
MULTIANNUAL
ACTIVITY
PLAN

2021-2023
AND BUDGET
2021

ANACOM

AUTORIDADE
NACIONAL
DE COMUNICAÇÕES

MULTIANNUAL
ACTIVITY
PLAN

2021-2023

AND BUDGET

2021

ANACOM



AUTORIDADE
NACIONAL
DE COMUNICAÇÕES

INDEX

1. Executive summary	5
2. Framework.....	8
3. Strategic objectives	14
4. Priority actions for 2021-2023	18
5. Global indicators.....	23
6. Human resources plan	25
7. Financial plan	31
Annex I - Strategic people plan (tables)	43
Annex II – Budget 2021 (tables)	45
Annex III - Financial plan 2021-2023 (tables).....	50
Annex IV - Alignment of the Objectives of ANACOM’s Strategic Plan with the SDG.....	57

EXECUTIVE SUMMARY



1. Executive summary

The Autoridade Nacional de Comunicações (ANACOM) defines a three-year action strategy, which is publicly disclosed by means of the multiannual activity plan and which includes the strategic objectives for the three-year period and the main priorities/actions to be carried out in that period.

The strategic objectives and priorities/actions of the Plan have been submitted to public consultation, a procedure that aims to intensify the transparency of its performance in the market, increase regulatory predictability and promote greater involvement by all stakeholders in the preparation of the structure of ANACOM's activities. The Plan now published, relating to 2021-2023, takes into account the contributions received, as developed in the respective consultation report, which is also available.

The Multiannual Activity Plan 2021-2023 will continue to prioritise the capacity to contribute towards enabling the whole country to derive maximum benefit in terms of the choice, price, quality and security of postal and electronic communications services, through active and rigorous regulation that promotes efficient investment, facilitates the sharing of infrastructure and ensures fair and dynamic competition.

ANACOM will actively endeavour to ensure maximum protection of the rights of users of communications services throughout the territory and, in particular, those of the most vulnerable populations, through the promotion of a regulatory framework that gives priority to information and transparency and that discourages and sanctions bad practice.

It will also seek to strengthen and hold accountable regulation in Portugal, through full respect for its autonomy, neutrality and independence and the requirement to strictly fulfil its mission, in particular through the sharing of information and knowledge and the promotion of efficiency and economy of the means and resources indispensable for the full assumption of its responsibilities.

In 2021, a new organisational structure (which was approved in 2019 and came into force in the 4th quarter of 2020) is expected to be fully functional. The structure last underwent changes 10 years ago, so it was deemed important to implement a new, more efficient and less vertical organisational model. Thus, the structure in effect until the 4th quarter of 2020 comprised 60 units (10 departments, 27 divisions, 7 sectors and 16 centres), while the new organisational structure is composed of 12 units (4 directorates-general, 5 offices and 3

regional offices - Porto, Azores and Madeira). It is expected that the current structure will result in an improved pursuit of the Authority's duties and mission, making it more agile, dynamic and effective in the performance of its duties, as well as offering necessary organisational rejuvenation.

On the financial side, ANACOM's strategic priority remains the improvement of the efficiency of its activity and the rationalisation of spending and investments, with the objective of ensuring progressive reductions in the regulatory fees applied to the sector, at all times maintaining the necessary means for an effective performance of ANACOM as an independent Regulator, in an increasingly demanding and complex scenario, taking into account the growing competences and responsibilities that have been attributed to it.



FRAMEWORK

2. Framework

Operating since 6 November 1989, the Autoridade Nacional de Comunicações (ANACOM) is the independent Regulator (organisationally, functionally and technically) of the electronic and postal communications sector in Portugal, and it is also responsible, on a transitory basis, for the mission of space agency¹. As enshrined in its Statutes², ANACOM defines and submits to public consultation its strategic planning for a three-year period.

This public consultation reflects ANACOM's concern with regulatory predictability and with the neutrality, consistency and transparency of its performance, namely as regards adequate and proportionate recourse to its regulatory, supervisory, inspection and sanctioning powers. In defining its activity plan, the Authority is also guided by high standards of quality, in particular economic efficiency in its management. ANACOM also intends to continue to promote regular meetings on topics relevant to the sector, to gauge the opinion of interested parties and build solutions in an open manner and in anticipation of the usual public consultation processes that precede its decisions.

The proposed plan for 2021-2023 maintains the central structure of the previous one, based on:

- **Strategic objectives:** established for the three-year period, these are the objectives considered structural for the performance of ANACOM's duties.
- **Actions:** on an annual or multi-annual basis, these are specific activities that aim to contribute to the pursuit of the strategic objectives.

In addition to its strategic objectives, consolidated through the strategic priorities provided for in point 4 of this document, ANACOM's activity in the period 2021-2023 will be framed by the following aspects:

- A challenging economic environment, resulting from the impact of COVID-19, in which it will be necessary to find a fair balance between the legitimate interests and the financing needs of providers and the groups they belong to, on the

¹ Under the provisions of Article 30 of Decree-Law 16/2019, of 22 January, and the ANACOM Regulation concerning the arrangements for access and exercise of space activities, as approved on 18 July 2019.

² Article 47 (1) of [Decree-Law 39/2015, of 16 March](#).

one hand, and the needs and rights of families, companies and other users, on the other.

- The implementation of the new European regulatory and institutional framework resulting from Directive (EU) 2018/1972 of the European Parliament (EP) and of the Council, of 11 December, which establishes the European Electronic Communications Code (EECC). The new Code aims to respond to the growing connectivity needs of European citizens, increase Europe's competitiveness and stimulate investment in very high capacity networks. Also noteworthy is a significant series of matters related to the protection of the rights of consumers and other end users, involving in particular the analysis of the context of the inclusion of broadband Internet access in the universal electronic communications service and the strengthening of the powers of the Body of European Regulators for Electronic Communications (BEREC).
- The emergence of new spectrum sharing models, an accelerating trend towards structural separation of the management of passive infrastructures, the planned administrative modernisation, as well as the new legal framework established by the EECC, with an impact on radio licensing, allowing the adoption of more efficient and effective radio spectrum management models, making life simpler for citizens and businesses in their interaction with public services.
- The introduction of fifth-generation mobile networks (5G), for which the market has been preparing in recent years and which will become a reality with the allocation of the respective frequencies. In view of the international backdrop associated with this matter, the issue of 5G network security and liaison in this regard both at national and European level, take on special significance.
- Following the transposition of the EECC, the need to implement various regulatory initiatives and regulatory measures, as will be the case for updating the Communications Security Regulation, while simultaneously continuing its implementation, specifically in aspects related to the introduction of digitised mechanisms and procedures between companies and ANACOM, without neglecting other matters, such as notices to the population, the evolution and coverage of 112, 5G, as well as emergency roaming.

- The modernisation of infrastructure, new solutions in terms of networks, services and terminal equipment and the ongoing changes in business models, in the structure of markets and in commercial offers, including the impacts resulting from COVID-19. The rapid evolution of digital services requires a comprehensive but integrated vision of the appropriate and necessary powers to oversee this reality and, if necessary, regulate the market, including digital platforms, in a scenario in which the data economy, artificial intelligence, e-commerce and privacy and protection of personal data are essential elements.
- In terms of broadband services, the widespread use of high capacity Internet Protocol (IP) services (video streaming in the case of consumers and services supported in the cloud in the case of companies). The development and use of smartphones and other devices with increasing processing capacity and memory is also expected, supporting increasingly sophisticated and resource-consuming applications.
- The development of the satellite communications market, namely the recent emergence of numerous projects based on constellations of non-geostationary satellite systems, with an impact on the regulatory actions of the Portuguese Administration in the field of procedures to be observed in the notification of satellite systems to the International Telecommunications Union (ITU).
- Developments at European level under the framework of the process of evaluating/revising the Postal Directive and the implementation (and possible revision during the three-year period of the Plan) of the Regulation on cross-border parcel delivery services (Regulation (EU) 2018/644 of Parliament European Parliament and of the Council, of 18 April 2018), which aims to increase price transparency and improve the regulatory supervision of these services, as well as, at national level, associated with the monitoring and supervision of the new universal service concession for postal services.
- International initiatives, namely under the auspices of the ITU, the Universal Postal Union (UPU), the European Conference of Postal and Telecommunications Administrations (CEPT), the European Union (EU) and the North Atlantic Treaty Organisation (NATO), which will have an impact on the development of the global communications sector.

