

COM/CITEL/RES. 68 (VII-98)¹

STRATEGIC PLAN OF CITEL 1999-2003

The Seventh Meeting of the Permanent Executive Committee of CITEL, COM/CITEL,

CONSIDERING:

- (a) That CITEL has consolidated its organization and properly geared the work mandated to it by the General Assembly of the OAS;
- (b) That great development possibilities have been identified as a result of the technological advances and ongoing restructuring of the telecommunications sector of the Member States;
- (c) That a general framework for Strategic Policies and Priorities that better orients the work of each and every one of the components comprising CITEL must be prepared;
- (d) That the Assembly throughout Resolution 23 (II-98) approved the 1998-2002 Strategic Plan of CITEL and decided to make an review of that in periodic matters; and
- (e) That COM/CITEL, by means of Resolution 50 (V-97), approved sending the Member States of CITEL a draft document with recommendations for the Telecommunications Plan of Action, containing the general policies that would be adopted by the governments of the region to support the development and ongoing updating of National Plans for information infrastructure, service trade, universal service access, network interconnection, and other aspects involving telephony and Internet.

RESOLVES:

- 1. To approve the Strategic Plan of CITEL 1999-2003, which is enclosed as an annex.
- 2. To instruct COM/CITEL and, when necessary, the Steering Committee to include in the Strategic Plan the necessary actions for CITEL's response to the Summit of the Americas.
- 3. To instruct COM/CITEL to annually evaluate and update the Strategic Plan, including projects that will put objectives, policies and strategies into practice.
- 4. To conform a Working Group that periodically evaluates and updates the Strategic Plan of CITEL, requesting the active participation of Member States.

STRATEGIC PLANNING OF CITEL 1999-2003 PERIOD

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¹ Document COM/CITEL/362 rev.4

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STRATEGIC PLAN OF CITEL, 1999-2003 PERIOD

EXECUTIVE SUMMARY

This strategic plan derives as a response to gearing the need of CITEL during the 21st century resulting from telecommunication technology advances, the restructuring of regulatory administrations of Member States and globalization. Furthermore, considering the different Fora, World and Regional Summits, of CITEL as well as of ITU, on goals, policies and general strategies on telecommunications.

This plan is the outcome of a general review of the document "Strategic Plan of CITEL for the 1999-2003 period", wherefrom the guidelines and global strategies approved by the Assembly in the month of March 1998 were extracted. It compiles the established outlines on CITEL's Mandates, under a Strategic Planning scheme for a five year period, incorporating an strategic gearing of the PCCs, facilitating their periodical evaluation on the basis of sector action plans. This will enable CITEL to be avant-guard on information of the regional advisory organizations by means of preparation, coordination and seeking of consensus on competition matters and activities of the ITU Council and of the importance for CITEL.

The Plan states where we are and where are we going, enabling us to have the same scope and unity of purposes, with goals, policies and clearly established strategies for the next five years.

Quito, 9 December 1998

STRATEGIC PLANNING OF CITEL 1999-2003 PERIOD

BACKGROUND

The Inter-American Telecommunication Commission (CITEL) is a high-level advisory commission within the Organization of American States, established under Article 52 of the Charter of the OAS.

The OAS, as an organization integrated by 35 countries, has its origins in the first Panama Congress, June 22 to July 15, 1826, and in the ideal of forming a united hemisphere of Liberator Simon Bolívar.

The signing of the Union Treaty, the League and Perpetual Confederation of the Panama Congress on July 15, 1826 brought into being the current OAS, which is the oldest organization in the world.

CITEL, as a part of the Organization, has an extensive background, as follows:

