

## **COM/CITEL RES.114 (IX-00)<sup>1</sup>**

### **UPDATED VERSION OF THE “STRATEGIC PLAN OF CITEL FOR 2000-2004”**

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

#### **CONSIDERING:**

- a) That it is necessary to keep the Strategic Plan of CITEL updated so it can serve as an adequate short and medium term Planning tool that will better orient the work of each and every one of the members that make up CITEL;
- b) That the Assembly of CITEL, through Resolution 23 (II-98) approved the Strategic Plan of CITEL 1992-2002 and decided to carry out its revision periodically;
- c) That during the eighth meeting of COM/CITEL, through Resolution COM/CITEL RES.91 (VIII-99) the updating of the Strategic Plan for the period 1999-2003 was approved and the Working Group was put in charge of the “Strategic Plan of CITEL”, as well as the periodic assessment and updating of the Plan;
- d) That both the technological breakthroughs that have affected the telecommunications sector and the changing environment in the Region require that the Strategic Plan of CITEL be permanently updated, and
- e) The dynamics of the processes of legislation and regulation change in the Member countries, due to the opening of the market to free competition,

#### **RESOLVES:**

- 1. To approve the updated version of the Strategic Plan of CITEL for the 2000-2004 period, which is attached as an annex.
- 2. To put the Working Group in charge of preparing the necessary and adequate procedures in order to carry out the assessment of the Plan so it may serve as an updating tool.
- 3. To request the active participation of the Member States in these processes.

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<sup>1</sup> Reference Document: COM/CITEL/doc. 494/99rev.1

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## **STRATEGIC PLAN OF CITEL FOR THE 2000-2004 PERIOD**

### **EXECUTIVE SUMMARY**

This strategic plan has been developed in response to the need to guide CITEL in the 21<sup>st</sup> century bearing in mind the breakthroughs in telecommunication technologies, the restructuring of regulatory administrations of Member states, and worldwide globalization.

This plan is the outcome of a general review of the document “CITEL’s Strategic Plan for 1999-2003”, from which the guidelines and global strategies approved by the Assembly in March 1998 were gathered, as well as the guidelines set forth in the PCC’s’ and the Steering Committee’s mandates, incorporating the strategic orientation of the PCC’s, facilitating their periodic evaluation on the basis of sector action plans. This will enable CITEL to remain at the leading edge of regional advisory organizations preparing, coordinating and reaching a consensus on competitive matters and activities of importance for CITEL.

The Plan indicates where we are and where we are going, enabling the Member States to have the same approach and to ensure unity of purpose, with clearly established goals, policies, and strategies under a Strategic Planning scheme for a five-year period.

## **CITEL'S STRATEGIC PLAN FOR 2000-2004**

### **1. 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 comprised of 35 countries, has its origins in the first Panama Congress, held on June 22-July 15, 1826 in Panama, and in the ideal of the Liberator Simón Bolívar of setting up a united hemisphere.

Signing of the Treaty of Union, League and Perpetual Confederation of the Panama Congress on July 15, 1826 created the current OAS, which is the oldest organization in the world.

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

- In March 1890, the First International American 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 set up 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 activities were carried out, especially in the fields of broadcasting and radio communications, such as the South American Radio Agreement, the Inter-American Convention on Radio Communication, and the North American Radio Broadcasting Agreement. Part of these emerged with the establishment of the Inter-American Radio Communications Office, created in December 1937.
- Beginning in 1962, CITEL was established as a specialized committee of the Inter-American Economic and Social Council (IAESC) 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, attached to the IAESC.
- The Inter-American Telecommunications Commission, CITEL was established through resolution AG/RES.1224 (XXIII-0/93.)
- CITEL's First Regular Assembly at the ministerial level was held in Montevideo, Uruguay in February 1994, with the Statutes adopted by the OAS General Assembly in June 1993 serving as a legal basis.
- Since 1994, 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 the Working Groups have examined highly important topics, such as: Training and Human Resources, Preparation of World Conferences, preparation of stances for the meetings of the ITU Council, Legal Matters and Administrative Procedures, Coordination of Standards, Network Modernization and New Services, Basic and Universal Services, Value-added Services, Terrestrial Mobile Services, Mobile Satellite Services, Wireless Access, Alternative Calling

Procedures, Certification Processes, Global Information Infrastructure, Internet, and the harmonious, efficient use of the Radioelectric Spectrum, among others.