- The commitments established under the ambit of cooperation with the Regulatory Authorities of other countries, an area in which interchange and coordination with the Regulators of Portuguese-speaking countries is particularly important.
- The need for increased attention to aspects related to consumer protection, including in particular the application of that which is established in terms of billing and complaints and the implementation of the Telecom Single Market (TSM) Regulation, which establishes measures regarding retail tariffs applied to the intra-Community communications regulated and to the open Internet (net neutrality), involving in particular the continuous evaluation of zero rating and similar offers.
- The exercise of the powers that have been temporarily assigned to ANACOM as a space agency.
- The National Strategy for Cyberspace Security 2019-2023, which, with regard to communications, aims to promote greater liaison and coordination between the relevant entities in the areas of cyberspace security, in particular through the creation of synergies with the Authorities and Regulators of relevant sectors. In terms of national and international cooperation, it is worth highlighting the deepening of the relationship between the National Cybersecurity Centre and ANACOM.
- The new legislation concerning the National System of Civil Emergency Planning and the activity that ANACOM develops in this regard, namely the coordination of the working group of the system of notices to the population.
- The presidency of the Council of the European Union being held by Portugal in the first half of 2021.
- The implementation of the Digitisation Action Plan, as approved by the Government (Resolution of the Council of Ministers 30/2020, published on 21 April 2020).

With regard to technological developments and the marked dynamics of the market, it is expected that the period 2021-2023 will see the expansion of high-speed optical fibre networks, the bolstering of 4G coverage and the introduction of 5G and new standards applicable to new generation fixed networks. In this scenario, certain mechanisms, such as joint investment and the sharing of infrastructure, may contribute to greater speed in achieving full coverage of national territory. Also noteworthy is the technological evolution

in vertical sectors (such as, for example, industry, energy and transport), which may lead to the updating and modernisation of communication, automation and robotic control infrastructures.

Also with regard to technological and market developments, in which communications assume an increasingly structural role, increasing the dependence of society and the economy on its proper functioning, there is a series of new threats and social movements to which ANACOM will have to pay attention, at an operational and strategic level. In this context, new procedures will be established and the necessary changes regarding communications security will be introduced.

It should also be noted that the convergence of networks and services and the increasing use of IP networks for routing electronic communications, using addresses based on E.164 numbering, in particular, ENUM-type solutions, requires, given ANACOM's competencies, the definition of principles and rules associated with the National Numbering Plan (NNP) and the reassessment of the conditions of implementation and operationalisation associated with the pilot tests of User-ENUM. The EECC also introduces new concepts and challenges related to numbering arising from emerging markets and new technologies, associated in particular with the development of cross-border services, in which machine-to-machine communications and the extraterritorial use of numbering resources are of particular note.

In terms of infrastructure, the project to re-work/modernise ANACOM's Spectrum Monitoring and Control Centre (SMCC) is expected to be completed in 2021. This project was started in 2019 with the Porto SMCC, continued in 2020 with the Azores and Madeira SMCC and will end with the Barcarena SMCC.

Following the COVID-19 pandemic, the readjustment of work models and the use of physical spaces and buildings where ANACOM operates may lead to the introduction of new models of working, with an increasing focus on remote set-ups, which will lead to the necessary measures for investment in the consolidation of technological infrastructure and systems, in the readjustment of workspaces and in the acceleration of the ongoing digital transformation, with a positive impact on the efficiency of the organisation.

STRATEGIC OBJECTIVES



3. Strategic objectives

Based on principles that promote competition, investment and innovation, thus encouraging the emergence of better offers for consumers and companies, ANACOM has defined a three-year strategy with the purpose of establishing a stable and predictable regulatory framework. Accordingly, the 2021-2023 multiannual activity plan will continue to be based on the following three strategic objectives:

Objective 1

- To contribute towards enabling the whole country to derive maximum benefit in terms of the choice, price, quality and security of postal and electronic communications services, through active and rigorous regulation that promotes efficient investment, facilitates the sharing of infrastructure and ensures fair and dynamic competition.

Objective 2

- To ensure maximum protection of the rights of users of communications services throughout the territory and, in particular, those of the most vulnerable populations, through the promotion of a regulatory framework that gives priority to information and transparency and that discourages and sanctions bad practice.

Objective 3

- To strengthen and hold accountable regulation in Portugal, through full respect for its autonomy, neutrality and independence and the requirement to strictly fulfil its mission, in particular through the sharing of information and knowledge and the promotion of efficiency and economy of the means and resources indispensable for the full assumption of its responsibilities.

These strategic objectives aim to bolster effectiveness in fulfilling ANACOM's mission that is essential for the sustained development of the communications sector, while meeting the needs of all users and defending citizens' rights.

The **1st strategic objective** covers all the activity carried out under the review/transposition of the sector's regulatory framework, analyses of relevant markets and regulated wholesale offers, as well as the conditions of access to electronic communications networks and the postal and telecommunications infrastructures in buildings and urban developments and infrastructures suitable for the accommodation of electronic communications networks, including the respective security and resilience, which also includes the planning and management of public goods such as the radio spectrum and numbering resources. This objective also covers the monitoring and development of e-commerce, namely with regard to its relationship with the European DSA (Digital Services Act) initiative. It also includes the legal responsibilities of ANACOM as a space agency. As mentioned above, this first strategic objective is developed with a view to promoting competitive markets, with incentives for efficient investment and innovation, aiming to satisfy the needs of users, to the benefit of consumers and the economic fabric in general, in terms of the choice, prices, quality, innovation and security of the services provided.

The **2nd strategic objective** includes all activity related to the protection of users' rights, including regulation and supervision of matters such as, for example, the universal service (US) for electronic communications and the postal service (postal network density, quality of service and prices), digital terrestrial television (DTT), coverage of mobile and broadband services, transparent information to consumers, complaints handling, extrajudicial resolution of consumer conflicts and neutrality and quality service requirements for electronic communications networks.

The **3rd strategic objective** reinforces the relevance of autonomy, neutrality and independence as dimensions that must constitute essential axes of its action and which are indispensable for the fulfilment of ANACOM's mission as a Regulatory Authority, including in relation to space activities. In order to achieve this ambition, priority is given to the sharing of data and information, the development of knowledge resources, as well as the promotion of an economy of means indispensable for the full assumption of its responsibilities.

In the light of the strategic objectives identified and with a view to giving them form, taking into account the foreseeable execution of the 2020 plan and naturally without prejudice to

other actions, the need/urgency of which will be identified during the course of 2021, a wide range of priorities/actions of a strategic nature is specified in this Plan, and it should be noted that some of them are, by their very nature, integrated into more than one strategic objective, which will be developed alongside activities of a recurring nature.



PRIORITY ACTION
FOR 2021-2023

4. Priority actions for 2021-2023

Taking into account the strategy defined by ANACOM for the three-year period 2021-2023, a wide range of activities of a more strategic nature were defined, which constitute the identified priority actions, essentially centred on the first year of the three-year period:

Strategic objective 1	
#	Priority action
1	To adopt the regulatory measures necessary as a result of the transposition of the European Electronic Communications Code, in particular with regard to the protection of user rights.
2	To collaborate, within the scope of its attributions, in action related to broadband access to the Internet under the universal electronic communications service.
3	To prepare a proposal to amend the legal regime for construction, access and installation of electronic communications networks and infrastructures.
4	To analyse the markets for wholesale local access at a fixed location and wholesale central access at a fixed location for high consumption products, as well as the market for high quality electronic communications at a fixed location (relevant markets 3a/3b and 4).
5	To analyse the prices of the reference conduit access offer (RCAO), the reference pole access offer (RPAO), the MAM (Mainland-Azores-Madeira) and inter-island circuits and DTT.
6	To update the numbering rules, including a review of the conditions of use of nomadic geographic and mobile numbers, the rules for using CLI (calling line identification), the creation of a specific range in the NNP for M2M (machine-to-machine) services and the rules for the sub-allocation of numbers.
7	To regulate, within the scope of its powers, the universal postal service within the framework of the new concession.
8	To intervene, within the framework of its powers, in the definition of the future European regulatory framework applicable to the postal sector and develop initiatives within the scope of the revision of the Postal Law.

