

**The work programmes
and the strategic
planning**



Work programmes and strategic planning

The agenda of policy makers' works in the communications sector, at national and international level, show a general recognition of the opportunity of accentuating the converging nature of regulation in order to address the issues raised by the current stage of technological and market development.

The sector has taken on, in a stable manner, a multi-network, multi-service and multi-platform nature. Digital technology is now a reality in electronic communication networks - fixed, mobile and radio-transmitted - and this is already a significant factor of change, which extends the range of services offered and allows companies to reach the user by means of a plurality of transmission media. In addition, together with content delivered by electronic communications networks, there are online services which are in direct competition with traditional voice services; video and text and are provided in prevalence by the Internet giants which exercise competitive pressure on telecommunications operators and on broadcasters. In view of the proliferation of communication networks and services, the supply chain evolves quickly and just as quickly the protagonists and, above all, the competitive mechanisms also change: an increasing central role is taken on by the construction of platforms, i.e. integrated business proposals which operate as hubs, around which installation and network management activities, the production of services, content and digital applications all turn, as well as the manufacture of devices.

The phenomena of convergence

The companies of the sector are also affected by the economic and financial crisis that has continued for several years and forced them to take demanding choices to consolidate their income statements and balance sheets. There is no space for growth in the supply of mature services (voice, SMS, radio and unencrypted television programmes, the circulation of newspapers), while new development opportunities appear related to the spread of the Internet. Overall, there is increased competition from new players entering the market by virtue of technological innovations and encouraging regulations that have reduced the barriers to entry; there is a decline in revenue generated by the whole communications sector and in the individual segments of which it is composed.

The macroeconomic context

The converging scenario operating in a context of economic uncertainty is reflected in the decisions of companies, in users' behaviour and in the action of policy makers.

Moving from the stringent economic and financial conditions dictated by the macroeconomic environment and the micro economic framework of the communications sector, businesses prepare strategies aimed at achieving efficient returns, reduced production costs, and the increased turnover. In this perspective, policies have been adopted to consolidate the corporate structure - in the form of mergers, takeovers and commercial agreements - both on the individual telecommunications, media and postal service markets, in order to specialize production activities, and in the wider scope of the Internet ecosystem, in order to build an integrated business proposal. At the same time, companies seek to implement expansion strategies aimed at broadening the range of services offered and, in this context, they also invest in the development of broadband and ultra broadband infrastructure and there is a constant effort to increase the production of innovative and quality content (see chap. 1.1 and 1.1.1).

The operators' strategies

Users benefit from the online world of new tools to meet the needs of communication and information. Thus, new consumption habits become affirmed and there is an increasing degree of substitution between the traditional voice, video

Consumer choices

and text services and the new hybrid services made available on the platforms accessible via the Internet. There is a decrease in the consumption of classical services and products such as voice calls on switched network, the unencrypted free-to-air programmes, the hard copy newspapers and magazines, and ordinary mail. On the other hand, individuals increasingly use the Internet both for personal communications and to obtain information: there is an increase in the use of services such as instant messaging and unmanaged VoIP calls, in the number of minutes spent online by people, as well as by the regular users of video and online information sites (see chap. 1.1.2 and 1.1.3).

The responses of
the regulators

The regulation answers the innovations in technologies, markets and social forms of communication by providing new rules to control competitive and technical mechanisms which guide the functioning of the digital connected ecosystem. The European Commission, in September 2013, underlined that when enabled, the digital ecosystem grows rapidly and creates jobs, stimulates innovation and business activities in the economy through increased productivity, efficiency and revenues. The OECD has pointed out, on several occasions in the last year, the contribution of the regulation of electronic communications to strengthening the competitive processes and the tools for the protection of consumers in the single markets and, in general, to supporting the development of the entire production system, which is increasingly dependent on broadband and ultra-broadband services. The ITU has considered the reform processes taking place in telecommunications starting from an analysis of the needs arising from a "hyper connected" world in which the increasing availability of broadband networks and the spread of applications and mobile devices enable consumption patterns of digital services based on the anywhere-anytime combination (see chap. 1.2).

- updating of the
regulatory
system in force;

More in general, the past year has been characterized by a number of initiatives at European level, with actions and proposals destined to impact the tools and methods of regulatory intervention in the areas of the Authority's competence: it is worth recalling the reflection on the adequacy and the prospects for reform of the European regulatory framework for electronic communications and, in particular, the proposal for a Regulation laying down measures for the single European electronic communications single market (the "*Connected Continent*" package), adopted by the European Commission last September and currently being considered by the Parliament and the Council of the European Union in the legislative co-decisional process (see. para. 4.1.1.).

In this light, the reflection - in progress for some time and fully up-to-date - is focused on the impact of the innovative processes dictated by the Internet ecosystem on the economic and productive fabric, and consequently on the legal and regulatory framework; this is the context in which the policy maker's role is evolving.

The widespread perception is that a regulatory course is developing which - broadly speaking - at first consisted of opening the markets and the adoption of measures that have removed administrative and structural restrictions, in order to facilitate the entry of new enterprises, and later of actions that have facilitated competition between enterprises of the sector and maintained equal opportunities (level playing field) for stakeholders, in markets composed of many operators and customers ready to switch suppliers in order to take advantage of the most appropriate offer for their consumption profiles (replacement market). Both the phase of the opening of the markets and the period aimed at supporting competition have been marked by the introduction of rules to protect consumers and businesses which operate on the retail markets taking advantage of the incumbent's infrastructure.

