

Management Plan 2012-2014

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Introduction

1. Introduction

The development of the information society and the increasing use of communication media, including electronic media, by citizens and businesses, raises a number of challenges in terms of regulation and oversight. As Portugal's regulator of electronic and postal communications, ICP - Autoridade Nacional de Comunicações (ICP-ANACOM) has been preparing for these challenges and engaging them, leading processes of change in Portuguese society.

It is ICP-ANACOM's goal to bring about conditions supporting the development and provision of communications services which fulfil the needs of Portugal's users, while at the same time contributing to the development of the internal market of the European Union (EU).

As such, ICP-ANACOM has been listening to the concerns and needs expressed by the different sets of stakeholders - citizens, businesses, operators and providers of electronic and postal communications, national and international organisations, and also the Portuguese State itself, - hosting meetings, seminars and, of course, conducting consultations on measures with significant impact on the market, in order to better serve the interests of users and consumers in general.

ICP-ANACOM is committed to its continued active participation at the forefront of change in the sector, remaining vigilant to ensure effective, preventive regulation, whenever necessary, in order to uphold users' rights and promote a competitive environment, fuelling innovation and responding to the needs of citizens and businesses.

In particular, its goals are to: i) continue to uphold the interests of citizens in the context of current legislation; ii) attend to the requirements of communications operators, under the existing regulatory framework; iii) set out its views and opinions and respond to requests from the Portuguese Government to give impetus to the information society in Portugal; iv) participate actively and constructively at national and international forums to promote national positions and support Portugal's image; and v) bring about conditions to enhance efficiency in relations between and within ICP-ANACOM's different departments and services, increasing efficiency levels for the benefit of users.

Over the next three years, there are multiple challenges, including implementation of the new regulatory framework for electronic communications, oversight of next generation access network deployment, increasing efficiency in radio spectrum management, taking into account the digital dividend, the switch off of analogue television across the country and the implementation of the Postal Directive and full liberalisation of postal services and other tasks. To address these challenges and to provide response to the growing number of requests from all sections of the national and international market, requires a Regulator that is increasingly focused and specialised,

The growing number of requests has to be examined in a framework of rigorous prioritisation and selection of activities to be pursued, in order to optimise use of existing resources in line with a reduction operating costs. Indeed, ICP-ANACOM has applied a policy of expenditure restraint, increasingly evident since 2009.

In the three-year period 2012-2014, the drive to contain expenditure will continue, without compromising the development of activities which form the basis of ICP-ANACOM's remit.

The 2012-2014 Management Plan presents a summary of the strategic priorities which will govern ICP-ANACOM's activities over the next three years, setting out the objectives to be pursued and the actions to be undertaken in accomplishment of the defined strategy. These activities may be expanded or adjusted as a result of priority internal and/or external demands, taking into account the organisation's resources and the existing budgetary constraints.

Since this is a three-year plan with overlapping schedules, the forecasts given with regard to the two common years remain subject to adjustment as a result of unforeseen alterations determined by internal constraints or by changes observed in the external environment.

The Management Plan also incorporates the Resource Plan and Financial Plan, identifying the use of resources entailed in the accomplishment of the strategic objectives and actions determined for the three-year period and in the development of ICP-ANACOM's other ongoing activities. In order to monitor and oversee the execution of strategic and priority actions, providing an evaluation of organisational performance, the plan also details a set of global activity indicators, which will be measured on a quarterly basis.

Finally, it should be noted that this Plan does not cover recurring activities undertaken by ICP-ANACOM's various functional areas, even though such activities constitute a majority

its regular work. These remain subject to monitoring and evaluation under the Operational Plan, particularly with regard to meeting implementation deadlines and progress with respect to previously established targets.

Mission, vision and values

2. Mission, vision and values

In light of the challenges that ICP-ANACOM is likely to face, the next three years will be extremely demanding in terms of regulation and supervision of the electronic communications and postal sector, and also in terms of interaction with stakeholders. This set of challenges, resulting also, in large part, from the entry into force of new regulatory frameworks for electronic communications and the postal sectors, will have to be assessed by ICP-ANACOM in terms of technological and regulatory evolution and changes occurring in the behaviour of communications users.

In this context, it remains ICP-ANACOM's goal to respond to requests from different stakeholders, incorporating them in its activities, in order to better serve citizens and society and satisfy relevant needs, according to its **mission**: to regulate, supervise and monitor the electronic communications market in order to assure that all citizens are provided with diverse choice and universal access to (electronic and postal) communications services in a market with conditions that foster innovation, investment and efficient service provision, guaranteeing affordable prices for all consumers. In addition, ICP-ANACOM has responsibility for contributing to the development of the internal market of the EU, as national regulatory authority for electronic and postal communications pursuant to its statutes, as published in annex to Decree-Law no. 309/2001 of 7 December, pursuant to *Lei das Comunicações Eletrónicas* (Electronic Communications Law) (articles 4 and 5 of Law no. 5/2004 of 10 February) and *Lei de Bases dos Serviços Postais* (Basic Law of Postal Services) (article 18 of Law no. 102/99 of 26 July, as amended by Decree-Law no. 116/2003 of 12 June).

As part of its regulatory activity, it is incumbent upon ICP-ANACOM to create and ensure conditions that enable a properly functioning market and full assertion by its economic agents, promoting competition and safeguarding consumer interests. To accomplish this mission, ICP-ANACOM engages in a wide range of actions, including market analyses, the establishment and oversight of regulated offers, the establishment of costing systems that enable the accomplishment of cost-oriented prices and analysis of the different *sistemas de contabilidade analítica* (analytical accounting systems) employed by operators, including providers of the universal service, ensuring that the service is provided according to the best conditions, including pricing.

As national regulatory authority responsible for communications, ICP-ANACOM is likewise responsible for undertaking the efficient management of scarce resources in public ownership, such as the radio spectrum; this responsibility constitutes an essential part of ICP-ANACOM's work in terms of spectrum management (in light of technological changes, the increasing application of the principles of neutrality and the new potential offered by the digital dividend), monitoring, oversight and, if necessary, corrective action. Such work is key to ensuring the proper functioning of the spectrum, without problems of interference and to ensuring that this resource is used efficiently, given its fundamental importance to a range of commercial activities which drive economic and social development, such as mobile communications and radio and television broadcasting.

The regulatory activity, which is clearly associated with spectrum management and other scarce resources, naturally remains at the very essence of the Regulator's set-up, notwithstanding consideration given to specific areas which have to be given priority, especially as a result of technological developments.

