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**European Regional Telecommunication Development Conference
(EU-RDC)**

Prague, November 19-23, 1991

Volume I

FINAL REPORT



International Telecommunication Union

European Regional Development Conference (EU-RDC)

19 to 23 November 1991, Prague

Volume I

Final Report



International Telecommunication Union, Geneva January 1992

European Regional Development Conference (EU-RDC)
19 to 23 November 1991
Prague, Czech and Slovak Federal Republic

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**European Regional Development Conference (EU-RDC)
19 to 23 November 1991, Prague**

Final Report

Summary

The European Regional Telecommunication Development Conference was attended by some 350 participants from 30 European countries, from Argentina, Canada, China, Indonesia, Japan, Mexico, Morocco, USA as well as from regional and international organizations and financing institutions.

Working documents* were briefly introduced in plenary sessions and then discussed in committees together with a number of proposals prepared by a Task Force composed of representatives of Central and Eastern (C&E) European Telecommunication Administrations regional organizations and development banks.

The Conference endorsed the following common goals in the efforts to be undertaken:

- development of networks and services in a **competitive environment**, with a **separation of regulatory and operational responsibilities**, due consideration to user interests and **effective management**, so as to encourage investment on a basis as wide as possible,
- the need to develop **harmonized networks and services** so as to help reduce disparities within the region and to **strengthen the integration of the Region and to improve global interoperability**;

In its Resolution No 1, the Conference more specifically asks the ITU to assist the C&E European countries in the setting up of a mechanisms for cooperation in telecommunications development and for exchange of relevant information and experience among the countries concerned. To this end a project is proposed with the following objectives:

- to develop, operate and maintain, with the ITU and other concerned organizations, databases including telecommunication development indicators, information about development plans, technical cooperation and investments in telecommunications development, etc.
- to build a cooperative relationship with the many existing organizations and initiatives directed toward providing information exchange infrastructures in the C&E European countries.

The BDT is also requested to set up a Working Group to analyze the role of telecommunications in socio-economic and cultural development projects in order that the appropriate priority be given to this sector in the development programmes of the C&E European countries.

*Conference documents are reproduced in a separate volume (Volume II)

The Conference further resolved:

- to set up, within the framework of the above-mentioned mechanism for cooperation, a Working Group entrusted with the task of identifying the legal, institutional, operational and other conditions, as well as financial strategies conducive to promoting investments in the telecommunication sector. The terms of reference for this Working Group include the organization of round table meetings at which international organizations, telecommunication entities, financial institutions and other interested parties can present information related to the process of telecommunications infrastructure development and stimulation of investment/capital formation.

The Conference also welcomed the initiative of the C&E European countries to set up a project to promote the coordination, harmonization and accelerated introduction of new services in the region concerned, as required by a market oriented economy.

The importance of human resources development was emphasized and the conference resolved to set up a pilot project with the following objectives:

- to create a human resource management information system to enable continuous assessment of training needs;
- to identify urgent and evolving training needs and to find ways of maximizing the use of local/regional available resources to meet these.

The conference recognized that most of the problems in organization development, improvement of management and training of staff facing the Eastern and Central European Countries are of a similar nature and consequently it is necessary to ensure a coordinated approach to their solution through sub-regional cooperation.

Consequently, it resolved to set up a project to develop a comprehensive model covering:

- the re-orientation of Administrations and private operating agencies towards a market-oriented economy;
- the improvement of performance of management structures; the introduction of the necessary changes utilizing modern organization development techniques;
- the definition of coherent management strategies and the introduction of efficient management tools

Training and development of human resources, in particular policy makers and managers, are prerequisites for the restructuring of the sector as well as the for reorientation and improvement of management and business practices in the organizations concerned. The Conference recommends all organizations running appropriate courses and European Administrations in transition to actively cooperate with the ITU in the implementation of courses and seminars to satisfy these identified urgent training needs.

A spirit of cooperation prevailed throughout the Conference and the participants manifested in many ways their desire to harmonize the development of telecommunications in the whole region. Clearly also the more advanced countries in the region have an interest in finding solutions to the problems facing Central and Eastern Europe but also to contribute to the improvement of telecommunications in other less developed areas of the region. The strong participation of some countries from other regions indicates furthermore that the development of telecommunications in Europe is of global concern.

The Resolutions adopted by the Conference provide a set of concrete guidelines for the ITU to fulfil its catalytic role in this context.

**European Regional Development Conference (EU-RDC)
19 to 23 November 1991
Prague, Czech and Slovak Federal Republic**

Final Report

1. Introduction

The European Regional Telecommunication Development Conference (EU-RDC) was organized by the BDT/ITU in Prague, from 19 to 23 November 1991. The objectives and the working procedures of the conference are described in the annexed Annotated Agenda (Annex I). It was opened by His Excellency Mr Pavel Rychetsky, Deputy Prime Minister of the Czech and Slovak Federal Republic who stressed the importance of telecommunications for socio-economic development of his country and wished the Conference success.

In his opening speech, Dr. Pekka Tarjanne, Secretary-General of the ITU, suggested that the Conference should attempt to reply to the question of what telecommunications development is really for and recalled that telecommunications encompasses information technology as a whole, including computer communications and broadcasting. He referred in particular to the Central and Eastern European countries which are at the centre of the Conference because of the many challenges they are facing simultaneously. Considering this unprecedented situation, he launched a solemn appeal to the telecommunication community and its development partners to conjugate their efforts and coordinate their actions and programmes together with the ITU in order to support the endeavour of the sub-region to transform and develop their political, economic and social systems.

Dr. Schwarz Schilling, Minister of Post and Telecommunications of Germany then addressed the audience. He stressed the point that telecommunications is a very important prerequisite for any sound economy and that the Central and Eastern European countries need a lot of modern know-how and management experience, but especially a tremendous amount of investment. Therefore the European Bank for Reconstruction and Development was founded. He underlined the crucial importance of creating a favourable investment climate, the need to form strategic alliances and the reduction of the COCOM restrictions.

Opening addresses are reproduced in Annex II.

2. Participants

The Conference was attended by some 350 participants from 30 European countries, from Argentina, Canada, China, Indonesia, Japan, Mexico, Morocco, the United States of America, as well as from regional and international organizations and financing institutions (CEPT, EBRD, ETSI, EUTELSAT, INMARSAT, ITU, OECD, EURESCOM, OECD, UNESCO, UNDP, and the World Bank). The list of participants (see Annex III) includes a number of Ministers responsible for telecommunications, senior officials of telecommunication administrations as well as many executives of operating entities, telecommunication equipment manufacturers and other private enterprises.

3. Proceedings

3.1 Designation of Chairpersons

Mr. Ales Michna, Senior adviser to the Ministry of P&T of the Czech and Slovak Federal Republic was elected Chairman of the Conference and Messrs. Jean Claude Deniaud, France, Joseph Caruana, Malta and Johan Martin-Löf, Sweden were elected Vice-Chairmen. The Conference established four committees to deal with different aspects of telecommunications development and for each of these a Chairperson and a Rapporteur were designated as shown in the table below.

	Committee	Chairpersons and Rapporteurs
1	Role of telecoms, policy, structure of telecom sector, corporate strategy, etc.	<u>Chairman</u> Mr. Cantemir Ionescu, Romania <u>Rapporteur</u> Mr. Philippos Vatiliotis, Cyprus
2	Investment considerations and financial strategies	<u>Chairman</u> Mr. Svetoslav Tintchev, Bulgaria <u>Rapporteur</u> Mr. Martin Salamon, Denmark
3	Network harmonization and new services	<u>Chairman:</u> Mr. Emmanouil Nicolaidis, Greece <u>Rapporteur:</u> Ms. Natasha Gospic, Yugoslavia
4	Management issues and, in particular, human resources management and human resources development (including training)	<u>Chairman:</u> Ms. Berit Elden, Norway <u>Rapporteur:</u> Mr. Jorge Castela, Portugal

3.2 Agenda and programme of the Conference

The provisional agenda, elaborated in consultation with the Members of the ITU and approved by the Administrative Council of the ITU in June 1991 was adopted (see Annex I).

As shown in the annexed programme (Annex IV), some 30 documents dealing with various aspects of telecommunications development were briefly introduced in plenary sessions by representatives of participating countries, as well as of international and regional organizations (CEPT, EBRD, ETSI, EUTELSAT, INMARSAT, ITU, OECD, EURESCOM, UNESCO, UNDP, and the World Bank). These documents, reproduced in a separate Volume (Volume II) were further discussed in the four committees mentioned above.

All four committees met simultaneously during three afternoons (Wednesday through Friday). Each Committee considered a number of projects and proposals for action prepared in advance by a Task Force composed of representatives of the Central and Eastern European countries, BERD, EC, and observers from Canada, Japan and USA. Representatives of the Word Bank and of EFTA were also invited to participate in this Task Force but were unable to attend.

Each committee presented an interim report of their discussions and preliminary conclusions during the Friday morning plenary session to give all participants an opportunity to contribute to the work of all committees before finalizing the conclusions (see section below). Thus, the the draft Resolutions and Recommendations prepared by the committees and put together Friday evening by a drafting group, composed of Chairpersons and rapporteurs from each committee, reflected a consensus of the whole Conference.

Chairmen of various Study Groups of the ITU International Consultative Committee on Radiocommunications (CCIR) presented reports in two information sessions held in parallel with the main Conference.

Access to ITU databases and other information using the Union's Telecom Information Exchange Services (TIES) was demonstrated in an evening session.

3.3 Closing ceremony

At the closing ceremony, Dr. Pekka Tarjanne expressed his satisfaction with the positive response to his appeal for better coordination and stressed the need for follow-up of the implementation of the Resolutions adopted by the Conference. He pointed out that the closing ceremony will mark the beginning of a long period of work for the BDT as well as for the participating countries, to transform into actions the results of the Conference.

On behalf of the participants, Mr. Anthony DeBono thanked the ITU for organizing the Conference and the Czechoslovak Administration for hosting it.

In closing the Conference, Mr. Emil Ehrenberger, provided some information about the developments of the telecommunication sector in his country, and welcomed the Resolutions which he hoped would stimulate investment in this sector.

The Closing Statements are attached in Annex II.

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4. Committee reports

Committee 1 report - Policies, Strategies and Plans

1. Approval of the Agenda

Following some clarifications by the Chairman to relevant requests from the floor concerning the scope of the Conference and possible overlap of work of the Committees, the proposed Agenda (DT-8 attached) was approved.

2. Agenda item 3

Document 26, a summary of the present state and plans for telecommunication development in Central and Eastern Europe conducted by ITU was discussed. Its findings were noted by the Committee since the matter was extensively discussed at the plenary meeting.

3. Agenda item 4

During the discussion of this item interventions from the floor stressed that:

- (a) already about 18 countries representing EEC and EFTA are adopting common legislation and following similar patterns, therefore the Central and Eastern European countries could consider joining these groups.
- (b) the mandate of ITU is to encourage global telecommunications and interoperability;
- (c) satellite links could offer immediate solutions.

4. Agenda item 5

The Committee felt that the identification of common goals for the Region as a whole, given the present gap in the level of development of the telecommunication infrastructure between Central and Eastern Europe and developed countries would be difficult without consideration to the Task Force proposals (under item 6), and it was thus decided to consider agenda item 6 before attention is given to item 5. It was emphasized, however, that the input document of the Task Force was mainly focusing on Central and Eastern Europe.

Some general discussion, however, took place on common goals such as, integration and harmonization of the networks at European level within the framework of global cooperation.

5. Agenda item 6

From the early stages of discussion of this item it was felt that the problems facing the Central and Eastern European countries should be dealt within a wider context encompassing common goals.

With the substantial contribution of several delegations a draft resolution, covering agenda items 5 and 6 was prepared and agreed by the Committee.

The Committee continued its work with the discussion of the EU-RDC Task Force proposal No. 1 - Document DT-1 (see Resolution EU-RDC-91/No.1). The debate so far leads to the conclusion that it would be appropriate to consider a wider concept based on cooperative mechanisms rather than a single monolithic body.

As a consequence the changes introduced to Document DT-1* might influence the outcome of other committees and therefore the Committee proposed that some harmonization work might be appropriate.

The Committee continued its work with a discussion of the last part of Document DT-1* and EU-RDC Task Proposals No. 2 and No. 6, (Documents DT-2* and DT-6* respectively). EU-RDC Task Force proposal No. 4 (Document DT-4) was dealt with by Committee 3 following agreement between the respective chairmen.

In its session of 22nd November the committee completed the discussion of the remaining part of Document DT-1 and Document DT-2 and agreed on amended versions as appears in annexes 1 and 2 to Resolution EU-RDC-91/No. 1.

The Committee commenced its work with the discussion of Document DT-6 and agreed an amended text as appears in Annex 3 attached to the above-mentioned Resolution.

As a result of the consideration and endorsement of Document DT-6, it was judged necessary to amend the Resolution, EU-RDC-91/No. 1, in order to reflect what was agreed in the said document.

* The revised versions of Documents DT-1, DT-2 and DT-6 are annexed to Resolution EU-RDC-91/No.1.

Committee 1 - Role of telecoms, strategies, policy, corporate strategy, plans, etc.

Provisional agenda

1. Election of chairman and rapporteur
2. Adoption of agenda
3. Review of present situation, trends, goals and development targets. Identification of problems with particular reference to the C&E European countries
 - similarities and differences within and between subregions
 - relevance and reliability of existing information (available versus desirable information)
 - lessons from other regions
4. Need for harmonization of telecommunication policies and development strategies and ongoing cooperation in this field:
 - at the global level
 - between different subregions (Eastern, Southern and Western Europe)
 - between countries within subregions
5. Identification of common goals (for the region as a whole and for the various subregions) with reference to the telecom sector structure, policies, strategies, etc., Resolution?
6. Review (amendments and modifications, as appropriate) of the relevant EU-RDC Task Force proposals (Documents Nos DT-1, DT-2, DT-4, DT-6 and others, as deemed appropriate by the Committee):
 - Mechanism for cooperation
 - Terms of reference (objectives and activities)
 - Information requirements for monitoring and follow-up
 - Role of ITU, development banks and other international and regional organizations
 - Role of the private sector and of user organizations
 - Resources required and financing of activities
7. Presentation and discussion of additional proposals (if any)
8. Formulation of conclusions as well as draft Resolutions and Recommendations, with reference to the relevant proposals
9. Other matters

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**Committee 2 report - Investment considerations, financial strategies
and international cooperation**

1. The proposed agenda (Document DT-9 attached) was adopted and the title of the committee was amended to become "Investment considerations, financial strategies and international cooperation".

The committee decided to include the documents Nos. 7, 14, 18, 20, 21, 26, 46 and 65 (see Annex IV) as source documents for its further work, as well as information documents submitted by the BDT concerning technical performance indicators, mobilization of resources, and the ITU Handbook on Financial Resources for Telecommunications Projects in Developing Countries.

2. The preliminary considerations by the committee concerning telecommunication investment and finance can be grouped under three headings, each requiring special attention.

2.1 Conditions favouring investment

A number of conditions were mentioned as facilitating investment, including:

- a) convertibility of local currency
- b) a stable and predictable regulatory environment
- c) regulatory safeguards for investment and repatriation of profits
- d) identifying and removing bottlenecks for investment

2.2 Financial strategies

The need to consider the whole range of financial sources when putting together the financing of a project was stressed in the discussion. The advisability of a long term financial strategy was also mentioned, as was the basic role of self-financing. The source of finance should include:

- a) generating more revenue by improving efficiency in the existing network and by tariff restructuring;
- b) a higher degree of reinvestment of revenue;
- c) local sources of investment;
- d) loans;
- e) equity;
- f) joint ventures;
- g) innovative strategies;
- h) direct private investment.

2.3 Information needs for telecom investment

There was a marked interest on the sides of both potential borrowers and lenders for specific information geared to their needs. On the side of the E&C European countries, the demand was on information as to the different sources of funds, for experience in applying for and negotiating loans and for examples of scenarios of telecommunications development. The "how to" of raising equity would also be a topic.

On the side of the lenders the lack of figures, not only in telecom, going back a few years, was mentioned. The desirability of developing productivity measurements further was suggested, as they also act as financial management tools. Lastly the preparation of country-specific telecom sector-analysis was mentioned.

The idea of an information bank was favorably mentioned but the relevance of the collected information has to be determined.

3. Round table meetings on investment considerations, financial strategies and international cooperation

As a concrete step towards bridging the information gap, the committee developed the idea of round table meetings involving potential borrowers and lenders where member countries and other development partners exchange views and requirements. At the meetings, organized under the auspices of the BDT with the cooperation of development and financing institutions, the above-mentioned issues would be discussed as well as concrete projects.

4. The committee's deliberations on further action was based on EU-RDC Task Force Proposal No. 5, (Document DT-5)*.

During the discussion a number of notable points were raised concerning the scope, aim and methods of further action in this field.

It was pointed out that the needs of the C&E European countries should drive the exchange of information envisaged, so that the provision of advice and assistance could take place where and as required.

There was agreement of shifting the focus of the further work from the production of studies and formulation of guidelines to a more pragmatic approach, taking into consideration the differing situations and needs of the C&E European countries.

It was agreed to extend a broad invitation for the further work in this field encompassing also private financial institutions and other interested participants.

A cautious note was struck with the reminder that the creation of mutual understanding of problems and possibilities will take time and a determined effort.

5. Conclusion

The committee decided to put forward to the assembly a draft Resolution calling for the establishment of a Working Group on investments considerations, financial strategies and international cooperation.

The Task Force proposal and the revised proposal were amalgamated into one document serving as an annex to the Resolution.

* The revised version of Document DT-5 is annexed to Resolution EU-RDC-91/No.2.

**Committee 2 - Investment considerations, financial strategies
and international cooperation
Provisional agenda**

1. Election of chairman and rapporteur
2. Adoption of agenda
3. Review of present situation and options for financial strategies (investment requirements, sources of finance, strategies and plans, etc. Identification of major problems of financing with particular reference to the C&E European countries:
 - similarities and differences within and between subregions
 - relevance and reliability of existing information (available versus desirable information)
 - lessons from other regions
 - what is needed to create a favourable investment climate (formulation of draft Resolution(s) or Recommendation(s) regarding desirable changes within each country)
4. Need for, and ways of international cooperation and coordination in the development of financial strategies and in mobilization of funds for telecommunications development:
 - at the global level
 - between different subregions (review of the relevant activities of the EUROTTELDEV)
 - between countries within subregions
5. Review (amendments and modifications, as appropriate) of the relevant EU-RDC Task Force proposals (Documents Nos DT-2, DT-5 and others, as deemed appropriate by the Committee).
 - Mechanism for cooperation
 - Terms of reference (objectives and activities)
 - Information requirements for monitoring and follow-up
 - Role of ITU, development banks and other international and regional organizations
 - Role of the private sector and of user organizations
 - Resources required and financing of activities
7. Presentation and discussion of additional proposals (if any)
8. Formulation of conclusions as well as draft Resolutions and Recommendations, with reference to the relevant proposals
9. Other matters

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Committee 3 report - Harmonization of Networks and

New Services

The work was based on the provisional agenda proposed (Document DT-10 attached). The agenda was adopted with a slight change in the title to introduce the word "telecommunications" between "New" and "Services" to make clear what new services are referring to.

The Committee started its work with a reference to Resolution No. 16 of the Plenipotentiary Conference (Nice 1989) and to the EU-RDC Task Force proposals to be considered in Committees (DOcuments DT-1 to DT-7). The Committee decided that:

- i) Only DT-4 (attached) dealing with proposal for "Development Project on implementation of business oriented New Services (DPNS) in Central and Eastern Europe (C&EE)" was of relevance to its work, and
- ii) However, any other relevant document or proposal from the Conference itself has to be taken under consideration during the Committee 3 deliberations.

On the basis of the above, Committee 3 recognized that:

1. Telecommunications in C&EE countries need a rapid development in order to enable customers of these countries to use "new telecom services" in harmony with those provided in the rest part of Europe and in other developed parts of the world, especially business oriented.
2. Already a considerable number of bilateral and/or multilateral telecom project such as TET, TEL, NSD are in development in the Region of the C&EE countries. Other such projects are in an advanced state of their feasibility study or under consideration and may reach a stage of agreement. Such projects need coordination in order to be interoperable.
3. There is a necessity that the C&EE countries join their efforts to achieve economies of scale and avoid costly adaptations when installing new infrastructures to provide new services to their users.
4. C&EE countries have to join quickly other pan-European Memoranda of understanding (MOUs) such as those of GSM, ISDN, ERMES, METRAN, etc. to improve accordingly their infrastructure and to provide same services to their users as in the other part of Europe.
5. During the discussions the following points were also considered by the Members of Committee 3:
 - a) The most critical issue for network harmonization and new services is the issue of standards. The mere possession of technical communications systems does not guarantee the ability to communicate with other countries. Without compatible standards, countries do not have the ability to communicate. Thus, international compatibility and harmonization of technical standards are critical to each country in this region. Additionally,

the way a nation determines its domestic standards should not impede worldwide capability to have international compatibility, nor the ability of one country to incorporate a variety of products produced by manufacturers from different countries. The ITU should assume more responsibility for coordination, information sharing, and counseling on standards issues to prevent incompatible standards from becoming barriers to trade. Furthermore, cost and effectiveness of communications in terms of a particular user's needs should be the key elements determining choice, not merely participation in regional organizations.

- b) The proposed DPNS should serve as a forum for coordination and harmonization of the new services in the region concerned. As such, it should prepare concrete proposals and recommendations concerning the harmonization of new services within and among the Central and Eastern European countries, in accordance with relevant internationally accepted standards and based on identified market demand for both urgent and long term needs.
- c) In its consideration DPNS has not to disregard International Mobile Satellite Systems, such as Inmarsat which provide communications services to mobile users, international business travellers and to remote and rural areas.

Committee 3 discussed in detail the proposed text of DT-4. (attached). Regarding the Terms of Reference (item 2) it was agreed to delete 2.1, and keep as Terms of Reference only 2.2.

Committee 3 also considered item 5 of DT-4 dealing with resources required. It was difficult at this stage to estimate the costs of the Project activities. The estimated figure of US\$ 1000 K was accepted. However, the Committee felt that it was not necessary to include cost estimates of the Project in the Recommendations which could limit the scope of the work of DPNS. The Project modalities, cooperation mechanism, the role of ITU and other international and regional partners and organizations, resources required while promoting DPNS by C&EE Countries should be decided.

On the basis of the above, Committee 3 concluded that it is to the benefit of the C&EE countries to promote joint efforts in order to harmonize the introduction of new telecom services in the Region, especially for the business sector, and therefore Committee 3 welcomed the decision and wish of the C&EE countries to create a DPNS to promote joint efforts in the Region in order to achieve the above-mentioned targets. On the basis of this conclusion, Committee 3 drafted a Recommendation* by which ITU/BDT and other potential contributors are invited to support the efforts of the C&EE to introduce new services.

* This Recommendation, after having been changed to a Resolution, was adopted by the Plenary on the last day (see Resolution EU-RDC-91/No. 3).

Committee 3 - Harmonization of Networks and new services

Provisional agenda

1. Election of chairman and rapporteur
2. Adoption of agenda
3. Review of present situation and problems caused by lack of harmonization and standardization, (with particular reference to the C&E European countries in transition):
 - similarities and differences within and between subregions
 - relevance and reliability of existing information (available versus desirable information)
 - participation in international and regional standardization organizations.
 - Lessons from other regions
 - What is needed to better harmonize and coordinate developments of networks and services within each country?-(formulation of draft Resolution with reference to coordinating and regulatory functions within the countries?)
4. Need for, and ways of international cooperation and coordination for the harmonization of development of networks and new services:
 - at the global level
 - between different subregions (Eastern, Southern and Western Europe)
 - between countries within subregions (review of relevant activities of the EUROTDELDEV project)
 - bilaterally, between highly industrialized countries and less developed.
5. Review (amendments and modifications, as appropriate) of the relevant EU-RDC Task Force proposals for cooperation (Document No DT-4 and others as deemed appropriate by the Committee):
 - Mechanism for cooperation
 - Terms of reference (objectives and activities)
 - Information requirements for monitoring and follow-up
 - Role of ITU, other international and regional organizations,
 - Role of suppliers and users
 - Resources required and financing of activities
6. Presentation and discussion of other relevant proposals (if any)
7. Formulation of conclusions as well as draft Resolutions and Recommendations, with reference to the relevant proposals
8. Other matters

EU-RDC Task Force Proposal No 4

**Development Project on Implementation of Business Oriented
New Services (DPNS) in Central and Eastern Europe**

1. Justification for the need

1.1 The role of the services sector in the economy is increasing and at the end of the century approximately only one-third of the work force will be engaged in the production, and the rest in services. Only in the European Community countries about 60% of work places will depend directly on telecommunications and information systems.

1.2 Telecommunications services are becoming an integral part of the everyday life and a fundamental condition for socio-economic development. thus, for example they:

- increase the safety of life;
- increase the quality and comfort of life;
- are essential for all kinds of business.

1.3 To achieve these aims it is essential to increase the revenues generated by business oriented traffic/about 90% of the total revenue is presently provided by the less than 20% of total business customers.

