



ORGANIZACION DE LOS ESTADOS AMERICANOS
ORGANIZATION OF AMERICAN STATES

Comisión Interamericana de Telecomunicaciones
Inter-American Telecommunication Commission

**XII MEETING OF THE PERMANENT
EXECUTIVE COMMITTEE OF CITEL (COM/CITEL)**
December 9 to 12, 2002
Buenos Aires, Argentina

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FINAL REPORT

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FINAL REPORT

The XII Meeting of the Permanent Executive Committee of CITEL, COM/CITEL, was held in Buenos Aires, Argentina, from 9 to 12 December, 2002.

I. AGENDA¹

1. Approval of the agenda and calendar.
2. Establishment of the Committees for the meeting:
 - 2.1 Committee for drafting the Final Report.
 - 2.2 Committee for preparing the 2003 Operating Plan.
3. Report of the Chair of COM/CITEL.
4. Reports of the Chairs of the Permanent Consultative Committees.
5. Report of the Working Group to prepare CITEL for the ITU Plenipotentiary Conference (PP-02) and World Telecommunication Development Conference (WTDC-02).
6. Report of the Ad Hoc Group for Improvement in the Working Methods of CITEL.
7. Report and meeting of:
 - 7.1 Working Group for the Development of Human Resources.
 - 7.2 Working Group on the CITEL Strategic Plan.
 - 7.3 Conference Preparatory Working Group to address Regional Preparations for World Conferences and Meetings.
 - 7.4 Working Group to Prepare for the Meetings of the Council of the International Telecommunication Union (ITU).
8. Approval of the annual report on CITEL activities.
9. Approval of the 2003 Operating Plan (activities, budget and meeting schedule for 2003).
10. Appointment of Vice-Chairs of the Conference Preparatory Working Group to address Regional Preparations for World Conferences and Meetings.
11. Agenda for Connectivity in the Americas and Plan of Action of Quito:
 - a) Update as indicated by resolution CITEL/RES.33 (III-02).
 - b) Review of Resolution COM 6/10 approved by the Plenipotentiary Conference (Marrakesh 2002) and adoption of the corresponding decisions.
12. Review of the possibility to strengthen the CITEL activities with the entry of new entities linked to the telecommunications sector, not included in the present dispositions regarding associate members of CITEL.
13. Review of the preparatory information regarding the World Summit on the Information Society, establishment of the criteria for its consideration.
14. Follow-up of the decisions from the III CITEL Assembly.
15. Review of the proposals of Amendments to the CITEL Statute and Regulations.
16. Review of the Resolutions of the OAS General Assembly affecting CITEL.
17. Report of the status of Cooperation Agreements of CITEL.
18. Status of associate members.
19. Date, agenda, and site of the next meeting.
20. Other business.
21. Approval of the final report.

¹ Document COM/CITE/doc. 690/02 rev.1

II. AUTHORITIES OF THE MEETING

Chairman: Mr. Marcelo Eduardo Kohan, (Argentina)
Vice-Chairman: Mr. Jose Antonio Lobo Solera (Costa Rica)
Executive Secretary: Mr. Clovis Baptista (CITEL)

Drafting Group

Chair person: Mr. Facundo Fernández Begni (Argentina)
Members: Mrs. Nyurka Rodriguez (Venezuela)
Mrs. Catherine Hinckley (United States)
Mrs. Vanina Hudson (Argentina)

III. RESOLUTIONS

COM/CITEL/RES.138 (XII-02)²

IMPLEMENTATION OF PAPERLESS MEETINGS

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

CONSIDERING:

- a) That since 2000, CITEL has been doing trials of paperless meetings of the Permanent Consultative Committees and since June 2002 the Permanent Consultative Committee meetings have been conducted using wireless LAN technology;
- b) That on May 2002 CITEL has received the wireless LAN equipment as requested by resolution COM/CITEL/RES.130 (X-01) "Implementation of paperless meetings in CITEL";
- c) That CYBERCAFES have been established for the delegates to access and if needed print the documents of the meeting, and,
- d) That the minimum requirements for the CYBERCAFES depend on the meeting but that participants are requested to use the minimum possible of those facilities so as to ensure the phased implementation of paperless meetings,

RECOGNIZING:

- a) That it has proven to be easy to take and configure the new wireless LAN equipment;
- b) That there has been an important reduction in cost of copies due to the implementation of paperless meetings, and,
- c) That the Ad Hoc Group for the Improvement in the Working Methods in CITEL has completed its assigned tasks,

RESOLVES:

1. To include in the Letter of Understanding subscribed by CITEL Secretariat and host country an Annex with the requirements to operate the wireless network.

² Document COM/CITEL/doc.698/02

2. To include in the web page of CITELE and to send with the corresponding invitation to a paperless meeting the steps to follow so as to configure the equipment to access the wireless network of CITELE.
3. To include in each invitation to a paperless meeting a request to participants to bring paper copies of the documents available at the discussion forum of the meeting before 0.00 am the Friday previous to the meeting.
4. To conclude the work of the COM/CITELE Ad Hoc Group for the Improvement in the Working Methods in CITELE.
5. To instruct the Executive Secretary to send, on behalf of COM/CITELE, a letter to the Administration of United States indicating CITELE 's appreciation of the work of Mr. Gains Gardner as Chairman of this Group.
6. To request all CITELE meeting chairs to encourage the use of "paperless" procedures.

COM/CITELE RES. 139 (XII-02)³
**APPROVAL OF THE TRAINING CENTER OF THE NATIONAL TELECOMMUNICATIONS
ADMINISTRATION AND THE SCHOOL OF ENGINEERING AND TECHNOLOGIES OF THE
CATHOLIC UNIVERSITY OF URUGUAY AS A CITELE REGIONAL TRAINING CENTER**

The XII Meeting of the Permanent Executive Committee of CITELE, COM/CITELE,

CONSIDERING:

- a) The request submitted by the Regulatory Unit for Communications of Uruguay (URSEC) so that the Training Center of the National Telecommunications Administration and the School of Engineering and Technologies of the Catholic University of Uruguay could be recognized as a CITELE Regional Training Center, and
- b) The Procedure so that an Organization can be recognized by CITELE to operate as a Regional Training Center (COM/CITELE DEC.14 (V-97)),

TAKING INTO ACCOUNT:

The positive evaluation of the infrastructure of the Training Center of the National Telecommunications Administration and the School of Engineering and Technologies of the Catholic University of Uruguay made by the Chair of the Working Group on the Development of Human Resources,

RESOLVES:

To approve the incorporation of the Training Center of the National Telecommunications Administration and the School of Engineering and Technologies of the Catholic University of Uruguay as a CITELE Regional Training Center.

³ Document Com/CITELE/Doc.742/02

INSTRUCTS THE EXECUTIVE SECRETARY:

To inform the Regulatory Unit for Communications (URSEC) that its request has been approved.

COM/CITEL/RES. 140 (XII-02)⁴
**ESTABLISHMENT OF A GENERAL COORDINATION FOR THE DEVELOPMENT OF
HUMAN RESOURCES**

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

CONSIDERING:

- a) That human society is faced with an essential challenge to achieve full employment and an economic growth that is sustainable in the global economy, and with the challenge of achieving social insertion;
- b) That the development, education and training of human resources powerfully contribute to promoting the interests of individuals, companies, the economy and society;
- c) That in the framework of the Summit of the Americas held in Quebec, Canada, in April 2001 the Heads of State and Government of the Americas confirmed their commitment to devote special attention to the establishment of human resources training programs, and to share and mobilize such programs in order to strengthen the ability to apply information and communication technologies to human development;
- d) That in the framework of the Summit it was agreed to enlarge access to technical specialization through the continuous use and expansion of national and regional training programs in information and communication technologies;
- e) That the Summit of the Americas Action Plan instructs to further the improvement of human resources in the telecommunication sector through continuous training programs in telecommunication, regulatory, management and technology policies; and
- f) That the Washington Declaration approved at the Third Summit of the Americas noted that it was necessary to “strengthen mechanisms that will allow the dissemination and implementation of human resources and training programs, including information activities to telecommunication services users, in coordination with national entities, the Center for Excellence of the Americas of the ITU, and with the private sector, regional, sub-regional organizations and other entities of civil society”;

BEARING IN MIND:

- a) That pursuant to Resolutions COM/CITEL/RES.90 (VIII-99) and COM/CITEL / RES. 98 (IX-00) the Working Group on Human Resources Development was created and its mandate established;
- b) That in the year 2002 the CITEL started to offer fellowships through the Center of Excellence of the ITU in the manner of distance courses that have resulted in a significant increase in the number of people having access to such courses;

⁴ Document COM/CITEL/doc.747/02 rev.1

- c) That there are currently 10 Regional Training Centers that have the following tasks, among others:
- To contribute to the local and regional development and training of human resources in the field of information sciences and technologies.
 - To organize and engage in development and training activities in the area of vocational extension, continuous education, updating courses, specialization, technical and vocational training.
- d) That the tasks of this Working Group require updating, and

RECOGNIZING:

- a) The need to draw up training and development programs that respond to the specific needs and to the regulatory and management environment of telecommunications and technological development, and
- b) That it is necessary to continue planning courses in the field of telecommunications and that it is of essence to have a General Coordination for the Development of Human Resources that will coordinate the work of the Regional Training Centers and will identify and promote specific training courses with a view to meeting the needs and priorities of the members of the CITELE,

RESOLVES:

1. To create a General Coordination for the Development of Human Resources in charge of the Administration of the Eastern Republic of Uruguay.
2. To approve the following terms of reference of the mentioned General Coordination for the Development of Human Resources:
 - a) To identify and promote specific training courses to meet the needs and priorities of the members of the CITELE.
 - b) To coordinate training programs for the CITELE Member States with Regional Training Centers.
 - c) To coordinate the work with the Center of Excellence of the ITU for the Americas.
 - d) To draw up and disseminate a document describing what the training centers have to offer.
 - e) To request liaison officers to provide a list of the training demand in member countries.
 - f) To encourage entities from member countries to devote additional efforts to the training and development of human resources.
 - g) To prepare and keep an updated list of courses available at regional, sub-regional, and international telecommunication organizations.

- h) To prepare and keep an updated list of international events related to telecommunication development and training of human resources.
 - i) To request the Secretariat to publish in its website updated information on the activities of the Administration in its role of coordinator, its progress and the mentioned lists, trying to create links with the electronic sites of organizations and events listed.
 - j) To identify and promote training programs offered by operating companies and equipment manufacturers.
 - k) To steadily contribute to the establishment of a more direct relationship with international organizations capable of providing training to personnel of the CITELE member countries, particularly in the field of management, regulation and control of telecommunications
 - l) To administrate the surplus of the COM/CITELE Reserve Fund.
3. To request the Member States, to appoint an officer to liase with the Coordination Center. The liaison officer will identify unmet demand for training in his/her country, as well as supply of training courses if any.
 4. To conclude the activities of the Working Group on Human Resources Development.
 5. To derogate Resolutions COM/CITELE/RES.90 (VIII-99) and COM/CITELE / RES. 98 (IX-00).

INSTRUCTS THE EXECUTIVE SECRETARY:

To send the Administration of Ecuador, on behalf of COM/CITELE, a letter of recognition of the work carried out as chair of the Working Group on Human Resources Development.

COM/CITELE RES. 141 (XII-02)⁵
PROCEDURE TO BE RECOGNIZED BY CITELE AS A REGIONAL TRAINING CENTER

The XII Meeting of the Permanent Executive Committee of CITELE, COM/CITELE,

CONSIDERING:

That under Decision COM/CITELE DEC.14(V-97) the Procedure for an Organization to be recognized by CITELE to operate as Regional Training Center was approved,

BEARING IN MIND:

- a) That said procedure requires updating, and
- b) That the Washington Declaration approved at the Third Summit of the Americas noted that it was necessary to “strengthen mechanisms that will allow the dissemination and implementation of human resources and training programs, including information activities to telecommunication services users, in coordination with national entities, the Center of Excellence for the Americas of

⁵ COM/CITELE/doc.749/02 rev.1

the ITU, and with the private sector, regional, sub-regional organizations and other entities of civil society”,

NOTING:

- a) That close cooperation with the Center of Excellence for the Americas of the ITU has been established resulting in the completion of four joint courses in 2002; and
- b) That it is deemed convenient that the Regional Training Centers become Nodes of the Network for Excellence,

RESOLVES:

- 1. To approve the procedure attached herewith for the approval of organizations as Regional Training Centers of CITEL.
- 2. To recommend Regional Training Centers to apply as Nodes to the Center of Excellence for the Americas of the ITU.
- 3. To derogate Decision COM/CITELDEC.14 (V-97).

REQUESTS THE EXECUTIVE SECRETARY:

To inform the Regional Training Centers that this resolution has been adopted.

ANNEX ⁶

**PROCEDURE FOR AN ORGANIZATION TO BE RECOGNIZED BY CITEL
TO OPERATE AS A REGIONAL TRAINING CENTER**

1. Introduction

The Inter-American Telecommunication Commission (CITEL) of the Organization of American States (OAS), needs procedures that will give consistency and continuity to the human resources training activities of Regional Training Centers (CC) serving the region’s telecommunications specialists.

The procedure for an organization to be recognized by CITEL to operate as a Regional Training Center, and qualify for the funding set aside for such purpose by the OAS Fellowships Department, is described below.

2. General recommendations to centers seeking CITEL recognition as Regional Training Centers.

General

- Regional Training and Research Centers for Human Resources in Information Sciences and Technologies from now on Regional Training Centers (CC) must be organizations from the States

⁶ COM/CITEL/doc.729/02rev.1

in the region, serving both regulatory agencies and telecommunications operators within their territory, and must have the potential to expand to other States or institutions.

- Regional Training Centers may be units of regulatory agencies or established by the private sector.
- In developing their CITELE-related programs, Regional Training Centers should follow the recommendations of the General Coordination for Human Resources Development, from now on General Coordination, as to courses of interest for the countries of the region, and consider developing courses on subjects relevant to the various Working Groups established by CITELE bodies.
- In order to meet national requirements and offer training options to professionals in the Americas, courses intended for OAS-CITELE support in the form of fellowships should be structured in week-long segments. They should be scheduled so that fellowship offerings may be announced four months ahead of the course starting date to give interested parties sufficient time to submit fellowship applications.
- Consequently, Regional Training Centers must submit their course schedule for the following year to the General Coordination no later than the first week of November of each year.
- Regional Training Centers should regularly attend PCC meetings and meetings of the General Coordination, to determine CITELE's training needs.

Objectives

Regional Training Centers (CC) should focus on the following tasks:

- Contribute to the training and development of human resources in information sciences and technologies, both locally and regionally.
- Organize and conduct training and development activities in the areas of vocational extension courses, continuing education, updating courses, and job-related, technical and professional specializations.
- Coordinate work with the Center of Excellence for the Americas of the ITU.
- Encourage and conduct research into the development of human resources in information sciences and technologies.
- Conduct specific research and engineering projects on subjects of interest for human resources development in the relevant areas, including:
 - Status of human resources training and development in the region
 - Distance-education and training
 - Training techniques and methods
 - Design and production of teaching materials

- Advanced technology application in teaching and training
 - Harmonization of duties, attributes, responsibilities and salaries for telecommunications sector employees (Standardization and Certification of Job Skills)
 - Aspects of planning, management and operation of telecommunications companies.
- Design, build and operate special information systems on human resources needs, and disseminate all information deemed appropriate for the exchange of information on training resources available in the region.
 - Promote publications on human resources information.
 - Use new technologies for supporting teaching.
 - Share training resources currently being used in isolation manner.

3. Proposed Procedure:

- Organizations interested in joining CITELE as a Regional Training Center (CC) must submit an official application endorsed by the CITELE Contact Person in the country in question, to the General Coordination. A document introducing the center and the attached regional training center survey must be submitted together with the application.
- The General Coordination will evaluate the documentation provided and submit a report with its opinion or recommendation to the CITELE Executive Secretary and the Chair of the Permanent Executive Committee.
- The General Coordination, if it has a positive recommendation of the institution or organization based on its evaluation, will prepare a draft resolution for submission to COM/CITELE, which shall make the final decision.

REGIONAL TRAINING CENTER SURVEY

GENERAL INFORMATION

Country Name:	
Country entity or entities responsible for telecommunication service delivery:	
Name:	Activity:
Name:	Activity:
Name:	Activity:
Name:	Activity:
Name:	Activity:
Name:	Activity:

Name:		Activity:	
Country telecommunication regulatory authority:			
Ministry:	Secretary of State:	Decentralized:	Deconcentrated:
Autonomous:	Other:	Specify:	

INFORMATION ON THE INSTITUTION

Official Name of the Institution:		
Name of Chief Executive of the Institution: (president, director, coordinator, etc.):		
Name of Contact point: ⁷		
Position held at the Institution:		
Address:		
Telephone:	Fax:	E-mail:
Attachments: Organizational chart, geographic location, etc.		

HUMAN RESOURCES

Administrative _____	Technical _____	Instructors _____
Instructors and speakers are: In-house _____ From educational institutions _____ From suppliers/manufacturers _____		
Others (specify):		
Instructors: Only provide training _____ Have other duties _____ Provide _____ hours of training per week on average		

FINANCIAL RESOURCES

Public sector subsidies	
Private sector subsidies	
Subsidies from international organizations	
Annual budget	
Fellowships:	
Fellowships are offered to instructors	Fellowships are offered to students
Using the center's own resources	Using resources from in-country entities
Using resources from international organizations	

⁷ Appointed liaison to CITELE General Coordination for the future joint action.

EDUCATION

List the general subjects to be considered for training in the telecommunications sector.

List, in order of priority, the courses the Institution plans to offer in coordination with CITEL/OAS.

Course Name	Estimated time (hours)	How often is the course offered?
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

What major institutions in your country train telecommunications professionals and/or specialists, and which have links with the Institution?

Institution	Program	Graduation Level	Duration

COM/CITEL RES. 142 (XII-02)⁸
APPROVAL OF THE PROGRAM OF COURSES TO BE GIVEN BY CITEL FOR THE YEAR
2003

The XII meeting of the Permanent Executive Committee of CITEL, COM/CITEL,

CONSIDERING:

- a) That the Third Summit of the Americas recognized the importance of facilitating the improvement of human resources in the telecommunications sector by means of continuous training programs, requesting CITEL, in coordination with national entities and the Center of Excellence for the Americas of the ITU, to assist the countries of the Americas to respond to the growing needs for trained staff;
- b) That in 2002 distance-learning courses began to be offered on priority subjects for the region, in coordination with the Center of Excellence for the Americas of the ITU, with the result that in general the participants recommend that distance-learning courses continue to be offered;
- c) The report of the Chair of the Working Group on the Development of Human Resources, which indicates a series of obstacles encountered by potential fellowship applicants when submitting their applications for distance-learning courses;
- d) The training needs presented by CITEL Member States in August-September 2002, and
- e) That one of the mandates of the Working Group on the Development of Human Resources and of the new General Coordination for the Development of Human Resources established, is the coordination of training events;

ALSO CONSIDERING:

- a) The offer made by the Inter-American Agency for Cooperation and Development (IACD) of the Organization of American States (OAS) to participate in the 2003 Program of Professional Development Fellowships, and
- b) The fellowships offered by the COMTELCA Secretariat,

⁸ Document COM/CITEL/doc. 746/02 rev.4

TAKING INTO ACCOUNT:

The evaluation of the program of courses presented by the Regional Training Centers and the Center of Excellence for the Americas of the ITU at the XII Meeting of the Permanent Executive Committee of CITELE (COM/CITELE), submitted by the Chair of the Working Group on the Development of Human Resources,

RESOLVES:

1. To select the following courses to be given in 2003, subject to the availability of the corresponding budget.

- Distance-learning course on “Regulation of New IP Services and Applications” offered by INICTEL through the Center of Excellence for the Americas of the ITU. Number of fellowships offered by CITELE: total of 30. Tuition fee: US\$200. Language: Spanish/English.
- Distance-learning course on “Network Interconnection” (first level) offered by ACIEM through the Center of Excellence for the Americas of the ITU. Number of fellowships offered by CITELE: total of 30. Tuition fee US\$200. Language: Spanish/English.
- Distance-learning course on “Network Interconnection,” (second level), offered by ACIEM through the Center of Excellence for the Americas of the ITU. Number of fellowships offered by CITELE: total of 50. Tuition fee: US\$200. Language: Spanish/ English.
- Distance-learning course on “Spectrum Management” offered by the through the Center of Excellence for the Americas of the ITU. Number of fellowships offered by CITELE: 50. Tuition fee: US\$200. Language: Spanish/ English [to be offered the 2nd semester].
- Distance-learning course on “Mobile Network Planning” offered by the Catholic University of Uruguay and ANTEL of Uruguay. Number of fellowships offered by CITELE: total of 50. Tuition: US\$200. Language: Spanish/ English.
- As an alternative option, the distance-learning course on “Basic Telecommunications for Non-Engineers” will be given if the respective agreement is reached through the General Coordination. This course is being offered by COMTELCA. Number of fellowships offered by CITELE: 44 (as COMTELCA is offering 6 fellowships). Tuition fee: US\$100. Language: Spanish.

The General Coordination for the Development of Human Resources is empowered to schedule the dates of the courses and select any other courses that meet the training needs of the Member States.

2. The following courses are selected to be presented to the 2003 Program of Professional Development Fellowships of the Inter-American Agency for Cooperation and Development (IACD).

- Telecommunication Strategic and Business Planning. Classroom course offered by the Center of Excellence for the Americas of the ITU in Costa Rica. Language: Spanish.
- Analysis of Telecommunication Costs and Prices. Classroom course offered by COFETEL-Mexico (Maximum number of fellowships: 5). Language: Spanish.

- Telecommunication Regulation and Privatization Issues. Date: July 21-25 offered by USTTI through the Federal Communications Commission (FCC), Washington, D.C., U.S.A. Language: English.
3. To thank the OAS Fellowship Office for all the support it has provided and to request that it consider the possibility of differentiating between procedures for applying for distance-learning fellowships and those for classroom courses when updating Fellowship Regulations.
 4. To thank the COMTELCA Secretariat for offering fellowships for its distance-learning courses.
 5. To instruct the CITEL contact points in the Member States to contact the National Liaison Offices in their respective countries and highlight the importance of simplifying procedures and permitting easier access to fellowships in the field of telecommunications.
 6. Unless otherwise expressly stated, the conditions for distance-learning courses being offered will be the following:
 - The maximum number of students in a class for each distance-learning course will be: 35 participants.
 - The Regional Training Centers agree to give CITEL 10% of the total amount collected from tuition fees from of all the participants in the distance-learning courses (fellowship receivers and participants with external funding) offered through CITEL/OAS and deposit said amount in an account that would be used as a seed budget for the program of courses in coming years.
 - The announcement will clearly state that, if a participant accepts a fellowship and fails the course, he/she will have to cover the cost of the corresponding tuition fee, unless a duly substantiated force majeure situation can be proved.
 - A registry of suggestions made by the students will be kept so that they can be sent to the CITEL Regional Training Centers.

INSTRUCTS THE EXECUTIVE SECRETARY:

- a) To carry out the relevant procedures for distance-learning and classroom courses selected for the year 2003, and
- b) To ensure the widest possible dissemination of these courses.

COM/CITEL/RES. 143 (XII-02)⁹
DRAFT AGENDA, VENUE AND DATE OF THE XIII MEETING OF COM/CITEL

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

RESOLVES:

1. To hold the XIII meeting of COM/CITEL in Argentina from 3 to 6 November 2003.

⁹⁹ Document COM/CITEL/doc.696/02.

2. To approve the draft for the agenda for XIII COM/CITEL meeting attached to this resolution:

ANNEX

1. Approval of the agenda and calendar.
2. Establishment of the Committees for the meeting:
 - 2.1 Committee for drafting the Final Report.
 - 2.2 Committee for preparing the 2004 Plan of Operations.
3. Report of the Chair of COM/CITEL.
4. Reports of the Chairs of the Permanent Consultative Committees.
5. Report and meeting of the Conference Preparatory Working Group to address Regional Preparations for World Conferences and Meetings.
6. Reports and meetings of the Working Groups of COM/CITEL.
7. Approval of the annual report on CITEL activities.
8. Approval of the 2004 Plan of Operations (activities, budget and meeting schedule for 2004).
9. Follow up of the Agenda for Connectivity in the Americas and Plan of Action of Quito.
10. Follow up of the preparations for the first session of the World Summit on the Information Society (Geneva, 2003).
11. Review of the proposals of Amendments to the CITEL Statute and Regulations.
12. Review of the Resolutions of the OAS General Assembly affecting CITEL.
13. Report of the status of Cooperation Agreements of CITEL.
14. Status of associate members.
15. Date, agenda, and venue of the next meeting.
16. Other business.
17. Approval of the final report.

COM/CITEL RES 144 (XII-02)¹⁰
ACTIVITIES OF CITEL DURING 2002

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

CONSIDERING:

- a) That during the Third Summit of the Americas the Heads of State and Government confirmed their commitment to hemispheric integration and national and collective responsibility for improving the economic wellbeing and security of the people in the Americas, and
- b) That the Summit requested CITEL to work with regional and sub-regional organizations to prepare and implement, before the next Summit of the Americas, a cooperative and collaborative program in support of an agenda of connectivity for the hemisphere,

BEARING IN MIND:

That CITEL plays a central role in implementing the decisions made by the Summits of the Americas with respect to telecommunications and its applications, making it necessary to strengthen its operating mechanisms and use more effectively its resources to obtain timely response to the commitments made by the Heads of State of the Region.

¹⁰ Document COM/CITEL/doc. 707/02.

RESOLVES:

To inform the General Assembly of the OAS of the important activities carried out during 2002 by CITEL.

INSTRUCTS THE EXECUTIVE SECRETARY:

To attach the Resolution in the Annex to the CITEL Annual Report which will be submitted to the OAS General Assembly.

