

COM/CITEL RES. 199 (XVI-05) ¹

DRAFT STRATEGIC PLAN OF CITEL 2006-2010

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

CONSIDERING:

- a) That by Resolution COM/CITEL RES. 149 (XII-02), the Strategic Plan of CITEL 2002 – 2006 was adopted;
- b) That at its XIII Meeting, COM/CITEL resolved to develop courses of action to measure the progress achieved in completing activities scheduled in the Strategic Plan and to add annual indicators to measure progress with regard to the objectives;
- c) That by Resolution CCP.I/RES.52 (IV-04), Permanent Consultative Committee I: Telecommunication Standardization presented to the Working Group on CITEL's Strategic Plan the PCC.I Actions regarding the Strategic Objectives and Priorities of CITEL's Strategic Plan for 2002-2006;
- d) That by Decision CCP.II/DEC 36 (V-05), Permanent Consultative Committee II: Radiocommunications including Broadcasting presented to the Working Group of CITEL's Strategic Plan, the PCC.II objectives, strategic priorities, courses of action, and indicators to evaluate compliance with CITEL's Strategic Plan;
- e) That the Strategic Plan of CITEL 2002–2006 has fulfilled its purpose;
- f) That the technological progress made in the telecommunication area calls for new goals and actions in the work to be carried out by CITEL, and
- g) That the IV Regular Meeting of the Assembly of CITEL will be held in February 2006,

RESOLVES:

To recommend to the IV Regular Meeting of the CITEL Assembly the adoption of the Strategic Plan of CITEL 2006-2010, for which purpose it submits for consideration the attached Draft Strategic Plan, which takes account only of its present structure and shall be subject to such changes and mandates of the Permanent Consultative Committees and Working Groups as the Assembly may decide.

¹ COM/CITEL /doc. 1050/05 cor.1

ANNEX TO RESOLUTION COM/CITEL RES. 199 (XVI-05)

**DRAFT STRATEGIC PLAN OF CITEL
2006–2010**

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DRAFT STRATEGIC PLAN OF CITEL 2006-2010

ENVIRONMENT

The Strategic Plan for CITEL establishes priorities in the work programs of the Permanent Consultative Committees (PCCs), promotes active participation by the Member States and Associate Members of CITEL, and strengthens cooperation with the ITU and other regional telecommunication bodies. The CITEL Assembly, in Resolution CITEL/RES. 44 (III-02), adopted the Strategic Plan of CITEL 2002- 2006 and resolved to revise it periodically.

Since the approval of the Strategic Plan, for 2002-2006, carried out in 2002, CITEL faces major changes arising from the part it plays in the Information Society, the decision of the Agenda for Connectivity in the Americas and Plan of Action of Quito, its technical and administrative leadership and the Summits new guidelines and mandates which must be incorporated in the respective Strategic Plan.

This Strategic Plan has also been developed in response to the need to guide CITEL in the 21st century, taking into account the situations mentioned above, advances in telecommunication technologies, the restructuring of Administrations of Member States, and the convergence of technologies and services worldwide.

The digital divide and limited telecommunication infrastructure in rural and marginal urban areas in some Member States of CITEL is hampering the implementation of the Information Society. However, the World Summit on the Information Society has issued fundamental policy instruments, such as the Declaration of Principles, the Plan of Action, the Tunis Agenda for the Information Society, and the Tunis Commitment, which must guide CITEL's future actions.

The Strategic Plan of CITEL takes as its main reference the objectives and functions established in the Statute of CITEL and takes account of the changes made to the ITU's Strategic Plan as a result of the technological progress made worldwide.

1. OBJECTIVES AND FUNCTIONS OF CITEL

The Inter-American Telecommunication Commission (CITEL) is an entity of the Organization of American States established by the General Assembly under Article 53 of the Charter of the Organization.