1.4 The western European countries will include the creation of several Pan-European telecommunications networks, such as METRAN, which will be the base for international ISDN, GSM, TSTS, etc.. The provision of new services by means of these networks is mainly a question of international standardization and will not require large additional investment.

1.5 The Central and Eastern European countries are technologically underdeveloped. The telecommunication infrastructure is old and insufficient, but this can be an advantage, because introducing new technologies and putting into operation new solutions become easier. In this way, Central and Eastern European countries can avoid relatively old solutions, which are still in operation in the western part of Europe.

To do this the countries concerned should:

- develop the legal system required for a market economy;
- change the structure of the sector and introduce new management methods;
- generate domestic and/or foreign capital resources for new investments.

1.6 The European Community countries taken many initiatives to co-ordinate their efforts in telecommunications infrastructure development and introduction of new services. Similar activities should be undertaken in our part of Europe in a harmonized and coordinated fashion in order to avoid overlapping initiatives and to make optimum use of the available financial, material and human resources to the best satisfaction of users' needs.

1.7 The western European countries have been developing their modern networks and services for 20 years or more. Now almost every country has adopted its own solutions (technical options). That is why the range of new services (included on the ISDN services list) is relatively limited in comparison with the rate of implementation of new services in the domestic networks. To avoid this in Central and Eastern European telecommunications networks development plans, the harmonization and co-ordination should start now, when a number of proposals and projects have been initiated by:

- International organizations
- PTT Administrations and public operators
- Industrial companies and/or the private sector

1.8 Harmonization of new services implementation is needed to:

- keep pace with western Europe
- avoid mistakes in the introduction of new services (to optimize the number of interfaces versus the provision of services)

1.9 As a result of these initiatives it should be possible to reduce the overall costs of introduction of new services and increase the volume of international traffic generated by them.

1.10 In summary, harmonization and coordination are needed now, when a number of initiatives have been put forward by international and European organizations, by PTT Administrations and by the private sector.

The EU-RDC Task Force therefore propose the creation of a Development Project on Implementation of Business Oriented New Services in Central and Eastern Europe (DPNS) within the framework of the CEETEC (see proposal No 1, doc. No 47) and under the auspices of ITU.

This project should not be considered as additional, but rather as a complementary body working in close cooperation with the established standardization International and European institutions, as well as with the DG XIII of the European Commission.

2. Proposed Terms of Reference (Objectives and activities)

2.1 The DPNS should satisfy the urgent needs for implementation of business oriented new services.

2.2 The DPNS should serve as a forum for coordination and harmonization of the new services in the region concerned. As such, it should prepare concrete proposals and recommendations concerning the harmonization of new services within and among the Central and Eastern European countries, based on identified demand.

The activities should be regarded in two aspects:

- (1) implementation of new services based on existing infrastructure in C&E European countries;
- (2) preparation of implementation of new services based on envisaged new modern infrastructure.

Some activities that could be envisaged at this stage to achieve this objective are:

- An initial meeting to define more precisely the scope of the work, prepare the plan of activities, to estimate the resources required for the DPNS.
- periodic meetings of DPNS should discuss technical options and standards, exchange information and share results, prepare plans for introduction of new services, as well prepare joint recommendations regarding implementation of new services, standards, etc., as appropriate;

2.3 Provision of possibility for setting up some pilot projects.

3. Success indicators (to be identified)

4. Participants

The DPNS should be composed of representatives from C&E European countries, private sector, investors, operators and service providers, potential customers, vendors and manufacturers.

5. Resources required

At this stage even a rough estimate of the costs of the activities indicated above is very difficult and can be envisaged about US\$ 1000K.

6. Possible sources of financing

As concerns the sources of financing of the projects listed in section 2, it is assumed that the following sources of financing should be taken into account

- own resources of PTT Administrations and public operators, which are available to a rather limited at present
- The World Bank
- The European Bank for Reconstruction and Development,
- UNDP, e.g. for financing of the continuation of activities started within the EUROTELDEV project
- credits guaranteed by western European and overseas governments
- private capital

Principal initiatives

Among the various initiatives and projects concerning the development of telecommunications networks in Europe the following should be considered as the most important.

2.1.1 METRAN (Managed European Transmission Network).

This pan-European network, the establishment of which has been proposed by CEPT in the relevant draft Memorandum of Understanding, should be considered as an umbrella project, with which all other initiatives should be harmonized. Taking into account that the technological aspects include the high capacity fibre optic digital transmission systems, the new SDH hierarchy and also digital cross connect switching serving as international gateways in each European country, this network will be able to serve as the physical transport layer for all or almost all telecommunications systems and services in Europe.

2.1.2 Backbone telecommunication network proposed by the EUROTTELDEV project (TET). This network will embrace all Central and Eastern European countries; all details are described in the MOU (Athens, July 1991) and its annexes. This network should be harmonized with the METRAN network. Some important details in this project are to be cleared such as the participation of Turkey and the way of covering costs of the feasibility study and the implementation of this network.

2.1.3 TEL (fibre optic links network connecting Frankfurt am Main via Dresden-Loebau-Goerlitz/Zgorzelec-Wroclaw-Lodz - with Warsaw, and from Loebau via Prague with Budapest.

Appropriate MOU on the construction of this link has already been signed and the construction works have already started.

2.1.4 NSL (fibre optic North/South link, connecting Nordic countries via Copenhagen-Bornholm-Koszalin-Gdansk-Warsaw with Ostrava and intended to be extended towards the South of Europe. Appropriate MOU on construction of this link has been already signed and construction works have already started.

2.1.5 CEFOS (Central European Fibre Optic System).

The initiative concerning the establishment of such a network under the auspices of an international consortium has been put forward by US WEST International, who invited PTT Administrations of Bulgaria, the Czech and Slovak Federal Republic, Hungary, Poland, Romania, Turkey and Yugoslavia to participate in elaboration of a feasibility study of such a network. The preparation work on this feasibility study has already commenced.

All these initiatives should be carefully coordinated and harmonized.

2.2 Additional initiatives

In addition to the above-mentioned principal initiatives, the harmonization should embrace also other projects such as:

2.2.1 High capacity regional and sub-regional satellite telecommunications projects:

- EUTELSAT
- NORSAT
- ITALSAT, etc.

2.2.2 IBS (International Business Satellite) system as proposed by EUTELSAT and INTELSAT.

2.2.3 International VSAT systems (similar to that operating currently on the basis of nine western European countries agreement with France Telecom with a Hub Station in Meudon near Paris).

Note: The harmonization of projects concerning the terrestrial telecommunications systems with the regional and sub-regional satellite telecommunication systems is necessary from two points of view: (1) technical - the necessity of adoption of a common digital transmission system (e.g. based on SDH). (2) traffic - the traffic estimations should be subdivided between the terrestrial and satellite systems if the capacity of both is to be determined properly.

2.2.4 TFTS (Terrestrial in Flight Telephone System), opening the possibility of realization of telephone connections for passengers of commercial and private aircraft flying over Europe by means of terrestrial VHF radio stations. This is a CEPT initiative and preparatory work aiming to elaborate corresponding technical standards and the detailed feasibility study are under way.

2.2.5 GSM Pan-European cellular mobile radio system, now being put into operation in several western European countries and waiting for liberalization of appropriate frequency band in Central and Eastern European countries and for alleviation of COCOM restrictions concerning the possibility of implementation of such a system, which is based on digital coding of the speech, in our region of Europe.

2.3 New Services

As concerns the list of new services, which should be taken into account in the projects of development of telecommunications networks in Central and Eastern Europe, it should not differ from the list included in the Memorandum of Understanding on the implementation of European ISDN Services by 1992 (London, April 1989) which is valid for all CEPT countries, and is annexed as ANNEX 1 to the MOU on EUROTTELDEV (Athens, July 1991) and concerns the Central and Eastern European countries- signatories of this MOU. This list is given below with the comments taken from the above-mentioned document.

The following services and supplementary services were recognized as commercially valid for ISDN and shall therefore be based on uniform standards. Those marked with an asterisk (*) will be available in the ISDN as a minimum service offering:

Bearer services

Circuit mode speech bearer service
Circuit mode 64 kbit/s unrestricted bearer service (*)
Circuit mode 3.1 kHz audio bearer service (*)
Circuit mode 2 x 64 kbit/s unrestricted bearer service
Packet mode bearer services

x 31 case A (B-channel)
x 31 case B (D-channel)
x 31 case B (B-channel)

Supplementary facilities

Advice of charge services (ADC)

ADC, charging information at Call SetupTime
ADC, charging information during the call
ADC, charging information at the end of the call

Number identification services

- Calling Line Identification Presentation (CLIP) (*)
- Calling Line Identification Restriction (CLIR) (*)
- Connected Line Identification Presentation (COLRP)
- Connection Line Identification Restriction (COLR)
- Closed User Group (CUG)
- Call Waiting (CW)

Completion of Calls to Busy Subscribers (CCBS)

Conference Services

- Conference Call, add-on (CONF)
- Meet-me Conference (MMC)
- Direct Dialling in (DDI)

Diversion Services

- Call Forwarding Unconditional (CFU)
- Call Forwarding Busy (CFB)
- Call Forwarding No Reply (CFNR)
- Call Deflection
- Freephone (FPH)
- Malicious Call Identification (MCI)
- Multiple Subscriber Number (MSN) (*)
- Sub-addressing (SUB)
- Terminal Portability (TP) (*)
- Three Party Service (3 PTY)
- User User Signalling

Teleservices

The ISDN will include bearer capabilities to support bearer services listed above and, in addition a number of teleservices including:

- Telephony (3.1 kHz bandwidth)
- Teletex
- Telefax (Group 4)
- Telephony (7 kHz bandwidth)
- Audiographic Teleconferencing
- Videotex (Alpha-geometric mode)
- Videotex (photographic mode)
- Teleaction
- Videotelephony
- Computerized Communication Service

The above list is provisional and will be the subject of modifications resulting from the works now under way within the competent working groups and project teams of CEPT and ETSI.

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Committee 4 report - Human Resource Management and Development
(HRM/HRD)

ACTIVITIES:

The committee met on three afternoons, and discussed the EUI-RDC Task Force proposals No. 3 and No. 7 (Documents DT-3 and DT-7 respectively , attached), as well as other matters within this subject, according to the attached agenda (Document DT-11).

OUTPUTS:

The committee wants to extend its firm belief and experience that the HRM/HRD is a vital support to the development of a telecommunication infrastructure that now is taking place in the region.

Taking into account the similarities and also the differences facing the countries of the region even in the field of HRM/HRD, the committee produced 3 draft Resolutions. The wording of these Resolutions was thoroughly discussed in order to ensure consensus regarding their purpose.

These outputs are:

- DRAFT RESOLUTION No 4: Human Resources Management and Development.

This resolution is to set up a pilot project:

- (a) to identify urgent and evolving training needs;
- (b) to find ways of maximizing the use of local/regional available resources;
- (c) to disseminate the information of the defined needs with the purpose of attracting offers;
- (d) and to create a human resource management information system to enable continuous assessment of training needs.

During the first half year the project needs to define urgent training needs in the fields of HRM/HRD policies, financial management and marketing. This project should accomplish its goals within one and a half years.

- DRAFT RESOLUTION No 5: Project in organization development to improve management and introduce changes.

This Resolution is to set up a project to develop a comprehensive model covering the re-orientation of Administrations and private operating agencies towards a market-oriented economy; the improvement of performance of management structures; the introduction of the necessary changes utilizing modern organization development techniques; the definition of coherent management strategies; and the introduction of efficient management tools.

- DRAFT RESOLUTION No 6: Training to cover urgent training needs.

The committee:

recognizing that there are many organizations that have already identified urgent training needs and that there are training organizations that have training courses directly applicable or easily adaptable to the areas identified

and also recognizing the experience of ITU in the coordination of training and organization of study tours,

recommends all organizations running appropriate courses, all European Administrations that have identified their training needs and intend to train their staff and ITU to actively cooperate to implement courses and seminars covering identified needs.

Committee 4 - Management issues, in particular human resources management (HRM) and human resources development (HRD).

Provisional agenda

1. Election of chairman and rapporteur
2. Adoption of agenda
3. Review of present situation and problems in management and in HRM/HRD (including training) with particular reference to the Central and Eastern European countries in transition:
 - similarities and differences within and between subregions
 - relevance and reliability of existing information (available versus desirable information, findings of the manpower and training needs survey carried out within the framework of the EUROTDELDEV project)
 - lessons from other regions
4. Needs for, and ways of international cooperation and coordination in the field of HRM/HRD. Ongoing and planned activities in this field:
 - at the global level
 - between different subregions (Eastern, Southern and Western Europe)
 - between countries within subregions (review of relevant activities of the EUROTDELDEV project)
5. Review (amendments and modifications, as appropriate) of the relevant EU-RDC Task Force proposals (Documents Nos DT-3, DT-7, DT-2, and others, as deemed appropriate by the Committee):
 - Mechanism for cooperation
 - Terms of reference (objectives and activities)
 - Information requirements for monitoring and follow-up
 - Role of ITU, development banks and other international, regional and bilateral development partners
 - Role of the private sector
 - Resources required and financing of activities
6. Presentation and discussion of additional proposals (if any)
7. Formulation of conclusions as well as draft Resolutions and Recommendations, with reference to the relevant proposals
8. Other matters

EU-RDC Task Force Proposal No 3

**For a Working Group ("Network") on Human Resources Management (HRM)
and Human Resources Development (HRD) and for a pilot project to
identify common needs**

1. Introduction

The need for, and benefits of cooperation in the field of HRM/HRD between, in the first place, the Central and Eastern European countries (C&E countries) but also with other countries in Europe and the rest of the world, are outlined in Documents No 27 and No 28. A number of common urgent training needs have already been identified by means of the current survey on manpower and training needs, carried out within the framework of the EUROTDELDEV project.

The terms of reference of the proposed Working Group specifically address **training needs common to two or more countries**.

In summary, some of the benefits of dealing with common needs on a regional basis (as opposed to bilateral arrangements) are:

- savings in **development cost** curriculum and materials **development** for seminars and courses as this cost is then shared among a larger number of users;
- savings in **time** for development by pooling resources and avoiding duplication of work.

Ratios of development time to delivery time ranges for 10:1 up to 200:1, i.e. a **one week** high quality training course may require anything from 10 man-weeks to 50 man-months for development (including job studies and needs analysis and validated, as required). Thus, considerable cost and time savings could be achieved by developing **one course** high quality which, which with minor adaptations (and after translation, if necessary) can be used in, say 10 countries rather than developing 10 different courses.

- savings achieved by optimizing use of existing facilities or already prepared courses by grouping together staff from different countries in one or several regional seminars and courses (in training centres where the required facilities are installed, when necessary).

These savings could be expected to be significant when each country only needs to train a few persons at the time which makes courses and seminars very costly per participants unless arranged on a regional basis or when expensive training equipment, simulators, etc. are required (where duplication of equipment would be expensive).

- savings in cost by joint procurement of existing training material and/or facilities (lower cost per participant for high volume orders).
- savings in tuition fees for attending "training opportunities" (already prepared seminars and courses offered by different institutes)

Also in this case "suppliers" of training opportunities will be able to optimize the use of their resources and therefore offer volume discount;

- Other benefits of sub regional cooperation in training is the **harmonization of training standards and qualifications** and the possibility of sharing the costs for development and introduction of human resources management information systems. This will also enable the participating organizations to contribute to, and draw upon the resources of the ITU International Sharing System (ISS).

In conclusion, very considerable amounts could be saved by coordinating better the assistance in this field on a sub-regional basis to meet common training needs. However, to determine common training needs HR-MIS based on common indicators must be introduced which enable strategic manpower planning and medium and long term forecast of training needs. This is of course anyway needed in the individual administrations and there is now an opportunity to introduce innovative systems for this purpose, currently under development by the ITU and partly introduced in some of the countries concerned.

Specific needs of each country are also tremendous but could be dealt with on a bilateral basis or in the context of equipment procurement.

The core of the proposed Working Group (hereinafter abbreviated to HRD-WG) could be made up by the existing EUROTTELDEV HRD-"Network" (See Document No 27), possibly extended to include representatives of other countries and development partners, rather than creating a new mechanism for cooperation in this field.

2. Proposed terms of reference for the HRD-WG

The terms of reference (objectives and activities) for the HRD-WG outlined below are based on a proposal elaborated by the participants in the third Meeting of the EUROTTELDEV HRD-Network (Malta, 23-26 September 1991).

2.1 Overall objective of the HRD-WG

The overall objectives of the cooperation should be to **collectively optimize the use of resources and development efforts in the field of HRD, e.g.:**

- a) by sharing* experience and resources in the field of HRD;
- b) by coordinating and collaborating in the development of resources required by two or more participants of the network so as to avoid unnecessary duplication of efforts;
- c) by drawing upon resources offered through other networks, such as the ISS (internetworking);
- d) by coordinating study visits, exchange of experts, seminars, etc.;
- e) by creating working groups and task forces to develop HRM/HRD resources to meet common needs;

* "Sharing could involve bartering, pooling of resources for training development and delivery to meet common needs, joint procurement of existing courses offered through the ITU/ISS or by individual "suppliers", (bilateral agencies, manufacturers, etc.)

2.2 The HRD-WG should also serve as forum for exchange experience and information of organizational developments/change models and processes (e.g. privatization, separation of Post & Telecommunications, etc.), with particular reference to the Central and Eastern European countries in transition, and with a view to assessing its consequences for HRM/HRD.

2.3 The HRD-WG should explore the possibilities of tele-training and promote the development of the infrastructure required for this (see also Document No DT-2)

2.4 The HRD-WG should act as a focal point for international cooperation in the field of HRM/HRD between the countries concerned and liaise with other development partners

2.5 The HRD-WG may propose projects and create project teams as required to deal with specific issues, and in particular for catering for training needed by two or more of the participating organizations (for a global estimate of resources required for such projects, see annex).

3. Pilot project

To provide the means of determining manpower and common (and organization specific) training needs on the basis on comparisons of productivity and quality indicators, the ITU is requested to seek finance and provide support for a pilot project with the following broad terms of reference (in line with the recommendations of the EUROTDELDEV HRD-"Network" Recommendations):

3.1 Objective

3.1.1 Objective No 1

to develop, implement and maintain in participating organizations a human resources management information system (HR-MIS), based on standardized indicators which respond to the needs of the countries concerned and other development partners organizations and allow for international comparisons of relevant key figures.

The main purpose of this HRM-MIS is to enable continuous assessment of training needs in the participating organizations and in particular, to identify common needs. Initially this MIS should be based on the indicators proposed for the ITU Manplan, but may be revised in the light of experience gained.

Some of the activities required to achieve this are:

1. Arrange regional meeting on HR-MIS for HR-managers and other national staff involved in the development of such systems in participating countries with a view to agreeing on key indicators, classification systems and data collection instruments, on the basis of those proposed by the ITU. The development of this MIS should be coordinated with the development of other MIS as proposed in Document DT-2 and other development partners shall also be invited to express their views for information in this field;
2. Further develop guidelines and tools for MIS (HRD-WG in collaboration ITU and other development partners);
3. Training of national staff to use classification systems, data gathering instruments, etc.;

3.1.2 Objective No 2

To develop a database, including relevant key figures from the above-mentioned HR-MIS, as well as information about training needs and supply of relevant courses ("training opportunities offered"). The development of the HR-MIS and database should be coordinated with the development of other MIS and databases in the field of telecommunications for the sub-region proposed in the terms of reference for the Working Group on information exchange (see Document DT-2)

Some activities required to achieve this are:

1. Revise database and data collection instruments, if required (ITU);
2. Complete the already initiated survey (participating organizations);

By means of such MISs and the proposed data base it will be possible for the HRD-WG to continuously determine the common training needs in the region concerned and prepare specific projects for the consideration of the ITU and other development partners. At the same time such MIS will respond to the needs of HRM/HRD MIS in the participating organizations.

4. Participants in the HRD-WG

HRM/HRD managers from the telecommunication organizations presently participating in the EUROTDELDEV HRD-"Network". Representatives from other organizations and from the private sector may be invited to attend meetings and participate in the work of the HRD-WG.

5. Resources required

A preliminary estimate of the resources required for the pilot project is as follows:

10 Meetings of the project team (and members of the HR-WG)

DSA (20 participantsx 10 meetingsx 3 days x US\$0.2k/day)	US\$ 120k
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MIS and database development

- MIS consultant(s) (4 m/m à US\$ 12k/ man-month, (including travel and DSA)	US\$ 48k
- training of trainers (1 course x 20 students/trainers who will then train local staff)	
. trainer 0.5m/m (including preparation)	US\$ 6k
. students DSA and travel (20 studentsx14 days x US\$ 0.2k/day)	US\$ 56 k
Equipment for networking of databases	<u>US\$100k</u>
Total	US\$330 k

Salary costs of participating nationals and the cost of multiplying these courses within the organizations is not taken into account in this estimate.

6. Possible sources of finance

Participating countries, contributions in kind, UNDP, WB, EEC, EFTA, bilateral cooperation agencies, etc.

Tentative estimate of costs of projects for joint training development and delivery

Cost of training is often not sufficiently taken into account in investment appraisals. In a situation of rapid change of organizational change and introduction of new technologies, as the one now facing the C&E European countries, studies made by the ITU suggest that the training costs could be of the order of 10% of the total personnel costs. Training should of course be regarded as an investment and is, as such of the order of 5 - 10 % of the total investment for telecommunications development.

The actual cost of training is often insufficiently known because the real cost is often hidden in equipment procurement contracts, by the provisions of experts and training equipment as in kind contribution or as part of equipment procurement contracts (on the appearance free of charge). Another hidden (and substantial training costs) is the provision of fellowships from international organizations or individual donor countries (which also appear to be free of charge to the recipient country). However, at the end of the day, someone (taxpayers or telecommunications users when the cost is added to the equipment cost) also for these hidden costs. In order to make this more transparent, cost estimates made in this document are based on real costs even though these in many cases may be covered by contributions in kind. (provision of experts, equipment, etc) and by fellowship offered by multilateral or bilateral development partners. Subject matter experts needed for course development and as instructors (delivery) may in some cases be provided from among the participating countries but the cost of these experts is nevertheless accounted for in the estimate made below in order to ensure that appropriate incentives can be provided.

The cost of sub-regional cooperation projects initiated by the HRD-WG in the next 5 years are roughly estimated as follows:

Joint training development projects (Total of 30 courses developed in 5 years)

- Training of course developers
 - . trainer (ITU) 5x1man-month xUS\$12k (already prepared material for2x2 weeks) US\$ 60k
 - . students DSA and travel (5coursesx10 "external" participantsx14daysx2xUS\$0.2k) US\$ 280k
- Subject matter experts (30 courses x 5 m/m xUS\$12k) US\$ 1.800k
- (cost of national instructors, support staff, etc. participating in course development teams (each organization)

Jointly organized courses and seminars (5 courses of 2 weeks average duration/year)

- trainers, including travel, DSA and preparation 2 weeks/course
(5coursesx5yearsx1m/mxUS\$12k) US\$ 300k
- students travel and DSA, (10 "external" students x 5 courses x5 years x 15 daysxUS\$0.2k/day) US\$ 750k

Fellowships to make study visits and attend "training opportunities" offered

A total of 50 fellowships/year (for all participating C&E European countries to make study visits and attend "training opportunities of 0.5 m/m average duration)

- Course fees: (50fellowships x5 years x US\$2k/course) US\$ 500k
- DSA (50 x15 x 5 x US\$0.1k) US\$ 375k
- travel costs (50 x 5 x US\$1k) US\$ 250k

Equipment for training development and delivery US\$ 50k

Printing, mail and communication costs (5x US\$50k/year) US\$ 250k

Total (5 years) US\$ 4.590

These cost could be reduced significantly with increased use of tele-training, and of computer conferencing E-mail facilities for course development, which, however would increase somewhat the cost of equipment and telecommunications.

5. Sources of finance

Participating countries, contributions in kind, international aid (ITU, WB, EEC, EFTA), bilateral cooperation, etc.

Note that a great deal of money is already spent on training and HRD by various regional organizations (e.g. EC, EFTA, etc.) and by bilateral cooperation agencies. The funds required for subregional joint efforts would be raised on a project by project basis which could be financed partly by participating organizations, by a single donor agency, jointly by some donor agencies or by funds channelled through the ITU or other development partners (multi-bilateral funding). This would lead to a more cost-effective use of the large amounts spent on human resources development.