Communications security is one such priority area, where recent international developments, particularly at European level, have made this issue a critical area of ICP-ANACOM's activity for the next three years. This results from the increased responsibility that stems from the new regulatory framework for electronic communications, owing to the introduction of significant alterations regarding regulator responsibilities in respect of communications security.

Another important area of the Regulator's activity is focused on market oversight and monitoring; it is ICP-ANACOM's responsibility to enforce compliance with the obligations of the universal service, as well as to ensure proper application and enforcement of other laws, regulations, technical requirements and determinations applicable in the context of its assignments. ICP-ANACOM is also responsible for ensuring that communications operators remain compliant with the provisions of the respective authorisations granted for the pursuit of their activities and with the provisions of concession contracts, and (in the case of electronic communications) for enforcing compliance with the general authorisation scheme. As a result of the exercise of this aspect of its activity, and to correct conduct that jeopardizes the proper functioning of the market, ICP-ANACOM has equipped itself with a set of information and knowledge by which it can enhance its capacity to take action and improve its efficiency, while simultaneously compiling and sharing data that is vital to the sector's different agents.

Supervision and oversight of the market, including enforcement and the application of penalty regimes, has clearly become an increasingly important part of the regulator's activity, given the multiplicity of market agents and available offers, as well as the need to respond to the growing number issues raised, in particular, by users.

Additionally, as part of its responsibilities to provide national representation, ICP-ANACOM is responsible for participating, in representation of the Portuguese State, in international organisations and bodies; in the strict performance of its assignments, ICP-ANACOM provides technical representation in the various forums of the EU and at organisations of communications regulation, promoting cooperation and sharing experiences and knowledge, leading to the adoption of measures of various kinds with impact at national level.

As such, it is important to emphasise ICP-ANACOM's participation in the groups/organisations set up pursuant to EU Directives on the sector, especially the Body of European Regulators for Electronic Communications (BEREC) in the area of electronic communications and the European Regulators Group for Postal Services (ERPG) with regard to the postal sector, as well as the Radio Spectrum Policy Group (RSPG) on spectrum management. ICP-ANACOM's involvement is increasingly demanding and intense, given how important it is to remain involved in the formulation of positions on binding measures discussed and adopted under the auspices of these organisations.

ICP-ANACOM's collaboration with public and private groups, in the promotion of scientific research into telecommunications and of technical standards, makes up another important area of its work, together with its support of the national and international dissemination of the sector and in formulating the communications sector's civil emergency planning policies, providing technical support to agencies and authorities responsible for deploying and managing the integrated emergency communications network.

It also remains the responsibility of ICP-ANACOM to provide advice to the Government, as called upon or on its own initiative, on the definition of strategic guidelines and general policies in respect of communications, suggesting or proposing policy or legislative measures, and to ensure institutional and technical cooperation.

But at the crux of the Regulator's action and constituting the core of this Authority's activity, is the attention given to users and citizens general with a view to upholding their rights and responding to their needs, as set out in current legislation. Meanwhile, ICP-ANACOM is called on to increase transparency, to provide more and better information on

the diversity of the offer and on the appropriate levels of quality of service and pricing. It is with this purpose that ICP-ANACOM remains focused on ensuring continued widespread availability of information on a range of issues related to the different areas of its activity, through multiple channels, and with particular emphasis on its institutional website and consumers' website

The activities outlined above will be developed in order to accomplish ICP-ANACOM's **vision** of remaining:

- 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;
- 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;
- recognised for its interventionist and active role in international bodies and with regard to the technical representation of the Portuguese State, while performing its role as advisor to the Government on matters of communications policy.

In view of its mission and the vision which drives it, ICP-ANACOM has identified a set of solid **values and principles** which characterise its performance in dealing with all parties.

These values are characterized by institutional and professional ethics; integrity; respect and responsibility; independence; transparency; protection and promotion of healthy competition; proportionality; promotion of technological neutrality; pro-activity and anticipation; excellence in performance and a focus on results; and greater individual staff accountability.

It is crucial that all these values and principles, which have governed the actions of ICP-ANACOM to date, remain firmly in place.

As such, the principles of stability and predictability are of particular importance - they are essential for instilling confidence in the markets needed for investment and innovation, while taking into account the regulatory innovation arising from technological and regulatory changes, as a driver of the sector's development. The principle of independence must also be highlighted, since it is essential to the success of regulatory activity, enabling regulatory intervention that is free, fair, objective and impartial. The principle of transparency means that decisions are to be communicated clearly to all stakeholders, through a reasoned explanation of the motives of intervention, the means

chosen to accomplish intervention and the intended outcomes. Meanwhile, applying the principle of proportionality, the Regulator is called on to intervene only to the extent that intervention is necessary, in particular, to remedy market failures, while minimizing the costs of intervention and acting in a manner that is least intrusive to the functioning of the sector. Technology neutrality and competition between different technological options also remains fundamental, since this provides conditions under which operators are able to offer an increasingly diverse range of solutions and quality to consumers in an environment marked by constant innovation and technological evolution.

Critical factors for success

3. Critical factors for success

The critical factors that have enabled ICP-ANACOM to accomplish its objectives remain current in the context of mission, vision and values and principles governing the 2012-2014 three-year period. These critical factors for success consist of:

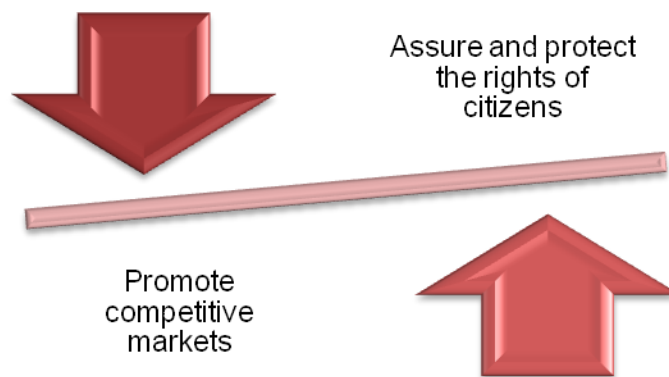
- alignment with and focus on results, with increasingly keen emphasis on achieving tangible results in terms of the development of fair competition and protection of the rights of users and citizens in general - these results should be monitored to determine the strategic objectives, the actions to be undertaken and targets;
- organisational efficiency, enabling continuous improvement in the organisation, in terms of its management structure and processes and in light of the resources available; the success of this effort is dependent on the ability to reorganize operations, create flexible structures, reform working methods and implement technological applications which support improved interfaces and increased organisational efficiency, thereby enhancing the organisation's environmental sustainability;
- change management, learning and continuous improvement, with a view to establishing an ongoing commitment among the organisation's people to support the transformation process and the strengthening and recognition of progress accomplished in terms of the organisation's challenges and established goals - goals which are essential to increase ICP-ANACOM's flexibility, ability to respond and performance.
- people management, with a view to boosting knowledge and the development of technical and social skills, promoting multidisciplinary teams and project-driven work, in a more flexible manner and with training that supports constant adaptation to new structures;
- consistent integration in the development of the EU regulatory process, with ICP-ANACOM taking an active role in the development of the internal market through committed and active participation in adopted decisions, taking into account national specificities. ICP-ANACOM also has a key role in terms of regulation and providing

advice on the transposition of Directives related to its remit, with the corresponding measures reflected in national regulation.

