

Annex I – List of actions

DIRECTIONS													
Priority no.	Actions 2016	TIMETABLE											
		2016				2017				2018			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Assure and protect the interests of users and citizens													
Action line - Oversee and review, on a timely basis, application of the conditions governing universal service provision (electronic communications and postal services) in its various components													
1.1	Prepare and launch a public consultation on the universal service (review of conditions of service provision in relation to current components and any future components)					X Start	X End						
1.2	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					
1.3	Advising the Government with respect to the launch of the universal service tender procedures							X	X	X	X	X	X
	PP Tender (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					
	FTS Tender (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					
	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	

1.4	Prepare report on compliance with the QoS parameters and indicators imposed on the universal service providers of electronic communications				X				X				X
1.5	Prepare analysis of compliance with price-cap established for the electronic communications universal service provider (FTS)				X				X				X
1.6	Prepare analysis of compliance with price-cap established for the universal service provider (public pay-telephones)				X				X				X
1.7	Prepare analysis of compliance with price-cap established for the electronic communications universal service provider (directories and directory enquiry services)				X				X				X
1.8	Audit the values of the universal postal service quality indicators of year (years 2014 and 2015)												
	Draft decision on 2014 audit findings and subsequent actions.	X											
	Final decision on 2014 audit findings and subsequent actions.		X										
	Audit of 2015		X	X									
	Draft decision on audit findings and subsequent actions.			X									
	Final decision on audit findings and subsequent actions.				X								
1.9	Audit the values of the universal postal service quality indicators of year (years 2016 and 2017)												
	Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract			X									

	Selection of auditor			X									
	Perform 2016 auditing				X Start	X End							
	Draft decision on 2016 audit findings and subsequent actions.						X						
	Final decision on 2016 audit findings and subsequent actions.						X						
	Perform 2017 auditing								X				
	Draft decision on 2017 audit findings and subsequent actions.								X				
	Final decision on 2017 audit findings and subsequent actions									X			
1.10	Set parameters and quality levels of the universal postal service, to be imposed on universal service provider in 2018-2020												
	Draft decision						X						
	Final decision							X					
1.11	Audit the values of the universal postal service quality indicators of year (years 2018 and 2019)												
	Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract									X			
	Selection of auditor										X		
1.12	Prepare analysis of compliance with <i>price-caps</i> of the universal postal service practised by universal service provider				X						X		
1.13	Define rules governing pricing in the universal postal service to be applied in 2018-2020												
	Draft decision						X						
	Final decision							X					

1.14	Monitor accomplishment of postal network density objectives and minimum offers of service, as imposed on universal postal service provider	X	X	X	X	X	X	X	X	X	X	X	X
	Renegotiation of software contract to calculate distances /routes					X	X						
1.15	Define postal network density objectives and minimum offers of service, to be imposed on universal service provider from 01 Oct. 2017												
	Analysis of communication (proposal) from universal service provider and draft decision					X							
	Final decision						X						
1.16	Audit inventory of assets attached to CTT concession (2014 and 2015)												
	Presentation of 2014 inventory by universal service provider	X											
	Selection of auditor	X											
	Perform 2014 auditing			X									
	Draft decision on 2014 audit findings and subsequent actions.				X								
	Final decision on 2014 audit findings and subsequent actions.					X							
	Presentation of 2015 inventory by universal service provider			X									
	Perform 2015 auditing					X							
	Draft decision on 2015 audit findings and subsequent actions.					X							
	Final decision on 2015 audit findings and subsequent actions.						X						

1.17	Audit inventory of assets attached to CTT concession (2016 and 2017)												
	Presentation of 2016 inventory by universal service provider							X					
	Perform 2016 auditing									X			
	Draft decision on 2016 audit findings and subsequent actions.									X			
	Final decision on 2016 audit findings and subsequent actions.										X		
	Presentation of 2017 inventory by universal service provider											X	
	Perform 2017 auditing												X
1.18	Contribute to Government re-evaluation of the conditions governing provision of the universal postal service					X	X						
Line of Action - Assess the appropriateness of quality of service levels provided taking into account transparency and technological neutrality													
1.19	Evaluate and implement measures on net neutrality												
	Examine, in the light of proposals to develop the regulatory framework, application scenarios of the BEREC guide as regards QoS in the context of NN, defining quality indicators or minimum requirements and the establishment of corresponding metrics		X Start			X End							
1.20	Develop and make available tools to measure QoS tools in fixed and mobile Internet access (Netmede and NetmedePro)	X Start			X End	X Start			X End	X Start			X End
Line of action - Monitor and report on the evolution of retail prices in the markets													
1.21	Update and improve monitoring report of retail prices of various services	X Start			X End	X Start			X End	X Start			X End