5. Resolutions

RESOLUTION EU-RDC-91/No. 1

Telecommunications development policies, strategies and cooperative mechanisms

The European Regional Telecommunications Development Conference, Prague, 1991

having considered:

the situation in the Region, in particular that facing the countries of Central and Eastern Europe;

bearing in mind:

the benefits to be derived from a coordinated and harmonious approach to telecommunications development and the role of telecommunications as a factor in European integration within the framework of global cooperation;

recognizing:

with concern the urgent challenge facing the countries of Central and Eastern Europe, which are called upon to upgrade and adapt substantially their telecommunications systems in order that these may contribute better to social and economic well-being;

welcoming:

the initiative of the countries of Central and Eastern Europe to strengthen their contacts on a regular basis, to exchange information and to increase their mutual cooperation on all matters relating to the efforts to overcome their difficulties;

welcoming further:

the growing participation of the countries of Central and Eastern Europe in regional and international telecommunications organizations and projects.

resolves:

to endorse the following common goals in the efforts to be undertaken:

- the development of networks and services in a competitive environment, with a separation of regulatory and operational responsibilities, due consideration to user interests and effective management, so as to encourage investment on a basis as wide as possible,
- the need to develop harmonized networks and services so as to help reduce disparities within the Region and to strengthen the integration of the Region and to improve global interoperability;

calls upon:

all interested bodies to support the efforts of the countries of Central and Eastern Europe. The development partners of these countries, the multinational financial bodies (notably the IBRD, EBRD and EIB), other sources of investment, telecommunications manufacturers and others concerned are requested to give urgent and sympathetic consideration to requests made by these countries;

asks:

the ITU to assist as appropriate the countries of Central and Eastern Europe, in particular in the setting up of efficient and effective cooperative mechanisms for the sub-region and in the creation of a system for telecommunication information exchange related to their development efforts along the lines proposed in the Annexes 1 and 2 to this Resolution,

the BDT to organize a Working Group on models for telecommunications development in C&EE countries in transition, along the lines proposed in the Annex 3 to this Resolution.

Annex 1 to Resolution EU-RDC-91/No 1

EU-RDC Task Force proposal No 1
Creation of Central and Eastern European Telecommunication Cooperative Mechanisms (CEETEC)

1 Introduction

The political changes throughout Europe set off a rush of activity directed toward improving the region's telecommunications. However, most Central and Eastern (C&E) European countries found that their telecommunications development plans were greatly slowed by a lack of available resources and the actual present shape of the network and telecommunications facilities which were in many cases worse than expected.

The many similarities between the countries in C&E Europe, for example, stage of development, existing monopoly-like provisioning of telecommunications, and general economic environment - continue to provide a common bond.

On the positive side, the Central and Eastern European region has become most attractive for a number of investors. Since the late 80s, a number of companies, both for operation of telecommunications services, and for production of telecommunications equipment have been established. However, in the absence of regionally coordinated development strategies, there is a danger that this leads to an unbalanced development of telecommunications in the region.

1.1 A Challenge and an Opportunity

The ITU was given the mandate to organize the European Telecommunication Development Conference (EU-RDC), Prague, 19-23 November 1991. Among the many challenges is the enormous task of reaching the strategic target of some of the countries in the region concerned to reach a density of about 40 mainlines/100 inhabitant (current OECD average) around the year 2000 from the existing average density of 11-12 mainlines/100 inhabitant based on outdated technology. To this unprecedented high expected growth in number of mainlines should be added the replacement of old equipment, so the possibilities of achieving this target with available financial resources may be questioned. On the other hand, this challenge provides a unique opportunity for the world telecommunication community, together with the ITU, to promote a coordinated and harmonious development of telecommunications in the region and integration with the rest of Europe and other parts of the world.

How to develop coordinated strategies deserves serious consideration. The emphasis should be on collaboration - focussing on implementation of regional projects. By project is here meant an activity limited in time with clearly defined objectives, outputs, activities and inputs. Working groups and Committees would be needed as fora for more continuous tasks of coordination, planning, etc. and for the preparation of proposals for specific project involving two or more of the participating countries.

2. Proposed terms of reference

The preliminary terms of reference of such cooperation mechanisms (hereinafter called the C&E European Telecommunication Cooperation - abbreviated CEETEC) could be as follows:

2.1 Overall objective

The overall objective of the cooperation is to ensure a coordinated and harmonious development of telecommunications in the C&E European Region and to optimize the use of resources.

The cooperation will encompass the development of regulation and operation of telecommunication systems in the region as well as of the telecom industry.

2.2 The CEETEC shall promote the exchange of information and the coordination and discussion of issues related to the development of telecommunications in the region, including legislation, regulation and standardization. As such it shall:

- discuss and propose, when appropriate, common proposals for international and regional cooperation.
- review regional projects propose new projects, as appropriate, and exchange information on particular national projects.
- establish Project Teams, Task Forces and Working Groups in association with the ITU and other development partners, as required for specific tasks.

2.3 The cooperation shall be arranged in a simple, informal and pragmatic manner (initially with the assistance of the ITU) seeking consensus, where appropriate.

2.4 The detailed working methods of CEETEC will be elaborated in due course by the CEETEC members.

The principle of rotating chairmanship, hosting and secretariat support should be considered.

3. Success indicators: (to be identified)

In order to allow for monitoring and follow-up of the progress of the actions proposed in Resolutions and Recommendations adopted by the Conference some key indicators must be identified for each of these proposals. Progress reports, providing information about the development of these indicators, should be prepared (for example annually) by the organizations concerned and sent to the ITU by the CEETEC. A summary report on the achievements of CEETEC should be submitted to the next World Telecommunication Development Conference.

4. Participants

The CEETEC should include Ministers responsible for telecommunications, officials responsible for regulatory matters, DGs of operating companies (or their delegates), of the countries concerned. Representatives of concerned manufacturers and other development partners as well as of telecom user groups should attend meetings and participate in the work when appropriate.

5. Resources required

An annual amount of about US\$ 66k would be needed to cover the costs related to CEETEC meetings only. The total cost for 5 years would then be US\$330k (This estimate does not include the cost of other activities and projects initiated by the CEETEC).

(Calculation: 2 x meetings of 30 people) x 3 days = 180 man days = US\$36k, facilities, paper, mail, reproduction of documents, telecommunications US\$30k)

6. Sources of financial support

- a) common resources (participating organizations)
- b) international aid (ITU, World Bank, EEC, EFTA)
- c) private sector

The ITU will assist the countries in the mobilization of resources. The ITU and the UNDP will provide assistance within their budgetary possibilities.

External funding from international aid agencies and financing institutions will be required initially even to cover minor costs such as participation in meetings, etc. and certainly for activities that require considerable resources which must be paid in hard currency, (because of the current lack of hard currency in most of the participating countries). It should be in the interest of the agencies listed above to contribute to the financing of the proposed CEETEC and its activities as this will contribute to a harmonious development of telecommunication in the region concerned and to its integration in the global economy.

However, in a longer perspective the activities of the CEETEC and its Committees and Working Groups, etc. should be financed by the participating organizations and other development partners who benefit directly from the cooperation.

EU-RDC Task Force Proposal No. 2
Proposal for a project for the creation of a system for telecommunication
information exchange (SINFOTEX)

1. The need for information exchange

A significant need exists for a means of obtaining and exchanging a wide range of information and data about the current situation, developments and plans in Central and Eastern European countries in the field of telecommunications. Such information includes present status, development plans, legislation, technical cooperation programmes investment plans. etc. Its users would include the governments and operators in the countries concerned, but also other development partners, banks, private investors, the telecommunications industry, research, planners and academic communities in the fields of telecommunications and information technology. The information exchange system should also include means for collaborating with colleagues throughout the region and the world.

Information about development of telecommunications in C&E Europe would of course principally be provided by these countries themselves (governments, operators, telecommunications industry, etc.) but other development partners should also be prepared to submit relevant information.

In particular, information is needed for regional coordination of telecommunications development, including information about investments and international cooperation programmes. Exchange of information is also a means of transfer of know-how, required to bridge the gap between C&E Europe and developed countries. To enable international comparisons and monitoring of regional development, statistical information and indicators should be standardized in cooperation with ITU and other development partners.

2. Possible solutions

This need for information and collaboration can be satisfied in many ways. Libraries and similar centres of paper-based documents are one obvious means. The problem with such centres, however, is that they are very costly to maintain, difficult to access, difficult to search, and to maintain the information up-to-date.

This is true for the collection of statistics, lists, and other reference information associated with a particular subject or region. Besides cost and timeliness, the physical location of the resources required for accomplishing the job may present problems.

Fortunately, most of these needs are being vigorously addressed in the Eastern European region - in common with similar efforts worldwide - by the development of an extensive internetwork infrastructure that now links nearly 600,000 host computers and more than 4 million users worldwide. This is not a network per se, but the very rapidly expanding cooperation among all information networks worldwide to interconnect them by common, multiple, open, information protocols. Anyone with full access to any of the thousands of interconnected networks has free access to over 1000 open information servers (including most of the major library facilities) around the world - some searchable by automatic means; access to automatic distribution of news on many subjects, and to EMail among all users.

Already, some initial information networks exist in all Eastern European countries, which are connected to regional and international "backbone" networks. These networks are rapidly growing and intensively used.

Information about some data networks in each Eastern European country are already kept on host computers in Holland and in France. The information is openly accessible. There is also continuous exchange of information through E-mail between partners interested in the Eastern European development. This exchange could often supplement conference meetings (e.g. those of project teams, working groups and committees proposed in other documents). Other existing information systems and networks include, besides the ITU, EARN, RARE, RIPE, EUNet, COSINE, INRIA, etc., the U.S. National Science Foundation, the Internet Society, the related initiatives under the UNDP and UNESCO, and the network organizations in each of the Central and Eastern European Countries;

3. Proposal for a project to Create a Central and Eastern European System for Telecommunication Information Exchange (SINFOTEX)

The ITU EU-RDC Task Force therefore proposes that a mechanism for information exchange, and means of collaboration, tentatively called "Central and Eastern European System for Telecommunication Information Exchange" (SINFOTEX) be developed by means of a project with the following terms of reference.

3.1 Terms of reference (objectives and activities)

3.1.1 Objective No. 1

To develop, operate and maintain, in cooperation with the ITU and other concerned organizations, databases including statistical information and indicators of telecommunication development, development plans, indicators of organization performance, investments in telecommunications, legislation and regulations, international cooperation programmes in this field, etc. Standards developed for such indicators should, as far as possible be aligned with global standards in order to enable interregional exchange of information, comparisons, etc.

Some activities required to achieve this are:

- to organize a meeting involving all interested partners and users with a view to analysing the need for information, agreeing on information content, common formats for information and standard indicators for telecom development, organization performance, etc.
- development or adaptation of MIS (including detailed system analysis with users)
- the development of guidelines and support tools required for the introduction or the adaptation of management information systems (MIS) required to generate the standardized indicators mentioned above.
- development of training, as required to introduce MIS and carry out the initial training national trainers of end-users

3.1.2 Objective No. 2

To build cooperative relationships with the many organizations and initiatives now existing that are directed toward providing information exchange infrastructures and activities in the Central and Eastern European countries.

Some activities required to achieve this are:

- to obtain the cooperation of carriers in working with these organizations to assure that their telecom transport needs are adequately met on a cost-basis;
- to gather information about COCOM restrictions and the availability of equipment to research and academic networks;
- to undertake a programme of education to disseminate information regarding the access and use of existing electronic information networks and internetworks;
- to ensure that additional information and statistics relating to telecommunication be handled in a similar fashion as the networking communities by providing it through openly accessible servers continuously maintained by the Eastern European countries themselves, working together with their existing, quite competent research and academic communities and international initiatives.

3.1.3 A Working Group may be created within the framework of the CEETEC* to monitor the activities of the SINFOTEX project and later take charge of the further development and maintenance of the databases

4. Participants

Specialists in MIS, database design and internetworking from participating organizations and users.

* CEETEC - Central Eastern European Telecommunication Cooperative Mechanisms (see Document No. DT.1)

5. Resources required

A preliminary estimate of resources required is made below. However, the ITU should assist the CEETEC in the preparation of a project document including specific outputs, success indicators, work plan and inputs required and in the raising of funds for this project, including charging principles for the use of the database.

Initially the SINFOTEX would need assistance from external consultants and from the ITU, e.g. to:

- obtain information about existing networks, etc. and to work out the arrangement for access to these; (2 m/m)	US\$ 24k
- specify equipment and network requirements (2 m/m)	US\$ 24k
- MIS development (10 m/m)	US\$ 120k
Equipment and software tools	US\$ 100k
Training	US\$ 60k
Total	US\$ 328k

The annual operating cost for the next 5 years are estimated as follows

- 2 meetings of the Working Group monitoring the SINFOTEX per year (20 foreign participants x 2 x 3 days x US\$ 0.2k)	US\$ 24k
- 3 sub-groups (task forces of 10 participants) meeting four times a year (3 x 10 x 4 = 120 man/days, i.e. DSA for some 100 persons)	US\$ 20k
- reproduction, mailing, communication costs	US\$ 30k
Total per year	US\$ 74k
Total 5 years (5x74)	US\$ 370k
Grand total	US\$ 698k

6. Sources of financial support

As in EU-RDC Task Force Proposal No 1 (Annex 1 to Res.No. 1\COM1)

Note: Part of the cost estimated above (e.g. consultants) could be provided as contributions in kind

Annex 3 to Resolution EU-RDC-91/No. 1

EU-RDC Task Force Proposal No. 6

Working Group on Models for Telecommunications Development in
Central and Eastern European countries in transition

1. Justification for the proposal

In the last four decades the Eastern-Central European countries have moved away from the other European countries and followed a special economic policy determined in COMECON. As a result of this a more and more deepening abyss came into existence by the end of the eighties between the Eastern-European bloc and the Western-European countries in the state of development and standard of living.

The centrally controlled development policy overshadowed the development of the infrastructure and inside of it especially the development of telecommunications and insufficient funds were made available for this development.

While information systems have developed and penetrated to a large extent and with an unbelievable dynamics all over the world, the countries of the Eastern European bloc have more and more fallen behind in both penetration and quality compared with countries having modern telecommunications.

The lack of telecommunications and the poor quality of the existing services restrained the development of these countries' economy, hindered the development of tourism and foreign trade and the growing unsatisfied demands of the residential areas have resulted in a rightful dissatisfaction. Accordingly, the lack of telecommunications caused damage in the economy and the society.

The recent radical political changes in the Eastern-Central-European countries will enable them to harmonize their development with the rest of Europe as well as with other partners. In order to achieve this, the economic policy has to be changed radically and the countries must change to market economy and improve the productivity of the industry. The present low living standard has to be raised simultaneously.

Accordingly to international experience, information is now one of the most essential production factors. The competitive world market increasingly demands telecommunications services and without the development of telecommunications it is not possible to modernize the economy.

Consequently, the development of telecommunications influences the evolution of the whole economy and society and through its direct and indirect effects it determines for a long period whether the recently liberated countries economies will improve or deteriorate.

Thus, one of the most important tasks of the country's leadership is to re-evaluate how to manage telecommunications in the new environment and to ensure priority for their quick development.

The EU-RDC Task Force therefore propose that a Working Group be established to study and analyze various options and models for telecommunications development in the Central and Eastern European countries in transition (hereinafter called WGTELDEV). This Working Group may initially be regarded as a project team with the following terms of reference.

2. Terms of reference of the WGTELDEV

2.1 Objective

To analyse and study the specific "Role of Telecommunications in Socio-Economic and Cultural Development" Projects in order that appropriate priority be given to this sector in the development programmes of these countries.

2.2 Proposed activities

i. Determination of goals

- exchange of information leading to coordination and harmonization of topics and methods

ii. Survey of existing documents and studies relating to the subject

iii. **Study of conditions determining the state of telecommunications in the C&E countries**

Situation and tendencies

- economy
- political situation
- living standards
- unemployment, etc.

Telecommunications

- right for telecommunications, representation of interests
- demand and waiting lists of business and residential (regional, rural, etc.)
- telecom administration and ways of fulfilling demands

iv. **Socio-economic and political effects**

Economy and non-profits institutions

- adaption to shortage (e.g. information restrictive behaviour, private networks for powerful institutions, etc.)
- information policy and economic performance need for telecommunications vs. economic structure
- penetration of information-based technologies
- effects and losses; macro-economic estimations (e.g. exploitation of working time, stock control, transport and travelling, contracts, foreign trade, tourism, health services, education, etc.)

Government and administration

- public goods and information; telecommunications consumption
- taxation, etc.

Social life

- effect of the telephone distribution system (social and geographical inequalities)
- socio-economic consequences (unemployment, forced migration, etc.)
- microsocial effects (e.g. intra-family communication)
- education, way of life

Democracy and democratic institutions

- horizontal vs. democratic institutions
- totalitarian vs. pluralistic regime and telecommunications (e.g. broadcasting and telephone communication)

v. **Adapting results**

Proposal for governments

Some reference documents which should be considered during this work are:

- a. Telecommunications for Development (ITU/OECD Study, 1983)
- b. The Missing Link (ITU, 1985)
- c. Information, Telecommunications and Development (ITU, 1986)
- d. The Telecommunication Industry, Growth and Structural Change (UN - Economic Commission for Europe, 1987)
- e. Green Paper on the Development of the Common Market for Telecommunications Services and Equipments (Commission of the European Communities, 1987)
- f. T.M. Schuringa: Presentation of the Green paper on Telecommunications (Round Table of Plan Committee for Europe and the Mediterranean Basin 1987, Malta)
- g. Telecommunications and the National Economy (ITU, 1988)
- h. The Changing Telecommunications Environment (ITU, 1989)
- i. EU-RDC documents
- j. Other national documents, studies

3. **Success criteria**

(to be defined)

4. **Participants**

(to be defined)

5. **Resources required** (to be defined)

ITU, OECD, WB, EBRD, EEC, EFTA

RESOLUTION EU-RDC-91/No. 2

Creation of a Working Group on investment considerations, financial strategies and international cooperation in Central and Eastern Europe (WG/FIN)

The European Regional Telecommunication Development Conference, Prague, 1991

recognizing:

- a) the decisions taken by all concerned governments to switch to free market economies,
- b) the necessity to learn free market financial mechanisms and the need to analyze and select between different financing modes,
- c) the similarity of problems among the countries concerned and lack of experience in telecommunications financing under the new market realities.

considering:

- a) the expressed will of Central and Eastern Europe Administrations to explore these matters in depth jointly,
- b) the need to obtain urgently the necessary funds for new investment under the best conditions,

resolves:

to set up, within the framework of the cooperative mechanisms set up under Resolution EU-RDC-91/No. 1, a Working Group entrusted with the task of identifying the legal, institutional, operational and other conditions, as well as financial strategies conducive to promoting investments in the telecommunication sector, as specified in the Annex attached.

to request this group to discuss effective strategies applicable to modes of financing;

to disseminate information related to this topic among the members of the group and to identify areas of financial cooperation,

invites:

all Member countries of Central and Eastern Europe, all concerned parties and in particular representatives from the international financial institutions to participate actively in this Working Group,

appeals to:

concerned Member Administrations,
the EC, the EFTA, the OECD,
the development banks and in particular the EBRD, the EIB, and the IBRD,
the UNDP, ITU, and government development agencies
other interested participants (including private financial institutions, representatives of telecommunication entities, users, etc.)

to participate in co-financing an initial budget estimated at 72 K US \$.

EU-RDC Task Force Proposal No. 5

Creation of a Working Group on Investment considerations, financial strategies and international cooperation

1. Justification for the proposal

The countries in the Central-Eastern (CEE) European region are making their first steps towards a market economy. The lack of necessary telecommunications infrastructure is one of the major difficulties. All of the governments of these countries have recognized that telecommunications development is a very essential key element in their economic policy, but the available financial resources are generally very limited. Therefore, the service providers and the PTTs should utilize the limited resources as effectively as possible and should mobilize as many external resources as appropriate in the given economical and financial situation. However, in general, there is a lack of experience in the region concerned in the field of telecom financial management.

Based upon the discussions within Committee 2 and in particular those views expressed by delegations from the Central and Eastern European countries, and recognizing the desirability of establishing a source of financial expertise without imposing an undue administrative or financial burden on the affected countries, it is proposed that:

A working group on investment considerations, financial strategies and international cooperation (WGFIN) be created, within the framework of the cooperative mechanisms set up under Resolution EU-RDC-91/No.1, and in close cooperation with the BDT, to provide to the countries of the region a source of expert information on effective financial strategies and techniques for telecommunications infrastructure development, and thereby assist the countries in their efforts to mobilize needed financial investment.

2. Terms of reference (objectives and activities) of the WGFIN

Objectives

- To provide to the participating countries of Central and Eastern Europe a source of financial management expertise and assistance in analyzing local regulatory and operating policies and conditions which affect investments in the telecommunications sector, and in clarifying alternative financial strategies.
- To facilitate exchanges of information between the countries of the region on common development issues and on financing and investment possibilities.
- To organize "Round Tables" meetings at which other international organizations, telecommunications entities, financial institutions, and other interested parties can present information relating to the process of telecommunications infrastructure development as it relates to the stimulation of investment/capital formation, including case studies of other nations' problem solving experiences.
- To identify the possible fields of international and regional cooperation, such as:

regional projects, (harmonized national projects, consortial financing) information exchange, etc.

Such a group might specifically be available to discuss:

- general economic and financial characteristics of a telecommunications company or PTT, for example:
 - economic independency (regulatory environment), financial environment, tax system, accounting system, etc;
 - self-financing ability (internal resources producing capabilities, company tariff policy, etc.);
 - liquidity;
 - possibilities of getting credits and/or financial guarantee.
- means to increase available financial assistance from multilateral, regional and other organizations (e.g. UNDP, WB, EBRD, EIB, EC-PHARE, USAID, OECD, etc.)
- steps to attract private investments and joint ventures, including creating the necessary regulatory environment.
- potential financing strategies combining different forms of finance
- steps to increase the self-financing capabilities and management efficiency of the telecommunications entities.
- practical advice on the preparation of financial applications and other documents and on the negotiation of such agreements, including general information on accounting and reporting requirements, and techniques for projecting financial strategies.

The group should have the expertise to take into consideration the special characteristics of the Central and Eastern European countries, including:

- uncertainties in the telecommunication and general regulation (e.g. remaining monopoly, degree of liberalization, banking system, foreign trade, etc.)
- poor performance of telecommunication operators (low efficiency, lack of skills in business administration, poor financial management, etc.)
- uncertain telecommunications market (unknown real demand, low return from telecommunication services, absence of effective competition, etc.)
- non-convertible national currencies.
- indebtedness of the national economies.

3. Tentative work plan

- (a) Finance is to be sought by the ITU and participating governments, with a view to minimizing administrative/data collection costs and travel costs imposed on the Central and Eastern European countries.
- (b) Parties and other organizations interested in participating in the WGFIN shall nominate specific members and identify their fields of expertise within the context of this proposal by 31 January 1992.
- (c) The ITU/BDT shall convene the first meeting of the WGFIN as soon as possible and preferably by 28 February 1992. That meeting shall include as its agenda the identification of specific subject matter areas requiring discussion with respect to individual countries; the timing and format of the proposed "Round Table" meetings; possible participants in such Round Tables; information assistance; and the resources available to support the group. A preliminary work plan shall be prepared that distributes tasks and defines working methods (e.g. through correspondence, personal contacts and other means). In the event that particular expertise is required, a proposal for inviting additional participants shall be made.
- (d) The work plan shall be circulated to the relevant participants, including specifically the Central and Eastern European countries on or before 31 May 1992 and implementation plans made in accordance with the responses.
- (e) The initial stage of activities should be concluded by December 1992.
- (f) It is intended that the WGFIN be able to provide advice to the Central and Eastern European countries at the earliest possible time and that administrative issues be resolved rapidly to facilitate that intention.

4. Participants

The membership of the WGFIN will draw on the EUROTDELDEV "network" on financial questions, together with all Administrations of Central and Eastern Europe, all concerned parties and, in particular, representatives from the international financial institutions. The WGFIN shall recommend to the participants in the "Round Table" discussions to meet the special information requests of the individual countries. It appeals to concerned member Administrations, the EC, the EFTA, the OECD, the development banks and, in particular, the EBRD, the EIB, the IBRD, UNDP, ITU and government development agencies, and other interested participants (including private financial institutions, representatives of telecommunication entities, users, etc.) to participate in co-financing an initial budget estimated at 72K US\$.

5. Estimate of resources required

Meetings of WGFIN and Round Tables: total estimated initial budget
= 72K US\$.

6. Sources of financing

- a) common resources (participating organizations)
- b) international aid (ITU, UNDP, World Bank, EEC, EFTA ...)
- c) private sector
- d) foreign investors

External funding from international and bilateral aid agencies and financing institutions will be required initially even to cover minor costs such as participation in meetings, etc. and certainly for activities that require considerable resources which must be paid in hard currency, (because of the current lack of hard currency in most of the participating countries). It should be in the interest of the agencies listed above to contribute to the financing of the proposed WGFIN and its activities as this will contribute to a harmonious development of telecommunication in the region concerned and to its integration in the global economy.

However, in a longer perspective the activities of the WGFIN should be financed by the participating organizations and other development partners who benefit directly from the cooperation.