At present and in the future, there are fixed needs to maintain the regulatory apparatus designed in order to maximize consumer well-being, to further expand competitive conditions sustainable over time and to sustain efficient investments in new generation networks; and also to preserve the freedom of information and

expression, pluralism of information, cultural diversity and to ensure the necessary protection of the more vulnerable users, such as children, in access to communications services and content.

In addition to these needs, a newly centralised position is taken by the task of accompanying the transformation and convergence processes taking place in the electronic communications market, and in the media and postal services, and to thus contribute to economic growth and social development of the country. The analyses and the guidelines that emerge in national and European opinions converge on the fact that the policy makers have the task of contributing to identifying measures to support competition and to protect rights, the keystones of any action aimed at increasing the competitiveness of the productive system, at stimulating growth and at generating development and innovation processes. They must therefore be appropriate interventions, instrumental to the recovery of the competitiveness of enterprises in the sector and for the protection of consumers of communications services, which operate in a market environment marked by new technological and technical conditions of access to networks and to information, as well as by a difficult economic environment, in particular in the case of the Italian markets (see chap. 2).

- identification of new measures.

In such a scenario, the action of policy makers is also aimed at the promotion of technological innovation, in order to enrich the context of the available resources, to trigger off new production processes and to promote the literacy of citizens in the information society. The ability to transfer innovation to the market is, in fact, one of the key elements for the economic growth and development of the sector, taking on strategic value at the current historical moment.

In this vein, the Authority, in the last twelve months, has prepared various interventions, of a regulatory nature and for supervising, controlling and monitoring the markets, as well as to guarantee communication businesses, consumers and users. New measures have been introduced in order to ensure fair and non-discriminatory treatment of all network operators, to facilitate competition and ensure the end consumer's rights in the electronic communications markets (see chap. 3.1). With regard media services, many interventions have been put in place over time such as, the adoption of the regulation on the protection of copyright on electronic communications networks - which reconciles the right to freedom of expression and access to the internet with that aimed at guaranteeing authors a fair return for the creation and circulation of intellectual works - and the action taken to protect *par condicio* during election periods, aimed at ensuring the balance, impartiality, objectivity and completeness of information both in the electoral period and at other times (see chap. 3.2). Precise measures were outlined in the field of postal services, with reference to both the regulatory action and to the protection of users (see. Chap. 3.3). There has also been development in the collaboration and exchanges with national institutions (*in primis* Parliament and the Government, Agcm and the other independent authorities, the universities and research bodies, the Financial Police and the Postal and Communications Police) and with international institutions (from the European Commission to the OECD, from BEREC to ERG-P and ERG-A), as well as with the instrumental and auxiliary bodies, such as the Co.re.com. and the NCU (see chap. 4).

The activities carried out by the Authority

The quantity of the activity is huge and, in perspective, increasingly falls within the sphere of actions to ensure all the relevant communications and to support competition, and to thus foster growth, development and innovation.

The lines of action:

For this purpose, a line of action is represented, firstly, by the need to continue the activities aimed at promoting the construction of the new generation networks and the innovative processes in the production of services and content. In this sense, regulation must answer two needs: on one side, it must encourage efficient and sustainable investments in the infrastructure, promoting innovation and the development of broadband networks and services; on the other, it must guarantee that the technological innovations enter the market without producing distortions and

- the promotion of investments and innovation;

it is therefore necessary to control that the new business relationships have solid competitive bases. At the same time, it is necessary to balance two time objectives: in the long term, to develop competition between operators with infrastructure and, in the short term, to prevent the discouragement of other forms of competition based on networks which have not yet been transformed to the new-generation typology.

- the removal of access barriers;

A second line of action follows the need to pursue the timely removal of obstacles of a structural nature which hinder the dynamic development of the digital ecosystem. These barriers, in fact, slow down or prevent users from accessing certain services or they slow down or prevent enterprises from gaining access to specific network resources, and if they remain in place over time the result is a reduction in the range of services available to consumers, or insufficient investments in the installation of broadband and ultra-broadband networks.

- the information inconsistencies;

A third line of action consists of the opportunity of updating the instruments developed in order to eliminate the existing information asymmetries between the regulator and the regulated companies, as well as the structural gap between the awareness of service providers and users. The new market context, in fact, shows a considerable increase in competition between platforms, companies and services, which corresponds to a retail offer which has become more articulated, with users exposed to aggressive sales policies. It is therefore necessary to increasingly ensure that the consumer can easily compare prices, check the quality of the services used, and more easily exercise his/her rights generally.

- the adaptation of the rules.

Lastly, another line of action consists of adapting the regulations to the new evolutionary scenarios. The development of a multi-network, multi-product and multi-platform ecosystem places the regulator before a world which needs new rules to effectively guarantee, among other things, the protection of minors and the weaker members of society and respect for pluralism (it is sufficient to consider the practical aspects of the new technological scenarios on the techniques for monitoring television and radio programmes).