- In March 1890, the First American International Conference adopted important telecommunications resolutions on promoting telegraphic cable lines to unite the countries represented at the Conference (18), with regular services and equitable rates. One of the telegraphic cable lines, the Pacific line, was supposed to join the ports between San Francisco in the United States and Valparaíso in Chile.
- CITEL was initially formed on May 2, 1923, at the Fifth International American Conference, with the establishment of the Inter-American Electrical Communications Committee.
- Between 1923 and 1959 various expert-level works were carried out, particularly in the fields of broadcasting and radiocommunication, such as the South American Radio Agreement, the Inter-American Convention on Radiocommunication, and the North American Regional Broadcasting Agreement. Part of these emerged through the establishment of the Inter-American Radiocommunication Office, created in December 1937.
- Beginning in 1962, CITEL was established as a specialized committee of the Inter-American Economic and Social Council (CIES) and was called the Inter-American Telecommunication Commission.
- Beginning in 1971, the Commission became the Inter-American Telecommunication Conference, a specialized organization of the OAS, under the CIES.
- The First Regular Assembly of CITEL at the ministerial level was held in Montevideo, Uruguay in February 1994, with the Statutes adopted by the General Assembly of the OAS in June 1993 serving as a legal basis.
- * Between 1994 and 1998, CITEL's work has been recognized worldwide, and the organization has been enriched by the presence and joint contributions of the associate members, which along with the States on the Permanent Consultative Committees and in the Working Groups have examined highly important topics, such as: Training and Human Resources, Preparation for World Conferences, Legal Matters and Administrative Procedures, Coordination of Standards, Network Modernization and New Services, Basic and Universal Services, Value-Added Services, Alternative Calling Procedures (Call Back), Certification Processes, Global Information Infrastructure, Accounting Rates of International Telephony Service, Digital Broadcasting, Local Multipoint Distribution Service (LMDS), VSAT Networks and Services, Terrestrial Mobile Services, Mobile Satellite Services below and above 1 GHz, and the Use of the Radio Spectrum, among others.

ANALYSIS OF THE CURRENT SITUATION

Analysis of the Environment

Technological Advances

- Rapid technological advances that contribute to improving the efficiency of services and including innovations with the emergence of new services.
- Technologies facilitate infrastructure cost reductions.

- The significant advances that have been made by the ITU in identifying the range of frequencies for global mobile personal communications by satellite (GMPCS) systems which enabled the establishment of world operators that have obtained authorizations and licenses to operate in the territories of various States of the Americas.
- By means of a resolution of the 1997 World Radiocommunication Conference, the administrations are preparing to introduce International Mobile Telecommunications systems (IMT 2000), with the identification of frequencies and the use of appropriate characteristics, based on the ITU-R and ITU-T recommendations.
- The convergence of telecommunications, computer and audiovisual technology has facilitated the ongoing expansion of services and the massive extension of consumption to a large part of the population which has access to the basic service.
- The trend towards networks and services integration.

Comparative Development

- The substantial difference with regard to expanding and modernizing services between countries supplying technology and consumer countries, the American countries being for the most part among the latter.
- The transferring ownership of state-owned enterprises to semipublic or private enterprises, with the larger part of stock being purchased by transnational companies.
- Regulation process in some countries and deregulation in others in terms of service delivery.
- Overall liberalization of both product and services markets.

Analysis of CITELE's Strengths, Opportunities, Weaknesses and Threats (SWOT)

Strengths

Status as a high-level organization of the OAS, which is supported by the assets and resources of the Organization and whose work has been duly recognized by the General Assembly.

The interest of operator companies, suppliers, industry, learning centers, and other companies, which have become affiliated as associate members of the Permanent Consultative Committees, has grown rapidly. This proves that CITELE is a valid forum for developing telecommunications in the Americas.

Member States need a body to unify their positions, enabling them to successfully cope with globalization trends and, when appropriate, to elaborate regulations by consensus.

It has a proven and recognized infrastructure.

The telecommunications administrations of Member States have benefited from the recommendations of CITELE's Permanent Consultative Committees, in the areas of spectrum management and telecommunication service delivery.

- ***Opportunities***

The difference in the development of the telecommunications of Member States and the different sectors within the states will enable CITEL to focus its efforts on community support to recommend adequate solutions.

New technologies and reduced costs will allow the states' national goals to be reached sooner and with better options. CITEL can identify human and economic resources for program implementation.

The decisions of the International Telecommunication Union, in all of its sectors, will be consolidated by joining efforts for the common benefit of Member States.

Identification of research, training, and technology transfer programs will enable Member States of CITEL to improve management orientation.

The globalization trend requires the establishment of organizations comprised of Member States in order to adopt common stances and carry out actions for their benefit.

- ***Weaknesses***

Limited participation of Member States in CITEL's endeavors. Many states rarely or never participate.

Substantial differences in the development level of Member States.

Few opportunities for development activities and financing.

Lack of human and economic resources facilitating the ongoing participation of some State Representatives in CITEL's activities.

Lack of flexible mechanisms for exchanging experts among Member States, facilitating the training of human resources and the implementation of development plans.

Continuous change of the representatives of Member States in the bodies of CITEL's organizational structure, which in some cases prevents the work from being consistent over time.

- ***Threats***

The trend towards the liberalization of services exerts an impact on regulation processes, which affects CITEL's role of standardizing and harmonizing services in Member States.