Line of action - Define and implement actions in the field of security and integrity of electronic communications networks and services													
1.22	Identify, characterise and perform exceptional auditing	X Start			X End								
1.23	Take stock of CRN activity and identify measures to consolidate ANACOM's assigned responsibilities in this regard	X Start			X End								
Line of action - Contribute to the definition and updating of emergency civil planning policies in the communications sector													
1.24	Conduct study on the preparation and readiness of the sector in the face of emergency situations		X Start		X End								
Line of action - Strengthen effective complaint management mechanisms													
1.25	Review the handling of enquiries/complaints from end-users of communications services												
	Implement new Complaints Management System	»» 2015			X								
Line of action - Promote out-of-court dispute resolution in cooperation with relevant authorities													
1.26	Implement solution to be adopted for out-of-court conflict resolution	»» 2015			X								
Line of action - Improve information provided to users, giving support to their choices, and enabling them to take more informed decisions and resolve problems with service providers													
1.27	Carry out continuous evaluation of content provided on ANACOM's Consumers' Website and make improvements	X	X	X	X								
1.28	Conduct study on user needs in terms of postal services		X Start		X End								
1.29	Conduct study on the costs of operator switching in the context of the changing offer structure		X Start		X End								

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

1.30	Oversee the evolution of the DTT network and adaptation of probe network												
	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				X				X
1.31	Verify DTT coverage obligations	X Start			X End	X Start			X End	X Start			X End

Promote open and competitive markets

Acting axis - Analyse/review relevant electronic communications markets, taking into account the rules adopted at European level, specifically as regards the promotion of competition and giving an incentive to efficient investment

2.1	Analyze relevant markets												
	Review market 1 (ex-market 3)							X Start			X End		
	Review market 2 (ex-market 7)							X Start			X End		
	Review ex-market 1 (origination)							X Start			X End		
	Analyze markets 3a and 3b	X End								X End			X End
	Analyze market 4	X End								X End			X End

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

2.2	Review the SLRO	X End						X Start			X End		
2.3	Review the RIO	»» 2015	X End					X Start			X End		
2.4	Review the broadband wholesale offers (LLRO, RELLO, RDAO and rede ADSL)												

	Draft decision			X									
	Final decision					X							
2.5	Analyze possible fibre access offer												
	Draft decision				X								
	Final decision						X						
2.6	Re-evaluate DTT pricing												
	Draft decision				X				X				X
	Final decision						X				X		
2.7	Re-evaluate pricing of CAM circuits and inter-island circuits												
	Draft decision				X				X				X
	Final decision						X				X		
Line of action - Develop and improve regulatory costing systems and audit their results													
2.8	Audit of CTT's SCA 2014												
	Develop audit	X End											
2.9	Audit of CTT's SCA 2015												
	Develop audit			X Start		X End							
2.10	Audit of CTT's SCA 2016/2017												
	Launch tender						X						
	Award audit							X					
	Develop audit - 2016							X Start		X End			
	Develop audit - 2017											X Start	»» 2019

2.11	Review of SCA used by CTT												
	Select consultant		X										
	Develop work		X Start		X End								
2.12	Update FTR model (market 1)												
	Launch tender					X							
	Select consultant						X						
	Develop work							X Start			X End		
2.13	Update MTR model (market 2)												
	Launch tender					X							
	Select consultant						X						
	Develop work							X Start			X End		
2.14	Develop SCA for NGN												
	Launch tender		X										
	Select consultant			X									
	Develop work			X Start				X End					
2.15	Update WACC MEO and CTT 2016												
	Select consultant		X										
	Develop work		X										
2.16	Update WACC MEO and CTT 2017												
	Select consultant						X						
	Develop work						X						
2.17	Update WACC MEO 2018												
	Select consultant										X		
	Develop work										X		