Purposes and challenges

All these actions are aimed at controlling potential market failures, which could slow down the development of effective competition and impede the full protection of public interests. At the same time, such actions are inspired by the need to adopt new models of intervention which can combine the certainty and the flexibility of the regulatory framework in order to guarantee stable rules for investments, but also mechanisms of dynamic adaptation to future changes of the digital ecosystem which the regulator will have to face.

In this sense, the development of competition imposes continuous improvement in the quality of the regulation, because of the increasing complexity of the economic context (with more companies and subjects involved) and of the technological framework (enriched by new standards and technical solutions).

An additional challenge for the regulator therefore consists of guaranteeing, in the face of the questions posed by the present phase of technological and market development, a clear and high quality legislative system which is targeted, measured and prompt, and the result of an informed regulatory activity based - as usual - on the principles of the proportionality and transparency of the administrative action, participation in public decisions and the accountability of public decisions.

The action plan

Along these lines, the Authority, in the wake of the activity carried out in past years, has prepared an action plan which identifies the measures and practical actions which it intends to carry out in the next year in order to respond to the questions posed by the present stage of technological and market development of the communications sector (mentioned above and described in detail in the following chapters). The plan foresees the single actions which it intends to carry out, within the sphere of the general objectives dictated by the national and European legislator, in order to accompany the competition mechanisms, leaving the

market and, in the last instance, the consumers to determine the success of a specific commercial solution.

Strategic planning for 2015

In execution of its mandate, the Authority directs its regulatory activity in the sectors of electronic communications, the radio and television system, publishing and digital rights, as well as the postal services sector, to the pursuit of **general objectives** of a wide scope (see table 5.1), based on national and European legislation.

With an approach based on processes, in order to improve the effectiveness of its own action, AGCOM annually translates these general objectives into **strategic objectives** (see tables 5.2-5.10), maintained of priority because of the technological, market and legislative context in which it operators, further broken down into **specific objectives**, consistent with the former and referring to the single sectors in question.

This approach, in guaranteeing the possibility of measuring the objectives, allows for precisely and objectively assessing the achievement of the same, by continuous monitoring over time, contributing to improving the quality of its own regulatory action.

Table 5.1. The Authority's general objectives

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| General objectives |
| A. To protect consumers and users |
| B. To promote competition in the sectors of electronic communications (B1), audiovisual services (B2) and postal services (B3) |
| C. To guarantee efficient allocation of the scarce resources |
| D. To promote the development of digital communication networks and services |
| E. To promote and protect pluralism and equal access to information media |
| F. To promote a mentality of the lawful use of digital works |
| G. To make the administrative action more efficient, effective and transparent |

A. To protect consumers and users

The activity for the protection of users carried out by the Authority in recent years has give rise to a considerable number of **tools available to consumers**. The challenge of the near future is to make these tools even more effective – adapting them to the new technologies and to the present methods of electronic interaction – and available to an increasing number of users, protecting, in particular, the weaker members of the population and those less technologically literate.

With this in mind, it is therefore opportune to **simplify the regulatory framework** – by encoding the many provisions which over time have ended up overlapping – and the procedures for access to the means of protection, via the widespread online management of reports and proceedings, in order to **simplify the procedure for resolving disputes between users and operators**.

The **transparency and comparability of the offers** merits separate discussion: in an increasingly competitive market, there is an increasingly greater need to ensure users have the possibility of changing operator easily, on the basis of the availability of all the necessary information, and therefore with the possibility of making an informed decision. With this in mind, therefore, the Authority continues its efforts to give consumers **accessible tools for measuring performance and for comparing the services offered by the market**.

By the institution of new methods to measure user satisfaction, which are more streamlined and subject to more immediate processing, the Authority will be able to constantly monitor trends and the evolution of the market, with the possibility, therefore, of being able to intervene promptly with corrective measures when necessary.

With media services, in particular, the Authority will encourage **greater involvement of the stakeholders**, favouring forms of self-regulation and increasing the level of protection for media services not expressly governed by primary legislation, also in this case identifying **special methods for measuring the level of user satisfaction**.

With regard to the **postal sector**, the provision of a **universal service** involves the need to pursue the purpose which is at the basis of the same: to guarantee the availability of a minimum series of good-quality services to all users at accessible prices. To achieve this aim, a detailed series of guarantees for end users and for suppliers must be provided. Their observance depends on an increasing and unfaltering approach towards the spread of a "protection mentality" and, at the same time, continuous adaptation of the relative provisions to the changes in national and European legislation which are made in the meantime. For this system to be effective, it is necessary to carry out a constant **supervisory and monitoring activity**, making the system of sanctions more efficient also through a fast and simple system of **indemnities to be paid to users** in the case of bad service. Special attention will be given to the expansion of the tools to **protect disabled users**, contemplating specific **methods of access to the services, contact with the operators and for the forwarding of complaints**.

B. To promote competition

(B1) in the electronic communications sector

The regulatory framework which has accompanied the opening of the electronic communications services markets requires continual updating according to the changing market conditions and the definition of new rules which promote the full expression of competition in the new context.

In the sector of electronic communications, particular importance is taken on by the completion, on the part of the Authority, of the regulatory system of the access markets by the introduction of **provisions which encourage investments in new-generation infrastructure** on the part of all operators, at the same time managing the transition phase of the services from copper to fibre-optic networks. Another important aspect is the **definition of effective rules for interconnection and access**, on the part of the alternative operators, to unreplicable elements of the incumbent's network. For this purpose, to guarantee respect for the principle of non-discrimination in a market context in fast evolution, the Authority will update the **control tools aimed at preventing margin squeeze practices** (the price test) on the part of the dominant operator.