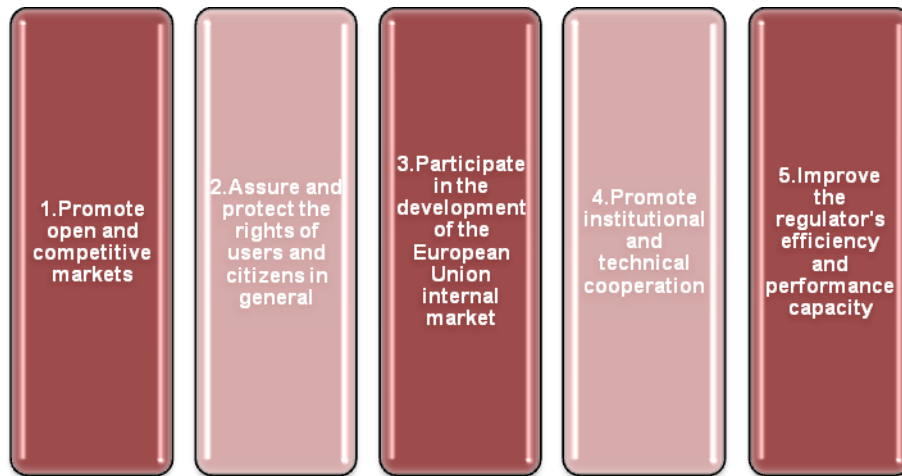
Strategic goals and actions

4. Strategic goals and actions for the 2012--2014 triennium

With a view to its mission, which is aligned along four separate prongs of action - regulation and spectrum management, market supervision and oversight, international representation and other activities -, and in the light of its accumulated experience and its assignments, ICP-ANACOM has defined a set of strategic objectives for the 2012-2014 three-year period. These objectives follow on from those set out in the previous period, to the extent that they remain current in the present economic and legislative context, given the focus on improving delivery of services to users and citizens in general. As such, it is important to analyse and implement measures that best strike a balance between ensuring the rights of communications users and promoting open and competitive markets, with a view to continuous improvement in the delivery of services to all citizens.



The strategic objectives established by the Management Board, with a view to accomplishing the organisation's mission and vision, its values, principles and critical factors for success are as follows:



TO PROMOTE OPEN AND COMPETITIVE MARKETS

This objective of promoting open and competitive markets is aimed at the guarantee that communications operators and providers have access to networks, particularly in the current context of next generation access networks (NGA), according to conditions of transparency, equality and neutrality, promoting competitiveness and the development of the communications market, in order to fulfil the communication needs of users (citizens and businesses), and as a factor of economic growth, competitiveness, job creation and development of the information and knowledge society.

in line with this objective, ICP-ANACOM will continue to ensure efficient management of the radio spectrum and numbering in the communications sector, leading to an increase in services and limiting the undesirable effects of harmful interference which jeopardise the quality of the service provided and the confidentiality of communications.

Additionally, the promotion of competitive markets seeks to ensure cost-oriented prices, high levels of quality of service, diversity and choice of services for citizens and businesses, as well as innovation and growth in the penetration of new services in a context of technological neutrality.

TO ASSURE AND PROTECT THE RIGHTS OF USERS AND CITIZENS IN GENERAL

ICP-ANACOM continues to assure and protect the rights of users and citizens, with a view always to the balance between the social and economic goals of communications policy. To this end, ICP-ANACOM gives special focus to areas of its activity where the free functioning of the market does not lead to an efficient allocation of resources and where, due to a lack of competition, the existence of open and competitive markets does not guarantee the objectives of public interest. ICP-ANACOM therefore plays an active role in defending the rights of users and consumers, ensuring universal access and promoting the provision of affordable services which are accessible to all; as such, it imposes universal service obligations based on pre-defined parameters and levels of quality and affordability, irrespective of geographic location, socio-economic conditions and user needs, paying particular attention to vulnerable groups of users such as elderly and disabled people or people with special needs.

With a view to protecting users and ensuring that they are kept properly informed, ICP-ANACOM also acts to uphold the confidentiality of communications, ensuring that personal data is protected and that communications are secure. It also provides information to consumers about the operators and providers present in the market and the products and services offered, handling requests for information and other requests it receives and supporting users.

TO PARTICIPATE IN THE DEVELOPMENT OF THE EUROPEAN UNION INTERNAL MARKET

ICP-ANACOM maintains a participatory and influential role in the development of the EU's internal market, sustaining a high level of involvement and providing institutional and technical representation of the Portuguese State before its international counterparts, following the activity of communications regulation and establishing relationships with other regulators, particularly within the context of BEREC, whose role in the stabilisation and harmonisation of regulatory practice at EU level is becoming increasingly important.

Reform of the European regulatory framework governing communications networks and services, revised in 2009 and implemented in 2011, introduced changes that include the

strengthening of provisions aimed at the accomplishment of a more inclusive information and knowledge society, bringing new challenges in the application of relationships between the various parties and the dynamics of such relationships; this makes it essential to continue a policy of collaboration with all entities.

TO PROMOTE INSTITUTIONAL AND TECHNICAL COOPERATION

In furtherance of this objective, ICP-ANACOM will continue to pursue activities and disseminate regulatory practices adopted in Portugal, in order to promote and share know-how with respect to the market of electronic communications and postal services, while engaging with other organisations in the exchange of information, knowledge and experience.

In addition to its numerous cooperation activities, ICP-ANACOM also works to monitor existing partnerships and examine opportunities to establish new partnerships, both public and private, which will complement the Regulator's activity and which will increase the organisation's knowledge potential.

STRATEGIC ACTIONS

In order to achieve these objectives and taking into account the changes that lie just ahead, ICP-ANACOM has set out nine critical action areas of concern for the 2012-2014 three-year period, through which it seeks to overcome the challenges it will face.

The challenges ahead result directly from exogenous factors, such as the transposition of the new regulatory framework for electronic communications and transposition of the Postal Directive, which fully liberalizes the postal service. The entry into force of new legislation leads to significant alterations in terms of regulation and will mark this Authority's activity in the coming years.

