

Management Plan 2010-2012

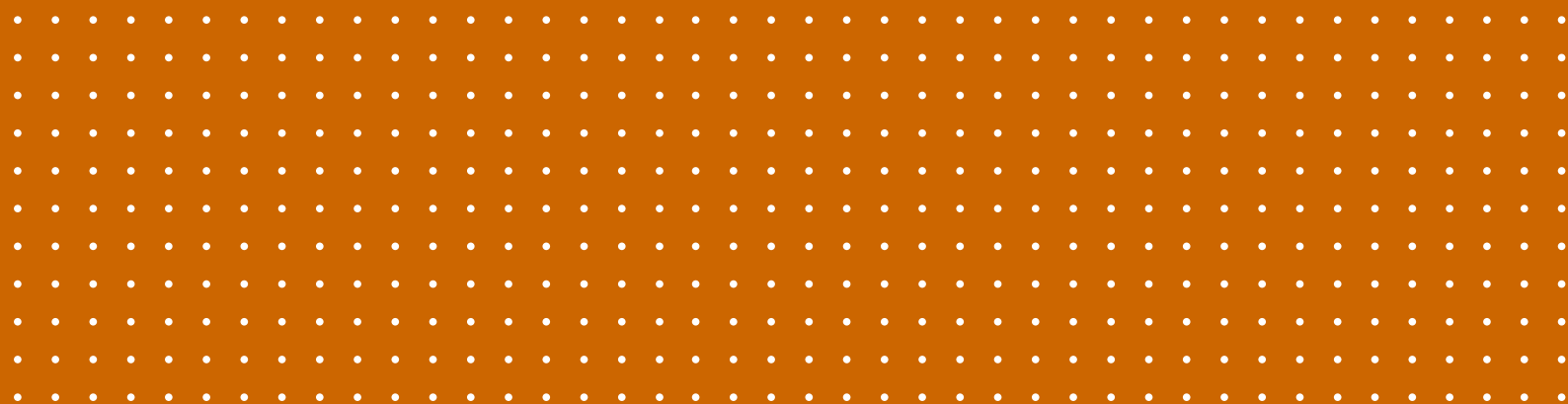
FREE FLOWING COMMUNICATIONS

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00.

Introduction



● Introduction

The 2010-2012 Management Plan focuses on the strategic actions which set out and accomplish the ambition of the Regulator for the next three years.

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

The contents of this plan, overlapping by nature, given the three year coverage which requires that two years are common to the previous plan, should be read taking into account the activities actually carried out (and their timing) during this year (2009), with the progress of such activities requiring ongoing adjustments for 2010, when compared to the forecasts given in the previous plan. These adjustments are due to some unexpected delays in certain activities, and postponements and reconfigurations to the schedules of others, given the temporal transitivity of some of the actions involved. We must, however, stress that certain schedule reconfigurations, or even delays, result in significant part from an unexpected and unplanned intensity of government assistance activities, which have impacted the schedule and have also resulted in the diversion of resources from the planned activities of ICP-ANACOM's normal programme. Furthermore, the need for increased presence in the discussions of the New European Regulatory Framework, which, with unexpected complications, are continuing beyond their expected duration, has also led to a review of scheduled actions for 2010.

Naturally, this presentation of the plan begins by identifying the vision, mission and values of ICP-ANACOM, which, in essence, remain unchanged and which lead to critical factors for success, objectives and strategic actions corresponding to the goals of ICP-ANACOM's Board of Directors for the end of the three year period 2010-2012.

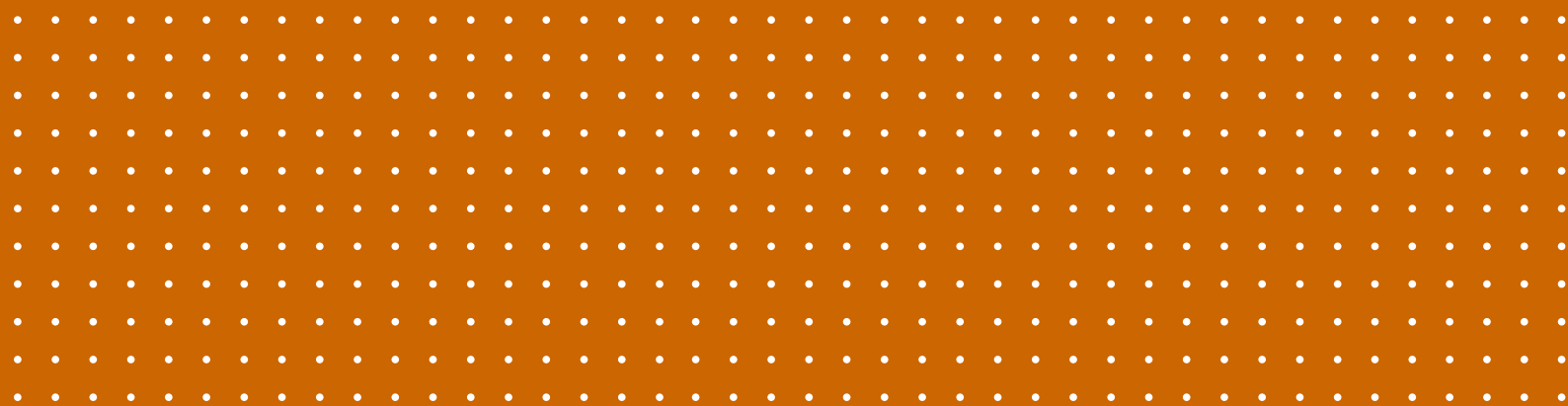
The Management Plan also incorporates the Resource Plan and Financial Plan, identifying the resources involved in the accomplishment of the strategic objectives and actions determined for the three year period and in the development of ICP-ANACOM's other activities.

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

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

01.

Mission, Vision and Values



● Mission, Vision and Values

Mission

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

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

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

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

This management is even more critical with technological changes and the increasing implementation of the technological principle - even if not of service - of neutrality.

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

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

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

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

Within the framework of its representative duties, ICP-ANACOM provides technical participation and sectoral representation of the Portuguese State in international organizations, follows-up on the experiences of foreign communications regulation and establishes relationships with other regulatory entities¹.

¹ In particular, note should be made of ICP-ANACOM's growing and active presence in the development of the IRG/ERG (Independent Regulators Group/European Regulators Group), in great part, in the context of its remit with regard to European integration.

The growing concern regarding the establishment of a single electronic communications market has broadened these relationships, while the European national regulatory authorities are increasingly committed to the definition of common positions that delineate their performance in the corresponding countries. It is also the Regulator's duty to cooperate with other public and private entities in promoting scientific research with application to telecommunications, as well as to raise awareness of the industry nationally and internationally, promoting technical standardization in cooperation with other entities in the communications sector and associated fields, to cooperate in the definition of public emergency planning policies for the communications sector, technically supporting the organizations and services which are responsible for the establishment and management of the emergency communications integrated network.

Vision

The vision of ICP-ANACOM sets out what the organization wants to be in the future, reflecting its aspirations for the 2010-2012 three year period.

We want to be a reference in the regulators' universe - nationally and internationally - aiming at continuous improvement in the management of our resources and available means, seeking excellence in results, human qualification and in the use of knowledge. To be such a reference requires, within the European Union's current evolution scenario, active and competent participation within IRG, and above all, the community body into which the current ERG is evolving.

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

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

Values

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

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

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

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

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

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

The Regulator's decisions should not take the markets by surprise. They should be guided by consistency of action, guaranteeing that market players have a framework of great stability and predictability in which they can plan their activities, and particularly their investment decisions. However, technology and institutional change also demands regulatory innovation, which necessarily contradicts the concept of predictability and implies taking regulatory risks, which should be defined by a balance between stability and innovation.