DRAFT RESOLUTION

AG/RES. YYYY (XXXIII-O/03)

**ACTIVITIES OF THE INTER-AMERICAN TELECOMMUNICATION COMMISSION
DURING 2002**

THE GENERAL ASSEMBLY,

HAVING SEEN: the Annual Report submitted by the Inter-American Telecommunication Commission (CITEL) ;

BEARING IN MIND: That agreement was reached at the Third Regular Meeting of the Assembly of CITEL held August 12-16, 2002, in Washington, D.C., on principles for continuing to strengthen CITEL, so it can fully meet its obligations,

CONSIDERING:

That in complying with its mandates, during 2002 the Inter-American Telecommunication Commission pursued diverse activities, among which the following are especially noteworthy:

1. Development of an Agenda for Connectivity and a Plan of Action to address the issue of Connectivity in the Americas and to guide the development of individual Connectivity Agendas and Plans of Action for countries which may find it appropriate;
2. Preparation and distribution of draft reports on the Global Information Infrastructure and on Tele-education in the Americas;
3. Advanced implementation of the Mutual Recognition Agreement on Conformity Assessment of telecommunication equipments (MRA) with eight countries participating or having indicated they will participate during 2003 in Phase I, which includes procedures for Mutual Recognition of Testing Laboratories as Conformity Assessment Bodies and Mutual Acceptance of Test Reports and two countries participating in Phase II, Procedures for Mutual Recognition of Certification Bodies as Conformity Assessment Bodies and Mutual Acceptance of Equipment Certifications;
4. Publication of CITEL's own magazine which highlights the activities of the Commission and the current issues affecting the Telecommunications Community in the Americas;

5. Development of common inter-American Proposals which were submitted to and adopted by the 2002 World Telecommunication Development Conference and the 2002 Plenipotentiary Conference of the International Telecommunication Union. In this way, CITELE has ensured that the Region of the Americas has a strong voice in the Global forum of the International Telecommunication Union;
6. Diverse activities to ensure the coordinated allocation of the spectrum in the region, including the continuous updating of the spectrum usage database available on the CITELE web page in French, English and Spanish;
7. Partnerships established through Cooperation Agreements with nine telecommunication organizations from various parts of the world to improve coordination with other telecommunications organizations for the development and implementation of effective and sustainable programs. These agreements were not an initiative of CITELE and therefore are indicative of the status CITELE has acquired in the eyes of the telecommunication community throughout the world.
8. Provision of appropriate environment for its Member States to exchange their experiences and best practices, making it possible to keep updated legal and regulatory frameworks that are predictable, consistent, nondiscriminatory and transparent and will contribute to the development of telecommunications and universal access thereto.
9. Experiences were shared during the training courses and more than 200 fellowships granted to people in the Americas on telecommunication issues essential to the region. Relations with the Regional Training Centers of CITELE and the through the Center of Excellence for the Americas of the ITU were enhanced,
10. Improvement of working methods through a more competent handling of electronic documents.
11. Increasing the participation of associate member by fostering their activities and organizing seminars/workshops.

RESOLVES:

1. To commend the Inter-American Telecommunication Commission for its ongoing efforts to facilitate and promote the continuing development of telecommunications in the Hemisphere.
2. To take note of the important actions initiated and accomplished by the Inter-American Telecommunication Commission during 2002.
3. To request CITELE to submit a follow-up report to the thirty-fourth regular session of the General Assembly.

COM/CITEL/RES. 145 (XII-02)¹¹
UPDATING OF THE BLUEBOOK

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

CONSIDERING:

- a) That Resolution CITEL/RES. 41 (III-02) of the CITEL Assembly resolved that COM/CITEL should review the Blue Book, in cooperation with the ITU Regional Office in Brasilia, with special attention to the specific needs and requirements of countries in Central America and the Caribbean;
- b) That the time limits of the COM/CITEL meeting and the need of Member States to have sufficient time to duly attend to the issues that should be included in the revision of the Bluebook;
- c) That the following matters should be taking into account in updating the Bluebook. This list is neither comprehensive nor priority, and should be considered as the point of departure for discussions by the countries.

- Spectrum Management
- Interconnection
- Economic Models for financing Universal Service
- Regulatory Structure (requirements for independence, Administrative procedures, etc)
- Regulatory problems involving convergence of services
- Internet domain names

RECOGNIZING:

- a) That before committing on the updating of the Blue Book, it will be necessary to learn the ideas and priorities of Member Countries related to this question, and
- b) That this consultation should be coordinated with the Regional Office of the ITU for the Americas.

RESOLVES:

- 1. To request members of CITEL their opinions on the matters to be included in updating the Bluebook. The deadline for receiving this information is set for March 15, 2003.
- 2. To assign the coordination of updating the Blue Book to the Administration of Guatemala.
- 3. To instruct the coordinator to prepare a list of priority requirements based on the information received from the members and to transmit this list to members of COM/CITEL and to the Regional Office of the ITU for endorsement. This activity should be completed by April 15, 2003.
- 4. To request the ITU to consider hiring an expert for the updating of the Blue Book as per the terms of reference prepared by the Coordinator that will be submitted for consideration by the members of COM/CITEL and the ITU Regional Office This activity should be completed by April 30, 2003. The

¹¹ Document COM/CITEL/doc. 724/02.

Terms of Reference and the agreed priority requirements should be sent to the ITU Regional Office by May 15, 2003 to make the hiring of the expert.

5. To obtain the cooperation of organizations that have signed Cooperation Agreements with the CITEL for this task of updating the Blue Book.

COM/CITEL RES.146 (XII-02)¹²
AMENDMENTS TO THE REGULATIONS OF CITEL

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

HAVING SEEN:

The amendments to the Regulations of CITEL approved by Resolution CITEL/RES.34(III-02);

TAKING INTO ACCOUNT:

That during a general revision of the Regulations it was noted that some translations adjustments should be made on certain versions;

CONSIDERING:

That the Department of Legal Services of the OAS suggested that Article 99 should be amended;

ALSO CONSIDERING:

The report and explanation of reasons presented by the Executive Secretariat of the CITEL, with draft proposals to articles 14, 63, 89, 93.9 and 99;

RESOLVES:

To approve the amendments to the Regulations which are attached in the Appendix to this Resolution.

APPENDIX
REGULATIONS OF CITEL

Explanatory Notes

The Regulations of the Inter-American Telecommunication Commission were approved by resolution AG/RES.1259 (XXIV-O/94) and amended by resolutions CITEL RES. 29 (II-98) and CITEL RES. 34 (III-02).

The text indicates the amendments introduced by resolutions CITEL RES. 29 (II-98) and CITEL RES. 34 (III-02).

¹² Document COM/CITEL/doc. 727/02

The Articles of the Regulations have been renumbered taking into account the modifications approved during the III CITEI Assembly. By a footnote we indicate at what meeting modifications have been approved.

Example: The footnote [CITEI-2002] indicates changes introduced to the original text at the Third Assembly of CITEI held in Washington, DC, USA, August 12 to 16, 2002.

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REGULATIONS OF THE INTER-AMERICAN TELECOMMUNICATION COMMISSION

CHAPTER I NATURE, ORGANIZATION AND MEMBERSHIP

ARTICLE 1

Nature

1. CITEL is governed by its Statute and these Regulations. The Regulations complement the Statute which was approved by Resolution of the OAS General Assembly, and serve to provide more specific rules for the operation, administration, and procedures of CITEL for the achievement of its purposes and objectives.
2. In case of conflict between the Statute and these Regulations, the Statute shall take precedence.
3. The technical autonomy of CITEL established pursuant to the Statute, includes:
 - a. The capacity and competence to freely program its activities within the scope of Article 1 of the Statute;
 - b. A direct technical relationship with the General Assembly of the Organization of American States (hereafter "the Organization") notwithstanding its obligation to submit its Annual Report of activities to the Permanent Council of the Organization, so that the Council has the opportunity to present its observations and recommendations to the General Assembly pursuant to Article 91(f) of the Charter of the Organization;
 - c. Direct contact with the Secretary General of the Organization for all administrative and budgetary matters;
 - d. Competence to establish relations with other international organizations that participate in the development of telecommunications throughout the American States; and
 - e. Participation in the planning of technical assistance to CITEL members.

ARTICLE 2¹³ Organization

CITEL fulfills its objectives through the following organs: the CITEL Assembly, the Permanent Executive Committee (COM/CITEL), the Permanent Consultative Committees, and the Secretariat. The first three organs shall include such committees, sub-committees, working groups and ad hoc groups, joint working groups and rapporteurs as may be established in accordance with these Regulations.

¹³ [CITEL-1998] [CITEL-2002]

ARTICLE 3
Applications for Membership

Any American State which is not a member of the Organization, must submit its membership request to the Secretary General of the Organization, who shall transmit it to COM/CITEL for study and recommendation before it is considered by the CITEL Assembly and approved by the General Assembly of the Organization.

ARTICLE 4
Liaison

Each Member State shall notify the Executive Secretary of CITEL, in writing, within thirty days of the termination of the Regular Meeting of the CITEL Assembly, the name of the institution and the person within the institution that will serve as the official liaison between CITEL and that Member State with respect to telecommunications. The person appointed shall serve as the official to whom and from whom, official correspondence shall be addressed and exchanged, including all notices, technical contributions to meetings, reports of meetings, and accreditation letters.

CHAPTER II
CITEL ASSEMBLY

A. MEETINGS

ARTICLE 5
Regular Meetings

CITEL shall endeavor to schedule the Regular Meeting of the CITEL Assembly, held every four years, during the first quarter of the year. The Regular Meetings shall be numbered consecutively.

ARTICLE 6
Principle of Rotation

In the application of the principle of rotation in selecting the country where a Regular Meeting of the CITEL Assembly is to take place, it is understood that the Regular Meeting shall not be held in the territory of a Member State if another Member State in which fewer meetings have been held should offer its territory for this purpose. Recognized regional affinities shall also be considered when applying the principle of rotation, e.g. North America, Central America, Andean, Caribbean Region, or other distinguishable regional affinities.

ARTICLE 7
Special Meetings

In special circumstances, at the initiative of the General Assembly of the Organization, on the recommendation of any Council of the Organization, or at the initiative of COM/CITEL, the CITEL Assembly may hold a Special Meeting to consider specific matters, if those matters are of such importance as to preclude waiting for the next Regular Meeting of the Assembly. COM/CITEL will convene and set the date and place for such Special Meeting, subject to available funding.

ARTICLE 8
Alternative Site for the Meetings

If for any reason a Regular or Special Meeting of the CITELE Assembly cannot be held in a selected country, it shall be held at the General Secretariat of the Organization headquarters, unless one of the Member States, with sufficient advance notice, offers to host the Assembly, in which case COM/CITELE may agree to hold the meeting in that country.

ARTICLE 9
Notice of Convocation of Meetings

The Secretary General of the Organization, or by delegation, the CITELE Executive Secretary, shall transmit the notice of convocation of the CITELE Assembly Meeting and the invitations to the participants as soon as the country offering to host the Assembly confirms to the CITELE Secretariat the exact date, city and specific location for the meeting, and that it has available sufficient funds for that purpose. The country offering to host the Assembly shall provide this information to the Executive Secretary, no later than sixty days before the proposed date of the meeting.

B. PARTICIPANTS
Article 10
Delegations

Each head of delegation may delegate his duties to the alternate head, or if there is none, to any other member of his delegation. Each Member State shall endeavor to designate to its delegations representatives who are versed in telecommunications. Delegations shall have the right to participate with voice and vote, in all public and private meetings of the Assembly, including its committees, subcommittees, working groups and ad hoc groups, in accordance with these Regulations and any special Rules of Procedure adopted for such meetings.

ARTICLE 11
Credentials

Accreditation of the members of each delegation shall be made by the respective governments by means of written communications to the Executive Secretary, granting the delegates full powers to participate in the decisions on subjects included in the agenda of the sessions of the Assembly.

ARTICLE 12
Order of Precedence

At the informal session prior to the opening session of the Assembly, the delegations shall establish by lot an order of precedence to be used for the delegations' location in the sessions room, in the voting process and in the use of the floor whenever the delegations are requested to give their opinions on some subject-matter. The host delegation shall not be included in the "by lot" procedure and shall hold last place in the order of precedence.

ARTICLE 13
Permanent Observers to the Organization

1. States that are Permanent Observers to the Organization shall enjoy the same status in the CITEL and any of its organs. They shall accredit their respective representatives to participate in the meetings of the CITEL Assembly, by means of a written communication addressed to the Executive Secretary.
2. The representatives of the Permanent Observers may attend the public sessions of the CITEL Assembly Meetings, and of its principal committees and, when invited by the corresponding presiding officer, the private sessions. With the permission of the presiding officer, Permanent Observers may speak at any meeting.

ARTICLE 14
Observers from Inter-American specialized organizations, Organs of the OAS and from Inter-American intergovernmental regional organizations

Representatives of Inter-American specialized organizations and organs of the OAS, and Inter-American intergovernmental regional organizations may attend the CITEL Assembly as observers. With the permission of the presiding officer, those representatives may speak at the meeting or address the meeting in writing.

ARTICLE 15
Observers from the United Nations

Representatives of the United Nations and its specialized agencies may attend the Meetings of the CITEL Assembly as observers. With the permission of the presiding officer, they may speak at the meeting or address the meeting in writing.

ARTICLE 16¹⁴
Other Observers

1. International and national organizations that are parties to agreements or arrangements establishing relations of cooperation with the Organization, its organs, organizations or agencies may also attend the CITEL Assembly meetings when such agreements or arrangements provide for the participation of observers.
2. Subject to COM/CITEL's approval, the following may send observers to the CITEL Assembly:
 - a. American States that are not Members or Permanent Observers of the Organization who have asked to participate in the meeting.
 - b. Non-American States that are Members of the United Nations or its specialized agencies who have asked to participate in the meeting.

¹⁴ [CITEL-2002]

c. International, regional, subregional, and national agencies and organizations that are involved in telecommunications activities in the region who have asked to participate in the meeting.

3. The observers referred to in this Article may speak at the plenary session of the CITEL Assembly or at the sessions of its principal committees, only when invited to do so by the corresponding presiding officer, because of special interest or expertise in a specific topic of discussion. Alternatively, such observers may provide written statements on such topics when expressly authorized or requested to do so by the presiding officer.

4. The participation of the observers referred to in this Article, before the CITEL Assembly, is without prejudice to the status that they may have, as Associate Members of the PCCs, in accordance with Article 82 of the Regulations.

ARTICLE 17¹⁵

Active Associate members may attend the public sessions of the CITEL Assembly as observers. The observers referred to in this Article may speak at the plenary sessions of the CITEL Assembly or at the sessions of its principal committees only when invited to do so by the corresponding presiding officer because of special interest or expertise in a specific topic of discussion. Alternatively, such observers may provide written statements on such topics when expressly authorized or requested to do so by the presiding officer.

ARTICLE 18¹⁶

Unless otherwise specified by COM/CITEL, any State or entity referred to in Article 16 that wishes to participate in a meeting of the CITEL Assembly as an observer, shall apply to attend, in writing, to the Chairman of COM/CITEL, at least sixty days before the anticipated opening of that meeting. The Chairman of COM/CITEL shall consult such applications with the Members of COM/CITEL, and if they approve, the corresponding invitations shall be extended in accordance with Article 9 of these Regulations.

ARTICLE 19 **Observer's participation fee**

1. Distribution of documents of the meetings of the CITEL Assembly to the categories of observers identified in Articles 13, 14 and 15 of these Regulations, shall be governed by the applicable principles, practices and rules of the Organization.

2. Distribution of documents of the meetings of the Assembly to the observers identified in Article 16, shall be conditioned upon payment of a fee to cover the administrative cost of that category of observer's participation in the meeting. This fee called "a participation fee" shall be equivalent to 15% of the "contributory unit" corresponding to an Associate member.

¹⁵ [CITEL-2002]

¹⁶ [CITEL-1998] [CITEL-2002]

3. Notwithstanding the foregoing, COM/CITEL may decide to exempt payment of the participation fee by any observer, covered by article 16, where CITEL is exempted from making similar payments to that observer, on the basis of reciprocity.

ARTICLE 20
Guests

Subject to COM/CITEL's approval and in consultation with the government of the host country, any person or entity not covered in Article 16, that is a recognized authority or that has a particular interest in the field of telecommunications may attend the meetings of the CITEL Assembly as a guest. COM/CITEL will develop guidelines to determine qualifications for guests.

ARTICLE 21

Individuals or entities wishing to participate as guests to a meeting of the CITEL Assembly, under Article 19, should apply in writing to the Chair of COM/CITEL no later than 45 days prior to the scheduled start of the CITEL Assembly meeting. The Chair of COM/CITEL will consult with COM/CITEL members and, with their consent, extend the corresponding invitations pursuant to Article 9 of these Regulations, unless the Government of the host country objects.

ARTICLE 22

Guests may attend the plenary meetings and the meetings of the committees for the sole purpose of following the discussions. However, they may take part in committee discussions only if they are requested to do so by the Chairman of the Committee and there is no objection from any Member State present. Guests shall not receive copies of contributions, papers or reports of the proceedings, unless COM/CITEL decides to provide the documents to a guest when it approves an invitation.

C. ASSEMBLY OFFICERS

ARTICLE 23
Election of the Chairman and Vice-Chairmen

The Assembly Chairman and both Vice-Chairmen shall be elected in the first plenary session, in accordance with the procedures outlined in Article 8 of the Statute. These officials will remain in office until the Assembly is adjourned.

ARTICLE 24
Duties of the Chairman of the CITEL Assembly.

1. The Assembly Chairman shall:
 - a. Convoke plenary sessions;
 - b. Establish the order of business of the sessions;
 - c. Open and close the plenary sessions and direct their discussions;

- d. Grant the floor to the participants in the order in which they request it, giving precedence to representatives of the Member States when appropriate;
 - e. Put the topics under discussion to a vote, and announce decisions taken;
 - f. Rule on points of order being submitted to the Assembly for consideration;
 - g. Establish the working committees, and
 - h. Generally, ensure compliance with these Regulations.
2. When any speaker departs from the topic under discussion the Assembly Chairman may draw this to his attention. Likewise, during discussion of a topic, the Chairman may propose limitation of the time to be allowed to speakers, limitation of the number of times a participant may speak, closure of the list of speakers, or closure of discussion. He may also propose the suspension or adjournment of a session, or postponement of discussion of the matter under consideration.

ARTICLE 25

Participation by the Assembly Chairman in Voting and Discussion

The Assembly Chairman shall not participate from the chair in a substantive discussion, nor shall vote on any matter before the plenary sessions of the Assembly.

ARTICLE 26

Duties of the Vice-Chairmen Acting as Chairman

If the Chairman is absent from a session or from part of it, one of the Vice-Chairmen shall take his place, according to the order of precedence, and shall enjoy the same powers and duties as the Chairman.

ARTICLE 27

Absence or Disability of the Chairman and Vice-Chairmen

In the event of the absence or disability of the Chairman and the Vice-Chairmen of the CITELE Assembly, the Meeting shall be presided over by one of the Chairmen of the working committees, according to the order of numbering of those committees.

D. AGENDA

ARTICLE 28

Agenda of the Regular Meetings

1. COM/CITELE shall prepare a preliminary agenda for each Regular Meeting of the CITELE Assembly to be provided to the Member States for their consideration at least three months in advance of the anticipated opening of the Assembly.
2. In preparing the preliminary agenda, COM/CITELE shall take into account the topics proposed by the governments of the Member States, those mandated by the General Assembly of the Organization, and may take into consideration those recommended by other organs of the Organization.

3. The Member States shall have thirty days to present their observations on the preliminary agenda to the Chairman of COM/CITEL. On the basis of these observations, COM/CITEL shall draw-up the agenda for the Assembly meeting.

4. The agenda so approved, may be amended or otherwise modified only during the Regular Meeting of the CITEL Assembly by a vote of two thirds of the participating Member States.

ARTICLE 29 **Agenda of Special Meetings**

The agenda of each Special Meeting of the CITEL Assembly shall be confined to the subject or subjects for which the Meeting was convoked. The procedures and time periods for the preparation of the agenda of a Special Meeting shall be established in each case by COM/CITEL.

ARTICLE 30¹⁷ **Reports and Proposals**

Generally, the CITEL Assembly shall consider two kinds of papers: reports and proposals. Reports shall be informative in nature, while proposals shall be submitted to the Assembly for its consideration. During an Assembly meeting, other forms of work or technical contributions may be solicited. The documents thus submitted shall not include any information of a promotional or commercial nature.

ARTICLE 31¹⁸

1. Reports and proposals shall normally be presented to the Executive Secretary fifteen days in advance of the date set for the opening of the CITEL Assembly, in order to permit their distribution to the Member States in CITEL working languages, together with the report of COM/CITEL and that of the Secretariat. Documents that do not meet the deadlines set in this article will be presented at the meeting of heads of delegation to determine whether they are to be considered as information or working documents during said meeting. The Executive Secretary shall make such documents available to the Member States as they are received, by the most suitable means, before the start of a meeting.

2. At the beginning of a meeting, the Assembly may establish a period of time in which additional proposals may be submitted to it for consideration.

E. SESSIONS

ARTICLE 32 **Informal Meeting of Heads of Delegations**

Prior to the inaugural session, the heads of delegations of the Member States or their alternates shall meet informally, upon being called together by the Chairman of COM/CITEL, to agree on the various aspects concerning the organization of the work of the CITEL Assembly.

¹⁷ [CITEL-2002]

¹⁸ [CITEL-1998] [CITEL-2002]

ARTICLE 33
First Plenary Session

The first plenary session shall be held as soon as possible after the CITEL Assembly Meeting has been inaugurated. At that session, the CITEL Assembly shall elect its officers, and establish the committees referred to in Chapter II section F of these Regulations. Immediately thereafter the working committees shall be installed and their respective officers elected.

ARTICLE 34
Adoption of Decisions

The CITEL Assembly shall adopt its decisions in the form of resolutions, recommendations and declarations, at its plenary sessions. The Secretariat shall distribute those decisions immediately after their adoption.

ARTICLE 35

Decisions with financial repercussions for the Organization shall include an estimate of the corresponding cost.

ARTICLE 36¹⁹
Public and Private Sessions

1. Plenary sessions at the Assembly and of the working committees shall be public. However, if the chairman so provides or any representative Member State so requests, the session shall be private, and shall so continue unless the members participating in the session decide otherwise.
2. Private Sessions may only be attended by the heads of delegations of the Member States, the members of the delegations designated by those heads and such Secretariat personnel as the Chairman of the respective body may expressly authorize in each case.

ARTICLE 37²⁰

All decisions taken by the CITEL Assembly in a private plenary session shall be announced at the next public plenary session.

ARTICLE 38

No plenary, committee, subcommittee, ad hoc group, or working group session shall be held unless the place and time have been announced to participants sufficiently in advance to permit them to attend.

F. COMMITTEES

¹⁹ [CITEL-2002]

²⁰ [CITEL-1998]

ARTICLE 39
Steering Committee

1. The Steering Committee is made up of the Chairman of the CITEL Assembly, who shall preside over it, the two Vice-Chairmen, and the Chairmen of the working committees.
2. The Chairman of the CITEL Assembly shall convoke the Steering Committee whenever he deems it desirable for the best performance of the work of the Assembly.
3. The task of the Steering Committee is to resolve any difficulties that may arise regarding the functioning of the CITEL Assembly and to suggest appropriate solutions to the committees or to a plenary session. For the effective operation of the CITEL Assembly, it shall coordinate the work of the working committees.

ARTICLE 40
Committee on Credentials

1. The Committee on Credentials is composed of the representatives of three member states elected at the first plenary session of the CITEL Assembly. The Committee shall elect its chairman.
2. The Committee on Credentials shall examine the credentials of the delegations and submit a report to the CITEL Assembly forthwith.

ARTICLE 41
Style Committee

1. The Style Committee is composed of the representatives of four Member States elected at the first plenary session of the CITEL Assembly, each of which shall represent one of the four languages.
2. The Style Committee shall receive the drafts of resolutions and recommendations adopted by committees before they are submitted to a plenary session of the Assembly for its consideration, and shall introduce in them such style changes as it deems necessary. If the Style Committee notes that a draft suffers from defects of form that it can not correct, then it shall raise the question with the committee concerned, or at a plenary session of the Assembly.

ARTICLE 42
Drafting Committee

The Drafting Committee for the working sessions of the Plenary meetings and for the Final Report of the Assembly, shall be designated during the first Plenary Session and shall be composed of the first four delegates by order of precedence who volunteer. The Drafting Committee shall draft the minutes of the meeting of the informal session, of each Plenary session, of the inaugural and closing sessions, as well as the Final Report. The Committee shall present to each Plenary Session a draft report of all preceding sessions.

ARTICLE 43
Working Committees

1. The CITEL Assembly shall establish such working committees as it deems desirable for consideration of the various topics on the agenda.

2. A working committee is made up of the delegations of the Member States that advise the Chairman of the CITEL Assembly before the first working meeting of the committee, that they wish to take part in that committee.
3. The installation meeting of each working committee shall be held with the delegations that up to the time of the meeting, have expressed their desire to form part of it.
4. Each working committee shall elect a chairman, and may also elect a vice-chairman and a rapporteur.
5. Each working committee shall study the topics assigned to it by the CITEL Assembly and shall present to the plenary session a report on its discussions, the draft resolutions or proposals considered, and its recommendations.

ARTICLE 44
Subcommittees and working groups

1. Each working committee may establish such subcommittees and/or working or drafting groups, as it considers advisable. A working committee may also authorize its Chairman to appoint to the subcommittees or groups, members who reflect the different views that have been expressed on the matters which the subcommittee or group is to consider.
2. Each subcommittee may establish such working or drafting groups as it may consider necessary. The Chairman of each such group shall present to the body that established it, its conclusions or recommendations.
3. Delegations that are not members of a subcommittee, working group, or drafting group, shall have the right to participate in the meetings of these bodies with voice but without vote.

G. QUORUM

ARTICLE 45

1. For Plenary Sessions, the presence of more than half of the Member States shall constitute a quorum.
2. For the committees, subcommittees, and working groups of the CITEL Assembly, the presence of more than half of the members of the body concerned shall constitute a quorum.

H. DEBATES AND PROCEDURES

ARTICLE 46²¹

Proposals and Amendments

Proposals

1. Proposals must be presented in writing to the Secretariat no later than the day before the session at which they are to be discussed or submitted to a vote, in order to be distributed in the CITEL working languages to participating Member States before deliberation of them begins. However, if no Member State objects, the Chairman of the body that is required to deal with the matter may authorize discussion of a proposal that was not distributed in time.
2. The delegation that presents a proposal shall indicate the working committee that should study it, unless the proposal is one that is required to be submitted to a plenary session for discussion. In case of doubt, the Chairman of the Assembly shall decide.

Amendments

3. Motions to amend a proposal may be made during the deliberations on the proposal.
4. A motion is considered an amendment to a proposal if it merely adds to, deletes from, or revises part of a proposal. A motion that would totally replace the original proposal, or that is not directly related to it, shall not be considered as an amendment.

ARTICLE 47

Withdrawal of Proposals

A proposal or an amendment may be withdrawn by its proponent before it has been put to a vote. Any delegate may present again a proposal or amendment that has been withdrawn.