RESOLUTION EU-RDC-91/No 3

Development project on implementation of business-oriented new telecommunications services (DPNS) in Central and Eastern Europe

The European Regional Telecommunications Development Conference, Prague, 1991

recognizing:

- a) the importance of coherent telecommunications networks and services for the development of the economies of the Central and Eastern European countries ("C&EE"),
- b). the particular importance of introducing new telecommunications services for the business customers in the C&EE,
- c) the fact that already a considerable number of bilateral and multilateral telecommunications projects such as TET, TEL, NSL are in the implementation phase and memoranda of understanding (MOU's) for other such projects are under examination,
- d) also the fact that various other MOU's have already been signed by the European operators and service providers to promote the cooperation in the introduction of new harmonized telecommunications networks and services on a Pan European scale such as the paging system, ERMES, the digital cellular mobile system GSM, the provision of ISDN by 1992/93, one stop shopping (OSS), METRAN, and others.
- e). the increasing number of initiatives put forward by international and European organizations, by Administrations, by national operators, by domestic and international private sector companies, in order to introduce multimedia services through new systems such as high capacity terrestrial and satellite systems, international business and special satellite systems, VSAT networks, international mobile satellite systems, the terrestrial in-flight telephone systems (TFTS), and others,
- f) the critical importance of developing new networks and services in accordance with international standards, to ensure interoperability and worldwide procurement, and consistent with network and service developments in the rest of Europe and the world,

considering:

- a) the wish of C&EE countries to tackle matters jointly, wherever useful and appropriate,
- b) the successful experience of EEC countries, EUROTELDEV Project, and other groups in joint actions,

welcomes:

the initiative of the C&EE countries to establish a Development Project on Implementation of Business Oriented New Telecommunications Services (DPNS) to serve as a forum to promote the coordination, harmonization and accelerated introduction of new services in the region concerned. As such, it should prepare concrete proposals and recommendations concerning the harmonization of new services within and among the Central and Eastern European countries, in accordance with recognized international standards, based on identified market demand for both urgent and long term needs,

resolves:

to request the ITU and other interested parties to assist the C&EE countries in achieving the objectives of DPNS,

invites:

the concerned partners, the private sector and potential users to support this project,

appeals to:

direct and indirect beneficiaries of the introduction of these new services, EEC, EFTA, OECD, the international financial and development institutions, UNDP, the governments, and the private sector to provide resources for the support of the DPNS budget and the introduction of the new telecommunications services in a harmonized Pan European scale.

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RESOLUTION EU-RDC-91/No. 4
Human Resources Management and Development (HRM/HRD)

The European Regional Telecommunication Development Conference Prague, 1991

noting:

The importance of Human Resources in the process of improvement and development of the telecommunications networks and services in the region,

recognizing:

a) the increased number of initiatives put forward by international and European Organizations, by Telecommunication Administrations and by the private sector in order to introduce appropriate Services into the Central and Eastern European sub-regions,

b) the decisions taken by all concerned governments to switch to free market economies and the wish of Central and Eastern Europe Administrations to tackle this matter jointly,

c) the need to prepare all staff to effectively perform in this new environment, and the urgent need to identify training needs and common training programmes,

resolves:

to set up, under the guidance and in the interest of the Central, Eastern European countries and other IPF countries in Europe, in close cooperation with the ITU, a pilot project to identify urgent and evolving needs, necessarily within half a year from the start of the pilot project, which should result in a document specifying the urgent needs within the fields of HRM/HRD policy (career management and planning, job description and qualification, etc.), financial management and marketing,

that the pilot project should aim at finding ways of maximizing the use of local/regional available resources and development efforts in the above-mentioned fields of HRM/HRD policy, financial management and marketing,

that the pilot project should disseminate the information of the defined needs (e.g. the Human Resources Development Quarterly of the ITU) with the purpose of attracting offers,

that this pilot project should create a human resources management information system (HR-MIS) based on a set of indicators to enable continuous assessment of training needs, and should adapt, enhance and integrate existing databases to manage this information in coordination with the development of other MIS and databases in the field of telecommunications, with the aim of assisting in the creation of national systems,

that this pilot project should accomplish its goals within one and a half years,

invites:

all the Administrations of Central and Eastern Europe, as well as other IPF countries in Europe, concerned partners and potential users to actively participate in this project,

appeals to:

the Members of the Union,
the EEC, the EFTA, the OECD,
the development banks, and in particular the IBRD and the EBRD,
the UNDP,
the private sector,

to participate in and support the project by co-financing the budget estimated at 330 K US \$.

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RESOLUTION EU-RDC-91/No. 5

Project in organization development to improve management and introduce changes

The European Regional Telecommunication Development Conference, Prague, 1991

recognizing:

- a) the increased number of initiatives put forward by international and European Organizations, by Telecommunication Administrations and by the private sector in order to introduce New Services into the Central and Eastern European sub-regions,
- b) the importance of providing adequate services and facilities within the Central and Eastern European countries,
- c) the necessity to study and apply market-oriented mechanisms and to analyse and select different financing modes; as well as the wish of Central and Eastern European Administrations to deal with this matter jointly,
- d) the necessity to improve management and to introduce organizational changes with innovative approaches,

considering:

that most of the problems in organization development, improvement of management and training of staff facing the Eastern and Central European Countries are of a similar nature and consequently it is necessary to ensure a coordinated approach to their solution through sub-regional cooperation,

resolves:

to set up, under the guidance and for the interest of the Central and Eastern European countries, and in close cooperation with the ITU, a project to develop a comprehensive model covering:

- the re-orientation of Administrations and private operating agencies towards a market-oriented economy,
- the improvement of performance of management structures and the quality of the staff
- the introduction of the necessary changes utilizing modern "organization development" techniques,
- the definition of coherent management strategies and key performance indicators (for the technical, financial and human resource management and development sectors of the Administrations)
- the introduction of efficient management tools

as proposed in the Annex to this resolution.

invites:

all Administrations of Central and Eastern Europe, all concerned partners and potential users to actively participate in this project.

appeals to:

the Members of the Union,
the EEC, the EFTA, the OECD,
the development Banks and in particular the IBRD and the EBRD,
the UNDP,
the private sector,

to consider the possibility of co-financing the project with an estimated budget of 1000 K US \$, including seminars, workshops and study visits,

requests ITU :

to promote a common understanding of the different elements of HRM/HRD. This could be done through relevant seminars, workshops and study visits,

to assist in identifying appropriate models of management,

requests further :

that the Project covers a period of 5 years and that appropriate follow-up are carried out in intervals so that improvement and progress can be observed and compared between the countries and corrective measures taken, as required. The follow-up should concentrate mainly on key figures and productivity.

EU-RDC Task Force Proposal No. 7

Project for development of new models of management for Central and Eastern European (CEE) countries

1. Introduction

During the initial phase of introduction of market driven economy in the countries of the region, the introduction of new management approach appears of vital importance. It is obvious that previous management models are no more applicable in the emerging new business environment.

This project on new management models and tools of telecom activities is closely related to the objectives of the HRD-WG (see Doc. No. DT-3).

This involves:

- Development in several countries of experimental management models and tools at enterprise level (short term objectives) and later to start implementation on a nationwide level of management strategies based on the experience and results of these models (long term objectives).
- A series of seminars and workshops involving senior and middle level telecom managers in order to benefit from the experience of the industrially developed western management structures.

2. Modalities of implementation

This could be introduced by a pilot project based on a networking approach with a lead country.

3. Proposed terms of reference for the pilot project for improvement of management

3.1 Objectives

- To improve performance of management structures and qualify the staff in the countries of the region.
- To apply coherent management strategies and key performance indicators in the region.
- Introduction of common management tools compatible with those used in the developed western countries.
- Introduction of performance indicators accepted by ITU and OECD countries.

To achieve these objectives it is necessary to develop management strategies and skills among high and middle level telecom executives and the transfer of know-how is particularly needed in the following fields:

- management of market research
- application of different IT tools and data base application in the decision-making process
- management of quality of telecom services
- application of TMN facilities in the envisaged new digital infrastructures
- financial management related to market driven realities in the countries of the region.

3.2 Develop new management models in the field of telecommunications considering specific requirements of the transitory period towards market-oriented economy in C&EE countries.

4. Resources required

The order of magnitude of the amount needed for the above pilot activities is estimated at US\$ 500K.

Another US\$ 500K should be envisaged for training seminars and workshops for a period of five years.

5. Sources of finance

- a) common resources (participating organizations)
- b) international aid (ITU, UNDP, World Bank, EEC, EFTA ...)
- c) private sector
- d) foreign investors

External funding from international and bilateral aid agencies and financing institutions will be required initially even to cover minor costs such as participation in meetings, etc. and certainly for activities that require considerable resources which must be paid in hard currency, (because of the current lack of hard currency in most of the participating countries). It should be in the interest of the agencies listed above to contribute to the financing and activities as this will contribute to a harmonious development of telecommunication in the region concerned and to its integration in the global economy.

However, in a longer perspective, the activities of the Committees and Working Groups, etc. should be financed by the participating organizations and other development partners who benefit directly from the cooperation.

RESOLUTION EU-RDC-91/ No. 6
Training to cover urgent training needs

The European Regional Telecommunication Development Conference Prague, 1991

considering :

- a) the importance of Human Resources in the process of improvement and development of telecommunications networks and services,
- b) the existence of short-term training needs already identified in different management and technical fields under the EUROTTELDEV project,
- c) the necessity to improve management and to introduce organizational changes with innovative approaches,

recognizing :

- a) that there are many organizations that already have training courses directly applicable or easily adaptable to the areas identified as urgent training needs,
- b) that ITU has experience in the coordination of training and organization of study tours and training courses covering the subjects required by the countries,

resolves :

that all organizations running appropriate courses, all European Administrations that have identified their training needs and intend to train their staff and ITU should actively cooperate to implement courses and seminars covering identified needs.

appeals to :

the Members of the Union,
the EEC, the EFTA, the OECD,
development Banks and in particular the IBRD and the EBRD,
the UNDP,
the private sector,

to find possible ways to co-finance the costs of these courses and activities.

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RESOLUTION EU-RDC-91/No. 7

Monitoring, evaluation and progress review (follow-up)

The European Regional Telecommunication Development Conference, Prague, 1991

noting:

the importance of the European Regional Telecommunication Development Conference to the improvement and expansion of telecommunication networks and services of the region,

recognizing:

the need to maintain the commitment to the development of telecommunications in Europe as recognized in the resolutions and discussions of this Conference,

calls upon:

each country concerned to:

1. ensure that timely and effective follow-up is undertaken on all resolutions and recommendations of the conference,
2. designate one or more persons to act as the focal point to monitor progress of, and to cooperate in, the follow-up programme,

requests that the ITU/BDT:

1. undertake a programme of follow-up to ascertain the intentions of countries concerned regarding the implementation of the resolutions and recommendations of the Conference,
2. conduct field surveys in European countries concerned to ascertain how the resolutions and recommendations of the Conference will contribute to the improvement of their networks and services,
3. mobilizes the necessary funds for the follow-up programme,

requests further :

that the achievements of this Conference be reported to the World Development Conference.

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ANNEX I

ANNOTATED AGENDA

**European Telecommunication Development Conference (EU-RDC)
Prague, 19-23 November 1991**

ANNOTATED AGENDA

Purposes and working methods of development conferences

The periodic world and regional telecommunication development conferences are expected to review the state of networks and services worldwide and in a given region, decide on courses of action and elaborate programmes for their improvement and further expansion. They are further expected to define the overall technical cooperation needs of a region, including those for which cooperation with the ITU's Telecommunications Development Bureau (BDT) is envisaged, over a given period of time.

The conferences are expected to examine specific questions and programmes related to the development of telecommunications and to adopt Resolutions and Recommendations. These will, in addition to providing guidelines for the work of the BDT, be addressed to the countries themselves, multilateral and bilateral funding institutions, recognized private operating agencies, suppliers, etc., for appropriate action.

The conference for the European region is of course particularly important for those countries of that region that need assistance to modernize their infrastructure. However, the success of the current efforts towards a more integrated Europe depends heavily on the development of harmonized and effective telecommunication infrastructures throughout the region. The development of such a regionally (and globally) harmonized infrastructure is therefore also in the interest of advanced countries of that region. The tentative programme of the EU-RDC may be found at Appendix 1.

This conference may wish to elect a Chairman (from the host country) and two Vice-chairmen.

The conference will be conducted in English and French.

The conference may wish to establish committees to deal with the following aspects of telecommunications development:

Committee 1 - Role of telecommunications, policy, corporate strategy, plans and management issues
(agenda items 1, 2, 3, 5, 8 and 9)

Committee 2 - Investment considerations, financial strategies and international cooperation
(agenda items 4, 8 and 9)

Committee 3 - Network harmonization and new services
(agenda items 6, 8 and 9)

Committee 4 - Human resources management and development
(agenda items 7, 8 and 9)

The conference may create additional working groups on specific subjects as deemed necessary.

Each participant may choose to attend in any of the above committees according to his interest and responsibilities. However, to ensure coverage of all committees, which may work in parallel, countries should endeavour to form their delegations so as to ensure efficient participation in all of them.

Documents presented in plenary will provide inputs for discussion in the committees, which themselves will propose objectives, targets and strategies relating to the issues discussed and prepare result-oriented action plans and recommendations for consideration by the conference. Each committee may wish to focus on the needs and opportunities for bilateral, sub-regional, regional and inter-regional cooperation and on the modalities for follow-up of the recommendations made (agenda items 8 and 9) as the conference offers a unique opportunity to identify the issues which require *joint and/or harmonized* action, and submit a proposed plan of action.

Each committee will wish to elect a chairman and a rapporteur. Throughout the conference the rapporteurs will present brief interim reports on the conclusions of their committees and thereby enable participants to follow the course of each committee's work and comment on its conclusions. An editorial group, composed of the rapporteurs and BDT staff, will be entrusted with the task of preparing the final draft report on the basis of the conclusions reached in the committee and including Resolutions and Recommendations. These will be reviewed and adopted during the last plenary session.

Draft agendas for the committees will be proposed by the BDT in order to structure their work and will be submitted for adoption. It should be emphasized that these agendas should be seen as proposals only since each committee will be invited to establish its own agenda.

Agenda Item 1 - Present state and development plans of telecommunications in the region

It is widely recognized that the telecommunication infrastructure in some European countries is inadequate and still mainly based on old technology and on networks which are unable to respond to the demand for new services, and sometimes even for basic services. How big is the gap between these countries and the more advanced countries in the region and what are the current plans for development? Under this agenda item it is proposed to seek answers to these questions. These answers must also be borne in mind when discussing the various aspects proposed under other points of the agenda since the overall objective of the conference is to analyze the causes and consequences of this gap and propose objectives, strategies and actions to improve matters.

Information on the present state of telecommunications as well as on development trends and plans in Europe, based on information submitted for the "Yearbook of Common Carrier Telecommunication Statistics" as well as information to be collected by the Administrations participating in the UNDP/ITU project EUROTELDEV* will provide inputs for discussion of this agenda item.

* EUROTELDEV project (RER/87/025) = European Telecommunications Development project. Albania, Bulgaria, the Czech and Slovak Federal Republic, Cyprus, Greece, Hungary, Malta, Poland, Portugal, Romania, Sweden, Turkey and Yugoslavia participate in this regional UNDP/ITU project.

The problems encountered and the plans for development of erstwhile East Germany following reunification offer an interesting case study which could provide an input to this and other agenda items.

The conference may wish to review the documents presented under this agenda item with a view to (a) making a preliminary analysis of the situation including the causes of shortcomings and (b) identifying the key-issues to be discussed later.

The conference may also wish to discuss which telecommunication development indicators (key figures) should be used at the regional level, the value of these statistics and the mechanisms of gathering and accessing such information. The objective here is to agree on the key indicators to be monitored and on a preliminary definition of the mechanism for gathering and disseminating this information. This would provide useful preliminary guidelines for the role of the ITU, of other development partners and of European telecommunication Administrations in this context.

Agenda Item 2 - Role of telecommunications in socio-economic and cultural development; Priorities for telecommunications development

The fundamental role of telecommunications in socio-economic development and specifically in the ongoing process of regional and global integration needs to be clearly understood by decision makers at the highest level so that they may assign appropriate priority to investments in this sector.

A working document, providing an overview of the findings of studies in this field will constitute an input to discussions of this agenda item.

However, further studies are needed, particularly of rural areas, to establish how the development of telecommunications and the subsequent changes in organizations and work processes affect socio-economic development, including human relations.

Another input here could be a case study from an advanced country of the region, illustrating the factors that need to be considered by governments when determining the relative priority of various sectors and the role telecommunications play in the balanced development of society. UNESCO and UNIDO will be invited to express their views of telecommunications development (the implications for the mass media, for local manufacturing, for employment, etc., of different strategies).

The conference may wish to examine the conclusions of available studies with a view to proposing priorities for telecommunications development and to identifying areas where further studies may be required.

Agenda item 3 - Telecommunications development policies and strategies for the region

Telecommunication policies, regulations and legislation are currently being reviewed in many countries of the world. Many telecommunication Administrations are being converted into autonomous corporations, with or without the participation of the private sector, and new service providers are entering the market.

Delegates are invited to review Resolution No. 14 on "The changing telecommunication environment"* (Nice, 1989) *in advance* and to consult policy makers at the *highest* level so as to be able to state their government's position as regards:

- the location of authority
- the relationships between operators and government
- regulatory functions
- relationships between regulatory agencies and government
- relations with the judicial system .

Information about decisions of the European Community and about trends in other advanced countries in the region, - in Central and Eastern Europe and in other regions of the world - will provide further inputs for discussion of this agenda item. User groups' participation in policy development and the consequences of the emerging framework for trade in services of the GATT should be considered in this context.

The conference may wish to consider the various options available bearing in mind the consequences of the changing environment , with due regard to the special conditions of the less advanced countries in the region, and with a view to preparing recommendations for a course of action (a) for Europe and (b) for individual countries. It is further invited to consider the role of the ITU in providing advice on policy options , etc. , (as spelled out in Article 14 of the ITU Constitution, (Nice, 1989) with a view to preparing pertinent guidelines for the BDT .

* Reference is made here to the options shown in Table 1 E., page 37, of document "The changing telecommunication environment" prepared by the ITU Advisory Group on Telecommunications Policy. Other sections of this document of relevance in this context are, for example, Chapter II, section 6 - "Establishing Telecommunication Policies and Regulations" (page 14), Chapter V, section 2.3. - "Sector Legislation, Policy and Regulations" (page 35). Reference should also be made to the European Community's Green Paper.

Agenda Item 4 - Investment considerations and financing strategies

Studies suggest that many European countries suffer from an underinvestment in telecommunications development, which adversely affects other development efforts. The purpose of discussions here is to analyze the underlying reasons for this and to devise remedial strategies.

An overview of telecommunications investment in Europe, sources of financing, procedures and appropriate funding mechanisms will be presented under this agenda item. This overview will be supplemented by "case studies" from countries in the region that describe the financing strategies and sources of financing used. Representatives of development banks and bilateral agencies also will be invited to present their priorities, policies and procedures.

The impact of recent developments in Eastern and Central Europe and the possibilities of financing other activities under the EUROTTELDEV project will also be considered in this context. A representative of participants in that project will be invited to describe the required objectives, plans and needs for funding.

The overview of the findings of studies undertaken on the economic aspects of telecommunications mentioned under agenda item 3 above constitutes also an input to the discussions under this agenda item.

The conference may wish to analyze the needs for investments in the telecommunication sector, identify sources of financing as well as funding mechanisms, and establish targets and goals for investment levels. It may furthermore consider opportunities for regional cooperation and joint ventures which could attract additional financing, with a view to preparing applicable recommendations.

In particular, the conference may wish to prepare a Recommendation concerning an appropriate mechanism to finance the EUROTTELDEV project.

Finally, the conference is invited to consider the need for the regional and international coordination of telecommunication investments and to define the roles of the ITU, as well as of participating countries and other development partners.

Agenda Item 5 - Management considerations

The adaptation of the sector's policies, regulations and legislation to the changing telecommunication environment may be one condition for real improvement of management to take place. These changes naturally introduce new requirements for a more market-oriented, commercial approach to the management of telecommunication enterprises.

A representative from an advanced Administration of the region will be invited to present a document describing the efforts made to change the organization and improve the management in that environment, as well as their effects.

One or two representatives from Eastern and Southern Europe will be invited to describe the problems faced and the efforts made by their Administrations to improve the situation, whilst the ITU will attempt to collect and present information on ongoing and planned technical cooperation activities in this area.

The conference may wish to examine these case studies and other proposals with a view to preparing Recommendations for action that would lead to the improved management of telecommunication enterprises. In particular the conference may wish to consider what could be done at the regional level to improve management, and prepare Recommendations for programmes to be undertaken. It is furthermore invited to consider the role of the ITU in this context with a view to preparing guidelines for the BDT.

Recommendations prepared in relation to this agenda item may, for example, refer to regional or international cooperation in the development of:

- models for organizational development;
- guideline for the improvement management;
- management information systems and other management tools.

Management also obviously includes *human resources management*, and *management training* is clearly one of the most urgent forms of assistance required by Central and Eastern European countries. However, bearing in mind the importance of human resources in the process of change, it is proposed to deal with this management aspect under a separate item of the agenda in Committee 4.

Agenda Item 6 - Network harmonization and new services

Under this agenda item the conference may wish to consider the need for standardization and coordination of network development, review the goals and objectives set by the various international and regional organizations and by individual countries, as well as the forecasts of needs and resources required to meet these goals. In particular, the activities and plans of the EUROTELDEV project and ways of improving this cooperation could be discussed. Issues relating to interregional harmonization, with specific reference to the Mediterranean area, would also be examined.

The ITU will provide a summary of its activities and plans in the field of standardization, and regional organizations (including ETSI, EBU and EUTELSAT) will be invited to present summaries of their activities, decisions and plans.

A representative of a country where deregulation has been largely implemented (e.g., the UK) will be invited to provide information on how the standardization and coordination functions have been organized in that country.

It is proposed that one task of the conference under this agenda item should be to review the objectives proposed by various regional organizations and in other fora as regards the harmonization and introduction of new services, with a view to preparing recommendations on how to ensure interconnectivity and how to define goals and targets, in terms of new services to be provided, etc., at the level of groups of countries or sub-regions at a similar stage of development and with a similar size of network.

Furthermore, the conference may wish to consider proposals for action to achieve these targets as well as options for implementing them, with a view to preparing recommendations on the improvement of networks and services.

Agenda Item 7 - Management and development of human resources

The improved management and development of human resources are essential conditions for the organizational development that is currently taking place throughout Europe, with the introduction of new technologies, the restructuring of the sector, the increased competition and the efforts of integration. International, regional and bilateral cooperation is required to share both the experience and the available expertise and to reduce the high costs of training and other tools for performance improvement.

The ITU will submit a working document summarizing the activities undertaken in this field, including a critical analysis of their impact and proposals for action.

Representatives of regional organizations and projects will moreover be invited to provide information on ongoing cooperation in this area, including the EUROTDELDEV project, distance learning projects, the DELTA project and others in human resources management and development undertaken within the EEC.

The conference may wish to analyze typical performance problems and examine possible solutions with a view to preparing Recommendations for action aimed at improving circumstances and reducing the cost of training.

The conference may furthermore wish to review existing mechanisms for international cooperation, such as the ITU International Sharing System (ISS), and prepare Recommendations on how to further improve such systems and make better use of them. Similarly, the conference may wish to review the performance indicators, key figures and other standards proposed within the ITU/ISS.

Recommendations prepared under this agenda item may refer to actions to be taken at the national level (recruitment and selection policies, career development, salaries and incentives, etc.). The conference may also wish to identify standard key figures to be used in human resources management and make proposals for regional and international cooperation for the development of information systems and other tools for manpower planning and human resources management, for the development of multinational training centres and for the use of institutions outside the telecommunication sector (e.g., for training in management, administration, commercial aspects, marketing, computer skills, etc.).

Agenda Item 8 - International cooperation

The needs for technical cooperation in Europe have recently become more widely recognized because of the political changes that have taken place and the subsequent restructuring of the telecommunication and other sectors in Eastern and Central Europe. The international and bilateral agencies involved, as well as representatives of the private sector (RPOAs, suppliers of telecommunications equipment, etc.) will be invited to express their views and provide information on opportunities for cooperation. The ITU will also attempt to collect and present information on the on going or planned technical cooperation activities involving multilateral and bilateral agencies in Europe.

Areas for cooperation and possibly proposed projects or activities identified either in working documents presented under other agenda items or during Committee work (e.g., plans for continuing the EUROTELDEV project), may be further developed under this agenda item.

The conference may wish to review the proposals and preliminary Recommendations made in working documents and/or during its earlier sessions with a view to identifying actions where technical cooperation is required and the potential partners in such cooperation. The conference is further invited to consider alternative modalities for cooperation with a view to developing Recommendations on the implementation of innovative approaches and strategies.

The recommendation prepared under this agenda item should provide guidelines for the BDT and other development partners, e.g. a *definition of the ITU's role as a clearing-house for information on needs and activities of technical cooperation in the telecommunication sector*, as well as Recommendations aimed at the implementation of programmes and projects for which their assistance is sought, but may also refer to actions designed to promote TCDC, twinning arrangements between organizations and institutions in countries at different stages of development, regional cooperation, joint ventures, etc.

Agenda Item 9 - Modalities for monitoring, evaluation and progress review

Many Resolutions and Recommendations adopted by international conferences never get beyond the stage of a declaration of intent. While such declarations of intent or objectives are necessary, they are clearly insufficient for change to take place.

A further condition for Resolutions and such like to be put into effect is delegates' commitment thereto. It is hoped that the way in which the EU-RDC has been organized will enable all delegates to participate actively in the decision-making process and that they will therefore feel committed to implementing the Resolutions and Recommendations they have adopted.

However, to ensure that the Resolutions, Recommendations and action programmes adopted are actually implemented, periodic reviews and progress reports are required; each Committee will therefore be requested to submit proposals on how to monitor progress. It is these proposals that will be considered under this agenda item.