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

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

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

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

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

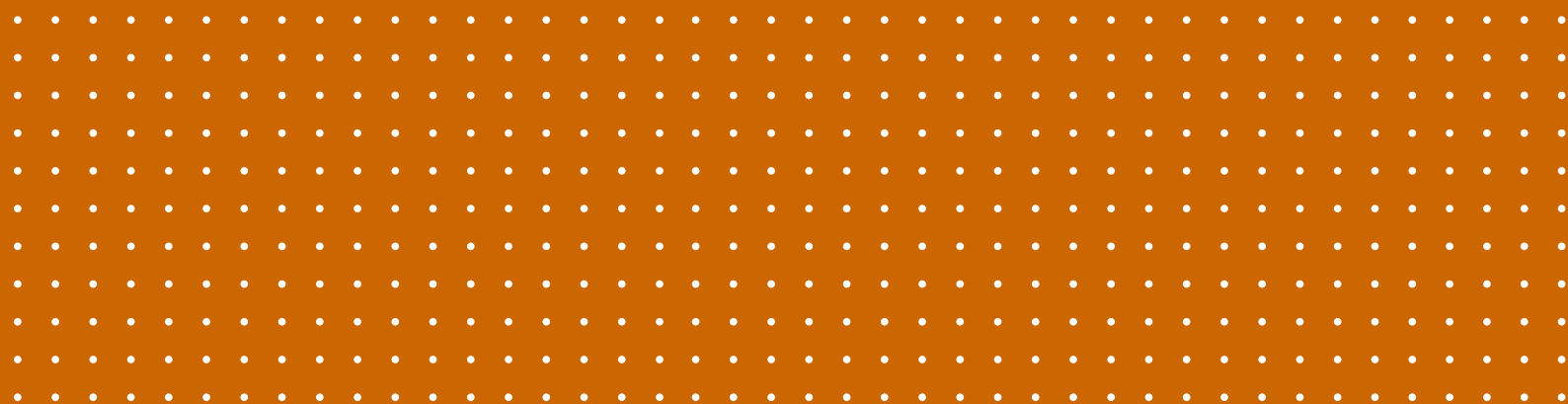
Finally note should be made of ICP-ANACOM's concern for excellence in performance and of its requirement to be focused on results. In this context, it is of the utmost importance to continuously follow-up the evolution of a set of indicators, specifically those regarding trends in prices in the electronic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

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

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

02.

Critical factors
for success



● Critical factors for success

The fulfilment of ICP-ANACOM's mission and the realization of its ambition (vision) requires - in addition to respecting the values and principles that characterize the organization - the identification of a set of critical factors for success and the resulting strategic objectives and priority courses of actions to be concluded during the three year period of 2010-2012.

ICP-ANACOM's critical factors for success are:

Orientation and focus on results

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

The coming three year period challenges this orientation due to the unavoidable need to adapt regulatory models to new technologies and to the progressive adoption of the principle of technology neutrality. In this context the emergence of Next Generation Networks and the deepening of convergence will redefine the key challenges to regulation, including the management and allocation of spectrum and of increased needs for supervision.

Organizational efficiency

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

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

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

Change management, learning and continuous improvement

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

People management

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

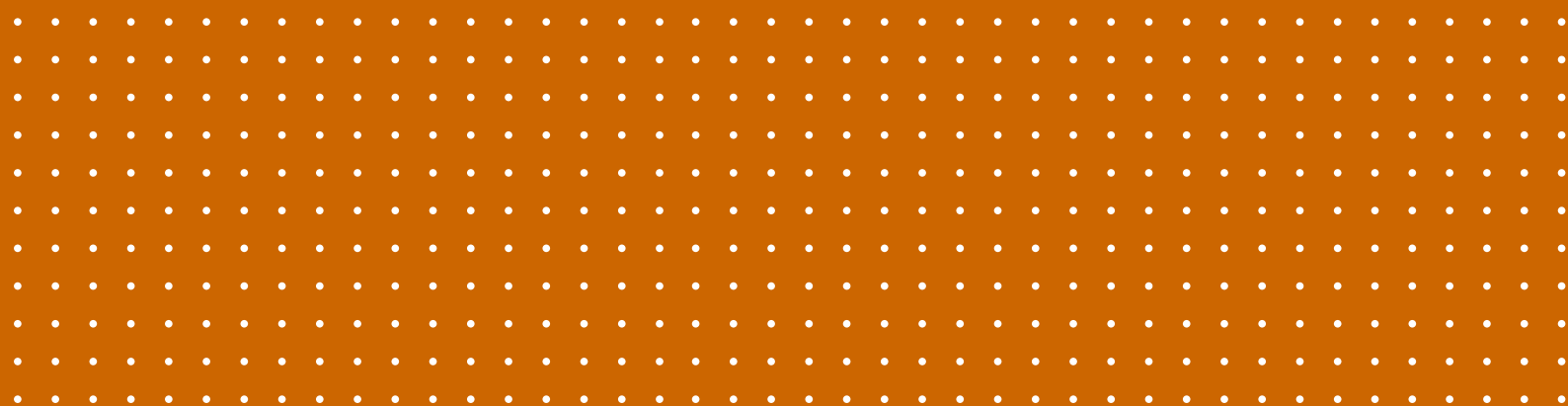
Consistent integration in the development of the European Union's regulatory process

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

In view of the technology and institutional changes with major impact on the final articulation of the designated "2006 Review", with profound reflexes on the definition and functioning of markets, and as a consequence, on the regulatory approaches, ICP ANACOM's active participation in European fora, particularly in all IRG/ERG's activities and institutional developments, guarantees the potential for a permanent update of its capacities, especially in contributing to the creation of a common purpose.

03.

Strategic goals and actions for
the Triennium 2010-2012



● Strategic goals and actions for the Triennium 2010-2012

The strategic vision of ICP-ANACOM's Board of Directors for the 2010-2012 triennium, considering the past/present context and the new challenges facing the Regulator, leads to the definition of the following strategic goals:

To promote open and competitive markets

The process of reviewing the obligations associated with the relevant markets in the light of the current and future EU regulatory framework will cover a very large number of markets.

For 2010, in addition to the review of market 18 (wholesale market of broadcasting services for the delivery of content transmitted to final users), it is planned to conduct an assessment of any obligations to be imposed on market 6 and to review of the Glide-Path of MTRs (Mobile Termination Rates).

With respect to the implementation of Digital Terrestrial Television (DTT), the following actions have been planned for the three year period of 2010-2012:

- To monitor the process of switch-over and simulcast. In this context, ICP-ANACOM plans to produce quarterly reports on the progress of the transition process and to conduct a survey of consumers;
- To prepare the procedures and measures required for the switch off of the analogue television service. In this respect, ICP-ANACOM intends, in addition to the publication of the plan for the termination of terrestrial analogue transmissions, to measure the extent of DTT coverage as well as the availability of equipment and also to audit compliance with the obligations (in addition to the coverage) of the DTT operator.

ICP-ANACOM also plans to proceed with the transposition of the future Directive which will amend Directive 87/372/EEC (GSM Directive) on the frequency bands to be reserved for the coordinated introduction of public pan-European cellular digital land-based mobile communications up to the end of 2010, although the schedule is subject to the entry into force of legislation transposing the Postal Directive.

This constraint may also affect the timetable that is proposed for the drawing up of a new regulation of postal operations, which is scheduled in the Plan for 2011.

With the aim of circulating information and raising awareness with respect to the new ITED/ITUR regime (Telecommunications Infrastructure in Buildings / Telecommunications Infrastructure in Urban Developments), six seminars on the new rules are scheduled for 2010.

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

With the entry into operation of the National Centre for Arbitration in the first quarter of 2010, ICP-ANACOM plans to launch a national information and awareness campaign about the Centre during the second quarter of 2010, directed at users and citizens in general.

The subject of security of communications is particularly important in this Plan. In this context, and already in 2010, ICP-ANACOM plans, in addition to concluding a study of evaluation and characterization of communications security on public electronic communications networks, to set up an applicational system (Extranet) for the notification of faults and to carry out security exercises with regard to communications and information on networks and electronic communications services.

It is also our intention, albeit on a broader time horizon, to install a CSIRT (Computer Security Incident Response Team) for electronic communications networks and services.

ICP-ANACOM intends to conduct an information campaign on the various television reception platforms (Cable, Satellite, XDSL and Terrestrial).

Plans also include studies on behavioural patterns and user motivation, to be carried out with respect to electronic communications, particularly in terms of adopting packages or switching operators, and also in the context of broadband mobile communications.

There are also plans to repeat the benchmarking exercise at a European level on comparisons of postal services price.