## **2. ANALYSIS OF THE CURRENT SITUATION**

### **2.1 Analysis of the Environment**

#### ***Technological Breakthroughs***

- Rapid technological breakthroughs that contribute to improving the efficiency of services and including innovations with the emergence of new services.
- Technologies facilitate infrastructure cost reductions.
- The explosive development of networks based on IP Protocols.
- The significant advances that have been made by the ITU in identifying ranges of frequencies for global mobile personal communications by satellite (GMPCS) systems, which have enabled the establishment of world operators that have obtained authorizations and licenses to operate in the territories of various States of the Americas.
- The administrations are doing studies to introduce International Mobile Telecommunications systems, IMT 2000, based on the resolutions established at the World Radiocommunications Conference (Istanbul, 2000), and the use of appropriate characteristics, of 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 toward the integration of networks and services, as well as the segregation of networks as an element of market development.

#### ***Comparative Development***

- The substantial difference with regard to expanding and modernizing services between countries that use cutting edge technology and those that do not, the countries of the Americas being for the most part among the latter.
- The transfer of ownership of state-owned enterprises to semipublic or private enterprises, with the larger part of stock being purchased by trans-national companies.
- Regulation process in some countries and deregulation in others in terms of service delivery.
- Overall liberalization of both product and services markets.

### **2.2 Analysis of CITEI's Strengths, Weaknesses, Opportunities, and Challenges**

- ***Strengths***

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

It has aroused the interest of operator companies, suppliers, industry, learning centers, and other companies, which have become affiliated as associate Members of the Permanent Consultative Committees. This proves that CITEL is a valid forum for developing telecommunications in the Americas.

It is an entity that promotes joint positions, enabling Member States to successfully cope with globalization trends and, when appropriate, to elaborate regulations by consensus.

It has a proven, recognized organizational infrastructure.

Assists Telecommunications administrations of Member States with resolutions and recommendations issued by the Permanent Consultative Committees of CITEL and support granted in the areas of spectrum management and telecommunication service delivery regulation.

- ***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 joint work with the ITU and other regional and sub-regional bodies has allowed the joining of efforts and common decision taking that have benefited the 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.

The new framework created by the World Trade Organization and the regulation of telecommunication services.

- ***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.

Scarce financing opportunities for the development of activities.

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.

- ***Challenges***

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

The interests that stem from the 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.

### **2.3 Sector Analysis**

- ***Environment***

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

The International Telecommunication 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 Free Trade Area of the Americas (FTAA) agreement framework and other sub-regional agreements.

The existence of regional and sub-regional 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 countries that use cutting edge technologies and those that do not. 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.

- ***Structural Dependence***

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

### **3. STRATEGIC ORIENTATION**

#### **3.1 MISSION**

To contribute to the harmonious and integral development of telecommunications in Member States of the Region as a dynamic, effective, specialized agency.

#### **3.2 VISION**

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

#### **3.3 STRATEGIC OBJECTIVES**

1. To consolidate CITEL as a regional organization recognized worldwide within the world telecommunications context
2. To accelerate the development of telecommunications in Member States.
3. To consolidate CITEL's administrative organization gearing it towards efficiency and effectiveness.
4. To improve CITEL's mechanisms for dissemination.
5. To promote training and the transfer of technology between Member States.
6. To promote economic, social, and cultural development in Member States.

### **GENERAL POLICIES**

1. To consolidate the foundation of CITEL, intensifying the participation of Member States, associate members, Representatives of International and Regional Telecommunication Organizations that are Member of the Americas Region, Observers, Guests and other related telecommunication sector.
2. To broaden the scope of action, guaranteeing technical preeminence in the field of telecommunications.

3. To secure 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 subregional organizations.
5. To promote access to basic telecommunications and information services.

### **3.5 STRATEGIC PRIORITIES FOR THE 2000-2004 PERIOD**

1. To consolidate CITEL as an organization recognized within the context of world telecommunications:
  - To motivate participation and increase the responsibility of each and every Member State.
  - To promote cooperation ties with development organizations as well as with other organizations related to telecommunications matters.
  - To expand the relationship between the three PCC's and strengthen their collaboration process.
  - 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.
  - To hold ongoing informational and training fora on issues relating to trade in telecommunications services and products.
2. To speed up the development of telecommunications in Member States:
  - To analyze regularly the needs of CITEL Member States, associate members, Observers, and Guests 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, looking after the countries' requirements, based on their level of development.
  - To include social concepts in telecommunication development.
  - To coordinate related regulations and 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 subregional telecommunication organizations promoting the development of investment projects.
  - To coordinate and promote the performance of studies, allowing the implementation of current research towards third generation systems in a harmonious way among the Member States.
  - To establish mechanisms that allow integration of services, convergence of technologies and network segregation.

