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Journal Title: ITU news

Journal Issue: Special edition, no. 7, September 2010

ITU NEWS

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Plenipotentiary Conference 2010



Elections Special

Meet the candidates



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Plenipotentiary Conference in Mexico

Dr Hamadoun I. Touré
ITU Secretary-General



■ Deciding the future direction of ITU

It is my great pleasure to welcome participants to Guadalajara for the eighteenth ITU Plenipotentiary Conference. We expect the event to attract around 2000 participants, including Heads of State and Government and an estimated 130 top-level officials from more than 160 countries, representing government, the private sector, as well as regional and international organizations.

The Plenipotentiary Conference is ITU's top policy-making body. Held every four years, plenipotentiary conferences determine the Union's strategic direction and priorities, adopt its strategic and financial plans, and develop policies and recommendations in the light of industry developments, to help the Union address the evolving needs of its membership.

Along with 192 Member States, ITU's membership includes around 700 private-sector companies and Associates, as well as national, regional and international bodies that have an interest in information and communication technologies (ICT). I am pleased to announce that Timor-Leste is the Union's 192nd Member State, effective from 24 August 2010, and will participate for the first time in the Plenipotentiary Conference.

In Guadalajara, the conference will address a number of important issues for the future of the Union. It will consider and approve a Strategic Plan and a Financial Plan covering the years 2012–2015, laying the foundation for the future operational plans of the Union. Our Union is today in a sound financial and strategic position. Now we need to work together to broaden and strengthen the Union by increasing our Sector membership.

The conference will discuss the basic instruments of the Union (the Constitution and the Convention). As you know, it has always been the wish of our members to streamline these instruments and make them durable enough to stand the test of time. This can be achieved by retaining only the Union's inalienable principles in the current instruments. Other provisions could then be moved to an instrument that is both flexible and adjustable to the constantly changing telecommunication environment.

The conference will also address key issues ranging from cybersecurity, and climate change, to strategies to bridge the growing broadband divide, the move to IPv6 Internet addressing, and the possible review of the International Telecommunication Regulations — the global treaty that currently governs how telecommunication services are delivered around the world.

The conference will elect five top executives to lead the work of the Union over the next four years, elect a 12-member Radio Regulations Board, and vote on which countries will serve on the ITU Council.

Guadalajara, the capital of the state of Jalisco, is an ideal venue for this important event, which will play a major role in shaping the future of the information society in developed and developing countries alike. The decisions of the conference will determine the Union's ability to influence the development of ICT worldwide.

Guadalajara, affectionately known as *La Perla del Occidente* (the Pearl of the West), embodies the soul of Mexico. I am confident that Guadalajara's joyful and exuberant spirit, drawing strength from its historical, cultural and artistic heritage, will inspire the Plenipotentiary Conference to reach results that are life-enhancing for all the peoples of the world.



Cover photos: Getty Images, AFP/
Hemis.fr

ISSN 1020-4148
www.itu.int/itunews
10 issues per year
Copyright: © ITU 2010

Editor-in-Chief: Patricia Lusweti
Art Editor: Christine Vanoli
Circulation Assistant: R. Soraya
Abino-Quintana

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Editorial office/Advertising information:
Tel.: +41 22 730 5234/6303
Fax: +41 22 730 5935
E-mail: itunews@itu.int

Mailing address:
International Telecommunication Union
Place des Nations
CH-1211 Geneva 20 (Switzerland)

Subscriptions:
Tel.: +41 22 730 6303
Fax: +41 22 730 5935
E-mail: itunews@itu.int



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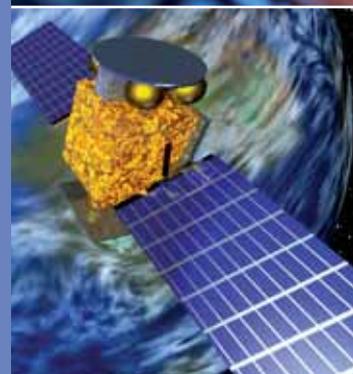
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Welcome to Mexico

- On behalf of the Mexican Government, I would like to welcome you all to ITU's Plenipotentiary Conference, in Guadalajara, Mexico, on 4–22 October 2010.

For Mexicans, it is a great honour that you have chosen us to host such an important event.

The international community today faces unprecedented challenges in telecommunications. Our task is to agree on solutions. We are at a key point, where our individual views are converging to create global strategies that can contribute significantly to the development and growth of our societies.

In our country, we are working to create an appropriate environment to promote competency,

competitiveness and convergence in the telecommunication sector. Through our policies and the implementation of diverse programmes, we have managed to attract investment and thereby enhance the provision of services.

We are confident that the plans and decisions that result from this conference will contribute to a more equitable and prosperous world, by extending communications and information to all the planet's inhabitants.

I am really looking forward to working with you in Guadalajara, and hope that you have a very successful conference. ■

*Juan Francisco Molinar Horcasitas
Minister of Communications and Transportation*



Guadalajara elects Miss Mariachi every year

AFP/Hemis.fr

Mexico at a glance

Discover a rich culture and the e-Mexico digital agenda

- Mexico is located in the northern region of the American continent between the Gulf of Mexico on the east and the Pacific Ocean on the west. It is bordered by the United States to the north and by Guatemala and Belize to the south. Mexico's land area of 1,964,375 km² makes it the fifth-largest country in the Americas. With an estimated population of over 111 million in July 2010, it is the 11th most populous country in the world. It is also the world's largest Spanish-speaking country, and boasts six attractive regions, as follows:
 - ▶ **Northern Mexico:** Characterized by deserts, nature reserves and rugged mountain ranges, as well as extreme weather conditions, some of its cities are key industrial and business centres.
 - ▶ **Central Mexico:** This is the Mexican heartland with picturesque towns and cities — some of them UNESCO World Heritage sites.
 - ▶ **Southern Mexico and the Gulf of Mexico:** Along the shores of the Gulf of Mexico and the Pacific Ocean, an abundance of marshes, mangrove swamps and forests are all ideal for ecotourism.
 - ▶ **The Yucatán Peninsula:** This is the gateway to the Mayan world, with white-sand beaches and the blue waters of the Caribbean. You can scuba dive along the world's second largest coral reef or swim in fresh water pools in submerged caverns, known as *cenotes*.
 - ▶ **The Pacific Coast:** As well as cities and towns with rich cultural and culinary traditions, this region is renowned for some of the best beaches for surfing and fishing.
 - ▶ **The Baja California Peninsula:** Inhabited from time immemorial, this region now boasts world-class golf courses. You can discover the underwater treasures of the Sea of Cortez, and witness the amazing migration of the Gray Whale.





Mexican dancers in front of the Pyramid of Kukulcan, located in the archaeological site of Chichen Itza, a UNESCO World Heritage site in the State of Yucatán

Mexico's many states are extremely diverse, and each one has countless destinations offering a wide array of activities.

Guadalajara, the state capital of Jalisco

Guadalajara is the state capital of Jalisco and the second most populated city in Mexico. Located 540 km northwest of Mexico City, Guadalajara is blessed with temperatures ranging from 11° to 26° C (52° to 79° F).

Guadalajara is home to some of Mexico's most renowned buildings and cultural symbols. Among the most important buildings are the cathedral (easy to spot because of its emblematic towers) and the *Palacio de Gobierno* (the Government Palace). Other attractions include the *Teatro Degollado*, a monumental 19th-century building and one of the city's main arts venues. Then there is the *Instituto Cultural Cabañas* (the Cabañas Cultural Institute), which houses murals by artist Jose Clemente Orozco. The Institute has been declared a UNESCO World Heritage site. Guadalajara is also known for its beautiful parks and surrounding natural areas, such as the *Parque Metropolitano* and *el Bosque la Primavera*

(the Forest of Spring), often referred to as the city's lungs.

Guadalajara is a vibrant city, home to the hat dance and Mexican rodeos, where you can also enjoy listening to the traditional sounds of mariachi music. The neighbouring cities of Tlaquepaque and Tonalá are famous for their ceramics. At Lake Chapala and Ajijic you can take long walks, go horseback riding, play golf or enjoy water sports. Heading towards the coast, be sure to visit Tapalpa and the picturesque town of Tequila, where Mexico's most famous drink is produced.

Mexico's national strategy for moving more rapidly towards the information and knowledge society

Within the framework of the National e-Mexico System, the Secretariat of Communication and Transport's Office for Coordination of the Information and Knowledge Society has presented an **e-Mexico digital agenda 2010–2012**.

The aim of the agenda is to coordinate, integrate and guide national efforts for moving towards the information and knowledge society. To this end, the



objective is to reduce the digital divide by doing away with the structural barriers currently preventing the digital inclusion of 68 million Mexicans who are without access to the Internet and hence to information and communication technologies (ICT).

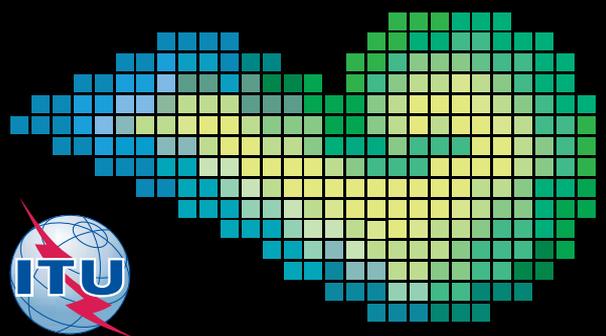
The e-Mexico digital agenda is a living model based on national and state working groups. It is an instrument for concerted action agreed upon between the participating players, namely government agencies, private enterprise, academic institutions and civil society.

The values of the e-Mexico digital agenda are those of citizens' rights, competitiveness and social equality. Its ideals are universal access, technology neutrality, and free access for individuals to information and knowledge.

The agenda comprises three national projects focusing on:

- ▶ **Connectivity** — Guaranteeing universal access for Mexicans through the establishment of social coverage networks delivering broadband Internet to schools, health centres, government offices and digital community centres.
- ▶ **Access** — Facilitating access for the most disadvantaged Mexicans to content, transactions and digital services in the public domain, in the areas of education and training, the economy, government, health, employment, safety and security, culture and science. This will be achieved through the widespread implementation of community points, making facilities and connectivity available to marginalized communities and in geographically remote areas of the country.
- ▶ **Empowerment** — Bringing about widespread use of the Internet by means of *Vasconcelos 2.0*, a national strategy of ongoing digital inclusion. This provides Mexicans with the skills they need to work with ICT, and gain access to the content, information and knowledge that will serve to enhance their development and well-being.

By 2012, the goal is to have 60 per cent of Mexicans using the Internet, and 20 per cent subscribing to broadband Internet services. ■



PP10

GUADALAJARA
MEXICO



Elections at PP-10: Meet the candidates

- One of the duties of the Plenipotentiary Conference is to elect the top management of ITU to lead the work of the Union in the coming four years. There are five such elective posts: Secretary-General, Deputy Secretary-General, Director of the Radiocommunication Bureau, Director of the Telecommunication Standardization Bureau, and Director of the Telecommunication Development Bureau.

At the time of going to press with this Special Edition of *ITU News* on 4 September 2010, the candidates listed below had been officially announced.

Candidate for the post of Secretary-General

- ▶ **Dr Hamadoun I. Touré** (Mali).
Dr Touré is the current Secretary-General.

Candidate for the post of Deputy Secretary-General

- ▶ **Houlin Zhao** (China).
Mr Zhao is the current Deputy Secretary-General.

Candidates for the post of Director of the Radiocommunication Bureau (BR)

- ▶ **Fabio Leite** (Brazil)
- ▶ **François Rancy** (France)
- ▶ **Dr Veena Rawat** (Canada)

Candidate for the post of Director of the Telecommunication Standardization Bureau (TSB)

- ▶ **Malcolm Johnson** (United Kingdom).
Mr Johnson is the current Director of TSB.

Candidates for the post of Director of the Telecommunication Development Bureau (BDT)

- ▶ **Sami Al Basheer Al Morshid** (Saudi Arabia).
Mr Al Basheer is the current Director of BDT.
- ▶ **Héctor Olavarría-Tapia** (Mexico)
- ▶ **Brahima Sanou** (Burkina Faso)

ITU News invited all candidates to participate in an interview by responding to a set of questions (eight for the posts of Secretary-General and Deputy Secretary-General and seven for the posts of Directors of the Bureaux). All candidates had four questions in common.

The answers received by the closing date for the magazine's publication are reproduced on pages 11–59 in alphabetical order of the candidates' surnames where there is more than one candidate for the same post. In these interviews, candidates outline their vision of how telecommunications and information and communication technologies will affect our world in the coming years, and how, if they were elected, their own personal contribution and leadership would shape that future. ■



Getty Images/Michael Blann



Interview with *Dr Hamadoun I. Touré (Mali)*

Candidate for the post of Secretary-General of ITU

1 *The main mission of ITU is to connect the world to fulfil everyone's fundamental right to communicate. ITU estimates that there will be 5 billion mobile phone subscriptions at the end of 2010 and close to 2 billion people using the Internet. How would you describe this progress? What challenges and opportunities lie ahead to connect the unconnected, and why is broadband so important now?*

»» **Hamadoun I. Touré:** ITU is a great organization. Even though work is still and will always be in progress, the Union and its members have proven to be the perfect model for public-private-peoples-partnership. Estimates show that by the time of the publication of this interview, the world will have already surpassed 5 billion phone subscriptions, and Internet

connectivity is continuing to rise fast. Despite the global economic crisis, there's been no slowdown in demand for ICT applications and services. Information and communication technologies (ICT) now underpin just about every human activity. It's no exaggeration to say that virtually everyone is dependent in some way on ICT networks and devices — even if they themselves do not have a connection. ICT have been at the centre of all the global issues of our time, from the financial crisis to climate change, not as part of the problem, but as part of the solution. They continue to be driven by innovation.

Today, more than ever, technology is vital to socio-economic development, and we should celebrate the progress we have made in getting the developing world connected. Twenty-five years ago, the *"Missing Link"* report established a direct correlation between access to communications and economic

prosperity. Research now shows that investment in any sort of ICT has a direct positive effect on gross domestic product (GDP) growth. Interestingly, higher-end technologies — such as broadband networks — have been shown to deliver the greatest benefits.

That's why the next challenge is clearly broadband. As high-speed networks become the rule in advanced markets, those without broadband will quickly find themselves just as marginalized as those who lacked basic phone services 25 years ago. As we are bridging the digital divide by connecting the entire world population by 2012, we need to avoid a new divide, the broadband divide.