2.18	Audit SCA used by MEO 2015/2016												
	Launch tender	X											
	Select auditor		X										
	Develop audit - 2015			X Start		X End							
	Develop audit - 2016						X Start		X End				
Line of action - Undertake actions associated with the provision of the universal service with market impact, particularly associated with the determination of net costs and the financing of its provision													
2.19	Arrange audits in respect of the universal service provision of directories and directory enquiry services												
	- Select the auditor and monitor the development of the auditing; prepare draft and final decision (determine no. of directories 2015)	X											
	- Select the auditor and monitor the development of the auditing; prepare draft and final decision (determine no. of directories 2016)	X Start				X End							
	- 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				»» 2019
2.20	Arrange auditing of SCA/CLSU estimates presented by MEO (2014) and of any re-submission												
	- Monitor the development of the auditing; prepare draft and final decision on SCA		X										
	- Monitor the development of the auditing; prepare draft and final decision on CLSU		X										

	Award audit of the resubmitted SCA - Monitor the development of the auditing and final decision on SCA		X Start	X End									
	- Selection of auditor for CLSU resubmission - Monitor the development of the auditing; and final decision on CLSU			X Start	X End								
2.21	Arrange audits of values related to Retirees and Pensioners in the period following designation of the universal service provider by public tender												
	- As regards 2015	X Start	X End										
	- As regards 2016					X Start	X End						
	- As regards 2017								X Start	X End			
2.22	Arrange audits of turnover values used in context of universal service compensation fund												
	Audit the figures provided by operators on 30 June 2016 (as regards 2015)			X Start	X End								
	- 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	
2.23	Develop processes for reimbursement of CLSU to MEO (period preceding designation of the universal service provider by public tender)												
	- Reimbursement of CLSU as regards 2010 - 2011	X											
	- Reimbursement of CLSU as regards 2012 - 2013			X Start		X End							
	- Reimbursement of CLSU as regards 2014							X Start		X End			

2.24	Undertake CLSU compensation process for the period subsequent to the designation of the universal service provider by public tender												
	- 2014 CLSU	X											
	- 2015 CLSU			X Start		X End							
	- 2016 CLSU						X Start		X End				
	- 2017 CLSU										X Start	»» 2019	
2.25	Evaluate the CLSU (if applicable) submitted by postal universal service provider in respect of previous calendar year (year n-1)												
	Define the technical specifications and the type of procedure for the formulation of the contract with the auditor governing provision of services		X				X			X			
	Presentation of CLSU by universal service provider (by end of Q2 of year n)		X				X			X			
	Auditor selection procedure		X Start	X End			X Start	X End		X Start	X End		
	Perform CLSU audit			X Start	X End			X Start	X End		X Start	X End	
	Draft decision on CLSU				X				X				X
	Final decision (up to 120 working days following universal service provider's submission of CLSU)				X Start	X End			X Start	X End			X Start
2.26	Undertake CLSU compensation process (if applicable)												
	2015 CLSU				X Start			X End					
	2016 CLSU								X Start		X End		
	2017 CLSU												X Start

2.27	Arrange auditing of turnover values used in context of the Universal service compensation fund (if applicable)												
	Audit the values presented by operators with respect to 2015							X Start		X End			
	Audit the values presented by operators with respect to 2016									X Start			X End
Line of action - Oversee and monitor the development of next generation access networks (NGA)													
2.28	Conduct audit on the equivalence of access to the infrastructure of MEO (RDAO and RPAO)												
	Definition of technical specifications and definition of type of procedure to used in formulation of the provision of services contract			X									
	Selection of auditor			X Start	X End								
	Perform auditing				X Start		X End						
	Draft decision on audit findings and subsequent actions.						X						
	Final decision on audit findings and subsequent actions.							X					
Line of action - Develop/consolidate the application of rules on access to infrastructure under Decree-Law no. 132/2009 of 21 May, as amended and republished by Law no. 47/2013 of 10 July, and implement the SIC - sistema de informação centralizado (centralized information system)													
2.29	Define the methodology to be used in determining the remuneration applicable for access to and use of infrastructure												
	Draft decision on the methodology	X											
	Final decision on the methodology			X									
Line of action - Define and monitor indicators for market analysis and supervision													
2.30	Carry out continuous assessment of statistical indicators and the need to maintain/create indicators	X Start			X End	X Start			X End	X Start			X End