The objectives and functions of CITEL are:

Objectives:

- a. To facilitate and promote, by all means available to it, the continuing development of telecommunications in this hemisphere.
- b. To promote and foster the existence of appropriate telecommunications for the process of regional development.
- c. To organize and sponsor the periodic meetings of technicians and experts to study planning, financing, construction, operation, standardization, technical assistance, maintenance, and other matters related to the use and operation of telecommunications in the Americas.
- d. To promote the adoption of uniform technical standards and criteria for the operation of the systems, in order to obtain maximum benefit from the available facilities for each individual country and for the region as a whole within the framework of global standardization of the International Telecommunication Union (ITU).
- e. To promote and study technical assistance, in agreement with the governments of the countries concerned.
- f. To foster the improvement and harmonization of administrative, financial, and operational procedures for the planning, installation, improvement, maintenance, and operation of the telecommunication networks of the Member States of CITEL, within the framework of the recommendation of the ITU.
- g. To recommend studies and promote the adoption of official agreements between the governments of the Member States of the Organization, in connection with the planning, installation, maintenance, and operation of telecommunications systems in the hemisphere.

Functions:

- a. To promote or undertake studies that will permit the orderly development of telecommunication networks, making use of the most suitable and efficient systems available.
- b. To maintain continuous contact with the various governmental and non-governmental international organizations in the field of telecommunications, and to promote the coordination of their activities with those of the Member States of the Organization.
- c. To request the cooperation of world or regional governmental organizations, especially the ITU, the Caribbean Telecommunication Union, and of international agencies concerned with telecommunications that enjoy consultative status with the United Nations or maintain cooperative relations with the Organization.
- d. To collect and disseminate among the Member States of CITEL information pertaining to accomplishment of its objectives, as well as any other information that may be of interest.
- e. To serve as the principal advisory body of the Organization in all matters related to telecommunications in the Americas.

- f. To study the legal aspects of telecommunications, taking into account existing inter-American instruments, with a view to the preparation of new draft conventions in this field.
- g. To study legal problems related to satellite direct transmission, in order to prepare draft inter-American conventions or agreements on this subject and to formulate a common position for the Member States of CITEL to take in this connection when dealing with the applicable international agencies.
- h. To prepare studies on the harmonization on matters relating to telecommunications.
- i. To make recommendations in the field of telecommunications to the governments of the Member States of CITEL, taking into account those made by the ITU.
- j. To prepare and coordinate research in the field of telecommunications and electronics.
- k. To consider any other matters relating to inter-American cooperation in the field of telecommunications as requested by the General Assembly, or the Councils of the Organization.

2. CURRENT SITUATION

2.1 International telecommunication policy

- a) The World Summit on the Information Society has provided the following instruments for implementation:
 - Declaration of Principles
 - Plan of Action
 - Tunis Agenda for the Information Society
 - Tunis Commitment
- b) Policy instruments established in the Region, such as the Blue Book: Telecommunication Policies for the Americas, set forth guidelines for telecommunication development in the Americas.
- c) Under cooperation agreements with other international organizations CITEL undertakes to implement joint actions.

2.2 Technology advances

The changes that have taken place in recent years in the area of information and communication technologies impact in many ways the role of the organizations with responsibility for promoting telecommunication development. Therefore, the Inter-American Telecommunication Commission cannot remain on the sidelines of such events, which are characterized by

- Rapid technological advances that enable the efficiency of services to be improved and innovations to be incorporated as new services are implemented;
- New technologies enable infrastructure costs to be reduced;

- Rapid development of IP-based networks and the need to take optimal advantage of the benefits of such technology for all peoples of the world, at fair prices.
- Digitization of sound and image broadcasting that enhances interactivity.
- New broadband applications and new applications of existing technologies that involve investment for their development.
- The convergence of telecommunication, information, and audiovisual technology is facilitating the expansion of services, especially for education, health, government, manufacturing, and commerce programs, among others.
- Major insufficiencies of telecommunication infrastructure and access to information in most Member States, especially in relation to new technologies.
- The need to have, in a timely manner, appropriate regulations and standards for implementation of new technologies emerging on the market, favoring a context of equitable and predictable competition.
- The significant role played by telecommunication for a comprehensive development in Information Society.