Figures show that a 10 per cent increase in fixed-line teledensity seems to increase GDP by around 0.5 per cent. The same increase in mobile teledensity increases GDP by some 0.7 percentage points. But a 10 per cent increase in broadband penetration can boost GDP by an average of 1.3 per cent.

In the 21st century, broadband networks are becoming basic national infrastructure — just like transport, energy and water networks.

We must ensure that access to broadband networks is simple, equitable, and affordable to all, so that everyone — wherever they live and however modest their means — can create information, use information, and share information. This will create

the conditions for the knowledge society that we are building.

It's for this reason that I launched ITU's Build on Broadband initiative at the beginning of this year, which quickly led to the creation of the Broadband Commission for Digital Development.

Together with our partner agency, the United Nations Educational, Scientific and Cultural Organization (UNESCO), we invited the top figures in their fields to join this Commission. We chose leaders from across all sectors because broadband will deliver major benefits to every element of society — health, education, energy, transport, emergency services, climate monitoring, public administration, and much more.

Our basic message is simple: Build broadband networks and everything else will follow:

- The ability to control and use energy more efficiently
- The ability to manage health care in poor, ageing or isolated populations
- The ability to deliver the best possible education to future generations
- The ability to take better care of our environment
- The ability to streamline transport networks
- And, crucially, the ability to help meet the Millennium Development Goals.



2 *What trends and issues are emerging today in the telecommunication and information and communication technology sector that you feel will have an impact on ITU? And how should ITU respond in order to remain relevant as the global institution for ICT matters, serving members from governments and the private sector?*

» **Hamadoun I. Touré:** This is an industry that never stands still. Convergence is at its best: services and applications, voice, video and data, infrastructure and services. Technological evolution continues at break-neck pace and the rest of the industry — standards makers, regulators, policy-makers, operators and service providers — have to constantly strive to keep abreast of new challenges, and new opportunities. Because ITU's mandate spans so many domains that are absolutely fundamental to our increasingly interconnected world, we are at the very heart of these evolving trends.

Key developments include the move to IPv6 addressing; the standardization of IMT-Advanced next-generation mobile broadband technologies; cyber-security and digital authentication systems that help foster trust in public networks; the digital dividend generated by the global transition to digital broad-

casting; new methods to help the growing number of manufacturers worldwide ensure compliance with ITU interoperability standards; and technologies designed to squeeze more capacity out of the radio-frequency spectrum.

All of these technological trends have their own corresponding regulatory and policy challenges.

Cybersecurity will remain a key priority, so will the International Telecommunication Regulations (ITR), another great challenge but an opportunity to boost the industry.

ITU is best placed to provide a platform and support for industry to research and launch new technologies, and for governments to negotiate and enact new regulatory and legal frameworks. Indeed, demand for our expertise, and for our role as a global consensus-builder, has never been stronger. At institutional level, we have committed ourselves to keep on innovating and modelling ourselves into a 21st century organization. Internally, our greatest challenge is to use ICT applications and services to increase the efficiency and transparency of the Union, and continue to streamline our working methods in order to be more relevant to our members.



3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

» Hamadoun I. Touré: ITU is increasingly proactive in soliciting members from new domains, be that emerging social media players, or new manufacturers and software developers from nascent manufacturing hubs such as Brazil, the Russian Federation, India and China (often referred to as the BRIC economies), the scientific community, academia, and fast-growing economies in Africa and Asia.

To do this, we not only need to strengthen our membership outreach, we also need to firmly define and communicate our value proposition for these organizations. I believe membership is indispensable to any organization wishing to make its voice heard and help shape the ongoing development of the industry it works in. It should be the *sine qua non* of being a serious player in today's ICT sector. And this should be true whether you are a long-established entity

from a traditional telecommunication domain, or a bright new thing from the world of Web 2.0.

It is not a question of trying to be "all things to all men" — with the risk of losing sight of our core mandate. It's simply that our core mandate — spanning everything from interoperability and equitable resource sharing to strategies to extend the benefits of ICT to the world's under-served communities — impacts all players, new or old, traditional and ground-breaking alike.

4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12); a World Telecommunication Standardization Assembly (WTSA-12); and a World Conference on International Telecommunications (WCIT-12). What are the key issues to be discussed, and what are their implications for the future role of ITU?*

» Hamadoun I. Touré: As always there are many pressing issues facing delegates to WRC-12, most of which revolve around the need to ensure sufficient spectrum for an ever-greater number of wireless applications. There's also the issue of what to do with emerging "white spaces" generated by the move to digital broadcasting, to ensure that everyone benefits.



WTSA-12 will focus on further streamlining standards work to minimize confusion and duplication. Technological innovation has spurred the creation of an estimated 300 ICT standards bodies. Consolidation and coordination at an international level is needed to ensure that the market's standardization needs are met quickly and efficiently.

WTSA-12 will also consider strategies to counter the growing influx of counterfeit or non-compliant products that either don't work at all, or offer only limited functionality or poor quality of service. These counterfeit products are becoming a real scourge in many markets in the developing world, and we need to find ways to ensure that buyers can purchase with confidence.

Other topics likely to be on the agenda of WTSA-12 are: climate change; ways to bridge the "standardization gap" to increase the participation of developing countries in the standardization process; and ways of further improving accessibility to ICT for people with disabilities.

If the ITU Council and PP-10 so decide, ITU will also hold a World Conference on International Telecommunications (WCIT) back-to-back with WTSA-12, to minimize costs for delegates and of organizing the event. WCIT-12 would consider any ongoing work needed to revise or update the International Telecommunication Regulations, which many ITU mem-

bers believe are now out of step with today's ICT environment. The exact remit of a WCIT-12 would need to be defined by the ITU membership during PP-10. Even though the challenges are big, I believe that a WCIT would be an opportunity to boost the ICT industry as a whole and to resolve both the global tariff and security issues. Our membership has, after all, a long tradition of win-win collaboration.

5 *In 2015, the United Nations General Assembly will assess the implementation of both the Millennium Development Goals (MDGs) and the outcomes of the World Summit on the Information Society (WSIS). How important is this assessment for ITU? And what role should ITU play in the run-up to that Assembly?*

» **Hamadoun I. Touré:** As the United Nations organization "committed to connecting the world", ITU is playing a major role in efforts to meet the MDGs. We believe that increased use of ICT — and particularly broadband — will inject fresh impetus into the development agenda and greatly accelerate progress in all facets of human life such as health care, education, commerce, and the environment. ITU already stringently measures progress and



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actions related to the WSIS targets through our WSIS stocktaking platform, which was further enhanced this year. Such measurements are important, as we know that ICT play a critical role as a catalyst for the attainment of the MDGs in other sectors.

In addition, we will hold the next WSIS Forum in New York, in order to better highlight our successes to other members of the UN family, and solicit their more active involvement in ongoing efforts. The Broadband Commission for Digital Development is also playing a key role here by including the heads of the United Nations Conference on Trade and Development (UNCTAD), the United Nations Development Programme (UNDP), the UN Office for Partnerships (UNOP) and the World Intellectual Property Organization (WIPO) as commissioners, alongside top-level representatives from the UN directly involved in development. If the Commission decides to continue its work after the delivery of its outcome documents to UN Secretary-General Ban Ki-moon in September, it could also become a major contributor to the ongoing WSIS process and the 2015 General Assembly.

6 *What will be your main priorities in the next four years?*

» Hamadoun I. Touré: My pledge to ITU members is to keep ITU firmly

focused on its core mandate, to further improve the efficiency of our internal working processes, to find new ways of strengthening our membership base, and to continue to increase our influence across the industry we've been serving for more than 145 years. In an increasingly complex, interconnected world, ITU is quite simply more relevant and more essential than it has ever been. The two words to characterize the next four years are: improvement and innovation. We will strive to build on our achievements over the past four years and innovate to adapt to the ever-changing environment in order to meet the expectations of our membership.

7 ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?

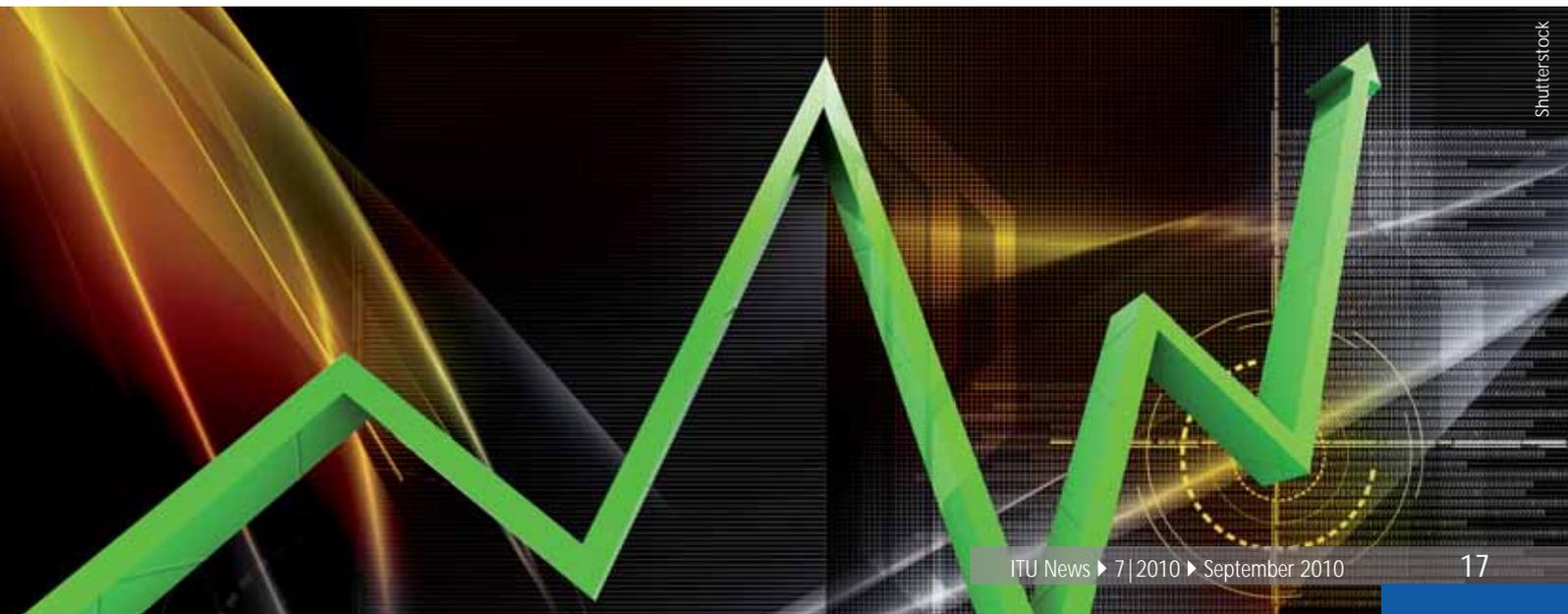
» Hamadoun I. Touré: The federal structure of the Union is its strength. It enables the use of a whole team of elected officials to make complex decisions. Of course this requires a team spirit.

Successful teamwork is built on a platform of a **shared vision, open communication, and mutual respect**. I can say with confidence that since I took over as Secretary-General, we have strived to attain this in the interest of the Union. We have been very focused on the "One ITU" strategy, and have seen active collaboration as the very best way of achieving our mutual and individual goals. I have made comments about this on several occasions, but I take this opportunity to praise the Deputy Secretary-General for the very good communication and support, and the three Directors for their very frank collaboration that have contributed to the success the Union has had over the past four years.

8 It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?

» Hamadoun I. Touré: Like any successful organization, ITU would be nothing without its people. I am extremely proud of the team I lead, who combine expertise in their respective fields with an extraordinary commitment and dedication to getting the job done.

My message to ITU staff would be one of thanks for all the hard work they have put in since PP-06, and encouragement that they have proven themselves more than up to the challenges that lie ahead. We have come a very long way in four short years, dramatically improving the Union's standing in the industry and its financial base. We need to keep working hard to stay on top — but with challenges will also come new opportunities that will take us in exciting and rewarding new directions.







Interview with *Houlin Zhao (China)*

Candidate for the post of Deputy Secretary-General of ITU

1 *The main mission of ITU is to connect the world to fulfil everyone's fundamental right to communicate. ITU estimates that there will be 5 billion mobile phone subscriptions at the end of 2010 and close to 2 billion people using the Internet. How would you describe this progress? What challenges and opportunities lie ahead to connect the unconnected, and why is broadband so important now?*

»» **Houlin Zhao:** It will be a marvellous achievement for global telecommunication development when mobile phone subscriptions hit the 5-billion mark. However, this does not mean that 5 billion people will each have a mobile phone. According to ITU's market analysis, penetration figures do not equate exactly to the number of actual users of mobile phones, because one person may have more

than one subscription or SIM card. The critical problem is that most of the people who have not yet got a mobile phone cannot easily be connected.

Compared with mobile phone connections, Internet access is lagging far behind. There is also a huge gap between the level of broadband connections in developing countries and the level in developed countries. By the end of 2009, according to ITU figures, the fixed (wired) broadband penetration rate of developing countries stood at only 3.5 per cent, up from around one per cent in 2003. While these figures refer to broadband subscriptions rather than users (and one subscription is likely to benefit several users), they are a good indication of where we are today.

Clearly, there is still a big challenge ahead of us. To improve this situation, we will have to invest in the rural and remote areas where most of the people who are not connected generally live. We need

to provide proper services to people with disabilities and to socially disadvantaged groups. We will also have to invest in cities in order to upgrade networks to provide better services to the public. In improving our services, we have to work with green technologies, and this will require financial resources too.

In short, we need to mobilize public and private resources to continue to invest in the development of information and communication technologies (ICT). The Broadband Commission for Digital Development, jointly launched by the Secretary-General of ITU and the Director-General of the United Nations Educational, Scientific and Cultural Organization (UNESCO), will contribute to this process, promoting the use of high-speed broadband communication networks worldwide to help accelerate the achievement of the Millennium Development Goals.

2 *What trends and issues are emerging today in the telecommunication and ICT sector that you feel will have an impact on ITU? And how should ITU respond in order to remain relevant as the global institution for ICT matters, serving its governmental and private sector members?*

» **Houlin Zhao:** The future development of ICT markets will play an important role. The liberalization of ICT markets and the privatization of telecommunication services have changed many things both inside the ICT business world and outside. The public now enjoys many new ICT services, and world economic systems have profited greatly from the contributions of ICT. These changes will continue. So ITU itself will have to change in order to cope with these changes. PP-10 will provide an excellent oppor-

tunity for ITU to listen to the proposals and guidance from its Member States and Sector Members.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

» **Houlin Zhao:** Member States form the solid base of ITU. So ITU must listen to their opinions and suggestions, while strengthening consultation and cooperation with them. Sector Members are of course playing an increasingly important role in the global ICT industry, and ITU shall seek more opportunities to raise their status in the Union and further enhance the strategic partnership between Member States and Sector Members. One of ITU's strategic goals for the next four years will be to look for more members from the private sector.