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

2.31	Prepare draft transposition of Directive 2014/53/EU of 16.04.2014	»» 2015		X End									
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Ensure the efficient management of scarce resources

Line of action - Define and implement a national strategic plan on use of the radio spectrum

3.1	Develop and adopt a national strategic plan for the use of the radio spectrum which, taking into account the international context, establishes medium and long-term guidelines for use of the spectrum	»» 2015		X End									
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Line of action - Analyze trends in the use of the digital dividend in anticipation of evolutionary scenarios

3.2	Evaluate the prospects of development of the UHF broadcasting band, considering the national market, the European and national regulatory framework and the most relevant aspects related to the development of services, networks and technologies												
	Definition of a strategic framework for the 700 MHz band and its implementation				X				X				
	Elaboration of scenarios as to the future use of the 470-694 MHz band and implementation				X				X				

Line of action - Evaluate, on a prospective basis, the development of various radiocommunications services and applications and associated spectrum needs, including new mobile broadband services.

3.3	Designation and provision of spectrum for electronic communications services, taking into account the objectives of regulation established by law, in particular the radio spectrum policy programme, WRC-15 and national interest in the use of spectrum remaining after the BWA auction, from the multi-band auction and other relevant bands of spectrum												
	Decision on the availability of spectrum designated for BWA applications	»» 2015			X End								
	Definition and implementation of a framework for action with regard to spectrum remaining from multi-band auction	X Start			X End								
	Definition and implementation of a framework for action in relation to spectrum which is available and harmonized at a European level	X Start			X End								

Line of action - Establish appropriate conditions as regards the management of numbering and conditions governing its use

3.4	Develop numbering regulation updating the main elements of the PNN and defining the services associated with the use of E.164 numbering												
	Analysis and identification of options/scenarios to be considered, taking into account the standardisation, including at international level, and any technical, administrative and operational constraints	X											
	Public Consultation		X Start		X End								
3.5	Analyze and decide on MNC management - <i>Mobile Network Code</i> - PNN												

	Establishment of scenarios for the evolution of MNC, taking into account demand for codes, existing M2M solutions on the ground (including at international level), normative limitations and technical, administrative and operational constraints	X Start	X End										
	Define rules MNC allocation			X Start		X End							

Promote institutional and technical cooperation

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

4.1	Participate in international organizations/agencies												
	Reduce the quota payable to UPU (2016)			X Start	X End								
	Analyze the quota reduction for UPAEP (2017)			X Start	X End								
	Reduce the quota for UPAEP (2017)							X Start	X End				
	Analyze the quota reduction for the ITU (2018)							X Start	X End				
	Reduce the quota to the ITU (2018)										X Start	X End	
	Promote improvements in ITU and UPU, in terms of efficiency and resource management	X Start			X End	X Start			X End	X Start			X End

Line of action - Maintain involvement in the Body of European Regulators for Electronic Communications (BEREC)

4.2	Take part in BEREC												
	Active participation in all Expert Working Groups (EWG) and <i>ad hoc</i> groups	X Start			X End	X Start			X End	X Start			X End
	Participation of 3 <i>drafters</i> in EWGs	X Start			X End	X Start			X End	X Start			X End
	Chair the EWG	X Start			X End	X Start			X End	X Start			X End
	Vice Chair 2016	X Start			X End								

4.3	Contribute to the review/negotiation of the new regulatory framework											
	Internal coordination	X Start			X End	X Start			X End			
	Negotiation	X Start			X End	X Start			X End			
Line of action - Promote the sector at a national and international level and promote cooperation with other regulators												
4.4	Participate in ERGP											
	Maintenance of participation effort in working groups	X Start			X End	X Start			X End	X Start		X End
4.5	Participate in the RSPG											
	Maintenance of participation effort in working groups	X Start			X End	X Start			X End	X Start		X End
4.6	Participate in EMERG											
	Maintenance of participation effort in working groups	X Start			X End	X Start			X End	X Start		X End
4.7	Participate in REGULATEL											
	Maintenance of participation effort in working groups	X Start			X End	X Start			X End	X Start		X End
Line of action - Actively participate in the platforms of collaboration between Portuguese-speaking countries, especially ARCTEL - Associação de Reguladores de Comunicações e Telecomunicações da Comunidade de Países de Língua Portuguesa (Association of Communications and Telecommunications Regulators of the Community of Portuguese Speaking Countries)												
4.8	Participate in ARCTEL											
	Provide the Secretariat	X Start			X End	X Start			X End	X Start		X End
	Maintain active participation in Working Groups	X Start			X End	X Start			X End	X Start		X End
	Annual support to the realization of CFA workshops/seminars	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
4.9	Develop bilateral cooperation programs											