With regard to the market of services on the mobile network, the Authority will continue its action in support of the development of competition by market analyses, monitoring, in particular, the role of the virtual operators and if necessary intervening to favour their development. Among other things, it will carry out **specific analyses on the alternative communication services** and on the evolution of the competitive dynamics in this sector.

The Authority, in order to **improve the effectiveness of the price control tools in use**, always to guarantee the principle of non-discrimination, will continue its activity of the **simplification and rationalisation of the methods for the acquisition and management of information on the part of the operators**, so that they can have avail of data adhering more the operating needs as regards price setting and price control.

Lastly, the Authority, in order to maximise the effectiveness and the efficiency of the administrative activity, will define a **new regulation on disputes regarding interconnection and access**.

(B2) in the audiovisual sector

Also the regulatory framework of the audiovisual sector, like that of electronic communications, is subject to constant updating dictated by the fast evolution in technologies and markets, currently in progress. The convergence processes impose the need to **simplify and standardise the regulation of the sector**, regardless of the transmission platform used to transmit the audiovisual content. In this sense, the Authority has equipped itself with informative and fact-finding instruments to analyse this development, extending the **Economic Information System (EIS) also to web services**, such as social networks and search engines, and, in any case, to the entire digital world. Therefore, the **new information systems for the acquisition of data in media services** will be implemented and simplified. By means of these instruments, the Authority will supervise on the evolution of the **Integrated Communications System (ICS)** and of the economic areas of which it is composed.

The analysis of the audiovisual markets and of the ICS will continue with careful monitoring aimed at checking on any critical aspects which may occur in all segments of the chain, both upstream, as regards transmission capacity, and downstream, as regards the offer of content to the end users.

(B3) in the postal services sector

Within the sphere of the postal services, the Authority's action is directed towards the creation of conditions for **correct access to the market** and the definition of **measures which can determine the general sustainability of the supply of the postal service**. The regulatory and supervisory actions must be aimed at a greater opening of the postal market and to limiting the distortion which can derive from a monopoly. In particular, the protection of competition in the postal sector requires a detailed definition of the conditions of the offer of the services in the interests of the competitive operators and of users, as well as constant monitoring of compliance. Similarly, it is necessary to plan a permanent assessment of respect for the **obligations of transparency and non-discrimination** on the part of the designated operator in the supply of the universal postal service (as defined in the offer conditions and in the provision of means of access to its own network). For such intervention to be always effective, continuous coordination with the legislator is necessary regarding the **regulatory amendments** which are progressively necessary to ensure the consistency of the regulatory framework with the technological developments of the market, and to contemplate continuous harmonisation with the European regulation adopted. For this purpose, **the coordination and exchange of information with the other Authorities of the sector** will be increasingly important, especially within the sphere of the European group of regulators (**Erg-P**).

C. To guarantee efficient allocation of the scarce resources

The Authority's institutional tasks include the management of the scarce resources for the functioning of the electronic communications network, such as frequencies and numbering systems.

The Authority carries out a constant activity aimed at the **efficient management of the spectrum** in order to achieve uniform coverage of the whole country, through the rational distribution of resources among the various subjects. To this regard, the activity of **international coordination** is particularly important, carried out with the active participation of the international coordination groups and negotiations on frequency usage conditions with the bordering countries. This task, carried out in collaboration with the Ministry of Economic Development, which has

primary responsibility for the same, includes among its principles the objective optimal and shared use of the frequencies, minimising the negative effects deriving from interference from bordering countries.

The Authority is also responsible for adopting the **radio spectrum allocation plans** in the bands dedicated to the use of electronic communications services. In the exercise of this function, it may **favour the development of advanced technologies and services**, fostering the **participation of the competent working groups at European level** which preside over the development of the policies for spectrum management and for the harmonisation of the use of the bands, resulting in **an increasingly more efficient use of the spectrum** in as much as it is a scarce resource. In particular, it will be necessary to **strengthen collaboration with the other national institutions** in order to achieve the widest availability of resources to be made available to broadband services also by **the shared use of said resources**, in the presence of concurrent demand.

With regard to numbering, the Authority prepares the **National Numbering Plan**, while the Ministry assigns usage rights to subjects authorised to provide electronic communications services. At present, the Authority, in order to allow for an **optimal management of such scarce resources**, is engaged on the **construction of a Single Database (SD)** of numbers, of number portability and of the number and management of the **aliases**; at the same time it collaborates on the **creation of a computerised system** for sharing the databases between the two institutions.

D. To promote the development of digital communication networks and services

In a context featuring deep and evident transformations of the electronic communication infrastructure, defined by the evolution of the same towards logics and services of **Next Generation Networks (NGN)**, the task of AGCOM takes on particular relevance for facilitating the development of the networks and the services, since it allows, on one side, for maximum benefits for users and, on the other, the sustainability of the investments. In this sphere AGCOM intends to move in three directions.

The first contemplates the **monitoring of the technological, economic and regulatory aspects connected with the digital world**, such as **network neutrality**, the emerging services such as **machine to machine** services and the new transmission platforms.