The interests that stem from natural trend of private enterprise to obtain higher economic earnings could eventually lead to proposals that are contrary to those of CITEL.

The natural trend toward market domination hinders agreements between service suppliers of Member States for a better service delivery for the benefit of users of different countries.

Sector Analysis

Environment

CITEL is a leading regional organization in coordinating development of the telecommunications sector in the Americas.

The International Telecommunications Union, pursuant to the Constitution and Convention, is the governing body for telecommunications in the world and therefore of Member States of CITEL. The presence of all the countries from Region 2 in ITU will clearly benefit the joint work carried out by ITU and CITEL.

Negotiations in the World Trade Organization (WTO) have greater influence on the trade in telecommunications services among Member States of CITEL, due to its worldwide coverage, than negotiations within the framework of the agreement of the Free Trade Area of the Americas (FTAA) and other subregional agreements.

The existence of subregional telecommunications organizations benefits CITEL's work plans. Therefore it is important that they be strengthened, since they have been weakened in recent years essentially because of the restructuring of the telecommunications sector in Member States and in particular as a result of the transfer of state enterprises to the private sector.

World and regional credit institutions could better contribute to the development of telecommunications in Member States that need it if they provide better financing conditions and reasonable demands with regard to requirements and guarantees, since telecommunications in itself is a very reliable sector for investment.

Influence Segment

It encompasses the telecommunications sector of all Member States, both in developed and developing countries, be they providers or consumers of technology. It also includes a large sector of industry, trade, operations, and research for the public and private sector, which participate in CITEL as associate members of the Permanent Consultative Committees.

Dependence on Suppliers

In the framework of the structure and procedures of the Organization of American States, Member States are a part of CITEL.

Barriers to Entry

CITEL is the only organization of its kind and its duties and responsibilities cannot be substituted or diminished because of the emergence of a similar organization. This is CITEL's main responsibility.

STRATEGIC GEARING

MISSION

To be a dynamic and efficient organization, promoting the harmonious and comprehensive development of telecommunications in Member States of the Region.

VISION

Consolidate CITELE's status as a leading organization in the Telecommunications Sector of the Americas, with the effective participation of all Member States, associate members and Observers, and Guest contributing to the development of the region on the world stage.

STRATEGIC OBJECTIVES

1. To consolidate CITELE as a regional organization recognized worldwide within the context of world telecommunications
2. To quicken the pace of the development of telecommunications in Member States.
3. To consolidate administrative aspects of CITELE that are geared towards efficiency and effectiveness.
4. To improve CITELE's mechanisms for dissemination.
5. To promote training and technology transferring among Member States.
6. To promote economic, social, and cultural development in Member States.

GENERAL POLICIES

1. To strengthen the foundation of CITELE, increasing the participation of Member States, associate members, Representatives of International and Regional Telecommunication Organizations that are Member of the Americas Region, Observers, Guest and other related telecommunication bodies.
2. To broaden the scope of its activities, so as to guarantee technical preeminence in the field of telecommunications, bearing in mind the rapid changes in its sphere of activity.
3. To strengthen and expand its technical competence in matters relating to telecommunications, so as to play a more predominant role in issues relating to the economy and society.
4. To strengthen working relations with other international, regional and sub-regional organisms.

STRATEGIC PRIORITIES FOR THE 1998-2002 PERIOD

1. To consolidate CITELE as an organization, within the context of world telecommunications:
 - To motivate participation of each and every Member State.
 - To promote cooperation ties with development organizations.
 - To expand the relationship between the activities of the three PCCs and strengthen their collaboration process.²
 - To unify criteria and efforts that benefit Member States in the ITU Council decisions.
 - To identify financing opportunities to be dedicated to development activities in the telecommunications sector in Member States.

² STE-83/97 (12-08-97) Plan Estratégico de la CITELE 1998-2000.