	Prioritization of actions of existing and future bilateral cooperation	X Start			X End	X Start			X End	X Start			X End
	Strategic redefinition of bilateral cooperation protocols	X Start			X End	X Start			X End	X Start			X 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 cooperation with national and international organisations and ensure coordination of activities in relevant areas (spectrum management, consumer protection, communications security)													
4.10	Cooperate in clarifying the national position on Internet governance												
	Collaboration with the FCT and others	X Start			X End	X Start			X End	X Start			X End
	Strengthen ANACOM' involvement in Internet governance	X Start			X End	X Start			X End	X Start			X End
4.11	International promotion of sector and of knowledge transfer												
	Collaboration with AICEP-global	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													
4.12	Conduct a strategic reflection on the regulation of spectrum management with a view to the future regulatory framework	X Start			X End								
4.13	Adapt the regulations associated with the amateur service amateur satellite services - completing the process initiated in 2015	X											
Line of action - Promote ITED/ITUR as integral to the urban rehabilitation process													
4.14	Disseminate the ITED and ITUR regimes												
	Undertake initiatives to promote and disseminate the legal framework and applicable technical standard (seminars, <i>workshops</i> , leaflets, etc).	X Start			X End	X Start			X End	X Start			X End

Line of action - Promote coordination of the entities involved in the planning, construction and maintenance of infrastructure, including management of the SIC

4.15	Carry out pilot project with parties with access to and use of the SIC	X Start			X End								
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Line of action - Develop communication with society /stakeholders, through seminars, workshops and presentations on specific topics

4.16	Disclose RED Directive (formerly R & TTE)												
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	Carry out initiatives to disseminate and promote awareness of the law that will transpose the Radio Equipment Directive (seminars workshops, leaflets, etc.)	X				X Start			X End			X Start	X End
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Promote internal efficiency and effectiveness

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

5.1	implementation of the strategic plan for information systems (2016-2018)	X Start			X End	X Start			X End	X Start			X End
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Line of action - Improve/de-materialize/simplify internal processes

5.2	Establish indicators for the litigation and offences management system (IGCC)												
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	Improvement of IGCC, as regards offences	X	X	X	X								
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	Creation of IGCC as regards litigation			X	X								
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	Improvement of IGCC as regards litigation					X	X	X	X				
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5.3	Analyze and identify the current situation and update the process management system (SGQT) (inserted into the EFQM European recognition scheme)	X Start			X End	X Start			X End	X Start			X End
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Line of actions - Automate procedures and expand the provision of services *online*

5.4	Develop new features to be implemented in computer applications supporting spectrum management, including electronic licensing												
	Prepare proposal for the implementation of new features (as identified) and monitor their development	X Start			X End								
	Review e-QNAF Frequencies Website	X Start			X End								
5.5	Conclude process of making reports of the annual monitoring plans available to the Direção-Geral da Saúde (General Directorate of Health) and municipalities - amendment of regulation	X											

Line of action - Improve the efficiency of the data collection process, including through the restructuring of the instruments used

5.6	Expand the current Extranet and optimize information compilation												
	Extend Extranet to encompass all quarterly surveys of the various services, the annual questionnaire and the twice-annual portability survey.	»» 2015			X End								

Line of action - Implement a training plan structured to ensure the development and excellence of human resources

5.7	Give impetus to plan to develop behavioural, technical and management competencies												
	Consolidate implementation of the new training model of technical-functional and behavioural skills	X Start			X End	X Start			X End	X Start			X End

Line of action - Promote an organizational culture that is more open to change.

5.8	Implement talent management program												
	Organizational diagnosis of potential	X Start			X Start								
	Succession management plan				X Start				X End				
	Consolidation of ANACOM culture	X Start			X End	X Start			X End	X Start			X End