

COM/CITEL RES. 91 (VIII-99)¹

UPDATED VERSION OF CITEL'S STRATEGIC PLAN FOR 1999 – 2003

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

CONSIDERING:

- a) CITEL has consolidated its organization and has ensured the sound orientation of the work entrusted to it by the OAS General Assembly;
- b) Major opportunities for development have been identified, as a result of technological progress and continuous restructuring in the telecommunications sector of the Member States;
- c) It is necessary to develop a general framework of Strategic Policies and Priorities that will better direct each and every one of CITEL's elements;
- d) By means of Resolution 23 (II-98), the CITEL Assembly approved CITEL's Strategic Plan for 1998-2002 and decided to revise it periodically; and
- e) Both the technological developments affecting the telecommunications sector and the changing environment in the Region require that CITEL's Strategic Plan be updated permanently;

RESOLVES:

- 1. To approve the updated version of CITEL's Strategic Plan for 1999-2003, which is attached as an annex.
- 2. To instruct the Working Group to update the Strategic Plan, to conduct a periodic evaluation and update of the Plan, and to request that the member states participate actively.

**STRATEGIC PLANNING OF CITEL
FOR 1999-2003 PERIOD**

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

OBJECTIVES AND MANDATES

CITEL'S WORKING GROUPS

PERMANENT CONSULTATIVE COMMITTEES

PCC.1: Public Telecommunications Services

PCC.2: Radio Broadcasting

PCC.3: Radiocommunications

CITEL'S STRATEGIC PLAN FOR 1999-2003

EXECUTIVE SUMMARY

This strategic plan has been developed in response to the need to set CITEL's course in the 21st century as a result of breakthroughs in telecommunication technologies, the restructuring of regulatory administrations of member states, and worldwide globalization and the consideration of the different Forums, World and Regional Summits, of both CITEL and ITU, on general goals, policies, and strategies for telecommunications.

This plan is the outcome of a general review of the document "CITEL's Strategic Plan for 1998-1999", from which the guidelines and global strategies approved by the Assembly in March 1998 were drawn. It also brings together the guidelines set forth in CITEL's mandates, under a strategic planning scheme for a five-year period, incorporating the strategic orientation of the PCCs, facilitating their periodical 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 the ITU Council and CITEL's importance.

The Plan indicates where we are and where we are going, enabling us to have the same approach and to ensure unity of purpose, with clearly established goals, policies, and strategies for the next five years.

CITEL'S STRATEGIC PLAN FOR 1999-2003

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 radio broadcasting and radiocommunications, such as the South American Radio Agreement, the Inter-American Convention on Radiocommunication, and the North American Radio 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 (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.
- 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.
- 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 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, Alternative Calling Procedures (Call Back), Certification Processes, Global Information Infrastructure, Accounting Rates of International Telephone Service, Digital Radio Broadcasting, Local Multi-point Distribution Service (LMDS), VSAT Networks and Services,

Terrestrial Mobile Services, Mobile Satellite Services below and above 1 GHz, and the Use of the Radioelectric Spectrum, among others.

ANALYSIS OF THE CURRENT SITUATION

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 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 have 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 toward the integration of networks and services.

Comparative Development

- The substantial difference with regard to expanding and modernizing services between countries supplying technology and consumer countries, 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.

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

It has rapidly 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 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 CITELE 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. CITELE 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 CITELE 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 CITELE'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 CITELE'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 CITELE'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 CITELE'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 CITELE.

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***

CITELE 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 CITELE. The presence of all the countries from Region 2 in ITU will clearly benefit the joint work carried out by ITU and CITELE.

Negotiations in the World Trade Organization (WTO) have greater influence on the trade in telecommunications services among Member States of CITELE, 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 sub-regional telecommunications organizations benefits CITELE'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 CITELE 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 CITELE.

- ***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. Thus, this is CITEL's main responsibility.

STRATEGIC ORIENTATION

MISSION

To be a dynamic and efficient organization, promoting the harmonious and integral development of telecommunications in member states of the Region.

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.

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 Members 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.