The second is aimed at facilitating the **spread of new services**, also through the possible review of the standard and regulations in force and, consequently, the introduction of new organisational models, as well as the introduction of new players in the chain of values. In fact, technological progress allows for the mass proliferation of intelligent terminals which can exchange data with each other and access information from third parties, opening up new application scenarios.

Lastly, AGCOM intends to actively contribute to the development of the **Digital Agenda** in Italy, both expanding the monitoring unit on public and private initiatives for the development of broadband and ultra broadband networks, and carrying out an action of coordination by the preparation of opinions for the central and local administrations of the State which intend to adopt measures in aid of the development of broadband and ultra broad band networks.

E. To promote and protect pluralism and equal access to information media

The promotion and the **protection of pluralism**, an essential and cardinal value of the law, both in its internal meaning (i.e. the obligation to give voice to all, or as many as possible, opinions, trends, currents of political, social and cultural thought present in society), and in its external meaning (i.e. the possibility of

entrance to the market of many subjects, different from each other but tending to equivalence from the technical and economic viewpoint), which is achieved by a series of concrete actions directed towards favouring access to the information means, as well as **access to the media services market**. In this sense, the convergence process in progress between the various transmission platforms, imposes the need to **adapt the regulations** to the new situation of the sector and to **simplify** and **standardise** the existing regulations on authorisations and on the subject of equal access to political information and communication programmes, namely the "*par condicio*".

F. To promote a mentality of the lawful use of digital works

The promotion of a lawful mentality in the use of digital works is strictly linked to the measures aimed to limit the breach of copyright on the network. The existence of a real legal offer of digital works available to the user is an essential tool to contract piracy and the necessary complement to the regulatory activity undertaken by the Authority.

The actions aimed and fostering **the circulation of the legal offer** will be identified within the sphere of the Technical Committee set up by the Authority which will directly involve the stakeholders. The dialogue between demand, offer and the institutions is the ideal occasion to facilitate the spread of a concept of the "*exploitation*" of digital works with respect to private independence, thanks to the new forms allowed by the network, and to adopt the opportune activities in order to inform the user of the correct use of such contents, by means of suitable information campaigns and educational activities in the schools.

In parallel, it will be necessary to **adapt the enforcement system**, both in the management of reports and in the issue of the measures of prevention, on the basis of the needs expressed after the first phase of the application of the regulation.

G. To make the administrative action more efficient, effective and transparent

AGCOM intends to guarantee **maximum transparency in the management of resources and maximum effectiveness of the administrative action**. The search for the best organisational and financial efficiency, also in consideration of the general economic context and of the more recent policies for containing costs, is one of the lines of action pursued by the Authority.

Italian legislative decree No. 91 of 31 May 2011, contemplates for the administrations subject to financial auditing (which includes the Authority) the need to adopt a common **integrated accounting plan**, constituted of "*accounts which reveal income and expenditure in terms of financial accounting and economic-equity accounts, drawn up according to the common accounting standards*". Its introduction is aimed at the creation of a tool which, basing the internal financial statements on a classification basis common to all public administrations, allows both for improving comparability of the AGCOM accounts with those of the other public administrations within the European system, and for increasing the transparency of the financial statements for the stakeholders.

An efficient, effective and transparent administration also requires the promotion of constant coordination with the Ministry of Economic Development, with the other bodies and institutions of the sector, and with Parliament. For transparency and sharing, special attention must be paid to the Authority's system for **sharing information** with companies and users.

AGCOM intends to also ensure **the clarity and simplification of the regulatory framework** (and, with opportune reports to the Government, of the

legislative framework of reference), continuing its activities aimed at facilitating knowledge on the part of the subjects concerned and providing for updating.

It is also opportune to promote the availability of adequate information on the forms of protection in favour of users, both as regards the possibility of reporting bad service, and regarding the procedures put in place for the *out-of-court* resolution of disputes with the operators.

Lastly, AGCOM will develop and apply a more precise method for the **Analysis of the Impact of Regulation (AIR)** and of the **Verification of the Impact of Regulation (VIR)** on the processes which have most effect on the market.

Table 5.2. General objective A. To protect consumers and users

| Strategic Objectives | Specific Objectives |
|---|--|
| To simplify and update regulation | <ul style="list-style-type: none"> - Adopting a "<i>Digital users' code</i>", which simplifies the regulation to protect users, adapting the European and national framework and explaining the scope of application to services provided by social networks and web-based services - Adopting <i>consolidated acts</i> to govern the programming obligations and those for user protection in the media services, abandoning the present approach of separate regulations for each single transmission platform |
| To facilitate relations between user and provider | <ul style="list-style-type: none"> - Adopting measures to make the invoices issued by the operators more comprehensible and transparent - Adopting an <i>information system for the management of user-provider disputes</i> with complete traceability of all procedural activities, integrated with the Authority's protocol and document management systems - Implementing a system for Online Dispute Resolution and at the same time guaranteeing coordination and information sharing with the Co.re.com. which deal with such matters at local level - Updating the present <i>system for the management of reports</i>, integrating it with the new methods of contact and Internet navigation, in particular: <ul style="list-style-type: none"> o allowing for reports to be sent directly via the Authority's website, creating a special communication platform, to facilitate users' participation in the supervisory activity and to increase the immediacy and the effectiveness of the action o reinforcing the contact centre service, especially regarding coordination with the sanction activities and the dispute resolution activities - Creating a direct channel with the Authority for the effective management of reports from consumer associations |
| To foster self-regulation initiatives for media services | <ul style="list-style-type: none"> - Favours forms of <i>self-regulation</i> by the direct involvement of the stakeholders and the institutions concerned, in order to increase the level of user protection for the media services not expressly governed by primary legislation |
| To adapt the universal postal service to the evolution of the market | <ul style="list-style-type: none"> - Promoting a specific activity of the <i>analysis</i> of the development of the <i>postal markets</i> and of the features of the services offered |
| To reinforce guarantees for | <ul style="list-style-type: none"> - Adopting an <i>Indemnity Regulation</i> for bad postal services - Checking, also by opening a specific <i>inquiry</i> on the subject, |