ARTICLE 48

Reconsideration of Decisions

Proposals concerning decisions that have already been taken may be reconsidered, if a request to do so is made prior to the adjournment of the session at which the proposal was voted upon, or at the session immediately following. In the case of a motion for reconsideration, the floor shall be granted to one speaker to second the motion and to two other speakers to oppose it, after which the motion shall be submitted to a vote. For approval of such a motion, the affirmative vote of two-thirds of the members of the body concerned is required. When the motion for reconsideration has been approved, the discussion and vote on the substance of the matter shall be governed by the applicable provisions of these Regulations.

ARTICLE 49

Points of Order

During the discussion of a matter, any delegation may raise a point of order, which shall be decided upon immediately by the Chairman. Any representative may appeal the decision of the

²¹ [CITEL-2002]

Chairman, in which case the appeal shall be put to a vote. When raising a point of order, a representative may not speak on the substance of the matter under discussion.

ARTICLE 50
Suspension of Discussion

The Chairman or any representative may make a motion that discussion be suspended. Only two representatives may speak briefly in favor of such a motion and two against it, after which it shall be immediately put to a vote.

ARTICLE 51²²
Closing Discussion

1. Any representative may make a motion that debate be closed when he/she considers that a topic has been discussed sufficiently. This motion may be opposed by two representatives, after which it shall be declared approved if it receives the vote of two-thirds of the delegations present at the session. The Chairman may limit the time allowed to speakers under this Article.

2. The Chairman may close the debate if he/she considers that it has become repetitive, or if it no longer addresses the issue at hand. In which case, the Chairman shall take into consideration the issues which have up to then obtained consensus and establish the way in which the meeting shall proceed. Two delegations may speak briefly against such a decision, after which it shall be declared approved if it receives the vote of two-thirds of the delegations present at the session.

ARTICLE 52
Suspension or Adjournment of a Session

During the discussion of any topic, a representative may make a motion that the session be suspended or adjourned. Such motions shall be put to a vote immediately, without discussion. The Chairman may limit the length of the remarks of the representative who proposes suspension or adjournment of the session.

ARTICLE 53
Order of Procedural Motions

Except as provided in Article 48, the following motions shall have precedence over all other proposals or motions, in the order set forth below:

- a. Suspension of the session.
- b. Adjournment of the session.
- c. Suspension of discussion of the topic under consideration.
- d. Close of the debate of the topic under consideration.

²² [CITEL-2002]

ARTICLE 54
General Provisions for All the Deliberative Bodies of the CITEL Assembly Meeting

The general provisions relating to discussion contained in this chapter shall be applicable to the plenary sessions, and to the committees, subcommittees, and working groups of the CITEL Assembly.

I. VOTING

ARTICLE 55
Voting on Proposals

After debate is closed, and if the proposals presented are not approved by consensus, those proposals, together with any proposed amendments, shall be put to a vote. Proposals shall be voted upon in the order in which they are presented, unless the respective body decides to the contrary. After the chairman has announced the start of the voting, no representative may interrupt it, except for a point of order relating to the manner in which the voting is being conducted. The process of voting and vote-counting shall end when the chairman announces the result.

ARTICLE 56
Abstentions

For the purpose of establishing the necessary majority, abstentions shall be counted as votes cast.

ARTICLE 57
Ties

In the event of a tie, the proposal voted on shall be considered to have been rejected.

ARTICLE 58
Repeat Vote

Should any doubt arise as to the results of a vote, any delegation may request that the vote be repeated immediately. The new vote shall be limited to the same delegations that took part in the original vote.

ARTICLE 59

When an amendment to a proposal is presented, the amendment shall be voted on first. When two or more amendments to a proposal are made, the vote shall be taken first on the one that departs furthest from the original text. The other amendments shall be voted upon in like order. In case of doubt in this regard, they shall be voted upon in the order of their presentation.

ARTICLE 60

When the fact that one amendment has been adopted necessarily implies the exclusion of another, the latter amendment shall not be put to a vote. If one or more of the amendments are adopted, the complete proposal as amended shall be put to a vote.

ARTICLE 61

If any delegation so requests, a proposal or amendment shall be put to a vote by parts. If any delegation is opposed to that request, the body concerned shall decide whether the voting should be by parts. If the request for voting by parts is accepted, the various parts of the proposal or amendment that are accepted shall be voted upon as a whole. If all the operative parts of a proposal or amendment are rejected, it shall be deemed that it has been rejected entirely.

J. ELECTIONS

ARTICLE 62

In cases where only one Member State or one person is to be elected, if no candidate obtains the vote of an absolute majority of the participating Member States on the first ballot, a second, or if necessary a third ballot shall be taken, limited to the two candidates receiving the largest number of votes. If after the third ballot no candidate has obtained the required majority, the election shall be suspended for a period of up to twenty-four hours. When the election is resumed, up to two additional ballots shall be taken. If neither of the two candidates is elected, the balloting procedure established in this article shall be started again, with respect to the candidates who are presented.

ARTICLE 63

When two or more elected posts are to be filled at the same time and under the same conditions, the candidates obtaining the vote of an absolute majority on the first ballot shall be declared elected. If the number of candidates obtaining such majority is less than the number of persons or members to be elected, there shall be additional ballots to fill the remaining posts, the voting being limited to the candidates who have received the most votes on the previous ballot, in such a way that the number of candidates will not be more than twice the number of posts remaining to be filled.

ARTICLE 64

In case of a tie among two or more candidates or Member States, as the case may be, who have received at least the required majority, if the number of places to be filled is less than the number of candidates or Member States who have received the same number of votes, another ballot shall be taken. If the tie is not broken in this second ballot, the elections shall be decided by lot.

K. DOCUMENTS

ARTICLE 65

Summary Minutes

Summary minutes shall be kept of the open plenary sessions and of the open committee meetings of the CITELE Assembly. The Secretariat of CITELE shall distribute the summary minutes to the delegations as promptly as possible. The delegations shall present to the Secretariat, within twenty-four hours following the distribution of the summary minutes, any corrections of style they consider necessary. The minutes so corrected and the appendices shall be published as part of the official documentation of the CITELE Assembly. The appendices of the summary minutes shall contain the complete statement of a delegation if the delegation so requests.

ARTICLE 66
Summary of the Activities

After the termination of the Assembly Meeting, the Secretariat shall prepare and distribute the final report of the Assembly, containing a summary of the activities carried out by it, which shall include background information on the Assembly; the list of officers of the Assembly and of the Committees, Subcommittees, Working groups and ad hoc groups; the official list of participants; a brief summary of the sessions held, and the decisions adopted by the Assembly in their final form. This document shall be prepared in the four official languages. For this purpose, the Secretariat may request the advice of the delegations to the Permanent Council of the Organization that represent the countries where those languages are spoken, and of COM/CITEL.

ARTICLE 67
Filing of Documents

The Secretariat shall be the custodian of the official documents and files of the meetings of the Assembly. The Chairman of COM/CITEL shall keep in his possession copies of all these documents and files.

CHAPTER III
THE PERMANENT EXECUTIVE COMMITTEE (COM/CITEL)

ARTICLE 68
Length of Term

The Officers and members of COM/CITEL shall occupy their positions until the election of the new members at the next Regular Meeting of the CITEL Assembly.

ARTICLE 69
Appointment of Representatives of COM/CITEL

The institution designated to act on behalf of each Member State elected to COM/CITEL, shall appoint a principal representative and an alternate representative, both of them specialized in telecommunications matters, and the Member State may replace them as it deems advisable. The names of the representatives shall be communicated in writing to the Executive Secretary as they are appointed.

ARTICLE 70
Functions

The functions of COM/CITEL are set out in Article 17 of the Statute.

ARTICLE 71²³
Work Program

1. At each installation session, COM/CITEL shall prepare its work program for the intervening period until its next meeting, and shall set the date and place for its meetings.
2. COM/CITEL may establish technical committees, subcommittees, working groups and ad hoc groups, joint working groups and rapporteurs to perform its functions.

ARTICLE 72
Duties of the Chairman

The Chairman of COM/CITEL is an ex officio member of all committees of CITEL and shall have the following duties in addition to those identified in the Statute:

- a. To preside provisionally over the Regular and Special Meetings of the CITEL Assembly until the Chairman of the Assembly is elected.
- b. To represent CITEL before other organs of the Organization, the governmental telecommunications entities of the CITEL Members, and other organizations that participate in telecommunications development activities in the American States.
- c. To see that the functions of COM/CITEL as provided in Article 17 of the Statute are performed.
- d. In cooperation with the Executive Secretary, to draw up the agendas for the meetings of COM/CITEL, in consultation with the other members.
- e. To speak for COM/CITEL to the Secretary General of the Organization, and to communicate to him the decisions that COM/CITEL has adopted.
- f. To communicate through the Executive Secretary with the governments of the Member States of CITEL and institutions interested in the objectives of CITEL regarding matters relating to the functioning of CITEL.
- g. To represent CITEL, when COM/CITEL so authorizes him, at public functions and at meetings of international organizations, with authority to delegate this representation to another member of COM/CITEL.
- h. Through the Executive Secretary of CITEL, to present to the Secretary General of the Organization an annual progress report on the activities of CITEL to comply with Article 91 (f) of the Charter of the Organization.
- i. With the assistance of the Executive Secretary, to make known and to coordinate on behalf of COM/CITEL, the work of the technical committees, and working groups established by COM/CITEL and see that it is carried out.

²³ [CITEL-1998]

- j. To coordinate the work of the Permanent Consultative Committees, and to see that it is carried out.

ARTICLE 73²⁴
Order of Succession

In the event of temporary impediment of the Chair of COM/CITEL to serve, the Vice-Chair shall replace him/her. In the event of impediment of both, the eldest of the Chairs of the Permanent Consultative Committees shall exercise the duties of the Chair while the impediment lasts.

ARTICLE 74
Headquarters of COM/CITEL

1. The Member State elected to preside over COM/CITEL shall organize and maintain during its term, at its sole expense, and under the exclusive responsibility of the Chairman, an office composed of a full-time assistant to the Chairman, and all necessary technical and administrative personnel. In addition, that Member State shall provide premises for the office and for meetings, as well as other suitable work facilities for the best possible performance of COM/CITEL's duties and responsibilities. For all purposes, the office shall be responsible exclusively to the Chairman of COM/CITEL, and shall not be dependent upon the General Secretariat of the Organization.

2. The Chairman of COM/CITEL shall maintain close cooperative and working relations with the Executive Secretary for purposes of coordination and liaison, as well as for the best possible performance of the various tasks of COM/CITEL. The Chairman of COM/CITEL shall send copies of all official correspondence sent or received by him to the Executive Secretary.

ARTICLE 75

When COM/CITEL establishes a technical committee, subcommittee, a working group, or an ad hoc group, that committee, subcommittee or group shall have its headquarters in the country selected to preside over it. As in the case of the headquarters of COM/CITEL, the country concerned shall provide, at its expense, the staff and the necessary facilities for the performance of its functions.

ARTICLE 76²⁵

Rules governing COM/CITEL meetings, quorum, voting and travel expenses are as contained in Articles 18 to 21 of the Statute.

ARTICLE 77²⁶

1. The COM/CITEL shall adopt its decisions in the form of resolutions, recommendations, or decisions at its plenary sessions.

2. In order to ensure their due deliberation, all draft resolutions, recommendations or decisions presented must be distributed in writing in the CITEL working languages to participating

²⁴ [CITEL-2002]

²⁵ [CITEL-1998]

²⁶ [CITEL-2002]

delegations, before the start of the session in which they are to be debated or submitted to a vote. However, if there is not objection on the part of any COM/CITEL Member State present at the meeting, a proposal written in only one of the working languages of CITEL may be discussed and decided upon.

3. If for any reason a regular Meeting of COM/CITEL cannot be held in the country of the Chairperson, it shall be held at the General Secretariat of the Organization headquarters, unless one of the Member states, with sufficient advance notice, offers to host the meeting, in which case COM/CITEL may agree to hold the meeting in that country.

4. The General Secretary of the Organization, or by delegation, the CITEL Executive Secretary, shall transmit the notice of the convocation of the Meeting and the invitations to the participants as soon as the country offering to host a meeting confirms to the CITEL Secretariat the exact date, city and specific location for the meeting, and that it has available sufficient funds for that purpose. The country offering to host the meeting shall provide this information to the Executive Secretary no later than 60 days before the proposed date of the meeting.

5. Observers in the categories stipulated in Articles 13, 14, 15, and 16 may attend COM/CITEL meetings as observers on the same conditions as those established in the Regulations for their participation in the CITEL Assembly meetings.

ARTICLE 78²⁷

When, in view of their urgency, matters to be resolved cannot be left until its next meeting, COM/CITEL may approve resolutions, recommendations, or decisions by correspondence. Such resolutions, recommendations, or decisions shall be approved in keeping with such procedures as may be adopted by COM/CITEL for that purpose. The CITEL Secretariat shall keep a written record of the consultation made and its results, and shall inform the Chair and the other members COM/CITEL thereof.

ARTICLE 79²⁸

COM/CITEL may invite representatives of Associate Members to participate in its Working Groups because of a special interest or expertise in a specific on a topic pertaining to the mandate of the working group.

²⁷ [CITEL-2002]

²⁸ [CITEL-2002]

**CHAPTER IV
PERMANENT CONSULTATIVE COMMITTEES (PCCS)**

A. ORGANIZATION AND OFFICERS

ARTICLE 80²⁹

1. The CITELE Assembly shall establish the Permanent Consultative Committees (PCCs) that it considers necessary to attain the objectives defined in Article 3 of the Statute together with specific terms of reference for each PCC. For the selection of countries to host meetings of the PCCs, an equitable geographic distribution shall be observed to the extent possible. A PCC shall continue in force until such time as the CITELE Assembly itself, or COM/CITELE, deems its functions and purpose to be concluded. The names of the PCCs are listed in Annex 1 of these Regulations.

2. Each PCC shall be presided over by a Chairman who shall be the representative appointed by the government of the host country for the PCC. The PCC may establish one or two Vice Chairman positions to assist the Chairman in the performance of his duties. The Chairman of each PCC shall recommend to the PCC the number of Vice Chairmen he deems appropriate, taking into account insofar as possible an equitable geographical distribution. The country from which a Vice Chairman is appointed, may host an additional meeting of the PCC in a given year, and in such case, will be responsible for providing meeting sites, personnel, and administrative support for the meeting.

ARTICLE 81³⁰

Duties of the Chairman of a PCC

The Chairman of a PCC shall:

- a. Convene through the Executive Secretary the PCC at least once a year and designate the place and date for the meeting.
- b. Direct the work of the PCC, prepare the material for meetings, as well as studies, decisions, and draft resolutions, and send them to the Chairman of COM/CITELE for information and to the Executive Secretary for processing.
- c. Report PCC work results, in writing, every six months, to the Executive Secretary and to the Chairman of COM/CITELE.
- d. Report to the CITELE Assembly on matters within the competence of the PCC.
- e. Ensure that the Working Groups, Ad Hoc Groups, and Rapporteurs established as well as the coordination tasks assigned operate in accordance with the working procedures that govern PCC activities, as provided in Article 93.
- f. Seek to ensure that all decisions taken by the PCC Plenary are consensus decisions.
- g. Confirm that the quorum provided for in the regulations is present at the meeting.

²⁹ [CITELE-2002]

³⁰ [e,f, g correspond to CITELE-2002]

ARTICLE 82
Chairman's Office

The Member State elected to preside over a PCC shall organize, and maintain at its sole expense, and under the exclusive responsibility of the Chairman, an office composed of the necessary technical and administrative personnel. For all purposes, this office shall be responsible exclusively to the Chairman of the PCC and shall not be dependent in any way upon the General Secretariat of the Organization.

ARTICLE 83³¹
Working groups and ad hoc groups

1. Each PCC may establish working groups and ad hoc groups in accordance with Article 93. Those groups shall submit reports of their activities to the PCC.
2. PCCs shall also appoint rapporteurs for their working groups and ad hoc groups in order to deal with the issues entrusted to said groups. The rapporteurs shall submit their reports to the working groups or ad hoc groups to which they belong.

B. PARTICIPATION IN THE PCC

ARTICLE 84
Members

Each CITELE Member State may appoint a representative who is a specialist in telecommunications to a PCC in accordance with the method set out in Article 4. A Member State may remove or replace its representative by notifying the Executive Secretary, in writing, of its decision to do so.

ARTICLE 85³²
Associate Members

1. Associate Membership on a PCC is open to:
 - a. Any recognized operating agency, scientific or industrial organization, or financial or development institution related to the telecommunications industry, that has legal personality (hereinafter "entity"), provided that the entity's Associate Membership is approved by the corresponding Member State of CITELE. The expression "corresponding Member State of CITELE" means the country where the "entity" was constituted or has its principal office.
 - b. An international or regional inter-governmental organization with multiple membership of States of the Americas that is related to telecommunications and has legal personality (hereinafter "the organization"), with the approval of COM/CITELE.

³¹ [CITELE-1998]

³² [CITELE-1998] [CITELE-2002]

2. Applications from entities wishing to become Associate members of a PCC must be forwarded to the corresponding Member State, together with an indication of the elected contributory unit and the pertinent information of a contact person to whom procedural information may be sent. The corresponding Member State shall be responsible for examining and approving such applications based on such criteria or procedures for sponsoring Associate members as it deems appropriate.
3. In the case of an organization, the application procedures for acquiring the status of Associate member of a PCC will be made to COM/CITEL
4. Where appropriate, the corresponding Member State or COM/CITEL will notify the Executive Secretary of its approval of an application received from an entity or organization, indicating the elected contributory unit and the pertinent information of the contact person appointed by the entity or the organization to whom procedural information may be sent.
5. The Executive Secretary will notify the requesting entity or organization of the decision taken with respect to its application and the procedures which Associate Membership entails.
6. The Executive Secretary will notify the Chairman of COM/CITEL and the Chairman of the respective PCC about the admission of the entity referred to in number 5 of this Article. In the case of the admission of an organization, the notification shall be sent only to the Chairperson of the respective PCC.
7. A list of all entities and organizations granted Associate membership in each PCC shall be compiled and maintained by the Executive Secretary. The Executive Secretary shall provide the Secretary General of the Organization, all Member States of CITEL and the Chairs of the PCCs with a copy of that list.
8. An entity shall cease to be an Associate member in the event that approval is withdrawn by the corresponding Member State. An organization shall cease to be an Associate member in the event that approval is withdrawn by COM/CITEL.

ARTICLE 86³³
Participation of Associate Members

1. Each Associate member has the right to participate in any of the meetings of the PCCs to which the Associate member is affiliated by sending one or more representatives. To that end, Associate members shall provide in writing to the Executive Secretary the names of their representatives before the opening of each PCC meeting.
2. Associate members of a PCC may fully participate in all the activities of that PCC with voice but without vote. They may present technical papers and receive the documents of that PCC. An Associate member of any PCC shall also be entitled to participate in the work of any joint working group to which its PCC belongs, without being requested the payment of additional fees.
3. In order for an Associate member to speak on behalf of and in representation of the corresponding Member State, he shall:
 - a. Have been previously accredited as part of that Member State delegation, and

³³ [CITEL-1998] [CITEL-2002]

- b. Be presented by his/her delegation, before speaking, indicating that his/her verbal statements are as a representative of that member State.

ARTICLE 87³⁴
Associate Membership Fee

1. Associate members shall share in the costs of operation of the PCC in which they participate by voluntarily choosing a contributory level. The minimum contribution shall be "one" unit, which may be increased in levels of half a unit, as a minimum.
2. The monetary value of the unit, stated in U.S.A. dollars, shall be established by the CITEL Assembly, and shall cover membership payment for one calendar year or, as the case may be, for the pro-rated corresponding part.
3. Associate members shall have until October of each year to notify the Executive Secretary of CITEL of any change in the level of their contributions, which must comply with the provisions of this article. Any such change shall take effect as of the year immediately following. Associate members that do not indicate any change shall continue to be considered as being at the previously selected contributory level.
4. Funds derived from Associate membership fees shall be allocated to the budget of the corresponding PCC and used as directed by the respective PCC Chairman to defray expenses of PCC meetings, their groups, and relevant activities of the corresponding PCC.
5. Associate Members shall pay their annual contribution in advance. The due date for the payment of the annual membership fee is January 1 of the corresponding year; however, for a new Associate member, the due date during the first year of membership is thirty days after that Member receives notice of its acceptance as an Associate member. Associate members who pay their membership fees within 60 days after the due shall be deemed active Associate members. Those who do not pay within this time without informing the Executive Secretary on the reasons for such delay shall be deemed passive Associate members, and shall have their membership privileges suspended by the Executive Secretary until such time as their accounts are paid up to date. If the Executive Secretary is satisfied with the justification of the delayed payment of fees by a Member, he may extend the deadline for payment up until June 30 of the corresponding year.
6. Any Associate member may renounce membership in any PCC by written notification of such intention to the Executive Secretary. Such renunciation will become effective 90 days from the date of notification. In such a case, membership fees will be prorated on a yearly basis.
7. In case of resignation, Associate members shall be liable for their fees up until the effective date of renunciation, and likewise, those who are up to date in their fees shall be considered active Associate members up until that same effective date.

³⁴ [CITEL-1998] [CITEL-2002]

ARTICLE 88³⁵
Observers and Guests

Observers

1. Observers in the categories set out in Articles 13, 14, 15, and 16, paragraph 1 may participate as observers to the PCCs on the same terms as prescribed in Regulations for their participation in the meetings of the CITELE Assembly, by appointing their representatives in a written notice addressed to the Executive Secretary, who will inform the Chairman of the corresponding PCC.
2. Observers in the categories referred to in Article 16, paragraph 2 may participate as observers of the PCCs, subject to the approval of their request to participate by the Chair of the corresponding PCC. The request to participate shall be presented in writing to the Executive Secretary of CITELE fortyfive days in advance of the corresponding meeting.
3. Observers referred to in Article 16, paragraphs 1 and 2 may speak at the PCC meetings only when invited to do so by the corresponding presiding officer, because of a special interest or expertise in a specific topic of discussion. Alternatively, such observers may provide written statements on such topics when expressly authorized or requested to do so by the presiding officer.

Guests

4. An entity involved in telecommunications or a person with a specific interest in telecommunications may attend as a guest the meetings of PCCs, its Working Groups, and Ad Hoc Groups under the following conditions:
 - a. The person or entity must request the Executive Secretary in writing their interest to participate in a meeting at least 45 days before the meeting.
 - b. The Executive Secretary shall inform the corresponding Chairman and the Member States that participate in the group.
 - c. If there is no objection and on the instructions of the respective Chairman, the Executive Secretary will extend the corresponding invitation.
5. The guests, with the authorization from the Chair, and if there is no objection from a Member State attending the meeting, may receive copy of the documents of the meeting and make verbal or written presentations at the meeting.

³⁵ [CITELE-1998] [CITELE-2002]

C. MEETINGS

ARTICLE 89³⁶

1. Each PCC shall meet at least once a year at a time and place determined by its respective Chairman. The meetings of a PCC shall be conducted in accordance with the provisions of these Regulations corresponding to the CITELE Assembly, to the extent that such provisions are applicable.
2. Papers, studies, decisions, and draft resolutions of a PCC which require the consideration of the CITELE Assembly shall be submitted to COM/CITELE at least four months before a meeting of the CITELE Assembly is held.
3. A PCC may hold private sessions restricting participation solely to Members and Associate members. The Chairman of a PCC, a Working Group, or an Ad Hoc Group may convene private sessions during a meeting at his discretion or at the request of a Member State. However, on the basis of reciprocity, observer organizations may be invited by the Chairman to attend these private sessions, if there is no objection from a Member State.
4. If for any reason a Regular Meeting of a Permanent Consultative Committees cannot be held in the country chosen by the Chairperson, it shall be held at the seat of the General Secretariat of the Organization, unless one of the Member States, with sufficient advance notice offers to host the meeting, in which case the Chairman of COM/CITELE may agree to hold the meeting in that country.
5. The Secretary General of the Organization, or by delegation, the CITELE Executive Secretary, shall transmit the notice of convocation of the meeting and the invitations to the participants as soon as the country offering to host the meeting confirms to the CITELE Secretariat the exact date, city and specific location for the meeting. The country offering to host a meeting shall provide this information to the Executive Secretary, no later than 60 days before the proposed date of the meeting.

ARTICLE 90³⁷ **Decisions**

1. In the absence of consensus in the deliberations of the PCCs, draft resolutions shall be adopted in accordance with the Regulations on voting established in Article 94 of these Regulations. In order to approve a resolution, decision or recommendation by vote or consensus, the PCC meeting must have a quorum of one third of the Member States of CITELE.
2. The approval of any PCC resolution will require the affirmative vote of at least one third of all CITELE Member States.

³⁶ [CITELE-1998] [CITELE-2002]

³⁷ [CITELE-2002]

3. In addition, PCCs may adopt resolutions, decisions, or recommendations by correspondence provided there are no negative responses from the CITELE Member States and applying such procedures as may be established by COM/CITELE.

CHAPTER V THE SECRETARIAT

ARTICLE 91

The Secretariat shall be composed of the Executive Secretary, appointed by the Secretary General of the Organization, in consultation with the members of COM/CITELE, and the professional and administrative staff that the Secretary General appoints in accordance with the General Standards to Govern the Operations of the General Secretariat of the Organization of American States.

ARTICLE 92³⁸ The Executive Secretary of CITELE

1. The Executive Secretary of CITELE shall be a person highly versed in the subject matter. The post of Executive Secretary of CITELE is a position of trust, regulated by the General Standards to Govern the Operations of the General Secretariat of the Organization of American States.
2. In addition to the functions established in the CITELE Statute, the Executive Secretary shall have the following duties:
 - a. To prepare the technical documents assigned to him by the organs of CITELE and the working documents for CITELE meetings.
 - b. To serve as Technical Secretary of the meetings of the CITELE Assembly and of COM/CITELE.
 - c. To see that the minutes, decisions, papers, and draft resolutions of all the organs of CITELE are in accordance with the provisions of the Charter of the Organization, the mandates of the General Assembly, the Statute of CITELE, and these Regulations.
 - d. To receive official correspondence relating to CITELE, to deal with it appropriately, and to handle communications regarding the work of the Secretariat, informing the Secretary General of the Organization thereof. Copies of such correspondence shall be sent to the Chairman of COM/CITELE.
 - e. To carry out the decisions and tasks that the different organs of CITELE may request.
 - f. To cooperate with the Chairman of COM/CITELE in the preparation of the draft agenda for each CITELE Assembly Meeting, as well as in the preparation of the agenda for each COM/CITELE meeting.