It should be noted that 15 actions are planned with respect to both objectives 1 and 2 (to promote open and competitive markets and to uphold and protect the interests of users and citizens in general), whose accomplishment is decisive for the fulfilment of these goals, specifically:

- Evaluate spectrum management in terms of prospective strategy, considering the existing and planned use of frequencies, as well as the need to anticipate the introduction of new radiocommunications systems;
- Define spectrum management policies concerning the possibility of transmitting usage rights, particularly establishing the modes and phases associated with the introduction of secondary spectrum trading;
- Study the feasibility of options, resulting from public consultation, for the digital dividend;
- Reformulate the structure of the National Frequency Allocation Plan (NFAP) and forms of access;
- Define and implement the principles of spectrum planning and engineering to be included in the NFAP;
- To undertake the transposition of the regulatory framework for postal services;
- To update the Community regulatory framework for electronic communications networks and services;
- To approve the rules for numbering, updating the main elements of the National Numbering Plan (NNP) and presenting the document of services associated with E.164 numbers;

- To establish procedures for the ENUM Tier 1 registry under the protocol for the establishment of FCCN - Fundação para a Computação Científica Nacional (Foundation for National Scientific Computing) and to promote the development of work in this area, including a pilot project;
- To evaluate the price system of the Universal Postal Service (Price Convention);
- To assess the quality objectives of Universal Postal Service (Quality Convention);
- To implement the procedure for limiting the usage right for the 2.5 GHz bands and other associated rights;
- To define the solution for the portability of "non-call related" communications in the event of termination of service, adjusting for this purpose the Specifications for Portability;
- To update the preliminary version of the CLI Guide (Calling Line Identification) and to submit it to consultation;
- To amend the Selection and Pre-selection Regulation (SPS) to accommodate SPS with the "30" numbering range.

To improve the Regulator's efficiency and performance capacity

In this respect, in 2010, ICP-ANACOM expects to have concluded the Integrated Monitoring Project (PMI), which is the national network that integrates all the technical infrastructure supporting the monitoring and the control of the spectrum. This network will be completed with the implementation of the PMI in Barcarena and with the construction of three remote stations in the Autonomous Region of Madeira and of other three in the Autonomous Region of the Azores.

The computerization of all processes of spectrum monitoring and control as well as of the management of laboratories and equipment are two other actions that ICP-ANACOM plans to carry out in 2010.

With the aim of speeding up procedures for radio spectrum licensing, ICP-ANACOM intends to develop and to implement a computer application to support electronic licensing, to be operational by the end of 2011.

It is also planned, for 2010, to undertake the adaptation of the GIAF (Integrated Administrative and Financial Management) application module for the new accounting system and, for 2011, the computerization of all procedures related to the supervision of the Equipment Market governed by the R&TTE/EMC regime).

ICP-ANACOM also plans to conduct a study on the dematerialization and presentation/delivery of documents by email in the context of infringement proceedings. However, this action is dependent on legislative measures to be taken by the Ministry of Justice with regard to the envisaged dematerialization applicable to criminal proceedings, applicable by extension to the regime governing offences.

At the level of human resources, ICP-ANACOM plans to undertake a study on the organizational climate and conclude the 2nd phase of drawing up ICP-ANACOM's Human Capital Portfolio.

To participate in the development of the European Union internal market

Participation in the deepening of the European internal market should likewise ensure more consistent and innovative internal regulation, thereby contributing to the fulfilment of the three goals detailed above, which lay within a different scope from this latter goal.

Essentially, the intention is that participation in a European context makes it possible to envisage innovative strategies and to anticipate the problems and respective solutions that will comprise the core of common concerns of European regulators.

Meanwhile, it cannot be emphasized enough that the electronic communications sector is the one that is subject to greatest EU control in terms of national decisions, which in fact calls for very active participation in the shaping of community decisions.

Consequently, there is a need for increasing involvement with respect to the presence of ICP-ANACOM in European activities, with the IRG/ERG having particular relevance along with the possible new form that the ERG will assume following the completion of the New European Regulatory Framework. However, a significant and active presence will be maintained in the IRG, which will remain an important and useful forum for meetings, collaboration and for the search for informal common positions by Europe's regulators.

The main challenge of this active participation is the resolution of the complicated trade-off between the harmonization of positions within the European Union and the specifics which hold sway over the actions of each of the National Regulators.

Regarding harmonization, it is important to be aware of two dangers that could jeopardize the "performance" of regulation in the national markets and, consequently, the three strategic objectives above. These are the "blind" application of the experiences of other regulators and the implementation of policy or strategy that does not adequately reflect local circumstances and which are, in essence, the basis for the existence of national regulations.

On the other hand, there are services whose harmonization (with international "roaming" a paradigmatic example), and perhaps even homogenization, is essential and urgent, as is the case of services with pan European potential or services with a significant cross-border component. These latter items, in particular, called for strengthened cooperation with the Spanish regulator (CMT) and were the starting point for closer cooperation between the two Iberian regulators. This cooperation will continue to deepen with the exploration of common interests within Europe.

The tension of greatest relevance between these two opposing poles arises in the establishment of ERG common positions, which by some means establish boundaries for scope of action of National Regulators.

In this respect, various areas are opening up where supervision is called for, specifically NGN/NGR, VoIP, mobile television and the digital dividend, termination rates and “bundling” offers.

This tension will, however, take a new shape with respect to the final reconfiguration of the developments of the ERG, possibly establishing new decision-making processes using the “College” of European regulators. In that case, bilateral dialogues and the search for common interests between regulators will require a more active presence and more intense back-office work, so that the trade-off above is resolved in a balanced way.

To promote institutional and technical cooperation

ICP-ANACOM will continue to strengthen and deepen strategic and technical cooperation, particularly with the countries of the CPLP (Community of Portuguese Speaking Countries). In this context, several training courses are planned over the three years 2010-2012 in the context of the Centre of Excellence (CoE) of the ITU (International Telecommunication Union) with a scholarship now available for technical training.

ICP-ANACOM also plans to carry out the ICPs (Indicative Cooperation Programmes) with the different partners of PALOP: INACOM (Angolan Institute of Communications), ANAC (National Agency of Communications in Cape Verde), ICGB (Institute of Communications of Guinea-Bissau), INCM (National Institute of Communications of Mozambique), AGER (General Regulatory Authority of Sao Tome and Principe and ARCOM (Communications Regulatory Authority of East Timor).

It should be noted that ICP-ANACOM is responsible for the Secretariat of ARCTEL - Associação de Reguladores de Comunicações e Telecomunicações (Association of Communications and Telecommunications Regulators) of CPLP during the 2010-2012 triennium.

In 2011, and in the context of the tasks entrusted to this Authority in representation of the Portuguese State, ICP-ANACOM will prepare the national position for the World Radio communication Conference (WRC11) and participate in this one, upholding national interests.

In ANNEX I , for each of these strategic objectives, the timetable is set out for all the strategic actions to be executed in the 2010-2012 triennium¹.

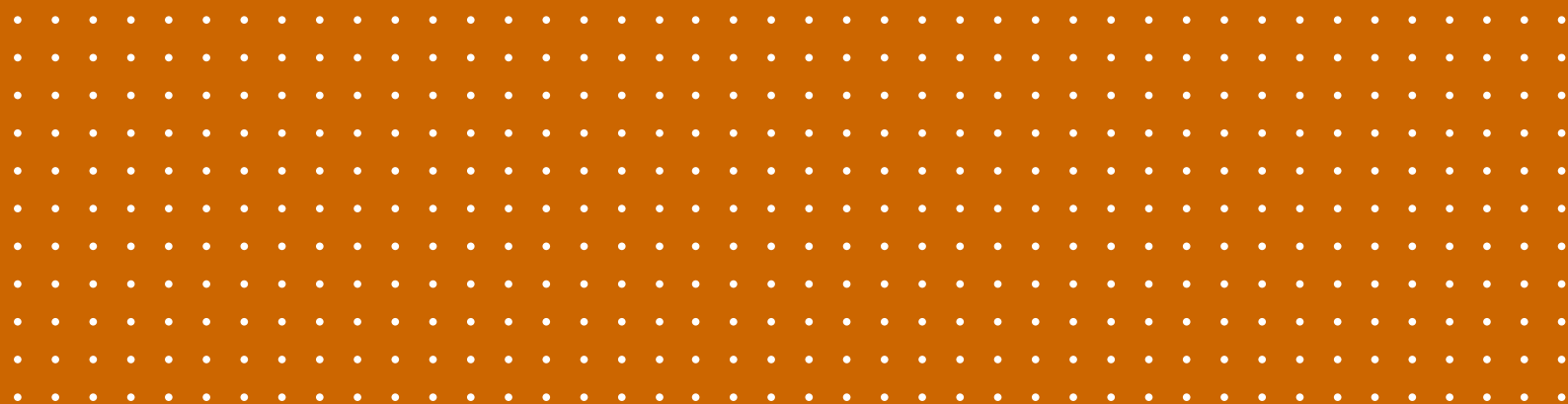
The association of 74 strategic actions with the strategic objectives can be summarized as follows:

Strategic Objectives	No. of actions
To promote open and competitive markets	17
To uphold and protect the interests of users and citizens in general	20
To improve the Regulator's efficiency and performance capacity	16
To promote open and competitive markets / to uphold and protect the interests of users and citizens in general	15
To participate in the development of the European Union internal market	1
To promote institutional and technical cooperation	5

¹ The order in the list of strategic actions is provided only to make it easier to read.

04.

Global Indicators



● Global Indicators

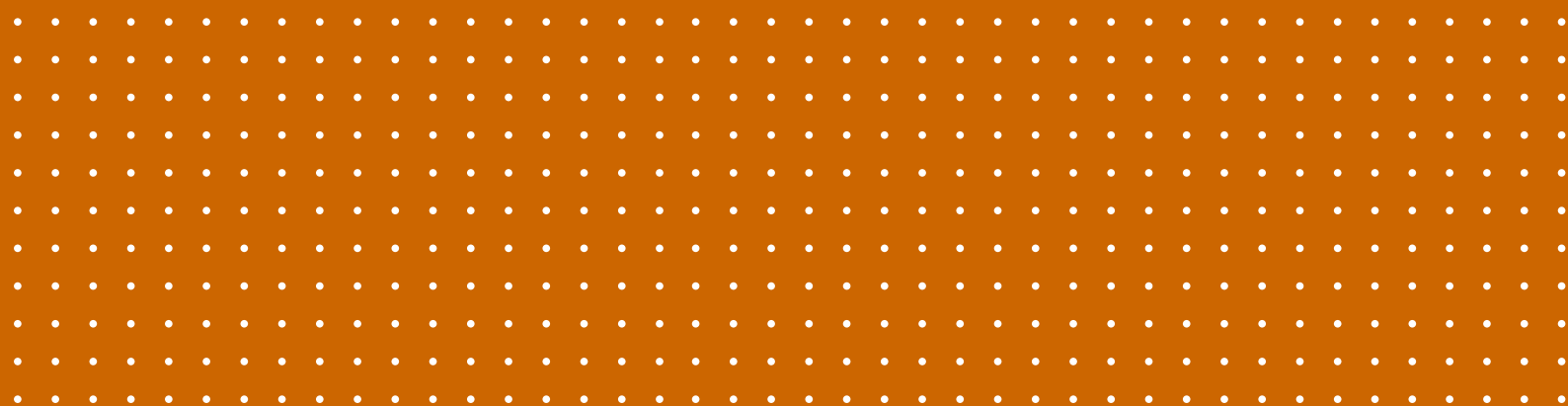
In the past, ICP-ANACOM has used a number of indicators - for internal use - which has made it possible to monitor operational activities so as to ensure continued improvement in performance, in terms of efficiency and organizational effectiveness.

For the 2010-2012 triennium, in addition to the definition of a broader set of indicators at an operational level, ICP-ANACOM will continue to monitor global indicators of its activity.

In Annex II the targets for the three year period are given for each annual indicators for the years 2010 to 2012.

05.

Resource Plan and Financial Plan



● Resource Plan and Financial Plan

Strategic People Plan

ICP-ANACOM views the 2010-2012 triennium as continuing the “spirit” and initiatives of change begun in 2009. This change involves the consolidation of an organizational culture aligned with the strategic objectives in order to improve internal efficiency and productivity and meeting the personal and professional development expectations of its staff, allowing short and medium term recognition of the added value they represent for the Organization. Therefore the policies and practices already initiated in 2009 will continue to be followed, along with others deemed relevant to the development and validation of competences which are critical to the Regulator’s future sustainability.

The processes of managing performance and development based on the diagnosis and optimization of individual and team potential will be optimized and cover the entire staff of ICP-ANACOM.

With a view to the operationalization of HR management policy directed at the effectiveness and efficiency of the organization and the motivation and retention of staff, the following should be highlighted:

- There are currently 384 staff providing services at ICP-ANACOM, since 18 other staff are providing services outside the organization, in the following situations: 6 are co-opted at several Ministries; 11 are seconded, of which 9 are at Fundação Portuguesa das Comunicações (Portuguese Communications Foundation) and 2 at Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Commission - C.P.E.C.); 1 is on unpaid leave;
- Compared with the 2009-2011 plan, there is the intent of reducing 6 employees in 2010, 5 in 2011 and 5 in 2012.
This measure incorporates more than a simple strategy of resizing; it represents a concern for the continuing adaptation of people to the needs and challenges of the institution, both through actions of internal mobility, and, when appropriate, by the renewal of staff by tapping the labour market.

- Internal mobility will continue to be given priority with respect to internal hiring. It is intended to make the mobility process more streamlined and that faster mechanisms will be set up for its management. With the streamlining of the process it is expected that employees will become increasingly aware of this opportunity for development and that it will become an effective motivation tool.
- The development of initiatives which consolidate an “ANACOM culture” and which encourage behaviour in employees which is aligned with the mission and values defined for the organization.
- The development of a means of diagnosing the skills and potential of employees, so that they can contribute to the level of mobility and training, as well as a possible succession plan for the development and enrichment of staff and the factual knowledge of competencies existing in ICP-ANACOM.
- The development and training of ICP-ANACOM’s management is increasingly seen as a factor which is extremely relevant given the ongoing challenges presented by the market. Building the knowledge and increasing the skills of all its staff is predominant in the Regulator’s affirmation and the way that it responds to increasingly demanding advanced technology.
Based on a skills model focused on scales and levels of well-defined requirements, aligned with the mission, vision, values and objectives, the aim over the next three years 2010/2012 is to consolidate the performance of staff through the organization of training which is aligned with the strategic objectives. The budget sets aside 492,480 euros, representing an increase of 2.6 per cent over the 2009 amount, translating into 1.9 per cent of overall staff costs.
The new career structure (Advancement by Merit System), through actions of communication, highlighting the opportunities for career development and advancement based on individual achievement, acquisition of skills and more objective application of rules in assessing performance.
- The continuity of implementation of a system of social and specific benefits, addressing the need to motivate and retain people and following the principles of internal and external equality.

- Creating conditions for the development of actions which “drive” the adoption of behaviour of social interaction and teamwork.
- The management of premises and equipment will be maintained and improved where possible, with a view to creating new spaces which are more suited to the needs of employees and ICP-ANACOM, in full compliance with the Law;
- The use of supplementary work will be restricted to exceptional circumstances, where there are proper grounds.
- The continuity of the policy that has been followed consistently with regard to outsourcing services with “peripheral functions”, particularly in relation to security, cleaning, concession to operating bars, among others, is maintained;

- The financial resources necessary to meet the payment of benefits which ensure that workers have healthcare, health and safety at work and pensions will be guaranteed.

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

Table no 1.1 - Evolution of human resources

NAME	2010	2011	2012
1 - Managerial staff	228	226	224
2 - Non managerial staff	163	160	157
Total workforce (1+2)	391	386	381

Unit: Number of staff

As already mentioned, the policy regarding the number of staff calls for the reduction of permanent staff and a reduction of 6 in their number is expected in net terms in 2010, and 5 in each of the remaining years.