9	To take the necessary action in the context of the implementation of 5G networks, including the strategic and technical measures agreed at European level in matters of security.
10	To take the necessary action as a result of the auction of the 700 MHz band (and other relevant bands), including the supervision of associated obligations.
11	To review the strategic spectrum plan and the regulatory framework applicable to radio licensing, contemplating the provision of spectrum for new applications and the promotion of new forms of sharing and National Frequency Sharing Agreements.
12	To promote, within the scope of its regulatory powers, action that facilitate the sharing of infrastructure.
13	To promote cooperation with municipalities that contribute to the development of the communications sector throughout national territory, in particular in relation to the installation and management of infrastructure.
14	To draw up a regulation on procedures for satellite notification via the Portuguese Administration.
15	To develop new approaches for the remote monitoring of mobile networks and services, in particular through systems of sensors.
16	To take the necessary action within its sphere of competence related to emergency planning and communications security.

Strategic objective 2

#	Priority action
17	To implement the regulation on the handling of complaints by providers of communications services.
18	To measure the quality of service (QoS) of mobile networks and the Internet, with a view to providing information to consumers and other users.
19	To improve emergency communications, promoting national roaming solutions and updating the 112 Europe-wide emergency call number (eCall, NG112 migration, enhancing resilience, reviewing the legal framework).

20	To monitor, within its sphere of competence and within the framework of European regulation, developments related to the regulation of the Internet and digital platforms.
21	To monitor, within the framework of established cooperation agreements, the development of the activities of consumer dispute arbitration centres.
22	To bolster linkage between the various instruments of regulation, supervision and information management under the ambit of the protection of consumers and other users of electronic communications and postal services.
23	To contribute towards a better understanding of the rights of consumers of communications and digital literacy.

Strategic objective 3

#	Priority action
24	To develop a new approach towards delineation of the sector and the collection of additional information.
25	To ensure cooperation with other entities, in particular with other Regulators and with entities pertaining to the national scientific and technological system, and participate in groups and organisations within the European Union and internationally.
26	To contribute towards the realisation of the national submarine cable interconnection strategy in Portugal, in particular enhancing new services and enabling greater knowledge in terms of seismic detection, environmental protection and scientific research.
27	To implement the new organisational and functional model and proceed with the appropriate assignment and training of people, in order to improve the effectiveness and efficiency of ANACOM's operations.
28	To continue the remodelling of facilities and the improvement of equipment in the spectrum monitoring and control centres.
29	To continue to improve interaction and communication with society, both in the preparation of regulatory decisions, through the promotion of increased participation by all interested parties in the public consultations promoted by ANACOM, and in the dissemination of the activities carried out.

These priority actions put into priority facility ANACOM's strategic objectives and promote the sustainable development goals (SDG) defined by the United Nations (UN) in 2015 (see Annex IV). The following figure shows the distribution of the contribution of ANACOM's priorities towards the great contemporary societal challenges, as articulated by the UN.

Alignment of ANACOM's Strategic Plan with the SDG



GLOBAL INDICATORS

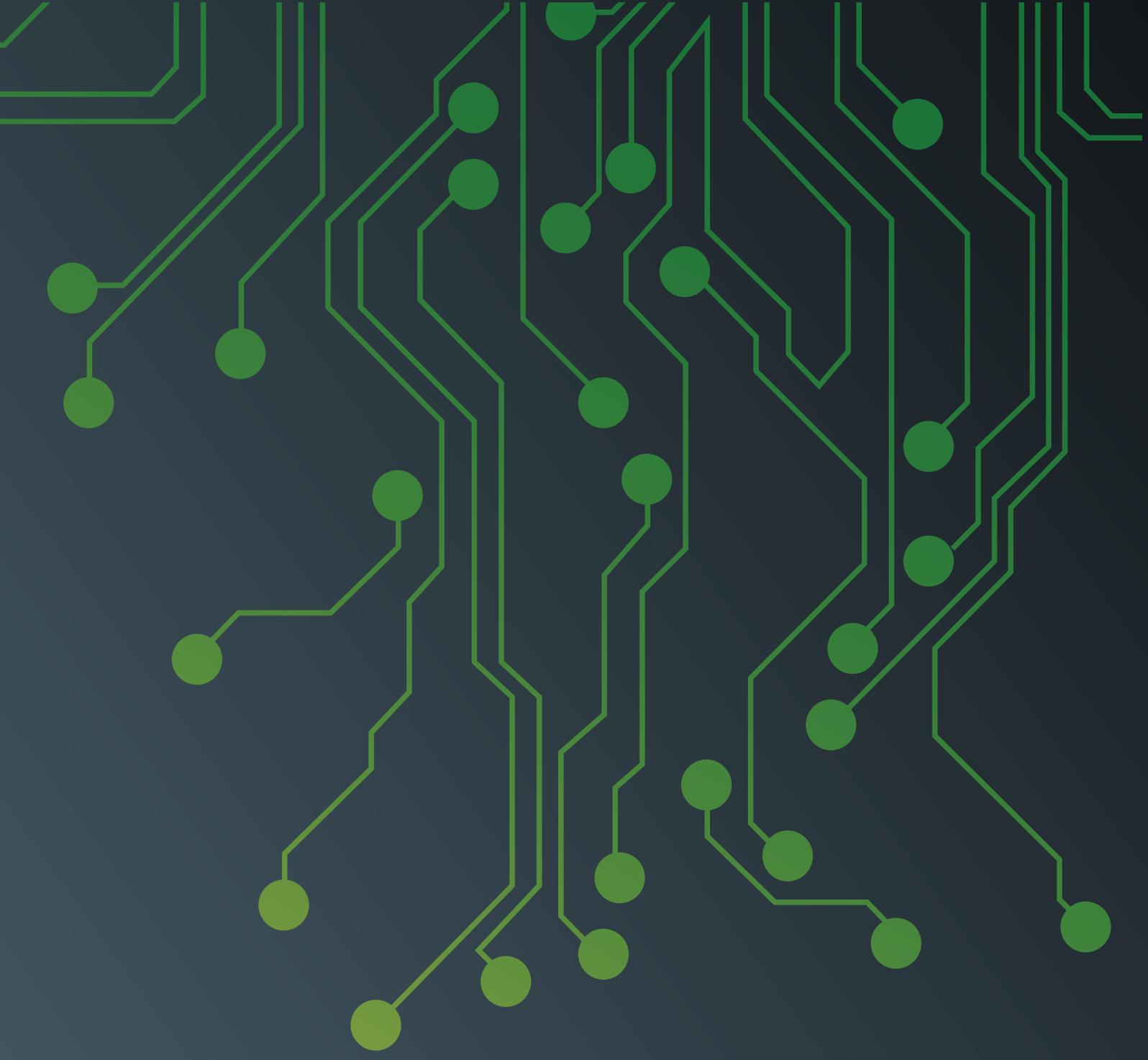


5. Global indicators

To assess the efficiency, effectiveness and quality achieved in the performance of its activities (Article 40 (1) of the ANACOM Statutes), the following two key performance indicators will be taken into account in the three-year period 2021-2023:

ID 1 – execution of the Plan: this measures the number of actions fully carried out in relation to the number of actions contained in the Plan (also taking into account the actions that may be added or removed).

ID 2 – Percentage of deliberations within the set deadline: this corresponds to the percentage of decisions taken within the deadline set by ANACOM.



