MEO information campaign (2017) regarding telephone directories</b>				X Start/end							
1.6	<b>Audit the values of the universal postal quality of service indicators (years 2016 and 2017)</b>											
	Carry our audit of 2016				X Start/end							
	Draft decision on 2016 audit findings and subsequent actions.				X Start/end							
	Final decision on 2016 audit findings and subsequent actions.											X Start/end

	Carry our audit of 2017				X Start	X End							
	Draft decision on 2017 audit findings and subsequent actions.					X Start/en d							
	Final decision on 2017 audit findings and subsequent actions.						X Start/en d						
1.7	<b>Audit the values of the universal postal quality of service indicators (years 2018 - 2020)</b>												
	Definition of technical specifications and definition of type of procedure to be used in formulation of the provision of services contract						X Start/en d						
	Selection of auditor							X Start/en d					
	Carry our audit of 2018								X Start	X End			
	Draft decision on 2018 audit findings and subsequent actions.										X Start/e nd		
	Final decision on 2018 audit findings and subsequent actions.										X Start/e nd		
	Carry our audit of 2019											X Start	
1.8	<b>Set parameters and quality levels of the universal postal service, to be imposed on universal service provider in 2018-2020</b>												
	Draft decision			X Start/e nd									
	Final decision				X Start/en d								
1.9	<b>Prepare analysis of conformity of price-caps of the universal postal service practised by universal service provider and draft determinations</b>												

	Analysis of special prices in light of most recent SCA data			X Start/end				X Start/end				X Start/end	
	Analysis of price proposals presented by universal service providers				X Start/end				X Start/end				X Start/end
1.10	<b>Define rule governing pricing of universal postal service to apply in 2018-2020</b>												
	Draft decision			X Start/end									
	Final decision				X Start/end								
1.11	<b>Monitor accomplishment of postal network density objectives and minimum offers of service, as imposed on universal postal service provider</b>	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end
	Renegotiation of software contract to calculate distances /routes	X Start/end	X Start/end										
1.12	<b>Define postal network density objectives and minimum offers of service, to be imposed on universal service provider from 01 Oct. 2017</b>												
	Analysis of communication (proposal) from universal service provider and draft decision	X Start/end											
	Final decision		X Start/end										
1.13	<b>Audit inventory of assets attached to CTT concession (2014 and 2015)</b>												
	Final decision on 2014 audit findings and subsequent actions.	X Start/end											
	Perform 2015 auditing	X Start/end											
	Draft decision on 2015 audit findings and subsequent actions.	X Start/end											

	Final decision on 2015 audit findings and subsequent actions		X Start/end										
1.14	<b>Audit inventory of assets attached to CTT concession (2016 and 2017)</b>												
	Definition of technical specifications and definition of type of procedure to be used in formulation of the provision of services contract		X Start/end										
	Selection of auditor				X Start/end								
	Presentation of 2016 inventory by universal service provider			X Start/end									
	Perform 2016 auditing				X Start	X End							
	Draft decision on 2016 audit findings and subsequent actions.					X Start/end							
	Final decision on 2016 audit findings and subsequent actions						X Start/end						
	Presentation of 2017 inventory by universal service provider							X Start/end					
	Perform 2017 auditing								X Start	X End			
	Draft decision on 2017 audit findings and subsequent actions.									X Start/end			
	Final decision on 2017 audit findings and subsequent actions										X Start/end		
1.15	<b>Audit inventory of assets attached to CTT concession (2018 and 2019)</b>												

	Definition of technical specifications and definition of type of procedure to be used in formulation of the provision of services contract										X Start/end		
	Selection of auditor												X Start/end
	Presentation of 2018 inventory by universal service provider										X Start/end		
	Perform 2018 auditing												X Start
1.16	<b>Contribute to Government re-evaluation of the conditions governing provision of the universal postal service</b>		X Start/end										
Line of action - Assess the appropriateness of quality of service levels provided													
1.17	<b>Guarantee the technical component of NET.mede and NET.medePro platforms</b>												
	Dynamic response as to developing and corrective requirements of NET.mede and NET.medePro. Development of solutions for data processing and reporting	X Start			X End	X Start			X End	X Start			X End
1.18	<b>Ensure dissemination of quality of service data on mobile networks</b>												
	Assess quality of service of mobile networks. Provide information to users	X Start			X End	X Start			X End	X Start			X End
Line of action - Monitor and report on the evolution of retail pricing													
1.19	<b>Release information on CPI/HICP</b>	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end
1.20	<b>Monitor studies prepared by other organisations</b>	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end