Table no 1.2 - Evolution of complementary sorts of work

NAME	2010	2011	2012
Supplementary work	10 575	10 406	10 246
Temporary work	9 450	8 520	8 520
Total	20 025	18 926	18 766

Unit: Hours

Regarding the complementary sorts of work, it is expected that the number of temporary hours will be maintained over the period. With respect to supplementary work, it has been estimated that progressive reduction will be seen during the period of the plan. Overall, it has been estimated that there will be a reduction in complementary forms of work of 26 per cent by 2012, compared to 2009.

Table no 1.3 - Evolution of personnel costs

NAME	2010	2011	2012
Wages and expenses	23 008 558	24 009 525	24 846 490
Other personnel costs	3 135 242	3 184 875	3 325 510
Total	26 143 800	27 194 400	28 172 000

Unit: Euros

The financial resources for the execution of the staff plan were divided into the two lines above, whereas it should be noted that, following the policy of last year, a reduction in increases has been a priority, alleviating the effect of these costs on the total costs and losses, given that the impact of this account heading is significant.

To understand this effect, it is also important to note the following facts:

- The heading "WAGES AND EXPENSES", which comprises the remuneration of the management bodies (Board of Directors and Audit Committee), the basic and permanent salaries of ICP-ANACOM employees (base salary, daily allowances, holiday and Christmas allowances), for additional salaries (supplementary work, temporary work, subsidies and productivity bonuses) and charges on wages, will increase between 3.5 per cent and 4.5 per cent during the period of the plan. It should be noted that the reduction in the number of employees will mitigate the effect of increases in pay scale and advancement by merit, ensuring slower growth in the wage bill;

- The heading "OTHER PERSONNEL COSTS", which includes charges for pensions, work accident insurance, social action costs (mandatory medical examinations, health insurance, etc.) and training, also includes an amount set aside for compensation payments arising from contract terminations, given that the possibility is envisaged of contracts with some employees being terminated by mutual agreement, as part of incentive programme for leaving ICP-ANACOM.

The inclusion in the Plan of a sum for the termination of contracts by mutual agreement represents about 2 per cent of total personnel costs, and is the main component leading to the variation of these costs, which will be 6 per cent compared to 2009.

Table no 1.4 - Personnel Costs Plan

NAME	2010	2011	2012
1. Permanent staff (end of year)	390	385	380
2. Drafted	1	1	1
3. Workforce (1 + 2)	391	386	381
4. Effective work potential (1,800 Hours/year)	703 800	694 800	685 800
5. Supplementary work (hours)	10 575	10 406	10 246
6. Temporary work (hours)	9 450	8 520	8 520
7. Potential work (4 a 6)	723 825	713 726	704 566
8. Remuneration	15 693 906	16 341 555	16 853 091
9. Additional compensation	4 113 841	4 331 317	4 515 138
10. Pensions	1 234 089	1 286 464	1 341 062
11. Salary expenses	3 200 811	3 336 653	3 478 261
12. Work accident insurance	108 047	112 633	117 413
13. Social action costs	582 706	594 360	606 247
14. Other costs	1 210 400	1 191 418	1 260 788
15. Total (8 a 14)	26 143 800	27 194 400	28 172 000

Unit: Euros

Investment Plan

The investment plan approved for the period 2010-2012 continues the policy followed by ICP-ANACOM in this area, building upon the strategic investments initiated in previous years and envisaging new investment for the future in key areas of the Organization.

Since the way forward in this context is clearly oriented towards the fulfilment of its Statutes, namely the creation of conditions which are appropriate and necessary for the performance of regulation activities, representation and supervision of the communications sector, the investment plan points with special emphasis to keeping up with the changes occurring in the communications sector, both in terms of the latest operating and inspection technology, and in terms of internal means of communication, including the tools and support systems offered by information technologies.

The most important projects in terms of spectrum management, involving the purchase of basic equipment, are those associated with the modernization of laboratories, the technological upgrading of monitoring and control of the spectrum (MCE), the integrated monitoring of the spectrum (PMI) and the analysis of spectral compatibility. The projects related to information systems are aimed at upgrading technology - architecture and technology platforms, both 'hardware' and 'software', knowledge management, E-Government, among others. These projects, set out in the 2010-2012 plan, aim to give continuity to the guidelines outlined in previous plans, assuming great strategic importance for ICP-ANACOM, the reason for their meticulous definition.

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

Table No 2.1 - Evolution of investment

PROGRAMMES	OBJECTIVES	2010	2011	2012
Infrastructure	Improvement and maintenance of buildings and facilities owned by ICP-ANACOM	100 000	100 000	100 000
Upgrade and modernization of specific radio equipment	Ensure the technological update of the basic radio equipment for monitoring the radio spectrum.	695 000	755 900	767 000
Information systems	Modernization and upgrading of ICP-ANACOM's information technology and automation of work processes.	3 780 000	2 915 300	2 915 600
Administrative equipment, furniture and others	Ensure maintenance of administrative equipment, furniture and vehicles, among others.	170 000	170 000	170 000
Conversion works	Execution of works in rented buildings in order to conserve, maintain and adapt functional spaces.	250 000	150 000	150 000
Total		4 995 000	4 091 200	4 102 600

Unit: Euros

Financial Plan

The 2010-2012 financial plan reflects the sums appropriate and necessary for the implementation of planned activities.

In terms of revenues and gains note should be made of income derived from activity fees payable by network and service providers, users of frequencies, users of numbers, representing about 96.5 per cent, and fees payable by the operators of postal services and other income of minor importance, representing the remaining 3.5 per cent.

With the publication of Administrative Rule no. 1473-B/2008 of 17 December, a new pricing model entered into force on 1 January 2009 which introduced the activity fees payable by providers of electronic communication network and services and fees for the use of numbers and a new methodology for determining fees to be paid by operators that use the radio spectrum, with particular relevance to the land mobile service, where the criterium - the number of active SIM cards - was replaced by the effective use of frequencies allocated to operators.

This alteration, which allows the alignment of the type of fees payable for use of the spectrum with that defined in the LEC, and which was already cited in the 2009-2011 plan, is aimed at increasing the efficiency of spectrum use, while implying greater volatility in ICP-ANACOM's income, since this will depend on the amount of radio spectrum allocated to operators active in the market. This means that any returns of radio spectrum, in response to the incentives now created to enhance the efficiency of its use, or triggered by other events, will lead to a reduction in ICP-ANACOM's income.

Although aware of this reality, it is not known how operators will react to this change, and as such the projections of income presented in this Plan were developed with the assumption that the amount of radio spectrum allocated in the market will be maintained, which is an optimistic view from a financial point of view which may be seen as negative in terms of spectrum management.

The costs and losses forecast has the aim of ensuring the execution of activities required for the fulfilment of the remit assigned to ICP-ANACOM, including regulation and supervision of the communications sector, the management and supervision of the radio spectrum, the monitoring of obligations of concessionaires which are licensed and authorized to provide communications services, the representation of the Portuguese State, through the participation and organization of international meetings, the payment of contributions to international post and telecommunications organizations and adviser to the Government.

Simultaneously, this Authority provides logistical support to CPEC - Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Committee), a contribution as a founder of FPC - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation), as well as a participation in the costs resulting from special projects set out in the Major Planning Options (GOP) and participation in the operating expenses of Autoridade da Concorrência (Competition Authority), in compliance with Government guidelines.

It should be noted that the costs for financial year 2010 also reflect costs arising from actions which ICP-ANACOM will have to carry out in accordance with Government guidelines, including:

- Participation in the European Space Agency (ESA). The amount of Portugal's share, taken from the budget of ICP-ANACOM, for the ESA was determined by Order no. 215/2002 of 28 February, and is executable by 2011, in accordance with Order no. 21229/2007 of 13 September, whereas the amount which will be spent each year depends on the budget of the agency. For 2010, the amount forecast by the ESA is 1.8 million euros;
- Contribution to the Centre of Excellence in Africa for Portuguese and Spanish speaking countries and support for its full implementation. This centre has the goal of promoting training in key areas such as telecommunications policy, regulation, new technologies, service and languages, with the aim of increasing capacity for self-sustainability in these countries. The amount of cooperation provided for in 2010, amounts to 157 thousand euros.