- To promote Internet development in the Member States and to urge their Administrations to declare the Internet a National Interest and universal service, establishing initiatives that facilitate access by the population at large, in accord with social conditions and adequate quality parameters.
3. To consolidate CITEL's administrative organization, orienting it towards efficiency:
- To improve working methods and performance, within the framework of a flexible structure.
  - To use electronic means as a working tool to automate processes and procedures.
  - To reinforce coordination activities of the PCC's.
4. To improve CITEL's mechanisms for broadcasting:
- To broadcast information and technical knowledge, when appropriate, through informational meetings, seminars, manuals, and other means.
  - Optimal handling of information through the use of electronic media.
  - Optimize internal communication among Member States.
  - To increase CITEL'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 the development of human resources, emphasizing innovative methods, such as ITU's Centers of Excellence, to fulfill CITEL's mission in a practical and objective manner.
  - To identify research, training, and transfer of technology programs to improve gearing the management of the companies of the sector towards the development of Member States.
  - To use Internet as a tool for training events, with Member States massive participation.

6. To promote economic, social, and cultural development.

- To extend information technology and audio broadcasting and television 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.
- To consider Internet as a tool to achieve economic, social and cultural development.

#### **4. MANDATES**

CITEL's goals are achieved through activities of Permanent Consultative Committees and Working Groups, as well as through meetings and forums, sharing certain strategic goals and orientations in a given period.

##### **4.1 Steering Committee**

###### ***Terms of reference***

- a) Consolidate the coordination of activities of the different entities of CITEL and its relationship with other telecommunications organizations or entities involved in this activity, inside or outside the region of the Americas in order to ensure the better functioning of CITEL as a whole.
- b) Use more efficiently the funds and increase Regular Fund and Specific Fund resources, with the help of CITEL's Executive Secretary acting as Secretary of the Committee, with the responsibility of presenting to COM/CITEL a detailed report on:
  - All draft proposals to amend CITEL's Statutes and Regulations,
  - All draft proposals to amend the Mandates of the Permanent Consultative Committees and the Working Groups that are part of COM/CITEL,
  - All draft proposals for the budget and all proposal to amend budgets and programs of activities being implemented,
  - Conclusions from the in-depth study of the implementation of Programs of Activities and Budget conducted by Permanent Consultative Committees, the Working Groups that are part of COM/CITEL, and CITEL's Executive Secretariat, and the decisions adopted by the Steering Committee.

## **Joint Working Group on legal matters and administrative procedures of PCC.I, II and III**

### ***Terms of reference:***

- a) Study the matters and provide the advisory services requested by the three PCC's on legal matters and administrative procedures with respect to the telecommunications networks and services that are part of CITEL's mandate.
- b) Limit its work to tasks officially entrusted to it by the PCC's; nevertheless, when necessary, it can include in its recommendations to the PCC the identification of matters that require CITEL's immediate attention.
- c) Study specific topics and coordinate those matters involving legal and administrative practices in the Americas in the area of telecommunications services, in coordination with the region's legal entities.
- d) Present a report assessing the regulatory and legal means that promote the liberalization of telecommunications services.

## **4.2 PERMANENT CONSULTATIVE COMMITTEES**

### **4.2.1 PCC.I: PUBLIC TELECOMMUNICATIONS SERVICES**

#### **Objective**

To act 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 exploitation 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 availability of specialized public 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 sub-regional, 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-T Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.
- f) Continue the development of its role as a forum where the private sector and governments can come together to discuss issues concerning emerging IP networks, including IP telephone service, interoperability and coordination of standard-setting for these networks.
- g) In addition, make efforts to improve coverage and access to Internet in the Americas by cooperating with the private sector.
- h) To promote the implementation of Mutual Recognition Agreements.

#### **4.2.2 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**

Under the application of the ITU Radio Communications Regulation, taking into account the ITU recommendations:

- 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 radio communication services.
- 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-R. Conferences and meetings within its mandates including the preparation of common regional proposals (IAP) and positions when deemed appropriate.

#### **4.2.3 PCC.III: RADIO COMMUNICATIONS**

##### **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 radio communication services in the Member States.

##### **Mandates**

- a) In accordance with the ITU Radio Regulations and taking into account ITU recommendations:
- b) To promote harmonization in the utilization of the radio spectrum and the operation of radio communication services in the Member States, bearing especially in mind the need to prevent and avoid, to the extent possible, harmful interference in radio communication services.
- c) To foster the development and implementation of modern technologies and new services in the field of radio communication that make it possible to meet the needs of Member States, in conjunction with a more efficient utilization of the spectrum.
- 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-R Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.