ITU is very proud of the fact that from the time of its founding, administrations representing governments have coexisted with industry members. Among intergovernmental organizations, ITU still remains unique today in having such a large number of its members from the private sector. In view of the growth of the ICT industry worldwide, ITU now needs to attract as members traditional or new ICT companies whose activities are within the competence of ITU.

4 In 2012, ITU will hold a World Radiocommunication Conference (WRC-12), a World Telecommunication Standardization Assembly (WTSA-12), and a World Conference on International Telecommunications (WCIT-12). What are the key issues to be discussed, and what are their implications for the future role of ITU?

» **Houlin Zhao:** These major events will cover many issues, ranging from 4G technologies, and satellites to three-dimensional television or 3D TV (in the case of WRC-12); convergence of ICT technologies and services (in the case of WTSA-12); and international regulations for operational and tariff issues in telecommunications, which are of concern to the entire ITU membership (in the case of WCIT-12). To hold these events successfully will no doubt strengthen ITU's leading role as the world's most enduring telecommunication/ICT institution. However, more importantly, the successes of those three conferences will have a profound influence on modern human society for the next decade or two.

5 In 2015, the United Nations General Assembly will assess the implementation of both the Millennium Development Goals (MDGs) and the outcomes of the World Summit on the Information Society (WSIS). How important is this assessment for ITU? And what role should ITU play in the run-up to that Assembly?

» **Houlin Zhao:** The outcomes of WSIS are aligned with the MDGs, so it is important for the ICT world to review progress now, as 2010 is the mid-point between 2005, when the WSIS targets were set, and 2015, the target year for achieving the MDGs and delivering on the WSIS targets.

With the rapid development of ICT services over the past five years, we are confident that many of the WSIS targets could be achieved in time or even in advance. The WSIS Forum held in May 2010 and the WTDC-10 held in May/June have helped us to understand where we are today. Some countries have already achieved many of their targets, while others are still struggling. Measuring progress to-



wards achieving the WSIS targets is, however, an extremely complex task. We are therefore working to develop a powerful WSIS stocktaking database that will provide project information without duplication. The number of entries at the time of WSIS Forum 2010 was nearing 5000, demonstrating the commitment of stakeholders to building the information society and achieving the WSIS targets and MDGs.

Exchanging information not only makes implementation more efficient, but also can create new opportunities for building partnerships. I am sure that the WSIS stocktaking platform will help create partnerships, along with providing greater visibility and added value to projects around the world.

A high-level meeting of the United Nations General Assembly, in which ITU will participate, is scheduled to take place in mid-September 2010 to review implementation of the MDGs. ITU will seize opportunities offered by events of other organizations (such as the UN General Assembly) to demonstrate its leadership in respect of ICT development. In so doing,

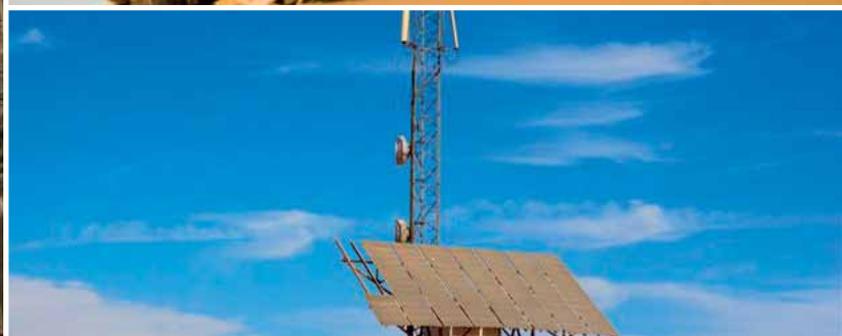
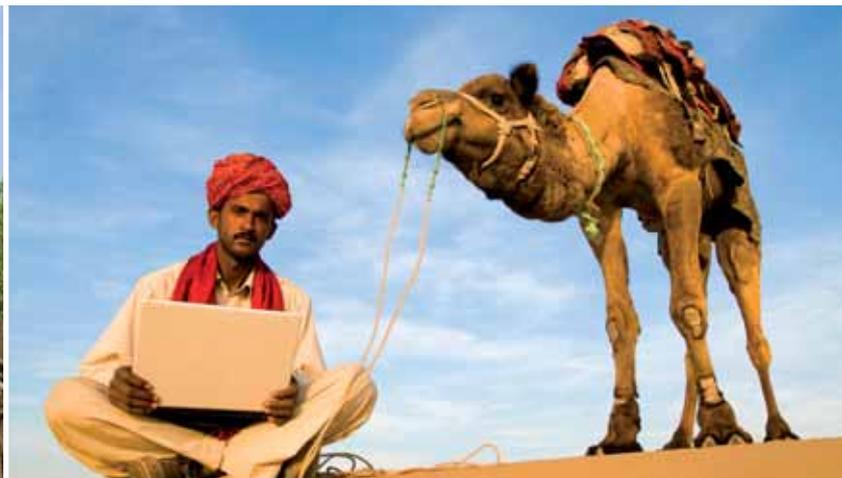
ITU will help to strengthen collective efforts and partnerships for the push to achieve the MDGs by 2015.

6 *What will be your main priorities in the next four years?*

» **Houlin Zhao:** Among other priorities, I would highlight a few special

topics:

- to further strengthen ITU's leading position in the global ICT industry;
- to further strengthen ITU's relevance to global ICT markets and the private sector;
- to further improve the efficiency and transparency of ITU;
- to study the new strategic issues emerging from the development of ICT, and look for measures that ITU could take, if relevant, to address them.



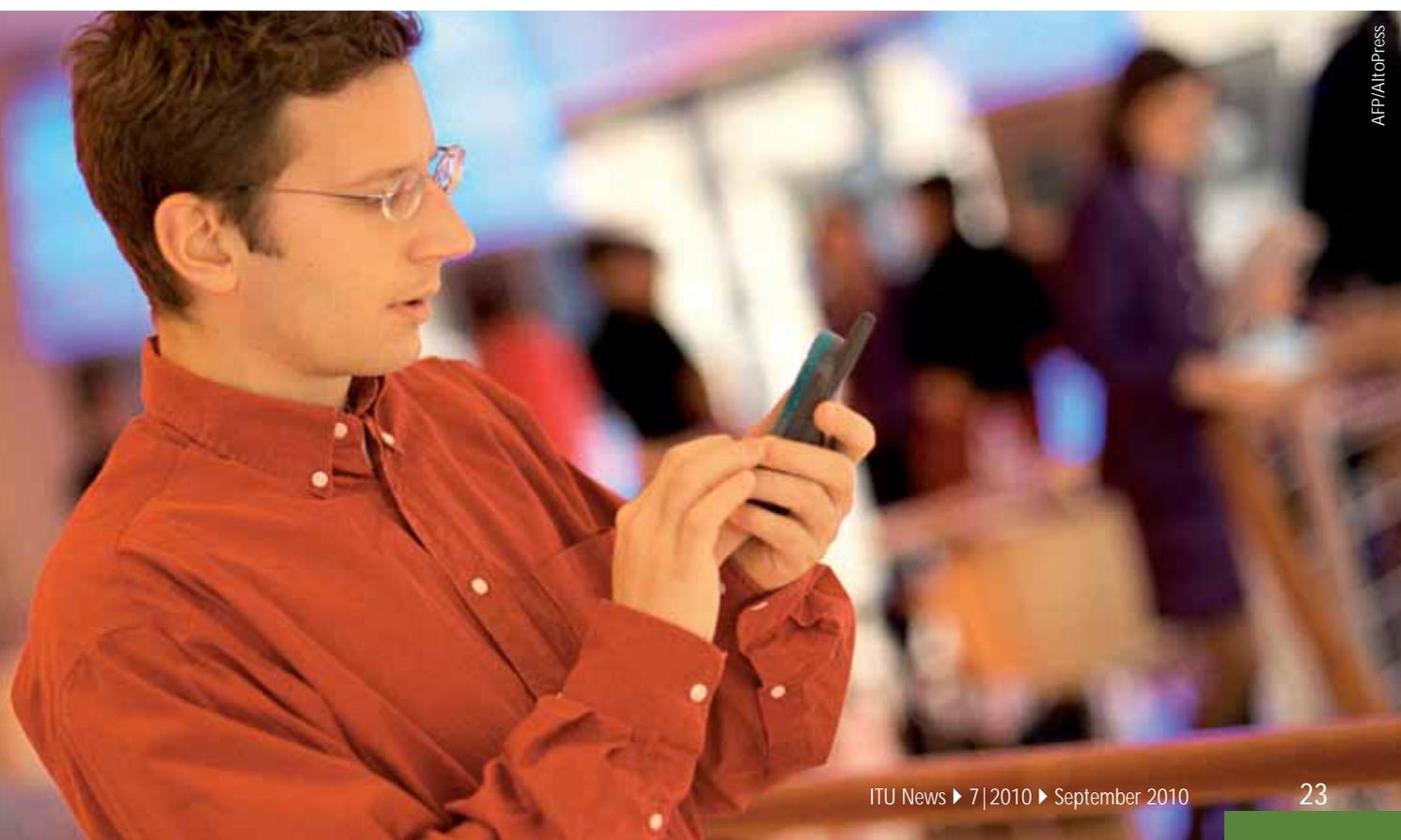
7 ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?

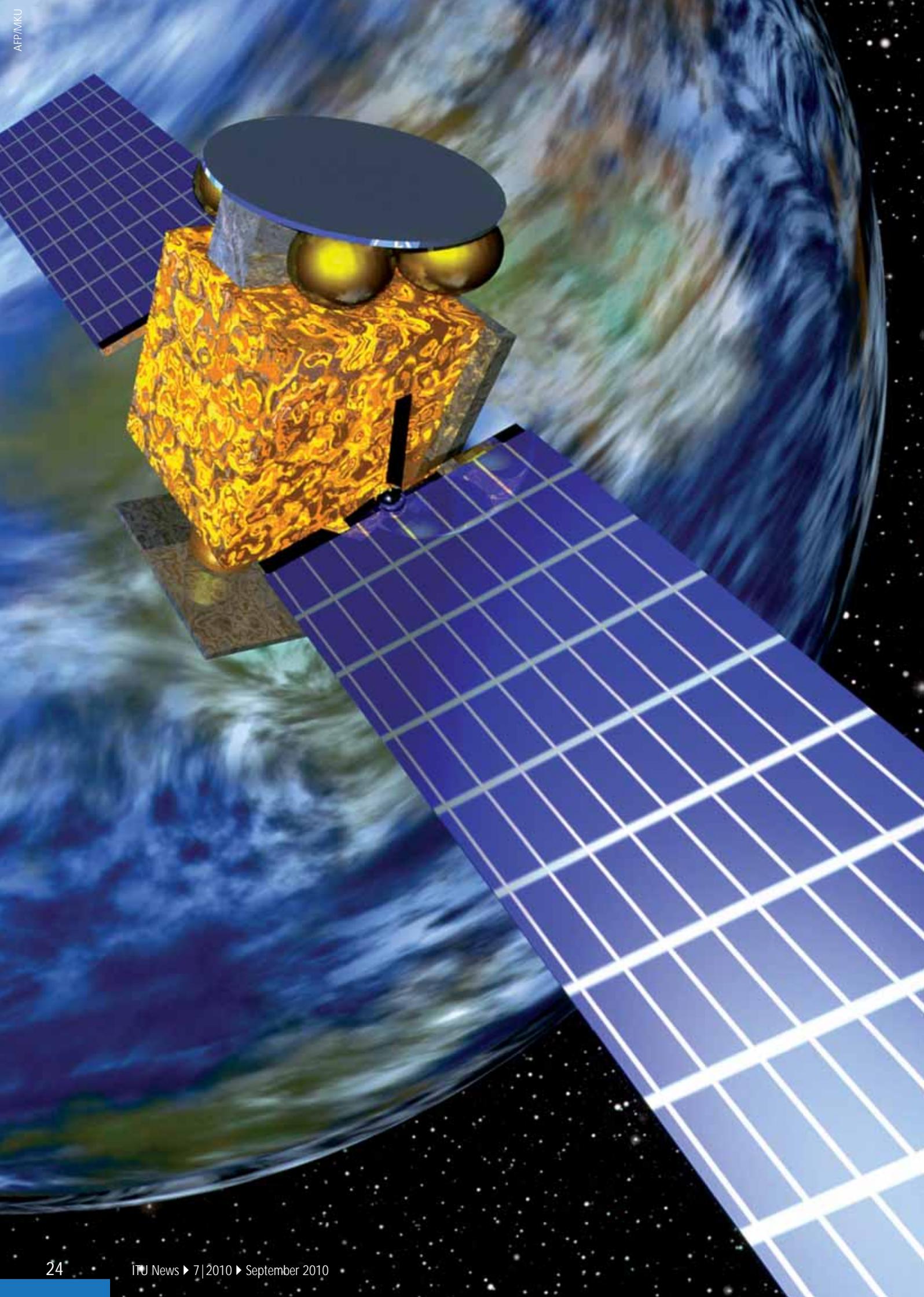
» **Houlin Zhao:** In order to combat the many challenges it faces and to meet the expectations of its members, ITU shall be led by a strong and energetic leadership. With a federal structure and five elected officials, it is obviously very important for ITU's top management to work together as a team. The same spirit of teamwork should also prevail at lower management levels and among the staff as a whole.

The post of Deputy Secretary-General has a strategic importance to ITU. I am fully committed to assisting the Secretary-General and cooperating with the other elected officials to ensure the successful implementation of ITU's strategic plan and other tasks.

8 It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff with whom the Deputy Secretary-General will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?

» **Houlin Zhao:** An ever-increasing workload coupled with severe resource constraints have put constant pressure on ITU in carrying out its daily tasks. ITU staff are an asset for the success of the organization, and I am very proud of them. I will continue to contribute to an environment in which the optimum skill and potential of all staff can be realized. This will, ultimately, bring maximum benefit to ITU.







Interview with *Fabio Leite (Brazil)*

Candidate for the post of Director of the Radiocommunication Bureau

1 *A fundamental mission of ITU is to manage the radio-frequency spectrum and satellite orbits. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

»» **Fabio Leite:** One key advantage is that my experience is twofold: both working in radio-communications at country level for Brazil; and later working on global issues in roles of increasing seniority within ITU.