2.3 Comparative development

- The substantial difference among countries with regard to the expansion and modernization of telecommunication services;
- The need to amend legislation as a result of technological convergence and technological evolution of the telecommunications.
- Liberalization of both product and service markets;
- National and regional initiatives to promote the development of the Information Society.

3. CITEL'S GOALS FOR 2006–2010

The role of CITEL, as the only regional intergovernmental telecommunication organization, must be carried out in the context of the work of the International Telecommunication Union which, pursuant to its Constitution and Convention, the Radio Regulations, the International Telecommunication Regulations and other applicable ITU regulations, is the world's leading telecommunication organization, so that CITEL may contribute to achieving the Union's objectives.

The primary objectives and goals of CITEL must be fulfilled through its bodies: the CITEL Assembly, the Permanent Executive Committee (COM/CITEL), the Steering Committee, the Permanent Consultative Committees, and the Working Groups, which shall submit annual reports on the fulfillment of their goals.

In fulfillment of CITEL's objectives and functions, the goals indicated below are established for the 2006–2010 period. The order in which they appear is not indicative of their priority or importance.

Goal 1: Maintain and expand cooperation among the Member States of CITEL and between them and the private sector represented by the Associate Members of the Permanent Consultative Committees. This is aimed at achieving harmonized development of telecommunications in the Region.

Goal 2: Assist in bridging the digital divide between the Member States through fulfillment of both the Declaration of Principles and Plan of Action achieved in WSIS Phase I, as well as the Tunis Commitment and Tunis Agenda for the Information Society, adopted in WSIS Phase II.

Goal 3: Develop and execute the second part of the Agenda for Connectivity in the Americas identifying principles, goals, strategies and schedules bearing in mind the priorities identified in the documents of the WSIS, the OAS, the Sub-regional plans, as well as the objectives of national policies.

Goal 4: Maintain CITEL's leadership in the Region in all aspects related to telecommunications and serve as its only representative before the ITU.

Goal 5: Strengthen the foundations of CITEL, increase participation of Member States, Associate Members, representatives of regional telecommunication organizations, observers, guests, and other telecommunication sector-related entities.

Goal 6: Promote, as a priority, training and the technology transfer on topics of greatest interest, especially for developing countries, so as to achieve harmonized development of human resources through the ITU Centre of Excellence for the Americas and CITEL's Regional Training Centers.

Goal 7: Strengthen working mechanisms to prepare for international telecommunication meetings in order to present common consensus-based proposals, with the aim of strengthening the region's position in the world.

Goal 8: Strengthen and update the work of the Permanent Consultative Committees in order to carry out the actions planned in the WSIS mandates and those resulting from the priority actions established by the States of the Americas for the Telecommunication Development Sector, as indicated below:

- Support for the development of rural connectivity in the Americas Region. Bearing in mind the inventory of activities conducted in the Region concerning rural connectivity, support should be given to countries and subregions for the strategic planning of infrastructure development, aimed at increasing connectivity in rural and remote areas, taking particular account of the needs of indigenous peoples, schools, rural medical units, vulnerable sectors of society, health, and education.
- Regional interconnection of information networks for disaster prevention.
- Support for the Administrations in designing and implementing policies and programs for implementation of mass broadband access with the aim of fulfilling national universal service objectives.
- Analysis of political and standardization issues related to the development of technologies and services and their introduction into convergent environments, so as to adopt coordinated standards documents, technical notebooks and recommendations on regulatory issues.
- Include in their working agendas issues under their competence derived from the WSIS agreements and formulate international public policy guidelines in coordination with the ITU.

4. PERMANENT CONSULTATIVE COMMITTEES (PCCs) and WORKING GROUPS OF THE ASSEMBLY

4.1 Permanent Consultative Committee I (PCC.I): Telecommunication Standardization

Objective

The objective of this Permanent Consultative Committee is to serve as a technical advisory body of the Inter-American Telecommunication Commission with respect to telecommunication equipment certification processes, tariff principles and standards coordination for telecommunication networks and services with the goal of ensuring the interoperability of such networks and services within the region.

Study the development of network, system and platform Technologies for convergent services by establishing the political and regulatory consequences, with a view to adopting coordinated standards documents, technical folders and recommendations regulatory disciplines.