In fact, the entry into force of a new legal framework for the electronic communications sector determines a global effort to adapt; it significantly impacts the evolution of regulation, particularly in terms of ICP-ANACOM's relationship with the European Commission (EC), given the existence of BEREC, in terms of the remedies which

regulators can employ to overcome constraints to the proper functioning of the market, and in terms of the EC being given veto powers over certain remedies and the strengthening of regulator independence.

The new framework also determines substantial changes in terms of the security of electronic communications, extending the powers and responsibilities of regulators in this area - a responsibility that entails important work.

In terms of the postal sector, full liberalisation will bring changes to the sector and to the functioning of the market; these need to be addressed, with a focus on competition and safeguarding the interests of consumers and citizens in general. This is a complex task, which has the objective of ensuring proper market operating conditions, so that operators are able to develop their businesses under conditions which support growth and which enable continued investment in the sector, thereby contributing to the emergence of new and diverse services, keener pricing and the provision of quality service to consumers.

Consumers and users are increasingly at the centre of the regulator's activities. Mindful of the difficulties consumers experience in the acquisition of communications services and the conditions governing these services - as evidenced by the growing number of complaints which this Authority receives every year - ICP-ANACOM intends to adopt a more proactive stance, compiling, analyzing and providing clear and transparent information that will help lead to a better informed consumer, given that informed consumers make better choices and are better protected.

Another area of great importance to all of Portugal's citizens is the transition to digital terrestrial television (DTT). Following successful migration in pilot areas, the switch off of the analogue television signal will take place nationwide between 12 January and 26 April 2012. ICP-ANACOM's goal is to conclude this process without disruption and without anyone being left deprived of their right to watch television. The process calls for continued monitoring, to ensure that people will still be able to watch television as they have done for decades, but with enhanced quality. Besides its impact on the population, the switch off of analogue television will also drive the development of new services and products, with the release of spectrum that can be used for other purposes, enabling the launch of new electronic communications services, such as mobile television.

In parallel, and to stay constantly abreast of market development, ICP-ANACOM is increasingly focused on intense supervisory activity, both to verify the proper implementation of rules and to obtain a set of information on the sector, technologies and

businesses, so that it can anticipate the regulatory measures that will be necessary to promote the healthy development of markets and detect flaws that may exist either in the functioning of the market or in terms of information that gives basis to consumer convictions.

It is also ICP-ANACOM's responsibility to ensure that the prices offered by service providers designated as having significant market power in the areas in which they operate and by service providers which have been charged with the provision of the universal service remain cost-oriented. In this regard, and given its powers and responsibilities, ICP-ANACOM is called on to develop a set of actions to implement the obligations of cost orientation to which electronic communications and postal sector operators are subject, notably through the creation of regulatory accounting systems.

Alongside its strong focus on improving the conditions of market functioning and development, ICP-ANACOM also intends to enhance its own structure and means of action, promoting an increase in efficiency and effectiveness. In this respect, there remains strong emphasis on the integration of application systems, moving towards the dematerialisation and automation of work processes, and enhancing the organisation's capacity to respond to requests put by the market.

It is this context, marked by an important set of challenges, that will shape ICP-ANACOM's work over coming years. ICP-ANACOM will need to overcome the set of internal and external challenges it faces, making use of all its capabilities. To achieve this, nine strategic actions have been defined, each involving a set of measures to be implemented over the next three years. These strategic actions, which will govern ICP-ANACOM's performance and activity, are listed below.

STRATEGIC ACTIONS FOR THE TRIENNIUM 2012-2014

1 - Conclude and consolidate the terrestrial analogue television signal switch-off process and the migration to terrestrial digital television.

2 - Examine regulatory requirements, particularly in terms of network access, subsequent to the full liberalisation of postal services.

3 - Analyse the impacts of the transposition of the new regulatory framework for electronic communications.

4 - Consolidate ICP-ANACOM's position at BEREC and other relevant groups of the European Union.

5 - Develop and optimise regulatory costing systems.

6 - Strengthen mechanism of interaction with the various market agents, including users of communication services, especially through a new approach to handling complaints, expanding alternative mechanisms of dispute resolution and through the provision of easily accessible information to the general public.

7 - Develop an effective approach to issues of security contained in the new regulatory framework for electronic communications.

8 - Strengthen oversight actions resulting from the current state of market and regulatory development.

9 - Work to achieve the integration and uniformity of application systems and the automation and dematerialisation of work processes, with a view to optimising resources and to the generalised use of operation and management indicators.

SCHEDULE OF ACTIONS TO BE UNDERTAKEN 2012-2014

In view of the set of strategic actions outlined, the following tables list some of the actions to be concluded over the next three years, organised and timetabled according to ICP-ANACOM's four main areas of intervention.

REGULATION AND SPECTRUM MANAGEMENT	Obj.	Strategic Objective	TIMETABLE								2014
			2012				2013				
			I	II	III	IV	I	II	III	IV	
Consolidate the switch-over and simulcast process in the context of DTT deployment and spectrum management	1	1				X end					
Oversee management of SIC - sistema de informação centralizado (centralised information system)	1	3	X	X	X	X	X	X	X	X	X
Develop new features to be implemented in IT applications supporting spectrum management, including electronic licensing (e-lic.)	5	9	X Start			X					
Review relevant markets in light of current and new European Union regulatory framework, with possible update to associated obligations											
• Markets 1 , 2 and 3	1	3								X Start	X end
• Markets 4 and 5	1	3								X Start	X end
• Market 6	1	3	X Start		X end						X

• Market 7 (including review of glide-path)	1	3			X Start			X end			X
• Analysis of enterprise markets	1	3	X Start			X end					
• Study on the offer of access to fibre	1	3		X Start		X end					
• Study on possible review of RDAO/Ethernet	1	3					X Start		X end		
• Review of decision on KPI	1	3	X Start	X end							
Implement and assess measures on network neutrality	1	3		X Start							X end
Conduct critical analysis of CTT Analytical Accounting System	2	5				X Start					X end
Conduct critical analysis of PTC Analytical Accounting System	2	5			X Start					X end	
Create regulatory costing system for fixed operators (with SMP)	2	5	X Start			X end					
Examine the need to define rules of access to the network and to the infrastructure components of the Universal Postal Service provider(s)	1+2	2			X Start			X end			
Conduct a consultation for the calculation of the net costs of the Universal Postal Service	1+2	2			X end						
Establish procedures for the ENUM Tier 1 registry - under the protocol for the establishment of FCCN and to promote the development of work in this area, including a pilot project	1+2				X end						