While in Brazil, I worked for many years both as an ICT operator (Sector Member of ITU's Radiocommunication Sector or ITU-R) and for the administration, before becoming an ITU staff member. In addition to being a delegate representing Brazil in several ITU meetings and conferences, I was responsible for the application of the Radio Regulations with re-

spect to the Brazilian satellite networks, preparing the filings for submission to ITU and participating in coordination meetings with other countries and international organizations. In addition, I was elected Vice-Chairman of ITU-R Study Group 4 and chaired the corresponding national preparatory group.

Moving to Geneva in 1987, my ITU career progressed within the Radiocommunication Bureau (BR), occupying the posts of engineer, project manager, conference plenary secretary and counsellor, before undertaking the highest management responsibilities for a staff member, as Chief of the BR Informatics, Administration and Publications Department, to become the Deputy to the Director. As Deputy-Director of BR for more than five years now, I am a member of the senior management of ITU, participating in the Union's Management and Coordination Committee and other high-level groups.

In view of the increasing importance of radiocommunications and the membership's demand for efficient use and equitable access to the limited spectrum and orbit resources, respecting the differing needs of mature and emerging economies, I feel that the Director of BR needs to have a deep understanding of the needs of different countries and an impartial approach to ensure fair treatment to all parties.

2 *What trends and issues are emerging today that you feel will have an impact on radiocommunications? And how should ITU respond in order to remain relevant as the crucial place in which critical spectrum matters are decided?*

»» **Fabio Leite:** Radiocommunications have been at the centre of an ICT revolution where rapid technological changes, explosive demand, emerging applications, service convergence and new deployment paradigms are having a direct impact on the

international regulatory framework established by the ITU Radio Regulations. The studies being carried out within the framework of Resolution 951 (Rev. WRC-07) aim at identifying means to enhance the regulatory framework in the light of these challenges. The membership is expected to adopt new methods to address these challenges at the World Radiocommunication Conference in 2012 (WRC-12).

The WRC process for updating the Radio Regulations has moved towards shorter conferences with more complex agendas, yet has continued to respond effectively and in a timely manner to the needs of the ITU membership, for example in regard to the spectrum and regulatory requirements for the International Mobile Telecommunications-2000 (IMT 2000), ITU's third generation (or 3G) mobile communications project and wireless broadband, WiFi or radio local area networks (RLAN), high altitude platform stations (HAPS), mobile satellite systems (or GMPCS), and many other commercial, scientific and safety services. In addition, several planning conferences have provided the appropriate spectrum allocations



for some specialized services and applications. The Regional Radiocommunication Conference in 2006 established the GE-06 Agreement, which provides an institutional framework for the introduction of the digital broadcasting service.

For conferences to respond to the needs of the ITU membership, there has to be a high level of awareness of the topics being discussed. Such awareness results from effective preparatory activities, based on formal and informal collaboration between Member States and Sector Members, in particular in ITU-R study groups and regional groups.

One of the biggest regulatory challenges relates to access to the orbit and spectrum resources. This is crucial for satellite businesses and projects, including those of developing countries. In recent years, it has become increasingly difficult for administrations to obtain suitable new geostationary orbital positions and frequencies in both the planned and non-planned satellite services, and to fully coordinate them applying the relevant provisions of the Radio Regulations. The prosperity of the satellite business could be threatened by misuse of the regulatory regime, blocking the operation of real satellite networks. In order to continue recording frequency assignments in the Master International Frequency Register (MIFR) and to ensure that the frequencies and orbital positions associated with those assignments are compatible and do not result in interference, all members of ITU need to look for ways to improve the procedures governing access to the orbit and spectrum, to accommodate the latest technologies and to meet the legitimate demands of current, emerging and future systems.

ITU-R successfully campaigned for worldwide adoption of the 3G mobile standards based on the IMT 2000 platform. Now ITU-R faces the task of completing the selection of next-generation radio

interface specifications for IMT-Advanced (or 4G) systems. Other important areas of work include reaching agreement on ITU-R Recommendations related to emerging broadcasting technologies (such as three-dimensional television or 3D TV), satellite systems (for example, radio-navigation), and radio science applications.

The growing market for ICT applications and services in developing countries heightens the urgency to bridge the standardization gap. BR needs to work in a coordinated way with TSB and BDT to develop strategies and implement actions to strengthen national standards capacity in developing countries. I would also review the objectives and approaches for BR participation in standards-development organizations, in particular the Global Standards Collaboration and the World Standards Cooperation, of which ITU is a partner.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

»» **Fabio Leite:** In the rapidly evolving ICT industry, ITU enjoys a unique asset: the private sector and governmental and nongovernmental organizations can participate in the Union's activities together with Member States. From my own experience, I would say that the synergies from this close interaction are a very positive factor in ITU's radio regulatory

and standards-development activities. The decision-making process is led by Member States, and benefits from the pragmatic vision of Sector Members in regard to the technical and operational aspects of activities.

In my opinion, the best way of attracting new Radiocommunication Sector Members is to make known the benefits of this profitable synergy. It is also necessary to spread the "ITU culture" within the academic community. The students and researchers of today will become the managers and decision-makers of the future, and they should be aware of the role of ITU and the benefits of being part of its membership. Finally, the ICT private sector of developing countries should be encouraged to participate more actively in ITU, in order to enjoy the advantages resulting from the synergies derived from cooperative work within an inter-governmental organization.

4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12). What are the key issues to be discussed, and what challenges and opportunities are they likely to present for ITU?*

» **Fabio Leite:** WRC-12 will deal with a wide range of radio services, as well as technical and regulatory issues. To highlight some items for illustrative purposes, I would expect discussion on the following topics: safety aspects involving the use of VHF, UHF, L and C-band spectrum; the growing demand for spectrum and regulations for unmanned aircraft systems; global requirements for the application of radiocommunications to enhance ship and port safety and security; the accommodation of advanced digital technology without disrupting safety aspects in the HF band; the use of radiocommunications in environmental control and the prevention of natural

disasters; the definition of the regulatory procedures applicable to the band 21.4–22.0 GHz for broadcasting satellite use; spectrum harmonization for electronic news gathering; and the complex issue of the use of the 790–862 MHz band, including the digital dividend resulting from the GE-06 Plan.

Two items deserve special attention as they cover broad and complex regulatory issues: the review of the international regulatory framework in general, and the rules applicable to satellite networks in particular. There has long been concern that the existing regulatory procedures applicable to space services no longer ensure the equitable, efficient and rational use of the limited spectrum/orbit resources.

A positive result by WRC-12 will have a favourable impact on ITU's image, raising confidence in the Union's capacity to maintain its pre-eminence as the organization responsible for the global regulatory framework for the development and implementation of radiocommunication systems.

5 *What will be your main priorities in the next four years?*

» **Fabio Leite:** The highest priority in the Radiocommunication Bureau is undoubtedly to promote cooperation and coordination among the membership by providing global forums where ITU members can work together for mutual benefit.

The focus will of course be on WRC-12. The Director of BR will need to lead the secretariat in organizing and successfully running the Conference Preparatory Meeting to take place in the first quarter of 2011. Following that event, the year 2011 will be dominated by the preparatory work for WRC-12.

Other priorities include the meetings of the Radio Regulations Board, and the 2012 Radiocommunications

tion Assembly (RA-12), which will establish the structure and work programme for ITU-R study groups in the new cycle.

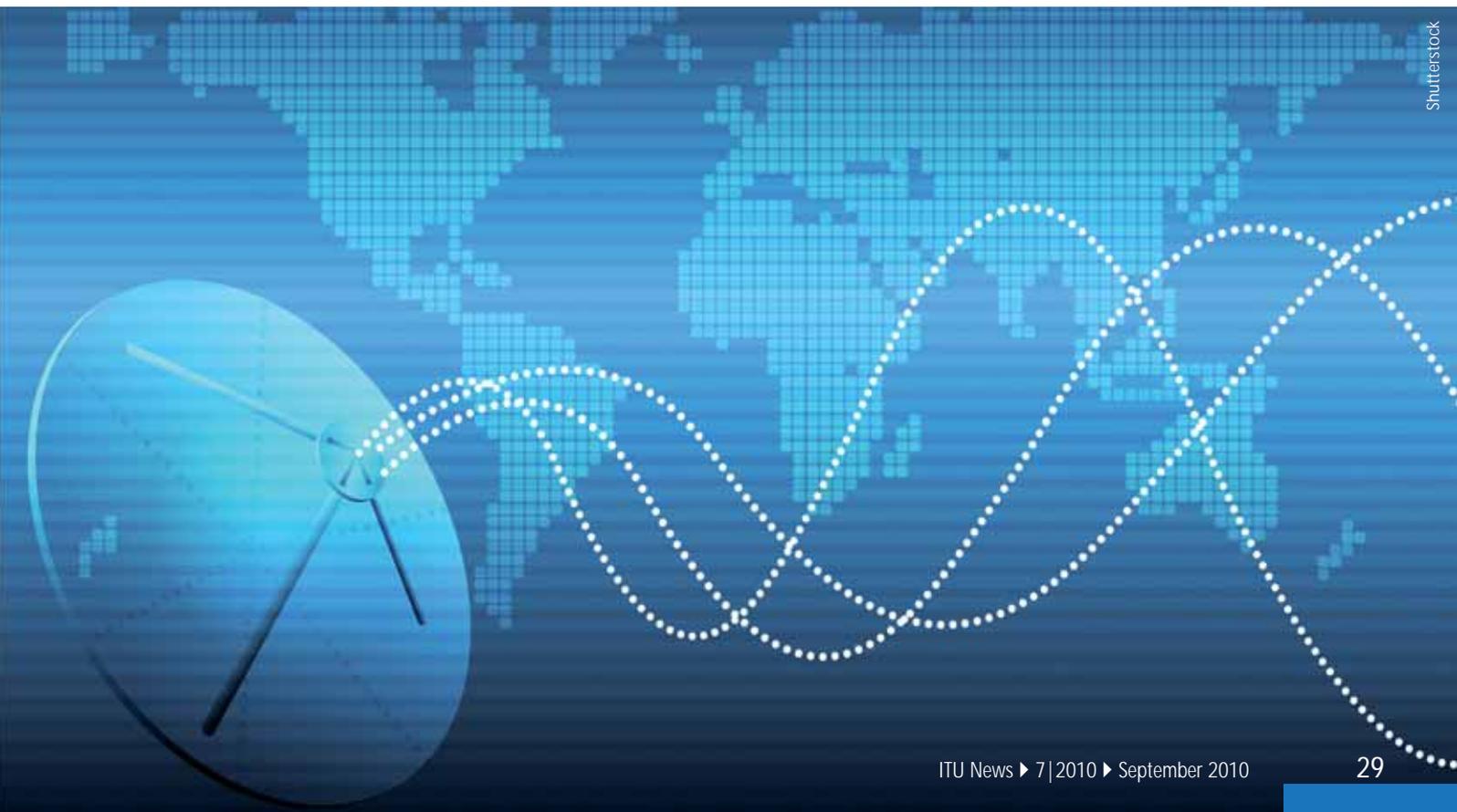
Within BR, I would envisage strengthening assistance activities with a view to meeting the growing expectations of the membership for a deeper understanding and better access to ITU-R knowledge systems, including the Radio Regulations procedures, Recommendations and software applications. I would also streamline the Bureau's processes and enhance its tools in order to obtain an improved, transparent, transportable and secure environment for BR's information systems, including the administrative and technical examination software and databases. A particular challenge would be to improve the quality and timeliness of ITU-R publications, taking into account language requirements and special membership needs.

A permanent objective would be to encourage the participation of developing countries in ITU-R activities, as well as to foster technological and regulatory cooperation among members.

6 *ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?*

» **Fabio Leite:** A good example at the top is the best recipe for teamwork in any organization. In ITU, this means that the elected officials and senior managers need to work in a concerted and harmonized manner, strengthening inter-Sector collaboration in a true spirit of cooperation. The Coordination Committee has a key role in leading and overseeing these practices.

Cross-Sector activities provide excellent opportunities for the Bureaux and the General Secretariat to team up to achieve common objectives, offsetting a natural tendency for isolation resulting from the federative structure.



The establishment of vision statements by the organization's leadership, based on the missions defined by the membership, also serves as catalyst for teamwork. One example is the recently launched initiative based on the slogan "Build on Broadband", which gives a cross-Sector message that implicitly invites each of the Bureaux to join in within its domain of competence.

7 *It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?*

»» Fabio Leite: Good staff are the trademark of the Radiocommunication Bureau. The complex administrative and technical tasks undertaken by BR require a high level of professionalism and skill. Solid regulatory, engineering and informatics backgrounds are needed for the implementation of the Radio Regulations procedures, the management of the MIFR database and other supporting tasks. The constantly evolving nature of ICT imposes a choice of staff in BR who are able to keep abreast of the latest developments in wireless technology and regulations.

To further improve the human resources of the Bureau by providing capacity building for its staff would be one of my priorities. My ultimate goal would be the establishment of a positive working environment, based on motivation and enthusiasm, to provide the best service to the membership.

Biography

Fabio Leite has extensive experience in the field of radiocommunications, having taken on varied responsibilities both in ITU and in his native Brazil, in government as well as in industry.

Before joining ITU, Mr Leite worked for EMBRATEL, the Brazilian long-distance telecommunication carrier, where he was responsible for the communications system engineering of the first

Brazilian domestic satellite system, BRAZILSAT. His duties included application of the Radio Regulations with respect to Brazilian satellite networks, preparing the filings for submission to ITU, and participating in coordination meetings with other countries and international organizations. From 1980 to 1987, he participated in many ITU radiocommunication conferences and meetings as the member of the Brazilian

delegation responsible for technical and regulatory issues. He was elected Vice-Chairman of the ITU Radiocommunication Study Group responsible for satellite services in 1986.

Fabio is currently the Deputy-Director and Chief, Informatics, Administration and Publications Department of the Radiocommunication Bureau. Since joining ITU in 1987, he has worked as satellite communications

engineer, counsellor for mobile radio services and for fixed wireless systems, and manager of International Mobile Telecommunications-2000 (IMT 2000), ITU's third generation mobile communications project. He has also served as executive secretary in several ITU world radiocommunication conferences. He has a Masters degree in Electrical Engineering with specialization in telecommunications.



Interview with *François Rancy (France)*

Candidate for the post of Director of the
Radiocommunication Bureau

1 *A fundamental mission of ITU is to manage the radio-frequency spectrum and satellite orbits. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

»» **François Rancy:** I devoted the early part of my career to the design of satellite systems and their frequency coordination, working at France Télécom's research centre in teams that were at the forefront of digital technology development. Since 1992, as the official in charge of the Frequency Office, and subsequently Director of International Affairs in France's National Frequency Agency (ANFR), I participated in ITU world radiocommunication conferences. This enabled me to make a very active contribution within ITU-R, both on technical issues and on regulatory and procedural aspects. During this time,

I was fortunate enough to be able to count on the support of teams of highly talented engineers and technicians.