Include in the PCC.I agendas issues under their competence derived from the WSIS agreements and formulate international public policy guidelines in coordination with the ITU.

To fulfil the objective proposed for this Committee, it has the following mandates:

Mandates

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, 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 CITEC countries, so that analyses can be conducted 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.

In fulfillment of its objective and the mandates it has been assigned, Permanent Consultative Committee I (PCC.I): Telecommunication Standardization would have the following priorities for its work in 2006-2010:

4.1.1 To adopt coordinated standards, identify regulatory disciplines according to technology development, convergence, decisions of the World Summit on the Information Society and OAS objectives entrusted to CITEL.

4.1.2 To seek to bridge the digital divide existing among its Member States, which no doubt has much to do with the lack of infrastructure or its obsolescence and establish a Working Plan with specific goals.

4.1.3 To strengthen cooperation and collaboration among Members of CITEL, among others, for the organization of international events such as the World Telecommunication Standardization Assembly (WTSA) and the World Conference on International Telecommunications (WCIT), which consolidates the members as a block to pursue common objectives.

4.1.4 To streamline all working mechanisms and to seek participation by all Member States and Associate Members in order to maintain CITEL's leadership in all aspects related to the telecommunication standardization in the Region and to continue to contribute effectively to achieving the objectives of the ITU in all areas of its competence.

4.2 Permanent Consultative Committee (PCC.II): Radiocommunications including Broadcasting

Objective

The objective of this Permanent Consultative Committee is to serve 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 spectrum and satellite orbits for radio services, including broadcasting.

To fulfill this objective, Permanent Consultative Committee II has the following mandates:

Mandates

In accordance with the ITU Regulations and taking into account the 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 promote 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 CITEL 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.

In fulfillment of its objective and mandates it has been assigned, Permanent Consultative Committee II (PCC.II): Radiocommunications including Broadcasting will have the following priority objectives in 2006-2010:

- 4.2.1 To seek the harmonized development of radiocommunication services facilitating harmonized use of the radio spectrum and maintaining close cooperation with PCC.I regarding standards for telecommunication services and networks.
- 4.2.2 To strengthen participation by all CITEL Members on this Committee, especially its Working Group on Broadcasting, with a view to modernization and harmonized development of this service in the Region.
- 4.2.3 To seek regional harmonization in the use of the radio spectrum for the purpose of reaching agreements that permit the efficient use of this resource in border areas. If necessary, to assist by providing advice to countries that so require on the topic of border agreements for the use of frequencies.
- 4.2.4 To promote effective participation by and coordination of Member States and Associate Members for the purpose of preparing and presenting the consolidated position of the Region at ITU World and Regional Telecommunication Conferences.
- 4.2.5 To enhance spectrum management processes in countries with special characteristics, such as the Caribbean States.

4.3 Conference Preparatory Group to Address Regional Preparations for World Conferences and Meetings

In accordance with Resolution CITEL/RES. 46 (III-02) of the Assembly, the Conference Preparatory Working Group is responsible for all preparatory activities related to world and regional conferences and international meetings within the competence of CITEL, with the exception of those addressed within the mandates of PCC.I and PCC.II.

Mandates:

- a. To undertake the coordination of regional preparations of the ITU Plenipotentiary and World Telecommunication Development Conferences, including the preparation of Inter-American Proposals (IAPs) and common positions.
- b. To undertake coordination of regional preparations for other major international meetings within the competence of CITEL.
- c. To undertake inter-regional consultations in preparation for these conferences and meetings.

In recognition of the objectives established by the Third Regular Meeting of the CITEL Assembly, in its establishment and in fulfillment of its mandates, this Group will have the following priority objectives in 2006-2010:

4.3.1 To promote active participation by the Member States and Associate Members in preparing for the World Conferences, both Telecommunication Development and Plenipotentiary, to be held in 2006 and 2010, so that the Region presents itself as a united bloc at these meetings.