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|---|---|
| postal sector users | <p>respect for <i>equal conditions of access and equality in the use of the postal services</i> on the part of people with disabilities, the elderly and pregnant women, favouring the elimination of barriers to the use of the services and if necessary revising the obligations on accessibility</p> <ul style="list-style-type: none"> - Implementing the <i>activities of supervision and management of the reports</i> to protect the category of more sensitive users (minors, the elderly and people with disabilities) |
| To identify new ways of social inclusion for the weaker members of society | <ul style="list-style-type: none"> - Providing new <i>more favourable conditions</i> for disabled and underprivileged users in the light of the changed technological and market scenarios, and the changed macroeconomic framework |

Table 5.3. General objective B1. To promote competition in the electronic communication sectors

| Strategic Objectives | Specific Objectives |
|--|---|
| To complete and adapt the regulatory framework to be applied to the fixed network access markets | <ul style="list-style-type: none"> - Fostering, within the sphere of the <i>updating of the regulatory framework</i> for access services to the local network, the development of new generation networks on the part of all operators, and managing the phase of migration of the services from the copper network to the fibre-optic network - Implementing regulatory measures which will be defined on the result of the third cycle of market surveys, such as: <ul style="list-style-type: none"> o the adoption of <i>equality systems</i> in the supply of the more advanced services with respect to those at present in the field o the regulation of new transmission techniques, including vectoring o the modulation of obligations on a territorial basis |
| To sustain the development of competition and investments in ultra broadband infrastructure (NGA) | <ul style="list-style-type: none"> - Defining effective <i>rules and guidelines for access</i>, also by forms of co-investment, to elements of the access network which are not replicable or replicable at a price which does not give satisfactory returns on investments - Preparing a <i>database of existing network infrastructure</i> (both public and private) |
| To improve the effectiveness of the tools for price control and to guarantee non-discrimination | <ul style="list-style-type: none"> - Simplifying and rationalising the <i>regulatory accounting system</i> in order to improve transparency and to have avail of accounting information closer to the Authority's operating needs for the performance of the price setting and price control activities - Adapting the <i>separate accounting models</i> also taking into account the evolution of the separation model adopted by Telecom Italia |
| To reinforce the supervisory activity on the ban of margin squeeze practices | <ul style="list-style-type: none"> - Improving the control tools, by <i>updating the method for testing replicability</i> of the offers to the end users on the fixed network market, in order to guarantee full application of the non-discrimination principle - <i>Monitoring the access service retail markets</i> especially regarding the offer of ADSL and NGA services - Carrying out <i>controls and inspections</i> |
| To promote the activity of the | <ul style="list-style-type: none"> - Programming <i>technical forums</i> with the stakeholders - Intensifying supervision of respect of access and interconnection |

| | |
|--|--|
| prevention of disputes on interconnection and access | obligations on the part of the operators concerned, also by moral suasion activities - Defining a new <i>regulation on disputes</i> on interconnection and access |
| To foster the conciliation tools within the sphere of disputes already open | - Reinforcing the use of moral suasion tools within the sphere of the various phases of the proceeding for the resolution of disputes between operators - Promoting the use of the tool of <i>transaction</i> |
| To reinforce the role of the virtual mobile operators | - Defining <i>rules</i> and <i>guidelines</i> on relations between virtual mobile network operators, also in terms of reaching number and economic models which ensure replicability of the offers |
| To assess any lines of intervention for non-regulated services | - Implementing the <i>collection of quantitative information</i> on tariffs and traffic volumes relative to all interconnection services not subjected to regulation (SMS services, MMS services, voice calls originating from mobile network etc.) - Carrying out a <i>survey</i> on alternative communication services (not regulated) - such as instant messaging services from mobile network and VoIP services from fixed and mobile network - with the aim of describing and analysing the competitive dynamics of the market and their evolution |

Table 5.4. General objective B2. To protect competition in the audiovisual sector

| Strategic Objectives | Specific Objectives |
|---|---|
| Simplifying the regulation of the sector | - Adopting <i>consolidated regulatory acts on authorisation certificates</i> which regulate access to the media services market and abandoning the present approach which contemplates separate regulations for every single transmission platform |
| To implement and simplify the data acquisition systems in media services | - Introducing a <i>single electronic system</i> for the collection and classification of data and information used for checking the anti-concentration thresholds and ownership structures |
| To monitor the audiovisual markets and the ICS | - Consolidating the mechanisms for monitoring the audiovisual markets and the ICS within the sphere of the <i>Economic Information System</i> (EIS) - Developing effective <i>mechanisms for checking</i> compliance with the information obligations fixed by the Authority in the audiovisual sector |