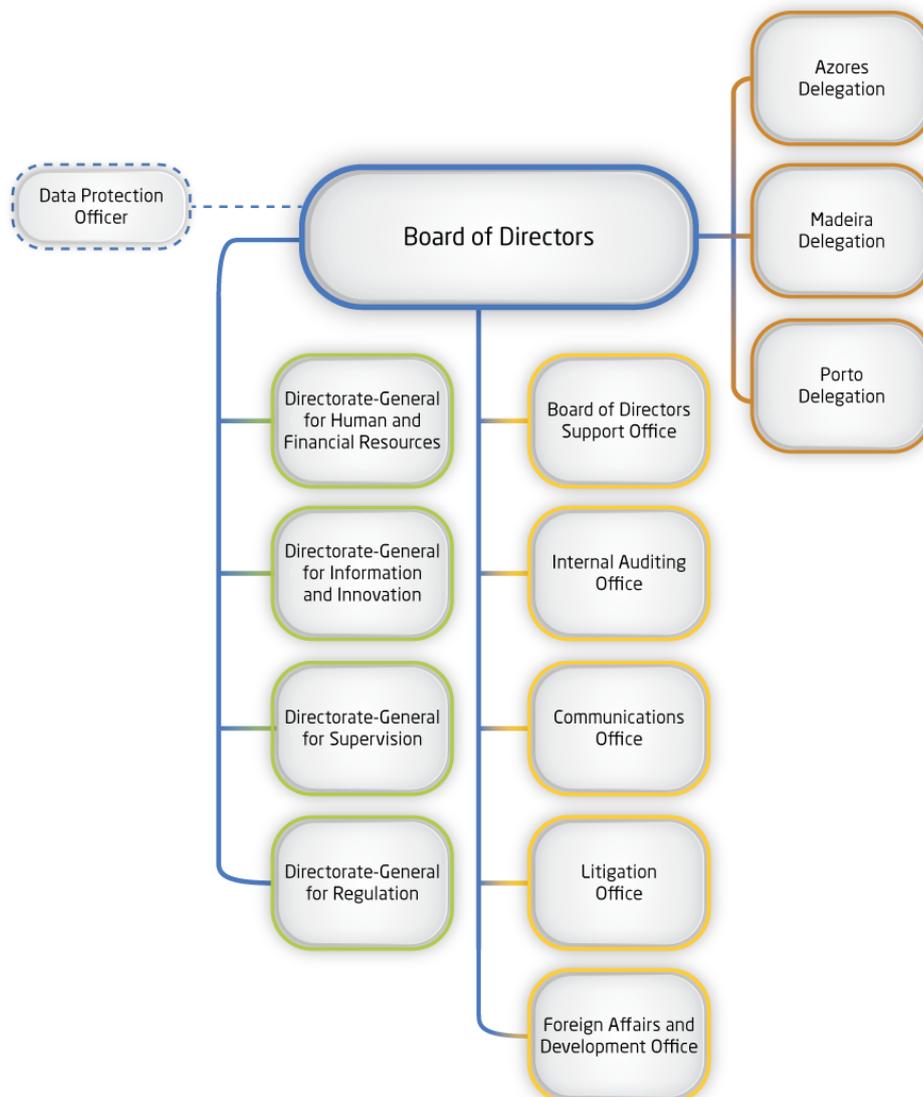
HUMAN RESOURCES PLAN

6. Human resources plan

On 26 October 2020, a new organisational model came into operation that was designed to make the Authority more agile, more integrated and multidisciplinary, and better able to face the challenges posed in the regulation of the electronic communications, postal and space activity sectors.

The implementation of the new structure will be subject to monitoring and evaluation during its first year of operation, when an in-depth assessment will be conducted with a view to introducing any improvements and adjustments that are deemed appropriate.

The new organisational structure consists of 12 units (4 directorates-general, 5 offices and 3 regional offices – Porto, Azores and Madeira):



During the three-year period 2021-2023, change management will be the main focus of the strategic management of ANACOM's people, this being a critical determining factor for the alignment, development and motivation of its people and for strengthening the organisational culture by means of regular and bidirectional communication of a common, comprehensive and integrated vision of the structure, in which the new management positions, in alignment with the Management Board, will play a decisive leadership role in pursuing ANACOM's strategic objectives.

Against a backdrop of constant change in the context in which we live, due to the COVID-19 pandemic, together with the transformation resulting from the entry into operation of the new organisational model in 2020, over the next three years there will be challenges to resilience and decision-making on various fronts, with a view to ensuring the present and future sustainability of the organisation.

On the other hand, adapting to the new conditions will encourage the redefinition of people management policies, which will assume a critical role in the organisation's strategy, ensuring the consistency and alignment of all employees, as well as their active and effective participation in achieving the defined objectives.

In the context of short- and medium-term change, ANACOM will continue to introduce new models for the provision of work and arenas for collaboration, with an increasing focus on a remote set-up, reformulation of workspaces and consequent innovation in values and leadership style, which will be fundamental for the creation of a sense of purpose and organisational engagement.

In the digital transformation landscape, ANACOM will continue the progressive integration of new management processes, competencies and models, leveraged by a mix of information and communication technologies that will inevitably have an impact, among others, on the creation of learning and knowledge generation opportunities, as well as of value.

Employee training and development strategies will play a highly significant role in the Regulator's ability to adapt, with approaches and tools increasingly personalised, flexible and more closely linked to critical skills, associated with the need for ANACOM to anticipate problems and respond quickly.

The attraction of external and internal talent and the identification of the management potential that will sustain the organisation's future also represent major challenges arising from digitisation. ANACOM's human resources strategy will be supported by the provision of means that promote the adaptation of the structure, the advancement of people and the development of systems of recognition that are attractive in the search for and retention of talent, placing a high value on knowledge and experience acquired for the purposes of competitiveness in the increasingly global labour market.

The issues of reconciling professional, personal and family life, diversity, gender equality and social responsibility will also be given priority through membership and implementation of programmes that follow national and European best practice (such as the Conciliation Pact, iGen – Organisations for Equality Forum or the Charter for Diversity).

It will also be essential for ANACOM to implement mentoring and coaching strategies that, in the context of adapting to the organisational model, promote the generational sharing of knowledge considered critical for its activity.

The main areas of intervention in the field of human resources are:

- The definition of consistent leadership values that guide the performance of managers in their role as drivers of change and the alignment of employees around a common vision for the future of the organisation, adopting behaviours that facilitate the change process and which will be accompanied by leadership prepared and committed to the new challenges.
- The promotion of an organisational culture geared towards digital literacy, the dematerialisation of processes and the sharing of information in a timely manner, in order to streamline and simplify daily management, as well as support decision making.
- The implementation of recruitment processes with a view to contracting professional profiles appropriate to the new organisational model and the preparation of ANACOM for present and future needs, permanently guaranteeing rejuvenation, the best adaptation of human resources to the challenges that arise at any given time and the organisation's sustainability. In this context, the intention is to develop an induction and welcome programme for new staff.

- The retention and motivation of employees through the implementation of a programme to manage diversity and gender equality and the adoption of initiatives to reconcile professional, family and personal life, with a view to creating a sense of individual and common purpose.
- The promotion of training and development programmes for each employee, aiming at the acquisition of new capacities and the updating of functional, digital, behavioural and management skills, namely through learning and knowledge sharing between ANACOM sectors, in line with its values and the organisation's strategic performance objectives.
- The development of employees with a view to ensuring the continuity of ANACOM's critical functions, through the implementation of diagnostic, mentoring and coaching tools enabling their development and retention, at all times taking an evolutionary approach and anticipating the role of the Authority and the challenges it is likely to face.
- The promotion and consolidation of the strategic alignment of employees with an organisational culture more open to innovation and change, using internal communication channels and interaction initiatives at all organisational levels.
- The promotion of a policy of incentives and the development of professional careers based on the recognition of the merit of employees' performance.
- The development of cooperation initiatives between ANACOM and the scientific and technological community.

ANACOM also intends to maintain its participation in citizenship initiatives, with intervention on the social and environmental fronts.

With regard to the training of its structure, in 2021, ANACOM intends to continue the recruitment processes aimed at hiring senior staff, in particular juniors, with a view to organisational rejuvenation and adaptation to the new organisational model and the challenges that arise.

The pace of admission of these senior staff will be constrained by the number of open positions at any given time, bearing in mind the expected maximum limit of 423 ANACOM employees over the next 3 years.

Accordingly, within the scope of its management autonomy, the Authority will comply with the rules established in its Statutes for the recruitment of workers (Article 42 (3)) and those resulting from the Framework Law for independent administrative entities with functions involving the regulation of economic activity in the private, public and cooperative sectors (Law 67/2013, of 28 August, in its current wording – Article 32 (3), as well as the procedures defined in the budget rules currently in force – namely, Article 50 of Law 2/2020, of 31 March, which approved the Central Government Budget for 2020 (CGB 2020) and the respective budget implementing rules.

MULTIANNUAL PLAN



7. Financial plan

At a financial level, the Authority maintains as a strategic priority the pursuit of improving the efficiency of its activity and the rationalisation of spending and investments, with the objective of ensuring containment in terms of regulatory fees applied to the sector, maintaining the necessary means for effective performance as an independent Regulator in an increasingly demanding and complex scenario, taking into account the growing powers and responsibilities that have been attributed to it, derived from European directives and national legislation.

ANACOM's Statutes, as approved by Decree-Law 39/2015, of 16 March, provide that the Authority is financially independent, endowed with the necessary and adequate resources for the performance of its functions, and that it has autonomy with regard to financial and equity management. Public accounting rules and the regime of autonomous funds and services are not applicable to ANACOM, with the exception of the situation of net earnings, resulting from the use of State property (e.g. the radio spectrum), which should revert to the State under terms to be defined by Government Decree.

