

EETT, taking into consideration: (a) the volume of applications concerning granting of licences for spectrum usage; (b) the importance of effective regulation of the relevant issues to the operation of the telecommunications market; and (c) its intention to harmonise spectrum management practices and regulations with the best practices as applied by other European countries, conducted a public tender procedure and assigned to a consultant the project of organising the Spectrum Directorate. This particular project has been submitted for inclusion in the Operational Programme "Information Society" (OPIS) under 3<sup>rd</sup> Community Support Framework (CSF III).

The Contractor will implement the following individual phases:

- Evaluation of current situation.
- Presentation of European practice and experience.
- Drafting of proposals on action plans.
- Drawing up of draft regulations to cover all EETT responsibilities in the radio spectrum area.
- Proposals on the development of an organisation plan for the Spectrum Directorate, also taking into consideration the relevant PD.
- Development of model forms.
- Assessment of needs in staff resources.
- Examination of training requirements and proposals on a training plan.
- Provision of support to EETT in connection with the implementation of the proposed organisational scheme.

Implementation of the first two stages had taken place by the end of 2002, and the project is to be completed by the summer of 2003.

## 4. EETT Management Plan 2003-2005

The period 2003-2005 will be of particular significance for increasing the competitiveness of the Greek telecommunications market, and EETT shall play a decisive role, in terms of both ensuring smooth operation of the market and promoting consumer rights. In order to better perform its tasks and carry out its responsibilities more effectively, EETT developed in 2002 a Management Plan for the next three years (2003-2005).

The Plan is indispensable for establishing the strategic directions of EETT, whose attainment is made possible by the implementation of specific action plans. The importance of the Management Plan and its necessity for the next three years lies in the fact that it establishes the framework for the operation and growth of EETT, by defining the Authority's policies, directions and actions within a predetermined time-horizon.

The strategic directions were established on the basis of the requirements of the environment within which EETT operates, which is external to the Authority, combined with the assessment of EETT's internal needs, which to a certain degree also depend on external requirements. Strategic directions helped in turn identify the areas on which the actions undertaken by EETT will focus, and thus the areas to which the Authority's resources will be primarily directed.

The strategic directions for the period 2003-2005 are the following:

1. Safeguarding consumer rights and consumer protection in the telecommunications and postal services sectors.
2. Ensuring provision of high-quality services by EETT to consumers and providers of telecommunications and postal services.
3. Development of the telecommunications market through the introduction of modern networks and

innovative services which provide capabilities for easy access to all.

4. Promotion of fair competition in networks and services.
5. Safeguarding the operation of the telecommunications market sector in accordance with the principles of competition.
6. Ensuring provision of Universal Service (US) in the telecommunications and postal services sectors.
7. Optimal utilisation of the radio spectrum and safeguarding of its legitimate use.
8. Ensuring that the telecommunications equipment used meets the appropriate specifications.
9. Effective management of the radio communications environment during the 2004 Olympic Games.
10. Ensuring that the gradual and controlled liberalisation of the postal market takes place in accordance with the principles of competition.
11. Improvement in the quality of the postal services provided.
12. Strengthening of EETT relations with corresponding NRAs abroad, and increasing the participation of EETT in international decision-making bodies.
13. Recognition of EETT as an Independent Authority providing high-quality services.
14. Ensuring the organisational structures and infrastructures that allow EETT to successfully carry out its activities and meet its goals.

In order to pursue the above strategic directions, specific projects were identified and specifications were established for their implementation, which will take place in the course of the next three years.

After the first six months of implementation of the Management Plan, an assessment exercise will be conducted, addressing issues related to progress, the need to redefine projects and the identification of new needs that will have resulted from anticipated changes in the institutional framework and from advances in technology.

## 5. "Information Society"

The OPIS under the CSF III consists of a series of interventions in various areas of economic and social activity, so that these have a catalytic effect on the development of the Information Society in Greece. Communications are one such area, and constitute one of the key action lines of the Operational Programme (OP).

In the framework of developing its Business Plan for its participation in the OPIS, EETT has identified the following two Strategic Action Lines, whose implementation falls within the targets and goals of the OP:

*Strategic Action Line 1:* Modernisation of structures and implementation of mechanisms for radio spectrum management

*Strategic Action Line 2:* Improvement of the effectiveness of EETT's operation

In order to attain the goals of the above Strategic Action Lines, several projects of special importance to EETT have been identified, followed by the development of detailed implementation plans. At the same time, a management and monitoring mechanism was set up for these projects, staffed by EETT personnel.

The above mechanism has been entrusted with the following responsibilities:

- Forwarding for approval for funding of the projects specified in the EETT Business Plan, as well as of other projects that will emerge in the future and that are considered to be compatible with the OPIS goals.
- Ensuring that the projects are awarded and implemented in compliance with the requirements of the OPIS Managing Authority.
- Monitoring of physical and economic progress of projects, and ensuring observance of the