Table 5.5. General objective B2. To protect competition in the postal services sector

| Strategic Objectives | Specific Objectives |
|--|--|
| To redefine the quality targets of the universal postal service | - Involving the market through a <i>public consultation</i> on quality standards |

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|---|---|
| To sustain the development of competition in the postal services | <ul style="list-style-type: none"> -Revising the <i>technical implementation conditions of the bulk delivery service</i> of Poste Italiane on the basis of the competitive evolution of the market -Analysing the prospects of <i>integration between postal services and ICT</i> in view of the improvement in the efficiency of the service with assessment of possible regulatory consequences on the supply of the universal service and on the replaceability between products -<i>Checking the impact of the new regulation on authorisation certificates (VIR)</i> in view of a simplification of the access to the postal markets -Verifying respect for the <i>obligations of transparency, non-discrimination</i> and of <i>access</i> to fair and reasonable conditions of the universal postal service (including bulk post) on the part of Poste Italiane -Adapting the <i>accounting separation</i> models of Poste Italiane |
| To harmonise national legislation with European legislation | <ul style="list-style-type: none"> -Promoting the adoption of a <i>report to the Government</i> for the purposes of greater harmonisation of national legislation to the European framework -Promoting <i>measures for the harmonisation</i> of the postal markets for ERG-P |

Table 5.6. General objective C. To guarantee efficient allocation of the scarce resources

| Strategic Objectives | Specific Objectives |
|---|--|
| To strengthen international coordination and verify respect for the ITU and CEPT commitments | <ul style="list-style-type: none"> -Contributing to the definition of national positions on the radio spectrum and numbering, to be supported within the sphere of the European Union, CEPT and ITU -Participating, together with the MED, at the bilateral and multi lateral coordination meetings with bordering countries for the radio and television broadcasting frequency bands -Cooperating at European level with the other regulatory authorities within the sphere of the groups (in particular RSPG) appointed to perform the "good offices" procedures for the coordinated use of the frequencies between the Member Countries and for the radio and television broadcasting bands. -Adopting national programming and plans consistent with the evolution of international activities, both for the assignment of the frequency bands and for the use and assignment of the numbers. |
| To favour the efficient use of the spectrum and the spread of broadband wireless services | <ul style="list-style-type: none"> -Preparing the <i>allocation plans</i> of the spectrum for wireless broadband (WBB) services, in accordance with the Community harmonisation provisions and as far as compatible with the available bands deriving from national needs -Introducing provisions which foster the use of advanced technologies and innovative network architecture (e.g. small cells) and balancing the needs of covering the territory with the needs of capacity -Contributing to the national implementation of Community policies on spectrum management |
| To foster shared use of the spectrum | <ul style="list-style-type: none"> -Introducing, within the sphere of the spectrum resources allocation plans, provisions to favour, and if necessary to prescribe, the shared use of the frequencies, satisfying, in any |

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| | <p>case, the needs of concurrent use and resorting to all the solutions offered by the new technological developments</p> <ul style="list-style-type: none"> - Collaborating with the other institutions to favour the destination of new resources to electronic communication uses also possibly in shared mode |
| To create a computerised system for the management of numbering | <ul style="list-style-type: none"> - Creating a web-based service for granting usage rights of numbers, in collaboration with the MED - Developing web-based services for the creation of centralised databases relative to the Single Database of number, number portability and the management of the <i>Aliases</i>, etc. |

Table 5.7. General objective D. To promote the development of digital communication networks and services

| Strategic Objectives | Specific Objectives |
|--|---|
| To consolidate the role of AGCOM in the development of the Digital Agenda | <ul style="list-style-type: none"> - To expand the <i>monitoring unit</i> on public and private initiatives for the development of broadband and ultra broadband networks, through a constant updating of the initiatives carried out at both local and central level - Giving <i>opinions</i> to the central and local State administrations which intend to adopt measures in aid of the development of broadband and ultra broadband networks, which to beyond the limited field of access obligations to the subsidised networks and verification of their compatibility with national regulations, in view of the harmonisation of the infrastructure - Giving support to the administrations which grant aid, also as far as concerning the identification of market failure areas. - Promoting the execution of studies concerning the development of digital services, content and applications and the relative impact on the communications networks. |
| To promote action for network neutrality | <ul style="list-style-type: none"> - Launching <i>fact-finding surveys</i> on the relationship between net neutrality and traffic management practices - Participating in <i>international groups</i> on the subject, especially within the BEREC, also for sharing best practices relative to the technological, market and regulatory aspects linked to the spread of traffic management techniques |
| To promote the development of new transmission platforms | <ul style="list-style-type: none"> - Monitoring the technological, market and regulatory aspects - Favouring the adoption of technical standards and the adaptation of national provisions to the technological evolution - Sustaining competition and non-discriminating access to the digital platforms |
| To favour the development of M2M services – “the Internet of things” | <ul style="list-style-type: none"> - Monitoring the national development of new services and the relative needs in terms of resources and infrastructure - Acting on the regulatory framework in force - Participating in international groups on the subject, especially within the sphere of BEREC and the EC, in which to share and monitor the technological and regulatory developments of the sector |