Assess impact of the review of RTT&E Directive on the technical requirements of radio communications equipment	1+2	3	X Start			X end					
Determine CLSU of electronic communications	1+2					X end					
Assess the impact of the revision of Law no. 5/2004 on the licensing regime applicable to radio communication networks and stations	1+2	3	X Start			X end					
Enhance automation of spectrum monitoring	5	9				X end					
Guarantee co-existence of new radio communication services/systems											
<ul style="list-style-type: none"> Conduct compatibility studies on dividend band, GSM- R/Smart Grid bands, Aeronautical Radar/LTE at 2.7 GHz, Radar/BFWA 5.8 Ghz; 	1	3				X Start				X end	
<ul style="list-style-type: none"> WAPECS 	1	3				X Start				X end	
<ul style="list-style-type: none"> Assessment/ regulation of introduction of new technologies 	1					X Start					X end

MARKET SUPERVISION AND OVERSIGHT	Obj.	Strategic Objective	TIMETABLE									
			2012				2013				2014	
			I	II	III	IV	I	II	III	IV		
Assess perspectives of radio and television broadcasting development	1+2	8		X Start							X	
Conduct study of Quality of Service on broadband Internet access (previous year)	2		X	X	X	X	X Start				X end	X
Monitor levels of Quality of the Universal postal Service	2	2	X	X	X	X	X	X	X	X	X	X
Establish Reporting centre for security breaches or loss of integrity	2	7									X end	
Study on the development of the postal sector (including analysis of business consumer and operator strategies)	1+2	2		X end								

INTERNATIONAL REPRESENTATION	Obj.	Strategic Objective	TIMETABLE									
			2012				2013				2014	
			I	II	III	IV	I	II	III	IV		
Enhance ANACOM participation at BEREC	3	4	X	X	X	X	X	X	X	X	X	X
Creation of an information system on EU market	3	4	X	X	X	X						

Represent the Portuguese State at the World Radio communications Conference (WRC12)	4		X end									
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OTHER ACTIVITIES	Obj.	Strategic Objective	TIMETABLE									
			2012				2013				2014	
			I	II	III	IV	I	II	III	IV		
Preparation, conduct and evaluation of COMPOR 2012 exercise	2	7	X Start					X end				
Define and implement security audits pursuant to article 13 of the Framework Directive	1+2	7	X Start								X end	
Development of awareness programme and promotion of best security practices	1+2	7	X Start				X end					
Promote technical and institutional cooperation in spectrum management, in respect of laboratory and CEM areas, and coordination with Spain and Morocco	4		X	X	X	X	X	X	X	X	X	X
Computerise the procedures related to Equipment Market Enforcement processes – R&TTE / ECM- procedure 1 (SGR&TTE Project)	5	9					X end					

Update SINCRER	5	9		X end							
Generate and provide geo-referenced information	5	6			X Start			X end			
Produce ANACOM's internal Human Capital Portfolio	5					X end					

The association of these 41 actions with ICP-ANACOM's strategic objectives can be summarized as follows:

Strategic objectives	No. of actions
To promote open and competitive markets	14
To assure and protect the interests of users and citizens in general	7
To promote open and competitive markets / To ensure and protect the interests of users and citizens in general	10
To participate in the development of the EU internal market	2
To promote institutional and technical cooperation	2
To improve the regulator's efficiency and performance capacity	6

Global indicators

5. Global indicators

ICP-ANACOM has implemented a monitoring system of cross-organisation indicators and also of specific indicators for each area according to its work and responsibilities; these indicators enable oversight of activities and support continuous improvement in performance; as such, ICP-ANACOM will be able to respond more quickly to requests from users, citizens, internal departments and external entities, as well as in providing information to the general public.

For the 2012-2014 three-year period, 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.

The table below lists the targets for the three-year period and for each of these global indicators for the years 2012 to 2014.

Global indicators for the three-year period 2012-2014

Indicator name	2012		2013		2014	
	Target	Actual	Target	Actual	Target	Actual
Percentage of prior hearing reports and final decisions released within a maximum of $(n+15)$, where n is the number of working days provided for the prior hearing of interested parties	90%		90%		90%	
Rate of accomplishment of strategic actions (Percentage of actions set out in the Management Plan implemented according to the approved schedule)	95%		95%		95%	
Average time taken for the allocation of numbering resources (in working days)	5		5		5	
Maximum time taken for the allocation of numbering resources (in working days)	15		15		15	
Average time taken to respond to requests for radio licensing (in working days)	8		8		8	
Requests regarding the market processed during the period / Total requests received on the market in the period	95%		95%		95%	
Number of inspections conducted	962		962		962	
- Electronic communications services	260		260		260	
- Postal services	16		16		16	
- ITED infrastructure	482		482		482	
- ITUR infrastructure	12		12		12	
- Equipment Market (R&TTE/CEM - proc.1)	172		172		172	
- Training providers	20		20		20	

Resource Plan and Financial Plan

6. Resource Plan and Financial Plan

6.1. Strategic People Plan

In a context marked by the need to adapt to change, as dictated by the adverse economic cycle, ICP-ANACOM considers that one of its main challenges for the 2012-2014 three-year period, with regard to the strategic management of people, will be to engage its human resources in this process of change, through the implementation of good practice and in a consistent manner. As such, the organisation will move further to a culture that is aligned with efficiency and effectiveness, supported by cost rationalisation, along with the continuous development of skills and the motivation of its people, as its main driver of success.

Assessment of needs, based on the regular and sustained diagnosis of the main areas of intervention, will continue to play a key role in ICP-ANACOM's implementation of its people management policies, with particular emphasis on identifying priority action areas in terms of critical skills, whether technical or behavioural, at all levels of the organisation.

- in order to respond to the period's likely challenges, the main focuses of intervention are: the refinement of specific methodologies and tools that enable a better view of the cost-benefit relationship of the effects produced by the actions to be undertaken and the resources employed to achieve them, contributing to greater efficiency and selectivity in the deployment of investment;
- the implementation of training plans that give continuity to the adoption of the strategy of ICP-ANACOM, reflected not only in the designation and organisation of training programmes considered as urgent and critical for the development of employee skills and consequently to improve the regulator's performance capabilities, but also in maximizing resources through the careful selection of training providers and use of in-house trainers;
- supporting the academic development of staff, as well as their successors, as a driver of the organisation's development and affiliation;

- focus on the development of leadership skills, based on consistent values which support the performance of managers in their role as drivers of change and staff development;
- prioritising internal mobility to create new opportunities, building upon the enrichment of skills and the Regulator's increased capabilities to give response;
- continuing the process of building technical and behavioural skills and staff potential and development, supporting management of ICP-ANACOM's talent and the development of succession plans;
- consolidating a culture based on assessing the needs of employees and their levels of satisfaction, in line with action plans which support the development of a conducive environment while fostering behaviours that are aligned with the organisation's mission and values.

