

COM/CITEL/RES. 149 (XII-02)¹

STRATEGIC PLAN OF CITEL 2002-2006

The XII 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, and
- d) That the III CITEL Assembly throughout Resolution CITEL/RES. 44 (III-02) approved the 2002-2006 Strategic Plan of CITEL and decided to make an review of that in periodic matters,

RESOLVES:

- 1. To approve the Strategic Plan of CITEL 2002-2006, which is enclosed as an annex.
- 2. To instruct COM/CITEL to annually evaluate and update the Strategic Plan, including projects that will put objectives, policies and strategies into practice.
- 3. To establish a Working Group to periodically update the Strategic Plan of CITEL. The Chair of the Working Group will be the Administration that was the Chair of COM/CITEL in the previous Assembly and the Vice Chairs will be the Chair and Vice Chair of COM/CITEL.
- 4. To revoke the resolves 2 of resolution COM/CITEL/RES. 68 (VII-98).
- 5. To request the active participation of Member States in the update of the Strategic Plan of CITEL.

¹ Document COM/CITEL/362 rev.4

**STRATEGIC PLAN OF CITEL
FOR 2002-2006**

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STRATEGIC PLAN OF CITEL FOR 2002-2006

EXECUTIVE SUMMARY

This strategic plan has been developed in response to the need to guide CITEL in the 21st century bearing in mind the breakthroughs in telecommunication technologies, the restructuring of administrations of Member States (government areas and regulatory agencies), and worldwide globalization.

This Plan is the outcome of a general review of the Strategic Plan for 2000-2004 approved by Resolution COM/CITEL RES.114 (IX-00) and 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 2002-2006

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 Panama Congress, held on June 22-July 15, 1826 in Panama, and based 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.

Regarding communications, 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.
- The first organization of the present CITEL was 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 radiocommunications, such as the South American Radio Agreement, the Inter-American Convention on Radiocommunications, and the North American Broadcasting Agreement. Part of these emerged with the establishment of the Inter-American Radiocommunications 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, attached to the CIES.
- The Inter-American Telecommunication Commission, CITEL was established through resolution AG/RES.1224 (XXIII-O/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.
- CITEL's Second Regular Assembly at the ministerial level was held in Quito, Ecuador, in March 1998, as requested by the Statutes.

- CITEL's Third Regular Assembly at the ministerial level was held in Washington, DC, United States, in August 2002.
- 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, Mobile Terrestrial 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 the inclusion of 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 Telecommunication systems, IMT 2000, based on the resolutions established at the World Radiocommunication 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.
- Majority tendency of reforming legislation as a result of technological convergence and evolution.
- Overall liberalization of both product and services markets.
- National and regional initiatives to promote the development of the Global Information Society.

2.2 Analysis of CITEL's Strengths, Opportunities, Weaknesses, 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.

It is an organization that is aware of the regional need to develop a Global Information Society that permits integration, development and general well-being.

Opportunities

The difference in the development of the telecommunications of Member States and of 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 and development.

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.

For the development and preservation of the competitive market, it is advisable that market access be available to all players on the basis of the same terms and conditions, subject to the particular regulatory environment in all Member States.

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.

The digital gap and the limited telecommunication infrastructure in rural and marginal urban areas of the region which makes it difficult to develop the Information Society within the reach of everybody.

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 promoted trade in telecommunications services among Member States of CITEL. The Free Trade Area of the Americas (FTAA) agreement framework and other subregional agreements are expected to promote trade in the region.

The existence of regional and sub-regional telecommunications organizations benefits CITEL's work plans.

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. They should also reduce their 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

To contribute to ensure that all member countries of CITEL have universal telecommunication service which include information and communication technologies to promote the region's development.

3.3 STRATEGIC OBJECTIVES

1. To maintain 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.
7. To promote the establishment and development of the Global Information Society as a tool to achieve harmonious development respecting the cultural and social aspects of the Member States.
8. To promote the implementation and evaluation of the Agenda for Connectivity in the Americas and Plan of Action of Quito.

3.4 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 organizations.
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.
6. To promote the development of telecommunications and information technology and communication.
7. To stimulate and support amateur services and amateurs via satellite, as a resource to promote the participation of society of the Member States in radiocommunication techniques and practices, as well as foster international friendship and provide rapid, effective communications in the case of disasters and support humanitarian assistance activities.
8. To bear in mind telecommunication needs and the environment of different cultures existing in the majority of the Member States, especially those of the indigenous peoples.

3.5 STRATEGIC PRIORITIES FOR THE 2002-2006 PERIOD

1. To maintain 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 PCC's and strengthen their collaboration process, including working methods to elaborate coordinated standards.
- 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, including the MRA's.

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 development 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, with special emphasis on the technical, legal, and economic aspects of roaming.
- 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, establishing initiatives that facilitate access by the population at large, in accord with social conditions and adequate quality parameters.
- To promote the establishment of the Global Information Society by implementing the Agenda for Connectivity in the Americas and Plan of Action of Quito.