What is more, it would be highly desirable for representatives of the region to be deeply involved in the preparation of the next conference.

European Telecommunication Development Conference (EU-RDC)

Prague, Czech and Slovak Federal Republic, 19 - 23 November 1991

Tentative programme (mornings: 9.00 to 12.00 afternoons: 14.30 to 17.30)

<u>Tuesday 19.11</u>	<u>Wednesday 20</u>	<u>Thursday 21</u>	<u>Friday 22</u>	<u>Saturday 23</u>
<u>Inaugural ceremony</u> Opening speeches Statements - Adoption of agenda - Election of chairmen	<u>Plenary session</u> 4. Investment considerations Mr. Borg, Malta Mr. Ksiezny, Poland Mr. Kelly, OECD Mr. Bajenescio, BERD	<u>Plenary session</u> 6. Network harmonization and new services Mr. Irmer, CCITT Mr. Kirby, CCIR Mr. Nicolaidis, EUROTDELDEV Mr. Reid, ETSI	<u>Plenary session</u> 6. 5 Mr. Rickford, British Telecom, UK 8 International cooperation Committee reports plenary discussion	<u>CCIR information session (cont'd)</u> CCIR 5 Mr. Barclay SG6 CCIR 2 Mr. Terzani SG10 CCIR 6 Prof. Krivocheev SG 11
<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	<u>Coffee/tea break</u>
<u>Plenary session</u> <u>Introduction</u> HLC report Mr. Morris, UK 1. Present state & development plans Mr. Nicolaidis, Greece 2. Role of telecommunications - Dr. Grewlich, Germany	<u>Plenary session</u> 5. Management considerations Mr. Tintchev, Bulgaria Mr. Souza-Rego, Portugal Mr. Engström, Sweden Mr. Becher, Consultant	Mr. Grenier, EUTELSAT Messrs. Phillips and Wright INMARSAT 7. HRM/HRD Mrs. Silna, CSFR Mr. Herrera ITU CCIR informat. sessions (in parallel with main conference) CCIR 1 Mr. Hauck SG4 CCIR 7 Mr. Murotani SG9 CCIR 3 Mr. Karjalainen SG12 CCIR 4 Mr. George SG8	<u>Plenary session</u> 9 Monitoring, evaluation and progress review Mr. Stagliano / Mr. Davidson, ITU Committee reports	Adoption of Resolutions and Recommendations Continuous sessions until 14.00 14.00 Closing ceremony
<u>Lunch</u>	<u>Lunch</u>	<u>Lunch</u>	<u>Lunch</u>	
<u>Plenary session</u> Mr. Yushkijavitshus/ Mr. Dupont, UNESCO Mr. Deniaud, France 3. Policies & strategies Mr. Hardy, EC Mrs. Krisztina Heller, Hungary	<u>Committee work</u>	<u>Committee work</u>	<u>Committee work</u>	
<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	<u>Coffee/tea break</u>	
Mr. Nulty, World Bank Mr. Cheval, Consultant Mr. Ras-Work, ITU	1600- 1730 Committee work 1730-1830 Demo TIES and ITU databases (optional)	<u>Committee work</u>	1600-1700 Committee work 1700- report drafting group	

ANNEX II

Opening and closing statements

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**UNION INTERNATIONALE DES TELECOMMUNICATIONS
INTERNATIONAL TELECOMMUNICATION UNION
UNION INTERNACIONAL DE TELECOMUNICACIONES**



**EUROPEAN REGIONAL TELECOMMUNICATION
DEVELOPMENT CONFERENCE (EU-RDC)
Prague, 19-23 November 1991**

OPENING STATEMENT

**Pekka J. Tarjanne
Secretary-General**

Excellencies,
Ladies and Gentlemen, Dear Friends

I am very grateful to the Government Authorities of the Czech and Slovak Republic for their kind invitation to hold the first ITU Regional Development Conference of Europe in this very nice and highly symbolic city of Prague.

No doubt the Prague Conference will inaugurate a new era in the history of the socio-economic development as well as the integration of the region. What is happening in this region is truly changing the course of history and that of the globe as we approach the 21st century.

We are meeting today to discuss development, that is human development, as distinct from telecommunications development, and it is relevant here that a report of the United Nations Development Programme established "....the basic objective of human development is to enlarge the range of people's choices to make development more democratic and participating". It added and I quote, "....These choices should include access to income and employment opportunities, education and health, and a clean safe physical environment".

A cursory look at our agenda reveals that we are to discuss various aspects of telecommunications development, starting from the present state of networks to the role of telecommunications, the policies that are to be conceived, the plans to be formulated, the resources required and the cooperative framework to be elaborated for the realization of the networks and services that are so badly needed. All these are necessary and have been highlighted for debate as per the ITU's mandate and we are going to do that.

But I would want us to go beyond that and ask ourselves what telecommunications development is really for, and then to agree that when we talk of telecommunications we mean information technology as a whole, that is to say the integrated concept of telecommunications with computers and broadcasting serving as the information bearing infrastructure.

I would therefore like to suggest to you that our deliberations on the development of information technology be assessed within the framework of human development and more specifically on how to provide technology to the greatest number so that real choices and opportunities in economic and social matters are available. Our objective here should be to help the individual and groups to become entrepreneurs in the creation of jobs and in increasing their productivity.

Naturally our discussion of these issues should also be aimed at enhancing the role of information technology in the provision of education and manpower training which is considered such a bottleneck in all sectors. But we should not overlook what information technology can do to monitor the state of the environment, to reduce energy consumption, to increase the efficiency of the productive sectors of the economy and such like.

If this Conference can look at telecommunications development from this angle, I am convinced that all the development partners would agree:

- one - on the absolute need of giving telecommunications the highest priority in the development agenda because it pervades all sectors of the economy;
- two - to consider telecommunications as a basic infrastructure for socio-economic development which deserves funding on concessionary, if not favourable, terms.

Now I would like to refer in particular to the central and eastern European countries which are actually the highlight of the Conference.

These countries are facing many challenges at the same time, to change their political, social and economic system into democratic politics, market economies, and more participative societies. This transformation requires essentially the release of human talent and creativity as well as external support both in the form of technical cooperation and financial resources.

Telecommunication has a dual role to play in this process:

1. to support and facilitate the transition phase (restructuring phase);
2. to stimulate the overall development (development phase).

For the transition phase, we believe that the Technical Cooperation Strategies should place human development at the core of the process while for the development phase, financing strategies should aim at both the modernization and the extension of the telecommunications infrastructure in order to reach, within a reasonable delay, the average level of the OECD countries; this implies, actually, an unprecedented growth, to be added to the replacement of old equipments; to achieve such a goal, a global investment of the magnitude of 180 billion dollars will be required. It is both a formidable challenge and a unique opportunity; this is why I would like to launch a "solemn" appeal to the telecommunications community and to its development partners to conjugate their efforts and coordinate their action and programmes, together with the ITU.

In this regard, I would like to call your attention to the 7 proposals submitted to the Conference by the Special Task Force created for that particular purpose.

Let me now briefly address you on the role of the various partners in this endeavour.

That development is first and foremost each country's responsibility is evident, in the same way that it is initially an internal process. Each country must thus set its objectives, formulate its strategy and enunciate appropriate policies that are in harmony with the overall government policy for all sectors. Only then can it establish suitable structures for the telecommunication entities and determine the overall plans and the relative priorities of different activities.

Secondly, given the nature of telecommunications and the state of networks and services in the region, there is ample room for mutually beneficial cooperation with external partners. Of course, this requires a coordinated and concerted approach from bilateral and multilateral resource

providers, from equipment suppliers, consulting firms and operating companies. That there is a worldwide interest and willingness to actively collaborate with the countries of the region is evidenced by the number and level of participants at this Conference.

Now then you may ask what ITU's role is, and specifically that of its development arm, the Telecommunications Development Bureau. We view ourselves as independent advisers to all parties, a channel for coordinating the plans and activities of different programmes, a catalyst to attract investment to the region and when requested, a provider of specific technical assistance. The BDT is well aware of the limited resources it has at its disposal to deliver large-scale assistance to the region. Nonetheless it is capable and ready to collaborate with resource providers to formulate and execute meaningful cooperation programmes in manpower development, network planning, organizational restructuring and other specific activities that may be needed.

This Conference is providing a unique opportunity to consider the needs of a specific region and to trace a programme of action open to all interested parties from the public and private sectors. Before we part, therefore, I hope we will have come up with an outline of an effective follow-up mechanism to implement the decisions and recommendations of this meeting.

In the meantime, I am pleased to announce that the International Telecommunication Union has made arrangements for a five-week seminar entitled "Efficient Telecommunications" to be held in Kalmar, Sweden, tentatively between 2 March and 1 April 1992. This seminar is intended for top-level managers of central and eastern European telecommunications Administrations. While a detailed press release will be issued to you at this Conference, I can already inform you that invitations will be sent out within the first two weeks of December.

I take this occasion to thank our hosts, the Czech and Slovak Federal Republic, for the excellent facilities put at our disposal and wish you a pleasant stay in beautiful Prague.

I wish you success in your deliberations.

**Speech of Dr. Christian Schwartz-Schilling
Federal Minister of Post and Telecommunications
Bonn, Germany**

The spoken word shall prevail

Perspectives for Telecommunications in Eastern Europe

Ladies and Gentlemen,

1. Introduction

The past years, and especially the year 1989, have been years of social and political upheaval in Eastern Europe. The Iron Curtain has fallen, the Cold War era has finally passed and the ideological differences and military threat between East and West have given way to a climate of cooperation on economic and social issues.

The countries of Eastern Europe are now faced with the enormous task of reforming their societies and placing their economies on a new, market-oriented footing.

2. Importance of telecommunications

Telecommunications plays a fundamental role in tackling and mastering this difficult and complex task, being an important factor in the development of modern economies. Its extensive availability is one of the basic requirements for the development of the economy, society and trade in general.

Investments depend primarily on the existence of an adequate telecommunications infrastructure. This, sometimes painful, experience is one which we Germans are faced with in our own country in the development of the five new federal states, or 'länder', the former GDR. We therefore have first-hand knowledge of the problems and challenges confronting the Eastern European countries.

In order to upgrade telecommunication in the five new länder, Deutsche Bundespost Telekom seized the initiative early on by implementing its "Telekom 2000" programme. It thus bears the main financial burden for the development of the telecommunications infrastructure. By 1997 the level of telecommunications in the new länder of the Federal Republic is to match that enjoyed in the old länder. To achieve this, Telekom is providing considerable financial means - specifically, some DM 60 billion.

3. Joint endeavour

This mammoth task in Eastern Europe can only be accomplished through our joint endeavour. The western states and the banks initially take centre stage, the provision of financial means for forward-looking projects coming from them. The western states and the majority of the Eastern European countries have therefore established a joint bank, the European Bank for Reconstruction and Development (EBRD), whose sole task is to promote economic development in Eastern Europe. The total capital available to the EBRD is US\$ 13 billion.

The European Investment Bank (EIB) has currently earmarked US\$ 2.2 billion for the crediting of projects in Eastern Europe. US\$ 375 million of this has already been approved for projects in Hungary, Poland, Czechoslovakia, Romania and Bulgaria. US\$ 146 million, or 39%, is accounted for by projects to upgrade telecommunications. This impressively underscores the great importance of telecommunications.

In 1989 the World Bank co-funded projects for development of the Eastern European region to the tune of US\$ 0.5 billion. In 1990, the credit framework the World Bank provided for the Eastern European countries grew to US\$ 1.4 billion; for the next three years it will total an average of US\$ 3 billion per annum.

Yet to date private Western banks have tended to be cautious in extending credits to the Eastern European countries. They remember all too well their experiences in the 1980s with major debtors. But the more predictably development in Eastern Europe process and, in particular, the more unmistakeably the countries of Eastern Europe satisfy constitutional, legal and regulatory requirements for the transition to market-oriented economic and ownership models, the more private banks too will commit themselves.

Many export-oriented countries foster their trade relations by means of state guarantees. In the Federal Republic of Germany, we have the HERMES guarantees, for example. Here, the federal government pursues an open covering policy towards virtually all the countries of Eastern Europe, i.e. HERMES guarantees are possible for loans of unrestricted amount and differing periods.

Joint ventures and strategic alliances between western and eastern enterprises constitute another promising way of tapping know-how and funds for the building up of Eastern Europe.

Some western network operators have already committed themselves strongly in this respect; overall, 11 foreign network operators currently have an interest in 20 enterprises in Czechoslovakia, Poland, Hungary and individual republics of the USSR.

Of major significance too in this context are the COCOM provisions. I have always advocated the restrictions on exports to Eastern Europe being lowered in line with development in the respective countries. Today, six countries of Eastern Europe have the status of COCOM-agreed countries in respect of all important telecommunications products, i.e. export can be approved at national level.

All this should encourage us to continue along the path we have chosen. The telecommunications infrastructure in Eastern Europe must, as in Western Europe, become an efficient resource that is available to everyone at favourable prices and also become the basis for the development of the economy and of society.

4. Creation of a large Europe

Thus in telecommunications we are on the way to creating a larger Europe than that comprised by the 12 nations of the European Community. Depending on how we look at it, this larger Europe consists of 19, 32 or 36 countries. Each number stands for a different Europe:

- 19 for the European Economic Area, made up of the EC countries and those of the European Free Trade Association (EFTA);
- 32 for Europe of the CEPT - the European Conference of Postal and Telecommunications Administrations; and
- 36 for the geographical Europe.

All three Europes consist of separate states with highly different levels of development at the present time. The more nations that are embraced, the greater must be our efforts to achieve unity within diversity. This means overcoming markedly different levels of development. In the long run, we cannot afford divides and breaches in our common continent, in Europe at the dawn of the 21st century.

It is therefore imperative for us not to lose sight of the important goals of a common Europe, despite difficult national tasks. Our principal aim must be an economically strong and socially stable Europe.

5. Closing remarks

Yet we will succeed just as little in uniting Europe as in uniting Germany if this is done solely according to economic criteria. Europeans could not even fully use the opportunity to attain prosperity if they did not realise that an economic community can only thrive if it is also a community that upholds certain values, that lives by the rule of law and one which is based upon solidarity.

We are not talking about a Europe of figures, but about the spirit of Europe. Western civilisation upholds the principle of consensus within divergency, the fruitful dichotomy of antiquity and Christianity, philosophy and belief, church and state, nation and empire, individual and community, freedom and linkage.

The Zürich professor of philosophy Lübke once expressed it thus:

"Europe provides not only the possibility, but also the legal right, for everyone to be different from everyone else."

However, we must guard against intolerance from inside and out, taking care at the same time to ensure that narrow-minded nationalism is not replaced by narrow-minded Euro-centredness. Only thus can we attain diversity within unity, so important to our cause.

Together, we will succeed in this, particularly if we heed the words of Jean Monnet, one of the founding fathers of the European Economic Community:

"International cooperation, important as it may be, solves nothing. Rather, it is a matter of seeking to unify our interest and not simply to continue to maintain the balance of these interests."

In conclusion, may I express the wish that this Conference will make a significant contribution along these lines.

**Closing statement of Mr. Antony DeBono,
General Manager, Telemalta, Malta**

Your Excellency Mr. Chairman
Mr. Secretary-General
Distinguished Delegates
Ladies and Gentlemen

On behalf of the Delegation of Malta, and I am sure that I share the opinion of all the participants, particularly the member countries in the European region, I would like to thank whole-heartedly the Czech and Slovak Administration for having hosted us in their lovely country here in the heart of Europe.

It was truly encouraging to note that the spirit prevailing in all sessions of the Plenary, the Committee meetings, and in the back rooms, augurs well for the securing of effective results in the follow-up process of the deliberations of this conference. It is also of extreme satisfaction for my colleagues in the Euroteldev project to have seen their concerted efforts, exerted during the course of the last few years, come to fruition. This scenario will definitely be viewed with optimism when we meet for the Steering Committee next month in Geneva, to chart the Euroteldev project's future in consolidating its catalytic role to reduce the telecommunication gap between developing and developed countries in Europe.

We are confident that the outcome of the conference will provide the required impetus to a more harmonized development in Europe and the rest of the world.

The global village is now a step closer towards reality.

In closing, please allow me to express our gratitude to you, Mr. Michna, as Chairman, the Secretary-General, Dr. Pekka Tarjanne, and his staff for the dedication and hard work, the interpreters, the local organizing committee and the secretariats, the international organizations and agencies, the sponsors, the Vice-Chairmen of the Conference, the Chairman and Rapporteurs of the Committees, and, last but not least, to you, distinguished participating delegates, for your valuable contributions and sense of comprehension.

**Closing Speech of Mr. Emil Ehrenberger
the Minister of Communications
of the Czech and Slovak Federal Republic**

Your Excellency Mr. Secretary-General,
Ladies and Gentlemen,

It is a great privilege for me to address you and to inform you briefly about some developments related to the communications sector of the Czech and Slovak Federal Republic.

Central and Eastern Europe has passed during the past two years through changes unexpected by even the most devout optimists. Following the initial euphoria, our visions are becoming more specific today. We know very well indeed what we want, we are aware of our urgent needs as well as the scope and area of action.

The strategy of accelerated development of communications adopted by the Government and the subsequent studies prepared in cooperation with foreign partners represent our contribution to economic reform.

At the present time, as the initial stage of economic reform is unfolding, we realize more than ever before how difficult it is to change priorities of social development to accommodate immediate needs. Systematic transformation of economic thought in the Czech and Slovak Federal Republic requires relevant changes in the position of telecommunications. Successful operation of market economy is inconceivable without the development of telecommunications. I am sorry to admit though while I am talking to you now the list of applicants for the installation of main lines is growing longer still. In this respect, basic telecommunication services continue to be a sort of luxury in this country. The first small steps have been made to rectify this most inauspicious situation. Joint ventures with foreign participation such as EUROTEL have been established to build and operate a public data network and a public cellular telephone network. Public radiotelephone network covering Prague, Bratislava and Brno was switched on in September. By the end of this year we shall have completed the first stage of the public packet switching data network thus laying grounds for electronic data exchange in the field of transport, trade and administration. This will also create conditions for the development of other telecommunication services. Likewise, a number of other projects with international participation are becoming more specific.

It is generally acknowledged that the structure of Czechoslovak telecommunications is inseparable from the development trends in this sector. Czechoslovakia is committed to joining as quickly as possible all the political, social and economic activities in Europe not only in terms of entering the Commission of the European Communities but also in terms of broader activities outside Europe. Telecommunications should play the role of a catalyst in this respect.

Although my constitutional duties prevented me from attending all your session, I am informed about the results of your fruitful deliberations.

I welcome the recommendations adopted by the European Regional Telecommunication Development Conference which focused on the analysis of the causes and effects of the status of telecommunications in this European subregion. I welcome your personal contribution to identifying the mechanism of inevitable changes in order to improve the unsatisfactory situation in telecommunications in countries of Central and Eastern Europe and I highly appreciate the role of ITU in this process. The conference had a unique opportunity to jointly assess the present state of affairs and look for possible solutions in this as well as other countries of this subregion. Your conclusions are stimulating also for foreign investors and their orientation in this fairly complex situation.

I am truly happy that Prague has been chosen for the venue of your conference. The Czech and Slovak Federal Republic due to its geographic position can be not only your partner but also a bridge for all sorts of international cooperation projects which will promote the prosperity of this country.

In conclusion, allow me to express my gratitude to all of you who have made this conference a success, in particular to the Secretary General, Mr. Pekka Tarjanne.

I wish you much success at work and in your personal life.

Thank you for your attention.



EUROPEAN REGIONAL TELECOMMUNICATION
DEVELOPMENT CONFERENCE (EU-RDC)
Prague, 19-23 November 1991

CLOSING STATEMENT

Pekka J. Tarjanne
Secretary General

Distinguished Ministers, Excellencies,
Ladies and Gentlemen , Dear Friends,

The last five very busy days of meetings and deliberations during this first Regional European Telecommunication Development Conference are now drawing to a close. I am very pleased to see that my "solemn" appeal to the telecommunications community and to its development partners to conjugate their efforts and coordinate their action and programmes, together with the ITU, has received a positive response.

A conference like this should be a significant step towards the realization of common goals. To this end it is imperative that we ensure the follow up and implementation of the Recommendations and Resolutions adopted by the conference.

All international conferences provide opportunities for valuable exchange of experiences and ideas. However, to formulate an agreed action programme in such a limited time is a formidable task. This was made possible this week because our conference was well prepared by the Task Force led by our able Chairman, Ales Michna, and the EUROTDELDEV network groups. I would like to express my appreciation for their work which led to the adoption by the conference of action-oriented Recommendations and Resolutions.

The setting up of a mechanism for cooperation among the Central and Eastern European countries will provide a forum for coordination and harmonization of telecommunication development activities in this region. In addition, other projects recommended by the conference, such as the Development Project on Implementation of Business-Oriented New Telecommunications Services and the creation of a Working Group on Investment Considerations, Financial Strategies and International Cooperation in Central and Eastern Europe, will also contribute to better coordination of our development efforts.

I am particularly pleased to see that the conference recognized the importance of human resources development and recommended that priority be given to the organization of several seminars for top executives and managers of Central and Eastern European telecommunication administrations. This will enable them to use modern management techniques adapted to a market-oriented economy in a rapidly changing environment..

This is a European conference. Most of our attention has, in fact, been focussed during the deliberations on the difficulties faced by Central and Eastern European countries, in an effort to propose solutions to reduce the existing gap between them and the more advanced Western countries. The decisions of this conference are directed towards achieving this. The urgent need to upgrade their telecommunications infrastructure to an acceptable level has been recognized by development partners during this conference - an encouraging sign.

I am sure that this closing ceremony will mark the beginning of a long period of work to transform into actions the results of the conference. This is true for the Telecommunications Development Bureau as well as for the participating countries.

Many persons have contributed to the success of this conference. I should like to express our appreciation through His Excellency the Minister of PTT of the Czech and Slovak Federal Republic for the facilities and support provided by his Government. Special thanks also go to the Chairman of our Conference, Mr. Michna, who has spared no efforts to see that this conference is a success. We should also not forget all those who provided the necessary logistic support.

I am sure we shall all cherish happy memories of the warm hospitality extended to us in the Palace of Culture and other quarters of this beautiful city of Prague.

I wish you all a safe journey back home. Au revoir.