There are currently 385 staff providing services at ICP-ANACOM, whereas 15 staff are providing services outside the organisation, in the following situations: 4 are co-opted in the public interest at different Ministries; 11 are seconded, of which 9 are at FPC - Fundação Portuguesa das Comunicações (Portuguese Communications Foundation) and 2 at CPEC - Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Commission).

The policy on changes to the personnel plan, in terms of staff numbers during the 2012-2014 period, will be guided by a commitment to maintain permanent staff numbers at current levels, with a focus on rejuvenation and better alignment of resources with ICP-ANACOM's needs. This policy is coupled with the provision of appropriate mechanisms to support employees who may be interested in being released from their employment, giving younger staff the internal mobility and opportunity to progress to other functions.

Given the tight budgetary constraints which result from the current economic situation, the system of social and specific benefits is focused on social action policies, to ensure employee motivation and the principles of internal and external equity. New forms of work organisation will ensure that use of overtime remains limited, applying only in circumstances which are exceptional and properly justified.

Healthcare, health and safety at work and retirement pensions continue to warrant a high level of attention, given their importance in the definition of the financial resources necessary to provide employees with effective support. The continuity of the policy that has been followed consistently, with a view to cost reductions and with regard to

outsourcing services with "peripheral functions", particularly in relation to security, cleaning, concession to operating bars, etc., is maintained.

The tables below show the changes foreseen in the staffing plan, both as regards staff numbers and as regards the number of hours of worked and the financial resources entailed.

Table 1 - Evolution in human resources			
CATEGORY	2012	2013	2014
1 - Managerial staff	244	244	244
2 - Non managerial staff	156	156	156
3 - Permanent Contracts (1)	400	400	400
4 - Seconded (2)	1	1	1
Workforce (1+2)	401	401	401

Unit: Number of staff.

As already mentioned, the policy regarding the number of staff calls for the containment of permanent staff numbers.

Table 2 - Evolution in types of complementary work			
CATEGORY	2012	2013	2014
Supplementary work	8 581	8 152	7 744
Temporary work	17 448	17 448	17 448
TOTAL	26 029	25 600	25 192

Unit: Hours.

It is expected that the number of temporary hours given to the types of complementary of work, will be maintained over the period. A progressive reduction in supplementary work is envisaged over the period of the plan.

Table 3 - Evolution in personnel costs			
CATEGORY	2012	2013	2014
Wages and expenses	21 657 584	22 428 689	23 228 735
Other Personnel Costs	2 490 216	2 555 111	2 621 965
TOTAL	24 147 800	24 983 800	25 850 700

Unit:Euros.

With regard to the financial resources required for the execution of the personnel plan, divided as shown above, it should be noted that:

- the category of wages and expenses comprises the remuneration of the management bodies (Management Board and Audit Committee), the basic and permanent salaries of ICP-ANACOM employees, additional salaries (supplementary work, temporary work, subsidies and productivity bonuses) and charges on wages; this category will increase by around 3 per cent over the period of the Plan. Under the terms of Circular Series A no. 1367 of 1 August, issued by Direção-Geral do Orçamento (Directorate-General for Budget), the remuneration paid in 2011 was considered as a base, after application of the salary reduction stipulated under article 19 of Law no. 55-A/2010 of 31 December, with merit-based career progression reflected in the percentage increase.
- other personnel costs, which includes charges for pensions, work accident insurance, social action costs (mandatory medical examinations, health insurance, etc.), training, ANACOM meetings and monetary compensation payable as a result of contract terminations will remain broadly unchanged over the period of the plan;
- giving continuity to previous policy, training and development represents 1.5 percent of the personnel costs category, with an envisaged allocation of 394 000 euros.

Table 4 - Personnel costs plan

CATEGORY	2012	2013	2014
1. Permanent Contracts (end of Year)	400	400	400
2. Seconded	1	1	1
3. Workforce (1 + 2)	401	401	401
4. Effective work potential (1800 hours/year)	721 800	721 800	721 800
5. Supplementary work (hours)	8 581	8 152	7 744
6. Temporary work (hours)	17 448	17 448	17 448
7. Potential work (4 to 6)	747 829	747 400	746 992
8. Management Remuneration	929 366	947 953	966 912
9. Staff remuneration	13 698 107	14 246 031	14 815 872
10. Additional remuneration	3 830 515	3.907 125	3 985 268
11. Post-employment benefits	1 016 325	1 036 652	1 057 385
12. Salary expenses	3 199 596	3 327 580	3 460 683
13. Work accident insurance	95 667	99 494	103 474
14. Social action costs	661 089	687 533	715. 034
15. Other personnel costs	717 135	731 432	746 072
TOTAL (8 to 14)	24 147 800	24 893 800	25 850 700

Unit: Euros/number of workers/hours.

6.2. Investment Plan

The investment plan included in the 2012-2014 Management Plan focuses on areas of fundamental relevance to the continued pursuit of ICP-ANACOM's activities, with special focus on modernising technical and supporting components. The strategic investments initiated in previous years will be consolidated and new investment instigated for the future, creating appropriate and necessary conditions for the activity of regulation and supervision of the communications sector and supporting ICP-ANACOM's role as advisor to the government, to which this Authority is committed under its Statutes.

The key driver of ICP-ANACOM's investments in the area of radio spectrum management and inspection is the regulator's determination to remain at the forefront of the evolution in techniques through the use of modern and effective remote control solutions. At the same time, ICP-ANACOM will pursue a programme to modernize the operation of its internal support tools and systems, so that tasks are executed more efficiently.

The support tools provided by information technologies and systems are subject to systematic upgrades, not only in terms of equipment, but also at application level, where these are deemed fundamental to guarantee the conditions required to achieve continuous improvement in the public service provided by this Authority.

Of particular note is the construction of a new building on a site owned by ICP-ANACOM in Barcarena; this building will provide a single location for ICP-ANACOM's Lisbon radio spectrum management and monitoring services, increasing the efficiency of these services and enabling the transfer of part of these services from the regulator's headquarters. This move means that ICP-ANACOM will be able to vacate premises which it is currently renting, while the resulting reduction in costs will ensure recuperation of the investment made in the new building over a period of about 10 years.