The Statutes also provide for the application of the State treasury system, with ANACOM using the services of the Public Debt Management Institute (IGCP).

It should also be noted that, in 2020, following the publication of Ordinance 77/2020, of 19 March, net earnings for 2018 were distributed, in the amount of 43.53 million euros, following the obligation laid down in the Statutes. At the beginning of November 2020, the net earnings for 2019 were still to be distributed.

In accordance with its Statutes, ANACOM's accounting is organised in accordance with the accounting standardisation system (SNC). The budget for 2021 and the 2021-2023 financial plan, prepared according to the rules of the SNC, show the appropriate and necessary financial quantification for the performance of the activities foreseen in the 2021-2023 Multiannual Activity Plan.

7.1. Budget 2021

7.1.1. Investment

The investment made in 2019 and 2020 prioritised the reformulation /modernisation of the ANACOM SMCC in Porto, the Azores and Madeira, with this focus persisting in 2021 for the SMCC in Barcarena. In addition to the investment in basic equipment to improve the efficiency of the SMCC, the plan also provides for the acquisition of equipment that streamlines and speeds up the assessment of the quality of service of mobile communications networks, as well as the communications security information system. Within the scope of IT activities, the consolidation of the strategic information systems plan (SISP), initiated in previous years, remains on the list of strategic investment priorities for 2021.

The assumption of these priorities in terms of investment in 2021 (Annex II – table 5) reflects the constant concern and the need for modernisation and upgrading of monitoring and inspection activities, both in terms of the technological updating of equipment, as well as the improvement of infrastructures where the SMCC work. These are the goals considered essential to enable the Authority to keep abreast of the major transformations that are occurring in the communications sector and to fulfil its respective functions and duties.

The expected amount of investment for 2021 is 5.5 million euros, corresponding to a +35% change from the 2020 budget. The most significant projects/investments to highlight in 2021 are:

- The updating and modernisation of the existing infrastructure under the ambit of spectrum monitoring and control (SMC), acquisition of equipment for the new communication systems and the updating of equipment that supports the various stations of the national system for remote control of radio emissions (SINCRER).
- The acquisition of equipment to measure the quality of service of mobile communication networks and the communications security information system.
- The renewal and consolidation of the computer system, adapting the technological infrastructural mainstays in terms of hardware, software and applications to support ANACOM's activities resulting from the digital transformation, mobility and accessibility associated with SISP measures.

- The renovation of spaces/buildings, following the need to improve infrastructure where the SMCC operate, as mentioned above and to improve working conditions in terms of the facilities in general.
- The purchase of items of office equipment to replace those that are technologically obsolete or damaged.

7.1.2. Revenue

The revenue budget for 2021 (Annex II – table 6) results from the application of the rates provided for in the various pieces of legislation in force. The calculation of the final amounts took into account the nature of each service, and it should be noted that the revenue budget covers the following situations:

- (1) administrative regulatory fees associated with electronic communications, which are based on the principle of cost orientation and which, to that extent, vary according to the value of the costs related to electronic communications regulation activities (representing around 36% of total revenue);
- (2) fees associated with the use of spectrum frequencies (representing 58% of total revenue), which reflect the occupation/use of a limited public good and which must be occupied and used efficiently, the fees being based on the concept of occupant-payer;
- (3) administrative regulatory fees associated with postal services, which are based on the principle of cost orientation and which, to that extent, vary according to the value of the costs related to postal service regulation activities (representing 3% of total revenue);
- (4) fees linked to the use of numbers (representing 2% of total revenue);
- (5) other miscellaneous fees and revenue, namely fines and surcharges applied, tests and calibrations of equipment pertaining to public and private entities at ANACOM laboratories, among others (representing 1% of total revenue).

The legal framework for the fees provided for in the 2021 budget is as follows:

- Fees arising from the Electronic Communications Law, which refer to:

- issuance of declarations of rights issued by ANACOM relating to the exercise of the activity of provider of electronic communications networks and services, allocation of rights of use of frequencies and number assignment;
- exercise of the activity of supplier of publicly available electronic communications networks and services;
- use of frequencies;
- use of numbers.

The legislation that supports the application of these fees and the corresponding tariffs is as follows:

- Law 5/2004, of 10 February – Electronic Communications Law (ECL), as amended by Law 51/2011, of 13 September, and subject to subsequent amendments, which establishes the legal arrangements applicable to electronic communications networks and services and related resources and services, and Decree-Law 264/2009, of 28 September, which establishes the arrangements applicable to the licensing of radiocommunications networks and stations, the supervision of infrastructure of said stations and use of the radio spectrum, as well as the sharing of the radiocommunications infrastructure;
 - Ordinance 1473-B/2008, of 17 December, as amended by Ordinance 296-A/2013, of 2 October, by Ordinance 378-D/2013, of 31 December, and by Ordinance 157/2017, of 10 May.
- Fees related to the activity of postal service operators – the laws governing these fees are as follows:
 - Law 17/2012, of 26 April – establishing the arrangements for access and exercise of the activity of provider of postal services in a situation of competition;
 - Ordinance 1473-B/2008, of 17 December, as amended by Ordinance 296-A/2013, of 2 October – supporting the collection of fees due in this context.
 - Other fees – due to their importance, the following regulations apply:
 - fees for the administration and use of the amateur radio service – Decree-Law 53/2009, of 2 March, establishing the arrangements for the use of the amateur radio service and Ordinance

1473-B/2008, of 17 December, as amended by Decree 296-A/2013, of 2 October, establishing the respective fees to be charged;

- fees for access and operation as an audiotext service provider – Decree-Law 177/1999, of 21 May, sets the access arrangements and Ordinance 567/2009, of 27 May, establishes the respective fees to be charged;
- Other service provisions and other revenues:
 - equipment tests and calibrations – the amounts included under these items refer to services provided by ANACOM under the functions assigned to it and result from the application of the specific tariff established by the Management Board (MB);
 - inspection actions – this item includes revenue from inspection activities, namely fines imposed and inspections carried out, the values of which are set by the Management Board;
 - surcharges – applied under prevailing law;
 - interest and other similar income – this item includes, essentially, late payment interest applied for late payments of invoices issued by ANACOM;
 - EU subsidies – these amounts refer to travel to meetings and conferences within the EU, in accordance with the powers entrusted to ANACOM, in cases where travel expenses are reimbursed;
 - other – this item includes income and gains of small value and of an occasional nature, namely those arising from the sale of scrap, the disposal of assets, among others, as well as those of an extraordinary nature and those associated with accounting adjustments.

In the 2021 budget, income is expected to amount to 98.9 million euros, an amount that is above the revenue forecast in the 2020 budget (up 2.1 million euros), due to a combination of the following effects:

- an increase of approximately 1.4 million euros in administrative fees for the regulation of electronic communications, mainly determined by an increase in provisions related to lawsuits, the expected amount of which, for 2021, takes into account the prospects for the evolution of lawsuits;

- an increase in regulatory fees for postal services, due to the updating of the value of provisions, the effect of which is +0.6 million euros;
- an increase in other income, in the amount of +0.1 million euros.

7.1.3. Spending

The spending budget will continue to be governed by measures to rationalise spending aimed at improving internal efficiency, although the potential for reduction is now naturally smaller and highly localised in specific actions, given that many have already been implemented in previous years, in particular: (i) the implementation of the new server farm, involving its replacement with more efficient mechanisms, allowing savings in maintenance expenses; (ii) the renegotiation of service provision contracts, always ongoing, involving some cost savings on various fronts; (iii) careful planning of the number of trips abroad and the number of days spent at meetings and events; (iv) the use of internal resources, instead of temporary work, and the reformulation of the method used in the handling of complaints; (v) the renegotiation of ANACOM's financial holdings in international bodies representing the Portuguese State (a reduction in the number of shares, or cancellation, when possible).

Part of the cost savings will be used to cover, albeit partially, the impact of a set of exogenous factors, in relation to which the possibility of ANACOM intervening is practically nil, as are the evolution of provisions, the level of contributions defined by law (for example, for the Competition Authority – CA) and compliance with the legislation that determines that the Regulators must bear part of the operating costs of the arbitration centres for alternative dispute resolution (Articles 16 and 17 of Law 144/2015, of 8 September).