- To hold ongoing informational and training fora on issues relating to trade in telecommunications services.
2. To quicken the pace of the development of telecommunications in Member States:
 - To regularly analyze the needs of CITELE Member States, associate members, Observers, Guest of the world telecommunications sector, and user groups.
 - To establish mechanisms that allow for the harmonious development of telecommunications in Member States, promoting the continuous development of telecommunications services, paying particular attention to the countries' requirements, based on their level of development.
 - To Incorporate social concepts in telecommunication development.
 - To coordinate standards and accompanying procedures for telecommunications in the Americas.
 - To help identify human and economic resources for the fulfillment of national goals of Member States.
 - To work in coordination with the Development Sector of the ITU and with the sub-regional telecommunication organizations promoting the development of telecommunication projects to avoid duplication of efforts.
 3. To consolidate administration aspects of CITELE that are geared towards efficiency:
 - To improve working methods and performance, within the framework of a flexible structure.
 - To procure common positions before ITU World Conferences³.
 - To reinforce coordination activities of the PCCs.
 4. To improve CITELE's mechanisms for dissemination:
 - To disseminate information and technical knowledge, when appropriate, through informational meetings, seminars, manuals, and other means.
 - Optimal handling of information through the use of electronic media.
 - To make internal communication among Member States as effective as possible.
 - To increase CITELE's public information capacity, assuming a leadership position in the telecommunications community in the Americas.
 5. To promote training and technology transferring among Member States.
 - To establish a dynamic mechanism for the exchange of experts among Member States.
 - To increasingly promote training for developing human resources, emphasizing innovative methods, such as ITU's Centers of Excellence, to fulfill CITELE's mission in a practical and objective manner.
 - To identify research, training, and transfer of technology programs to improve gearing the management towards the development of Member States.
 6. To promote economic, social, and cultural development.
 - To promote economic, social, and cultural development, which should cover information, audio broadcasting, and television technology through terrestrial and satellite systems.
 - To contribute to creating a stable and transparent environment to attract investment in Member States from the region.
 - To incorporate social concepts in the development of telecommunications.

³ STE-83/97 (12-08-97) Strategic Plan of CITELE 1998-2000

SECTOR OBJECTIVES, MANDATES, AND STRATEGIC CONSIDERATIONS

CITEL goals are achieved through activities of the three Committees as well as by means of meetings and fora, sharing certain strategic goals and orientations in a given period.

PCC.I: Public Telecommunications services

Objective

To act as a technical advisory body within the Inter-American Telecommunication Commission with respect to standards coordination, planning, financing, construction, operations, maintenance, technical assistance, equipment certification processes, tariff principles, and other matters related to the use, implementation, and operation of public telecommunications services in the Member States.

Mandates

In accordance with the ITU Regulations and taking into account the ITU recommendations:

- a) To promote and watch over the integration and strengthening of networks and public telecommunications services operating in the Member States, taking into account the need for their modernization and for the promotion of basic services, as well as for increasing the public availability of specialized services.
- b) To promote the development and implementation of new services that will make it possible to meet the telecommunications needs of all the inhabitants of the Americas, especially those in the most poorly served areas and sectors, on the basis of the national targets of each country and taking into account the programs established by subregional, regional, and worldwide organizations, in particular the ITU World Telecommunication Development Conferences.
- c) To provide incentives for research, training, technology transfer, and the experiences of all Member States and to see to it that these activities are considered necessary in all development and implementation processes.
- d) To undertake a coordinated effort with the different CITEL Groups in those areas that, by their very nature, lend themselves to joint action.
- e) To undertake the coordination of regional preparations for major ITU Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.

PCC.II: Broadcasting

Objective

To act as a technical advisory body within the Inter-American Telecommunication Commission with respect to standards coordination, planning, operation, and technical assistance for the broadcasting service in its different forms.

Mandates

- a) To stimulate and foster the development of the broadcasting service in the region.
- b) To promote and stimulate the use of modern technologies and to evaluate their impact.
- c) To promote the efficient use of the radio spectrum allocated to the broadcasting service, taking into account, in particular, the need to prevent and avoid, to the extent possible, harmful interferences to the radiocommunication services.
- d) To undertake a coordinated effort with the different CITEI groups in those areas that, by their very nature, lend themselves to joint action.
- e) To undertake the coordination of regional preparations for major ITU Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.

PCC.III: Radiocommunications

Objective

To act as a technical advisory body within the Inter-American Telecommunication Commission with respect to standards coordination, planning, and full and efficient use of the radio spectrum and satellite orbits, as well as matters pertaining to the operation of radiocommunication services in the Member States.

Mandates

In accordance with the ITU Radio Regulations and taking into account ITU recommendations:

- a) To promote harmonization in the utilization of the radiofrequency spectrum and the operation of radiocommunication services in the Member States, bearing especially in mind the need to prevent and avoid, to the extent possible, harmful interferences in radiocommunication services.
- b) To foster the development and implementation of modern technologies and new services in the field of radiocommunication that make it possible to meet the needs of Member States, in conjunction with a more efficient utilization of the spectrum.
- c) To undertake a coordinated effort with the different CITEI Groups in those areas that by their very nature lend themselves to joint action.

- d) To undertake the coordination of regional preparations for major ITU Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.