The most important spectrum management projects, involving the acquisition of basic equipment, are those associated with increasing the functional capabilities of SINCRER - *Sistema nacional de controlo remoto das emissões radioelétrica* (National System for Remote Control of Radioelectric Emissions) and its extension to the delegations of the autonomous regions, the modernisation of laboratories, the technological refurbishment of MCE - *Monitorização e controlo do espectro* (Monitoring and Control of the Spectrum), updating systems to test mobile cellular networks and the modernisation of management applications which support the systems. The information system projects centre on the upgrading of technology - architecture and technology platforms, encompassing both hardware and software

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

ICP-ANACOM INVESTMENT PROJECTS

CATEGORY	OBJECTIVE	2012	2013	2014
1. Modernisation of laboratories	Modernisation of laboratories; expanding the range of performable tests according to the evolution of technology and the regulatory framework; extend accreditation; testing of equipment and telecommunications networks; external tests; improved calibration services; software upgrades.	122 900	120 000	120 000
2. Technological upgrade of spectrum monitoring (MCE mobile station)	Reappraisal of existing infrastructure for monitoring and control of the spectrum and consideration of the opportunity to acquire equipment for new radio communications systems (Upgrade of operational MCE services).	150 000	150 000	150 000
3. Updates of SINCRER system	Technological upgrade as a result of obsolete and discontinued components and increase of functional capabilities (action initiated in 2011).	1 320 000	0	0
4. Technological adaptation - technology architecture and platforms	Upgrading key technological infrastructure in light of shorter life cycles and the needs of ICP-ANACOM.	2 000 000	1 420 000	1 420 000
5. New building in Barcarena	Construction of a new building in Barcarena to accommodate part of the services currently sited in Lisbon.	500 000	2 500 000	2 000 000
6. Acquisition of various basic radio equipment	Acquisition of basic day-to-day equipment for inspection and laboratory activities.	95 000	750 000	750 000

7. Acquisition of various IT equipment	Continued upgrade of the Operating System platform, to ensure the compatibility of all technological components comprising ICP-ANACOM.'s specific application and general production structure	360 000	360 000	360 000
8. Miscellaneous day-to-day acquisitions	Ensure the maintenance of administrative equipment, performance of works in rented buildings in order to conserve, maintain and functionally adapt spaces. Improve and maintain the buildings and facilities owned by ICP-ANACOM.	351 000	330 000	330 000
TOTAL		4 898 900	5 630 000	5 130 000

Unit: Euros

6.3. Financial Plan

In accordance with its statutes, ICP-ANACOM is required to keep its accounts organized according to the POC - *Plano Oficial de Contabilidade* (National Accounting Plan), which plan was replaced in 2010 with the SNC - *Sistema de Normalização Contabilística* (Accounting Standardisation System). In light of this statutory requirement, it was necessary to carry out a reformulation of the financial components that comprise the Management Plan, to achieve compliance with this requirement. The new nomenclature associated with the SNC and support maps which are officially published have been adopted by this Authority.

The 2012-2014 financial plan, prepared in line with this system, gives quantification which is appropriate to and necessary for the execution of activities envisaged in the plan.

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

The main sources of income mentioned above stem from the application of specific tariffs, as approved by the Government, given the need to cover the expense and investment necessary for the execution of ICP-ANACOM's activity.

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

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

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

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

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

In determining these final components, a redoubled effort was employed to limit expenditure, continuing the policies which governed preparation of the previous plan, reducing costs to the minimum required to ensure the normal activity of the institution, in a spirit of great rigor.

Even so, maintaining budgeted expenses in respect of supplies and services at 2010 levels is achieved with the exclusion of expenses related to Specialised works and Advertising and publicity which, given ICP-ANACOM's commitments, in particular as regards deployment of DTT, could not be reduced. Indeed, a good part of the expenses resulting from Supplies and external services, given the nature of the regulator's activity (e.g. the requirement to conduct external, independent audits on operator accounts) cannot be cut. It should also be noted that the proposed reduction under the heading of Other costs and losses, totalling 8 percent, results from application of the policies outlined above.

Table 5 - Income Plan			
CATEGORY	2012	2013	2014
ELECTRONIC COMMUNICATIONS	73 632 800	73 660 600	74 207 300
- Statements supporting rights	14 000	14 300	14 600
- Exercise of activity of electronic communications	29 903 100	29 100 000	28 800 000
- Use of frequencies - GSM + UMTS	28 632 000	29 176 000	29 730 300
- Use of frequencies - other	13 283 700	13 536 100	13 793 300
- Use of numbers	1 800 000	1 834 200	1 869 100
POSTAL SERVICES	93 600	95 400	97 200
ITED	127 800	130 200	132 700
OTHER SERVICE PROVISIONS	301 000	306 700	312 400
INTEREST AND OTHER SIMILAR INCOME	1 650 000	1 681 400	1 713 300
OTHER INCOME AND GAINS	132 000	134 500	137 100
TOTAL	75 937 200	76 008 800	76 600 000

Unit:Euros.

Table 6 - Expenditure Plan

CATEGORY	2012	2013	2014
SUPPLIES AND EXTERNAL SERVICES	14 968 000	15 238 000	15 543 100
- Specialized works	5 324 800	5 426 000	5 529 100
- Advertising and publicity	729 200	743 100	757 200
- Surveillance and security	417 300	428 500	439 900
- Maintenance and repairs	2 939 400	2 998 000	3 057 500
- Books and technical documents	225 000	229 300	233 700
- Energy and liquids	508 100	518 900	531 800
- Travel, accommodation and transport	583 300	594 300	605 600
- Rents and leasing	2 179 000	2 213 100	2 256 300
- Communications	693 100	707 600	722 100
- Insurance	160 100	142 900	145 600
- Cleaning, hygiene and comfort	304 500	312 600	320 800
- Other supplies and services	904 200	923 700	943 500
PERSONNEL COSTS	24 147 800	24 983 800	25 850 700
- Wages and wage expenses	21 657 584	22.428. 689	23 228 735
- Other personnel costs	2 490 216	2 555 111	2 621 965
DEPRECIATION AND AMORTISATION	3 068 700	3 261 400	2 746 700
IMPAIRMENT LOSSES	100 000	100 000	100 000
PROVISIONS FOR PERIOD	500 000	500 000	500 000
OTHER COSTS AND LOSSES	8 285 900	8 404 400	8 478 500
- Contributions	1 143 400	1 165 100	1 187 200
- Meetings and conferences	374 700	381 800	389 100
- Sponsorships	416 100	424 000	432 100
- Payments / Transfers	5 602 700	5 669 800	5 691 800
- Cooperation	299 000	304 700	310 500
- Other expenses and losses	450 000	459 000	467 800
TOTAL	51 070 400	52 487 600	53 219 000

Unit: Euros.