ANNEX III

List of participants

I. ADMINISTRATIONS - ADMINISTRATIONS - ADMINISTRACIONES

ALB Albanie (République d')
Albania (Republic of)
Albania (República de)

- C Mr GILA Ibrahim
Directeur général
Direction générale des PTT
Myslym Shyri 42
Tirana
Tel: +355 42 27944
Fax: 355 42 32100
- D Mr AGOLLI Ylli
Expert Secteur de Transmission
Centre d'Etudes des P&T
Myslym Shyri 42
Tirana
Tel: +355 42 28522
Fax: +355 42 32954
- D Ms PETRELA Fatma
Expert Dépt des Rel.Internat.
Direction générale des PTT
Myslym Shyri 42
Tirana
Tel: +355 42 23548
Fax: +355 42 33772
- D Mr PROKO Sokrat
Directeur, Direction du PME
Ministère de l'Economie
Tirana
Tel: +355 42 26111-615
- D Mr XHUFKA Alfred
Directeur, Direction des
Télécoms Interurbaines
Tirana
Tel: +355 42 32020

D Allemagne (République -
fédérale d')
Germany (Federal Republic of)
Alemania (República Federal de)

- C Dr SCHWARZ-SCHILLING Christian
Bundesminister fuer P&T
Bundesministerium fuer P&T
Postfach 8001
D-5300 Bonn 2
Tel: +49 228 145500
Fax: +49 228 145504
- D Mr BEER Edmund
Assistant Director, Int. Affairs
Deutsche Bundespost Telekom
Godesberger Allee 115-117
D-5300 Bonn 2
Tel: +49 228 1819301
Fax: +49 228 1818930

D Allemagne (République -
fédérale d')
Germany (Federal Republic of)
Alemania (República Federal de)
(suite)

- D Mr BROUDRE-GROGER Joachim
Director Int. P&T Policy
Foreign Office, Ref. 432
Adenauerallee 99
D-5300 Bonn 1
Tel: +49 228 172766
Fax: +49 228 173785
- D Mr GEORGE Eberhard
Bundesministerium fuer P&T
Postfach 8001
D-5300 Bonn 1
Tel: +49 228 142191
Fax: +49 228 148990
- D Dr GREWLICH Klaus W.
Director General, Int. Affairs
Deutsche Bundespost Telekom
Godesberger Allee 115-117
D-5300 Bonn 2
Tel: +49 228 1819301
Fax: +49 228 1818930
- D Mr HAUSMANN Gerhard
Director General
Federal Ministry of P&T
P.O.Box 8001
D-5300 Bonn 2
Tel: +49 228 142800
Fax: +49 228 149834
- D Dr HAUSMANN Hanno L.
Acting Director, Int. Affairs
Deutsche Bundespost Telekom
Postfach 20 00
D-5300 Bonn 1
Tel: +49 228 1819301
Fax: +49 228 1818930
- D Ms HUMMEL Brigitta
Official in Charge
Deutsche Bundespost Telekom
Oranienburger Strasse 70
1040 Berlin
Tel: +49 30 2175387
Fax: +49 30 2175420
- D Mr PLESSE Dietmar
Executive Officer
Federal Ministry of P&T
P.O.Box 8001
D-5300 Bonn 2
Tel: +49 228 142833
Fax: +49 228 148878

D Allemagne (République -
fédérale d')
Germany (Federal Republic of)
Alemania (República Federal de)
(suite)

- D Dr REHBEIN Gerhard
Consulting Telecoms Int.
Gruendelsteig 8
D-8051 Dresden
Tel: +37 51 36183
- D Mr REICHLE Gerold
Deputy Director
Federal Ministry of P&T
P.O.Box 8001
D-5300 Bonn 2
Tel: +49 228 142028
Fax: +49 228 148984
- D Mr TAUFMANN Gernot
Assistant Director, Int. Affairs
Deutsche Bundespost Telekom
Godesberger Allee 115-117
D-5300 Bonn 2
Tel: +49 228 1819301
Fax: +49 228 1818930
- D Ms VAN DE POL Anja M.
Official in Charge, Int. Affairs
Deutsche Bundespost Telekom
Godesberger Allee 115-117
D-5300 Bonn 2
Tel: +49 228 1819301
Fax: +49 228 1818930
- D Mr VETTER Horst
Assistant Director, Int. Affairs
Deutsche Bundespost Telekom
Postfach 20 00
D-5300 Bonn 1
Tel: +49 228 1819316
Fax: +49 228 1818927

BEL Belgique - Belgium - Bélgica

- C Mr GRAINSON Richard
Administrateur gén. adj.
Régie des Télégraphes et Tél.
Rue des Palais 42
B-1210 Bruxelles
Tel: +32 2 2134111
Fax: +32 2 2188209
- D Mr BAUTIL Georges
Conseiller adjoint
Min. des Affaires Etrangères
Rue Belliard 62
B-1040 Bruxelles
Tel: +32 2 2382749
Fax: +32 2 2311075

BEL Belgique - Belgium - Bélgica
(suite)

- D Mr BEKAERT Robert
Ing. en Chef/Directeur
Régie des Télégraphes et Tél.
Rue des Palais 42
B-1210 Bruxelles
Tel: +32 2 2134111
Fax: +32 2 2188209
- D Mr BERTELS Jean-Marie
Administrateur gén. adj.
Régie des Télégraphes et Tél.
Rue des Palais 42
B-1210 Bruxelles
Tel: +32 2 2134111
Fax: +32 2 2188209

BUL Bulgarie (République de)
Bulgaria (Republic of)
Bulgaria (República de)

- C Mr POPOV Atanas
President
Committee of PT&I
Gourko Street 6
1000 Sofia
Tel: +359 2 882095
Fax: +359 2 802580
- D Mr BALKANDJIEV Rossen
Engineer
Min. of External Econom. Rel.
Rue Sofiiska Komouna 12
100 Sofia
Tel: +359 2 880372
Fax: +359 2 889968
- D Ms DIMITROVA Nina
Director Div. Finance & FBSE
Ministry of Finance
Rakovski Street 102
Sofia
Tel: + 869268
Fax: + 801148
- D Mr KREKMANSKI Nikola
President
Bulgarian Posts and Telecoms
Gourko Street 6
1000 Sofia
Tel: +359 2 870893
Fax: +359 2 802580
- D Mr RAYKOV Christo
Dept. Head, Int. Relations
Committee of PT&I
Gourko Street 6
1000 Sofia
Tel: +359 2 885792
Fax: +359 2 802580

BUL Bulgarie (République de)
Bulgaria (Republic of)
Bulgaria (República de)
(suite)

- D Ms SHAHINIAN Olga
Expert
Project Implementation Unit
Committee for Posts, Telecoms
and Informatics
6, Gourko st.
1000 SOFIA
Tel: +359 2 871837
- D Mr TINTCHEV Svetoslav
Department Head/Project Impl.
Committee of PT&I
Gourko Street 6
1000 Sofia
Tel: +359 2 871837
Fax: +359 2 80044
- D Ms ZAKHARIEVA Lilia
Second Secretary
Bulgarian Embassy
Krakovska, 6
PRAGUE 1
Tel: + 264310

CAN Canada - Canada - Canadá

- C Mr MULCASTER David
Director General, CD&P
Department of Communications
300 Slater Street
Ottawa, ONT. K1A 0C8
Tel: +1 613 9904294
Fax: +1 613 9578839
- O Mr CAMERON Andrew
Telecommunications Attaché
Department of Communications
35, Avenue Montaigne
F-75008 Paris
Tel: +33 1 47230101
Fax: +33 1 47235628
- O Mr DAVIS Parke
Director, IS&STP Branch
Department of Communications
300 Slater Street
Ottawa, ONT K1A 0C8
Tel: +1 613 9984298
Fax: +1 613 9520567
- O Ms DORAN Janis
Policy Analyst
Department of Communications
300 Slater Street
Ottawa, Ont. K1A 0C8
Tel: +1 613 9904241
Fax: +1 613 9521231

CAN Canada - Canada - Canadá
(suite)

- O Mr VOLK Sinclair
Senior Marketing Manager
Department of Communications
300 Slater Street
Ottawa, ONT. K1A 0C8
Tel: +1 613 9904216
Fax: +1 613 9904215
- CHN Chine (République populaire de)
China (People's Republic of)
China (República Popular de)
- C Mr SUN Benji
Deputy Chief
Economic & Technical Coop.
Dept External Affairs
Ministry P&T
BEIJING
Tel: +861 6024284
Fax: +861 6011370
- CA Ms WANG Yurong
Deputy Chief
Dept External Affairs
Ministry P&T
BEIJING
Tel: +86 1 6021330
Fax: +86 1 6011370

CYP Chypre (République de)
Cyprus (Republic of)
Chipre (República de)

- C Mr VATILIOTIS Philippos
Deputy General Manager
Cyprus Telecoms Authority
P.O.Box 4929
Nicosia 142
Tel: +357 2 310204
Fax: +357 2 494940
- D Mr MODESTOU Sparsis
Manager, Financial Services
Cyprus Telecoms Authority
P.O.Box 4929
Nicosia 142
Tel: +357 2 310210
Fax: +357 2 494940

DNK Danemark - Denmark - Dinamarca

- C Mr SALAMON Martin
Head of Section
National Telecom Agency
Islands Brygge 81
DK-2300 Copenhagen S
Tel: +45 31 544796
Fax: +45 31 544110

DNK Danemark - Denmark
Dinamarca (suite)

- D Mr BOE Henning
Staff Director
Telecom Denmark
Telegade 2
DK-2630 Taastrup
Tel: +45 42 529111
Fax: +45 42 529331
- D Mr ERIKSEN Helle Rod
Head of Section
Gen. Directorate of P&T
Tietgensgade 37, 2
DK-1530 Copenhagen V
+45 33 932410 ext. 5204
+45 33 938012
- D Mr JENSBY Casten
Director Business Development
Telecom Denmark
Telegade 2
DK-2630 Taastrup
Tel: +45 42 529111
Fax: +45 42 529331
- D Mr KROGSGAARD Mogens
Consultant
Telecom Denmark
Telegade 2
DK-2630 Taastrup
Tel: +45 42 529111
Fax: +45 42 529331
- D Mr NIELSEN Gunnar
Manager Product Marketing
GN Communications A/S
Park Alle 295
DK-2605 Brøndby
Tel: + 43434395
Fax: + 43435354
- D Mr RITSHOLM Mogens
Senior Engineer
Gen. Directorate of P&T
Tietgensgade 37, 2
DK-1530 Copenhagen V
Tel: +45 33 932410 ext. 5252
Fax: +45 33 118047

E Espagne - Spain - España

- C Mr NADAL ARINO Javier
Director General of Telecoms
Direccion General de Telecoms
Plz. Cibeles, s/no.
28070 Madrid
Tel: +34 1 3461502/46
Fax: +34 1 5322972

E Espagne - Spain - España
(suite)

- C Ms SALGADO MENDEZ Elena
Gen. Secretariat of Communic.
Palacio de Comunicaciones
28070 Madrid
Tel: +34 1 5323368
Fax: +34 1 3962777
- D Mr CRISTOBAL Alfonso
Advisor
Gen. Secretariat of Communic.
Palacio de Comunicaciones
28070 Madrid
Tel: +34 1 3962628
- D Mr OSA BUENIDIA Joaquin
Subdirector Gen. de R&S
Direccion General de Telecoms
Paseo de la Castellana, 118
28040 Madrid
Tel: +34 1 3461545
Fax: +34 1 5322972
- D Mr SANCHEZ SANCHEZ Roberto
Technical Counsellor
Direccion General de Telecom
Plz. de Cibeles, s/no.
28070 Madrid
Tel: +34 1 3461599
Fax: + 34 1 532 2972
- D Mr SANCHEZ VALLE Juan Norberto
Chief, Int. Relations Dept.
Direccion General de Telecoms
Plz. de Cibeles, s/no.
28070 Madrid
Tel: +34 1 3461524/25
Fax: +34 1 5322972
- D Mr SILVAN CARABIAS Gerardo
Technical Counsellor
Direccion General de Telecom
Po. de la Castellana, 118
28070 Madrid
Tel: +34 1 3461579
Fax: +34 1 5322972

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América

- C Ms OBUCHOWSKI Janice
Assistant Secretary
Communications and Information
NTIA
Washington DC
Tel: +1 202 3771551

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América
(suite)

- CA Mr BLEAKLEY Kenneth W.
Deputy Coord./Director BICIP
US Dept. of State
2201 C Street NW, Room 6313
Washington DC 20520
Tel: +1 202 6475832
Fax: +1 202 6475957
- D Ms COLLINS Kathleen
Assistant Director
FCC - Office of Int.Communic.
1919 M Street NW
Washington DC 20554
Tel: +1 202 6320935
Fax: +1 202 6320929
- D Mr GLEASON Jack
Advisor to US Delegation
Office of Int. Affairs
NTIA
Washington DC
Tel: +1 202 3771866
Fax: +1 202 3771865
- D Mr LA PORTE Todd
Advisor US Delegation
US Congress, Techn. Assessment
600 Pennsylvania Avenue SE
Washington DC 20510-8025
Tel: +1 202 2286776
Fax: +1 202 2286098
- D Mr MARKS Herbert E.
Member US Delegation
Squire, Sanders & Dempsey
P.O.Box 407
Washington DC 20044
Tel: +1 202 6266624
Fax: +1 202 6266780
- D Ms MCGIRR Doreen Frances
Senior Advisor, BICIP
US Dept. of State
2201 C Street NW, Room 6313
Washington DC 20520
Tel: +1 202 6475231
Fax: +1 202 6470158
- D Ms MEYER Linda
Member US delegation
Meyer Enterprises
4905 James Madison Highway
Haymarket, VI 22069
Tel: +1 703 7547351
Fax: +1 703 7547351

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América
(suite)

- D Ms PREWITT Jean
Associate Administrator
Office of Int. Affairs
NTIA
Washington DC
Tel: +1 202 3771304
Fax: +1 202 3771865
- D Mr YOUNG Mark
Advisor US Delegation
US Congress, Techn. Assessment
600 Pennsylvania Avenue SE
Washington DC 20510-8025
Tel: +1 202 2286775
Fax: +1 202 2286098
- O Mr BIEGANSKI Fred J.
Infrastructure Dev. Officer
Agency for Int. Development
Washington DC 20523-0053
Tel: +1 202 6477226
Fax: +1 202 6476962
- O Mr BRUCE Robert R.
Member US Delegation
Debevoise & Plimpton
555, 13th Street NW
Washington DC 20008
Tel: +1 202 3838040
Fax: +1 202 3838118
- O Mr CLARK Warren
Special Advisor
Bureau of CIP
Department of State
Washington DC 20520
Tel: +1 202 6475435
Fax: +1 202 6475435
- O Mr DZIGGEL Oliver
President
Telecoms & Electronics Consor.
5619 Bradley Boulevard
Bethesda MD 20814
Tel: +1 301 6520141
Fax: +1 301 6520177
- O Ms O'NEILL Judith D.
Member US Delegation
Steptoe & Johnson
1330 Connecticut Avenue NW
Washington DC 20036
Tel: +1 202 4296212
Fax: +1 202 4299204
- O Mr PHILLIPS Eric
Member US Delegation
US Agency for Int. Development
320 21st Street NW, Room 5945
Washington DC 20520
Tel: +1 202 6479660
Fax: +1 202 6471770

FNL Finlande - Finland - Finlandia

- C Ms SAARINEN Katriina
Chief Inspector
Ministry of Transport & Comm.
P.O.Box 295
SF-00131 Helsinki
Tel: +358 0 17361
Fax: +358 0 1736363
- D Mr KARJALAINEN Jorma
Head of Department
Telecom. Administr. Centre
P.O. Box 53
SF-00211 HELSINKI
Tel: +358 0 6966423
Fax: +358 0 6966410
- D Mr KOSONEN Kari
Director of Finance
Telecom Finland
P.O.Box 106
SF-00511 Helsinki
Tel: +358 0 70983507
Fax: +358 0 70983526
- D Mr LUUKKAINEN Pekka
Executive Vice President
P&T of Finland
P.O.Box 586
SF-00101 Helsinki
Tel: +358 0 1954021
Fax: +358 0 1954088

F France - France - Francia

- C Mr DENIAUD Jean-Claude
Direction du Service Public
Ministère des PT
20 Ave. de Ségur
F-75700 Paris
Tel: +33 1 45646820
Fax: +33 1 45676500
- D Mr DESCUBES Philippe
France Telecom
U Prasne Brany 1
11000 Praha 1
Tel: + 268230
Fax: + 2321284
- D Mr DUNANT Claude René
Directeur
FRANCE TELECOM
FRANCE CABLES ET RADIO
124, Rue Réaumur
75002 PARIS
Tel: +33 1 42217285
Fax: +33 1 42217611

F France - France - Francia
(suite)

- D Mr DUTHOIT
Représentant France Télécom
FRANCE TELECOM
Paris
Tel:
Fax:
- D Mr GARNIER Dominique
Direction de Réglementation
Ministère des PT
20 Ave. de Ségur
F-75700 Paris
Tel: +33 1 45641869
Fax: +33 1 40650977
- D Mr GONIN Paul
France Telecom
7, Bd. Romain Rolland
92128 Montrouge
Tel: 44444577
Fax: 46574038
- D Ms HAVLICKOVA Jana
FRANCE TELECOM
PRAGUE 1
- D Mr HENNES Vianney
Responsable Relations Europe
France Telecom
7 Bd. Romain Rolland
Montrouge
Tel: +33 1 44445470
Fax: +33 1 46578802
- D Ms HEREYKOVA Hana
France Telecom
U. Prasne Bra'ny 1
Praha 1
Tel: + 220786
Fax: + 2321284
- D Ms HERMANOVA Gabriela
FRANCE TELECOM
PRAGUE 1
- D Mr LENTIEZ
Représentant France Télécom.
FRANCE TELECOM
Paris
Tel:
Fax:
- D Mr LUHAN Pierre
Conseiller/Mission Pays Est
Ministère des PTT
20 Avenue Rapp.
F-75007 Paris
Tel: +31 1 47538791
Fax: +31 1 47538777

F France - France - Francia
(suite)

- D Ms MARTIN Christine
Direction de Réglementation
Ministère des P&T
20, Avenue de Ségur
F-75700 Paris
Tel: +33 1 45640722
Fax: +33 1 45557561

- D Ms MENIER Jacqueline
Chargée Relations avec l'UIT
France Telecom
7 Bd Romain Rolland
Montrouge
Tel: 44446828
Fax: 46545379

- D Ms PANNETIER Mireille
Direction du Service Public
Ministère des PT
20 Ave. de Ségur
F-75700 Paris
Tel: +33 1 45642222
Fax: +33 1 45676500

- D Mr PERROUIN Luc
Sous-Directeur des Aff.europ.
France Telecom
7 Bd Romain Rolland
F-92120 Montrouge
Tel: +33 1 44444770
Fax: +33 1 46573860

- D Mr SOBIESKI
Représentant France Télécom.
FRANCE TELECOM
Paris
Tel:
Fax:

- D Mr TOHME Samu
Responsable Dept. Reseaux
France Telecom/ENST
46 rue Berrault
F-75634 Paris Cedex
Tel: +33 1 45817861
Fax: +33 1 45891664

- O Mr DUPUY
SOFRECOM
Group France Telecom

- O Mr MAILLET
SOFRECOM
Groupe France Telecom

- O Mr PECRESSE
SOFRECOM
Groupe France Telecom

F France - France - Francia
(suite)

- O Mr SCHWARTZ
SOFRECOM
Ministere des P&T de France

GRC Grèce - Greece - Grecia

- C Mr NODAROS Anastase
Head OTE/Int.Org.Rel.Office -
Hellenic Telecoms. Org. (OTE)
99, Kifissias Avenue (Maroussi)
GR-102 46 Athens
Tel: +30 1 6117170
Fax: +30 1 6117276

- D Mr NICOLAIDIS Emmanouil
CEPT Telecom Chairman
Hellenic Telecoms. Org. (OTE)
99, Kifissias Avenue (Maroussi)
GR-102 46 Athens
Tel: +30 1 6117388
Fax: +30 1 6117276

- D Ms VASSILIADOU Olympia
Chief Engineer
Hellenic Telecoms. Org. (OTE)
99, Kifissias Avenue (Maroussi)
GR-102 46 Athens
Tel: +30 1 6118402
Fax: +30 1 6826499

HUN Hongrie (République de)
Hungary (Republic of)
Hungria (República de)

- C Mr NEMCSICS Elek
Director
Nat.Inst. for Freq. Management
P.O.Box 75
1525 Budapest
Tel: +36 1 1562802
Fax: +36 1 1565520

- D Mr BOLCSKEI Imre
General Director
Ministry of TC&WM
P.O.Box 47
H-1400 Budapest
Tel: +36 1 1557775
Fax: +36 1 1554085

- D Mr EISELT Béla
Head of Department
Nat.Inst. for Freq. Management
P.O.Box 75
1525 Budapest
Tel: +36 1 1567130
Fax: +36 1 1565520

HUN Hongrie (République de)
Hungary (Republic of)
Hungria (República de)
(suite)

- D Mr FRISCHMANN Gabor
Branch Director
Hungarian Telecoms Company
XII. Krisztina Krt. 6-8
H-1541 Budapest
Tel: +36 1 1552002
Fax: +36 1 1556042
- D Dr HELLER Krisztina
Sr Advisor to Vice President
Hungarian Telecoms Company
Krisztina Krt 6-8
H-1541 Budapest
Tel: +36 1 1753775
Fax: +36 1 1568285
- D Ms NYERGES Júlia
Head, Technical Dept.
Hungarian Broadcasting Co.
Trefort u. 2
1088 Budapest
Tel: +36 1 1383902
Fax: +36 1 1384008
- D Ms PATAI Agnes
Senior Officer
Hungarian Telecom. Company
Krisztina Krt. 6-8
BUDAPEST 1541
Tel: +36 1 1569-209
Fax: +36 1 1751085
- D M. ROZSA Sándor
Head of Venture Group
Hungarian Broadcasting Co.
Trefort u. 2
1088 Budapest
Tel: +36 1 1383913
Fax: +36 1 1384587
- D Ms SZILI Erzsébet
Head of Section
Nat.Inst. for Freq. Management
P.O.Box 75
1525 Budapest
Tel: +36 1 1564203
Fax: +36 1 1565520
- D Dr VILLANYI Otto
Director, Int. Relations Div.
Hungarian Telecoms Company
XII. Krisztina krt. 6-8
H-1541 Budapest
Tel: +36 1 1756885
Fax: +36 1 1753093

HUN Hongrie (République de)
Hungary (Republic of)
Hungria (República de)
(suite)

- D Dr VINICZAY Ferencne
Deputy Director
Hungarian Telecoms Co.
XII. Krisztina Krt. 6-8
Budapest
- INS Indonésie (République d')
Indonesia (Republic of)
Indonesia (República de)
- O Mr NICHELAS Ismara
Director of Radio Standards
Director General of P&T
Jl. Kebon Sirih 37
Jakarta
Tel: +62 21 330008 ext. 172
Fax: +62 21 3102254

I Italie - Italy - Italia

- D Mr BALBO Giulio
Area Manager Europe/ITALCABLE
Marketing Estero/Area Europa
Via Di Campo Boario, 19
00153 ROME
Tel: +39 6 47704624
Fax: +39 6 47703595

J Japon - Japan - Japón

- C Mr WATANABE Kazushi
Project Man., Int.Affairs Div.
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690
- O Mr NAKAJIMA Hisakatsu
Deputy Director
Ministry of P&T
1-3-2 Kasumigaseki, Chiyoda-ku
Tokyo 100-90
Tel: +81 3 35044975
- O Mr OKABE Toshisada
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690

J Japon - Japan - Japón
(suite)

- O Mr SUZUKI Noboru
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690
- O Mr TAKAHASHI Kenzo
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690
- O Mr TANAKA Hiroyuki
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690
- O Mr WASHISU Eiichi
Ministry of P&T
3-2, Kasumigaseki 1-Chome
Tokyo 100-90
Tel: +81 3 35044790
Fax: +81 3 35030690

LTH Lituanie (République de)
Lithuania (Republic of)
Lituania (República de)

- C Mr BIRULIS Kostas
Ministre des Communications
Ministère des Comm. PTT
33 Rue Vilniaus
Vilnius
Tel: +70122 620443
Fax: +70122 225070

LUX Luxembourg
Luxembourg
Luxemburgo

- C Mr GROSS Marcel
Chef, Div. des Télécoms
Administration des P&T
L-2999 Luxembourg
Tel: +352 4991403
Fax: +352 491334

MLT Malte (République de)
Malta (Republic of)
Malta (República de)

- C Mr CARUANA Joseph
Deputy Chairman
Telemalta Corp.
Pender Place
St. Julians
Tel: +00 356 243033
Fax: +00 356 242000

MLT Malte (République de)
Malta (Republic of)
Malta (República de)
(suite)

- CA Mr DEBONO Anthony
General Manager
Telemalta Corp.
Pender Place
St. Julians
Tel: +00 356 243000
Fax: +00 356 242000
- D Mr BORG Edgar
Financial Controller
Telemalta Corp.
St. Luke's Road
G'Mangia
Tel: +00 356 245142
Fax: +00 356 242162
- D Mr ZAMMIT Martin
Head International Division
TELEMALTA CORPORATION
Mercury House
St Georges Road
ST JULIANS
Tel: + 342661
Fax: + 339546

MRC Maroc (Royaume du)
Morocco (Kingdom of)
Marruecos (Reino de)

- C Mr AKALAY Mohamed Mourad
Directeur Plan Stratégie
Office Nat. Postes et Télécom.
Avenue Moulay Hassan
Rabat
Tel: +212 7 762074
Fax: +212 7 765668
- D Ms KAIDI Fatima
Chef, Div. Plan, Prog. Budget
Office Nat. Postes et Télécom.
Avenue Moulay Hassan
Rabat
Tel: +212 7 776029
Fax: +212 7 765668

MEX Mexique - Mexico - México

- C Mr HERNANDEZ-G. José J.
Subdirector Asuntos Int.
Secretaria de Com. y Transp.
Eugenia 196, Piso 4
Colonia Narvarte, Mexico DF
Tel: + 6826170

MEX Mexique - Mexico - México
(suite)

- O Mr PAREDES David
Counsellor
Embassy of Mexico
Nad Kazankou 8
Prague
Tel: + 8550090

NOR Norvège - Norway - Noruega

- D Ms ELDEN Berit
Head of Section
Norwegian Telecom
P.O.Box 6701, St. Olavs Plass
N-0130 Oslo
Tel: +47 2 488707
Fax: +47 2 488062
- D Mr FOLKESTAD Kristen
Chief Engineer
Norwegian Telecom
P.O.Box 6701, St. Olavs Plass
N-0130 Oslo
Tel: +47 2 487794
Fax: +47 2 488062
- D Mr SANDNES Bjorn
Chief Engineer
Norwegian Telecom
P.O.Box 6701, St. Olavs Plass
N-0130 Oslo
Tel: +47 2 488207
Fax: +47 2 488062
- D Mr UTVIK Einar
Head of Division
Norwegian Telecom
P.O.Box 6701, St. Olavs Plass
N-0130 Oslo
Tel: +47 2 487898
Fax: +47 2 488062

HOL Pays-Bas (Royaume des)
Netherlands (Kingdom of the)
Países Bajos (Reino de los)

- C Mr COOLS Derk
Ministry of Economic Affairs
Postbox 20101
The Hague
Tel: +31 70 3796187
Fax: +31 70 3796508
- D Mr BOEHLE Abraham
Ing.
PTT - Telecom IT/BD
P.O.Box 30150
NL-2500 GD The Hague
Tel: +31 70 3439850
Fax: +31 70 3432112

HOL Pays-Bas (Royaume des)
Netherlands (Kingdom of the)
Países Bajos (Reino de los)
(suite)