Line of action - Define and implement actions in the field of security and integrity of electronic communications networks and services													
1.21	Conduct exceptional security audit	X Start			X End								
Line of action - Contribute to the definition and updating of emergency civil planning policies in the communications sector													
1.22	Implement priority recommendations of sector readiness study	X Start			X End								
Line of action – Ensure the proper provision of information to users													
1.23	Carry out continuous evaluation of content provided on ANACOM's Consumers' Website and make improvements	»» 2016	X Start/end	X Start/end	X Start/end								
1.24	Adapt COM.escolha (include FIS and other necessary adaptations)					X Start/end	X Start/end	X Start/end	X Start/end				
Line of action – Review sector's complaint management procedures													
1.25	Regulate the procedures used by providers of communications service for complaint processing				X Start/end								
1.26	Review the handling of enquiries/complaints from end-users of communications services												
	Implement new Complaints Management System	»» 2016			X Start/end								
Line of action - Promote out-of-court dispute resolution in cooperation with relevant authorities													
1.27	Implement and monitor solution to be adopted for promotion of out-of-court conflict resolution in communications sector	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end

Line of action – Ensure the population's access to free television after 2020 (freeing up 700 MHz band)

1.28	<b>Plan and execute decisions taken on access platform</b>				X Start/e nd					X Start/e nd				X Start/ end
------	--	--	--	--	--------------------	--	--	--	--	--------------------	--	--	--	--------------------

Line of action – Monitor and ensure compliance with the obligations of the operator of the digital terrestrial television (DTT) platform

1.29	<b>Oversee the evolution of the DTT network and adaptation of probe network</b>													
	Develop annual study on DTT QoS	X Start			X End	X Start				X End	X Start			X End
	Formulate opinion on the possible need to adapt the probe network, in light of the results of the DTT QoS study				X Start/e nd					X Start/e nd				X Start/ end
1.30	<b>Verify DTT coverage obligations</b> [check the information provided by the platform operator on two identified municipalities through theoretical coverage calculation. Subsequent to this identification, measurements will be performed to validate the theoretical information. Individual reports must be drawn up (for each municipality) and a final report with conclusions.	X Start			X End	X Start				X End	X Start			X End

Line of action – Ensure proper implementation of the TSM Regulation (roaming and net neutrality) in the light of BEREC guidelines

1.31	<b>Monitor compliance of market practices under TSM Regulation</b>	X Start			X End	X Start				X End				
------	--	------------	--	--	----------	------------	--	--	--	----------	--	--	--	--

Line of action – Ensure legal compliance and transparency of business practices (including contract terms) and organise a review of procedures

1.32	<b>Monitor provider practices</b>													
	Carry out survey of <i>Zero rating offers</i>		X Start/e nd					X Start/e nd					X Start/e nd	
	Monitor transparency of offers ( <i>Zero rating</i> and others) made available by providers		X Start											X End
	Monitor manner of implementation and execution of Regulation on contractual and pre-contractual information.	X Start												X End



Line of action - Improve the technical processes of operator switching

1.33	<b>Motivate operators to establish codes of conduct</b>	X Start			X End								
------	---	------------	--	--	----------	--	--	--	--	--	--	--	--

Promote open and competitive markets

Line of action – Oversee and analyse/review relevant electronic communications markets

2.1	<b>Approve specifications of IP interconnection</b>												
	Adopt draft and final decision following presentation of proposal by MEO.		X Start		X End								
2.2	<b>Review market 1 (fixed terminations)</b>				X Start			X End					
2.3	<b>Review market 2 (mobile terminations)</b>		X Start				X End						
2.4	<b>Review ex-market 2 (origination)</b>				X End								
2.5	<b>Analyse market 3a and 3b</b>				X Start						X End		
	Request(s) for information					X Start/e nd							
	Pre-notification meeting						X Start/e nd						
	New request for updated information						X Start/e nd						
	Public consultation and prior hearing							X Start/e nd					
	Notification to the European Commission and final decision										X Start/e nd		
2.6	<b>Analyse market 4</b>				X Start						X End		
	Request(s) for information				X Start/e nd								
	Pre-notification meeting					X Start/e nd							
	New request for updated information					X Start/e nd							
	Public consultation and prior hearing							X Start/e nd					
	Notification to the European Commission and final decision										X Start/e nd		