³⁸ [CITELE-1998] [r, t correspond to CITELE-2002]

- g. To prepare documents, studies, and reports necessary for each CITEL Assembly and COM/CITEL meetings, taking into account the guidelines established in this regard by COM/CITEL.
- h. Once COM/CITEL has decided upon the date and place for the regular and special meetings of the Assembly, to so inform the Member States immediately in writing.
- i. To prepare notices of convocation for the meetings of all CITEL organs.
- j. To cooperate with COM/CITEL in the preparation of the annual report of CITEL to be presented through the Secretary General to the Permanent Council of the Organization for its consideration.
- k. To keep CITEL Member States permanently informed of technical activities in the telecommunications field, in accordance with the instructions received from the Chairman of COM/CITEL and taking into account the information received by COM/CITEL.
- l. To provide information on the resolutions and decisions of the CITEL Assembly on telecommunications matters to world or regional governmental or non governmental agencies specializing in telecommunications, for which purpose a periodic newsletter may be utilized.
- m. To provide a periodic information service, with widespread coverage on the progress of telecommunications and their development in the American States.
- n. To maintain custody of the files containing the official documentation of all the meetings of the CITEL organs.
- o. To represent the Chairman of COM/CITEL at public or private functions and at meetings of international organizations, when the Chairman so decides.
- p. After consultation with the Chairmen of the Permanent Consultative Committees, to prepare and submit to COM/CITEL an annual preliminary draft budget taking into account the directions given by the previous CITEL Assembly Meeting.
- q. To supervise the staff of the CITEL Secretariat, in order to ensure the most effective use of personnel.
- r. To prepare and make available to the Member States and Associate members by electronic means the resolutions, recommendations, decisions, and declarations of the organs of CITEL.
- s. To prepare annually, for submission to and approval by COM/CITEL, a schedule of meetings covering the coming two-year period. In preparing the schedule of meetings, the Secretariat should take into consideration the schedule of pertinent OAS, ITU and Regional Organizations meetings, and should also coordinate beforehand with the chairpersons of the various committees.
- t. Regularly to prepare and distribute to the Chairman of COM/CITEL and the Chairpersons of PCCs a report on the expenditures paid with CITEL financial resources, including Associate membership fees.

**CHAPTER VI
GENERAL PROVISIONS**

A. TRAVEL EXPENSES

ARTICLE 93

Travel expenses for staff members of the General Secretariat of the Organization attending any meeting of the CITELE organs, in order to be charged to CITELE's budget, must be expressly provided for and approved in that budget.

B. WORKING METHODS OF CITELE

ARTICLE 94

Schedule of meetings and agendas

1. Meeting dates should be set well in advance.
 - a. COM/CITELE shall set and distribute a calendar of proposed meetings for all CITELE organs, including specific dates and venue.
 - b. The calendar of proposed meetings should be drawn up to minimize conflict with major activities of the ITU, and as appropriate, with regional meetings of related standards or development organizations.
 - c. To the extent practicable, meetings of CITELE organs provided for in the Statute should be regularized. Additional meetings may be scheduled at the discretion of the Chairmen.
2. Information about the calendar meetings and meeting notices should appear regularly in the "Newsletter".
3. COM/CITELE shall prepare a draft preliminary agenda for each Regular Meeting of the CITELE Assembly one year in advance.
4. Chairmen of the PCCs, with the assistance of the Executive Secretary, shall send proposed agendas for the PCC meetings to all participants of the respective committees at least two months prior to the meeting.

ARTICLE 95³⁹

Conduct of meetings and administrative support

1. The Secretariat shall provide administrative support to prepare for, conduct, and follow up on all the meetings of the CITELE Assembly, COM/CITELE and each of the PCCs in accordance with the budget, and taking into account the level of support provided by the host country to the meetings.

³⁹ [CITELE-2002]

2. The Chairman's reports and the technical contributions or proposals to be considered at each PCC Plenary meeting should be made available to all members as they are received, by the most suitable means, prior to the meeting. Additional technical contributions may be submitted up to the date of the meeting at the discretion of the Chairman.

3. The Chairman may limit the time for the presentation and discussion of documents, taking into account whether they are information documents or proposals. Information documents shall not be submitted for discussion, but rather comments will be requested thereon which will also be subject to a time limit. The Chairman will have to respect at all times the right to speak of the Member States and the Associate Members.

4. All documents for meetings of the CITELE Assembly and COM/CITELE are to be translated and distributed by the Secretariat to members in final reproducible form, if possible in English and Spanish, as soon as they are available.

5. Members are encouraged to use modern means of communication to conduct business to the extent possible. This should be the normal way for working groups and ad hoc groups to work to minimize the number of meetings.

6. Seminars, ad hoc groups and working groups meetings of each PCC should be scheduled in as much as possible, in conjunction with a relevant PCC Plenary meeting.

7. Member States or Associate Members who host seminars, ad hoc groups or working groups that meet independently of a regular PCC meeting shall bear the costs of such meetings, if there are not resources approved for that purpose in the CITELE program-budget.

ARTICLE 96⁴⁰

Working Procedures governing the activities of the PCCs

1. The process that determines areas of priority interest among the participants involves holding seminars on topics of interests, and forming ad hoc groups to explore areas that may be subject of permanent working groups. This process should be used at the PCC level.

2. Seminars and discussions on topics of interest should be held in conjunction with PCC meetings, with the meetings of Working Groups or Ad Hoc groups, or whenever necessary as agreed with the PCC.

3. For a Working Group to be created, at least six Member States should undertake to actively participate in its work. The establishment of the Working Group shall be approved by a PCC resolution indicating its scope of interest and mandate.

4. For an ad hoc group to be created, at least three Member States shall undertake to actively participate in its work. The establishment of an ad hoc group shall be approved by a resolution indicating its specific tasks, its mandate, its duration, and its working schedule. The same resolution shall include the proviso that the findings of the group shall be reflected in a technical report attaching a draft resolution, decision, or recommendation.

⁴⁰ [CITELE-1998]

5. Ad hoc groups shall work up to two consecutive years, their term may be exceptionally extended by the corresponding Committee or by the Assembly when applicable, for a limited period to allow for the completion of tasks. Eventually, the PCC may transform the ad hoc group into a Working Group, pursuant to the procedure described in paragraph 3 above.
6. Every Working Group and ad hoc group shall have a Chairman and one or more Vice-Chairmen appointed by the Chairman of the PCC. The Chair and Vice-Chair may be held by either a Member State or an Associate Member. In the selection of a Chair or Vice-chair, equitable geographic distribution should be taken into account in as far as possible.
7. All PCC members may attend the meetings of the Working Groups and the ad hoc groups. However, only those that specifically register as members of the Working Group or ad hoc group may be assured of getting working documents and would be expected to participate actively in the work of the group. The discussions on the working documents and the reports arising therefrom shall take place within the meetings held by the Group and shall at all times observe the provisions of the mandate.
8. The Chairpersons of the Working Groups and Ad Hoc Groups must provide reports in writing and/or verbally at each PCC meeting. The final report presented by any Group shall reflect its results and must be distributed by the Executive Secretariat to the PCC members. The final report cannot be amended by the PCC. Nevertheless, any proposal for action that might arise as a result of the report must be dealt with by the PCC.
9. Any actions proposed to the PCC in the form of resolutions, recommendations, or decisions from a Working Group or Ad Hoc Group must be clearly identified and supported in the Group report. The report shall state whether the action being proposed has received approval from all the participating members of the Group.
10. With a view to ensuring their due consideration by the Member States, all draft resolutions, recommendations, or decisions presented to the PCC Plenary meeting by a Working Group or Ad Hoc group shall be distributed, in the working languages of CITELE, to the Member States present at the PCC meeting before the start of the meeting, where they shall be discussed or submitted to a vote.
11. The plenary of the PCC shall adopt the resolutions or recommendations of the Working Groups by consensus and with the presence of one third of the Members; those measures can be adopted also by correspondence provided that there are not negative answers.
12. PCCs are allowed to change and adapt their work methods to most efficiently meet the needs of their members, provided they do not contravene the provisions of the CITELE Statute and Regulations.
13. COM/CITELE shall routinely review the work programs of PCCs and provide advice to the PCC chairmen regarding areas where there is overlap or redundancy and where more coordination among the PCCs is required. In this regard, the chairmen of the PCCs should routinely coordinate to avoid duplication and to identify areas where formal cooperation between or among PCCs would be useful. Likewise, efforts should be made to ensure that new Working Groups or Ad Hoc groups do not duplicate the work that is being performed by already existing groups. This may be achieved by reviewing the mandates of the existing groups and taking such actions as may be necessary to effectively coordinate the work of the corresponding Working Groups, Ad Hoc Groups, or PCCs.

14. PCCs shall regularly evaluate the need to retain their Working Groups and *Ad Hoc* groups depending on their activities and on the effectiveness of their work, in particular those having failed to submit their report at two consecutive meetings of the PCC. This evaluation may result in a draft resolution whereby:

- a. The group is required to continue its tasks.
- b. The group's work is terminated.
- c. The group's scope of activities, mandate or duration is changed.
- d. A new Chairman and/or Vice-Chairman are/is appointed for the group.
- e. Any other action is taken to contribute to achieving the goals sought.

15. Work shall be performed, insofar as possible, with the use of electronic documents transmission systems.

16. Both the CITELE Assembly and COM/CITELE may apply the above procedures or any part thereof in establishing their Working Groups or Ad Hoc Groups.

C. VOTING RULES

ARTICLE 97

1. Where the Statute or these Regulations requires that a decision be taken and a consensus is not reached, there shall be a vote by secret ballot. The secret ballot rule may be suspended temporarily on a case by case basis, provided that, before the secret vote is begun, a motion is made to suspend the rule, and an absolute majority of the participating Member States approves that motion by a show of hands.

2. The Chairman may permit a delegate to explain his vote, either before or after the voting, and he may limit the time for such an explanation.

D. RELATIONS WITH OTHER ORGANIZATIONS

ARTICLE 98

1. With a view to maximizing cooperation and coordination in its activities and work, CITELE shall collaborate, through such agreements as it deems pertinent, with technical, governmental, nongovernmental and intergovernmental agencies engaged in activities similar to those contemplated in the objectives and functions of CITELE, set out in Article 3 of the Statute.

2. When the activities of CITELE are germane to the technical competence of an inter-American specialized organization, the subsidiary organs, agencies, and other entities of the inter-American System, CITELE shall request their cooperation in carrying out those activities.

E. OTHER PROVISIONS

ARTICLE 99 Entry into Force

These Regulations shall enter into force on the date of their approval by the CITELE Assembly and shall govern all meetings of all CITELE organs.

ARTICLE 100 Amendments to the Regulations

1. Proposals to amend these Regulations shall be submitted to the CITELE Assembly for adoption. Adoption of amendments shall be by an absolute majority of the participating Member States.
2. When COM/CITELE determines that an amendment is urgent, it may decide to apply that amendment provisionally pending final decision by the CITELE Assembly at its next Regular or Special meeting, in accordance with Article 17(g) of the Statute.
3. Amendments to these Regulations, once adopted by the CITELE Assembly, shall be presented to the General Assembly of the Organization at its next regular session for its information.

ARTICLE 101 Suspension of provisions from Chapter II

The provisions of Chapter II of these Regulations shall apply to all meetings of the CITELE Assembly. However, in exceptional circumstances, the Assembly may decide by a two-thirds majority vote of the participating Member States to suspend temporarily any provision of Chapter II of these Regulations for the more efficient functioning of the Assembly. This suspension shall not contravene any provision of the Statute.

ARTICLE 102 Unregulated matters

Situations and matters not provided for in these Regulations shall be decided by COM/CITELE by an absolute majority vote of the Member States participating in the CITELE Assembly or COM/CITELE members if the Assembly is not in session. Should the Assembly or COM/CITELE not be in session, they shall be dealt with provisionally by the Chairman, after consulting with the other members of COM/CITELE, until COM/CITELE ratifies this decision at its next meeting. COM/CITELE shall report all decisions adopted under this Article, to the next Regular Meeting of the CITELE Assembly. No decision adopted under this Article can contradict the provisions of the CITELE Statute.

ANNEX⁴¹ NAMES OF THE PCC

In reference to Article 77 of these regulations, CITELE has the following Permanent Consultative Committees (PCCs):

⁴¹ [CITELE-2002]

Permanent Consultative Committee I (PCC.I): Telecommunication Standardization
Permanent Consultative Committee II (PCC.II): Radiocommunications including Broadcasting

COM/CITEL RES. 147 (XII-02)⁴²
BASIC SUPPORT CONDITIONS NEEDED TO HOLD CITEL MEETINGS

The XII meeting of the Permanent Executive Committee of CITEL, COM/CITEL,

CONSIDERING:

- a) That the conditions for organizing meetings and basic needs have varied substantially since decision COM/CITEL DEC.18 (VII-98) was approved because of changes in working procedures and technological breakthroughs that it was possible to introduce in the organization of CITEL meetings, and
- b) That for each meeting outside the headquarters of the Organization of American States, CITEL signs a Letter of Understanding with the meeting's host country indicating the following: budget approved by the meeting of COM/CITEL for the meeting, specific requirements in terms of staff, premises, materials, equipment, and transportation, and operation of the Wireless Local Area Network if it is to be used,

RESOLVES:

1. To approve the basic support conditions needed to hold CITEL meetings indicated in the Annex.
2. To revoke decision COM/CITEL DEC.18 (VII-98).

ANNEX

BASIC SUPPORT CONDITIONS NEEDED TO HOLD CITEL MEETINGS

A. CONTRIBUTION OF OAS/CITEL FUNDS TO HOLD MEETINGS

COM/CITEL establishes an estimate of expenditures for the activities that are scheduled and which will be paid by: the budget approved by the General Assembly and specific funds from associate members.

The allocations are aimed at funding travel expenditures and the per diem subsistence allowances of the staff of the OAS/CITEL General Secretariat and to **partially** fund the expenses incurred before, during, and after the meeting for: the translation of documents (in the corresponding languages), interpretation services (in the corresponding languages), and costs for meeting staff, materials, and equipment.

⁴² Document COM/CITEL/doc. 728/02

The CITEL Secretariat at headquarters shall administer the expenditures incurred before, during, and after the meeting in accordance with what was established in the letter of understanding signed with the Administration hosting the meeting.

B. OAS STAFF SUPPORT

The Executive Secretary, in consultation with the host country and bearing in mind the facilities and needs of each meeting, shall determine in each case the OAS staff who will assist in organizing the meeting, which includes, among others, organization of the work of the meeting, registration of the participants, preparation documents, and coordination of the corresponding translation work.

C. STAFF SUPPORT FROM THE MEETING'S HOST COUNTRY

The host country of the meeting will have to designate a local general coordinator, responsible for the timely and efficient functioning of the meeting's services in respect to administration, protocol, security, accommodations, installations, and transportation. The person must have the authority to decide and resolve any problems that might arise in respect to the efficient performance of the local secretariat and its staff during the meeting. This person will act as the counterpart of the Executive Secretary of CITEL and will have to be designated sufficiently in advance of the meeting, with timely notification of this designation to the Executive Secretary of CITEL.

The specific breakdown of the staff required for the Secretariat of the meeting shall be established in the letter of understanding with the host country of the meeting and shall include staff for:

- Registration of participants.
- Coordination of services for the preparation of documents. The persons designated shall prepare documents, order translation when required, reproduction and distribution of documents. These persons must have advanced skills in using Office (Microsoft ®).
- Control of interpretation and recording equipment to tape at least the plenary sessions of the meetings. The recording of the meetings should be on only one channel and in the original language.
- Meeting room services for each meeting room throughout the sessions. These persons will attend the requests of the Chairman of the meeting, the participants, and the Secretariat.
- Document distribution services.
- Document printing services.
- Translation and interpretation services. The curricula vitae of the translators and interpreters who will be working for the meeting will have to be provided at least sixty days before the date of the meeting to confirm that they are registered on the list of translators qualified by OAS or to have them take the corresponding tests to meet CITEL's quality requirements. The specific requirements for each meeting will be forwarded to the local general coordinator of the meeting sixty days before the meeting starts. It is recommended that the translators and interpreters review the material sufficiently ahead of time to be sure they have adequate experience for the type of meeting, since in some cases the material may be highly specialized and technical.
- Technical support for the meeting's computer equipment and for installing CITEL's wireless local area network.
- Secretarial support for the Chairperson of the meeting and the CITEL Secretariat.
- Air ticket receipt/reservation service for confirming travel arrangements of participants.

- Communications services.
- Service for delegates.

For each meeting, the letter of understanding that is signed between the CITEL Secretariat and the host country will indicate in detail the needs in terms of work schedule and number of staff. This staff will be hired by the Administration hosting the meeting.

D. MEETING ROOMS, ROOM FOR DELEGATES, SECRETARIAT ROOMS, AND OFFICES FOR THE MEETING'S AUTHORITIES

Meeting rooms

Bearing in mind the specific needs of each meeting, presented by the chair of the meeting when preparing the calendar, the following will be specified in the letter of understanding signed between the CITEL Secretariat and the Administration of the host country:

- The number of meeting rooms and their respective capacity.
- Interpretation service needs. The meeting rooms where the soundproof cabins and interpretation equipment have to be installed will be indicated.

There must be an adequate number of receivers and microphones, bearing in mind the number of participants estimated for the meeting. A copy of the layout of the meeting rooms and the areas to be used by the Secretariat will have to be provided sixty days before the meeting starts to establish the location of the equipment for CITEL's wireless local area network.

Room for delegates

There will be a room available for the delegates (CYBERCAFE) where an adequate number of computers with access to Internet will be installed for the use of the participants .

Secretariat staff rooms

The rooms for the staff of the Secretariat shall have access to Internet. The room for the translation staff should be sufficiently independent and quiet so that they can concentrate on their work.

Offices for the meeting's authorities

An independent office with telephone, fax, computer, and access to Internet for each one of the following authorities of the meeting shall be provided:

- Chair of the meeting.
- Secretariat of CITEL.
- Local General Coordinator of the meeting.

For the Chairperson of the meeting and the Executive Secretary of CITEL, there will be automatic international dialing with a security access code.

E. EQUIPMENT AND SERVICES

In each particular case, the specific needs for the following will be indicated:

Equipment

- High-capacity photocopiers.
 - Low-capacity photocopier for the Secretariat of the Meeting and the Room for the delegates.
 - Table name-holders with the names of the member countries, associate members (if any), observers and international organizations, OAS, and expected guests.
 - An adequate number of pigeon holes to cover the estimated number of participants.
 - Local area network (LAN) in the areas of the Secretariat and the Room for the delegates, which shall be interconnected with the WLAN of CITEL.
 - Computers. This equipment should have at least the following software:
 - Windows 98 (Microsoft ®)
 - Office 97 (Microsoft ®)
 - Updated antivirus software
- In addition, the computers of document coordinators shall have an internal high-speed CD player/writer.
- Sufficient number of laser printers.
 - UPS systems in each computer.
 - Multimedia projector with suitable compatibility for connection to any PC and/or overhead projector with the corresponding projection screen. This need will be confirmed sufficiently ahead of time as agreed upon between CITEL and the host country, since it depends on each meeting in particular.

Services

- Internet access service to be provided at the meeting (bandwidth, type of access, IP address blocks, etc.). This information shall be provided 45 days before the start of the meeting.
- CD-ROM burning services with all the documents of the meeting to be delivered to the delegates. This could take place at the venue of the meeting if there is an adequate number of CD-ROM burners available.

F. OFFICE SUPPLIES AND MATERIALS

The specific data will be indicated in the Letter of Understanding of the CITEL Secretariat with the elements that are deemed timely and strictly necessary.

G. OTHER

The local general coordinator of the meeting will have to process, with the competent authorities, the temporary duty-free entry and exit of the wireless local area network equipment and documents and materials that the Secretariat will have to send to the meeting's venue.

The Administration hosting the meeting shall have suitable medical services available.

COM/CITEL/RES. 148 (XII-02)⁴³
**IMPLEMENTATION OF THE AGENDA FOR CONNECTIVITY IN THE AMERICAS
AND PLAN OF ACTION OF QUITO**

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

HAVING SEEN:

Resolution CITEL/RES.33 (III-02) of the III CITEL Assembly, that instructed COM/CITEL to undertake further consultations within CITEL via the CITEL Electronic Forum to permit COM/CITEL to update the Agenda for Connectivity in the Americas and Plan of Action of Quito at its XII Meeting; and in addition, to develop the Plan of Action identifying areas within the competence of CITEL based on the results of the XII Meeting of COM/CITEL,

CONSIDERING:

- a) That an opportunity to submit further comments on the Agenda for Connectivity in the Americas and Plan of Action of Quito was provided and that all comments received have been incorporated into the document in Annex to this Resolution;
- b) Resolution CITEL/RES.44 (III-02) of the III CITEL Assembly setting forth the Strategic Plan of CITEL for 2002-2006;
- c) Resolution CITEL/RES.43 (III-02) of the III CITEL Assembly establishing the Permanent Consultative Committees of CITEL, and,
- d) That the Executive Secretary of CITEL has sent the text of Resolution CITEL/RES.33 (III-02) of the III Meeting of the CITEL Assembly and the Agenda for Connectivity and the Plan of Action of Quito to the OAS Executive Secretariat for the Summit Process, which conveyed those documents to the 27th Meeting of the Summit Implementation Review Group held in Washington, D.C., on November 7, 2002,

RECOGNIZING:

- a) That the Agenda for Connectivity and the Plan of Action of Quito provides guidance to Member States on steps they may wish to take, if appropriate, to develop national Agendas for Connectivity
- b) That further development of the Agenda for Connectivity and the Plan of Action of Quito is recommended and that it contains elements that are beyond the scope and mandate of CITEL activities, and require the collaboration of the governments of the hemisphere, in conformity with their respective national policies on connectivity and Information and Communications Technology issues, as well as the participation of regional, sub-regional and multinational agencies, of civil society and of the private sector, each within their competences and responsibilities to achieve connectivity in the region;

⁴³ Document COM/CITEL/doc. 736/02 rev.2

- c) That continued participation by the telecommunication sector is of critical importance to implementation of the Agenda for Connectivity in the Americas and Plan of Action of Quito;
- d) The importance of the work done by CITEI in developing the Agenda for Connectivity in the Americas and Plan of Action of Quito, and
- e) The possible need to further revise or update the Agenda for Connectivity to reflect changes in the telecommunications environment,

RECOGNIZING FURTHER:

That the Twelfth Meeting of COM/CITEL has updated the Agenda for Connectivity and the Plan of Action of Quito.

RESOLVES:

To instruct the Executive Secretary to convey the text of this resolution and the Agenda for Connectivity and the Action Plan of Quito to the OAS Executive Secretariat for the Summit Process, with a request that the Secretariat take appropriate action to encourage further development and implementation, as appropriate to each Member State, and also

INVITES:

The Permanent Consultative Committees of CITEI to take into consideration how they can contribute to the implementation of an Agenda for Connectivity in developing their work plans, to include at least the following elements:

- a) In its work PCC.I shall take into account the coordination, planning and harmonization of technical standards, stimulating and promoting the development of telecommunications services and networks within the region, promoting the expanded use of technologies, such as IP Protocol, which could foster interoperability of services and networks among the Member States, and related matters in accordance with its mandate which will contribute to an Agenda for Connectivity, and
- b) In its work, PCC.II shall take into account methods to stimulate and foster the development of radiocommunication services, including broadcasting, in the region, and to promote the expanded use of modern technologies and new radiocommunication services, including broadcasting, specifically their technical and operational aspects, to meet the needs of Member States and to contribute to an Agenda for Connectivity.

AGENDA FOR CONNECTIVITY IN THE AMERICAS

PLAN OF ACTION OF QUITO

Edition of March 5, 2003

EXECUTIVE SUMMARY

The Heads of State and Government present at the Summit of the Americas held in Quebec City in April 2001 recognized that the technological revolution taking place has profound social, economic and political consequences, and that a new economy and society are being defined by an increasing capacity to access and disseminate information, and by the need and challenge of transforming such information into knowledge for the benefit of all citizens of the Americas.

In this context the Heads of State recognized the urgency of closing the Digital Divide, both between and within nations of the Americas.

As expressed by the Statement on Connectivity, the promotion of an Agenda for Connectivity in the form of national, regional and sub-regional strategies will facilitate the process of addressing and closing the digital divide and accelerate the integration of the hemisphere into a knowledge-based society, particularly in developing countries, smaller economies, and among rural and disadvantaged groups. In fulfillment of the Plan of Action of the Quebec Summit, the Inter-American Telecommunication Commission (CITEL) was instructed to work with regional organizations and agencies to develop a cooperative and collaborative program to support an Agenda for Connectivity in the Americas.

There are three fundamental components of an Agenda for Connectivity addressed in this document: infrastructure, utilization and content. There are also three basic premises for success outlined: first and foremost, that the agenda must be designed and implemented with an active participation of civil society including the private sector; second, that it must be based on principles of equity, universality and affordability, and third, that it must be geared to stimulate the production and availability of relevant content in critical areas addressing the fundamental needs of the citizens of the Americas.

This document provides a conceptual framework, outlines a set of general guidelines as a Plan of Action to design and implement a connectivity strategy, and includes an annex section offering detailed suggestions to Administrations in several critical areas.

The document calls for all countries of the Americas to formulate a vision statement of their own Agendas. However, in defining such a national vision, each country is encouraged to establish realistic objectives, goals and deadlines.

The Plan of Action provides a general framework and outlines a three step process for countries willing to design and implement a connectivity strategy appropriate to their circumstances. The three basic steps are: assessment and planning, implementation (including infrastructure, utilization, content, legal and regulatory framework and financing), and evaluation.

To facilitate the development and guarantee the continuity of national agendas, it is proposed that they be directed by a working group at the highest possible level, under the guidance and direction of the respective government, and with an active participation by civil society including the private sector. To maintain the autonomy necessary for the successful design and implementation of the respective agendas, the working group should be established as a Secretariat or National Coordination Office. Given connectivity's "horizontal" nature and multi-sectoral application and considering each country's legal and institutional context, it is recommended that such Secretariats or National Coordination Offices not be assigned or subordinated to any particular ministry, department, or agency. Such Secretariats or National Coordination Offices should report directly to the Head of State, while respecting the legal mandates of the other government agencies and institutions.