Table 5.8. General objective E. To promote and protect pluralism and equal access to information media

| Strategic Objectives | Specific Objectives |
|----------------------|---------------------|
|----------------------|---------------------|

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|--|--|
| To simplify and update the regulation of media services | -Creating regulatory <i>consolidated acts</i> particularly as regards authorisation certificates which regulate access to the media services market |
| To simplify the govern access to information media | -Updating the <i>regulation</i> which governs access for those entitled to the communication means and to the transmission of information in non-electoral periods -Developing a <i>regulation</i> which governs electoral and political propaganda under equal conditions of treatment |

Table 5.9. General objective F. To promote a mentality of the lawful use of digital works

| Strategic Objectives | Specific Objectives |
|---|--|
| To reinforce the protection of copyright | -Implementing the <i>system for the management of reports</i> on breach of copyright on the electronic communications networks |
| To foster and promote the legal offer | -Favouring forms of <i>self-regulation</i> aimed at educating users and at promoting the legal offer through the direct involvement of the stakeholders and institutions concerned -Implementing the activities of the <i>Technical Committee</i> instituted by the Regulation -Carrying out <i>information and training campaigns</i> on the correct use of digital works |

Table 5.10. General objective G. To make the administrative action more efficient, effective and transparent

| Strategic Objectives | Specific Objectives |
|---|--|
| To guarantee maximum transparency in the administrative management | -Defining the <i>integrated accounting plan</i> , adequate for the specific features of AGCOM -Carrying out, together with the usual registration of income and expenditure - in terms of financial accounting - a simultaneous registration in the economic-equity accounts -Implementing the publication of data, information and documents relative to the Authority's organisation and functioning |
| To reinforce relations with other bodies and institutions | -Starting up the <i>coordination with the Communications Department of the MED</i> for the integration and exchange of the data contained in the Communications Operators Register (COR) and those relative to authorisation certificates -Starting up the <i>coordination between the Authority and the Ministry of Justice</i> to define unequivocal and shared criteria for the application of the provisions on the registration of newspapers and magazines, and computerised mechanisms for the integration and sharing of database and for the procedures before the Courts and the COR -Implementing the <i>agreement with the Revenue Agency</i> for access to data relative to the legal representatives of non-chamber subjects listed on the COR -Stipulating an <i>information cooperation agreement with the Supervisory Authority for Public Contracts</i> aimed at data sharing between the computerised systems of the COR and of the national database of public contracts, in order to reduce the verification costs of contract awarding subjects within the public |

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| | <p>administration</p> <ul style="list-style-type: none"> - Reviewing the <i>pooling agreement with the MED</i> for the supervisory activity in the postal sector - Maintaining and implementing the <i>collaboration with the Agcm</i> in the analysis and verification of critical points in the sectors of competence of AGCOM - Renewing the <i>Memorandum of Understanding</i> relative to the collaboration agreements between AGCOM and the Information and Publishing Department of the Prime Minister's Department, aimed at identifying cases to be verified regarding the statements rendered by publishing houses applying for grants - Renewing the <i>Corecom Framework Agreement of 2008</i>, with the opening of relative political and technical boards with the Conferences of the Regions and of the Regional Councils, and redefining the methods for management of the delegated tasks relative to conciliation and definition of disputes, supervision of local radio and television stations, protection of minors, the execution of surveys, rectification rights and keeping the Communications Operators Register - Completing the process of <i>delegating to the Corecom</i> the delegated activities - Creating a computerised system for the collection of information on the conciliations carried out by the <i>Corecom</i> and offering, also in collaboration with other institutions, major web based <i>services</i> to operators and users - Acquiring data in a structured and electronic manner, also for supervisory purposes |
| To facilitate knowledge of the Authority's provisions and to simplify application and consultation | <ul style="list-style-type: none"> - Carrying out a periodic recognition of the provisions which no longer produce effects and drafting <i>consolidated acts</i> of the sector regulations, to be updated periodically |
| To provide documentation services to companies and citizens | <ul style="list-style-type: none"> - Favours the <i>disclosure of quantitative data</i> concerning the telecommunication, media and postal services markets, expanding the periodic system of the publication of quantitative information |
| To promote the updating of the regulatory framework | <ul style="list-style-type: none"> - Carrying out, also by constant monitoring of the evolution of national and European legislation, the activity of reporting to Parliament and the Government on critical aspects of sector legislation, in the light of the extremely strong degree of innovation in the sectors of competence |
| To improve AIR and VIR | <ul style="list-style-type: none"> - Defining a more structured method and applying it in a more systematic manner for the procedures of major importance |
| To revise methods of communication, access and the traceability of information acquired from the various organisational units | <ul style="list-style-type: none"> - Contemplating an "Enterprise Information Integration" system in order to integrate the data from the various internal and external sources (applied in cooperation with other public bodies), in order to guarantee the availability of updated and non-duplicated information, on one side safeguarding respect for the principles of economy and transparency and, on the other, simplifying the communication procedures bearing on the regulated operators, eliminating duplications and redundancies. - Adopting a work flow tool to use by means of a Business |

Process Management System (BPMS) platform, for a more efficient definition of the flows between the organisational units, ensuring control and traceability of the activities, respect for deadlines, and the computerised management of the proceedings