Line of action – Review, in line with requirements, wholesale offers arising from obligations imposed on undertakings with significant market power in the various relevant markets

2.7	<b>Amend WLRO</b>							X Start			X End		
2.8	<b>Amend RIO</b>					X Start			X End				
2.9	<b>Review RDAO and RPAO (notification to the European Commission and final decision)</b>		X Start/e nd										
2.10	<b>Review RUO</b>		X Start		X End								
	Public consultation and prior hearing		X Start/e nd										
	Notification to the European Commission and final decision				X Start/e nd								
2.11	<b>Review LLRO and RELLO</b>	X Start		X End									
	Public consultation and prior hearing	X Start/e nd											
	Notification to the European Commission and final decision			X Start/e nd									
2.12	<b>Annual review of CAM and inter-island circuits</b>												
	Adopt draft decision				X Start/e nd				X Start/e nd				X Start/e nd
	Approve final decision		X Start/e nd				X Start/e nd				X Start/e nd		
2.13	<b>Supervise implementation of equivalence of access to MEO's infrastructure (RDAO and RPAO)</b>	X Start		X End									
<b>Line of action - Develop and improve regulatory costing systems and audit their results, when relevant</b>													
2.14	<b>Audit SCA used by MEO - 2015/2016</b>												
	2015 Decision	»»	X Start/e nd										
	2016 Decision						X Start/e nd						
2.15	<b>Audit SCA used by MEO - 2017</b>												
	Hire consultant						X Start	X End					
	Decision										X Start/e nd		



	Decision			X Start/ end									
Line of action - Undertake actions associated with the provision of the universal service with market impact													
2.24	<b>Arrange audits in respect of the universal service provision of directories and directory enquiry services</b>												
	Select the auditor and monitor the development of the auditing; prepare draft and final decision (determine no. of directories 2017)	X Start					X End						
	Select the auditor and monitor the development of the auditing; prepare draft and final decision (determine no. of directories 2018)						X Start			X End			
2.25	<b>Arrange audits of values related to Retirees and Pensioners in the period following designation of the universal service provider by public tender</b>												
	As regards 2016	X Start	X End										
	As regards 2017					X Start	X End						
	As regards 2018									X Start	X End		
2.26	<b>Arrange audits of turnover values used in context of universal service compensation fund (electronic communications)</b>												
	Audit the figures provided by operators on 30 June 2017 (as regards 2016)			X Start	X End								
	Audit the figures provided by operators on 30 June 2018 (as regards 2017)							X Start	X End				

	Audit the figures provided by operators on 30 June 2019 (as regards 2018)											X Start	X End
2.27	<b>Develop processes for reimbursement of NCUS to MEO (period preceding designation of the universal service provider by public tender)</b>												
	Reimbursement of NCUS as regards 2012 - 2013	X End											
	Reimbursement of NCUS as regards 2014			X Start		X End							
2.28	<b>Undertake NCUS compensation process for the period subsequent to the designation of the universal service provider by public tender – payments to MEO and NOS (universal service of electronic communications)</b>												
	2015 NCUS	X End											
	2016 NCUS			X Start		X End							
	2017 NCUS							X Start		X End			
	2018 NCUS											X Start	
2.29	<b>Evaluate the NCUS (if applicable) submitted by postal universal service provider in respect of previous calendar year (year n-1))</b>												
	Define the technical specifications and the type of procedure for the formulation of the contract with the auditor governing provision of services		X Start/end				X Start/end				X Start/end		
	Presentation of NCUS by universal service provider (by end of Q2 of year n)		X Start/end				X Start/end				X Start/end		
	Auditor selection procedure		X Start	X End			X Start	X End			X Start	X End	