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AGENDA FOR CONNECTIVITY IN THE AMERICAS AND PLAN OF ACTION OF QUITO

1. Rationale

The Heads of State and Government of the Americas, gathered at the Summit of the Americas held in Quebec City, in April 2001, recognized that an extraordinary technological revolution of profound social, cultural, political, and economic consequence is under way, and that the region is entering a new economy and society defined by its vastly enhanced capacity to access and disseminate information and to transform that information into knowledge.

The Summit expressed its firm conviction that promotion of an Agenda for Connectivity in the Americas, in the form of national agendas or strategies, would facilitate the integration of the Hemisphere into an increasingly knowledge-based society, particularly in developing countries, smaller economies, and among rural and disadvantaged groups. The aim is to provide the citizens of the Americas with opportunities to develop and use knowledge so as to profit fully from opportunities to strengthen democracy, generate prosperity, and fulfill their human potential.

The Quebec City Summit instructed telecommunications authorities and the pertinent regulatory agencies to work with regional and subregional organizations and agencies to develop and execute, prior to the Fourth Summit of the Americas, a cooperative and collaborative program to support an Agenda for Connectivity in the Americas.

To carry out this task, the Inter-American Telecommunication Commission (CITEL) has coordinated the preparation of the document attached hereto. CITEL has undertaken this task in full recognition that the scope of an Agenda for Connectivity in the Americas necessarily extends far beyond its mandate and its authority to implement it, and indeed far beyond the ability of telecommunications authorities to implement on their own. CITEL also recognizes its limitations in developing an Agenda for Connectivity that is to cover all aspects society. For this reason, CITEL invites other regional and subregional organizations, including the other Partner Institutions to the Summit (Pan-American Health Organization, the Economic Commission for Latin America and the Caribbean, the Inter-American Development Bank and the World Bank) to join forces in establishing an Agenda for Connectivity in the Americas. In this context, it is envisaged that the Institute for Connectivity in the Americas (ICA) created at the Quebec City Summit could be instrumental in promoting and advancing the guidelines, principles and action items set out in this document.

2. Objectives of this document

The objectives of this document are:

- To provide a conceptual frame of reference and general guidelines to facilitate the assessment of a country's current state of connectivity and, taking into account the national context, the design, implementation, evaluation, and integration of national connectivity agendas, without implying any obligation on the part of the member states.
- To establish such principles, premises, definitions, goals, and timeframes as may fulfill the hemispheric commitment to make connectivity viable in the countries of the Americas. .

- To highlight the importance for connectivity agendas to be understood, conceived, and executed as broadly conceived national state policy.
- To provide a possible plan of activities at the national level, including recommendations for evaluation, implementation, control, and administration to facilitate and promote the adoption and continuity of a country's connectivity agenda based on active and ongoing participation by civil society, the private and public sectors, regional, subregional, and related public bodies and international organizations in the life cycles of such agendas..

3. Fundamental elements an Agenda for Connectivity

3.1. Definition of connectivity

For purposes of this document, connectivity is a society's internal capacity for communication with itself and with its global environment through the use of telecommunications, information technologies, and through the products of its content industries. The purpose of connectivity is to enable each country of the hemisphere to evolve towards the information and knowledge-based society. Connectivity is not an end in itself. The objective of connectivity policy must be to promote the social, economic, and cultural development of the countries, promote welfare, and improve people's quality of life.

3.2. Definition of Agenda for Connectivity

An Agenda for Connectivity should be a consensus instrument which sets out the principles, premises, definitions, objectives, and essential commitments to ensure that full advantage will be taken of communications, information technologies, and content in the economic, social, cultural, and political development of a country, with the ultimate aim of preparing it to evolve towards the information and knowledge-based society.

3.3 Definition of a Plan of Action

A Plan of Action is a document setting out a series of strategies, recommendations, and procedures for the design and execution of connectivity activities.

3.4 Players

Each Agenda for Connectivity must be conceived and executed with ongoing, active participation by society's fundamental players: civil society including the private sector, and their respective governments. Participation by these players must be reflected in the entire life cycle of the connectivity process, that is, assessment, design, implementation, evaluation, integration, and financing of the respective agendas.

3.5 Vision

All the countries of the Americas should formulate a statement of their vision of their own Agendas for Connectivity and should establish a schedule and plan of action for the implementation thereof prior to the Fourth Summit of the Americas.

In formulating that national vision, each country should establish a target date and realistic goals to be attained within that timeframe. Such goals should also take account of the anticipated end benefits and interim follow-up of the essential components of connectivity, such as infrastructure, in order to facilitate monitoring and control of the connectivity process.

A successful connectivity agenda should adhere to five premises.

The first premise is that it must be conceived and executed with the active and ongoing participation of society's fundamental players, civil society including the private sector, and the respective governments in their capacity as those with institutional responsibility for sovereignty and the public interest. It must also be developed around three fundamental components: infrastructure and access to it, utilization of that infrastructure, and the quantity and quality of the content available on the information superhighway.

The second premise is that the design and implementation of a connectivity agenda must be guided by principles of equity and universality, that is, access for everyone everywhere, at a cost truly within the reach of most of the public, especially marginalized groups and those with special needs.

The third premise is that an Agenda for Connectivity must also be designed and implemented with a view to creating investment opportunities and enhancing the efficiency, diversity, and competitiveness of the different players.

The fourth premise is promotion of the use of infrastructure, and development of national and regional content to promote countries' respective cultural identities. The use of all languages within each country, including indigenous languages, without excluding or restricting access to international content is encouraged.

The fifth premise is that the objective of connectivity is to promote the countries' social, economic, and cultural development based on a spirit of cooperation and international exchange and on respect for the agreements and commitments undertaken in this area at the international level.

3.6 Components

Three components are essential to developing connectivity. These are:

- **Infrastructure:** a combination of hardware, software, human resources, and telecommunications networks and services including the audio visual services sector, that facilitate a society's access to information and digital services.
 - Utilization: **the added value of the use of information and digital services for the purpose of generating knowledge to enhance the population's quality of life.**
- **Content:** the availability of pertinent high-quality information, applications, and services for the region's people and communities.

Any country developing its Connectivity Agenda should take a comprehensive approach to these components together, and must take into account the needs and aspirations of each of the fundamental players described above and its socio-economic approach for the Information Society and approaches to hemispheric and global ICT initiatives.

3.7 Principles

The design and implementation of an Agenda for Connectivity must be guided by principles of equity and universality, while preserving opportunities for private sector investment. Connectivity must enable trade expansion including the trading systems under regional trade agreements. Simply, all citizens must have access at a cost truly within their reach. But access is not enough. It is equally important to ensure that citizens have the skills necessary to make use of infrastructure, and an understanding of how it can improve their lives. Thus a culture encouraging the use of information and communication technologies (ICTs) must be fostered and attractive national and regional content developed to promote cultural identities, enable the use of all languages within each country, including indigenous languages, without excluding or restricting access to international content.

A modern national regulatory framework plays a key role to support and sustain the development of the Agenda for Connectivity. It should be based upon the following principles:

- Equitable, universal and affordable access to information
- Diversity of agents and of supply, and effective competition
- Transparency and clarity
- Technological neutrality, without prejudice to each country's public interest
- A competitive ICT industry
- Effective civil society participation in the development of the regulatory framework
- Strengthening the security of communication and information networks
- Training in the use of ICT services
- Respect for intellectual property rights in keeping with national provisions and international treaties
- Coordination of legislation governing the information and communications sectors

3.8 Strategies

For each country in the Hemisphere, linking the interests of the players, components, and guiding principles should lead to the design and implementation of specific national strategies. Those strategies should ultimately aim to promote major improvements in citizens' access to the global information infrastructure as well as the integration of communities into networks. To reach their goal, national strategies for connectivity should address a wide range of topics and priorities related to, *inter alia*, education, health, generation of employment, economic opportunities, investment strategies, democratic participation and protection of human rights, gender equality, economic development, particularly small and medium-size industry, commerce and services, tourism, the agricultural and export sectors, culture and recreation. Strategies should also be designed to accommodate periodic review and revision to ensure that they continue to be meaningful and to provide useful guidance to the players working to achieve connectivity.

4. PLAN OF ACTION OF QUITO

The Plan of Action of Quito outlines a three-step procedure for countries wishing to design and implement connectivity appropriate to their circumstances. The procedure is structured around the perspectives of the three fundamental players (governments, and civil society including the private sector). The three steps are:

- assessment and planning;

- execution (including infrastructure, utilization, content, regulatory framework, and financing); and
- evaluation.

In addition, a series of recommendations is made to facilitate administration of the design and implementation of national Agendas, in particular, the establishment of a working group at the highest possible level, under the supervision of the corresponding government, and with active participation by civil society, including the private sector.

4.1 Assessment and Planning

4.1.1 Assessment

In developing an Agenda for Connectivity, it would be beneficial for each country to carry out a national assessment to help define appropriate strategies, policies, and procedures. An assessment phase is important particularly because many actors in each country need to be engaged in developing connectivity. Participation in the assessment will help to show interrelationships and to avoid duplication of effort.

Annex 1 provides detailed examples of elements that should be considered for inclusion in a national assessment. The Annex follows the same topics as the recommended actions in the execution section. The scope and scale of the assessment suggested in the Annex should not discourage countries from undertaking work on the Agenda for Connectivity. While in an ideal world, governments would have all necessary information, but that is not usually the case. The recommendations in the Annex describe an ideal assessment of a country's readiness to develop an Action Plan: such a comprehensive study is not necessary at the outset.

4.1.2 Planning

Successful implementation of the Agenda for Connectivity within a country requires the support and participation of civil society including the private sector, and the public sector, working in collaboration with the relevant international organizations. It is essential to establish a forum where the players participate in formulating policies, defining priorities, strategies, and plans of action, and in the nomination of a high-level government entity to coordinate the activities and ensure that these activities are carried out in the short, medium, and long-term.

Within each government, the planning, executing, and financing processes should also be defined, under the leadership of a high-level champion having overall responsibility. The process should involve the entities responsible for defining economic policy and budgetary allocation at the applicable central, regional and sub-regional levels. A long-term commitment –extending a minimum of ten years – is essential. Annex 2 provides additional suggestions of the elements most likely to result a successful planning process.

4.2 Execution of the Agenda for Connectivity

While the assessment and planning stages are vital, the essence of the Agenda is that the fundamental players in each society are involved in executing the plan. Action should be undertaken simultaneously on five fronts: infrastructure, utilization, content, regulatory framework, and financing.

4.2.1 Infrastructure

The Plan of Action for infrastructure is central for the success of an Agenda for Connectivity and is, perhaps, the step in the national connectivity process that is most critical, requiring participation, or coordination, as provided in each country's legislation, by the regulatory bodies and the private

sector for implementation. Annex 3 offers more detailed suggestions for potential action items to encourage infrastructure development in support of connectivity. The key items are outlined below.

Chances of success in achieving a coordinated approach to developing infrastructure will be greatly improved by establishing a high-level working group, comprising representatives of the private sector, civil society, and government which, depending on the legal framework, will coordinate activities through the respective regulatory bodies. The group should draw on the results of the nation's connectivity assessment to develop infrastructure-related plans in three areas: telecommunications, information technologies, and human resources.

A vital element of an infrastructure plan is likely to be the establishment by the telecommunications regulatory agencies, with private sector support, of policies or programs to promote wide connectivity in the country. These policies and programs should include a plan for universal access to infrastructure, the Internet, and other essential social applications. The infrastructure plan should find innovative means of extending access, including identifying locations suitable for public access. Those might include schools, government offices, post offices, barracks, or dedicated telecenters, etc. Appropriate resources will have to be found to ensure ongoing development of community access points, telecenters, etc., and for providing more, and more sophisticated, services to citizens.

Plans for infrastructure should consider the attributes of all technologies, and strive to be technologically neutral, without prejudice to each country's public interest. For example, land-line's traditional dominance for personal communications and as an Internet access technology is increasingly being supplemented by wireless solutions. Community radio and community based broadcast can provide an appropriate and high quality channel for accessing information.

Those engaged in infrastructure planning should also consider the benefits to be obtained through regional and sub-regional cooperation, for example, by encouraging the development of "hubs" or network access points (NAPs) to aggregate demand and thus strengthen the business case and incentives for investment. In this regard MRAs in prescribing Certification Process, should establish opportunities for awareness-building in and technology transfer to the smaller economies of the Americas.

Governments must remember to plan any necessary legislative and regulatory changes to provide an ongoing guarantee of credibility and legal certainty.. Legal certainty will encourage firms to increase investment and expand their businesses to the benefit the connectivity agenda of each country.

4.2.2 Utilization

The Plan of Action for utilization should focus on addressing key sectors identified in the assessment phase by the stakeholders. Within civil society, and as detailed in Annex 4, the Plan of Action should focus on addressing the needs in education, health, employment, culture and recreation. A program of public education/sensitization to the importance and benefits of connectivity may also be useful to build support and demand for the full range of activities. Marginalized populations and groups with special needs should be accorded special attention. At the level of the private sector, the Plan of Action should provide an effective framework that builds trust in the digital marketplace, clarifies rules, and encourages the adoption of electronic commerce, especially by SMEs. It should be stressed that the adoption and/or expansion of e-commerce is a critical factor of social importance for economic development. At the level of the Public Sector, the Plan of Action should be oriented to create a culture of Government as a model user and develop a strategy that focuses on providing Government services on-line that address the needs of civil society including the private sector and stimulates the development of new applications.

4.2.3 Content

The Plan of Action should focus on fostering the development of relevant content based on the needs and issues identified by stakeholders. For that purpose, the establishment of a high-level working group is suggested, composed of representatives of civil society, the private sector, and government, with the mandate to study the results of the corresponding assessment and determine the details of programs and projects in the framework of the national Agenda for Connectivity. This working group should be coordinated by the national entity responsible for the Agenda. It should be stressed that relevant content has to be developed for and by all groups, including linguistic, aboriginal, gender, and those with other special interests. It should also be stressed that private sector organizations often serve as leaders in content development that reflects local interests. Specific measures should be included to provide training at community levels enabling the production of content both to meet the community's needs and to develop a presence in the global information society. Further specific possibilities are suggested in Annex 5.

4.2.4 Regulatory framework

All governments of the region are faced with the challenge of creating and maintaining a modern regulatory framework that supports and sustains the development of the Agenda for Connectivity. Most governments recognize that they cannot achieve the goals of the Agenda for Connectivity on their own. To encourage domestic and international partners to engage, governments must provide assurance of a competitive environment and a climate of confidence for investment that provides security to private investors.

These elements are essential in implementing the Agenda for Connectivity, but a full treatment of this complex subject is beyond the scope of this document. Fortunately, in recent years, governments worldwide have reached high-level agreements on the elements of such a framework. For example, in the telecommunications area, most countries of the region have recognized the need for a set of principles that have been defined in the Basic Telecommunications Agreement of the World Trade Organization (WTO), specifically in the reference paper incorporated in the various countries' commitments in the General Agreement on Trade in Services (GATS). As well organizations such as CARICOM, MERCOSUR, AND NAFTA, are engaged in developing strategies to advance liberalization. The national Action Plan should include a section incorporating the elements outlined in Annex 6 of this document.

4.2.5 Financing schemes

In the countries of the region connectivity is a national priority and the respective Agendas are state policy. These fact must therefore be reflected in the development plans of the region's governments. It is essential that the importance assigned to connectivity be reflected in the design of the countries' respective macroeconomic policies and, in particular, in allocating public expenditures. It is also essential for governments to remember the importance of creating a secure regulatory environment for investment, because it is recognized that financing follows reform, and not the other way around.

But governments are by no means solely responsible for financing connectivity. The responsibility, and the benefits, of investment in connectivity should be shared by all three sectors of society. To direct private equity investment toward achieving the Agenda for Connectivity, it is important for national governments to consider developing mechanisms to increase investment in connectivity..

Creative project financing alternatives that benefit principally the Hemisphere's smallest economies and marginalized groups, must be developed in consultation and with the active participation of international financial institutions, regional and sub-regional development aid organizations, and the region's private sector.

5 Performance Measurement

A critical aspect of each country's Agenda for Connectivity and the associated Action Plan is the inclusion of a performance measurement mechanism. Adequate planning at the outset for how performance will be measured permits all sectors involved with the Agenda to monitor progress against agreed goals and to adjust their activities to ensure that goals are met. By developing appropriate performance indicators and measures, progress toward achieving desired results can be examined. Such measures will allow those responsible to evaluate which direction an initiative is going – up or down, forward or backward, getting better or worse or staying the same.

Ideally, performance measures should be developed by those responsible for a particular program. They are likely to be the resident experts and in the best position to say what constitutes good performance. Secondly, if the measure is intended to convey meaningful information and to motivate those delivering the program, the measure should be something that they can identify with and something that has meaning for them.

Getting the measures “right” is important: measures showing not only the end benefits attained, but making it possible to assess the performance of connectivity's essential components, thereby facilitating the administration of the process as a whole. . Choosing the wrong measures may lead those engaged in implementing the Agenda to try to optimize the wrong results. Annex 7 outlines a method which could be used to develop effective measures and identifying sources of information.

6. Recommendations with respect to administration

In this complex initiative to disseminate connectivity in the Hemisphere, success will depend on the capacity of Administrations to harmonize and integrate the efforts of the players involved and to ensure the active and ongoing participation of society's fundamental elements – civil society, including the private sector, and the respective governments.

It is thus highly advisable to ensure that efforts are made by work teams at the highest possible level, under the guidance and direction of the respective governments and with active participation by civil society, including the private sector. In order to preserve the autonomy necessary for successful design and implementation of the respective Agendas, such teams should be established as a Secretariat or National Coordination Office. Such a measure should not compete, in terms of time, with regulatory modernization efforts already under way in sectors directed related to the ICTs.

Given connectivity's “horizontal” nature and multi-sectoral application, it is suggested that such Secretariats or National Coordination Offices not be assigned or subordinated to any particular ministry, department, or agency. New bureaucratic entities need not be created. Such Secretariats or Offices should ideally report directly to the Head of State..

7. CITEL commitments

In addition to the development of draft Connectivity Agenda for the Americas and Quito Plan of Action, CITEL intends to contribute actively in the implementation process. CITEL invites and looks forward to collaboration with the governments of the hemisphere, and with regional, subregional and multinational agencies, civil society including the private sector to see the document develop into the reality of connectivity in the region.

As part of its ongoing work, CITEL will work within the structure of its permanent consultative committees by holding workshops that will lead, at the end of each meeting of the relevant

consultative committee, to formulate work plans and specific resolutions to advance connectivity in the Americas within its area of competence.

In addition, CITELE will work with partners to organize regional or sub-regional workshops to assist telecommunications officials to understand and collaborate with others interested in the development of national Agendas for Connectivity in the Americas. Reflecting the main point of this document, participants from civil society, the private sector and governments will be invited to participate, along with international agencies.

Internally, CITELE will, on a regular basis, hold forums of the Permanent Consultative Committees focusing on understanding and contributing to the agendas for connectivity of the countries of the Americas. These forums will enable Administration officials and associate members of CITELE to exchange experiences and establish alliances to further develop actions of common interest.

CITELE will create and contribute to benchmarking regulatory practice in the countries of the Americas via ITU/CITELE collaboration in a post-Blue Book exercise.

Finally, CITELE commits to creation and maintenance of a Forum on Connectivity on the CITELE web site to facilitate an exchange between interested parties and the development of a storehouse of information related to Connectivity. This store of information should be updated regularly and provide links, insofar as possible, to information on connectivity activities worldwide.

ANNEX 1

ASSESSMENT

In developing the Agenda for Connectivity in the Americas, it would be beneficial to carry out a national assessment that will help to define appropriate strategies, policies, and procedures, both those applying exclusively to each country and those for more general application, and whose results it is suggested are valid for all countries of the region in achieving an information and knowledge-based society. This section provides examples of elements which might be included in such an assessment, recognizing that the assessment will vary from country to country, and that these examples only address some of the sectors of society which should ultimately be examined. To the extent possible, statistical data should be obtained from recognized and reliable sources.

It is acknowledged that undertaking a national assessment of the scope and scale outlined in this Annex might seem intimidating and discourage countries from undertaking work on the Agenda for Connectivity. It must therefore be remembered that the recommendations in this Annex describe an ideal assessment of a country's readiness to develop an Action Plan; and that such a comprehensive study is not strictly necessary at the outset. Nor would the data to conduct such an assessment usually be readily available.

Many countries which have begun to walk down the road to connectivity have learned one vital lesson: in theory it is important to begin by thinking big, but in practice it is important to begin by taking small steps. This lesson is equally relevant to remember when planning a national assessment. Another important point is the need to identify the potential demand and supply involved, as well as initiatives under way in each country. .

1. Inventory of national initiatives and assessment of country status

As noted above there is agreement among governments which have started down the road to connectivity that there is a need to develop national initiatives to facilitate country's entry into the

information society for the general purpose of stimulating socioeconomic development and, in particular, enhancing the quality of life of citizens. By referring to these national initiatives as an Agenda for Connectivity in each country, they may be consolidated within the Agenda for Connectivity in the Americas for presentation to Leaders at the Fourth Summit of the Americas.

Moreover, there are various initiatives within each country, at both the private and the public level, and at both central level and within the lower tiers which, in some cases, have not been coordinated and of which the community may not be fully aware.

Considering that there is a sense of urgency to close the digital gap by extending the reach of information and communication technologies, and that advantages can be gained by coordinating and focusing efforts being made by different players, a valuable first step is to develop an inventory of national initiatives being planned or undertaken. The inventory should capture each initiative's objectives, institutions or players designing and implementing it, and should outline the initiatives' goals, strategies, and sources of financing.

It is suggested that this inventory be implemented by an entity designated in each country to lead and coordinate the Agenda for Connectivity.

Each country should determine for itself how best to assess its readiness to develop an Agenda for Connectivity, and the level of analytical detail needed for its ongoing work. An assessment should be done by each country independently, suitable to its own conceptual framework and based on sufficient existing and newly-gathered information to provide confidence in the planning process.

There are various methods for building an inventory of initiatives, of establishing the readiness of a country to build the information society, and assessing the status of its existing Internet connections.

What is most important for the development of an Agenda for Connectivity, is to understand well the status of development and use of information and communications technologies in the three key sectors of this new model of society: civil society, the private sector, and government.

To that end, each country should develop its own analytical plan, adapted to its national realities and ensuring, insofar as possible, a process of ongoing and regular review, monitoring progress and implementation of its plans of action under the Agenda for Connectivity.

This Annex offers general guidelines to be used in assessing the status of development of information and communication technologies, the availability of access, their application, utilization, and impact in each country.

Admittedly, the scope and scale of the elements proposed in this document for inclusion in an assessment may seem daunting, to the point of discouraging countries from undertaking the tasks necessary for an Agenda for Connectivity. In an ideal world, governments would have all information necessary, but this is rarely the case. It must thus be remembered that the recommendations made in this Annex refer to an ideal assessment of a country's preparedness to formulate a Plan of Action, and that, at the outset, such a thoroughgoing study is not strictly necessary..

Lastly, the countries that have taken their first steps toward connectivity have learned one vital lesson: it is important to begin by thinking big, but in practice it is important to start small.

2. Infrastructure

The objective of this section is to suggest some indicators which could be used to assess the existing and available infrastructure which forms the starting point to implement national Agendas for Connectivity.

As with each of the following sections, the infrastructure assessment focuses sequentially on civil society at large, the private sector portion of civil society, and government. Once again, it should be remembered that the indicators proposed here are intended to serve as examples, and should not be viewed either as being definitive, or as being essential for every country.

2.1 Civil society

To assess the current availability of technological infrastructure needed by civil society to engage in the framework of the Agenda for Connectivity, it is suggested that several aspects be taken into account: availability of human resources; the existing telecommunications networks; extent of development of information technologies and computer science; and the availability and means of access to technology.

2.1.1 Assessment of human resources for connectivity.

This part of the assessment will help a country to understand the capacity of its human resources to respond to the requirement to implement the Agenda for Connectivity. To assist in developing this understanding, an attempt could be made to gather, insofar as possible, information on the number of experts in telecommunications, information technologies, computer science, multimedia, and content in a given country, and data on the national student population, curricula and programs of study in these areas, and those for user training. This may possibly be expanded to include more specific and detailed points, as required.

2.1.2 Assessment of telecommunications and related infrastructure

As telecommunications is one of the main vehicles for connectivity, various parameters concerning its level of development at the national level should be understood. This assessment should strive to develop an understanding of the extent to which current telecommunications infrastructure is able to meet the requirements of the Agenda for Connectivity, and how it must evolve to improve its capacity to do so. Among the most important aspects to be assessed in this section might be a country's teledensity, cellular penetration, a geographic description of the telephone network both wireline and wireless, and availability of Internet service providers. It is also relevant to inventory the availability of broadband networks. Countries should also identify any universal access programs or funds that may support the development of widely available communications networks within the country. And finally, the inventory should review availability of alternative, low-cost terminal equipment and programs such as microcomputer refurbishing/recycling to reduce connectivity costs for civil society.

2.1.3 Assessment of information technologies and computer science

Because of the difficulty likely to be encountered in conducting this portion of the inventory, assessment efforts may need to be limited to four types of establishment: educational institutions, health centers, libraries, and, where they exist, community Internet access centers. Some of the most pertinent points to be assessed would include developing a rough estimate of the number of PCs available to civil society in the country, an estimate of the portion of those nationwide having Internet connections, and a rough idea of where PCs and Internet access is most likely to be available to civil society, for example, in community Internet access centers (telecenters), educational and health centers, libraries, or other suitable establishments.

2.1.4 Assessment of available access

One of the priority aspects of infrastructure for civil society connectivity is the availability of access on a universal, equitable, and affordable basis, including an acceptable quality of services for the general public nationwide. This need is often addressed through the establishment of community access points, which provide essential telecommunications, applications and content services to the public. Access points provide a viable solution for all sorts of communities. The current status of this connectivity alternative for civil society should also be understood. An assessment of current status might include an inventory of available capacity in the country, including number, type, capacity, geographical location and information on the type of entity operating and maintaining community access points (government, company, or educational or social institution), and an understanding of present use of community access points by citizens.

2.2 Private sector

This part of the assessment is intended essentially to determine the potential private sector contribution to the Agenda for Connectivity. As reiterated throughout this document, the private sector is one of the most important players in implementing an Agenda for Connectivity as, in addition to serving as the force driving modern economies, it has a capacity to create and develop infrastructure for connectivity. Minimally, the items which should be considered in an inventory would include an assessment of trained human resources, the number of telecommunications service operators, distinguishing between wired, wireless, cable, and satellite, and their respective coverage, and, in terms of ICTs, whether there are sufficient firms marketing hardware and software throughout the country. Each country should also work with the private sector to understand what plans exist related to items on the Agenda for Connectivity, so as to understand the extent of their contribution to its implementation. In addition, the average business teledensity (wired and wireless, and broadband) should be understood, as well as how widely computers and data networks are used by various subsectors, and to what extent the Internet is used. It would also be useful to understand to what extent information technology is used by the private sector to conduct e-business, either with consumers or with other businesses. Working with private sector partners, an understanding of other aspects of private sector uses can provide ideas and even inspirations for business' contributions to connectivity.