A further factor behind the costs presented is the decision to set up and monitor the activity of a specialized centre for arbitration to resolve disputes in the electronic communications sector. This centre, with the nature of an association of private law, duly authorized by the Ministry of Justice, aims to provide an alternative to resorting to the courts (out-of-court settlement of disputes) which is simpler and less expensive, with the advantage of being specialized in matters of the sector. This has the objective of protecting users and giving full effect to the obligations of the Law of Electronic Communications (LEC). The development of these actions is expected to cost 500 thousand euros, whereas it is expected that this initiative will contribute to reduce the internal cost of processing complaints presented to ICP-ANACOM.

The components that make up the Financial Plan of ICP-ANACOM for the three years 2010/2012 are:

- Income and Gains Forecast
- Costs and Losses Forecast
- Financial Statements
- Treasury Budget
- Balance Sheets
- Cash Flow and Investment Coverage by Cash Flow
- Cash Flow Statement

Table no 3.1 - Income and Gains Forecast

DESIGNATION	2010	2011	2012
Electronic communications	72 402 200	76 975 500	75 800 500
Statements of rights	21 000	21 000	21 000
Exercise of ec activity	22 846 500	34 596 300	33 328 800
Use of frequencies			
GSM + UMTS use	36 347 500	28 632 000	28 632 000
Fixed service use	7 263 200	7 590 900	7 590 900
MTS-Private Networks use	2 434 800	2 369 700	2 369 700
FWA use	367 400	367 400	367 400
Other use	1 921 800	2 198 200	2 290 700
Use of numbers	1 200 000	1 200 000	1 200 000
Postal services	77 000	81 600	87 600
ITED	99 800	99 800	99 800
Other service provisions	472 400	491 500	509 100
Supplementary income	5 100	5 200	5 300
Eu subsidies	9 000	9 100	9 200
Financial income and gains	810 000	810 000	810 000
Extraordinary income and gains	210 000	210 000	210 000
Total	74 085 500	78 682 700	77 531 500

Unit: Euros

Table no 3.2 - Costs and Losses Forecast

DESIGNATION	2010	2011	2012
Supplies and external services	15 237 000	16 089 300	16 531 500
Fuel	95 700	100 500	105 700
Books and technical documents	282 700	288 400	294 200
Office supplies	80 000	81 700	83 400
Rents and leasing	1 941 400	1 980 300	2 019 900
Representation expenses	14 900	15 100	15 300
Communications	756 000	770 700	785 800
Insurance	212 000	217 200	222 600
Travel and accommodation	850 000	867 000	884 500
Conservation and repairs	2 840 300	2 899 300	2 959 500
Advertising and publicity	661 900	675 200	688 700
Common costs for buildings	1 108 200	1 136 100	1 164 500
Specialist work	5 583 200	6 228 000	6 458 300
Other supplies and services	810 700	829 800	849 100
Taxes	17 700	18 000	18 400
Personnel costs	26 143 800	27 194 400	28 172 000
Other operational costs	10 896 200	11 359 900	11 826 600
Membership dues	1 042 500	1 043 900	1 084 300
Meetings and Conferences	582 500	594 200	606 100
Cooperation	339 500	589 500	589 500
CPEC	379 600	503 300	528 300
Contribution to Fundação P. das Comunicações	1 068 800	1 093 100	1 136 200
Protocols	6 335 000	6 364 600	6 687 500
Sponsorships/competition prizes	663 100	676 400	689 900
Other operational costs and losses	485 200	494 900	504 800
Amortizations for financial year	3 916 800	4 007 800	3 342 600
Adjustments	100 000	100 000	100 000
Provisions for financial year	4 000 000	4 000 000	4 000 000
Financial costs and losses	30 000	30 600	31 200
Extraordinary costs and losses	200 000	204 000	208 100
Total	60 541 500	63 004 000	64 230 400

Unit: Euros

Table no 3.3 - Financial Statements

DESIGNATION	2010	2011	2012
Income and gains			
Fees for issuance of statements of rights	21 000	21 000	21 000
Fees for exercise of elec. communications activity	22 846 500	34 596 300	33 328 800
Fees for use of frequencies - GSM + UMTS	36 347 500	28 632 000	28 632 000
Fees for use of frequencies - Others	11 987 200	12 526 200	12 618 700
Fees for use of Numbers	1 200 000	1 200 000	1 200 000
Fees for exercise of Postal Services activity	77 000	81 600	87 600
ITED	99 800	99 800	99 800
Other service provisions	472 400	491 500	509 100
Supplementary income	5 100	5 200	5 300
EU subsidies	9 000	9 100	9 200
Financial income and gains	810 000	810 000	810 000
Extraordinary income and gains	210 000	210 000	210 000
Total income	74 085 500	78 682 700	77 531 500
Costs and Losses			
Supplies and external services	15 237 000	16 089 300	16 531 500
Taxes	17 700	18 000	18 400
Personnel	26 143 800	27 194 400	28 172 000
Other operational costs	10 896 200	11 359 900	11 826 600
Amortizations for financial year	3 916 800	4 007 800	3 342 600
Adjustments	100 000	100 000	100 000
Provisions for financial year	4 000 000	4 000 000	4 000 000
Financial costs and losses	30 000	30 600	31 200
Extraordinary costs and losses	200 000	204 000	208 100
Total Costs	60 541 500	63 004 000	64 230 400
Net income for year	13 544 000	15 678 700	13 301 100

Unit: Euros

Table no 3.4 - Treasury Budget

DESIGNATION	2010	2011	2012
Balance brought forward	80 070 400	91 626 940	99 641 840
Receivables			
Operation income	73 107 500	77 704 700	76 553 500
Financial income and gains	810 000	810 000	810 000
Total receivables	73 917 500	78 514 700	77 363 500
Payments			
Investment	4 995 000	4 091 200	4 102 600
Operations	52 524 700	54 896 200	56 787 800
Payment to State	4 841 260	11 512 400	13 326 895
Total payables	62 360 960	70 499 800	74 217 295
Cash in hand	91 626 940	99 641 840	102 788 045

Unit: Euros

Table no 3.5 - Balance Sheets

DESIGNATION	2010	2011	2012
Assets			
Fixed assets	20 383 200	20 316 600	20 926 600
Third parties debts (net)	3 600 000	3 500 000	3 400 000
Bank deposits and cash	91 626 940	99 641 840	102 788 045
Accruals and deferrals	3 200 000	3 100 000	3 000 000
Total assets	118 810 140	126 558 440	130 114 645
Liabilities			
Third parties debts and provisions	61 496 400	64 978 400	68 460 400
Accruals and deferrals	4 000 000	4 100 000	4 200 000
Total liabilities	65 496 400	69 078 400	72 660 400
Equity	53 313 740	57 480 040	57 454 245
Total liabilities + Equity	118 810 140	126 558 440	130 114 645

Unit: Euros

Table no 3.6 - Cash Flow and Investment Coverage by Cash Flow

DESIGNATION	2010	2011	2012
Net income	13 544 000	15 678 700	13 301 100
Amortizations	3 916 800	4 007 800	3 342 600
Adjustments	100 000	100 000	100 000
Provisions	4 000 000	4 000 000	4 000 000
Total funds released	21 560 800	23 786 500	20 743 700
Variation in provision	4 000 000	4 000 000	4 000 000
Cash flow	17 560 800	19 786 500	16 743 700
INVESTMENT COVERAGE			
Net cash flow	17 560 800	19 786 500	16 743 700
Investment	4 995 000	4 091 200	4 102 600
Self-financing	352%	484%	408%