Table 7 - Financial Statements by nature

DESIGNATION	2012	2013	2014
INCOME AND EXPENSES			
- Fees from exercise of activity of electronic communications	29 903 100	29 100 000	28 800 000
- Fees for use of frequencies	41 915 700	42 712 100	43 523 600
- Fees for use of numbering	1 800 000	1 834 200	1 869 100
- Fees from exercise of activity of postal services	93 600	95 400	97 200
- Other service provisions	442 800	451 200	459 700
- Supplies and external services	-14 968 000	-15 238 000	-15 543 100
- Personnel costs	-24 147 800	-24 983 800	-25 850 700
- Impairment losses	-100 000	-100 000	-100 000
- Provisions for period	-500 000	-500 000	-500 000
- Other income and gains	132 000	134 500	137 100
- Other expenses and losses	-8 285 900	-8 404 400	-8 478 500
PROFIT BEFORE DEPRECIATION AND FINANCING EXPENSES	26 285 500	25 101 200	24 414 400
- Expenses / Reversals of depreciation and amortisation	-3 068 700	-3 261 400	-2 746 700
OPERATING RESULT	23 216 800	21 839 800	21 667 700
- Interest and similar income obtained	1.650.000	1.681.400	1.713.300
NET RESULT OF FINANCIAL YEAR	24.866.800	23.521.200	23.381.000

Unit: Euros.

Table 8 - Treasury Budget

DESIGNATION	2012	2013	2014
BALANCE BROUGHT FORWARD	61 604 600	65 350 945	65 966 765
RECEIVABLES			
- Operating income	74 287 200	74 327 400	74 886 700
- Interest and other similar income	1 650 000	1 681 400	1 713 300
TOTAL RECEIVABLES	75 937 200	76 008 800	76 600 000
PAYMENTS			
- Investment	4 898 900	5 630 000	5 130 000
- Operations	47 401 700	48 626 200	49 872 300
- Transfer to State	19 890 255	21 136 780	19 993 020
TOTAL PAYMENTS	72 190 855	75 392 980	74 995 320
CASH AT HAND	65 350 945	65 966 765	67 571 445

Unit: Euros.

Table 9 - Balance Sheets

DESIGNATION	2012	2013	2014
ASSETS			
Fixed assets	20 116 600	20 790 200	21 478 500
- Tangible fixed assets	15 815 350	18 119 650	20 181 300
- Intangible fixed assets	4 297 350	2 666 650	1 293 300
- Other receivables	3 900	3 900	3 900
Current assets	74 150 945	74 966 765	76 771 445
- Customers	4 900 000	5 000 000	5 100 000
- Other receivables	600 000	650 000	700 000
- Deferrals	3 300 000	3 350 000	3 400 000
- Bank deposits and cash	65 350 945	65 966 765	67 571 445
TOTAL ASSETS	94 267 545	95 756 965	98 249 945
EQUITY AND LIABILITIES			
EQUITY	34 738 945	37 123 365	40 511 345
- Other reserves	9 872 145	13 602 165	17 130 345
- Net result for period	24 866 800	23 521 200	23 381 000
LIABILITIES	59 528 600	58 633 600	57 738 600
- Post-employment benefit provisions	48 990 700	49 590 700	50 190 700
- Other payables	10 537 900	9 042 900	7 547 900
TOTAL LIABILITIES + EQUITY	94 267 545	95 756 965	98 249 945

Unit: Euros.

Table 10 - Cash Flow and Investment Coverage by Cash Flow

DESIGNATION	2012	2013	2014
POSITION AT START OF PERIOD	24 866 800	23 521 200	23 381 000
DEPRECIATION AND AMORTISATION	3 068 700	3 261 400	2 746 700
IMPAIRMENTS	100 000	100 000	100 000
PROVISIONS	500 000	500 000	500 000
TOTAL FUNDS RELEASED	28 535 500	27 382 600	26 727 700
VARIATION IN PROVISION	-500 000	-500 000	-500 000
CASH FLOW	29 035 500	27 882 600	27 227 700
INVESTMENT COVERAGE			
DESIGNATION	2012	2013	2014
NET CASH FLOW	29 035 500	27 882 600	27 227 700
INVESTMENT	4 898 900	5 630 000	5 130 000
SELF-FINANCING	593%	495%	531%

Unit: Euros.

Table 11 - Cash Flow Statement

DESIGNATION	2012	2013	2014
CASH FLOW - OPERATING ACTIVITIES			
- Customer receivables	74 155 200	74 192 900	74 749 600
- Payables to suppliers			
- Payables to personnel	-15 078 000	-15 348 000	-15 653 100
	-24 147 800	-24 983 800	-25 850 700
<i>Cash generated from operations</i>	34 929 400	33 861 100	33 245 800
- Other receivables / payables	-28 045 155	-29 407 680	-28 335 420
<i>Cash flow from operating activities</i>	6 884 245	4 453 420	4 910 380
CASH FLOW - INVESTMENT ACTIVITIES			
Payments in respect of:			
- Tangible fixed assets	-2 658 900	-3 935 000	-3 435 000
- Intangible assets	-2 130 000	-1 585 000	-1 585 000
Receivables from:			
- Tangible fixed assets	1 000	1 000	1 000
- Interest and similar income	1 650 000	1 681 400	1 713 300
<i>Cash flow from investment activities</i>	-3 137 900	-3 837 600	-3 305 700
Variation in cash and cash equivalents	3 746 345	615 820	1 604 680
Cash and cash equivalents at the beginning of the period	61 604 600	65. 350 945	65 966 765
Cash and cash equivalents at the end of the period	65 350 945	65 966 765	67 571 445

Unit: Euros.

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8. ANNEX - List of acronyms and abbreviations

ITED	Infra-estruturas de telecomunicações em edifícios (telecommunications infrastructure in buildings).
MCE	Monitorização e controlo do espectro (Monitoring and Control of the Spectrum)
POC	Plano oficial de contabilidade (National Accounting Plan)
SINCRER	Sistema nacional de controlo remoto das emissões radioelétricas (National System for Remote Control of Radioelectric Emissions)
SNC	Sistema de normalização contabilística (Accounting Standardisation System)

9. ANNEX - List of other entities / organisations

CPEC	Comissão de Planeamento de Emergência das Comunicações (Emergency Communications Planning Committee)
ERPG	European Regulators Group for Postal Services
ICP-ANACOM	ICP - Autoridade Nacional de Comunicações
BEREC	Body of European Regulators for Electronic Communications
EU	European Union