2.3 Government

Government plays three roles in realization of an Agenda for Connectivity: it contributes, with resources and exercise of its authority, to connectivity's success; it can act as a stimulus by becoming a model user of ICTs; and it must assume responsibility for directing and supervising the Agenda.

An assessment of technological infrastructure in the government sector in developing a nation's framework of the Agenda for Connectivity should include an inventory of average teledensity (in lines) within the different government agencies at all levels of government; the number and use of computers in government agencies, again at different levels; the number of computers connected to the Internet or to dedicated government communications networks (and their features), as well as the existence of any plans by governments to refurbish and make redundant computers available to civil society.

3. Utilization

3.1 Civil society

3.1.1 Education

Reaffirming the commitments made at the Quebec City Summit, it is important to formulate a strategy and implement policies to promote the principles of equity, quality, relevance and

efficiency in education through ICT at all levels of the education system (school, college and/or university) and foster life-long learning opportunities (job re-training, education for work and other forms of learning outside a classroom) for all citizens.

As noted in section 13 of the 2001 Plan of Action, it is important to support and promote teacher's training and more generally life-long learning for all citizens of the Americas, including girls, women, rural inhabitants, persons with disabilities, indigenous peoples and persons belonging to minorities. This is especially crucial as we are increasingly moving towards a new information age society.

To ensure citizens develop their full potential in light of emerging innovative technologies, adequate training on how to use ICTs and actively seek information via the Internet is essential; processes designed to create a national culture of ICT use, which show individuals the potential of the use of these technologies for their own development are also key.

To make a full assessment of a country's status in terms of its preparedness to provide citizens with the skills necessary to make appropriate use of ICTs, and the use of these new technologies in educational processes, it is suggested that the following items, linked to 2001 Summit initiatives, be studied, in addition to others deemed appropriate:

- Percentage of schools, colleges, and universities with teaching staff trained in ICT and Internet use, and percentage of all teachers trained in ICT and Internet use
- Percentage of schools, colleges, and universities providing tools to teachers to produce and make educational content available to their students via the Internet
- Percentage of schools, colleges, and universities providing tools to teachers to offer and administer classes that utilize ICTs and the Internet
- Percentage of institutions with ICT-based curricula
- Number and percentage of virtual education programs within schools, colleges, and universities
- Percentage of schools, colleges, and universities offering regular courses to their students for the development of ICT and Internet skills
- Number of institutions providing non-formal education that offer regular courses to students for the development of ICT and Internet skills
- Installed capacity within non-formal educational institutions in relation to the economically-active population in large, medium-sized, and small cities
- Number of national institutions and programs devoted to research and development of technological applications for the education-learning processes
- Number and subject area of public Web portals or sites with tools for content production and with content on the country's curricula and study programs

3.1.2 Health

One of the areas in a country's Agenda for Connectivity of greatest importance to society is the provision of broadly based public telehealth services. Technological convergence has gradually enabled affordable services to be made available, which have the potential to revolutionize health care. Although this is the application most slowly becoming viable as a service, telehealth is now beginning to show modest, but evident, results in many countries. One such result is the possibility of decentralizing health services, and expanding their coverage to populations that previously did not have access to them because they lived in remote areas, where medical staff and facilities were unavailable.

The introduction of ICTs and improved information resources can also make working conditions of health professionals in remote areas more bearable, so that they stay longer, and sometimes don't leave the village as soon as they become skilled enough or can find a better job in town or capital. These benefits can result from the nation-wide extension and use of very simple ICTs (even phone and fax), using basic levels of infrastructure, combined with training, funding and improved organizational management.

One of the services of the information and knowledge-based society of greatest social importance is known as interactive telehealth.

This is the use, to the greatest extent possible, of new technologies in national public health care through multiple applications, including provision of health information to citizens, as well as diagnosis, teleconsultation and teleintervention by specialists, remote interactive management of clinical records and other patient information, database administration of equipment, facilities, and medications, medical training, and general administration of services.

Although it has been noted that in some countries telehealth has thus far been assigned secondary importance as opposed to the development of distance learning, telehealth is perhaps the second application to generate multiple public services.

In countries most evolved towards the information and knowledge-based society, telehealth has been identified as one of the factors essential to attaining high quality public health care services, including care for a nation's community of senior citizens.

It is a fact that health services in most countries of the region are concentrated in the urban areas, and that there are far fewer in rural, remote or poor areas. The concentration of specialists and facilities and advanced medical equipment is particularly marked. This represents a profound imbalance between urban-rural and rich-poor areas, in terms of availability, quality, and density of medical care. Such imbalances are even marked within large cities between the developed districts and the peripheral areas, and between one city and another.

As reaffirmed at the Third Summit of the Americas, ICT should be used to provide sound, scientific, and technical information to health workers and the public, utilizing innovations such as the Virtual Health Library of the Americas; encouraging the use of telehealth as a means to connect remote populations and to provide health services and information to under-served groups, as a complement to the provision of existing health care services. To assess governments' progress in developing the Connectivity agenda in the area of health, the following could be considered, among others:

- Total number of health establishments. Studies should be broken down geographically by metropolitan, urban, suburban, and rural areas.
- Total number of health establishments with Internet connection. Studies should give the same details as those mentioned above.
- Number of health centers with databases to be used by employees to support the dissemination of telemedicine.
- On-line clinical, hospital management, and health center information systems.
- Publicly-available telehealth information services.
 - Number of existing telehealth/telemedicine service centers.
 - Characteristics of telehealth-based health services decentralization programs.

3.1.3 Employment

The portion of a country's population which has the potential to be economically-active and, in particular, that part of the population whose access to the labor market is restricted owing to unemployment, underemployment, age, health, or social status can greatly benefit from the potential of connectivity to improve or resolve its situation. Facilitating and streamlining the interface between potential employers and potential employees, or between those seeking and those offering personal services is, without doubt, one of connectivity's most important missions. The Agenda for Connectivity should therefore include an assessment to focus its efforts in this area. An assessment of the status of the labor sector included on the Agenda for Connectivity should take account, *inter alia*, of:

- Data on the labor market and the economically-active population
- Data on the proportion of the population with special needs (e.g., those with disabilities or with problems of displacement, or senior citizens) that is potentially economically-active
- Existence and characteristics of private or government on-line systems to provide employment services
- Existence of national public and private sector telecommuting systems
- Other aspects of employment that would benefit from application of an Agenda for Connectivity

3.1.4 Indigenous Peoples

The situation of the indigenous peoples of the region requires special attention in nations which have indigenous populations. Their situation should be singled out for attention in the assessment of all factors set out in this Annex, when developing an national Agenda for Connectivity. The following aspects should take account, *inter alia*, of the following:

- The teledensity, cellular penetration, and access to telecommunications, Internet and other essential infrastructure
- The degree of success in developing infrastructure to indigenous peoples, including impacts on economic and social development
- Any existing experience in addressing special needs for telecenters or communications facilities, including organizational models, sustainability, training, content development, etc.
- Availability of trained personnel, technologies and tools to create relevant content
- Cataloguing firms, national and international agencies and non-governmental organizations which are available to assist indigenous peoples to undertake connectivity projects
- Analysis of legislative issues which can impact on the ability of indigenous peoples to engage in the national Agenda for Connectivity.

3.1.5 Recreation

Utilization of the Internet to access recreational information can provide a useful informal indicator of a society's maturity in accessing goods and services via the new channel of the Internet. For the most part, suppliers of such goods and services are the community and the private sector, though

may also in some cases be the government. In this area, an assessment could include items such as the following, although it may be difficult to gather such data:

- Number of national Internet sites that focus on recreational information and/or services
- Number of national recreational entities, agents, events, and projects promoted via the Internet
- Approximate number of different users regularly accessing each of these sites
- Approximate number of recreational communities, real and virtual, utilizing the Internet as a means of communication among themselves and with other groups at the national or international level

3.1.6 Culture

To promote cultural diversity in the Americas, Leaders in Quebec City agreed to enhance partnerships and exchange information, including through the use of information and communications technologies. Leaders also agreed to create an environment to foster awareness and understanding of cultural and linguistic diversity of countries in the Americas, through a variety of means, including the use of new communications technologies as well as the Internet. As a first step towards fulfilling these mandates, it will be important to develop an understanding of the availability of cultural information. Key areas for consideration could include, among others:

- Whether there is a national policy to promote digitization, dissemination, and mass access to a country's cultural heritage via the Internet?
- The availability Internet sites focusing on a country's or nation's culture
- Percentage of national cultural entities, agents, events, and projects which have an Internet presence
- Percentage of real and virtual communities offering cultural information via the Internet
- Percentage of museums, monuments, and/or national treasures promoted via or having a presence on the Internet
- Number of different users regularly accessing Internet sites of cultural interests
- Percentage of indigenous communities utilizing ICTs and the Internet as a means of communication among themselves and with other groups or governments at different national or international levels, and for cultural purposes.

3.2 Private sector

3.2.1 Electronic commerce

Electronic commerce is now established as a key factor in the development of the information society, and as a fundamental economic force driving the need for connectivity. The ongoing growth of the Internet continues to fuel the expansion of electronic commerce. At the same time, the globalization of markets and trade opens new opportunities, extends business' ability to reach new markets, and creates new challenges for governments. Through connectivity, these benefits can extend far beyond the group of large companies, allowing small and medium-sized enterprises, and even individuals to sell products and services in a previously-unimaginable global marketplace. New communities of interest can be created, allowing users of native languages and other previously-marginalized communities to communicate and do business with one another.

Electronic commerce is more than just selling consumer goods on the Internet. It is the transformation of business systems and processes, and the creation of a networked economy. Networks are likely to play as important a transformative role in the economies of the current century as railways and electricity did in the 19th and 20th centuries. The "new" economy is essentially and primarily a "networked economy," where the capacity to deploy and use electronic networks will determine absolutely the competitive positions of firms, industries and national economies. Businesses of all sizes must assess their readiness to engage in electronic commerce, by conducting an e-readiness assessment.

In parallel, the continued development of new access technologies in conjunction with the creation of more, and more varied, services emphasize the increased need for government to create an e-commerce friendly environment to benefit users, companies, and the public interest a– a demand which forms an essential part of the connectivity agenda. Governments must also analyze how prepared they are to undertake this task.

Because the decision to engage in electronic commerce is fundamental for anyone involved in business, there are many factors that should be considered before beginning. In addition to ensuring that a business has adequate access to infrastructure, management must determine at what level they want to engage in electronic commerce. An e-readiness assessment will help to accomplish that goal. Many resources are available on-line at no cost to help business with self-assessment, complementing the individualized services available from governments and business experts. The Internet addresses of several such resources are presented in Annex 6.3. In general, a business will want to consider items such as the following: assessing the readiness of the company and its customers to make the transition to e-commerce; how well your firm's strategy fits with e-commerce; and what approach to e-commerce best suits your capabilities, products and clients.

3.3 Government

Governments, too, should conduct an e-readiness assessment. Such an assessment should have two parts, one considering government's role with regard to e-commerce, and a second assessing government's readiness to make the transition to e-government.

3.3.1 Electronic Commerce

There is broad international agreement that governments play an essential role in enabling and promoting electronic commerce. The following list summarizes the key points that should be assessed by governments in our region.

Building trust in the digital marketplace: governments should assess their policies on privacy, security, and consumer protection to determine whether their existing protection is sufficient, or whether new action will be needed.

Clarifying market rules in the new environment: Each government should consider whether its regime is adequate to promotion of e-commerce, for example by ensuring that the taxation regime does not penalize users of e-commerce (tax neutrality); recognizing the legal standing of electronic documents, and guaranteeing intellectual property rights in the digital environment, in keeping with national provisions and international treaties.

Encouraging market development: Governments should assess the degree to which they are acting as a model user of electronic commerce, for example by engaging in e-procurement. They should examine their policy framework to ensure that they are encouraging small and medium-sized businesses to adopt electronic commerce. And in addition, when looking at other aspects of their domestic action plans for connectivity, governments need to ensure that strategies to provide access for the public take into account the interests of consumers and micro-enterprise in the design of access strategies such as telecenters or other community access points.

Providing targeted information to business: Governments own and generate much information which can improve business's understanding of their market and help them to become more competitive. Governments should conduct an inventory of the information they have which could be useful to businesses. For example, governments should assess their market information which could be used to inform participants in a sector of market conditions, current prices, export opportunities. This information can both lead to more profitable sales, and also draw businesses (especially SMEs and primary producers) to start to take part in electronic commerce. Secondly, governments may have information which would be useful to helping business partnerships to develop on line to the benefit of all partners. Governments should also consider whether they have, and make available, information on best practices and innovative offerings which can facilitate the growth of electronic commerce.

3.3.2 E-Government

Electronic government is often defined as the on-line delivery of information and services – including the provision of opportunities for citizens to express their views on policy and program decisions. Most often the driver for a government on-line initiative is the desire to improve the quality of service delivery and raise the level of users' ⁴⁴ satisfaction with government services. But as in the case for businesses moving to electronic commerce, governments taking their business on line need to assess whether they are prepared for the task. Governments which have begun to go on line have often seen the task as having three important elements: becoming a model user as a means of encouraging other sectors of society to become connected; putting government information, transactions and services on line; and developing on-line procurement systems.

Government as model user: Government Internet presence can be a showcase of the potential and benefits of connectivity, providing an inspiration to others. To achieve these goals, they need to undertake a rigorous process similar to the one described in the previous section for businesses doing an e-readiness assessment. To take one example, they need to fully understand their businesses and their customers. For governments, their “customers” are certainly citizens and businesses in their own countries, but they can also be those outside the country who want or need to access information or services from the government. Each government should diagnose their

⁴⁴ **The word “user” in this paper to refer to someone who uses the services of a national government. Most commonly, the user will be a citizen of the country in question, but a user may also be a person outside the country, or a representative of a business inside or outside the country, seeking information or engaged in a voluntary or required transaction with the government.**

products and processes with a view to meeting as many demands as possible. Governments also need to assess their service delivery channels, such as traditional face-to-face service, telephone access through telecenters, as well as new on-line service delivery channels.

Putting government information, transactions and services on line: The government's diagnosis should be undertaken at the widest possible level, to try to identify where the complex can be simplified, where similar systems can be combined, and where it might be possible to share common infrastructure among parts of government. Such a thorough exercise can result not only in finding better ways to interact with citizens, but also in identifying possibilities for savings. A careful and thorough approach in the analytical and planning stage is essential. When other sectors of the society are trying to come to grips with the concept of connectivity being promoted by their government, it is most often to government they will look for an example.

In going on-line, governments should analyze what information, services and transactions are the best candidates for providing improved access to users. If governments already have a web presence, they should analyze how it is used, whether it is designed to accommodate users with low-speed connections, whether their web pages are easy to use, and whether there could be improvements by combining individual departments' and agencies' web sites into more consistent government portals. This information, combined with other information gathered from existing business units, should be analyzed to identify the most commonly used information and transactions, which could become the first targets for going on line. Any analysis of government information, services and transactions should include an examination of organizational stovepipes and rivalries in the government. Identifying these potential dangers can motivate a further examination of government structure to determine where best to locate the responsibility for putting government on-line, and how best to provide the high level of leadership and authority which will be needed to overcome rigidity. As for the Agenda for Connectivity as a whole, it is an absolute prerequisite for success of e-government that the highest level of leadership is required to succeed – starting from the head of state if possible.

Developing on-line procurement systems: If governments wish to develop e-commerce within the government sector, a key application for many governments has been developing an effective e-procurement mechanism. An assessment of government's preparedness to move to on-line procurement closely resembles what a business needs to do when thinking about starting to do e-commerce. Elements to be considered should include developing an understanding of existing procurement procedures and where they could be improved in an on-line environment; an understanding of current and potential suppliers, especially SMEs which can benefit from the creation of new levels of transparency in the procurement process; and an assessment of the suitability of existing procurement policies and rules, including such issues as for example, the need for security, privacy, and a supportive market framework. Once again, government can use many of the same techniques described in the section on electronic commerce to diagnose requirements, but with the added advantage of being able to test the effectiveness of its actions internally to government.

3.3.3 E-Governance

As Leaders noted at the Summit of the Americas, connectivity has tremendous potential to strengthen democracy in the Hemisphere. According to the Inter-American Development Bank⁴⁵ E-governance is beyond the scope of e-government. While e-government usually means the delivery of government services and information to the public using electronic means, e-governance allows direct participation of constituents in government activities. Blake Harris summarizes the e-

⁴⁵ See <http://www.iadb.org/ict4dev/governance.htm>

governance as the following; E-governance is not just about government web site and e-mail. It is not just about service delivery over the Internet. It is not just about digital access to government information or electronic payments. It will change how citizens relate to governments as much as it changes how citizens relate to each other. It will bring forth new concepts of citizenship, both in terms of needs and responsibilities. E-governance will allow citizens to communicate with government, participate in the governments' policy-making and citizens to communicate each other. The e-governance will truly allow citizens to participate in the government decision-making process, reflect their true needs and welfare by utilizing e-government as a tool.

Introduction of e-governance is a key to make information technology (IT) relevant to ordinary citizens in the countries of the hemisphere where a large numbers of population are poor and a digital divide is a significant problem. E-governance will allow ordinary people to constantly interface with the government in both local and central level on various matters.

While the field of e-governance is a new one, and is still in a developmental phase, it is clear that it will be an area of growing importance. Countries which wish to assess the current state of development of e-governance should consider factors such as whether all their citizens are allowed to access to information or services (any citizens should not be excluded), to articulate their needs and to participate in formulating policy and regulation that will improve their social welfare and well being. And because the ability of central governments to understand all needs from ordinary local citizens is often limited, it is of particular importance to consider the ability of citizens to participate in local levels of government. Thus an assessment should be made of citizens' ability to access documents related to issues currently being decided, to communicate with their democratically elected representatives as well as government bureaucrats, whether there is a mechanism to inform citizens of what governments are considering for policy, legislative or regulatory development, and whether they have adequate opportunities to comment. Each government should also consider whether there are other aspects related to e-governance which they should assess as part of the planning process. And, in addition, it should not be forgotten that many of the requirements for e-government and e-commerce (privacy, security, trust in the safety of communications, etc.) are also pre-requisites for e-governance.

3.4 Content

Content is one of the key factors in producing the evolution of national civil, government, and business communities towards the information and knowledge-based society. Content is the "payload" of communications networks. For the general public, and the business and government communities to be able to obtain the benefits of that evolution, they must be provided with the essence of communication – content – in the language(s) spoken and understood by that population. In developing the Agenda for Connectivity, this is one of the most important items to be addressed. In most countries of the Americas, it is also important to include a broad program to promote the development of interactive multimedia content in the indigenous languages of each country.

Content industries and cultural industries interact intensively with other business subsectors, and it is thus advisable to study these relationships in the national and international context in order to understand the level of their development.

An assessment of content in the framework of the Agenda for Connectivity will address a broad range of content areas, assessing the availability of content in the following, among others: education, dissemination of culture, mass media, entertainment, government content, democratic expression of views, information services and advertising

The assessment of the current status of content by a country could include the following points in connection with civil society, and the private and public sectors:

3.4.1 Civil society

- Communities and organizations representing civil society in the country
- Assessment of which topics are of importance and pertinence to civil society organizations and communities
- Organizations producing on-line content for their own use or for dissemination to the rest of society
- Categories of content needed in civil society communities or organizations
- Access by civil society to technological tools for the production and use of content
- Status of national human resources in this area
- Study of the proportion of national content in relation to general content available in the country
- Problems of illegal or offensive content.

3.4.2 Private sector

- Companies established in the country involved in the production of Internet content (e.g.: mass communications and entertainment media, companies operating via the Internet, the publishing industry, multimedia content producers, creators & artists, etc.)
- Proportion of content marketed in the country originating in that country
- Private sector plans for the promotion and expansion of the national content market
- Growth prospects. Study of strengths and weaknesses, main challenges and opportunities, including the availability of financing
- Creation of joint ventures and alliances to produce content (perhaps including international co-productions and other ventures)
- Participation of local content producers in exports
- Assessment of the availability of skilled labor consistent with the needs of the content producing industry

3.4.3 Government

- Government agencies which have an Internet presence (by government level)
- Offices of the different government levels and departments that produce on-line content in the categories mentioned above
- Production, management, and distribution of content pertaining to state services
- Production and distribution of pertinent content for sufficient timely and appropriate public information
- Gathering, processing, and management of information obtained from feedback from the public
- Government production of educational and cultural content
- Government promotional activity for national cultural industries and the training of the corresponding human resources.

ANNEX 2

PLANNING

As mentioned throughout, successful implementation of an Agenda for Connectivity within a country absolutely requires the support and participation of that country's civil society including the private sector, and the public sector, possibly benefiting from collaboration with and the advice and support of one or more international organizations.

Thus it is essential to establish a forum for discussion and agreement where those essential players may participate to define policies, priorities, strategies, and plans of action, and to nominate a high-level government entity to coordinate such activities and ensure that they are carried out in the short, medium, and long-term.

Within each government, a planning, coordination, and activity financing process should also be defined, involving not only a high-level champion having overall responsibility, but also the entities with responsibility for defining economic policy and budgetary allocation at the central and regional levels.

Those elements are required to be successful in the process of planning and executing a Plan of Action for the Agenda for Connectivity, which must cover strategies based on programs and projects for a period of at least ten years. This Plan of Action must be based on the following aspects:

- Integration and unification of existing efforts.
- Analysis and adoption of the best national and international practices, adapted to each country's reality.
- Creation and reinforcement of alliances within which all national sectors can contribute to attaining specific results.
- Consolidation of a dynamic and evolving process of defining, redefining, implementing, executing, and controlling interrelated strategies based on a series of policies, programs, and projects that enable the objectives to be attained. There must be a party with responsibility for the execution of each objective within public sector agencies, private institutions, or organizations representing the community.
- Clearly defining and empowering the agency to coordinate the Agenda for Connectivity and to promote its explicit dissemination within the country.

The entity with responsibility for coordinating the Agenda for Connectivity should direct its activities so as to optimize the technological, financial, human, and legal resources necessary to execute the projects described above. In most countries of the region, such coordination will likely involve the following steps:

- Nomination and official establishment of the agency to coordinate the Agenda for Connectivity, with support from the highest possible level, ideally from the head of state.
- Creation of a nation-wide convening authority.
- Defining for that authority an organizational structure, mandate, authority, and the necessary budgetary resources for the successful performance of its functions
- Creating effective means to ensure full community and public and private sector participation
- Planning to ensure long-term continuity

Lastly, this entity should be charged with developing proposals for the necessary adjustment of the legislative and regulatory framework required to enable the successful implementation of the national Agenda for Connectivity, having preserved the credibility and legal certainty of its regulatory framework. To that end, it should interact with and coordinate activities with the national and sub-national authorities responsible for developing policy, legislation and regulation.

ANNEX 3

INFRASTRUCTURE

Any Plan of Action for the underlying infrastructure will probably involve most if not all of the following basic steps. It is recommended that these steps be carried out by the entity with responsibility for the Agenda for Connectivity, without prejudice to the powers of the regulatory bodies of the countries of the Americas.

- Establishment, under the direction of the agency coordinating the Agenda for Connectivity, of a high-level working group, comprising representatives of civil society, the private sector, and government, to study the results of the nation's connectivity assessment and to develop proposals for programs and projects for the architecture and expansion of the infrastructure needed to make the Agenda for Connectivity a reality. The working group could address infrastructure-related topics by dividing them into three subgroups:
 - Telecommunications (including broadcasting) infrastructure
 - Information technologies and computer science
 - Human resources
- Determination within the working group of the infrastructure strategy for connectivity in the short, medium, and long term. Care must be taken here. The first version should be completed and published as soon as possible after the group has been established. The strategy should be regularly reviewed, and later versions should be developed if and when necessary to promote or to take into account new developments which could affect national connectivity activities.
- Study, by the three sectors represented in the high-level working group, of existing policies, legislation, rules, and regulations in force which may have an impact upon the development of telecommunications infrastructure or ICTs (e.g.: investment restrictions, transparency, predictability, special obligations on carriers, technologically asymmetrical laws and regulations, etc.), or upon conditions of access and utilization of ICTs to determine their adequacy to meet present and future needs. These studies should be directed so as to produce clear recommendations to authorities. This task must be undertaken at the outset of any activities carried out by the entity for the Agenda for Connectivity and should be viewed as a task to be updated and revised on a regular basis, as required.
- If deemed necessary, establishment by the telecommunications regulatory agencies, with private sector support, of policies or programs to promote evolution towards connectivity in the country, which may include universal service or universal access funds. This should take place during the first years of the Agenda for Connectivity or as long as the universal objectives are in place, depending on each country's legal context to ensure that resources are available.
- Review of the licensing frameworks for companies involved in the transmission, conveyance, storage, and distribution of information to develop incentives for fulfilling, in a timely manner, any national and/or regional coverage commitments which preserve such opportunities and mechanisms promoting investment as may have been established, so that teledensity or coverage objectives are met, thereby extending connectivity nationwide. A first joint review of those commitments and possible incentives might best be undertaken immediately after the launch of the connectivity agenda within the country, and subsequent reviews would be made each year.