STRATEGIC PRIORITIES FOR 1998-2002

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.
 - To expand the relationship between 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.
 - 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 CITELE 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 telecommunication projects.
 - To promote Internet development in the Members States and to urge their Administrations to declare Internet of National Interest, establishing tariff plans to enable access by the population at large to Internet
3. To consolidate CITELE's administrative organization, orienting towards efficiency:
- To improve working methods and performance, within the framework of a flexible structure.
 - To reach common stances before ITU World Conferences³.
 - To reinforce coordination activities of the PCCs.
4. To improve CITELE'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 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 the development of human resources, emphasizing innovative methods, such as ITU's Centers of Excellence, to fulfill CITELE's mission in a practical and objective manner.

² STE-83/97 (12-08-97) CITELE's Strategic Plan for 1998-2000.

³ STE-83/97 (12-08-97) CITELE's Strategic Plan for 1998-2000.

- To identify research, training, and transfer of technology programs to improve gearing the management 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.

OBJECTIVES AND MANDATES

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

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 members 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.

Working Group on CITEL's Strategic Plan

Terms of reference:

Update the Strategic Plan.

Ad Hoc Group in charge of preparing a Draft Sector Plan of Action for the Third Summit of the Americas

Topics to be included in the Plan of Action:

- a) Guidelines that contribute to achieving the objective of implementing universal service, keeping in mind the development status of the sector in each country and the resources available for this, including the identification of possible financing sources,
- b) The new concept of universal service includes not only basic telephone services, but also mainly the availability of world connectiveness to all citizens with a capacity that is in line with their specific needs.
- c) Policies for the development of telecommunication infrastructure, with enough capacity to deliver broadband multimedia services, with access to world information networks and with wide coverage for user access through different media.
- d) Continuity in the coordination of regional technical standardization to guarantee the interoperability of networks and services and in particular basic services, according to Internet Protocol (IP).
- e) Guidelines aimed at reorienting the development of human resources and consolidating established mechanisms to adjust them to the demands of technological convergence and competitiveness.
- f) Political guidelines for the liberalization of telecommunication service markets that are in agreement with the establishment of the Free Trade Area of the Americas (FTAA).
- g) Guidelines to promote and consolidate competition and protection for telecommunication service users in the region.
- h) Guidelines and procedures for implementing the Inter-American Mutual Recognition Agreement (MRA) for the evaluation of conformity of telecommunications equipment.
- i) Development of coordination mechanisms with other regions of the world that are implementing similar or identical MRAs.
- j) Guidelines aimed at preparing the countries of the Americas to develop their infrastructure in order to promote their full participation in the modern scheme of the Global Information Society.

Working Group for preparing CITELE for the 2002 ITU Plenipotentiary Conference

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 CITELE 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 CITELE during the Conference.
- d) Analyze and prepare general guidelines for representation at the meeting during the Conference.

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

Terms of reference:

- a) Identify the matters to be dealt with by the ITU Council and that are of real importance for CITELE's objectives and activities, including the decisions adopted by the Conference of Plenipotentiaries and to establish priority of treatment of the most urgent matters.
- b) Undertake preparatory work for the matters defined as important for CITELE and coordinate the strategy to be developed inside the Council, its Commissions, and related Working Groups.
- c) Coordinate with the Permanent Consultative Committees the handling of the Council's matters and activities corresponding to their jurisdiction so as to:
 - Be apprised of the results of the work conducted inside the PCCs.
 - Have the Working Group report to the Chairmen of the PCCs about the decisions adopted by the Council that come under the jurisdiction of their respective Committees.

Steering Committee

Terms of reference

- a) Consolidate the coordination of activities of the different entities of CITELE 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 CITELE as a whole.
- b) Use more efficiently the funds and increase Regular Fund and Specific Fund resources, with the help of CITELE's Executive Secretary acting as Secretary of the Committee, with the responsibility of presenting to COM/CITELE a detailed report on:
 - All draft proposals to amend CITELE'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/CITELE,
 - 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/CITELE, and CITELE'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 PCCs 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 PCCs; 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.

PERMANENT CONSULTATIVE COMMITTEES

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 CITELE 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, inter-operability 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.

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 CITELE 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.

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 radio 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 interference 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 CITELE 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-R Conferences and meetings, including the preparation of common regional proposals (IAP) and positions when deemed appropriate.