In 2021, supplies and external services will reach 11.5 million euros, which translates into a reduction (-1.2 million euros, -9.2%) compared to the amount budgeted in 2020 (Annex II – table 7), taking into account the fact that the aforementioned actions regarding the DTT migration support plan were carried out in 2020 (-1.5 million euros in advertising) and the renewal of the lease for the headquarters building led to a significant increase in expenses of this nature (+0.3 million euros in hire and rental charges).

Regarding personnel expenses, the amount provided for in the 2021 budget (Annex II – table 8) includes the staff approved by the MB, which is identical to that of 2020 (423 employees) and reflects the expenses expected with the evolution in careers, with the

updating of the salary scale, the award of performance bonuses and the effects of the internal reorganisation begun in previous years.

The combination of these factors leads to an increase in personnel expenses in 2021 (+ 4.9%). The main resource of a Regulator such as ANACOM is its human resources, and it is normal for personnel expenses to constitute the largest portion of its expenditure structure, the main components of which are:

- remuneration of the governing bodies;
- remuneration of ANACOM's staff and additional remuneration for 2021, including one-off cases of expenses incurred with working groups;
- charges on ANACOM's account remunerations, which reflect the contribution to Social Security made through the application of the Single Social Tax (TSU) and the contribution to the Civil Service Pension Fund (CGA);
- post-employment benefits, which include the contribution of this Authority to the Pension Fund, taking into account the payment of retirement pensions to a group of workers who subscribe to the CGA and the health care responsibilities to be enjoyed by those same workers;
- workers' compensation insurance, which is extended to all employees;
- social action spending, namely the costs arising from agreements signed with entities providing medical services at work, in the context of disease prevention, hygiene and safety at work, the costs incurred with health insurance provided to ANACOM employees, as well as all others foreseen in the collective bargaining agreement under the Collective Labour Regulation Agreement (ARCT);
- the amount associated with training of different types, an activity considered strategic for developing and refreshing skills and capacity building of ANACOM workers, against an increasingly complex and demanding sectoral background.

In 2021, personnel expenses will amount to 29.4 million euros, which represents an increase of 1.4 million euros compared to the expenses foreseen in the 2020 budget.

In the 2021 budget, depreciation and amortisation expenses amount to 2.9 million euros, higher than in the 2020 budget (+0.2 million euros), and includes the depreciation and

amortisation of assets held by ANACOM through the application of specific fees resulting from legal acts.

In addition, 120 thousand euros are considered under the item impairment losses for net variations relating to impairments that affect debts receivable, mainly due to the difficulty of collecting the invoices issued, a value that is in line with that reported in 2019 (116 thousand euros).

In the 2021 budget, the criterion used in the previous Plan is maintained in terms of the estimate of provisions for ongoing legal proceedings, which translates into an increase in provisions of 0.9 million euros, from 17.7 million euros (in the 2020 budget) to 18.6 million euros (in the 2021 budget). The criterion consists of starting from the actual values existing at the end of 2019 (existing lawsuits) and forecasting any new lawsuits to occur in 2020 and 2021, according to the history of claims. The accounting policies in force apply, which, generally, are the following:

- i) with regard to the amounts requested in lawsuits related to challenging regulatory acts, the provision is estimated based on the higher or lower risk estimate;
- ii) with regard to lawsuits involving claims for the use of frequencies, the provision corresponds to 100% of the amount claimed and/or outstanding;
- iii) with regard to the amounts requested in notices of assessment relating to administrative regulatory fees, given the specific nature of this type of challenge, it is considered that the provision must cover the entire amount requested within a period of 4 years, after which time barring applies and the recovery of fees settled under the General Tax Law becomes impossible.

Finally, in the 2021 budget, the item other expenses and losses amounts to 8.1 million euros, slightly higher than budgeted for 2020 (+0.1 million euros).

Total expenditures foreseen for 2021 amount to 70.7 million euros, 2.1% above those budgeted for 2020.

It should also be noted that the 2021 spending budget was prepared on the assumption that the effect of COVID-19 will be residual, without affecting the normal functioning of ANACOM, whose activity will continue to take place without interruption under a mixed in-person and teleworking system. For this reason, it was anticipated that the possible impact

on the budget of spending on the health measures that may prove necessary will be reduced, a situation that, in any case, has been accommodated within the aforementioned budget.

7.1.4. Earnings

Based on the previous estimates, the net earnings forecast in the 2021 budget will amount to 28.2 million euros (+2.3% on the 2020 budget), as shown in Annex III – table 9.

7.2. Financial plan 2021-2023

The parts that make up ANACOM's financial plan for the three-year period 2021-2023 are set out in Annex III, and are as follows:

- Investment plan (by project).
- Revenue plan.
- Spending plan.
- Statement of income by nature.
- Cash budgets.
- Balance sheets.
- Statement of cash flows.

The global investment plan for 2021-2023 will be higher than that of 2020, throughout the plan period. In fact, a significant investment effort is expected to improve the infrastructure owned by ANACOM, namely to modernise/re-work the image of the SMCC in Barcarena, as was done for the SMCC in Porto, the Azores and Madeira, and construction a building in Barcarena that will make up for the lack of space to accommodate the needs of SMCC services, including a training centre. The focus remains on improving the technological infrastructure of the information systems, resulting, in this case, from the realisation of aspects related to information technology consolidation within the scope of the SISP.

The revenue plan is expected to continue to consist of revenue from the settlement and collection of all fees due to ANACOM by providers of electronic communications networks and services, depending on the regulation costs incurred with the respective regulation

activities, charges for the use of frequencies and charges for the use of numbers, which together will represent around 96% of the total, revenues from charges for postal services, which will represent 3% of the total, as well as other income, which will represent the remaining 1%.

In the period 2021-2023, an adjustment is expected of the fees due to ANACOM by providers of electronic communications networks and services and of the fees for postal services as a result of the evolution of the moving average of provisions and the stabilisation of the global value of the remaining revenues, which will be more pronounced in 2021 (+2.2%), compared to 2020, and which will translate into more moderate global increases of +2% and +1.3%, in 2022 and 2023.

Regarding the spending plan, the global level of spending is expected to increase in 2021 (+2.1%), with smaller increases in 2022 (+1.9%) and in 2023 (+1%). These variations are justified by the increase in personnel expenses (evolution of careers and updating of the salary scale), by the increase in the value of provisions for ongoing legal proceedings, by the increase in the contribution to the CA and by the operating costs to be borne with consumer dispute arbitration centres. Regarding expenses in which ANACOM does not have the power to intervene, increases were considered in items sensitive to the evolution of the value of the national minimum wage or inflation, specifically surveillance and security, hygiene and cleaning and hire and rental charges. In terms of the expenses in which ANACOM has the power to intervene, savings were considered in the items of specialised work, travel and stays abroad. Alongside these expectations for the evolution of expenses, internal efficiency measures will continue (review of internal processes, various renegotiations). Under the personnel expenses component, it is expected that the number of people will be maintained over the period and there will be an increase of 3.5% to cover the updating of the salary scale and/or career progression.

The remaining accounting and financial statements are also presented, prepared on the basis of the income, expenses and investments explained above, and the accounting criteria of the SNC, usually used by ANACOM and accepted by the auditors, were maintained in their preparation. It should also be noted that, in the construction of the balance sheet, statement of income and other financial items, it was considered that the Ordinances for the allocation of surplus would be published in the year following that to which the earnings relate.