	Perform NCUS audit			X Start	X End			X Start	X End			X Start	X End
	Draft decision on NCUS				X Start/end				X Start/end				X Start/end
	Final decision (up to 120 working days following universal service provider's submission of NCUS)				X Start	X End			X Start	X End			X Start
2.30	<b>Undertake postal NCUS compensation process (if applicable)</b>												
	2016 NCUS					X Start		X End					
	2017 NCUS									X Start	X End		
2.31	<b>Arrange auditing of turnover values used in context of the Universal service compensation fund (if applicable)</b>												
	Audit the values presented by operators with respect to 2016							X Start		X End			
	Audit the values presented by operators with respect to 2017										X Start		X End
Line of action - Oversee and monitor the development of next generation access networks (NGA)													
2.32	<b>Assess usage of ducts and posts managed by undertakings other than MEO</b>												
	Information request					X Start/end							
	Evaluation report					X Start/end							
Line of action - Develop/consolidate the application of rules on access to infrastructure under Decree-Law no. 132/2009 of 21 May													
2.33	<b>Define the methodology to be used in determining the remuneration applicable for access to and use of infrastructure</b>	X Start/end											

Line of action - Monitor and supervise the activities pursued by various sector agents, enforcing compliance with prevailing rules

2.34	Check conformity of electronic communications equipment under new RED and EMC Directives	X Start			X End	X Start			X End	X Start			X End
------	--	------------	--	--	----------	------------	--	--	----------	------------	--	--	----------

Line of action – Contribute to the review/negotiation of the new regulatory framework

2.35	Ensure internal coordination	X Start			X End	X Start			X End				
2.36	Conduct negotiation process	X Start			X End	X Start			X End				

Line of action – Prepare and submit pre-draft legislation to the Government for transposing the regulatory framework for electronic communications

2.37	Prepare and submit pre-draft legislation to the Government for transposing the regulatory framework for electronic communications					X Start			X End				
------	---	--	--	--	--	------------	--	--	----------	--	--	--	--

Line of action – Review and consolidate procedures for the management of company registrations

2.38	Regulate registration of companies which offer electronic communications networks and services		X Start/end										
2.39	Regulate registration of companies which offer postal services		X Start/end										
2.40	Consolidate applicational solutions to support company registrations	»»			X Start/end								

Ensure the efficient management of scarce resources

Line of action - Implement a plan of action for the 700 MHz band with a view to making it available

3.1	Allocate 700 MHz band (and other relevant bands) considering national interest and national/European regulatory framework				X Start/end				X Start/end				
-----	---	--	--	--	----------------	--	--	--	----------------	--	--	--	--

**Line of action - Evaluate, on a prospective basis, the development of various radiocommunications services and applications and spectrum needs associated with the provision of new electronic communication services**

3.2	<b>Assign and make spectrum available for electronic communications services, taking into account the objectives of regulation established by law, in particular the Radio Spectrum Policy Programme adopted at Community level, the 2019 World Radiocommunication Conference (WRC-19) and national interests in spectrum use</b>												
	Prepare WRC - 2019				X Start				X End				
	Make bands available for "5G", communications (M2M) / Internet of Things (IoT)				X Start				X End				
3.3	<b>Identify emerging technologies and new models of spectrum management, as well as alternative techniques for sharing the radio medium and future paradigms of spectrum management</b>				X End								

**Line of action – Manage the PNN, establishing appropriate conditions in the context of the allocation of use of numbering resources**

3.4	<b>Define numbering range for M2M including (if necessary) eCall</b>												
	Prepare analysis, and, if necessary, launch public consultation	X Start/e nd											
	Decision		X Start/e nd										
3.5	<b>Formulate rules and conditions governing use of calling line identification (CLI)</b>												
	Consultation/Draft decision	X Start/e nd											
	Final decision		X Start/e nd										



3.6	<b>Prepare numbering regulation updating principal elements of PNN with conditions governing use of numbering</b>												
	Consultation/Draft decision			X Start	X End								
	Final decision					X Start/end							
3.7	<b>Conclude review of Regulamento da Portabilidade (Portability Regulation)</b>	»» 2016	X End										

Promote institutional and technical cooperation

Line of action - Ensure active participation at international forums with relevance to the sector (electronic communications and postal services)

4.1	<b>Participate in international organizations/agencies</b>												
	Present proposal to Government that ANACOM cease providing representation of the Portuguese State at UPAEP	X Start/end											
	Promote application of Portugal to SE of EUTELSAT IGO	X Start/end											
	Assess possible application to ITU Council at PP18	X Start/end											
	Promote application to ITU Council at PP18		X Start					X End					
	Promote improvements at ITU, UPU and CEPT in terms of efficiency and resource management	X Start			X End	X Start			X End	X Start			X End