As Director-General of ANFR since 2004, I am responsible for frequency management in France. In 2007, I chaired the World Radiocommunication Conference, where key decisions were taken for the future, in particular concerning the mobile service.

Last but not least, I have always been eager to share the knowledge acquired in my work, through teaching, consultancy and international cooperation. My personal commitment and involvement with a large number of countries testifies to my understanding of administrations' and Sector Members' expectations and concerns.

My experience in radiocommunications and spectrum management has thus given me a firm grasp of all the technical, regulatory and management aspects

pertaining to the work of the Director of the Radiocommunication Bureau (BR). Helping the countries of the world to work together in order to reap the greatest possible benefit from radiocommunications has been a permanent objective during the 30 years of my professional life. I hope to pursue that objective as Director of BR.

2 *What trends and issues are emerging today that you feel will have an impact on radiocommunications? And how should ITU respond in order to remain relevant as the crucial place in which critical spectrum matters are decided?*

»» **François Rancy:** The major development in radiocommunications is the boom in mobile communications. As a result of this boom, the mobile service requires access to ever-increasing amounts of spectrum. This obliges ITU both to find new frequency bands for the mobile service and to incorporate innovative solutions, such as cognitive radios, to ensure sharing with the other services. The spread of mobile also means that the issue of public exposure to electromagnetic fields is now coming to the fore in all countries, calling for suitable responses.

Globalization of markets allows for considerable economies of scale, which are central to the incredible development of mobile communications. In this context, ITU's prime role is to foster harmonization of frequencies worldwide, in order to ensure that all countries benefit from it.

Furthermore, the transition to digital television and the analogue switch-off constitute a technical and social challenge, made all the more complex on

account of the decisions to be taken on the digital dividend with a view to reducing the digital divide.

Finally, in the field of space communications, on which broadcasting and communications between many countries rely so heavily, ITU must ensure that the orbit/spectrum resource is managed as efficiently as possible. Suitable procedures are required to provide access to the orbit for all countries that need it, in particular those most highly dependent in terms of global connectivity.

In the face of all these challenges, ITU has a crucial role to play. The more ITU promotes exchanges between its members, the more effective it will be in fulfilling this role. During the many discussions I have had in recent months, and in particular at the last World Telecommunication Development Conference, I was struck by how keen administrations are to share experience on all these subjects, in which the technical component is not always the most important.

My R&D and teaching experience has taught me the importance of sharing knowledge. ITU can do a lot more in this area, as a catalyst for such exchanges, without necessarily incurring additional expense for the Union.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

» François Rancy: It is by publicizing more effectively the practical solutions it brings to the table for meeting the challenges of radiocommunications that ITU-R will be able to attract new Sector Members. The Union must promote greater awareness of the results of its activities, by making them more accessible and publicizing them at the seminars it organizes or to which it contributes.

In this vein, ITU-R has already succeeded in attracting industry in the cellular mobile communications sector by providing the framework and the necessary dynamics for achieving the required harmonization. It can attract other branches of industry that also have a need for global harmonization. Nowadays, even small and medium-sized enterprises reason in terms of global markets. ITU can position itself as a vector for development of these enterprises, through revamped and simplified access and functioning.

4 In 2012, ITU will hold a World Radiocommunication Conference (WRC-12). What are the key issues to be discussed, and what challenges and opportunities are they likely to present for ITU?

» François Rancy: WRC-12 must be able to respond to all requirements, in particular those expressed by civil aviation, maritime navigation and the science services.

The digital dividend is an item to which I am particularly sensitive, having personally been closely involved in the topic during my chairmanship of WRC-07 and in my duties at the national and European levels. It illustrates the recurrent need over the past two decades to identify the new resources necessary for developing mobile services. It also illustrates ITU's key role in this area, where international harmonization is absolutely essential, but always a very lengthy and difficult process.



WRC-12 will also continue a global assessment of the international regulatory framework for radio-communications. The work on this subject reflects both the importance and solidity of the existing framework, and the increasingly pressing demand for the Radio Regulations to be sufficiently flexible and for avoiding or dispensing with any superfluous provisions.

Finally, I believe that WRC-12 will once again demonstrate the vital role of the ITU in the development of space services. The current efforts being undertaken by BR to ensure strict compliance with procedures and the integrity of the Master International Frequency Register pave the way for the conference to adopt new provisions that will facilitate access to the orbit/spectrum resources for all countries.

5 *What will be your main priorities in the next four years?*

» **François Rancy:** ITU will face many challenges in the coming years. Administrations will have to take difficult decisions, particularly where the digital dividend and deployment of digital television broadcasting are concerned. In view of its competence in such areas, BR must contribute to the assistance that administrations will expect from ITU.

The development of mobile networks must also be nurtured, firstly by continuing to allocate the necessary spectrum to the mobile service, and secondly by providing a framework for global harmonization, whether through frequency plans and technical conditions governing usage or through recommendations on harmonized technologies.

For the space services, it will be necessary both to pursue the efforts undertaken by the Bureau to clean

up the Master International Frequency Register, and to facilitate access to the orbit/spectrum resources for all countries which so wish.

6 *ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?*

» **François Rancy:** Each of the ITU Sectors has its own *raison d'être*. For the Radiocommunication Sector, it is the importance of global regulation to ensure equitable access to the spectrum and orbit resources, and the importance of global harmonization of the spectrum for economies of scale and roaming.

The three Sectors operate within a single organization, thereby enabling efficient operation, cooperation, exchanges and synergy, facilitated by the General Secretariat, which smoothly underpins this cooperation and unity. This obviously means that the five officials elected by the Plenipotentiary Conference must work in a spirit of teamwork, collaboration and mutual trust, sharing the same vision.

This model reflects the application of an overarching principle in ITU, namely consensus, respect and accommodation of all viewpoints in reaching decisions. I know very well and hold in high esteem both the current incumbents of these posts and the other candidates. I have no doubt whatsoever as to our capacity to work together, respecting all ITU's principles.

7 *It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?*

»» **François Rancy:** One of ITU's major assets is being able to count on a staff with a very high level of competence and expertise. I have no doubt about their capacity to meet the challenges that await the Union in the coming years.

The main challenge relates to the constraints that weigh on the Union's budget. To address this, continuous attention must be given to the best way of performing the activities entrusted to BR, in pursuit of the objectives set by the Plenipotentiary Conference. Recent quality management approaches can underpin this approach, together with constant consultation involving all staff concerned. I have successfully implemented these approaches in recent years in the Agency under my responsibility.

It is by working together that we will build the future of radiocommunications. ■



AFP/Comstock Images

Biography

François Rancy is an engineer, a graduate of the *École Polytechnique* (1977) and the *École Nationale Supérieure des Télécommunications* (Paris, 1979).

From 1979 to 1997, he worked as systems engineer and subsequently Head of Department in France Télécom's research laboratories, where he was in charge of studies

on national and international satellite systems and activities relating to the spectrum and the regulation of satellite systems. As from 1992, his responsibilities expanded to cover the entire radiocommunication sphere.

From 1997 to 2004, he was Director of Spectrum Planning and International Affairs at the National Frequency Agency

(ANFR). Since 2004, he has been Director-General of ANFR, responsible for frequency management in France.

At the international level, he led the coordination of European delegations (CEPT) at WRC-03 and chaired the European Union group on spectrum management policy (RSPG) in 2007. He chaired the ITU-R Special Committee

on Regulatory and Procedural Matters from 1997 to 2003, and the World Radiocommunication Conference in 2007.

François Rancy has been awarded the ITU Silver Medal (2007) and the titles of *Chevalier de la Légion d'honneur* (1998) and *Ordre national du mérite* (1992).





Interview with *Dr Veena Rawat (Canada)*

Candidate for the post of Director of the
Radiocommunication Bureau

1 *A fundamental mission of ITU is to manage the radio-frequency spectrum and satellite orbits. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

»» **Veena Rawat:** My 35 years of experience in managing spectrum, satellite orbits and research and development, has given me a real-world perspective on the evolution of information and communication technologies (ICT) and its potential to address many of the greatest challenges of the 21st century.

Whether early in my career as an engineer with the Government of Canada addressing day-to-day radio interference issues, or later, as a senior executive making major policy and regulatory decisions, I've had the privilege of helping bring many new com-

munication services to Canadians.

Working on the world stage requires strong leadership to ensure that the diverse objectives of all stakeholders are met.

My determination and fair-minded approach to global negotiations has demonstrated time and again that common ground and solutions can be found. This was most evident during my chairmanship of the World Radiocommunication Conference in 2003 (WRC-03), which opened the door for billions of dollars of investment in new communication services globally.

“ We need to ensure that the management of spectrum and satellite orbits by ITU keeps up with the pace of technology development and the explosion of new applications. ”

Currently, as President of the Communications Research Centre, I manage Canada's largest public sector ICT research and commercialization institution (400 staff and an annual budget of 50 million Canadian dollars). My experience with leading-edge research has given me an insight into the future directions of wireless technologies and services, as well as the opportunities and challenges they provide. Addressing such opportunities at the international level requires adept management, sound planning and greater collaboration with stakeholders. My proven track record in this respect will help develop an international regulatory framework that is responsive, timely and effective.

2 *What trends and issues are emerging today that you feel will have an impact on radiocommunications? And how should ITU respond in order to remain relevant as the crucial place in which critical spectrum matters are decided?*

» **Veena Rawat:** The key trends are: increasing demand for low cost, high data rate mobile services (for example, mobile Internet, video and multimedia); converged networks-based infrastructure; rapidly evolving industry structures; relentless trend towards e-everything; increased need for privacy and security; and, managing environmental impacts.

The rapidly emerging mobile Internet economy — and the supporting infrastructure it will require — is a good example of the above trends. A key role for ITU will lie in meeting the growing demand for spectrum and orbital resources, and harmonizing spectrum to the maximum extent possible through regulations and standards. At the same time, these

rules must address the needs of developing countries in order to provide the flexibility they require to introduce wireless solutions when they need them and at a cost that is manageable.

As digital convergence continues to broaden and change ICT industry structures, ITU will need participation of all old and new players in order to deliver on their needs in a responsive and timely fashion.

Managing environmental impacts is another priority, and here climate change poses a particularly serious global challenge. ICT can be part of the solution by adopting energy-efficient technologies and measures to reduce their own carbon footprint. ITU can help foster this by working closely with its members to find innovative solutions to make the ICT industry climate neutral.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

“ For ITU to remain the pre-eminent global organization for spectrum and orbit regulations, its key challenge is to address the demand for spectrum and the challenges of digital convergence. ”

»» **Veena Rawat:** Never before have so many industry sectors embraced the potential of radio-communications to improve their productivity, competitiveness and bottom line. For ITU, the migration to a digital economy represents an unprecedented opportunity to broaden its Sector membership.

Whether it is software companies, applications developers or IP networking firms, ITU has the responsibility to engage these new entrants by demonstrating its relevance and potential impact on their businesses.

This includes reaching out to small and medium-size enterprises in niche markets (for example, content development, animation and mobile banking), and communicating the importance of their participation in ITU activities. ITU can also share information that will help other sectors of the economy adopt ICT to become more innovative and productive.

Overall, ITU must continue to investigate creative approaches to make its membership affordable, and ensure that the needs of all its stakeholders are met in an effective and timely manner.

4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12). What are the key issues to be discussed, and what challenges and opportunities are they likely to present for ITU?*

»» **Veena Rawat:** The main priorities for WRC-12 will be to: find innovative ways to accommodate increased demand for spectrum and orbital resources; enable new technologies and services to get to market quickly and cost-effectively; provide flexibility for the use of spectrum for satellite services while ensuring protection of investment in existing infrastructure; and, change current regulations to address the convergence of radio services.

Among the challenges ITU will face: building consensus among the diverse stakeholders; ensuring the WRC-12 deliberations take into account the budget and resources consistent with ITU's strategic and operational plan; and, ensuring staff has a good understanding of the issues and members' expectations.

The opportunities will be far-reaching. Streamlined regulations would provide an opportunity for ITU to show its relevance and impact in advancing the digital economy at the global level and help stimulate investment in the ICT sector. They will also provide opportunities for ITU-R to increase collaboration with other ITU Sectors.

5 What will be your main priorities in the next four years?

» **Veena Rawat:** As Thomas Edison aptly observed, "There is no substitute for hard work." That has been, and will continue to be the hallmark of my career. My priorities during the next four years will be:

Meeting stakeholders' expectations: Understanding the needs and expectations of our client community is paramount. This requires striking a balance between the requirements of a United Nations agency, its Member States and the competition-driven needs of private sector participants. This can be best achieved by frequent consultation with all parties, including face-to-face meetings with chief technology officers (CTOs) and chief executive officers (CEOs).

Collaboration and partnership: The extensive knowledge available in the ITU-R can be shared with ITU-T to continue to develop coordinated programmes and activities that address emerging areas such as green ICT, network security, smart grids and intelligent transportation services. ITU-R is also well positioned to share its knowledge and best practices with ITU-D to help developing countries build capacity and implement new technologies and services. As well, it will be essential to explore and expand partnerships with organizations outside ITU membership.

Improving access to orbital resources: ITU can continue to improve the satellite coordination process and access to the orbit by:

- improving the tools used for coordination;
- increasing transparency;
- continuing to work with administrations to improve the accuracy of data;
- facilitating increased access to the orbit for Member States who are new entrants or those who have made limited use of the orbit to date;
- continuing to improve efficiency in the use of orbit by encouraging implementation of ITU-R Recommendations.

Biography

Dr Veena Rawat is President of the Communications Research Centre, Canada's largest public sector ICT research and commercialization institution (400 staff and an annual budget of 50 million Canadian dollars). She oversees Canada's participation in numerous bilateral and multilateral ICT research partnerships.

Dr Rawat immigrated to Canada from India. She was the

first woman to graduate with a PhD in electrical engineering from Queen's University, Canada. During her 35 years of work experience, she managed major programmes in spectrum/telecommunication planning, engineering and regulations development for terrestrial and space services. She has been at the centre of major policy and regulatory decisions to bring new communication services to domestic and international

levels, and in strengthening linkages with national and international organizations.

She has led many delegations and negotiations at ITU-R and other international forums. She currently chairs the ITU study group for satellite services. In 2003, she chaired the World Radiocommunication Conference (WRC-03) for which she was awarded an ITU Gold medal.