ANNEXES

Annex I - Strategic people plan (tables)

Table 1. Evolution of ANACOM human resources

Designation	2021	2022	2023
1 - Senior management	292	292	292
2 - Non-supervisory staff	131	131	131
Total staff (1+2)	423	423	423

Unit: Number of workers

Table 2. Evolution of complementary forms of work

Designation	2021	2022	2023
Overtime	5 160	5 160	5 160
Total	5 160	5 160	5 160

Unit: Hours

Table 3. Evolution of personnel expenses

Designation	2021	2022	2023
Remuneration and charges	26 347 400	27 125 500	27 972 000
Other personnel expenses	3 095 900	3 144 700	3 194 900
Total	29 443 300	30 270 200	31 166 900

Unit: Euros

Table 4. Personnel expenses plan

Designation	2021	2022	2023
1. Actual (year end)	423	423	423
2. Effective labour potential (1800 hours/year)	761 400	761 400	761 400
3. Overtime (hours)	5 160	5 160	5 160
4. Labour potential – 2+3 (hours)	766 560	766 560	766 560
5. Remuneration of governing bodies	818 979	788 979	788 979
6. Staff wages and salaries	17 325 109	17 936 685	18 569 850
7. Additional remuneration	3 801 959	3 868 501	3 936 191
8. Post-employment benefits	929 123	958 945	989 767
9. Payroll charges	4 401 353	4 531 335	4 676 980
10. Workers' compensation insurance	103 421	106 741	110 172
11. Social welfare expenses	779 856	795 514	811 461
12. Other personnel expenses	1 283 500	1 283 500	1 283 500
13. Total (5 to 12)	29 443 300	30 270 200	31 166 900

Unit (5. to 13.): Euros

Annex II – Budget 2021 (tables)

Table 5. Investment budget

Designation	Budget 2020	Budget 2021	Variation 2021/2020	
			Value	%
Land and Buildings	1 000 000	1 000 000	0	0.0%
Basic equipment	957 500	1 680 000	722 500	75.5%
Transport equipment	100 000	140 000	40 000	40.0%
Office equipment				
* Computer equipment (Hardware)	620 000	120 000	-500 000	-80.6%
* Other miscellaneous equipment	60 000	250 000	190 000	316.7%
Computer programs (Software)	1 260 000	2 230 000	970 000	77.0%
Adaptation of Facilities	30 000	30 000	0	0.0%
Total	4 027 500	5 450 000	1 422 500	35.3%

Unit: Euros

Table 6. Revenue budget

Designation	Budget 2020	Budget 2021	Variation 2021/2020	
			Value	%
Fees arising from the Electronic Communications Law	93 913 300	95 402 700	1 489 400	1.6%
* Declaration of rights	9 900	8 400	-1 500	-15.2%
* Exercise of electronic communications activity	34 500 000	35 859 500	1 359 500	3.9%
* Use of frequencies - TECS	44 183 300	44 183 300	0	0.0%
* Use of frequencies - other	13 565 900	13 550 300	-15 600	-0.1%
* Use of numbers	1 654 200	1 801 200	147 000	8.9%
Postal service regulation activity	2 259 900	2 878 800	618 900	27.4%
Fines settled	300 000	300 000	0	0.0%
Other service provisions	117 600	117 600	0	0.0%
Interest and other similar income	30 000	30 000	0	0.0%
Other revenues	117 000	141 300	24 300	20.8%
Total	96 737 800	98 870 400	2 132 600	2.2%

Unit: Euros

Table 7. Spending budget

Designation	Budget 2020	Budget 2021	Variation 2021/2020	
			Value	%
Supplies and external services	12 653 800	11 491 400	-1 162 400	-9.2%
* Specialised works	3 805 600	4 082 200	276 600	7.3%
* Advertising and promotion	1 677 000	160 000	-1 517 000	-90.5%
* Surveillance and security	503 500	527 400	23 900	4.7%
* Maintenance and repair	1 804 800	1 809 900	5 100	0.3%
* Books and technical documentation	200 000	200 000	0	0.0%
* Energy and fluids	480 900	451 200	-29 700	-6.2%
* Travel, accommodation and transport	700 400	631 500	-68 900	-9.8%
* Hire and rental charges	1 877 100	2 206 400	329 300	17.5%
* Communication	362 900	376 900	14 000	3.9%
* Insurance	93 000	87 700	-5 300	-5.7%
* Cleaning, hygiene and comfort	300 000	325 500	25 500	8.5%
* Other supplies and services	848 600	632 700	-215 900	-25.4%
Personnel expenses	28 069 100	29 443 500	1 374 400	4.9%
* Remuneration and charges	25 002 500	26 347 700	1 345 200	5.4%
* Other personnel expenses	3 066 600	3 095 800	29 200	1.0%
Depreciation and amortisation expenses	2 700 000	2 900 000	200 000	7.4%
Impairment losses	50 100	120 000	69 900	139.5%
Provisions for the year	17 770 200	18 637 000	866 800	4.9%
Other expenses	7 943 000	8 081 800	138 800	1.7%
* Levies	640 900	685 200	44 300	6.9%
* Meetings and conferences	188 000	201 200	13 200	7.0%
* Sponsorships	210 000	200 000	-10 000	-4.8%
* Holdings/transfers	6 757 600	6 771 700	14 100	0.2%
* Cooperation	70 000	124 400	54 400	77.7%
* Other expenses	76 500	99 300	22 800	29.8%
Total	69 186 200	70 673 700	1 487 500	2.1%

Unit: Euros

Table 8. Personnel expenses budget

Designation	Budget 2020	Budget 2021	Variation 2021/2020	
			Value	%
1. Actual (year end)	423	423	0	0.0%
2. Effective labour potential (1800 hours/year)	761 400	761 400	0	0.0%
3. Overtime (hours)	14 832	5 160	-9 672	-65.2%
4. Labour potential – 2+3 (hours)	776 232	766 560	-9 672	-1.2%
5. Remuneration of governing bodies	808 779	818 979	10 200	1.3%
6. Staff wages and salaries	16 171 834	17 325 109	1 153 275	7.1%
7. Additional remuneration	3 908 425	3 801 959	-106 466	-2.7%
8. Post-employment benefits	875 565	929 123	53 558	6.1%
9. Payroll charges	4 113 462	4 401 353	287 891	7.0%
10. Workers' compensation insurance	96 019	103 421	7 402	7.7%
11. Social welfare expenses	785 016	779 856	-5 160	-0.7%
12. Other personnel expenses	1 310 000	1 283 500	-26 500	-2.0%
Total (5 to 12)	28 069 100	29 443 300	1 374 200	4.9%

Unit (5. to 12.): Euros

Table 9. Revenue and spending budget

Designation	Budget 2020	Budget 2021	Variation 2021/2020	
			Value	%
REVENUE				
* Electronic communications activity fees	34 500 000	35 859 500	1 359 500	3.9%
* Frequency usage fees	57 749 200	57 733 600	-15 600	0.0%
* Number usage fees	1 654 200	1 801 200	147 000	8.9%
* Postal service regulation activity fees	2 259 900	2 878 800	618 900	27.4%
* Other service provisions	427 500	426 000	-1 500	-0.4%
* Interest and similar income earned	30 000	30 000	0	0.0%
* Other income and gains	117 000	141 300	24 300	20.8%
Total revenue	96 737 800	98 870 400	2 132 600	2.2%
SPENDING				
* Supplies and external services	12 653 800	11 491 400	-1 162 400	-9.2%
* Personnel expenses	28 069 100	29 443 500	1 374 400	4.9%
* Depreciation and amortisation expenses	2 700 000	2 900 000	200 000	7.4%
* Impairment losses	50 100	120 000	69 900	139.5%
* Provisions for the year	17 770 200	18 637 000	866 800	4.9%
* Other expenses and losses	7 943 000	8 081 800	138 800	1.7%
Total spending	69 186 200	70 673 700	1 487 500	2.1%
Net earnings for the period	27 551 600	28 196 700	645 100	2.3%

Unit: Euros

Annex III - Financial plan 2021-2023 (tables)

Table 10. Investment plan (by projects)

Designation	Goals	2021	2022	2023
Modernisation of laboratories	Acquisition of equipment in view of technological developments and the regulatory framework; software update	259 000	250 000	250 000
Technological upgrading of spectrum monitoring	Updating of the existing infrastructure for spectrum monitoring and control (SMC) and renewal of the vehicles of the two mobile radiogoniometers + receivers for islands and radio broadcasting	421 000	540 000	540 000
Major repairs and updates to SINCRER	Various updates to the system for remote control of radio emissions	50 000	60 000	60 000
Re-working/modernisation of the image of the SMCC	Acquisition of equipment and improvement of support infrastructure for radio spectrum monitoring and control centres	520 000	100 000	100 000
Geographic information system	Acquisition and operationalisation of a geographic information system for digitisation and implementation of the Security Regulation	150 000	250 000	0
System for measuring the quality of service of mobile networks	Acquisition of a system to measure the quality of service of mobile networks	400 000	0	0
Technological Adjustment - Architecture and Technological Platforms	Adapting infrastructural technological mainstays by acquiring the necessary hardware and software	2 250 000	2100000	2100000
Acquisition of miscellaneous basic radio equipment	Acquisition of current basic equipment for inspections	50 000	150 000	150 000
Acquisition of miscellaneous computer equipment	Acquisition of current hardware and software	100 000	80 000	80 000
Renovation of spaces/buildings	Updating of SMC centres and improvement of working conditions and construction of building in Barcarena	1 030 000	1 030 000	1 030 000
Miscellaneous current acquisitions	Acquisition of office equipment	220 000	220 000	220 000
Total		5 450 000	4 780 000	4 530 000