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.
 - To improve the working methods of the CITEL meetings by handling documentation electronically and online, in order to reduce costs.
4. To improve CITEL's mechanisms for broadcasting:
- To broadcast information and technical knowledge, when appropriate, through informational meetings, seminars, manuals, and other means.
 - To optimize handling of information through the use of electronic media.
 - To 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.
7. To promote the implementation and evaluation of the Agenda for Connectivity in the Americas and Plan of Action of Quito.
- To provide general guidelines within a conceptual framework of reference.

- To suggest mechanisms to help guarantee the continuity of the agendas of each one of the member countries and reiterate the need to rely on the active and ongoing participation of civil society.
 - To highlight the urgency of setting up working teams at the highest possible level.
 - To develop three fundamental components: infrastructure or access, its utilization, and the quantity and quality of the contents which should be governed by principles of equity and universality.
 - To consider topics of interest of the Region in the preparatory process for the World Summit on the Information Society.
8. To develop through COM/CITEL a Plan of Action identifying areas within the competence of CITEL based on the results of the considerations by the XII Meeting of COM/CITEL of the Agenda for Connectivity and Plan of Action of Quito.

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:

1. To strengthen the coordination of activities of the different entities of CITEL and their relationship with other telecommunications entities or entities involved in this activity inside or outside the region of the Americas to ensure that CITEL as a whole will function better.
2. To use funds more efficiently and increase the Regular Fund and Specific Fund resources and is responsible for presenting to COM/CITEL a detailed report on:
 - a) All draft proposals for amending CITEL's Statutes and Regulations,
 - b) All draft proposals for amending the mandates of the Permanent Consultative Committees and Working Groups that are a part of COM/CITEL,
 - c) All draft proposal for the budget and all proposals to change budgets and Programs of Activities being implemented, and
 - d) The conclusions drawn from the thorough review of the implementation of the Programs of Activities and Budget carried out by the Permanent Consultative Committees, the Working Groups that are part of COM/CITEL, and the Secretariat of CITEL, and the decisions adopted by the Steering Committee.

4.2 PERMANENT CONSULTATIVE COMMITTEES

4.2.1 PCC.I: TELECOMMUNICATION STANDARDIZATION

Objective

To act as a technical advisory body within the Inter-American Telecommunication Commission with respect to telecommunications equipment certification processes, tariff principles and standards coordination for telecommunications networks and services with the goal of ensuring the interoperability of such networks and services within the region.

Mandate

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

- a) To promote coordination, planning and harmonization among the Member States with respect to tariff issues, technical standards and operational aspects of telecommunications networks and services including signaling protocols and network interfaces.
- b) To stimulate and promote the development of telecommunications services and networks within the region.
- c) To promote the development and implementation of new technologies, such as IP Protocol, to foster interoperability of services and networks among the Member States.
- d) To study the requirements of telecommunications equipment certification processes in each of the different CITEL countries, so analyses can be done to harmonize such certification processes within the region.
- e) To promote the implementation of Mutual Recognition Agreements.
- f) To develop projects relating to economic aspects and tariff principles of telecommunications services.
- g) To raise awareness of regulatory environment for new telecommunication networks and services among the Member States and to promote the discussion.
- h) To undertake the coordination of regional preparations for the World Conference on International Telecommunications, World Telecommunication Standardization Assembly, including the preparation of inter-american proposals (IAP) and common positions, as well as to undertake inter-regional consultations in preparation for these conferences.
- i) To undertake a coordinated effort with the different CITEL Committees and Working Groups in those areas that by their nature lend themselves to joint action.

4.2.2 PCC.II: RADIOCOMMUNICATIONS INCLUDING BROADCASTING

OBJECTIVE

To act as a technical advisory body within the Inter-American Telecommunication Commission with respect to the coordination and harmonization of standards related to spectrum use and the planning and efficient use of the radio frequency spectrum and satellite orbits for radiocommunication services, including broadcasting.

MANDATES

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

- a) To promote among Member States harmonization in the utilization of the radio frequency spectrum and the operation of radiocommunication services, including broadcasting, in all their different modalities, bearing especially in mind the need to prevent and avoid, to the extent possible, harmful interference between the different services.
- b) To stimulate and foster the development of radiocommunication services, including broadcasting, in the region.
- c) To promote the development and implementation of modern technologies and new radiocommunication services, including broadcasting, specifically their technical and operational aspects, to meet the needs of Member States.
- d) To undertake the coordination of regional preparations for ITU World and Regional Radiocommunication Conferences, including the preparation of Inter-American Proposals (IAPs) and common positions, as well as to undertake inter-regional consultations in preparation for these conferences.
- e) To undertake a coordinated effort with the different CITELE groups in those areas that, by their very nature lend themselves to joint action.
- f) To undertake the coordination and harmonization of standards related to spectrum use such as over-the-air broadcasting and common air-interfaces for radiocommunication services.