- Study of the national financial model for connectivity access costs and, as needed, attempt to rationalize costs through specific activities and incentives given by the state to private individuals with a view to efficiency and competitiveness.
- Consideration of mechanisms to achieve truly affordable telecommunications rate schedules to promote mass access to the Internet and to facilitate use of ICTs and their applications and services in establishments of priority interest to society, such as schools, libraries, hospitals, small and medium-size business incubators.
- Determination of when connectivity processes will begin in the country, including identifying possible locations which could be developed for mass access to connectivity within the country (schools, government offices, post offices, barracks, etc.) and developing plans for their implementation. Planning should also involve identification of sources for appropriate resources to ensure ongoing development of community access points, telecenters, etc., providing increasingly sophisticated services to citizens.
- Development by the three sectors involved in the national connectivity process of viable plans for the timely installation of advanced infrastructure for the country, such as broadband networks and network access points (NAPs).
- When the use of technology and the sustainability of installed connectivity infrastructure has matured sufficiently to so justify, a more wide-ranging project should be considered, to provide the country with “regional networks” to incorporate many telecenters and access points into high performance communications nodes in terms of broad band access, complexity of services, and ease of access. This more ambitious activity should be approached by determining the appropriate infrastructure strategy, and will constitute one of the most challenging goals from the point of view of technology, maturity of utilization, and quality and scope of services for the Agenda for Connectivity.
- Consider possible approaches to expand the utilization of a portion of idle capacity in telecommunications networks providing service to the public to expand the geographic coverage and services of the Agenda for Connectivity. This should encourage optimal utilization of these communications resources.
- Promotion, from the time of introduction of new technologies, of access to connectivity, with private sector participation. This activity must be carried out within a transparent regulatory regime supportive of competition.
- Study of potential methods to link isolated local networks to the broader network as a means of accelerating and enhancing connectivity processes in the country
- Study of means by which the state could promote ongoing expansion and renewal of national connectivity infrastructure by offering mechanisms promoting investment by firms and productive entities involved with a view to efficiency and competitiveness. Any such mechanism should result from careful study by the working group recommended in this document, and will require that decisions be taken by senior government officials involved. This system of incentives will be reviewed at the end of each fiscal period, and adjusted as appropriate.
- Increasing on an ongoing basis the density of the national information technology network and updating it regularly with a view to connectivity in a joint effort by the three sectors with responsibility for national connectivity. This activity should commence as an early priority for establishment of the Agenda for Connectivity.

- Planning the necessary legislative and regulatory changes to provide an ongoing guarantee of legal certainty by the state to companies offering products and services related to connectivity infrastructure so that they may increase investment and expand their businesses to benefit the development of connectivity through proper operation of a transparent competitive system on the corresponding markets
- Coordination and promotion, with pertinent participation by the directly-involved private sector, of broader marketing and distribution of products and services facilitating connectivity in the country, especially in less served areas.
- Promotion of national development of telecommunication and information technology parts and equipment, either by providing national incentives or through strategic partnerships with foreign companies.
 - Early establishment of an IT equipment rehabilitation and modernization program to meet connectivity equipment requirements of disadvantaged entities and areas.
 - Study and, if deemed appropriate, early implementation of a program to finance procurement of PCs or terminal equipment for Internet access for communities where this is justified. This program might be the result of a joint private sector/government effort.
 - Promotion of training of human resources specialized in infrastructure-related technological disciplines necessary for connectivity. The corresponding planning and programming should be carried out as soon as possible after the launch of the Agenda for Connectivity, and this activity will be evaluated each year.

Each country of the hemisphere may, should it so choose, while respecting the common commitments and principles set forth in the Agenda for Connectivity, adopt the aforementioned recommendations, and may adapt and identify other activities which it may see as necessary for the development of infrastructure required to advance connectivity in its particular circumstance.

ANNEX 4

UTILIZATION

Utilization is one of the three fundamental components of connectivity, and thus of any Agenda for Connectivity developed for the hemisphere and its nations. This annex provides an overview and suggestions of how utilization could be encouraged in each of the key sectors addressed in Annex 1 (Assessment). Nations of the hemisphere are encouraged to consider these items in developing their own Action Plans.

1. Civil society

1.1 Education

Plans of action to be developed in the education area must be designed to address three existing problems: inequity of access to the education system, poor quality, and lack of standardization of educational content and teaching methods for citizens in different geographical areas and regions within countries. In addition, it should also build on the full range of initiatives endorsed by the 2001 Summit of the Americas in Quebec City, as well as related work on-going in other regional and sub-regional organizations.

This then implies fulfilling three basic objectives in this area: first, ensuring universal and ongoing access to education in a context of equal opportunity to obtain knowledge via high quality education processes that are standardized for all citizens; secondly, skill development for citizens in active use of ICTs for their own benefit; and, third, creation of a culture for and awareness of the need to be involved in life-long learning, making appropriate use of ICTs.

To address this challenge effectively, clear and specific strategies must be developed in all countries, based on regional structures, with the aim of ensuring that all citizens have the knowledge necessary to live, work, and develop their potential in the new knowledge-based society, while understanding that the use of ICTs and, in particular, Internet access, are not luxuries, but tools and vehicles for mass access to high quality education.

For their part, the leading educational entities in each country should design and implement a package of national standards to support the new learning environments for teachers and students, with appropriate use of ICTs in the classroom, their support for curricula and study programs, and the establishment of goals and procedures for evaluating teachers and students in the use and mastery of technology, with practical performance indicators as a priority element to assess the quality of administration of educational establishments.

This process must be accompanied by guidelines, model curricula, and practical exercises for the various subjects studied by students in each grade. For this process to be conducted successfully, this activity must be carried out as a cooperative effort among the countries for their common benefit.

To achieve mass access and improvement of the quality of education through appropriate use of ICTs, each country should formulate a Plan of Action to be implemented over a minimum of ten (10) years, with seven (7) goals, with staggered target dates for each of the specific stages:

Goal 1: For all students and teachers to have access to ICTs in their classrooms, schools, libraries, and other learning environments.

Goal 2: For all teachers to utilize ICTs effectively in order to assist students to achieve adequate educational levels.

Goal 3: For all students to acquire skills and abilities in the use of ICTs during their formal education, starting with their first educational level.

Goal 4: For ongoing investment of resources to be made in research and development on technological applications for teaching-learning processes for the purpose of studying those developed around the world and to determine the advisability of adapting them and incorporating them into the local education process or developing specific local applications and making them available to each country's educational community, in keeping with their needs.

Research into education technologies should cover aspects such as:

- Local characteristics and each community's education system
- Dependence of local content on the technology itself
- Adjustment costs
- Efforts made to acquire and implement such technologies in each community's educational system
- Any others considered pertinent

Goal 5: For educational content and tools to be developed and made available on the Internet that may be used to support the transformation and evolution of the education system and to support national programs to combat unemployment and underemployment. To supplement local effort, educational content developed in other countries should be included and/or referred to in this process, which has been translated into the students' mother tongues. In addition, a public awareness campaign should be conducted so that the educational community (comprising students, teachers, and parents, among others) may acquire knowledge of the tools made available to them, learn to utilize them, and fully adopt their use.

Goal 6: For on-line training systems, and systems to provide equipment and access to training to be designed so that the unemployed or underemployed, house-bound and persons with any type of disability may be trained and integrated into work. Retired persons or senior citizens seeking to return to work may also be beneficiaries, in this case, through planning to take steps to ensure that their health and personal safety is protected.

Goal 7: For education and self-instruction requirements to be included in the program for ICT application development.

These seven goals are consistent with the 2001 Summit mandates as they aim to strengthen education systems; enhance the performance of teachers; support and promote life-long learning opportunities. These goals also help stimulate the development of science and technology for regional connectivity through information and communications technologies, in an effort to build knowledge-based societies.

1.2 Health

An Agenda for Connectivity in the health area should include government agencies at all levels, private institutions, and the activities of self-employed professionals. It should also build on the 2001 Summit initiatives endorsed in Quebec City.

In keeping with the foregoing, the following actions are recommended to the governments of the countries of the hemisphere, where appropriate to individual circumstances:

- Establishment of a high-level working group to include representatives of civil society, the private sector, and government to study the results of the assessment and determine details of health and telehealth programs and projects in keeping with the Agenda for Connectivity. This working group will be coordinated by the entity with responsibility for the Agenda.
- Preparation in the short term of a national health services decentralization program based on the provisions of the Agenda for Connectivity.
- Promotion of a joint effort by health institutions and professionals to fulfill the objectives of the Agenda for Connectivity.
- Work to ensure that, within five years, all health-care establishments have Internet connections.
- Establishment of at least one telehealth center in each geopolitical division of the country by a set deadline, for example, within two years of the date of adoption of an Agenda for Connectivity in the country.
- Promotion of the establishment of telehealth databases and content in the country. The first database of this type should be established within two years of the launch date of the

Agenda for Connectivity and should include an informational and guidance module for the general public and another to support ongoing training in health centers.

- Promotion of the introduction of curricula and programs of study on telehealth in upper secondary and higher educational institutions.
- Each country of the hemisphere may identify other activities which it may see as necessary for the development the health sector in its particular circumstance.

1.3 Employment

Unemployment and underemployment are major social and economic problems for many countries of the Americas.

An Agenda for Connectivity in the Americas must therefore include measures to ensure that the benefits of connectivity are able to address these problems. It must also build on the 2001 Summit initiatives pertaining to labour and employment as endorsed by Leaders in Quebec City. The Plan of Action to support the employment area of an Agenda for Connectivity and the Summit of the Americas Quebec City Action Plan should include the following activities:

- Establishment, under the direction of the entity coordinating the national Agenda for Connectivity, of a high-level working group, to include representatives of civil society, the private sector, and government, which focuses its efforts on studying the results of the assessment and determining the details of programs and projects for the country's employment sector, in keeping with the national Agenda for Connectivity.
- Preparation and direction of unemployment and underemployment reduction programs in keeping with the national Agenda for Connectivity and the Summit of the Americas Quebec City Action Plan, a process which should begin immediately after the Agenda is launched, and should be evaluated regularly each year.
- Coordination of projects to incorporate and reinsert workers into the labor market with government agencies, private entities, and civil society working with communities of persons with disabilities and senior citizens, which would begin in the short term and would be evaluated each year.
- Each country of the hemisphere may identify other activities which it may see as necessary for the promotion of labor and employment issues in its particular circumstance.

One relevant measure, among others identified herein and by Leaders in Quebec City, could be the promotion of telework. This is not only a question of developing support systems for groups of executives or modernizing certain functions within companies, such as sales and distribution, but of re-engineering organizations as necessary so that the private sector and the corresponding government agencies may support the job creation process and the supply of personal services on the labor market, by installing access points, telecenters, and specialized on-line telecommuting services or telecommuting applications in telecenters.

Both companies and government entities will be able to install peripheral IT centers on the outskirts of urban areas, to be well-supplied with telecommunications and IT infrastructure, to solve problems of lack of space and the high costs of rent and maintenance of central offices.

It is also advisable for telecommuting activities to be combined with environmental improvement programs as there is obviously a positive relationship between the success of a telecommuting

project and the improvement of the environment in the project's area of influence, as displacement of workers is reduced.

- Development, with the various government areas and levels, of a first telecommuting tier, seeking to reduce costs and problems of mass displacement in urban areas. Programming these activities on the basis of the geographic areas with most problems of this type.
- As a supplementary step, coordination, with authorities responsible for the environment, of joint projects for environmental improvement in urban areas where the workforce is concentrated. Consideration should be given to alternative work schedules, flexible workday lengths, transportation, relocation of offices and premises – both government and private – and the resulting urban planning considerations.
- Provision for any other activities deemed appropriate in this connection.

1.4 Indigenous Peoples

In those countries having indigenous peoples, the action plan should recognize that those populations may require special attention in the development of the Action Plan. For example, indigenous peoples bring a tremendous cultural richness to societies, but on the other hand, they often live under conditions of economic, cultural and geographic marginalization. To benefit from their potential contribution and to address their special circumstances the following items could be considered for inclusion in the Action Plan of the impacted nations:

- Facilitate interaction with and among indigenous peoples to understand their cultural vision and experiences
- Take into account the particular needs of indigenous peoples when designing programs to facilitate infrastructure expansion, telecenters, human capacity building, etc.
- Institute special programs offering training and equipment for the production of relevant content
- Create a data base and appropriate information system

1.5 Recreation

Agenda for Connectivity activity in this area may choose to promote and encourage initiatives to promote the recreational use of the Internet, for example, as forces driving enhancement of the quality of life of users through daily activities and adjustment to the use of ICTs. Consideration may be given to, *inter alia*, the following types of activities:

- Promotion of the development of human capital and companies involved in development of attractive content of a recreational nature.
- Promotion of the creation of user-friendly virtual communities on the topic of recreation, with a view particularly to the development of a national culture of ICT use, starting with easily-accessed topics perceived as simple or not frightening, given the general public's limited knowledge.

1.6 Culture

At the Summit of the Americas in 2001, leaders agreed to use new communications technologies and the Internet as a means of creating an environment to foster awareness and understanding of the cultural and linguistic diversity of the countries of the Americas. The Internet is an enormously useful tool for the dissemination of content and the development of applications which will increasingly be of cultural interest in the countries of the hemisphere for the preservation of the cultural heritage of different peoples and regions, and for keeping alive communication among members of different ethnic groups that are geographically isolated.

So as to create equitable access to cultural information, governments should consider promoting and supporting the creation of technological platforms with the capacity to promote, *inter alia*, the cultures of the hemisphere:

- Consolidation of national cultural information so that it may be disseminated on a dynamic basis to the national and international communities, including cultural entities, agents, events, and projects
- Presentation on the Internet of national traits: the nation's culture, to include races, languages, folklore, history, music, festivals, customs, etc.
- Presentation via the Internet of each country's cultural heritage in electronic form, such as virtual museum collections held in the country, to include their inventories, records, and scientific cataloguing of collections
- Promotion of the creation of virtual communities among the diverse peoples of the hemisphere, according special priority to and especially promoting indigenous communities
- Promotion of nationwide cultural service networks
- Early consideration of issues such as standards (both in term of allowing the content to be used across various technological platforms, as well as ensuring that the content will remain accessible over time), long-term preservation (of both physical and digital cultural/heritage assets), and sustainability (what will happen to the content over time and across different economic cycles).
- Each country of the hemisphere may identify other activities which it may see as necessary for the promotion of the cultures of the hemisphere appropriate to its particular circumstance.

2. Private Sector

2.1 Electronic Commerce

Electronic commerce is acknowledged to be a key factor in the development of the information society, and as a fundamental force driving both business' and consumers' need for connectivity. After the private sector and national governments compete a diagnosis of their situations, much work will be needed to implant electronic commerce. Individual entrepreneurs, established firms and industry associations are best able to develop a plan to help them become established in the field of electronic commerce, and there are many resources available to help them in this task.

To facilitate the growth of e-commerce, the countries of the Americas need to adopt a Plan of Action comprising both domestic and multilateral elements. There are four essential elements to a policy framework which will enable and encourage electronic commerce. These are: building trust in the digital marketplace; clarifying marketplace rules; strengthening the information infrastructure (a topic addressed elsewhere in this Action Plan); and marketplace development.

Building Trust In The Digital Marketplace:

Government has a role to ensure that the conditions are in place to permit citizens and businesses to feel secure when they use electronic commerce. Security is a primary area of concern. Governments must establish clear rules permitting the use of cryptography and set policy concerning key recovery. Institutions must also be established to verify and certify electronic signatures in order to validate data messages in law and provide greater security for electronic transactions. E-commerce is encouraged by an environment where the availability of strong encryption and security of communications, data and transactions is assured. Privacy is a second key area where government must play a role. E-commerce benefits from the existence of strong, internationally agreed-upon, privacy protection standards, especially in an environment where barriers to cross-border transmission of information may be erected if privacy protection is not recognized by trading partners as being adequate. Finally, where they exist, consumer protection measures should be extended to the digital world affording a level of protection comparable to that expected for other forms of commerce. Whether consumer protection is currently in place or not, Governments can build trust by ensuring that consumers using electronic commerce have access to adequate dispute resolution mechanisms and, where required, redress.

Clarifying Marketplace Rules

Taxation has emerged as an area of sensitivity in the development of electronic commerce. Governments should take care that existing laws and tax treatments apply to electronic commerce, ensuring tax neutrality between paper and digital transactions. Any changes to the tax regime must be approached carefully to avoid creating a disincentive to electronic commerce. Significant effort may also be required to develop a legal framework that recognizes in law the status of "secure" electronic signatures and creates rules of evidence for electronic records. This requirement is vital, and must be developed in tandem with government policy on security and cryptography. A sound and e-commerce-ready legal framework is also a key enabling component of electronic government and other applications for the Information Society. A third role for governments is to create an intellectual property (IP) rights regime which adapts IP rules to the digital world, while balancing the needs of creators and users. A country's IP rules must be technologically neutral, to be able to accommodate a rapidly changing Internet environment where new applications challenge lawmakers ability to respond.

Marketplace Development

Governments may also choose to encourage the development of electronic commerce both by adopting a strategy to encourage use, and by acting as a model user. Policies and programs to encourage small and medium-sized enterprises (SMEs) to adopt e-commerce are particularly important in all countries. Marketplace development policies and programs such as promotion of investment in information infrastructure, electronic government, and methods of extending community access are discussed in more detail elsewhere in this Action Plan, but they are vital elements of an action plan to encourage the development of e-commerce, and a networked economy.

Addressing Critical "Cross-Sectoral" Issues

Another element that is critical to the development of electronic commerce on both a national and a regional level is the elimination of the logistical barriers that prevent e-commerce and e-business from operating efficiently. The entire e-commerce "supply chain" must be optimized if e-commerce is to reach its full potential. While governments recognize that a competitive telecommunications market is a critical underpinning of e-commerce, they also must recognize that ancillary services

such as transportation, electronic payments, customs services, and package delivery services are equally vital if just-in-time logistics systems are to succeed.

In short, governments should take a holistic approach to e-commerce, taking account not only of electronic aspects, but also of physical trade in merchandise, goods, and products. Companies and financial institutions should be able to establish swift and secure electronic payment options.

Initiatives for the Americas

Electronic commerce is inherently global as well as local – for businesses and consumers to reap the maximum benefits they need to be able to access the international marketplace both as producers and consumers. Governments in the Americas must work together to promote a globally-compatible regional environment for global electronic commerce which facilitates economic growth, maximizes the social potential, while reflecting and supporting the needs of all countries. Regional, multilateral and bilateral agreements can help to create an environment of confidence to permit that to happen. Some important areas for regional cooperation should include: agreements about how to recognize electronic signatures in electronic documents, and agreeing upon compatible authentication and certification policies and procedures. In addition, existing regional and multilateral trade forums and rule-making bodies should be used to stimulate and enable world-wide electronic commerce and remove impediments to trade. Finally, governments of the region should develop or make use of existing forums to exchange information on best practices and innovative applications which have the potential to speed or expand the growth of electronic commerce.

3. Government

3.1 Government On-Line

As with electronic commerce, an action plan to implant government on line in the region must include both domestic and regional initiatives, because even in the case of national governments, connectivity inevitably increases openness to the world. The actions presented here are based on an understanding of the best practices by governments around the world, but these must be adapted by individual governments taking into account the political, social and economic development of their respective societies.

Many of the most challenging and important action items for governments planning to go on line naturally must take place at the level of individual governments, and individual government programs. It has already been mentioned that the driver for a government on-line initiative is often the desire to improve the quality of service delivery and raise the level of users' satisfaction with government services. Programs are redesigned from the needs and interests of the citizen and programs may be grouped or integrated where appropriate. Many governments are taking a "whole of government" approach to the setting of information management and technology standards, the provision of common infrastructure services and the use (or reuse) of common processes or systems, in order to capture economies of scope and scale as they move towards electronic services.

One of the first steps taken by many governments is to create or reorganize their web presence so as to increase the accessibility of government services and ease of navigation of their sites. Often this involves the creation of integrated portals which complement the traditional department-by-department or program-by-program listings by grouping information, forms and services according to subject or theme, user group or life-cycle stage. These sites may begin as simple listings of useful links, but evolve over time to provide content – delivering relevant and authoritative information organized in response to users' needs. These sites can evolve to become the platform for the delivery of interactive and transactional services. Governments may also set standards for the "look and feel" of these and other key sites, for user feedback and use metrics, and for metadata or indexing of information in order to make it easier for citizens to find what they are looking for.

Transforming services for on-line service delivery is a considerable challenge. Services should not be simply automated, but re-invented for the Internet – and many governments use their on-line strategies to simplify delivery processes and cut red-tape. The focus is often on the most commonly used and high transactional volume services, for which users are ready for on-line and self-service approaches. Pilot projects are often used to test concepts at lower overall risk.

The rethinking of services should also consider the opportunities to integrate information collection and processing, or to use common front-ends, forms, applications or back-end systems. The integration of services can offer significant savings in addition to service delivery mechanisms more focused on users' needs. A single site offering citizens a secure means for changing their address with multiple government departments, for example, could both appeal to clients and save each department the cost of developing this service.

In many instances, governments also invest in putting on-line horizontal enabling services which reach across departments and agencies. These include the ability for programs to receive and make payments electronically, and the entire supply chain or purchasing and procurement systems for government.

Many governments choose to invest in a common or shared infrastructure. Offering high capacity networks, network security, directories of users and employees, and security services as a common infrastructure is less expensive than requiring each department or agency to provide its own security solution program by program. The users also benefit from standardized protocols and seamless hand-off.

Citizens and businesses are often concerned about the privacy and security of their transactions and the provision of a common secure channel with government helps address some of these concerns. Many governments are also reviewing policy frameworks to ensure that these build citizen trust and confidence in electronic services. Privacy issues are often critical – and some governments may need to clarify the privacy rules which obtain in integrated service delivery situations. Often governments have also elected to pass legislation that provides a legal standing for electronic signatures and documents filed with them. Such legislation, and addressing privacy concerns, is central to the creation and promotion of other e-services, such as e-commerce, in an economy.

Most governments have also recognized the need to transform internal administrative services for on-line delivery, and to provide employees with the skills and tools they will need to effectively participate in an electronic service delivery environment. This might mean moving to single systems or shared service organizations for financial, human resource and materiel management. It can also mean e-recruitment of new government employees, and on-line self-service sites for training, travel authorization and expenditure claims, vacation and leave processes. These processes may require the equipping of employees with electronic signatures.

Moving to on-line services is a significant change management initiative. It requires sustained leadership at all levels, both political and bureaucratic. It is most successful when a vision and targets have been articulated at the highest levels – to define the end-state and what “success” would mean. In most cases, an organization has been funded to drive the government on-line agenda. The resources needed for service transformation and common infrastructure services are sometimes provided centrally, sometimes reallocated from existing department and agency IT budgets. It is often a challenge to articulate the “business case” (or logical/financial rationale) for putting services on-line, as costs are high initially and savings are difficult to quantify and do not appear immediately. A broad view is needed – governments should consider their strategy for service delivery across all channels as the take-up of the on-line channel may generate savings in in-person, mail or telephone channels. Some governments are offering explicit incentives to encourage the

take-up of on-line services – in all cases, communications strategies are essential to build awareness, encourage take-up and reassure citizens of the safety and security of on-line delivery.

There are many approaches to electronic government, and in many instances the lack of a pre-existing legacy computer systems means that some governments can move ahead rapidly with innovative on-line services and systems.

With regard to e-governance it is vital that, as countries move to fuller and more inclusive models of democratization, they remain aware of opportunities to use the powers of connectivity to engage citizens directly in governance. As pointed out earlier, it may be best to begin at the local level, where decisions have an immediate impact on citizens. Governments should work particularly closely with civil society, including the private sector to develop an understanding of what parts of government decision making should most urgently be opened to the public, and to develop inclusive plans to begin to meet those needs. While the relationship between citizens and governments are in some ways unique to each country, it will still be possible to learn from each other and to share best practices as a means of making progress in the Americas as a whole.

Initiatives for the Americas

Participation in regional or international organizations provides an excellent means of sharing best practices, innovative approaches, and lessons learned. With appropriate agreements, it would also be possible to arrange for sharing of software solutions developed by individual governments. Common approaches to authenticating users authorized to engage in transactions, and protecting transactions would also simplify cross-border transactions involving governments.

ANNEX 5

CONTENT

A Plan of Action for content focusing on the development of relevant content based on the needs and issues identified by stakeholders could best be developed by a high-level working group, composed of representatives of civil society, the private sector, and government. Its work should encourage the development of relevant content for and by all groups in the society: linguistic, aboriginal, gender, and those with other special interests or needs. Specific measures should be included to provide training at community levels enabling the production of content both to meet the community's needs and to develop a presence in the global information society. The following elements could be considered for inclusion in a Plan of Action for the encouragement of content development:

- Establishment of a high-level working group, to include representatives of civil society, the private sector, and government, to study the results of the corresponding assessment and determine the details of programs and projects in the content area in the framework of the national Agenda for Connectivity. This working group will be coordinated by the national entity responsible for the Agenda.
- Promotion in the short term of an updated human resource training program, in national public and private educational institutions, specialized in technological fields essential to the production of content.
- Study the advisability of establishing a government incentive system to expand the content industry and other related industries within the country. If appropriate, it is suggested that the system be established as soon as possible, and that it be reviewed at the close of the fiscal period.

- Definition of the basic stock of content and of the corresponding projects to see that public administration evolves and to provide information services and other citizen-related services. This activity should be carried out shortly after the launch of the national Agenda for Connectivity.
- As suggested in the section on e-government, moving to integrate on-line content government services into Web portals. This process must be initiated by the different government levels and areas beginning in the first effective year of the national Agenda for Connectivity, and should be updated and enriched on an ongoing basis.
- Establishment of ongoing production of on-line content at the different government levels and areas for internal consumption and public information purposes. As this activity involves many activities, it will be considered a process for the medium to long-term.
- Study of how much national content is available via the Internet.
- Define in the short term, and with the pertinent private sector participation, the commercial on-line content services most appropriate to the national reality, and the multisectoral plans to make them feasible.
- Promote inter-American cooperative efforts for the exchange of content and its joint development.
- Based on the results of the assessment, establish a national strategy to address the lack of content in the three sectors.
- If necessary, coordinate joint activities among the three sectors included in the national Agenda for Connectivity to discourage offensive content, or prevent the dissemination of illegal on-line content.
- Each country of the hemisphere may identify other activities which it may see as necessary for the promotion of content production and use in its particular circumstance.

ANNEX 6

REGULATORY FRAMEWORK

In the telecommunications sector, most countries of the region have recognized the need for a series of commitments to an effective regulatory framework that have been defined in the Basic Telecommunications Agreement of the World Trade Organization (WTO)⁴⁶, and specifically in the reference paper incorporated in the various countries' commitments in the General Agreement on Trade in Services (GATS). This Annex summarizes aspects to be considered in each country in creating an appropriate modern regulatory framework for the development of the Agenda for Connectivity should include:

- Equitable, universal and affordable access to information
- Diversity of agents and supply, and effective competition
- Transparency and clarity

⁴⁶ See www.itu.ch/itudoc/osg/ptspeech/chron/1997/42248.html
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- Technological neutrality, without prejudice to each country's public interest
- A competitive ICT industry
- Effective civil society participation in the development of the regulatory framework
- Strengthening the security of communication and information
- Training in the use of ICT services
- Respect for intellectual property rights in keeping with national provisions and international treaties
- Coordination of legislation governing the information and communications sectors

The following activities are recommended as a means to achieve these goals:

- Organization of working meetings and workshops with the participation of members of civil society, private sector experts, and the public sector to share experiences and best practices for the development of solid regulatory frameworks that facilitate and promote the use and application of the ICTs in all sectors of society
- Identification of technical assistance mechanisms and opportunities existing or proposed by international organizations such as the IDB or the ILO, which may facilitate the process indicated above
- Consideration of the need to strengthen information technology and communication firms, focusing particularly on those located in developing and less advanced countries.
- Enabling each country of the Hemisphere to identify, in its particular circumstances, such other activities as it considers necessary to promote connectivity .