Line of action - Maintain active participation in groups of European electronic and postal communications regulators

4.2	<b>Participate in BEREC</b>												
	Active participation in all Expert Working Groups (EWG) and ad hoc groups	X Start			X End	X Start			X End	X Start			X End
	Participation of drafter in 3 EWGs	X Start			X End	X Start			X End	X Start			X End
	Chair one EWG	X Start			X End	X Start			X End	X Start			X End
4.3	<b>Participate in ERGP</b>												

	Maintenance of participation effort in working groups	X Start			X End	X Start			X End	X Start			X End
	Chair one EWG	X Start			X End	X Start			X End	X End			X End
Line of action - Promote the sector at a national and international level and promote cooperation with other regulators													
4.4	<b>Participate in EMERG and REGULATTEL</b>												
	Participate in and organise workshop			X Start/end				X Start/end			X Start/end		
Line of action - Participate in the platforms of collaboration between Portuguese-speaking countries													
4.5	<b>Participate in ARCTEL</b>												
	Provide Secretariat	X Start			X End	X Start			X End	X Start			X End
	Maintain participation in Working Groups	X Start			X End	X Start			X End	X Start			X End
4.6	<b>Support to the realization of CFA workshops/seminars</b>	X Start			X End	X Start			X End	X Start			X End
	Active contribution to the performance of studies	X Start			X End	X Start			X End	X Start			X End
4.7	<b>Develop bilateral cooperation programmes</b>												
	Prioritization of actions of existing and future bilateral cooperation	X Start/end				X Start/end				X Start/end			
	Strategic redefinition of bilateral cooperation protocols	X Start/end				X Start/end				X Start/end			
	Entry of bilateral cooperation protocols into operation effect	X Start			X End	X Start			X End	X Start			X End
Line of action - Promote the dissemination of legal and regulatory regimes applicable to the sector													
4.8	<b>Disseminate the ITED and ITUR regimes</b>												
	Undertake initiatives to promote and disseminate the legal framework and applicable technical standard (seminars, workshops, leaflets, etc.).	X Start			X End	X Start			X End	X Start			X End

Line of action – Promote cooperation with national and international bodies and ensure coordination of activities in relevant areas

4.9	<b>Make modifications to CIS due to revised legislation</b>													
	Approve determinations on SIIA/SIC	X Start		X End										
	Development of SIIA/SIC		X Start		X End									

Line of action – Increase communication with society and market participants (seminars, workshops and hearings)

4.10	<b>Hold workshops on the review of the new regulatory framework</b>		X End		X End									
------	---	--	-------	--	-------	--	--	--	--	--	--	--	--	--

Promote internal efficiency and effectiveness

Line of action - Implement measures to rationalize expenditure, guaranteeing efficiency

5.1	<b>Implementation of the strategic plan for information systems</b>	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end	X Start/end					
5.2	<b>Develop integrated system of performance indicators</b>	X Start			X End									

Line of action - Improve/dematerialise/simplify internal processes and expand the provision of services online

5.3	<b>Develop new features to be implemented in computer applications supporting spectrum management</b>													
	Electronic licensing – implement identified new features and monitor their development	X Start			X End									
	Review e-QNAF Frequencies Website	X Start			X End									
5.4	<b>Launch amateur exam simulator</b>	X Start			X End									
5.5	<b>Make available external spectrum management indicators (DIE-IGE)</b>	X Start			X End									

Line of action – Implement a structured model of training and development aimed at excellence in human resources

5.6	<b>Talent management programme</b>													
-----	------------------------------------	--	--	--	--	--	--	--	--	--	--	--	--	--

	Organizational diagnosis of potential	»» 2016			X End								
	Management Succession plan					X Start		X End					
<b>Line of action – Consolidate an organisational culture more open to change</b>													
5.7	<b>Consolidate ANACOM culture</b>	X Start			X End	X Start			X End	X Start			X End
Line of action – Promote, to the extent permitted given legal constraints, a policy of incentives and development of professional careers, based on the recognition of staff performance													
5.8	<b>Identify specific incentive measures</b>	X Start			X End								
Line of action – Ensure better governance, management and operation of information security at ANACOM													
5.9	<b>Implement programme to improve information security at ANACOM</b>	X Start											X End