An internationally recognized expert in spectrum management and ICT technologies, Dr Rawat has been a keynote and invited speaker at over 100 domestic and international events since 1995. She has received many honours, including the Canadian Woman of the Year in Communications in 2004.

6 *ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?*

» **Veena Rawat:** The fundamental components of teamwork are establishing clear goals, principled leadership and buy-in from team members. Within ITU, this teamwork will be crucially dependant on building relationships among the three Bureaux heads and with the General Secretariat. Fostering this cooperative spirit will require making time for each other and having an agreed-upon framework for both formal and informal discussions.

As lines of business and demarcation become more blurred through the rapid pace of changes in the marketplace, there will be a continuing need to adjust how we collaborate. Trust and confidence will be indispensable attributes to achieve our common goals.

7 *It is often said that good people are the backbone of any high-performing business activity or organization.*

What is your message to staff with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?

» **Veena Rawat:** My message to staff will relate to the following for the success of ITU.

I am a firm believer in open and clear communications, mutual respect and helping staff to understand the value of teamwork and how their work contributes to the success of ITU.

ITU's success in managing spectrum and orbital resources and stakeholders' expectations over the coming years will depend on a clear understanding of the objectives and expected results of the strategic plan, the goals and challenges of each ITU Sector, and how these Sectors interact. This includes identifying opportunities for constructive partnerships, coordinated activities and collaboration among players within and outside ITU. It will also require staying abreast of the rapid and complex changes occurring in technologies, networks, services and convergence.

I would listen to staff views and needs and will do my part to help them to understand their respective roles and responsibilities, and their accountability to deliver on time and within budget.

“ I want to ensure that the staff continues to have the required skills and motivation to meet stakeholder expectations and deliver on activities aligned with the strategic plan. ”



AFP/AltoPress



AFP/AltoPress



Interview with *Sami Al Basheer Al Morshid (Saudi Arabia)*

Candidate for the post of Director of the
Telecommunication Development Bureau

1 *A fundamental mission of ITU is to help spread equitable, sustainable and affordable access to telecommunications, and to information and communication technologies (ICT) as a means of stimulating broader social and economic development. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

»» Sami Al Basheer Al Morshid: During my long experience as an active delegate with my administration, and especially during the last three and a half years as Director of BDT, I have honed and developed an in-depth understanding of the challenges before us, as well as a profound appreciation of the tremendous potential of ICT as a driver of social and economic development. In particular, as Director of BDT, I have had the privilege of working closely with Member States and Sector Members in all regions, and in the process I have learned a great deal about their needs. My wish is to continue in this role, with the support of our members, to build on this foundation for the benefit of the Union.

2 *What do you see as the challenges and opportunities in implementing the Hyderabad Action Plan adopted by the recent World Telecommunication Development Conference (WTDC-10) in India?*

» **Sami Al Basheer Al Morshid:** First, I must express my very deep satisfaction and pride in the Hyderabad Action Plan adopted at WTDC-10. It is clear that the membership is committed to taking a “fresh look” at BDT’s work, with a view to achieving a greater impact through the programmes, activities and initiatives of ITU’s Telecommunication Development Sector (ITU-D) as a whole for the benefit of Member States. The Hyderabad Action Plan has not only put the priorities of countries that are most in need at the top of the development agenda, but it has also consolidated the global programmes and activities, ensuring the optimum use of ITU-D’s resources; and at regional level, it has identified regional initiatives focusing on each region’s pressing needs and priorities. Going forward, one of the big challenges before us is connecting rural and remote areas, especially in developing and least developed countries. We need to continue playing an active role in this area, as a technical advisor and neutral broker, bringing together governments, industry and other partners to implement collaborative approaches.

We have made real progress in extending ICT to previously underserved populations, through forward-looking reforms that helped stimulate industry investment in mobile networks and services. However, much more needs to be done. This brings me to the great opportunity before us: replicating the so-called “mobile miracle” for broadband to support advanced applications and services for businesses, governments and the general public. In Hyderabad we set forth an ambitious four-year programme for

the Development Sector and we are now allocating corresponding resources to leverage the immense potential of broadband for growth, employment and development.

3 *The ICT world is changing rapidly. To increase ITU’s Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU’s membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

» **Sami Al Basheer Al Morshid:** In conjunction with the successful Global Symposium for Regulators, as Director of BDT I introduced the Global Industry Leaders Forum, a new platform for ITU-D Sector Members to exchange views with one another, and with regulators and policy-makers, on key issues facing the ICT sector. This event has attracted a lot of interest, and has served as an anchor activity in our efforts to retain and attract ITU-D Sector Members. We have also placed an increasing emphasis on showcasing the activities of our Sector Members, through a new ITU-D Sector Members portal for example, and by highlighting contributions of industry to our various projects and activities. I have made strides to highlight and improve ITU’s regional presence. Our ITU regional and area offices, under my direction, are focusing on strengthening their relationships with ICT companies in their regions. This concentrated effort has been accomplished with the support of ITU headquarters, through activities such as the regional Connect Summits launched by the Secretary-General,

and led by BDT, to stimulate public-private partnerships between regional and global players, as well as more targeted, complementary outreach efforts to address the unique issues in each region.

Looking ahead, I wish to build on these efforts, in addition to placing a special emphasis on reaching out to potential new members in non-traditional areas, including more Internet companies, as well as industries of sectors that benefit from ICT applications, such as health and education.

4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12), a World Telecommunication Standardization Assembly (WTSA-12) and a World Conference on International Telecommunications (WCIT-12). What are the key issues to be discussed in relation to telecommunication development?*

» **Sami Al Basheer Al Morshid:** Each of these major events will address issues that relate to ICT/telecommunication development. WRC-12 will discuss key subjects, such as how to manage scarce spectrum to meet emerging needs, including wireless broadband, and how to help countries make the transition from analogue to digital broadcasting. BDT and the Radiocommunication Bureau (BR) are working closely in these areas to better serve the membership. WTSA-12 is likely to address ways of bridging the standardization gap for developing countries, new Recommendations and guidelines for conformance and interoperability, and training on the application of ITU Recommendations. Meanwhile, BDT and the Telecommunication Standardization Bureau (TSB) are already collaborating to make progress in these areas. Finally, WCIT-12 will address the International Telecommunication Regulations which, in view of the changes that have occurred in the sector, should now include aspects that are at the heart of BDT work, such as security, misuse of numbers, provisions regarding accounting, emergency telecommunication services, and telecommunications for disaster relief.



5 What will be your main priorities in the next four years?

» Sami Al Basheer Al Morshid: To accomplish the vision established by WTDC-10, I will work with my ITU colleagues and our membership to establish a solid foundation for broadband-enabled growth and development in all regions. This means helping Member States to:

- put in place an enabling policy and regulatory environment to stimulate investment in the ICT industry;
- plan and roll out next-generation broadband networks, with an emphasis on connecting schools;
- make the transition from analogue to digital broadcasting to meet imminent deadlines;
- build human capacity to sustain future ICT development;
- leverage ICT to improve emergency planning and response;
- secure their telecommunication networks against cyberthreats.

6 ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?

» Sami Al Basheer Al Morshid: While each ITU Sector has its own mandate and work programme, elected officials and staff should always work as "One ITU" focused on the overall interest of the Union. This holistic approach is essential to the proper functioning of our federal structure.

I believe that integrity, mutual respect, trust, and open communications are the most fundamental components of successful teamwork. When working as part of a shared leadership team, as I have done with my fellow elected officials, it is essential that each member is sensitive to the views of others, and feels comfortable expressing themselves, so that all contributions can be taken into account. Then, the group can together take informed decisions in the best interests of the Union.



7 *It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff, with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?*

>> Sami Al Basheer Al Morshid: I would like to thank the staff of ITU. We have made significant progress together over the past few years for which we can all be proud. Millions more people are connected today as a result of forward-looking reforms and initiatives by our members, with the support of the ITU secretariat at headquarters and in the regions.

One of the great assets of ITU is its diverse leadership and staff, representing many cultures from around the world. No one has a monopoly on new ideas. We each have a contribution to make based on our various backgrounds and experiences. To this end, I have taken steps to engage more staff in the internal BDT decision-making process. In my second term, I plan to go further still to empower BDT staff at headquarters and in the field so that they can more quickly and effectively address the needs of our members.

The Hyderabad Action Plan is an ambitious plan drawn up and approved by our membership, for the coming four-year period. The strength and diversity of our team, added to the immense unleashed potential of recent technological innovation, will help us reach our common goals. I look forward to the future with great anticipation and excitement. We are lucky to work in a fascinating sector where cooperation, innovation and creativity can literally change the world.







Interview with *Héctor Olavarría-Tapia (Mexico)*

Candidate for the post of Director of the
Telecommunication Development Bureau

1 *A fundamental mission of ITU is to help spread equitable, sustainable and affordable access to telecommunications and to information and communication technologies (ICT) as a means of stimulating broader social and economic development. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

>> **Héctor Olavarría-Tapia:** As the person responsible for establishing telecommunication policy in Mexico, one of my main concerns has been to boost telecommunication service penetration and facilitate the use of ICT among broader segments of the population. I am convinced that this is a decisive factor in the country's economic and social development.

I have coordinated various projects aimed at meeting these goals, such as: spectrum auctioning, as a means of increasing competitiveness within the sector and improving the quality and penetration of fourth-generation services; use of available capacity in the Mexican power grid for the transport of data within the country; consolidation of local service areas in the interest of eliminating long-distance charges between some neighbouring cities; and setting up the Social Coverage Trust Fund, which has enabled the provision of services to over 8500 rural localities under a public-private investment arrangement.

At the international level, I have pushed ahead the Mesoamerica Project with the aim of harmonizing regional regulation for the use of fibre optics in Central America's electricity system, ensuring the use of part of that network's capacity in the public inter-

est, and reducing long-distance and roaming tariffs in the region.

Through the Inter-American Telecommunication Commission (CITEL), where I am currently Chairman of the Permanent Executive Committee, I have moved ahead on proposals for expanding the worldwide use of ICT, especially among the underprivileged.

Mexico's geographic, cultural and social diversity (a characteristic of many developing countries), coupled with my experience in international cooperation in addressing shared problems, have provided me with the necessary bases for contributing to the noble work of BDT.

2 *What do you see as the challenges and opportunities in implementing the Hyderabad Action Plan adopted by the recent World Telecommunication Development Conference (WTDC-10) in India?*

»» **Héctor Olavarría-Tapia:** The Hyderabad Action Plan reflects the needs and aspirations of Member States and Sector Members in such areas as information and communication infrastructure, cybersecurity and associated applications, enabling environment, capacity building, least developed countries and emergency response. It also incorporates the action lines entrusted to ITU in the Plan of Action of the World Summit on the Information Society (WSIS) and the Millennium Development Goals.

Practical challenges:

- Economic and human resources which we must use creatively and efficiently because of their limited nature.
- Where an ambitious action plan such as the one adopted in Hyderabad is concerned, our attention must remain focused on sector priorities, without straying from the functions of ITU.
- Being capable of providing assistance in unforeseen emergency situations, without neglecting the actions agreed upon in Hyderabad.
- On the basis of the consensus achieved, addressing those matters on which countries have differing points of view.
- Notwithstanding the global economic crisis we are facing, fulfilling the tasks entrusted to ITU within the stipulated time-frames.

Opportunities:

I would identify three crucial opportunities, namely coordination, efficiency and networking. With this in mind, ITU must continue to serve as:

- the international body capable of ensuring coordination among the different international players in the interests of the development priorities laid down in the Action Plan;
- a creator of mutual assistance networks;
- a promoter of actions that have an enabling effect or that can be replicated;
- the body providing excellence in the telecommunication and ICT sphere.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*

» **Héctor Olavarría-Tapia:** We need to foster a higher level of participation by Sector Members in the implementation of ITU programmes. This will not only ensure a larger body of data on which to assess the results achieved and their sustainability, but will also create a more thorough awareness of Sector Members' needs.

By virtue of its studies, reports and publications, ITU is a repository of up-to-date telecommunication information. There is a need for strategic promotion

to make companies involved in the sector aware of ITU's work and get them interested in the elaboration of studies and statistics and/or the resulting conclusions.

Telecommunication is the means of communication par excellence within our societies. However, it is not solely a matter of infrastructure. Communication content and applications involve different sectors, which use this medium to disseminate their strategies and policies. This being the case, we need to foster the participation of new players capable of bringing forth ideas and resources that can improve the living conditions of our societies.

Telecommunication is one of the most important activities in the economic life of countries, and we need ITU's work to be seen in the same light. If we can achieve this, the players in the sector are bound to come even closer.



4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12), a World Telecommunication Standardization Assembly (WTSA-12) and a World Conference on International Telecommunications (WCIT-12). What are the key issues to be discussed in relation to telecommunication development?*

» **Héctor Olavarría-Tapia:** If we review the Radio-communication Sector's agenda and the topics to be discussed during the world conference, we cannot leave aside the work of Working Party 5D on the guidelines for implementing IMT systems in developing countries.

Resolution 9 adopted at Hyderabad deals with developing-country participation in spectrum management and the special needs of those countries. These needs relate, in particular, to analogue switch-off and the question of spectrum management for emergency and disaster situations, a recurring matter of concern in the Development Sector. This makes the WRC crucial with respect to any actions to be taken in that regard.

Looking at the Telecommunication Standardization Sector, a major issue is bridging the standardization gap. I see this to be more a matter for ITU as a whole than for a specific Sector. The question needs to be addressed from different angles.

From the discussions sparked by the renewed interest in the International Telecommunication Regulations and the feasibility of holding a World Conference on International Telecommunications, it is clear that development is a matter of concern among Member States. It is therefore essential for BDT to be involved in the debate on these Regulations.

5 *What will be your main priorities in the next four years?*

» **Héctor Olavarría-Tapia: Coordination:** Regional summits have served

to bring together various United Nations agencies, international and regional development entities, and government bodies, enabling them to give attention to regional priorities in a planned fashion. We will therefore continue to hold such gatherings, while at the same time taking the opportunity to strengthen the coordination and support capacities of ITU's regional offices.

Efficiency: The establishment of yardsticks for measuring the impact of ITU activities covered by the objectives of the action plan, as well as criteria for prioritizing work under projects of an enabling and catalytic nature.

Emergency and disaster situations are a recurring matter of concern.



Networking: Clear identification of the strengths and abilities of the regions and Member States will help define mechanisms for collaboration and communication. This will lead to the establishment of networks for mutual assistance designed to address the stated objectives. At the same time, making access to the results of the study groups easier will help to match membership needs with existing solutions.