#### **4.2.4 COM/CITEL'S WORKING GROUPS:**

##### **Working Group for the Development of Human Resources**

##### ***Terms of reference:***

- a) Identify and promote specific training courses in order to meet the needs and priorities of the Member of CITEL;
- b) Identify the organizations, institutes, and training centers capable of providing suitable training, mainly taking into account the possibilities of the Center of Excellence;
- c) Identify and promote scholarships, complements, or other financial resources that facilitate the participation in human resources training;
- d) Coordinate training programs with regional centers for CITEL's countries;
- e) Elaborate and disseminate, with available information, a document indicating the facilities being offered by training centers;

- f) With the information provided by liaison officials, to prepare a list containing the training demand of the member countries;
- g) To encourage the agencies of member countries to dedicate additional efforts to training and developing their human resources;
- h) To develop and maintain an updated list of courses available in regional, sub-regional and international telecommunications bodies;
- i) To develop and maintain an updated list of international events relating to training in telecommunications;
- j) To publish information on the CITEL page regarding the group's activities, its progress and the above lists, and keep it up-to-date, seeking to establish links with the web pages of the suppliers;
- k) To identify and promote training programs offered by operating companies and equipment manufacturing companies;
- l) To coordinate activities with other areas of CITEL that are involved in the field of education, especially taking advantage of the experience of the Working Group on Basic Universal Services and its drafting committee for tele-education. Preference should be given to schedules offered on classroom study programs, which should be held in special cases;
- m) To consolidate a more direct relationship with international organizations that could provide training for the personnel of CITEL member countries, especially in terms of telecommunications administration and regulation;
- n) To coordinate work with the Center for Excellence of the ITU, to be established in the Republic of Argentina, and
- o) To present periodical work progress reports to the COM/CITEL Chairperson.

### **Working Group on the Strategic Plan of CITEL**

#### ***Terms of reference:***

Periodically update and evaluate the CITEL Strategic Plan.

### **Working Group to prepare CITEL for the Plenipotentiary Conference and the World Telecommunication Development Conference of the ITU of 2002**

#### ***Terms of reference:***

- a) Identify the matters to be dealt with by the Conference and that are of interest for the objectives of activities of CITEL and establish the group's structure for dealing with these matters.
- b) Prepare common proposals for consideration by the conference.
- c) Coordinate and establish the strategy to be developed by CITEL during the Conference.
- d) Analyze and prepare general guidelines for representation at the meeting during the Conference.
- e) Develop the WTDC-02 through coordination with the regional presence and development chapters.
- f) Work in close coordination with the Regional Office of the ITU and other Regional Telecommunications Organizations to:
  - 1. Prepare a report on telecommunications development in the Americas from the Malta Conference in 1998 to date, for consideration by the WTDC-02, containing a list of priority issues to be dealt with by the Conference and the results of the assessment carried out by the Regional Office of the ITU on state priorities in the Americas Region; and,
  - 2. Develop common proposals and/or recommendations for the work of the Conference.

### **Working Group to prepare for the meetings of the International Telecommunications Union (ITU) Council**

#### ***Mandate:***

- a) To identify the matters dealt with by the Council of ITU that turn out to be truly important for the objectives and activities of CITEL, including the decisions adopted by the Plenipotentiary Conference and to establish priority to the most urgent matters.
- b) Conduct the preparatory work for the matters defined as important for CITEL and coordinate the strategy to be developed in the Council, its Commissions, and dependent Working Groups.
- c) Coordinate topics of common interest with the Working Group to prepare for the Plenipotentiary Conference (PP-02) and the World Telecommunication Development Conference of 2002 (WTDC-02), including any draft Inter-American proposals or other matters that may be developed for presentation to the ITU by the latter, before the presentation of any such matters or Inter-American proposals to the ITU.

- d) Coordinate with the Permanent Consultative Committees the handling of matters and activities of the Council that correspond to the Committees, as follows:
- Utilize the result of the work undertaken within the PCCs.
  - Inform the Chairman of the PCCs regarding the decisions adopted in Council that impact the work of their respective committee.

**Ad Hoc Working Group for the Revision of CITEL**

***Terms of reference:***

- a) To examine the Objectives, Structure, Functions, Management and Financing of CITEL, including the proposal to include an Annual Conference.
- b) To examine the rights and obligations of Member States and Associate Members, including the contribution of the latter toward the payment of the expenses of Permanent Consultative Committees (PCC's) in which they participate.
- c) To prepare drafts of amendments to CITEL's Bylaws and Regulations pursuant to the conclusions of points 1 and 2.