- D Mr BOS Fokke
Ministry of Transport & PW
P.O.Box 20901
NL-2500 EX The Hague
Tel: +31 70 3516941
Fax: +31 70 3516505
- D Mr BOTTER W.C.H.A.
Ir.
PTT - Telecom, Distr. Hengelo
Postbus 5000
NL-7550 GE Hengelo
Tel: +31 74 414141
Fax: +31 74 412149
- D Mr DE GRAAFF J.E.
Drs. Ing.
PTT - Telecom IT/BD
P.O.Box 30150
NL-2500 GD The Hague
Tel: +31 70 3424100
Fax: +31 70 3424010

PRU Pérou - Peru - Perú

- O Mr PELAEZ-CASTRO Heli
Minister/Counsellor
Embassy of Peru
Hradecka 18
Praha 3
Tel: + 733272/742024
Fax: + 742024

POL Pologne (République de)
Poland (Republic of)
Polonia (República de)

- C HE SLEZAK Jerzy W.
Minister of Posts and
Telecommunications
Ministry of PTT
Pl. Malachowskiego, 2
00-940 WARSAW
- CA Mr SZUDER Stanislaw
Deputy Minister
Ministry of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 266556
Fax: +48 22 264840

POL Pologne (République de)
Poland (Republic of)
Polonia (República de)
(suite)

- D Mr BABSKI A.
Director, Intern. Rel. Dept
Ministry of PTT
Pl. Malachowskiego, 2
00-940 WARSAW
- D Mr FERENIEC Mirosław
Deputy Director
Ministry of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 266556
Fax: +48 22 264840
- D Mr HALKA Wojciech
Deputy Director
Ministry of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 266556
Fax: +48 22 264840
- D Mr HELBING Krzysztof
Director
National Bank of Poland
Świętokrzyska Str. 11/21
WARSAW 00-950
Tel: + 6028360
Fax: + 6028360
- D Mr IMIELOWSKI Krzysztof
National Polish Bank
Świętokrzyska 11/21
00-950 Warsaw
Tel: +48 2 6028361
Fax: +48 2 6028364
- D Mr KRUSZYŃSKI Andrzej
Chief of Division
Ministry of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 266556
Fax: +48 22 264840
- D Mr KSIEŻNY Andrzej
Director
State Agency of Radiocommunic.
Kasprzaka 18/20
Warsaw
Tel: +48 22 266556
Fax: +48 22 264840
- 1)D Mr PACHNIEWSKI Grzegorz
State Agency of Radiocomm.
Kasprzaka 18/20
Warsaw
Tel: +48 22 327805
Fax: +48 22 327805

1) Hotel Atrium

POL Pologne (République de)
Poland (Republic of)
Polonia (República de)
(suite)

- D Ms POGORZELSKA Elżbieta
General Direction of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 372020/ext. 215
Fax: +48 22 372884
- D Mr SOBIERSKI Jerzy
Chief of Division
Ministry of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 266556
Fax: +48 22 264840
- D Mr SOSNOWSKI Józef
General Direction of PTT
Pl. Malachowskiego 2
00-940 Warsaw
Tel: +48 22 269535
Fax: +48 22 269663
- D Mr WOJTYŃSKI Benedykt
Chairman
Państwowa Agencja Radio-
Komunikacyjna
Ul. Kasprzaka, 18/20
WARSAW
Tel: + 327805
Fax: + 327805

POR Portugal - Portugal - Portugal

- D Mr BATISTA Alfredo
Eng.
TLP
Rua Andrade Corvo, 6-5
1013 Lisbon Codex
Tel: +351 1 3527752
Fax: +351 1 3557639
- D Mr CASTELA Jorge
HRM/HRD Director
Telefones de Lisboa e Porto SA
Av. Fontes P. Melo No. 32-8
1000 Lisbon
Tel: +351 1 3556631
Fax: +351 1 578932
- D Mr FERREIRA PINHEIRO Jorge Manuel
Director
CTT
Av. Fontes Pereira de Melo 40-11
1000 Lisbon
Tel: +351 1 530592
Fax: +351 1 3562624

POR Portugal - Portugal
Portugal (suite)

- D Mr LAGARTO Vasco
Director/CET/CTT
Correios e Telecomunicacoes
de Portugal
Av. Fontes Pereira de Melo, 40
1000 LISBOA
Tel: +351 1 540020
Fax: +351 1 3562624
- D Mr MARQUES Oscar
Eng.
TLP
Rue Andrade Corvo, 30-5
1013 Lisbon Codex
Tel: +351 1 523402
Fax: +351 1 574923
- D Mr ROBALO DE ALMEIDA Antonio Manuel
Member of the Board
ICP
Av. José Malhao, Lote 1683
1000 Lisbon
Tel: +351 1 7269223
Fax: +351 1 7263495
- D Mr TEIXEIRA VICENTE Rui José
Directeur Relations Intern.
Comp. Portuguesa Radio Marconi
Rue Rodrigues Sampaio 113-10
1200 Lisbon
Tel: +351 1 3524191
Fax: +351 1 3528365

ROU Roumanie - Romania - Rumania

- C Mr CHIRICA Andrei
Ministre des Communications
Ministère des Communications
Bd. Libertatii 14
70060 Bucarest
Tel: +40 0 401100
Fax: +40 0 401329
- D Ms CIMPEANU Maria
Chef, Dépt. des télécoms
Min. de l'Economie et Finance
Str. Doamnei 8
70014 Bucarest
Tel: +40 0 403060
Fax: +40 0 134632
- D Mr GHITA Stefan
Economic Counsellor
Romanian Embassy
Nerudova 5
Prague 1
Tel: + 538737

ROU Roumanie - Romania - Rumania
(suite)

- D Mr IONESCU Cantemir
Directeur général (Réglement.)
Ministère des Communications
Bd. Libertatii 14
70060 Bucarest
Tel: +40 0 401575
Fax: +40 0 401230
- D Mr LISKA Wiltam
Chef, Service Réglem.internat.
Ministère des Communications
Bd. Libertatii 14
70060 Bucarest
Tel: +40 0 401062
Fax: +40 0 401742
- D Mr PETRARU Ioan
Conseiller Relations intern.
Ministère des Communications
Bd. Libertatii 14
70060 Bucarest
Tel: +40 0 120017
Fax: +40 0 401556
- D Ms SARDANESCU Dana
Chef de Service
Ministère des Communications
Bd. Libertatii 14
70060 BUCAREST
Tel: +40 0 401312
Fax: +40 0 401231
- D Mr STEFANESCU Dan
Directeur général (Dévelop.)
Ministère des communications
Bd. Libertatii 14
70060 Bucarest
Tel: +40 0 401734
Fax: +40 0 401231
- D Mr SZEL Petru Pavel
Vice Président
Agence roumaine pour le dev.
Bd. Magheru 7
Bucarest
Tel: +40 0 156624
Fax: +40 0 132415
- G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte
- C Mr MORRIS Mike
Vice-Chairman CEPT Telecom
Dept. of Trade & Industry
Waterloo Road
London, SE1 8UA
Tel: +44 71 2152047
Fax: +44 71 9285746

G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte
(suite)

D Mr BARCLAY Leslie
Radiocommunications Agency
Waterloo Bridge House
London SE1 8UA
Tel: +44 71 2152279
Fax: +44 71 4018681

S Suède - Sweden - Suecia

C Mr MARTIN-LOF Johan
Director, Intern. Affairs
Swedish Telecom
S-12386 Farsta
Tel: +46 8 7131268
Fax: +46 8 7133636

D Mr BERG Lars-Rune
Engineer
Swedish Telecom Training
Box 814
S-39128 Kalmar
Tel: +46 480 80360
Fax: +46 480 29905

D Mr ENGSTROM Benno
Swedish Telecom Training Int.
Box 814
S-39128 Kalmar
Tel: +46 480 80185
Fax: +46 480 85109

D Mr LEJERKRANS Jan-Erik
Frequency Management
Box 700
S-13627 Haninge
Tel: +46 8 7073552
Fax: +46 8 7075243

D Mr ORRSTEN Rolf
Coordinator Int. Affairs
Swedish Telecom
S-12386 Farsta
Tel: +46 8 7133640
Fax: +46 8 7133636

D Mr ROOS Goran
Senior Manager
Swedish Telecom Networks
S-12386 Farsta
Tel: +46 8 7133727
Fax: +46 8 949188

D Mr TORNGREN Jerker
Head of Division
Ministry of Transp. & Comm.
S-13333 Stockholm
Tel: +46 8 7633643
Fax: +46 8 213794

S Suède - Sweden - Suecia
(suite)

D Mr WENNERSTROM Enar
Investment Controller
Televerket
Hagalundsgat 31
S-15171 Solna

D Mr WIDL Walter
Senior Expert
Televerket
Midsommarkrausen
S-12625 Stockholm
Tel: + 7196654
Fax: + 7402834

SUI Suisse (Confédération)
Switzerland (Confederation of)
Suiza (Confederación)

C Mr DUPUIS Gilbert
Chef, Section Affaires Int.
Département des Télécoms.
Victoriastrasse 21
3030 Berne
Tel: +41 31 621111
Fax: +41 31 622549

D Mr HAUCK Erhard
Head of Division
Swiss PTT
Ostermundigenstrasse 93
3000 Bern 29
Tel: +41 31 624814
Fax: +41 31 626227

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia

C Mr EHRENBERGER Emil
Minister of P&T
Federal Ministry of P&T
Klimentaska 27
12502 Praha 1
Tel: +42 2 2354545
Fax: +42 2 2368379

CA Mr MICHNA Ales
Advisor to Minister of P&T
Federal Ministry of P&T
Klimentaska 27
12502 Praha 1
Tel: +42 2 204532

D Mr MATAS Attila
First Vice-Minister
Federal Ministry of PTT
Klimentaska 27
Praha
Tel: + 204918
Fax: + 2325438

TCH Tchecoslovaquie
Czechoslovakia
Checoslovakia
(suite)

- D Mr BOKSTEFIL Lubomir
Viceminister of P&T
Federal Ministry of P&T
Kliment'ska 27
12502 Praha 1
Tel: +42 2 2355545
Fax: +42 2 2368379
- D Mr BEM Alex
Director of Czech Radiocomm.
Admin. of Czech Radiocomm.
Olsanska 3
12055 Praha 3
Tel: +42 2 278113
Fax: +42 2 6919292
- D Mr BERANEK Milan
Head, International Special.
Organizations Division
Fed. Ministry Foreign Affairs
Loretanske Nam., 5
12510 PRAHA
Tel: + 21932231
- D Mr DE BONIS Raffaele
Advisor to
Federal Ministry CSFR
ETCO
PRAGUE
- D Mr KODR Jan
Ing.
Sprava Radiokomunikaci
Olsanska 3
130 55 Praha 3
Tel: + 6919138
Fax: + 6919292
- D Mr KREMENAK Ivan
Viceminister of Transp.&Comm.
Ministry of Transp. & Comm.
Mileticova 19
82006 Bratislava
Tel: +42 7 67467
Fax: +42 7 211221
- D Mr MAKOVEC Jiri
Dir. of Czech PTT Praha
Administration of Czech PTT
Olsanska 5
Praha 3 Zizkov
Tel: +42 2 276197
Fax: +42 2 6919168
- D Mr MARTINKO Robert
Dir. of Slovak PTT Bratislava
Administration of Slovak PTT
Nam. Slobody 6
Bratislava
Tel: +42 7 492324
Fax: +42 7 492492

TCH Tchecoslovaquie
Czechoslovakia
Checoslovakia
(suite)

- D Mr PUZMAN Josef
Director
Research Inst. of Telecomms
Posta 415, post. prihr. 6
Praha 4
- D Mr SEDLACIK Jaroslav
Dipl. Ing.
Sprava Radiokomunikacii
Namestic Slobody
Bratislava
Tel: + 334639
Fax: + 334639
- D Ms SILNA Eva
Deputy Director Personnel Dept
Federal Ministry of P&T
Kliment'ska 27
12502 Praha 1
Tel: +42 2 201961
Fax: +42 2 2368379
- D Mr SIMKO Peter
Director of Slovak Radiocomm.
Admin. of Slovak Radiocomm.
Nam. Slobody 6
81753 Bratislava
Tel: +42 7 496851
Fax: +42 7 496720
- O Mr BARTEK Miloslav
SR Praha
- O Ing. BERKA
SPT Praha
- O Ms DEMUSOVA Jirina
Ing.
SPT Bratislava
- O Mr HAVIR Josef
Ing.
SR Praha
- O Ing HAVLENOVA
SPT Praha
- O Mr JEZEK
Ing.
SPT Praha
- O Mr KELIN Alexej
SR Praha
- O Mr MITTELMAN Jakub
Ing.
SR Bratislava

TCH Tchecoslovaquie
Czechoslovakia
Checoslovakia
(suite)

- O Mr MULLER Pavel
Ing.
SPT Bratislava
- O Dr OCENASOVA
VUS Banska Bystrica
- O Mr PETR
Ing.
SPT Praha
- O PhDr PLINTOVICOVA
VUS Banska Bystrica
- O Mr POLCAR
Ing.
SPT Praha
- O Mr RAMPAS Zdenek
Ing.
SR Praha
- O Mr SKALSKY Lubomir
Ing.
SPT Bratislava
- O Mr SKRANC Miroslav
Ing.
SR Praha
- O Ms SOUKUPOVA Iva
Ing.
SR Praha
- O Mr TRNKA
Ing.
VUS Praha
- O Mr VRBA
Ing.
VUS Praha
- O Mr ZEMAN Stanislav
Ing.
SR Bratislava

URS Union des Républiques -
socialistes soviétiques
Union of Soviet Socialist -
Republics
Unión de Repúblicas Socialistas -
Soviéticas

- D Mr KRIVOCHEEV Mark
Professor
Chairman, CCIR Study Group 11
7, St. Tverskaya
103375 MOSCOW
Tel: +7 095 9255108

UKR République d'Ukraine
Ukrainian Republic
República de - Ucrania

- C Mr STARODUB Nikolay
Deputy Minister
Post and Telecommunications
of the Ukrainian SSR
St. Kreshtchatik, 22
252001 KIEV
Tel: +044 2262323
Fax: +044 2286141

YUG Yougoslavie (République -
socialiste fédérative de)
Yugoslavia (Socialist Federal -
Republic of
Yugoslavia (República -
Socialista Federativa de)

- C Mr JELIC Slobodan
Assist.Fed.Secretary T&C
Community of Yugoslav PT&T
Palmoticeva 2
11001 Beograd
Tel: +38 11 338921
Fax: +38 11 636917

- CA Mr TESIC Mirko
Assist.Dir.Gen. Telecoms
Community of Yugoslav PT&T
Palmoticeva 2
11001 Beograd
Tel: +38 11 338921
Fax: +38 11 636917

- D Ms GOSPIC Natasha
Acting Assist.Dir.Gen. R&D
Community of Yugoslav PT&T
Palmoticeva 2
11001 Beograd
Tel: +38 11 338921
Fax: +38 11 636917

- D Mr MATEJIC Zivojin
Head of Planning, Development
and Statistics Dept
Community of Yugoslav PTT
Palmoticeva, 2
BELGRADE
Tel: +38 11 338921

- D Mr TASIN Stojan
Assist.Dir.Gen. Econ.Affairs
Community of Yugoslav PT&T
Palmoticeva 2
11001 Beograd
Tel: +38 11 338921
Fax: +38 11 636917

II. ORGANISATIONS INTERNATIONALES
INTERNATIONAL ORGANIZATIONS
ORGANIZACIONES INTERNACIONALES

BEL Belgique - Belgium - Bélgica

CEE
EEC

- C Mr HARDY Michael
Director
Commission of the EC
Rue de la Loi 200
B-1049 Bruxelles
Tel: +32 2 2369527
Fax: +32 2 2368875
- O Mr MEIJER Rudolf
Principal Administrator
Commission of the EC
Rue de la Loi 200
B-1049 Bruxelles
Tel: +32 2 2362376
Fax: +32 2 2362390

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América

PNUD
UNDP

- O Mr HEALY John F.
Senior Advisor, UNISTAR
UNDP
One United Nations Plaza
Rm TM 914
NEW YORK, N.Y. 10017
Tel: +212 6972642
Fax: +212 6975058

BM
WB

- O Mr NULTY Timothy
Senior Economist
World Bank
1818 H Street NW
Washington DC 20433
Tel: +1 202 4732586
Fax: +1 202 4770301

F France - France - Francia

EUTELSAT

- O Mme NAESLUND Birgitta
Exe. Asst. to Director General
EUTELSAT
33 Ave. du Maine - BP 107
F-75755 Paris Cedex 15
Tel: +33 1 45383783
Fax: +33 1 45383788

F France - France - Francia
(suite)

- O Mr GRENIER Jean
Directeur Général
EUTELSAT
33 Ave. du Maine - BP 107
F-75755 Paris Cedex 15
Tel: +33 1 45384770
Fax: +33 1 45383788

- O Mr REID Paul
Head, Techn. Org. Dept.
ETSI
B.P. 152
F-06561 Valbonne Cedex
Tel: +33 92 944200
Fax: +33 93 654716

- O Mr HAINES Philip
Business Services Manager
EUTELSAT
33 Avenue du Maine
F-75015 Paris
Tel: +33 1 45384741
Fax: +33 1 45384664

OCDE
OECD

- O Mr GASSMANN Hans-Peter
Division Head
OECD
Rue André-Pascal 2
F-75775 Paris-Cedex 16
Tel: +33 1 45249382
Fax: +33 1 45249332

- O Mr KELLY Tim
Communications Policy Analyst
OECD
Rue André-Pascal 2
F-75775 Paris-Cedex 16
Tel: +33 1 45249379
Fax: +33 1 45249332

UNESCO

- O Mr DUPONT Georges
Project Manager
UNESCO, Sector CII, Div.
Place de Fontenoy 7
F-75700 Paris
Tel: +33 1 45684195
Fax: +33 1 45674358

F France - France - Francia
(suite)

UNESCO
(suite)

- O Mr YUSHKIAVITSHUS Henrikas
Assist. Dir.Gen. for CI&I
UNESCO
Place de Fontenoy 7
F-75700 Paris
Tel: +33 1 45684320
Fax: +33 1 45664751

POL Pologne (République de)
Poland (Republic of)
Polonia (República de)

PNUD
UNDP

- O Mr GABRIEL Gary
Res.Rep.
UNDP
Warsaw

G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte

BERD
EBRD

- O Mr ROSS Pierre
Senior Project Manager
BERD
Leadenhall Street 122
London, EC3V 4EB
Tel: +44 71 3886000 ext. 6209
Fax: +44 71 3386106

- O Mr BAJENESCO Titu
Senior Project Manager
BERD
Leadenhall Street 122
London EC3V 4EB
Tel: +44 71 3386209
Fax: +44 71 3386106

- O Mr HAUGAN Odd
Senior Project Manager
BERD
Leadenhall Street 122
London EC3V 4QI
Tel: +44 71 3386053
Fax: +44 71 3386100

G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte
(suite)

BERD
EBRD
(suite)

- O Mr WYLLEMAN Edouard
EBRD
122 Leadenhall St.
LONDON EC3V 4QL
Tel: +44 71 3386679
Fax: +44 71 3386106

INMARSAT

- O Mr PHILLIPS Bob
Dep. Gen. Manager, Land Mobile
INMARSAT
Melton Street 40
London, NW1 2EQ
Tel: +44 71 7281290
Fax: +44 71 8729538
- O Mr WRIGHT David
Manager, Corporate Affairs
INMARSAT
Melton Street 40
London NW1 2EQ
Tel: +44 71 7281203
Fax: +44 71 7281163

SUI Suisse (Confédération)
Switzerland (Confederation of)
Suiza (Confederación)

AELE
EFTA

- O Mr ARNASON Birgir
Officer, Econ. Affairs De
EFTA
Rue de Varembé 9-11
1211 Geneva 20
Tel: +41 22 7491366
Fax: +41 22 7339291

III. AUTRES - OTHERS - OTROS

D Allemagne (République -
fédérale d')
Germany (Federal Republic of)
Alemania (República Federal de)

- O Mr BAADE Dieter
Director Export
Standard Elektrik L Lorenz AG
Lorenzstrasse 10
D-7000 Stuttgart
Tel: +49 7141 124432
Fax: +49 7141 124223
- O Mr BECKER Leo
Mngr Technic & Sales Promotion
Standard Elektrik Lorenz AG
Lorenzstrasse 10
D-7000 Stuttgart 40
Tel: +49 711 8212810
Fax: +49 711 8214120
- O Ms COSSELL Carmen
Office Manager
MCI International
Hang Strasse, 50
64650 HANAU
Tel: +49 6181 252021
Fax: +49 6181 252086
- O Mr DODEL Hans
Dipl. Eng.
DEUTSCHE AEROSPACE
P.O. Box 801169
D-8000 MUNICH 80
Tel: +4989 60727323
Fax: +4989 60724069
- O Dr HEUERMANN Arnulf
Head of Study Group
DETECON GmbH
Langer Grabenweg 35
D-5300 Bonn 2
Tel: +49 228 817640
Fax: +49 228 817768
- O Mr KAFKA Paul
Dipl. Ing.
Siemens AG
Wittelsbacherplatz 2
D-8000 Munchen
Tel: + 89 2344089
Fax: + 89 2342442
- O Mr KRANICH Karl-Heinz
Vice President
J.P. Morgan & Co.
Mainzer Landstrasse 46
D-6000 Frankfurt am Main 1
Tel: +49 69 7124286
Fax: +49 69 7124143

D Allemagne (République -
fédérale d')
Germany (Federal Republic of)
Alemania (República Federal de)
(suite)

- O Mr MERTENS Reinhold
Dipl.-Ing.
DETECON GmbH
Bertha-von-Suttner Platz 2-4
D-5300 Bonn 1
Tel: +49 228 7265700
Fax: +49 228 7265705
- O Mr NEDELICHEV Vladimir
Counsellor
Rohde & Schwarz GmbH & Co. KG
Muehldorfstrasse 15
D-8000 Muenchen 80
Tel: +49 89 41292670
Fax: +49 89 41293247
- O Mr PERMIEN Hans-Joachim
Manager Dev. & Engineering
Krone AG/NTE
Beeskowdamm 3-11
D-1000 Berlin 37
Tel: +49 30 88531436
Fax: +49 30 88531667
- O Mr THIELMANN Heinz
Dr., Member of the Board
PHILIPS KI
Thurn u. Taxis str. 10
8500 NUREMBERG
Tel: +0911 5262233
- O Mr TITSCH Juergen
Managing Director
MCI International
Lang Strasse, 50
6450 HANAU
Tel: +49 6181 252021
Fax: +49 6181 252086
- O Mr WOLLIN Johannes
Director, Eastern Europe
PHILIPS KI
Thurn u. Taxis str. 10
8500 NUREMBERG
Tel: +0911 5262583

ARG Argentine (République)
Argentine Republic
Argentina (República)

- O Ms BEIN Liliana Nora
President of the Arbitration
Estudio Bein y Asociados
Paraguay 794 - Piso 4
BUENOS AIRES
Tel: +54 1 8043104
Tel: +54 1 8043104

AUT Autriche - Austria - Austria

- O Mr WACHERMAYR Bruno
DKFM
KAPSCH/NORTHERN TELECOM
Wagenseilgasse, 1
A-1090 WIEN
Tel: + 811-11
Fax: + 811-11 DW 888
- O Mr BUM Anton
Director Public Relations
ALCATEL AUSTRIA AG
A-1211 WIEN
Tel: +431 27722/2444
- O Mr CAS Johann
Technology Assessment Unit
Postgasse 7/4/3
A-1010 Vienna
Tel: +43 1 5127153
Fax: +43 1 512715323
- O Mr PISJAK Paul
Technology Assessment Unit
Postgasse 7/4/3
A-1010 Vienna
Tel: +43 1 5127153
Fax: +43 1 512715323
- O Mr PRUCHA Karl
Director
SCHRACK TELECOM
Pottendorfer Strasse, 25-27
A-1121 VIENNA
Tel: +43 1 811004661
Fax: +43 1 811004680
- O Dr. RAFAJ Jan
Consultant
Kapsch AG
Wagenseilgasse 1
A-1121 Vienna
Tel: + 222 811110
Fax: + 81111888
- O Mr SKACEL August
Director
KAPSCH/NORTHERN TELECOM
A-1121 WIEN
Tel: + 811-11
Fax: + 811-11-888

AUT Autriche - Austria - Austria
(suite)

- O Mr SOBOTKA Hans
Dipl.-Ing. Dr. techn.
AUSTROCONSULT
Zieglergasse 7
A-1070 Vienna
Tel: +43 1 936547
Fax: +43 1 93654736
- O Mr STAMBOLDSHIEV Christo
Project & Sales Manager
SCHRACK TELECOM
Pottendorfer Strasse, 25-27
A-1121 VIENNA
Tel: +43 1 811005485
Fax: +43 1 81100699
- O Mr STARK
Director
KAPSCH/NORTHERN TELECOM
A-1120 WIEN
Tel: + 81111
Fax: + 81111 20 88
- O Mr STEWART Douglas
Northern Telecom AG
Landstrasse Hauptstrasse 2
A-1033 Vienna
Tel: + 1 7151212
Fax: + 1 7156792