Once these areas have been strengthened, we will be in a better position to give attention to the needs expressed in the action plan. This will give us a clear vision of the areas of opportunity at the regional level and of the capacities for action in those areas. I propose that we use existing collaborative networks and mechanisms to generate regional capacities to meet regional needs. There should be support for areas that have enabling or catalytic effects. Ultimately, we need to measure the impact, scope and sustainability of progress in telecommunications in each region, with special emphasis on least developed countries and traditionally disadvantaged groups.

6 *ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?*

» **Héctor Olavarria-Tapia:** I see ITU as a whole, with constituent parts that work together to achieve a common objective: to make the right to communicate a reality.

Although each of those parts performs specific tasks in order to achieve that objective, the open lines of communication between them make for efficient use of time and resources in fulfilling the Union's mission.



By way of an example, this approach can be seen in ITU's response to disaster situations, where the different parts of the Union work together in prevention, emergency response and restoring services.

7 *It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff, with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?*

>> **Héctor Olavarría-Tapia:** Both the experience and knowledge of the ITU staff are invaluable. Having worked closely with many organizations, I can say that the Union is one of the most highly qualified entities with which I have interacted, and one whose commitment to the achievement of its goals is beyond question.

In ITU we have the world's most competent specialists, who have spent years facing up to the problems and producing the solutions.

I believe that ideas must flow and permeate from within if all of this human capital is to be harnessed to the full for the benefit of all.

Communication is ITU's *raison d'être*. The deployment of infrastructure is meaningful only if it serves to bring people together to exchange ideas and knowledge. Let us embody this example from within.

Each and every member of the ITU staff has experience and skills that should be used to serve the best interests of the population and society as a whole.

My message to everyone is that it would be an honour and a privilege to be a part of this team, and thereby contribute to the objective of honouring the basic right to communicate.

Biography

Héctor Olavarría-Tapia (Mexico) has a Bachelor's Degree in Law from Anáhuac University, Mexico, and an LLM degree in International Economic Law from the University of Warwick, United Kingdom.

He has worked for 13 years at management level in the federal public administration, specializing in telecommunications. From 1997 to 2003, working in the

Federal Telecommunications Commission, he collaborated in the design and implementation of the first spectrum auctions. He was involved in drawing up the regulatory framework necessary for the liberalization process in Mexico.

In the National Human Rights Commission, he produced the first operational system for diagnosing the status of human rights at

national level, resulting in a drop of over 50 per cent in investigation times for the main types of violation.

Mr Olavarría-Tapia currently holds the post of Director-General for Telecommunication and Broadcasting Policy in the Ministry of Communications and Transport, and has been appointed to be in charge of the Office of the Undersecretary of Communications.

He has published articles in various media, including: *¿Quién domina los nombres de dominio?* (Who is in charge of domain names?); *La civilización de la convergencia* (The civilization of convergence); *El fallo de la OMC en telecomunicaciones* (The WTO panel report on telecommunications); *La globalización del espectro* (Globalization of the spectrum).



Interview with *Brahima Sanou (Burkina Faso)*

Candidate for the post of Director of the
Telecommunication Development Bureau

1 *A fundamental mission of ITU is to help spread equitable, sustainable and affordable access to telecommunications, and to information and communication technologies (ICT) as a means of stimulating broader social and economic development. How has your experience prepared you for this mission in the years ahead, and what are your expectations?*

»» **Brahima Sanou:** The global telecommunication/ ICT networks and services will only be as robust, reliable and secure as their weakest links. My 30 years of experience have given me a clear grasp of ITU's fundamental mission. This experience

was gained first in the telecommunication sector in Burkina Faso, a landlocked least developed country. At the international level, I represented Burkina Faso in the ITU Council, the Union's governing body. Thereafter, I served as Director of the ITU Regional Office for Africa — a region faced with the greatest development challenges. My experience therefore puts me in a position to fully understand the specific needs of our members and their geographic and economic circumstances to implement programmes and activities designed from a grass-roots level. Against this background, if I am elected as Director of the Telecommunication Development Bureau, I will contribute fully to attaining the objectives set for the years to come.

2 *What do you see as the challenges and opportunities in implementing the Hyderabad Action Plan adopted by the recent World Telecommunication Development Conference (WTDC-10) in India?*

» **Brahima Sanou:** The greatest challenge will be how to mobilize national, regional and international resources through partnerships in order to implement the regional initiatives, which our membership has developed in a coordinated manner. What we have learnt from the outcomes of the regional preparatory meetings for the World Telecommunication Development Conference (WTDC-10) is that today's priorities, especially in the areas of e-applications, the transition from analogue to digital broadcasting and the development of broadband, are transregional. We also know that the regions are at different stages in addressing these issues. BDT's opportunity and relevance will lie in supporting region by region vertical implementation with horizontal and transregional synergy in order to promote

shared solutions and best practices. To this end, the five programmes adopted by WTDC-10 constitute the most appropriate tools for sharing solutions and best practices. It is also important to identify and give full attention to flagship products and services through which BDT can continue to enhance ITU's relevance vis-à-vis beneficiaries and other stakeholders. In my opinion, the Member States provided a clear indication at WTDC-10 of the manner in which they wish these programmes to be implemented.

3 *The ICT world is changing rapidly. To increase ITU's Sector membership will be key in broadening and strengthening the Union so that it continues to meet the needs of a burgeoning ICT market. In what ways can ITU's membership system be enhanced to attract and welcome new members from all branches of ICT — from traditional players to new market entrants — while retaining existing members across its three Sectors?*



» **Brahima Sanou:** Sector Members will only join ITU if they find that membership adds value in terms of addressing their concerns. These concerns are wide-ranging and in a constant state of flux. To attract new Sector Members and retain existing ones, ITU must strive to understand better this diverse mix of needs and concerns, in order to be proactive in proposing appropriate solutions to accommodate them. The Union must make a determined effort to attract all new ICT stakeholders while ensuring that it retains its current members. This can only be achieved if it offers everyone added value in addressing their changing needs.

4 *In 2012, ITU will hold a World Radiocommunication Conference (WRC-12), a World Telecommunication Standardization Assembly (WTSA-12) and a World Conference on International Telecommunications (WCIT-12). What are the key issues to be discussed in relation to telecommunication development?*

» **Brahima Sanou:** The key issues of direct interest for telecommunication development relate, *inter alia*, to:

- the digital dividend, which will yield suitable spectrum that may be used to provide broadband universal access at low cost;
- bridging the standardization gap between developing and developed countries, in order to enable the developing world to contribute fully to ITU standardization work;
- the convergence of telecommunication/ICT infrastructure and services and the corresponding challenges and opportunities.

To my mind, the World Radiocommunication Conference and the World Telecommunication Standardization Assembly in 2012 hold particular importance for the developing countries, especially at a time when broadband is destined to act as the catalyst for achieving the Millennium Development Goals (MDGs), whether in the field of health, education, governance or trade, to name but a few. I would like all these issues to be tackled with the utmost openness, putting the interests of the membership first.



5 What will be your main priorities in the next four years?

» **Brahima Sanou:** My priorities would lie in implementing the strategic plan and operational plan by:

- mobilizing resources to implement the Hyderabad Action Plan;
- strengthening the enabling environment to make it conducive to private-sector investment to boost the development of broadband and the services it brings;
- strengthening partnerships and cooperation, based on comparative advantages, with regional organizations, agencies of the United Nations system, the private sector and other stakeholders;
- assisting countries in drawing up and implementing their disaster prevention and management policies and strategies;

- promoting the role of women and youth by creating ICT solutions for development.

I will underpin these priority actions with sound, results-based governance based on transparency, staff motivation focused around work and productivity, and strengthening of the regional presence.

6

ITU's "federal" structure — made up of the General Secretariat, the Radiocommunication Sector, the Telecommunication Standardization Sector and the Telecommunication Development Sector — requires collaboration and team spirit. What do you view as the fundamental components of successful teamwork?



»» **Brahima Sanou:** From my field experience, what is most important for the membership is not the Telecommunication Development Bureau, the Telecommunication Standardization Bureau or the Radiocommunication Bureau, but rather the timely delivery of ITU products and services. The distribution of tasks among the Bureaux and the General Secretariat is not an end in itself, but an arrangement geared to optimizing the delivery of products and services in the name of ITU. So, for me, the core features of team spirit can be summed up as follows: “Each individual should work for the success and glory of others”. The “federal” structure is, to some extent, a facet of the Union’s cultural heritage. I harbour the deep conviction that excellent collaboration among the three Sectors and with the General Secretariat can only serve to make ITU stronger. I am very well known to be a team player. And I commit myself to working in extremely frank and close collaboration with the other elected officials, for their success and their glory.

7 *It is often said that good people are the backbone of any high-performing business activity or organization. What is your message to staff, with whom you will work to implement the strategic plan and goals that will be approved by the Plenipotentiary Conference for the period 2012–2015, within the budget that will also be decided by this conference for the same years?*

»» **Brahima Sanou:** Since ITU is a service provider, its key asset and main factor of production is its staff. This staff is at the same time its wealth, which it must safeguard and nurture by creating synergy between ITU’s objectives and the needs of the staff, and by allying group dynamics with individual fulfilment. Work and productivity remain the cardinal reference value around which I will act as a coach, with a harmonious mix of rigour and consensus building.

Biography

Brahima Sanou has accrued 30 years of experience in the telecommunication/ICT sector, 12 of them as an ITU official, including 10 as Director of the ITU Regional Office for Africa, the largest region in terms of number of countries. Africa faces the greatest development challenges — it is home to 28 of the world’s 48 LDCs and operates in a multilingual environment (English, French, Spanish and Portuguese).

Mr Sanou has a vast experience at the international level, having represented his country in the ITU Council for almost 10 years and having also represented a group of 15 African countries on the INTELSAT Board of Governors in the 1990s. At the national level, Mr Sanou has held senior positions in the telecommunication sector, and has been elevated to the rank of Knight of the National

Order of Burkina Faso (*Chevalier de l’Ordre National*).

A trained telecommunication engineer, he also holds a postgraduate diploma from the Centre of Financial, Economic and Banking Studies in Paris, which affords him the requisite capability and open vision to grasp the economic and financial aspects of telecommunication/ICT development problems.

He is co-author of the first report on the impact of the WTO General Agreement on Trade in Services (GATS) on the telecommunication sector in Africa. In recognition of his rich experience in the field, immersed in the daily concerns of the developing countries, he was awarded the prize of “Best Public/Private Manager” by Africa Telecom People in 2007.

Radio Regulations Board (RRB) (12 posts)

Region A (The Americas) (2 seats)	Region B (Western Europe) (2 seats)	Region C (Eastern Europe and Northern Asia) (2 seats)	Region D (Africa) (3 seats)	Region E (Asia and Australasia) (3 seats)
Ricardo Luis TERÁN (Argentine Republic)	Alfredo MAGENTA (Italy)	Aurelian Sorinel CALINCIUC (Romania)	Haroun Mahamat BADAOUY (Chad)	Nader Shah ARIAN (Afghanistan)
Julie NAPIER ZOLLER* (United States)	Peter MAJOR (Hungary)	Baiysh NURMATOV* (Kyrgyz Republic)	Mustapha BESSI (Morocco)	Nasser BIN HAMMAD (United Arab Emirates)
	Mindaugas ZILINSKAS* (Lithuania)	Momcilo SIMIC (Serbia)	Stanley Kaige KIBE (Kenya)	Alireza DARVISHI (Islamic Republic of Iran)
		Victor STRELETS (Russian Federation)	Simon KOFFI (Côte d'Ivoire)	Ali R. EBADI* (Malaysia)
				P. K. GARG* (India)
				Yasuhiko ITO (Japan)
				Mian Muhammad JAVED (Pakistan)

*Current member of the RRB.

Council Member States (currently 46 seats)

Region A (The Americas) (8 seats)	Region B (Western Europe) (8 seats)	Region C (Eastern Europe and Northern Asia) (5 seats)	Region D (Africa) (13 seats)	Region E (Asia and Australasia) (12 seats)
Argentina* Brazil* Canada* Colombia Costa Rica Cuba* Ecuador Mexico* Paraguay United States* Venezuela*	France* Germany* Greece Italy* Spain* Sweden* Switzerland* Turkey*	Azerbaijan Bulgaria* Czech Republic* Poland Romania* Russian Federation* Ukraine*	Algeria* Burkina Faso* Cameroon* Chad Côte d'Ivoire Egypt* Ghana* Kenya* Malawi Mali* Mauritius Morocco* Nigeria* Rwanda Senegal* South Africa* Sudan Tanzania* Tunisia* Uganda	Australia* Bangladesh China* India* Indonesia* Japan* Korea (Rep. of)* Kuwait Malaysia* Lebanon Pakistan* Philippines* Saudi Arabia* Sri Lanka Syrian Arab Republic Thailand* United Arab Emirates*

*Current Council Member State.

Note: Information in these two tables was correct as at 4 September 2010.

WSIS + 5

Report on the World Summit on the Information Society Plus Five

ITU's five-year contribution to
the WSIS Implementation and
Follow-up (2005-2010)

Report available at:

www.itu.int/itu-wsis



World Summit
on the Information Society
Turning targets into action

Geneva 2003
Tunis 2005



Remembering Donald Maitland

The Missing Link report:
the Maitland legacy



Independent Commission for World-Wide Telecommunications Development

■ Remembering Donald Maitland, who died aged 88 on 22 August 2010, is also to remember his legacy in setting telecommunication development on its inclusive worldwide path. His insight, at a time when almost half the world's inhabitants lived in countries with less than one telephone line per 100 people, kick-started the growth of information and communication technologies (ICT) as we know them today.

Donald Maitland was chosen to chair the Independent Commission for World-Wide Telecommunications Development, established in May 1983 by a resolution of the ITU Plenipotentiary Conference, held in 1982 in Nairobi, Kenya. The Commission's mandate was to identify the obstacles hindering communications

infrastructure development, and to recommend ways in which the expansion of telecommunications across the world could be stimulated.

The Missing Link is the official title of the Commission's report, but it has always been known as the Maitland report. Submitting the report to then Secretary-General of ITU, Richard Butler (Australia) in January 1985, Donald Maitland said in a letter "We are grateful to you for inviting us to join the Commission... The challenge was formidable. But we found the task rewarding".

The Maitland report drew international attention to the huge imbalance in telephone access between developed and developing countries. The Commission unanimously concluded that the gross and growing

imbalance in the distribution of telecommunications throughout the world was not tolerable. At that time, three-quarters of the 600 million telephones in the world were concentrated in just nine industrialized countries.