ANNEX 7

PERFORMANCE MEASUREMENT

The key to developing and implementing a useful performance measurement system is selecting appropriate measurement criteria. Performance measurement mechanisms should take account of the fact that connectivity is not an end in itself. Its objective is rather to promote the countries' economic, social, and cultural development and to improve people's welfare and quality of life. Choosing the wrong measures could potentially lead those engaged in implementing the Agenda to try to optimize the wrong results. The most promising measures and sources of information may be determined by considering the issues suggested in the table below.

Performance Measure	Operationally define the measure (i.e. the number of, or percent of, [target group] which display a specific behavior or give a specific response).
Relevance and Validity of the Measure	Be certain that an indicator demonstrates the achievement of some aspect of a desired key result
Basic Strategy	Discuss the collection method, (design and source), frequency, process/system requirements, analysis and reporting required, roles and responsibilities of those involved, and resource costs.
Current Situation	Answer the following questions: 1. Do data for the measures currently exist? 2. What are the data sources? 3. Do the data really measure what we want to measure? 4. Is the data meaningful to all stakeholders

	<ol style="list-style-type: none"> 5. Are the messages to be provided by the data easy to communicate? 6. Has the data proven reliable in different situations and over time? 7. Can the data be collected and analyzed in a cost effective manner? 8. Do we need to establish a baseline? 9. Who needs to be involved in the collection and analysis? 10. How much interpretative information is required to make sense of the indicator chosen? 11. Other considerations?
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The answers to these questions, combined with a clear understanding of the most important aspects of a country's Agenda for Connectivity is the first step in developing a performance measurement framework. Once the performance measurement framework has laid out the full spectrum of performance for the program or operational section of the Agenda, those involved in implementing the Agenda should identify the most critical elements to focus on in understanding and measuring each part of the program's success. It is not practical nor reasonable to consider developing a performance measurement system addressing every single activity within an initiative as large as an Agenda for Connectivity. When considering key performance areas, managers should think about it not only from their own perspective, but also from the perspective of internal and external stakeholders, interest groups and clients. An attempt should be made to identify the supply of and demand for each basic component of connectivity without sacrificing the population's end benefits. While it is important to center attention on progress toward key outcomes, it is also important to monitor the performance of key processes (activities and outputs) which are vital for the success of the components of the Agenda. In other words, an important concept is ensuring attention is paid across the performance spectrum and not in isolated areas.

Analysis of relationships between categories may also be valuable; e.g., the relationship between resources and outputs (efficiency) or between resources and outcomes (cost-effectiveness). Looking at the relationships of results, resources and reach can also allow for an analysis of strategic trade-offs (e.g. wide reach versus high impact results).

It is clearly beyond the scope of this paper to offer a complete discussion of a well established field such as performance measurement. The countries of the hemisphere could benefit greatly, as would the Summit process, if a partner organization in the Agenda for Connectivity such as the IDB or other suitable agency were to offer a workshop to assist them in developing appropriate performance measurement frameworks suited to their own individual Agendas and Action Plans.

COM/CITEL/RES. 149 (XII-02)⁴⁷
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.

⁴⁷ Document COM/CITEL/362 rev.4
co-765r1-final_i

**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 CITESL'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 CITESL 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 CITESL 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 CITESL 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 CITEC 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 CITEC 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.

COM/CITEL RES. 150 (XII-02)⁴⁸
**PARTICIPATION OF CITEL IN A UPAEP WORKSHOP ON ELECTRONIC
COMMERCE**

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

HAVING SEEN:

The invitation received from the Postal Union of the Americas, Spain and Portugal (UPAEP) to participate in a Workshop on Electronic Commerce on March 21, 2003, in Montevideo, Uruguay,

CONSIDERING:

- a) That, in September 2000, the Panama Congress of the UPAEP adopted resolution XI on electronic commerce and established the Working Group on Electronic Commerce, and
- b) That one of the objectives of the Working Group is to study in depth the electronic commerce system and its incidence on the postal market in order to propose strategies for the development and implementation of the service, as well as its operational and economic viability by postal service operators;

TAKING INTO ACCOUNT:

- a) That CITEL signed a Cooperation Agreement with the UPAEP in May 2002, and
- b) That, according to this Cooperation Agreement, CITEL agreed to participate in related activities, especially by exchanging technical knowledge, information, and training,

RESOLVES:

To request the Administrations of Canada and Uruguay to participate, representing CITEL, in the Workshop on Electronic Commerce to be held in Montevideo, Uruguay, on March 21, 2003, indicated above in the paragraph HAVING SEEN.

INSTRUCTS THE EXECUTIVE SECRETARY:

To apprise the UPAEP of this resolution.

⁴⁸ Document COM/CITEL/doc. 751/02 cor.1

COM/CITEL/RES.151 (XII-02) ⁴⁹
CITEL AND THE WORLD SUMMIT ON THE INFORMATION SOCIETY

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

CONSIDERING:

- a) That the World Summit on the Information Society (WSIS) is to take place under the high patronage of the UN Secretary-General in two phases, with the first in Geneva in 2003 and the second phase in Tunis in 2005;
- b) That the ITU has assumed the leading coordination role in organizing the Summit and the managerial role in the Executive Secretariat of the WSIS;
- c) That, in adopting a Decision and Resolution concerning the planning for the Summit, the 2002 ITU Plenipotentiary Conference recognized the importance of taking into account the United Nations Millennium Development Goals and the results of other relevant initiatives such as the Agenda for Connectivity in the Americas;
- d) That a number of key regional preparatory meetings for the WSIS have been organized including one for Latin America and the Caribbean to be held in the Dominican Republic from 29 to 31 January, 2003 involving the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Development Programme (UNDP) and the OAS as among the principal participants, and
- e) That CITEL has an important telecommunication perspective to offer in strengthening and developing inter-American cooperation,

RECOGNIZING:

- a) That the Declaration on Telecommunications forming part of the Action Plan adopted by Heads of State at the 2001 Summit of the Americas emphasized the importance of connectivity through the promotion and coordination of the modernization of telecommunications infrastructure and the need for interoperability of existing and future telecommunications networks;
- b) That the Washington Declaration adopted by Member States at the Third Regular Assembly of CITEL in August 2002 highlighted the need for CITEL to actively contribute in the preparations for the Summit through actions that include advancing and promoting the principles for a Agenda for Connectivity in the Americas;
- c) That Resolution COM6/10 was adopted by the 2002 ITU Plenipotentiary Conference on the subject of "Support for the 'Agenda for Connectivity in the Americas and Plan of Action of Quito'",

⁴⁹ Document COM/CITEL/doc.752/02 rev.1

- d) That Permanent Consultative Committee I through resolution PCC.I/RES.10 (I-02) and Permanent Consultative Committee II are identifying activities of direct relevance to both the WSIS including cyber security protection of the telecommunication infrastructure of the Americas and the implementation of the Agenda for Connectivity;

RECOGNIZING ALSO:

That there a number of common issues among the proposed themes of the Summit and the Agenda for Connectivity which include the role of connectivity as a tool for social, economic and cultural development of the countries of Americas, infrastructure development, universal and equitable access, capacity building through human resource development as well as services and applications,

TAKING INTO ACCOUNT:

- a) The concerns expressed by CITELE Member States on the need for identifying a full range of issues for the Summit preparations associated with connectivity such as human capacity building and infrastructure development, with bridging the digital divide through, for example, the introduction of competition in the provision of telecommunication services and of new applications and services, and with initiatives underway in the OAS in pursuing common policies in such critical areas as cyber security, and
- b) The need to identify suitable mechanisms to reflect the views of CITELE Member States into the WSIS preparatory process,

RESOLVES:

1. To invite the Secretary-General of the OAS as a participant in the WSIS regional preparatory meeting to be held in the Dominican Republic to relay the following broad telecommunication objectives that have been identified in this Resolution as appropriate as representing the views of the Members of COM/CITELE on the Summit process specifically within the mandate of CITELE:

- Modernization of telecommunication infrastructure and greater access to telecommunication services through policies that promote universal access, free and fair competition in telecommunication services to encourage public and private investment in connectivity;
- Mobilization of human resources to strengthen capacities for applying information and communication technologies to human development;
- Devoting special attention to capacity building in areas of human resource development in support of connectivity;
- Building a culture of cyber security to protect telecommunication infrastructures by raising awareness among all participants in the Americas in information systems and networks concerning the risk to those systems and by developing necessary measures to address security risks to respond quickly to cyber incidents.

2. To distribute this Resolution to all CITELE Member States to assist in the development of their respective positions and proposals to the WSIS through the ITU Council Working Group established for this purpose.

ESTABLISHMENT OF A GROUP FOR CONNECTIVITY INITIATIVES MANAGEMENT

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

CONSIDERING:

- a) That the Heads of State and Government of the Americas acknowledged in the Declaration of the Quebec Summit “that a technological revolution is unfolding and that our region is entering a new economy, one defined by a vastly enhanced capacity to access knowledge and to improve flows of information” and expressed that “we are convinced that the promotion of a Connectivity Agenda for the Americas will facilitate the beneficial integration of the hemisphere into an increasingly knowledge-based society. We share the goal of providing all citizens of the Americas with the opportunity to develop the tools to access and share knowledge that will allow them to fully seize opportunities to strengthen democracy, create prosperity and realize their human potential. Connectivity will open new opportunities to our society in all areas, for which equal access and appropriate training are necessary”;
- b) That at that same moment they established in the Quebec Action Plan, among other, to “instruct, as appropriate, our telecommunications authorities and our relevant regulatory bodies, working within our regional and sub-regional agencies and organizations to develop and implement before the next Summit of the Americas a **cooperative and collaborative program to support a connectivity agenda for the Hemisphere** and to encourage increased competitiveness and productivity of all sectors through applications such as **distance education and tele-health** and promote the creation of domestic activities dedicated to the generation of Internet-based industries”;
- c) That in the Washington Declaration, Member States of the Inter-American Telecommunication Commission (CITEL) agreed to continue consolidating and expanding CITEL’s capabilities so it can fully respond to the commitments adopted by the Heads of State at the Summit of the Americas, in view of the fact that telecommunications and information technologies and connectivity are priority elements in the sustainable development of the Region, and
- d) That the III Ordinary Assembly of the Inter-American Telecommunication Commission (CITEL) adopted Resolution CITEL/RES. 33 (III-02) regarding implementation of a Agenda for Connectivity in the Americas,

⁵⁰ Document COM/CITEL/doc. 756/02 rev.1

CONSIDERING FURTHER:

- a) That the World Telecommunication Development Conference (WCTD-02) adopted Resolution 39, “Support the Agenda for Connectivity in the Americas and the Quito Action Plan”, which resolved to include among the high priorities support for initiatives under the “Agenda for Connectivity in the Americas”, recommending the use of mechanisms to help to achieve the necessary results for each country and region, and promote the exchange of information on the development of connectivity activities globally;
- b) That Recommendation 14 of WTDC-02, regarding Pilot integration project for information and communications technologies, recommended that the Telecommunication Development Bureau (BDT) adopts all necessary measures to implement regional projects derived from non-exclusive integration models designed to link all stakeholders, organizations and institutions of the various sectors in an ongoing relationship of cooperation in which information is disseminated over networks, so as to narrow the digital divide; that BDT plays a central role in this initiative and uses the funds at its disposal to attain that objective and that the Latin American region serves as the initial testing ground for this initiative, and
- c) That the Plenipotentiary Conference (PP-02) adopted Resolution COM 6/10, which resolved to commission ITU Secretary General to “release the appropriate financial resources to endorse and foster execution of projects intended to comply with the objectives stated in the mentioned Resolutions and Recommendations; in particular through the use of Exhibitions and World Telecommunication Forum (TELECOM) Surplus”; and to commission the Director of the Telecommunication Development Bureau to bring special attention to the application of Istanbul Action Plan provisions regarding initiatives proposed within the framework of the Connectivity Agenda for the Americas, to provide adequate support to Member States in this regard, through the Regional Bureau for the Americas and to cooperate in identifying additional funding resources which could supplement funds provided by the ITU to support development of related projects in the Americas Region,

BEARING IN MIND:

- a) That the Inter-American Agency for Cooperation and Development (IACD) is OAS’s main entity to provide and coordinate technical assistance, and that in the Development and Cooperation Strategic Plan for 2002-2005 has established eight priority issues: education, social development, science and technology, integration and commerce, culture, tourism, environment and democracy, and that the IACD, by means of its programs, aims at the integration of communication and information technology use, and
- b) The support given by the Director of the BDT to the implementation of projects related to connectivity initiatives for the Americas, both with respect to the financial aspects as well as to providing experts and coordinating activities,

RECOGNIZING:

That taking into account the connectivity objectives stated at the Summit of the Americas as well as CITELE responsibility in developing activities to attain them, it is necessary to foster cooperation relationships with telecommunication and financing organizations, at the international and regional levels, as well as with organizations and agencies from all sectors involved, with the aim to develop telecommunications,

RESOLVES

1. To establish a Group for Connectivity Initiatives Management that will interact with the ITU/BDT through the Regional Office of the ITU and with other interested organizations in order to implement projects originating from these initiatives.
2. To invite the Inter-American Agency for Cooperation and Development to work together with CITELE on projects to be developed in the areas identified by the Management Group.
3. To instruct the Group to work within the competence framework of CITELE in the following areas:
 - Promotion of network infrastructure development
 - E-government (development of applications which enable the implementation of government modernization processes)
 - E-health
 - E-education
 - E-commerce
 - Human Resource training in the telecommunication sector
 - E-culture and distance-culture
 - ICT's access
 - Minorities
 - People in special need
 - Public protection and disaster relief telecommunications.
4. To establish as the Group's objectives, the following:
 - a) To identify those projects whose outcomes comply with the requirement of satisfying the common needs of all the countries in the Region or a large number of them, and that the project ensures the recognition of the best practices identified all over the world, and in particular, in the Region where it will be implemented, aiming at cost-reduction and the encouragement of implementing similar ideas and its adaptation, and
 - b) To promote cooperation mechanisms with international and regional financing organizations as well as mechanisms of partnership with the private sector and other interested entities, to enable accomplishment of the identified projects and coordination of implementation actions
5. To entrust the Chair of COM/CITELE to chair the Group for Connectivity Initiative Management.
6. To entrust the Chair of COM/CITELE to establish the necessary vice-chairs taking into account the criteria of regional balance in the Americas Region, including at least a representative from:
 - NAFTA group
 - Andean Region
 - Center-American Group

- CARICOM group
- Mercosur and Chile Group

7. To carry out Working Group meetings jointly with the ordinary meetings scheduled by CITEL in order to promote maximum participation of Members and to undertake as many activities as possible through mail or the CITEL Electronic Forum.

COM/CITEL/RES. 153 (XII-02)⁵¹
**APPROVAL OF OBSERVER STATUS FOR THE LATIN AMERICAN INSTITUTE FOR
 EDUCATIONAL COMMUNICATION ("ILCE")**

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

CONSIDERING:

- a) That pursuant to Article 16 of the CITEL Regulations, COM/CITEL is authorized to confer Observer status on international, regional, subregional, and national agencies and organizations that are involved in telecommunications activities in the region and who have asked to participate in the meeting”;
- b) That the Latin American Institute for Educational Communication has requested Observer Status in CITEL;
- c) That ILCE was formed as a result of the General Conference of the United Nations Organization for Education, Science, and Culture ("UNESCO") which took place in Montevideo, Uruguay, in 1954, and is dedicated to train human resources, educational technology, and educational and cultural communications within the CITEL Member States, and
- d) The in seeking alternatives to support education, ILCE has developed its activities in Latin America through bilateral agreements with similar institutions, international organizations, and ministries of education,

RESOLVES:

1. To approve ILCE as a CITEL Observer.
2. To instruct the Executive Secretary to notify ILCE of this Resolution and to incorporate ILCE in the list of CITEL Observers.

⁵¹ Document COM/CITEL/doc. 761/02

COM/CITEL RES. 154 (XII-02)⁵²
APPROVAL OF THE PLAN OF OPERATIONS FOR 2003

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

CONSIDERING:

- a) The budget program and the draft schedule prepared by the Commission of Operations of COM/CITEL for 2003, and
- b) The information on the status of associate members submitted by the Secretariat of CITEL,

RESOLVES:

1. To approve the Schedule of Meetings for 2003 contained in Appendix 1 to this Resolution.
2. To approve the Draft Budget Program of CITEL for 2003, contained in Appendix II to this resolution.
3. To request the Administrations to help the Secretariat collect the contributions that associate members owe the Organization.

TO INSTRUCT THE EXECUTIVE SECRETARY:

To increase the dissemination of information to all associate members related to their rights and obligations.

Appendix I: Schedule of Meetings in 2003

Meeting	Date	Location
I Meeting of PCC. II	February 3-7, 2003	Orlando, USA
II Meeting of PCC.I	April 7-10, 2003	Ecuador
VII Meeting of the WG to Prepare for the Meetings of the Council of the ITU	May 5-16, 2003	Geneva, Switzerland
Meeting of the Preparatory WG of the WRC-03	June 9 - July 4, 2003	Geneva, Switzerland
Meeting of the Steering Committee	August 11-13, 2003	Washington D.C., USA
VIII Meeting of the WG to Prepare for the Meetings of the Council of the ITU	August 14-15, 2003	Washington D.C., USA
II Meeting of the Conference Preparatory WG	August 14-15, 2003	Washington D.C., USA
III Meeting of PCC.I	22 al 26 de September de 2003	México
II Meeting of PCC.II	October 20-24, 2003	El Salvador
XIII Meeting of COM/CITEL	November 3-6, 2003	Argentina
IX Meeting of the WG to Prepare for the Meetings of the Council of the ITU	November 3-6, 2003	Argentina
III Meeting of the Conference Preparatory WG	November 3-6, 2003	Argentina

⁵² Document COM/CITEL/doc. 766/02 rev.1

DISTRIBUTION OF REGULAR FUND - CITEL 2003**(in thousands US Dollars)**

	Regular Fund	Subtotals
STAFF OF SECRETARIAT	501.8	501.8
XI Meeting Steering Committee		
Cost of meeting	19.9	19.9
XIII Meeting COM/CITEL		
Travel expenses of personnel	15.8	
Cost of meeting	34.9	50.7
PCC .I – II Meeting		
Translations expense	6.0	6.0
PCC.I – III Meeting		
Translations expense	6.0	6.0
PCC.II – I Meeting		
Translations expense	6.0	6.0
PCC.II – II Meeting		
Translations expense	6.0	6.0
CITEL Representation at International Meetings	25.3	
See Footnotes (1) and (2) ⁵³		
(a) WRC-03		
Participation of the Executive Secretary and the Principal Specialist of CITEL		
Interpretation expenses		
Translation expenses		
(b) WG Prepare for the Meetings of the Council of the ITU		
Interpretation expenses		
(c) Unscheduled travels		
		25.3

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(1) The designation of the representatives and the funding source and allocation will be in charge of the Chair of COM/CITEL

(2) The Executive Secretary is authorised to identify additional funds for the amount of up to US\$ 4,700, so that in total there will be US\$ 30,000.

**BUDGET
 XI MEETING
 STEERING COMMITTEE OF CITEL AND WORKING GROUPS 2003
 5 days**

Activity	Funds to be used at CITEL Hdqt.
EQUIPMENTS AND SUPPLIES Rental equipment and office supplies	500
DOCUMENTS Photocopies	1,000
CONTRACTS -Preparation of preliminary documents, during meeting and finals	3,690
- Interpreters, translators and support personnel during meeting	<u>12,670</u> 16,360
CONTINGENCIES	2,000
TOTAL	19,860

Source of financing: Regular Fund

Note: Interpretation will be available only during the two days meetings of the Working Groups.

**BUDGET
XIII MEETING
PERMANENT EXECUTIVE COMMITTEE (COM/CITEL) 2003**

4 days

Activity	Funds to be Used at CITEL Hdgrs	Transfer to Coordinating Institution	Total Cost
TRAVEL (4 persons – 4 days) Ticket, per diem and terminal expenses for Executive Secretary, Legal Advisor, CITEL Specialist, and Information Technologies Specialist	8,840		8,840
EQUIPMENT AND SUPPLIES Rental of equipment and office supplies			
TELEPHONE, FAX, ETC.			
CONTRATS Preparation of preliminary documents and finals Interpreters, translators and support personnel during meeting	5,000	34,852	5,000 <u>34,852</u> 39,852
CONTINGENCIES	2,003		2,003
TOTAL	15,843	34,852	50,695

Source of financing: Regular Fund

BUDGET
II MEETING
PERMANENT CONSULTATIVE COMMITTEE I (PCC.I) 2003
4 days

Activity	Funds to Be used at CITEL Hdqrs	SOF *	Transfer to Coordinating Institution	SOF *	Total Cost
TRAVEL (4persons – 4 days) Tickets, per diem and terminal expenses for Executive Secretary, CITEL Specialist, Information Technologies Specialist and traveler to be determined	8,840	2			8,840
EQUIPMENTS AND SUPPLIES Rental of equipment and office supplies					
TELEPHONE, FAX, ETC.	200	2			200
CONTRACTS Preparation of preliminary documents and finals <u>464</u> 6,500 Interpreters, translators and support personnel during meeting	6,036 <u>464</u> 6,500	1 2	37,812	2	6,500 <u>37,812</u> 44,312
CONTINGENCIES	2,000	2			2,000
TOTAL	17,540		37,812		55,352

(*) Source of Financing
1 Regular Fund - \$6,036
2 Specific Funds \$49,316

**BUDGET
III MEETING
PERMANENT CONSULTATIVE COMMITTEE I (PCC.I) 2003**

5 days

Activity	Funds to Be used at CITEL Hdqrs	SOF *	Transfer to Coordinating Institution	SOF *	Total Cost
TRAVEL (4 persons – 5 days) Tickets, per diem and terminal expenses for Executive Secretary, CITEL Specialist, Information Technologies Specialist and traveler to be determined	9,480	2			9,480
EQUIPMENTS AND SUPPLIES Rental of equipment and office supplies					
TELEPHONE, FAX, ETC.	200	2			200
CONTRACTS Preparation of preliminary documents and finals Interpreters, translators and support personnel during meeting	6,036 <u>464</u> 6,500	1 2	44,846	2	6,500 <u>44,846</u> 51,346
CONTINGENCIES	2,000	2			2,000
TOTAL	18,180		44,846		63,026

(*) Source of Financing
1 Regular Fund - \$6,036
2 Specific Funds \$56,990

**BUDGET
I MEETING
PERMANENT CONSULTATIVE COMMITTEE II (PCC.II) 2003
5 days**

Activity	Funds to Be used at CITEL Hdqrs	SOF *	Transfer to Coordinating Institution	SOF *	Total Cost
TRAVEL (4 persons – 5 days) Tickets, per diem and terminal expenses for Executive Secretary, CITEL Specialist, Information Technologies Specialist and traveler to be determined	9,480	2			9,480
EQUIPMENTS AND SUPPLIES Rental of equipment and office supplies					
TELEPHONE, FAX, ETC.	250	2			250
CONTRACTS Preparation of preliminary documents and finals	6,036 <u>3,464</u> 9,500	1 2			9,500
Interpreters, translators and support personnel during meeting			55,118	2	<u>55,118</u> 64,618
CONTINGENCIES	2,000	2			2,000
TOTAL	21,230		55,118		76,348

(*) Source of Financing
1 Regular Fund \$6,036
2 Specific Funds PCC.II \$70,312

**BUDGET
II MEETING
PERMANENT CONSULTATIVE COMMITTEE II (PCC.II) 2003
5 days**

Activity	Funds to Be used at CITEL Hdqrs	SOF *	Transfer to Coordinating Institution	SOF *	Total Cost
TRAVEL (4 persons – 5 days) Tickets, per diem and terminal expenses for Executive Secretary, CITEL Specialist, Information Technologies Specialist and traveler to be determined	9,480	2			9,480
EQUIPMENTS AND SUPPLIES Rental of equipment and office supplies					
TELEPHONE, FAX, ETC.	250	2			250
CONTRACTS Preparation of preliminary documents and finals	6,036 <u>3,464</u> 9,500	1 2			9,500
Interpreters, translators and support personnel during meeting			55,117	2	<u>55,117</u> 64,617
CONTINGENCIES	2,000	2			2,000
TOTAL	21,230		55,117		76,347

(*) Source of Financing
1 Regular Fund \$6,036
2 Specific Funds PCC.II \$70,311

IV. DECISIONS

The XII Meeting of the Permanent Executive Committee of CITEL, COM/CITEL.

DECIDES:

- COM/CITEL
DEC. 31 (XII-02)**
1. To conclude the tasks undertaken by the Working Group entrusted with the preparation of CITEL for the 2002 ITU Plenipotentiary Conference and the World Telecommunication Development Conference.
 2. To instruct the Executive Secretary to send a letter on behalf of COM/CITEL to the Government of Ecuador in recognition of the work carried out by Mr. José Vivanco as Chairman of the Working Group.
- COM/CITEL
DEC. 32 (XII-02)**
1. To conclude the activities of the Joint Working Group on Legal Matters and Administrative Procedures of PCC. I, II and III.
 2. To instruct the Executive Secretary to send a letter on behalf of COM/CITEL to the Government of Suriname expressing CITEL's gratitude for the efforts of Mrs. Iris Struiken-Wijdenbosch, as chairperson of the Working Group.

V. LIST OF BASIC DOCUMENTS

Summary Minutes of the Inaugural Session	COM/CITEL/doc.739/02 rev. 1 cor.1
Summary Minutes of the First Plenary Session:	COM/CITEL/doc.739/02 rev.1 cor.1
Summary Minutes of the Second Plenary Session:	COM/CITEL/doc.739/02 rev.1 cor.1
Summary Minutes of the Third Plenary Session:	COM/CITEL/doc.762 /02 rev.1
Summary Minutes of the Fourth Plenary Session and closing Session	COM/CITEL/doc.763/02
List of Documents:	COM/CITEL/doc.688/02 rev.7
List of Participants:	COM/CITEL/doc.689/02 rev.2
Final Report:	COM/CITEL/doc.765/02 rev.1