Unit: Euros

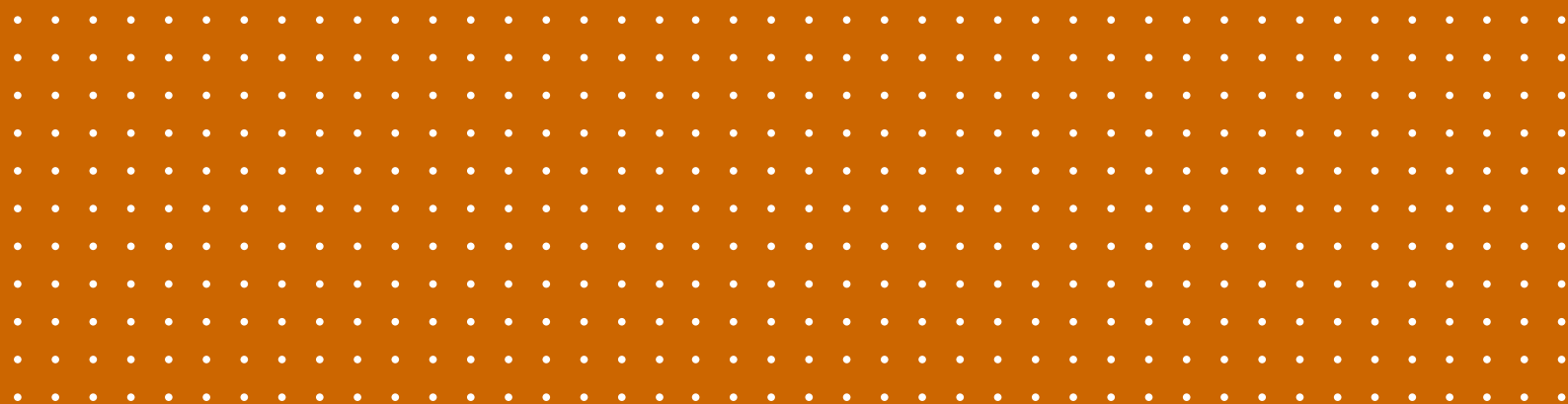
Table no 3.7 - Cash Flow Statement

DESIGNATION	2010	2011	2012
Operational Activities			
Client receivables	73 051 400	77 648 400	76 497 000
Payables to suppliers	-15 487 000	-16 239 300	-16 681 500
Payables to personnel	-26 143 800	-27 194 400	-28 172 000
Cash flow generated by operating activities	31 420 600	34 214 700	31 643 500
Other receivables/payables related to operating activities	-15 780 060	-22 915 700	-25 197 795
Cash flow generated before extraordinary items	-15 780 060	-22 915 700	-25 197 795
Receivables related to extraordinary items			
Payables related to extraordinary items	-200 000	-204 000	-208 100
Cash flow generated by extraordinary items	-200 000	-204 000	-208 100
Cash Flow from Operating Activities	15 440 540	11 095 000	6 237 605
Investment Activities			
Receivables from:			
Disposal of tangible fixed assets	42 000	42 000	42 000
Interest and similar income	810 000	810 000	810 000
	852 000	852 000	852 000
Payables from:			
Tangible fixed assets	-4 745 000	-3 941 200	-3 952 600
Cash Flow from Investment Activities	-3 893 000	-3 089 200	-3 100 600
Financing Activities			
Receivables from:			
Operating subsidies	9 000	9 100	9 200
Cash Flow from Financing Activities	9 000	9 100	9 200
Variation in cash and cash equivalents	11 556 540	8 014 900	3 146 205
Cash and cash equivalents at the beginning of the period	80 070 400	91 626 940	99 641 840
Cash and cash equivalents at the end of the period	91 626 940	99 641 840	102 788 045

Unit: Euros

06.

Annexes



● Annex I

Strategic Actions for the 2010 - 2012 Triennium

Number	Actions associated with Strategic Objective 1: To promote open and competitive markets	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
1.1.	Hold 6 seminars to circulate information and raise awareness with respect to the new ITED/ ITUR regime	X (Start)			X (End)						
1.2.	Assess the situation with regard to non-conforming set top boxes in this equipment market		X (Start)		X (End)		X (Start)		X (End)	X	
1.3.	Define the regulatory framework with respect to Next Generation Access Networks (NGA)		X (End)								
1.4.	Proceed with the transposition of the future Directive which will amend Directive 87/372/EEC (GSM Directive) on the frequency bands to be reserved for the coordinated introduction of public pan-European cellular digital land-based mobile communications				X (End) (a)						
1.5.	Review relevant markets in light of current and new European Union regulatory framework										
	- Market 1					X (Start)			X (End)		
	- Markets 2 and 3							X (Start)		X (End)	
	- Markets 4 and 5					X (b)					
	- Detail any obligations to be imposed on Market 6	X (Start)	X (End)								
	- Market 6 (ex-7, ex-13 and ex-14)					X					
	- Market 7							X (Start)		X (End)	
	- Review of Glide-Path of Mobile Termination Rates (for 2011)			X (Start)	X (End)						
	- Market 18	X (Start)		X (End)						X	
1.6.	Conduct analysis with respect to trends in technological evolution, particularly NGN (New Generation Networks) in the electronic communications sector and their impact on the economy of business in terms of operator cost structures, network topology and development of new offers				X (End)			X (Start)		X (End)	

Number	Actions associated with Strategic Objective 1: To promote open and competitive markets	TIMETABLE							
		2010				2011			
		I	II	III	IV	I	II	III	IV
1.7.	To monitor the process of switch-over and simulcast with respect to the implementation of Digital Terrestrial Television (DTT)								
	- Prepare quarterly reports on the development of the transition process	X	X	X	X	X	X	X	X
	- Conduct consumer surveys on the use of Digital Terrestrial Television			X				X	
	- Prepare final report on the transition process								X
1.8.	Prepare procedures and measures required for the switch off of the analogue television service								
	- Publish plan for the termination of terrestrial analogue transmissions	X							
	- Prepare additional proposals for transition mechanism incentives				X				X
	- Assess the degree of DTT coverage and availability of equipment	X				X			
	- Audit compliance with the obligations (besides coverage) of the DTT operator	X				X			X
1.9.	Prepare regulation of postal operations						X (Start) (a)		X (End)
1.10.	Conduct studies with CMU-Portugal (Carnegie Mellon University-Portugal) on:								
	- Regulation of Next Generation Networks - segmented approach		X (End)						
	- Universal Service policies			X (End)					

(a) - This action is scheduled to begin following the entry into force of legislation which transposes the Postal Directive.

(b) - Timetable dependent on the results of the supervision of markets 4 and 5, to be conducted over the course of 2009.

Number	Actions associated with Strategic Goal 2: To uphold and protect the interests of users and citizens in general	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
2.1.	Set up a National Centre for Arbitration for the electronic communications sector involving the launch and follow up of its functioning										
	- Entry into operation	X									
	- Launch of national information campaign		X								
	- Monitor Centre's activity			X	X	X	X	X	X		
2.2.	Monitor the impact of heavy user behaviour (heavy users) on the quality of service of the Internet Access Service	X (Start)		X (End)		X (Start)		X (End)			X
2.3.	Prepare and realise a plan for the release of specific contents on the means of reaction available to users of electronic communications	X (End)									
2.4.	Create regulatory costing system for mobile operators (with SMP)	X (a)			X (End)						
2.5.	Conduct European benchmarking on comparisons of postal service prices		X (Start)	X (End)			X (Start)	X (End)			X
2.6.	Conduct study on the identification and characterisation of the interdependencies between the civil protection policies of the Mainland and Autonomous Regions and the policies for the communications sector				X (End)						
2.7.	Extend depth of the study into the identification and characterization of the main nodes and outgoing routes for international traffic.				X (End)						
2.8.	Conduct study on the identification and characterization of the interdependencies between the infrastructure of the private networks of the State and the public electronic communication networks			X (End)							
2.9.	Conduct information campaign on the various television reception platforms (Cable, Satellite, XDSL, Terrestrial)	X (Start)								X (End)	
2.10.	Conduct study to assess and characterize the security of communications on public electronic communication networks	X (a)		X (End)							

Number	Actions associated with Strategic Goal 2: To uphold and protect the interests of users and citizens in general	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
2.11.	Establishment of National Registration Authority of Object Identifiers (OID)	X (a)			X (End)						
2.12.	Analyse behavioural patterns and motivation of end-users of electronic communication services in terms of adopting packaged offers			X (Start)			X (End)				
2.13.	Analyse behavioural patterns and motivation of end-users of voice communication services especially in terms of switching operator and mobile communication services	X (Start)			X (End)						
2.14.	Conduct studies on consumption patterns and social-demographic profiles of end-users of mobile broadband communication services				X (Start)			X (End)			
2.15.	Conduct critical analysis of Regulatory Costing System (RCS) of PTC	X (Start)			X (End)						
2.16.	Conduct critical analysis of Analytical Accounting System (AAS) of CTT				X (Start)						X (End)
2.17.	Conduct technical assistance with respect to 112L resulting from possible difficulties in the implementation of the new solution for 112L	X (Start)			X (End)						
2.18.	Conduct exercise of communications and information security with respect to electronic communications networks and services	X (Start)			X (End)						
2.19.	Establish applicational system (Extranet) for notification of faults	X (Start)			X (End)						
2.20.	Proceed with installation of CSIRT (Computer Security Incident Response Team) for electronic communication networks and services	X (Start)								X (End)	

(a) - begun in 2009.