BEL Belgique - Belgium - Bélgica

- O Mr DEGRAEUWE Jan
Directeur
BETELCOM
Bd Emile Jacqmain 166
B-1210 Bruxelles
Tel: +32 2 2183737
Fax: +32 2 2230546

CAN Canada - Canada - Canadá

- O Mr BOUCHARD Marcel L.
Managing Director
Telecoms Exec.Mngmt Institute
550 Sherbrooke West
Montreal, QUE. H3A 1B9
Tel: +1 514 8490666
Fax: +1 514 4991012

CAN Canada - Canada - Canadá
(suite)

- O Mr CHOCHOL Mirek
Regional Project Director
KAPSCH/NORTHERN TELECOM
9300 TRANSCANADA HWY
ST LAURENT - MONTREAL - P.Q.
H45-IK5
Tel: +514 9561010 ext.7860
Fax: +514 9563177

DNK Danemark - Denmark - Dinamarca

- O Mr AMMITZBOLL Per
Director
Teledanmark
H.C. Andersens Blvd 12
DK-1553 Copenhagen
Tel: +45 33 477777
Fax: +45 33 477619
- O Mr LARSEN-HOLST Frank
Area Sales Manager
GN Communications
Park Allé, 295
DK-2605 BRONDBY
Tel: +45 43434395
Fax: +45 43435354

E Espagne - Spain - España

- O Mr FERNANDEZ FERREIRA Julio
Telefonica de Espana
C/ Beatriz de Bobadilla 3
28040 Madrid
Tel: +34 1 5337593
Fax: +34 1 5334735
- O Mr PATOCS Gabor
Manager International Market
ALCATEL - Standard Eléctrica
Ramirez de Prado, 5
28045 Madrid
Tel: +34 1 4673000
Fax: +34 1 5390573

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América

- O Ms BOYD Evelyn
Advisor US Delegation
Motorola
1350 I Street NW, Suite 400
Washington DC 20005
Tel: +1 202 3716949
Fax: +1 202 8423578

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América
(suite)

- O Mr BURKE Mark
Marketing Director Europe
Teleconsult Inc.
2715 M Street NW, Suite 100
Washington DC 20007
Tel: +1 202 4663250
Fax: +1 202 3377534
- O Dr CHRISTIAN Carin
Advisor US Delegation
IC&C
P.O.Box 16392
Washington DC 20041
Tel: +1 703 4762604
Fax: +1 703 4762924
- O Mr CLARK Ian M.
Managing Director
J.P. Morgan & Co.
60 Wall Street
New York, NY 10260
Tel: +1 212 6487320
Fax: +1 212 8375012
- O Mr CORTEZ
US West
- O HE DOUGAN Diana
Ambassador/Advisor US Delegat.
CSIS
1800 K Street, Suite 400
Washington DC 20006
Tel: +1 202 7753263
Fax: +1 202 7753199
- O Mr DUMAS Charles E.
Managing Director
J.P. Morgan & Co.
60 Wall Street
New York, N.Y. 10260
Tel: +1 212 6487597
Fax: +1 212 8375053
- O Ms GALLAGHER Lynne
Director of Regulatory Affairs
Spring International
12490 Sunrise Valley Drive
Reston VA 22096
Tel: +1 703 6895971
Fax: +1 703 6895452
- O Mr GANLEY Oswald H.
Executive Director
Harvard University
200 Aiken
Cambridge, MA 02138
Tel: +1 617 4954114
Fax: +1 617 4954114

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América
(suite)

- O Mr GOLDSCHMIDT Douglas
Advisor
Alpha Lyracom
1, Pickwick Plaza
GREENWICH, CT 06830
Tel: +203 622 6664
Fax: +203 622 9163
- O Mr HATFIELD Dale
Advisor to US Delegation
Hatfield Associates, Inc.
4840 Riverbend Road, Suite 4
Boulder, CO 80301
Tel: +1 303 4425395
Fax: +1 303 4429125
- O Mr KNEIFEL Lothar
Debevoise & Plimpton
555 13th Street NW
Washington DC 20004
Tel: +1 202 3838000
Fax: +1 202 3838118
- O Mr LINDHORST W. Kenneth
Int. Services Vice President
AT&T
295 North Maple Avenue
Basking Ridge, NJ 07920
Tel: +1 908 2214179
Fax: +1 908 2214593
- O Mr LOFTUS Michael
Senior Consultant
US West
1250 23rd Street NW, Suite 275
Washington DC 20037
Tel: +1 202 4665050
Fax: +1 202 4665051
- O Mr LOPKER Patrick
Sr. Vice-President
The DISNEY Channel TV
3800 W. ALAMEDA #454
BURBANK CA 91361
Tel: +818 5697762
Fax: +818 5661518
- O Mr MELENDO Manuel
US West
- O Mr MUTH Robert
Senior Member, Technical Staff
GTE
1700 Research Boulevard
Rockville, MD
Tel: +1 301 7388946
Fax: +1 301 2948652

USA Etats-Unis d'Amérique
United States of America
Estados Unidos de América
(suite)

- O Mr PADDOCK Rick
Advisor US Delegation
ITA
- O Mr PORTER David
Government Affairs Director
AT&T - Room 1141M1
295, North Maple Ave.
BASKING RIDGE, NJ 07920
Tel: +908 221 6500
Fax: +908 221 4596
- O Ms SLESINGER Cathy
Exec. Director Int. Affairs
NYNEX
1828 L Street NW, Suite 1000
Washington DC 20036
Tel: +1 202 4160122
Fax: +1 202 9551179
- O Mr SOVA
Bell Atlantic
- O Mr STARTZ Paul
Advisor US Delegation
Paul, Weiss, Rifkind, Wharton
1615 L Street, NW, Suite 1300
Washington DC 20036
Tel: +1 202 2237334
Fax: +1 202 2237420
- O Mr STREETER John
Vice President for CSFR
Bell Atlantic International
Hotel Praha
Prague 1600
Tel: +42 2 3118111/ext. 223
- O Mr TICE Donald
Advisor US Delegation
Booz, Allen & Hamilton
4330 East West Highway
Bethesda MD 20814
Tel: +1 301 9514724
Fax: +1 301 9512255
- O Ms WISER Roxane
Adviser US Delegation
Ameritech International
1050 Connecticut Avenue NW
Washington DC 20036
Tel: +1 202 9553066
Fax: +1 202 2931021

FNL Finlande - Finland - Finlandia

- O Mr JARVINEN Antti
Export Manager
Nokia Cellular Systems Corp.
P.O.Box 44
SF-02601 Espoo
Tel: +358 0 510421
Fax: +358 0 51042460
- O Mr NIEMINEN Seppo
Manager, Export Sales
Nokia Cables; Telecoms Cables
P.O.Box 77
01511 Vantaa
Tel: +358 0 68251
Fax: +358 0 8701359
- O Mr OLKKOLA KEIJO
Vice President
NOKIA Telecommunications
P.O. Box 33
SF-02601 ESPOO
Tel: +358 051161
Fax: +358 05115241
- O Mr PULKKINEN Olli
Export Manager
Nokia Telecommunications Ltd
P.O.Box 33
SF-02601 Espoo
Tel: +358 0 5061155
Fax: +358 0 550258
- O Mr RYTKONEN Esko
Vice President Business Dev.
Nokia Cellular Systems
P.O.Box 44
SF-02601 Espoo
Tel: +358 0 510421
Fax: +358 0 51042460

F France - France - Francia

- O Mr AHO John K.
VP Group Executive Europe
Alcatel Trade Int.
33 rue Emeriau
F-75015 Paris
Tel: +33 1 40586060

F France - France - Francia
(suite)

- O Mr ROUX Dominique
Professeur
Université de Paris Dauphine
Pl. du Mar. de Lattre de Toss.
F-75775 Paris Cedex 16
Tel: +33 1 47043745
Fax: +33 1 35051513
- HUN Hongrie (République de)
Hungary (Republic of)
Hungria (República de)
- O Mr PRONAY Gabor
Vice-President
Hungarian Scientific Society
for Telecommunications
1126 BUDAPEST, XII
Tel: +36 1 1552321
Fax: +36 1 1553652
- O Mr TOMPA Ferenc
Chairman, Regulatory
Legal Committee
Scientific Society for Telecom
1126 BUDAPEST
Tel: +361 1 552321
Fax: +361 1 553652
- IND Inde (République de l')
India (Republic of)
India (República de la)
- O Mr RAGHAVAN S.V.
Director
I.I.T. MADRAS
Department Computer Science
& Eng.
MADRAS 600036
Tel: + 235 0563
Fax: + 235 0509

I Italie - Italy - Italia

- O Mr TERZANI Carlo
Chairman, CCIR Study Group 10
RAI
Viale Mazzini 14
I-00195 Roma
Tel: +39 6 3226248
Fax: +39 6 3225270

J Japon - Japan - Japon

- O Mr HAGINO Tadashi
Gen.Man., London Liaison Off.
Int. Telecom Japan Inc.
107 Cheapside
London, EC2V 6DQ
Tel: +44 71 2209000
Fax: +44 71 7262013
- O Mr HATANAKA Takazumi
Director
KDD Geneva Liaison Office
Avenue de Budé
1202 Geneva
Tel: +41 22 7341940
Fax: +41 22 7346670
- O Mr HINOSHITA Shigehiko
Chief eng. (Planning)
Fujitsu Ltd
1015 Kamikodanaka Nakaharu-ku
Kawasaki 211
Tel: +81 44 7771111
Fax: +81 44 7543590
- O Mr MUROTANI Masayoshi
Chairman, CCIR Study Group 9
Mitsubishi Electric Corp.
1-1, Ofuna 5-chome
Kamakura 247
Tel: +81 467 457658
Fax: +81 467 471251
- O Mr SATO Tomihiro
Engineering Manager
NEC Corp.
1753 Shimonumabe, Nakahara-ku
Kawasaki City 211
Tel: +81 44 4351351
Fax: +81 44 4351839
- O Mr SHIGE-EDA Yashuhiko
Deputy Director
KDD Engineering & Consulting
2-1-23, Nakameguro, Meguro-ku
Tokyo
Tel: +81 3 37948216
Fax: +81 3 37948209
- O Mr YAMAZAKI Michio
Deputy Manager
KDD
3-2, Nishshinjuku 2-Chome
Tokyo 163
Tel: +81 3 33476457
Fax: +81 3 33476470

HOL Pays-Bas (Royaume des)
Netherlands (Kingdom of the)
Países Bajos (Reino de los)

- O Mr DE JONGSTE Jan
Marketing Manager TCH
AT&T Network Systems
Larenseweg 50
NL-1200 BD Hilversum
Tel: +31 35 872438
Fax: +31 35 831418

POR Portugal - Portugal - Portugal

- O Mr SOUSA REGO José
Administration Board
TDC
Rua Alexandre Herculano 100-2
1200 Lisboa
Tel: +351 1 3876306
Fax: +351 1 650940

G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte

- O Mr COPPING Paul
MarketAnalysis/PlanningManager
Northern Telecom Europe Ltd
134 Bridge Road
Maidenhead, Berks. SL6 8DJ
Tel: +44 628 795090
Fax: +44 628 795253
- O Mr HALL David James
Marketing & Investment Networks
Cable & Wireless plc
90 Long Acre
London, WC2E 9SL
Tel: +44 71 3154971
Fax: +44 71 3155048
- O Ms MICHAELS Loretta
Manager, Market Analysis
Northern Telecom Europe Lt
NT House, Saint Cloud Way
Maidenhead, Berks. SL6 8XB
Tel: +44 753 813129
Fax: +44 753 813303

G Royaume-Uni de Grande-Bretagne -
et d'Irlande du Nord
United Kingdom of Great Britain -
and Northern Ireland
Reino Unido de Gran Bretaña -
e Irlanda del Norte
(suite)

- O Mr NICHOLAS Derek
INTUG
18 Westminster Palace
London SW1P 1rr
Tel: +44 71 7992446
Fax: +44 71 2342083
- O Mr RICKFORD Jonathan
Director of Gov. Relations
BT plc
Newgate Street 81
London, EC1A 7AJ
Tel: +44 71 3565101
Fax: +44 71 3565684
- O Mr STANISLAWSKI Stefan
Senior Consultant
Analysys Ltd
8-9 Jesus Lane
Cambridge, CB5 8BA
Tel: +44 223 460600
Fax: +44 223 460866
- O Mr WILSON John
Manager, International Affairs
Mercury Communications Ltd
26 Red Lion Square
London, WC1R 4HQ
Tel: +44 71 5282533
Fax: +44 71 5282073

S Suède - Sweden - Suecia

- O Mr STROM Carl-Henrik
Vice President
L.M. Ericsson
Corporate Markets
S-126 25 Stockholm
Tel: +46 8 7192445
Fax: +46 8 7191171

SUI Suisse (Confédération)
Switzerland (Confederation of)
Suiza (Confederación)

- O Mr. CONDON Brian
Business Development Manager
ADMERCA
Arosastrasse, 25
CH-8008 ZURICH
Tel: +41 1 554477
Fax: +41 1 559777

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia

- O Mr GONKEL Fred
Representative for CSFR
AT&T
Delnicka 12
Praha 7
Tel: + 876502
- O Mr ROMANOV Vladimir
Regional Manager
Datentechnik GmbH
Vodni 7
15000 Praha 5
Tel: +42 2 533667
- O Mr SOBOTKA Zdenek
Ing. Dr.Sc.
Tesla Radiospoj
Papirenska 17
16624 Praha 6
Tel: + 3116751
Fax: + 311987
- O Mr SVOBODA Vaclav
MSC Ing.
Datentechnik
Vodni 7
15000 Praha 5
Tel: + 533667
Fax: + 533667
- O Ms ZLOSKA Lida
Representative for CSFR
AT&T
Delnicka 12
Praha 7
Tel: + 876502

YUG Yougoslavie (République -
socialiste fédérative de)
Yugoslavia (Socialist Federal -
Republic of
Yugoslavia (República -
Socialista Federativa de)

- O Mr BALESTRIN Petar
Croatian Post & Telecom.
Jurisiceva 13
41000 ZAGREB
Tel: +38 41 275455
Fax: +38 41 420429
- O Dr PERAK Mato
Professor
University of Zagreb
Vukeliceva, 4
41000 ZAGREB
Tel: +38 41 435435
Fax: +38 41 420429
- O Mr ZMITKO Jiri

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia

METIS

Ms MACKOVA Simona
Mr MOSES Alexandr
Ms PASTALKOVA Ivana
Ms SCHLEGELOVA Irena
Mr SLADEK Radovan
Mr SMIDA Petr
Ms VELJACIKOVA Marketa

Secrétariat
Secretariat

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Secretariat
Ms BALASKOVA Olga
Secretariat
Ms BALAZOVA M.
Secretariat
Ms BILKOVA
Secretariat
Mr BRENISIN Miroslav
Secretariat
Ms CERNOHORSKA L.
Secretariat
Ms DOSTALOVA A.
Secretariat
Ms DUBOVA Alena
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Ms FASKOVA Z.
Secretariat
Mr FILIPEC Otakar
Secretariat
Ms FRIDRICHOVA Eva
Secretariat
Ms GREGOROVA Jana
Secretariat

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Secrétariat
Secretariat
(Suite)

Ms GURLICHOVA M.
Secretariat
Mr HAJEK Richard
Secretariat
Ms HANOVA E.
Secretariat
Ms HAVLENOVA D.
Secretariat
Mr HESS Milan
Secretariat
Mr HODEK Zdenek
Secretariat
Ms HORAKOVA Vilma
Secretariat
Mr HRAZDIRA O.
Secretariat
Mr JURSIK Stanislav
Secretariat
Ms KANINOVA Tereza
Secretariat
Mr KASPAR Jan
Secretariat
Ms KOSTAKOVA P.
Secretariat
Mr KREPELKA V.
Secretariat
Mr LISICKY R.
Secretariat
Ms LSKOVA Martina
Secretariat
Mr LUDVIK Jan
Secretariat
Ms MACHOVA J.
Secretariat

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Secrétariat
Secretariat
(Suite)

Mr MLIKA P.
Secretariat

Mr MUCHA P.
Secretariat

Mr NACHTMANN Karel
Secretariat

Mr NERAD Martin
Secretariat

Mr NOVAK Milan
Secretariat

Mr NOVOTNY M.
Secretariat

Ms OLLARIOVA Jarmila
Secretariat

Ms PACLOVA N.
Secretariat

Ms PALKOVA Alzbeta
Secretariat

Ms PASTERNAK N.
Secretariat

Ms PESINOVA D.
Secretariat

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Secretariat

Ms POKORNA Barbora
Secretariat

Mr POLAK P.
Secretariat

Ms PREISLEROVA Jaroslava
Secretariat

Mr PSENCIK Ladislav
Secretariat

Ms REZNICKOVA I.
Secretariat

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Secrétariat
Secretariat
(Suite)

Ms RIMANOVA
Secretariat

Mr ROCEK J.
Secretariat

Mr RYBA Pavel
Secretariat

Mr SCHNEIDER S.
Secretariat

Mr SEDLAK
Secretariat

Ms SEMETKOVSKA D.
Secretariat

Mr SIMSA J.
Secretariat

Ms SLEBODOVA M.
Secretariat

Mr SMATOLAN
Secretariat

Mr SVAJGL Vaclav
Secretariat

Mr SVOBODA H.
Secretariat

Mr TESAR P.
Secretariat

Mr TOMAN
Secretariat

Mr VANICEK Vilem
Secretariat

Mr VESELOVSKY J.
Secretariat

Mr VIK Boris
Secretariat

Ms VILIMOVA
Secretariat

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Secrétariat
Secretariat
(Suite)

Mr VIT Josef
Ms VOHLHUTHOVA V.
Secretariat
Ms VORISOVA M.
Secretariat
Ms ZAMECNICKOVA Jirina
Secretariat

Université/CVUT
University/CVUT

Mr CHOD Jiri
Mr KRIZOVSKY Frantisek
Mr LOJIK Vaclav
Mr PRIBYL Jiri
Mr RYNT Jiri
Mr SVOBODA J.
Mr SYKORA Jiri

Ministère Fédéral
Federal Ministry

Mr BUJNOVSKY Jan
Federal Ministry
Mr HESOUN Frantisek
Federal Ministry
Mr KINDL Jiri
Federal Ministry
Ms KOPECKA
Federal Ministry
Mr KOUDELA Pavel
Federal Ministry
Mr ORAVEC Peter
Federal Ministry

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Ministère Fédéral
Federal Ministry
(Suite)

Mr PROKOPIK Ivan
Federal Ministry
Ms PTACKOVA Hana
Federal Ministry
Dr ROUCKA Bohumil
Federal Ministry
Mr STRNAD Zdenek
Federal Ministry
Ms VANKOVA Bozena
Federal Ministry
Ms VILIMOVA Lydia
Federal Ministry
Mr ZADRAZIL Jan
Federal Ministry

Change
Money Exchange

Ms MEDRICKA Eva

TESLA KARLIN

Mr PAVLICI Milan
Mr POKORNY Petr

Université VSE
University/VSE

Ms CHVATALOVA Eva
Mr SAFRANEK Svatopluk
Mr SVAGR Alexej

Université/URE CSAV
University/URE CSAV

Mr KUCHAR

Université/VSDS/ZILINA
University/VSDS/ZILINA

Mr DADO Milan

TCH Tchécoslovaquie
Czechoslovakia
Checoslovakia
(suite)

Université/VSDS/ZILINA
University/VSDS/ZILINA
(Suite)

Mr KLIMO Martin

Mr KLUCKA

Mr KONVIT Milan

Mr VACULIK Martin

Mr. Nabil KISRAWI Counsellor/BDT	510
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Ms C. BIELIK Interpreter	
Ms K. BURNS Interpreter	
Ms F. LE DANTEC Interpreter	
Ms M. DUCROUX Interpreter	
Ms M. DE GREN Interpreter	
Ms M. GUCASSOFF Interpreter	

Ms E. NEKROUF
Interpreter

Mr. C. STENERSEN
Interpreter

Ms L. DE VILLOUTREYS
Interpreter

Ms D. BOCCARD
Assistant/SC

Ms P. BRAVENBOER
Secretary/BDT

Mr. R. GACHET
Chief/Documents

Ms R. GANOSE
Assistant/BDT

Ms C. KLEKR
Secretary/BDT

Ms L. RIZOV
Secretary/BDT

Ms M. THYNELL
Secretary-General's Assistant

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2	Provisional agenda	ITU
3	Annotated agenda	ITU
4	List of documents	ITU
5	Tomorrow's ITU: Report of the High Level Committee	CEPT Telecom United Kingdom Mr. Mike Morris
6	(1) Present situation and future of telecommunications in the Eastern European region (2) Present and future situation of Euroteldev project for the Eastern European region	CEPT Telecom Greece Mr E. Nicolaidis
7	Information for financing telecom project with special reference to funding the European Telecom	ITU, Geneva Mr. A.F. Odeh
8	Closing the capacity and technology gap in East European Telecommunications	Berlin University, Dr. J. Müller
9	The importance of information for socio-economic and cultural development	UNESCO, France Mr. G. Dupont
10	The priority role of investments in telecommunications for social and economic development	Ministry of PTT France Mr. J.-C. Deniaud
11	Strengthening industrial and technological capability for telecommunication development in Eastern Europe	UNIDO Secretariat Austria
12	The role of the European Community	CEE, Belgium Mr. M. Hardy
13	Regulatory trends in Hungarian telecommunications	Hungarian PTT Dr. K. Heller
14	Telecommunications in developing countries: The World Bank's perspective and role	World Bank, USA Mr. T. Nulty
15	Influence of user groups on strategies	Consultant, France Mr. J.-L. Cheval

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17	Productivity, procurement, partnership - towards a regional strategy	Consultant, France Mr. E. Becher
18	Financing problems and options of the Trans-European backbone telecommunications (TET) network	Telemalta, Malta Mr. E. Borg
19	Investment considerations, financial strategies and international co-operation	Ministry of PTT Poland Mr. A. Ksiezny
20	Telecommunications investment and financing in Central and Eastern Europe	OECD, France Mr. T. Kelly
21	Financial strategies for solving the telecommunication problems of the Eastern European countries	EBRD, UK Mr. T. Bajenescio
22 (cancelled)		
23	Typical management problems in Central and Eastern Europe and possible assistance for improving the situation	CPTI, Bulgaria Mr. S. Tintchev
24	Portugal - a case study of its developments in telecommunications	TDC Consultants Portugal Mr. J.M. Sousa-Rego
25	Swedish Telecom International Training	Swedish Telecom Mr. B. Olausson
26	Summary of the survey on present state and plans for telecom development in Central and Eastern Europe	ITU, Geneva Mr. M. Minges
27	Role of EUROTTELDEV in improving HRM and HRD	Federal Ministry CSFR Mrs E. Silna
28	Human resource management and development	ITU, Geneva Mr. J. Herrera

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29	The future evolution of telecommunication networks and services	CCITT, Geneva Mr. Th. Irmer
29A	The new radiocommunication environment strength for the future	CCIR, Geneva Mr. R.C. Kirby
30	CEPT and the future of European Telecommunications	CEPT Telecom Greece, Mr. E. Nicolaidis
31	The European Telecommunications Standards Institute (ETSI)	ETSI, France Mr. P. Reid
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33	Mobile satellite networks and services	INMARSAT United Kingdom Mr. R. Phillips and Mr. D. Wright
34	Telecommunications privatisation in the United Kingdom	British Telecom United Kingdom Mr. J. Rickford
35	CCIR Study Group 4 Activities	CCIR, Geneva Mr. E. Hauck
36	What is new in the work of Study Group 10	CCIR, Geneva Mr. C. Terzani
37 (cancelled)		
38	Monitoring evaluation and progress review (follow up)	ITU, Geneva Mr. R. Davidson
39 (cancelled)		
40	CCIR Study Group 12, Tasks and progresses	CCIR, Geneva Mr. J. Karjalainen

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41	CCIR Study Group 6, Propagation in ionized media	CCIR, Geneva Mr. L.W. Barclay
42 (cancelled)		
43	CCIR Study Group 8, Activities	CCIR, Geneva Mr. E. George
44	CCIR Study Group 9, Recent progress	CCIR, Geneva Mr. M. Murotani
45	European Institute for Research and Strategic Studies (EURESCOM)	EURESCOM, Germany Mr. Kurt Katzeff
46	European Telecommunication Indicators	ITU, Geneva Mr. M. Minges
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53	Address by Dr. Klaus W. Grewlich	Deutsche Telekom Germany Dr. Klaus W. Grewlich
54	Business planning considerations for rapidly expanding networks	Northern Telecom Europe, UK Mr. Paul Copping
55	Management and development of human resources	Telecommunications Executive Management Institute of Canada, Canada
57	Telecommunications in Canada 1991	Dept. of Communications Canada
58	International frequency	IFRB, Geneva Mr. W.H. Bellchambers
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60	Proposal for coordination of academic internet activities	INRIA, France and Centre d'etudes, CSFR Mr. Milan Sterba

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62	Cooperative mechanism: telecom coordination in Canada	Telecom Canada Mr. P. Davis
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64	Contribution to user groups in telecommunications strategy	Ministry of PTT Japan
65	Draft contribution by the Delegation of the United States of America (not published)	Delegation of the United States of America to the EU-RDC