Unit: Euros

Table 11. Revenue plan

Designation	2021	2022	2023
Electronic communications	95 402 700	97 321 300	98 591 900
* Declaration of rights	8 400	8 400	8 400
* Exercise of electronic communications activity	35 859 500	37 778 100	39 048 700
* Use of frequencies - TECS	44 183 300	44 183 300	44 183 300
* Use of frequencies - Other	13 550 300	13 550 300	13 550 300
* Use of numbers	1 801 200	1 801 200	1 801 200
Exercise of postal services activity	2 878 800	2 949 800	2 990 800
Other service provisions	417 600	417 600	417 600
Interest and other similar income	30 000	30 000	30 000
Other revenues	141 300	141 300	141 300
TOTAL	98 870 400	100 860 000	102 171 600

Unit: Euros

Table 12. Spending plan

Designation	2021	2022	2023
Supplies and external services	11 491 400	11 333 400	11 184 400
* Specialised works	4 082 200	3 878 300	3 684 300
* Advertising and promotion	160 000	160 000	160 000
* Surveillance and security	527 400	562700	594800
* Maintenance and repair	1 809 900	1 809 900	1 809 900
* Books and technical documentation	200 000	200 000	200 000
* Energy and fluids	451 200	451 200	451 200
* Travel, accommodation and transport	631 500	607700	585200
* Hire and rental charges	2 206 400	2224500	2242800
* Communication	376 900	376 900	376 900
* Insurance	87 700	87 700	87 700
* Cleaning, hygiene and comfort	325 500	341800	358900
* Other supplies and services	632 700	632 700	632 700
Personnel expenses	29 443 500	30 270 200	31 166 900
* Remuneration and charges	26 347 700	27 125 500	27 972 000
* Other personnel expenses	3 095 800	3 144 700	3 194 900
Depreciation and amortisation expenses	2 900 000	2 700 000	2500000
Impairment losses	120 000	120 000	120 000
Provisions for the year	18 637 000	19411300	19434600
Other expenses	8 081 800	8168500	8337600
* Levies	685 200	685000	685000
* Meetings and conferences	201 200	201 200	201 200
* Sponsorships	200 000	200 000	200 000
* Holdings/Transfers	6 771 700	6 858 600	7 027 700
* Cooperation	124 400	124 400	124 400
* Other expenses	99 300	99 300	99 300
TOTAL	70 673 700	72 003 400	72 743 500

Unit: Euros

Table 13. Statement of income by nature

Designation	2021	2022	2023
Income and expenses			
* Electronic communications activity fees	35 859 500	37 778 100	39 048 700
* Frequency usage fees	57 733 600	57 733 600	57 733 600
* Number usage fees	1 801 200	1 801 200	1 801 200
* Postal service activity fees	2 878 800	2 949 800	2 990 800
* Other service provisions	426 000	426 000	426 000
* Supplies and external services	-11 491 400	-11 333 400	-11 184 400
* Personnel expenses	-29 443 500	-30 270 200	-31 166 900
* Impairment losses	-120 000	-120 000	-120 000
* Provisions for the year	-18 637 000	-19 411 300	-19 434 600
* Other income and gains	141 300	141 300	141 300
* Other expenses and losses	-8 081 800	-8 168 500	-8 337 600
Earnings before depreciation and amortisation	31 066 700	31 526 600	31 898 100
* Depreciation and amortisation expenses/reversals	-2 900 000	-2 700 000	-2 500 000
Trading income	28 166 700	28 826 600	29 398 100
* Interest and similar income earned	30 000	30 000	30 000
NET EARNINGS FOR THE YEAR	28 196 700	28 856 600	29 428 100

Unit: Euros

Table 14. Cash budget

Designation	2021	2022	2023
Previous year balance	219 740 500	232 916 400	252 283 000
Receipts			
* Operating income	98 840 400	100 830 000	102 141 600
* Interest and other similar income	30 000	30 000	30 000
Total receipts	98 870 400	100 860 000	102 171 600
Payments			
* Investment	5 450 000	4 780 000	4 530 000
* Operation	49 016 700	49 772 100	50 688 900
* Allocation of surplus	31 227 800	26 941 300	27 535 200
Total payments	85 694 500	81 493 400	82 754 100
Cash in hand	232 916 400	252 283 000	271 700 500

Unit: Euros

Table 15. Balance sheet

Designation	2021	2022	2023
Assets			
Non-current assets	21 653 000	23 703 000	25 703 000
* Tangible fixed assets	17 839 000	18 974 000	19 989 000
* Intangible assets	3 813 100	4 728 100	5 713 100
* Other accounts receivable	900	900	900
Current assets	235 616 400	254 933 000	274 300 500
* Customers	1 300 000	1 300 000	1 300 000
* Other accounts receivable	200 000	200 000	200 000
* Deferrals	1 200 000	1 150 000	1 100 000
* Cash in hand	232 916 400	252 283 000	271 700 500
Total assets	257 269 400	278 636 000	300 003 500
Equity and liabilities			
Equity	94 938 100	96 853 400	98 746 300
* Other reserves	57 249 400	58 504 800	59 826 200
* Retained Earnings	3 035 000	3 035 000	3 035 000
* Other changes in Equity	6 457 000	6 457 000	6 457 000
* Net earnings for the period	28 196 700	28 856 600	29 428 100
Liabilities	162 331 300	181 782 600	201 257 200
* Provisions	146 475 400	165 886 700	185 321 300
* Liabilities for post-employment benefits	9 445 900	9 445 900	9 445 900
* Suppliers/State	1 828 800	1 868 800	1 908 800
* Other accounts payable	4 581 200	4 581 200	4 581 200
Total liabilities + Equity	257 269 400	278 636 000	300 003 500

Unit: Euros

Table 16. Statement of cash flows

Designation	2021	2022	2023
Cash flows - Operating activities			
* Receipts from customers	98 699 100	100 688 700	102 000 300
* Payments to suppliers	-11 521 400	-11 363 400	-11 214 400
* Payments to staff	-29 443 500	-30 270 200	-31 166 900
Cash generated by operations	57 734 200	59 055 100	59 619 000
* Other receipts/payments	-39 169 300	-34 969 500	-35 732 500
Cash flows from operating activities	18 564 900	24 085 600	23 886 500
Cash flows - Investing activities			
Payments relating to:			
* Tangible fixed assets	-3 190 000	-2 890 000	-2 640 000
* Intangible assets	-2 230 000	-1 860 000	-1 860 000
Receipts from:			
* Tangible fixed assets	1 000	1 000	1 000
* Interest and similar income	30 000	30 000	30 000
Cash flows from investment activities	-5 389 000	-4 719 000	-4 469 000
Change in cash and cash equivalents	13 175 900	19 366 600	19 417 500
Cash and cash equivalents at the beginning of the period	219 740 500	232 916 400	252 283 000
Cash and cash equivalents at the end of the period	232 916 400	252 283 000	271 700 500

Unit: Euros

Annex IV - Alignment of the Objectives of ANACOM's Strategic Plan with the SDG



TABLE OF CONTENTS

Table 1. Evolution of ANACOM human resources.....	43
Table 2. Evolution of complementary forms of work.....	43
Table 3. Evolution of personnel expenses.....	43
Table 4. Personnel expenses plan	44
Table 5. Investment budget.....	45
Table 6. Revenue budget.....	46
Table 7. Spending budget.....	47
Table 8. Personnel expenses budget.....	48
Table 9. Revenue and spending budget.....	49
Table 10. Investment plan (by projects)	50
Table 11. Revenue plan.....	51
Table 12. Spending plan	52
Table 13. Statement of income by nature.....	53
Table 14. Cash budget.....	54
Table 15. Balance sheet	55
Table 16. Statement of cash flows	56

ANACOM 

Lisboa (Sede/Headquarters)

Av. José Malhoa, 12
1099 - 017 Lisboa
Portugal
Tel: (+351) 217211000
Fax: (+351) 217211001

Açores

Rua dos Valados, 18 - Relva
9500 - 652 Ponta Delgada
Portugal
Tel: (+351) 296302040

Madeira

Rua Vale das Neves, 19
9060 - 325 S. Gonçalo - Funchal
Portugal
Tel: (+351) 291790200

Atendimento ao Público (Public Attendance)

800206665
info@anacom.pt

www.anacom.pt