In its introduction to the report, the Commission noted that the pace of technological innovation was such that inhabitants of the industrialized world looked forward to enjoying the full benefits of the so-called "information society" by the end of the 20th century. However, the situation in the developing world was in stark contrast. "In a majority of developing countries the telecommunications system is inadequate to sustain essential services. In large tracts of territory there is no system at all. Neither in the name of common

Sir Donald Maitland planting a symbolic tree on the occasion of the Arusha meeting of the Independent Commission for World-Wide Telecommunications Development, held in October 1984. He is pictured here with Tanzanian authorities and members of the Commission

humanity nor on grounds of common interest is such a disparity acceptable,” the Commission stated.

The report underlined the direct correlation between the availability of, and access to, telecommunication infrastructure and a country’s economic growth. It pointed to the gaps in access and service, reflecting the disparities between rich countries and poor ones, between the wealthy and the poor within a given society, and between those who live in rural areas and those who live in urban areas.

As a way forward, the Commission set the goal that by the early part of the twenty-first century nearly all of humankind should be within easy reach of a telephone and of all the benefits this could bring. To pursue this goal, developed countries focused on expanding their already widely available networks to disadvantaged parts of their populations and on improving the performance of existing networks. Their emphasis has been on universal service — individual telephone service for every home. Developing countries have focused on universal access — striving to provide access to as many people as possible, even if this implies shared access.

In 1985, there were fewer than one million mobile phones worldwide and only a few tens of thousands of Internet users (the World Wide Web did not exist then). Fast forward to 2010, and certainly, tremendous progress has been made. ITU estimates that by the end of 2010, there will be five billion mobile phone subscriptions worldwide and almost two billion people now have access to the Internet. Nevertheless, there is still a vast amount of work to be done — three quarters of the world’s inhabitants still have no access to the Internet at all. A broadband divide is looming.

The Maitland report spurred higher investment in telecommunication development, coupled with the implementation of new technologies and innovative strategies, as well as a general understanding of the socio-economic effect of communications infrastructure. This has led to a remarkable degree of telecommunication development throughout the world, and a determined effort to close the gaps in access and service.

Born in Edinburgh (Scotland) on 16 August 1922, Donald James Dundas Maitland led a life rich in achievement, mainly as a diplomat. Before chairing the

Commission, Sir Donald was Permanent Under-Secretary at the UK Department of Energy (1980–1982); Deputy Permanent Under-Secretary of State, Foreign and Commonwealth Office (1979–1980); Ambassador and United Kingdom Permanent Representative to the European Communities, Brussels (1975–1979); Deputy Under-Secretary of State, Foreign and Commonwealth Office (1974–1975); United Kingdom Member of the Commonwealth Group on Trade Aid and Development, 1975; Ambassador and United Kingdom Permanent Representative to the United Nations, New York (1973–1974); Chief Press Secretary to the Prime Minister (1969–1970). Between 1947 and 1969, he held various diplomatic service appointments in the Middle East, North Africa and the Foreign and Commonwealth Office.

In ITU, we will always remember Donald Maitland for his contribution to connecting the world. ■



ITU Deputy Secretary-General Houlin Zhao with President Ramos Horta of Timor-Leste during his visit to the country on 21 July 2010

ITU welcomes Timor-Leste as its 192nd Member State

- The Democratic Republic of Timor-Leste became ITU's 192nd Member State on 24 August 2010. The country, which gained its independence on 20 May 2002 to become the 21st century's first new sovereign State, utilizes the international dialling code +670, assigned by ITU in 2002.

"We are delighted to welcome Timor-Leste to the ITU fold, and hope that by working together we will help drive rapid ICT development across the country," said ITU Secretary-General Hamadoun Touré. "Small island States such as Timor-Leste can benefit enormously from the power of modern connectivity, particularly in the areas of mobile and wireless broadband. ITU is committed to connecting the world, and Timor-Leste's accession to the Union helps us further that dream."

In 2006, the World Telecommunication Development Conference adopted Resolution 25 in which it recognized that a reliable telecommunication network is indispensable for promoting socio-economic development, especially of countries that

have suffered natural disasters, domestic conflicts or war. It also recognized that these countries (which include Timor-Leste) will not be able to bring their telecommunication systems up to an acceptable level without help from the international community. ITU Member States were called upon to offer all possible assistance and support to the governments of these countries, either bilaterally or through ITU activities.

Timor-Leste's mountainous terrain presents challenges in connecting its people. ITU figures (from 2009) show fixed-line telephone teledensity (number of fixed telephone lines per 100 inhabitants) as low as 0.2 per cent, with mobile penetration at 29.1 per cent. Mobile connectivity is growing very strongly, with over 200 per cent growth reported in 2009.

Timor-Leste will participate for the first time in the Plenipotentiary Conference, which will take place in Guadalajara, Mexico on 4–22 October 2010, adding its voice to the world's most enduring ICT institution. ■



ITU launches appeal to assist flood-affected victims in Pakistan

■ ITU has responded to an urgent appeal from the Government of Pakistan to assist flood-affected victims in that country. Over 15 million people have been displaced and vast tracts of fertile arable land have been inundated, affecting the means of livelihood of several millions more with severe long-term repercussions on the economic and social life of the country.

In view of the overwhelming scale of this disaster, ITU has responded to United Nations Secretary-General Ban Ki-moon's call to speed up assistance.

ITU is working in a coordinated international effort within the UN system to assist in relief and rehabilitation work in the wake of this overwhelming natural disaster. As a first step, ITU has dispatched 100 broadband satellite terminal units in order to restore the critical telecommunication resources urgently needed to assist in the humanitarian and relief work currently under way. The equipment is for use by the authorities to coordinate human logistics on the ground, provide basic communications for humanitarian-aid workers, and for setting up telemedicine facilities to benefit the victims.

ITU regularly contributes emergency telecommunication assistance in the wake of humanitarian disasters, such as in the immediate aftermath of the devastating earthquakes in Haiti in January 2010 as well as in Pakistan in 2005 and many other parts of the world.

At the request of the Government of Pakistan, ITU issued an appeal for monetary assistance and opened a Fund for the Rehabilitation of Telecommunication Infrastructure in Pakistan. ITU will not be disbursing cash from this fund but will follow its stringent procurement and tracking procedures in utilizing the funds towards the rehabilitation of telecommunication infrastructure in Pakistan in the aftermath of the floods. Accurate estimates on the extent of the damage to telecommunication infrastructure can be made only after the flood waters recede. ITU intends to carry out assessment of network disruption and damage jointly with the Government of Pakistan and operators and will contribute in the reconstruction process.

New RASCOM and NILESAT communication satellites to boost connectivity in Africa and the Middle East

■ On 4 August 2010, ITU hailed a new era of pan-regional connectivity with the successful launch of the RASCOM-QAF1R and NILESAT 201 communication satellites. Launched on board an Ariane 5 vehicle from the Kourou Spaceport in French Guiana, the new satellites will enhance access to a wide range of information and communication technology (ICT) services for millions in Africa and the Middle East.

In addition to providing access to the ICT services needed by businesses to compete in today's global markets, the new systems will deliver broadcast news

and entertainment. They will also serve as a platform for new applications in such areas as distance education and telemedicine, which will be vital to improving the lives of local people and helping governments achieve the Millennium Development Goals, now just five years away.

Speaking from Kourou where he attended the launch, Dr Touré said: "The launch of state-of-the-art satellite systems has been a long and much-cherished dream for the region and its people. This launch represents another major milestone in getting the region's communities better connected. In addition to providing low-cost international connections between African countries and connecting isolated villages via low-cost terminals, the RASCOM-QAF1R will provide direct television and radio broadcasting services, Internet access and value-added broadband services. NILESAT for its part will bring subscribers instantaneous access to news, information and entertainment, as well as the high-speed data — the cornerstone of modern life. The launch of these two systems represents another huge step forward in bridging the digital divide, and reinforces the importance of making new technologies such as broadband accessible to all the world's people."

The RASCOM and NILESAT 201 satellites were stacked one on top of the other in the Ariane 5's dual payload dispenser system. To be deployed first during the flight sequence, NILESAT 201 is fitted with 24 Ku-band and 4 Ka-band transponders. It will be positioned at an orbital slot of 7 degrees west, delivering digital direct-to-home television and radio broadcasting to the Middle East and North Africa from September 2010.

ITU Secretary-General Dr Hamadou Touré at the Kourou Spaceport in French Guiana on 4 August 2010, just ahead of the launch of the RASCOM-QAF1R and NILESAT 201 communication satellites into orbit



The second in the launcher payload "stack", situated just above the launch vehicle's core stage, the RASCOM-QAF1R system will be positioned at an orbital slot of 2.85 degrees east, and will ensure service continuity for the RascomStar-QAF operator and its customers, providing Africans in 45 countries with

access to advanced communications and information technologies, and in particular rural telephony. Equipped with 24 equivalent 36 MHz transponders in both Ku-band and C-band, its footprint covers the entire African continent, as well as parts of Europe and the Middle East. ■

ITU to start work on standards providing interoperability for telepresence systems

■ Telepresence is, broadly speaking, next-generation videoconferencing that also takes into account a user's position, actions and voice to render as close as possible a representation of a real life meeting. Many products exist today that, although based on established protocols including ITU-T H.323, lack interoperability because of proprietary extensions. Telepresence represents an important evolution of the videoconferencing market. Standards providing interoperability between systems are seen as a key way to drive the market. The trend is expected to accelerate, as mainstream video applications begin to offer telepresence features.

Malcolm Johnson, Director of ITU's Telecommunication Standardization Bureau, commented: "We

don't expect each end of a phone call to be dependent on the manufacturer of the phone being the same. The same should be true for telepresence. Anyone who has used a telepresence system will testify to its remarkable quality, it truly is the next best thing to a face-to-face meeting. However, proprietary solutions have stifled the market. ITU's standards initiative will allow us all to profit from this remarkable technology."

Specifically, the new work will focus on standardizing full interoperability between telepresence systems, including facilitating the coherent presentation of multiple audio and video streams so that participants show correct eye contact and gestures, to give a more real life-like experience. ■

ITU Regional Forum on Digital Inclusion boosts regional cooperation

■ Ministers from Afghanistan, Bangladesh, Bhutan, Maldives and the Republic of Nepal (ABBMN countries) committed to increasing regional cooperation at a Forum on Digital Inclusion organized by ITU in the Maldives on 3–5 August 2010. The event ended with a Ministerial Declaration resolving to implement the following objectives, which are considered crucial for successful digital inclusion in the region:

- ▶ stimulate broadband access
- ▶ ensure cybersecurity
- ▶ minimize climate change, and
- ▶ build emergency communications capacity

The Declaration recognizes the key role that governments have to play in formulating and implementing relevant policies and regulations, as well as facilitating reasonable returns for investments by the ICT industry. It also mentions the need for the ICT industry to act responsibly in terms of business expansion and policies.

The Declaration resolves to establish national broadband policies and enabling regulatory environments, and strengthen national advanced ICT training capabilities. It also encourages service providers to expand broadband access using the full potential of wireless broadband to deliver innovative solutions in rural and remote areas, while encouraging establishment of broadband community centres, capable of offering online applications such as e-governance, e-learning, e-health, and e-publications, using local content with the engagement of local communities.

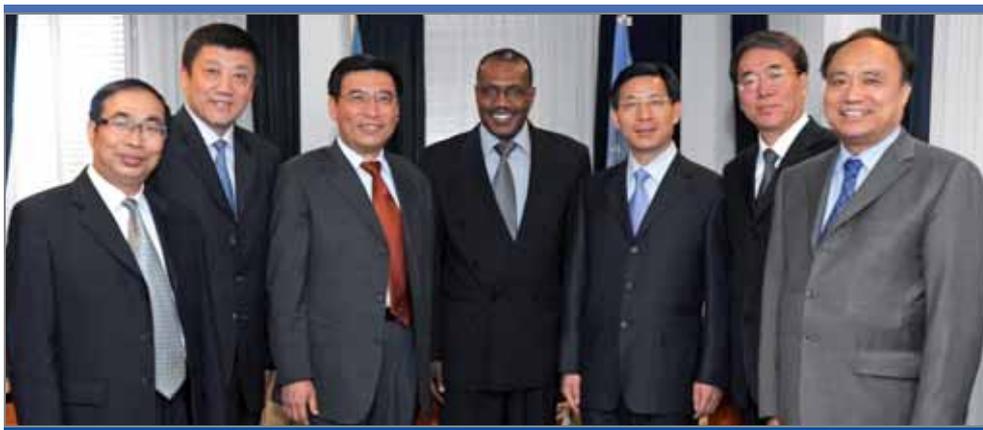
The Declaration recommends the establishment of national cybersecurity strategies and national Critical Incident Response Teams (CIRTs), the exchange of knowledge and expertise among ABBMN countries and special measures to protect children in cyberspace.

In the areas of climate change and emergency communications, the Forum agreed to establish a National Emergency Telecommunications Team in each of the ABBMN countries, to provide resources for disaster preparedness and response (including frequencies for use in emergency situations, to create an Asia-Pacific Multi-partnership Regional Platform for Disaster/Emergency Communications and to promote the deployment of “green” environmentally-friendly technologies.

The Director of ITU’s Telecommunication Development Bureau, Sami Al Basheer Al Morshid, highlighted ITU’s priority areas in the five countries. One of these priorities is that ITU will work in close collaboration with member administrations and its partners to develop a National Emergency Telecommunications Plan and to facilitate ratification of the Tampere Convention by the five ABBMN countries. ITU is also leading efforts to set up the Asia-Pacific Regional Platform for Disaster/Emergency Communications Management with its partners, including United Nations agencies, international development organizations, the private sector and member administrations. ■

Official Visits

During the month of August 2010, courtesy visits were made to ITU Secretary-General Hamadoun I. Touré by the following ambassadors to the United Nations Office and other international organizations in Geneva, and other important guests.



A Chinese delegation headed by Miao Wei, China's Vice-Minister of Industry and Information Technology (third from left) is received by Dr Hamadoun Touré and Houlin Zhao, ITU Deputy Secretary-General



Reinhard Schweppe, Ambassador of Germany; and Gabriela Bennemann, Head of the Economic Section at the German Mission



Oğuz Demiralp, Ambassador of Turkey



Cheikh Ahmed Ould Zahave, Ambassador of Mauritania



Zamir Akram, Ambassador of Pakistan



Jasna Matić, Serbia's Minister of Telecommunications and Information Society



Juan Manuel Gómez-Robledo, Mexico's Deputy Foreign Minister for Multilateral Affairs and Human Rights; and Juan José Ignacio Gómez Camacho, Ambassador of Mexico

All photos are by V. Martin/ITU.

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