Number	Actions associated with Strategic Objective 1 and 2: To promote open and competitive markets/To uphold and protect the interests of users and citizens in general	TIMETABLE							
		2010				2011			
		I	II	III	IV	I	II	III	IV
1.2.1.	Evaluate the management of the spectrum in terms of prospective strategy, considering the existing and planned use of frequencies, as well as the need to anticipate the introduction of new radiocommunication systems			X (End)					
1.2.2.	Define spectrum management policies with respect to the possibility of transmitting spectrum usage rights, defining in particular modes and phasing associated with the introduction of secondary spectrum trading				X (End)				
1.2.3.	Study the feasibility of options, resulting from public consultation, for the digital dividend						X (End)		
1.2.4.	Reformulate the structure of the National Frequency Allocation Plan (NFAP) and forms of access				X (End)				
1.2.5.	Define and implement the principles of spectrum planning and engineering to be included in the NFAP			X (Start)	X (End)			X (Start)	X (End)
1.2.6.	Undertake the transposition of the regulatory framework for postal services								
1.2.7.	Undertake the transposition of the Community regulatory framework for electronic communications networks and services		X (Start) (a)				X (End)		
1.2.8.	Approve the rules for numbering - updating the main elements of the NNP and presenting the document of services associated with E.164 numbers	X (Start)		X (End)					
1.2.9.	Establish procedures for the ENUM Tier 1 registry under the protocol for the establishment of FCCN - Fundação para a Computação Científica Nacional (Foundation for National Scientific Computing) and to promote the development of work in this area, including a pilot project			X (End)					
1.2.10.	Evaluate the price system of the Universal Postal Service (Price Convention)			X (Start)	X (End)				
1.2.11.	Assess the quality objectives of Universal Postal Service (Quality Convention)			X (Start)	X (End)				
1.2.12.	Implement the procedure for limiting the usage right for the 2.5 GHz bands and other associated rights				X (End)				

Number	Actions associated with Strategic Objective 1 and 2: To promote open and competitive markets/To uphold and protect the interests of users and citizens in general	TIMETABLE							
		2010				2011			2012
		I	II	III	IV	I	II	III	IV
1.2.13.	Define the solution for the portability of non-call related communications in the event of termination of service, adjusting for this purpose the Specifications for Portability		X (b)						
1.2.14.	CLI Guide (Calling Line Identification) - update preliminary version and submit it to consultation	X (Start)		X (End)					
1.2.15.	Amend the SPS Regulation (Selection and Pre-selection) - to accommodate SPS with the "30" numbering range	X (b)							

(a) - There have been delays in the development of the regulatory package - "2006 Review", whereby the action was not concluded in 2009. With the expectation that the "2006 Review" package will not be approved until the next presidency, after the European elections, without knowing the date, on the one hand, the period of transposition of Directives is not known, and on the other, the timetable considered here is subject to change, especially with regard to the date fixed by the MNE for the presentation of transposition legislation.

(b) - This action should have started in 2009, despite not featuring in the 2009-2011 plan.

Number	Actions associated with Strategic Objective 3: To improve the regulator's efficiency and performance capacity	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
3.1.	To achieve flexible accreditation from IPAC - Instituto Português de Acreditação (Portuguese Accreditation Institute) and to continue reform of the laboratory activity				X (End)						
3.2.	To optimize, develop and integrate applicational management systems										
	- Applicational module for electronic invoicing				X (End)						
	- Adaptation of GIAF applicational module to the New Accounting System		X (End)								
	- Applicational module for Purchasing Workflow	X (Start)			X (End)						
	- Applicational module for financial system					X (Start)			X (End)		
3.3.	To integrate all technical infrastructure supporting Spectrum Monitoring and Control (MCE), creating a National Network (Integrated Monitoring Project - PMI)										
	- Implement PMI in Barcarena			X (End)							
	- Construct 6 remote stations in delegations (3 in Madeira and 3 in the Azores)				X						
3.4.	Develop and implement an information application in support of electronic licensing								X (End)		
3.5.	Computerise laboratory processes and equipment management (the survey for which has already been conducted)				X (End)						
3.6.	Computerise Spectrum Monitoring and Control processes				X (End)						
3.7.	To carry out a study on the de-materialization and presentation/delivery of processes documents by electronic mail within the scope of infringement proceedings				X (End) (a)						
3.8.	Define and implement ICP-ANACOM's security policy				X (End)						

Number	Actions associated with Strategic Objective 3: To improve the regulator's efficiency and performance capacity	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
3.9.	Produce ANACOM's internal Human Capital Portfolio (2nd phase)		X (Start)								X (End)
3.10.	Computerise the procedures related to Equipment Market Enforcement processes	X (Start)					X (End)				
3.12.	- R&TTE/CEM Regime - procedure 1 (SGR&TTE Project)	X (Start)	X (End)								X

(a) - The development of this action is dependent on legislative measures to be adopted by the Ministry of Justice in terms of the de-materialization applicable to the penal process, subsequently applicable to the regime of offences.

Number	Actions associated with Strategic Objective 4: Participate in the development of the EU internal market	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
4.1.	Adapt the strategy of ICP-ANACOM to the new European Regulatory framework	X (1)			X						

“(1) - As a result of the study on the impact of the New Regulatory Framework on the external actions of ICP-ANACOM and tied to BEREC (Body of European Regulators for Electronic Communications).

Number	Actions associated with Strategic Objective 5: Promote institutional and technical cooperation	TIMETABLE									
		2010				2011				2012	
		I	II	III	IV	I	II	III	IV		
5.1.	Deepen strategic and technical cooperation in the context of and with CPLP Countries (Community of Portuguese speaking Countries)										
	- Promote training programmes in the context of the ITU Centre of Excellence (CoE)	X (Start)									X (End)
	" - Execute Indicative Cooperation Programmes (ICP) with INACOM, ANAC, INCM, ICGB, AGER and ARCOM "	X (Start)			X (End)	X (Start)			X (End)		X
	- Perform functions of ARCTEL Secretariat (Association of Communications and Telecommunications Regulators of CPLP)	X (Start)									X (End)
5.2.	Represent the Portuguese State at the World Radiocommunication Conference (WRC11)										
	- Prepare national position for WRC11								X (End)		
	- Participate in and uphold national interests at WRC11										X (End)

(1) - INACOM (Instituto Angolano das Comunicações); ANAC (Agência Nacional das Comunicações de C.Verde); ICGB (Instituto das Comunicações da Guiné-Bissau); INCM (Instituto Nacional das Comunicações de Moçambique); AGER (Autoridade Geral de Regulação de São Tomé e Príncipe; ARCOM (Autoridade Reguladora das Comunicações de Timor Leste).

● Annex II

Global Indicators for 2010-2012 Triennium

Designation	2010		2011		2012	
	Target	Actual	Target	Actual	Target	Actual
Percentage of prior hearing reports and final determinations released within a maximum deadline of (n+15), n being the number of working days for the prior hearing of interested parties	85%		90%		90%	
Rate of accomplishment of the strategic actions (percentage of actions in the Management Plan accomplished within the approved timetable)	95%		95%		95%	
Average time taken to grant numbering resources (in working days)	5		5		5	
Maximum time taken to grant numbering resources (in working days)	15		15		15	
Average time taken to respond to requests for radio licensing (in working days)	19		18		17	
Requests about the markets handled during the period / total requests about the market received during the period	95%		95%		95%	
Number of monitoring actions carried out	852		852		852	
- Electronic communications services	245		245		245	
- Postal Services	57		57		57	
- ITED infrastructure	450		450		450	
- Equipment market (R&TTE/CEM regime - procedure 1)	100		100		100	



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