4.3.2 To maintain CITEL's leadership at international meetings, strengthen preparatory work mechanisms for international meetings, and seek to ensure implementation of the priority actions established by the States of the Americas for the Telecommunication Development Sector, especially those emanating from the WSIS mandates.

5. STEERING COMMITTEE

The Steering Committee's principal function is to coordinate the activities of CITEL's different organs and, therefore, it has responsibility for establishing that the efforts made by the Permanent Consultative Committees are aimed at achieving the priority objectives set forth in the present document. To do this, it has been entrusted with the following functions:

Functions:

- a. 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.
- b. 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:
 - 1. All draft proposals for amending CITEL's Statutes and Regulations.
 - 2. All draft proposals for amending the mandates of the Permanent Consultative Committees and Working Groups that are a part of COM/CITEL.
 - 3. All draft proposal for the budget and all proposals to change budgets and Programs of Activities being implemented.
 - 4. 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

6. PERMANENT EXECUTIVE COMMITTEE (COM/CITEL)

The Permanent Executive Committee (COM/CITEL) is the executive organ of CITEL, and therefore its highest body between meetings of the Assembly. Under this Committee are Working Groups that deal with matters closely related to the goals set forth in this document.

The functions of COM/CITEL are:

- a. To carry out the decisions of the CITEL Assembly, taking into consideration the recommendations of the General Assembly of the Organization and of the pertinent Councils with respect to telecommunications.
- b. To carry out and enforce the objectives of Article 3 of the Statute.
- c. To set the date for the Regular Meetings of the CITEL Assembly, the date and place for the Special Meetings of the CITEL Assembly and make amendments as necessary.
- d. To prepare the draft agendas for the Regular and Special Meetings of the CITEL Assembly and to submit them to the governments of the Member States of CITEL for consideration, through the Executive Secretary, pursuant to Article 9 of the Statute.
- e. To propose to the CITEL Assembly any amendments it may consider necessary to introduce to this Statute and the Regulations.
- f. To establish a work program for the Secretariat and for the office of the Chairman of COM/CITEL for implementation of the decisions of the CITEL Assembly.
- g. To adopt any urgent measures, which cannot be deferred until the next meeting of the CITEL Assembly and which shall remain in force until the CITEL Assembly can consider them.
- h. Through its Chairman or some other designated member of COM/CITEL, to represent CITEL at world, regional, or national meetings or conferences on telecommunications or related activities.
- i. With the cooperation of the Secretariat, to prepare studies, drafts of inter-American conventions and treaties, and any other documents relating to telecommunications in the hemisphere.
- j. Through the Secretary General and the appropriate Council of the Organization, to present to the General Assembly an annual report on the activities of CITEL.
- k. To establish such technical committees and working groups as it may consider necessary determining its work program.
- l. Within the framework of CITEL's objectives, to plan and coordinate inter-American activities in the area of telecommunications.
- m. To review and approve a work program based on the program-budget approved by the General Assembly and an annual proposed budget for CITEL in pursuance of the provisions of Article 117 (c) of the Charter of the Organization; ensuring the strictest possible economy but mindful of the obligation upon CITEL to achieve satisfactory results from the work program undertaken.

Based on these functions of COM/CITEL and the goals set forth in this document, said Committee must achieve, in 2006–2010, the following priority objectives:

- 6.1 Establishment of priority topics that are current and necessary for most Member States so that a human resource training plan can be established based thereon for each Member of CITEL through CITEL's Regional Training Centers, requesting from each its collaboration with the courses selected. This may be achieved through the General Coordination for the Development of Human Resources.
- 6.2 Collaboration in bridging the digital divide existing among the different Member States of CITEL and in implementing the Agenda of Connectivity for the Americas and Plan of Action of Quito, through the Working Group on Connectivity in the Americas.
- 6.3 Strengthening participation by all Members of CITEL in the Working Group on CITEL's Strategic Plan, for the purpose of establishing in that Group consensus-based and achievable goals that identify the needs of the Region.
- 6.4 Strengthening and motivating participation by all Member States of CITEL in all its organs, with the aim of remaining the leading telecommunication organization representing the Region in international and world telecommunication bodies.