

CITEL/RES. 79 (VII-18)¹

STRATEGIC PLAN OF CITEL FOR 2018-2022

The Seventh Regular Meeting of the Assembly of the Inter-American Telecommunication Commission (CITEL),

CONSIDERING:

- a) That, by means of Resolution CITEL RES. 70 (VI-14), the Strategic Plan of CITEL for 2014-2018 was approved;
- b) That, at the Seventh Regular Meeting of the Assembly of CITEL, Working Committee 1, Structure and Strategic Planning (including the subject of CITEL's financial sustainability in 2018-2022),

RESOLVES:

1. To adopt the Strategic Plan of CITEL for 2018-2022, hereto annexed.
2. To establish a working group to draw up the Strategic Plan of CITEL for 2022-2026 and build the relevant indicators to monitor and evaluate implementation of the present plan.
3. To forward this Strategic Plan to the Permanent Consultative Committees of CITEL for its implementation.
4. To revoke Resolution CITEL RES. 70 (V-14).

INSTRUCTS COM/CITEL, PCC.I, AND PCC.II:

To draw up relevant indicators to measure the progress of the strategic goals, objectives, and activities set forth in the present plan, under the coordination of COM/CITEL's Working Group on the Strategic Plan of CITEL.

ANNEX TO RESOLUTION CITEL/RES. 79 (VII-18)

STRATEGIC PLAN FOR CITEL FOR 2018-2022

1. VISION

The full integration of the American States into the World Information Society and the digital economy, with a view to enabling and accelerating social, economic, cultural, and environmentally sustainable

¹ CITEL/doc. 554/18 rev. 3 cor. 1

development for all the region's inhabitants through the development of telecommunications and information and communication technologies (ICTs).

2. MISSION

To facilitate and promote the integral and sustainable development of interoperable, innovative, and reliable telecommunications/ICTs in the Americas, under the principles of universality, equity, and affordability.

3. STRATEGIC GOALS

1. To promote digital inclusion

This goal consists of:

Promoting initiatives to expand the use, adoption, and penetration of telecommunications/ICTs in the Americas; fostering their harmonization, universalization, and affordability; bridging the digital divide and promoting practices and principles that benefit users and digitally empower them to exercise their rights.

Focusing special attention on the most disadvantaged, remote, and/or hard-to-reach populations, persons with disabilities, and other persons with specific needs, older persons, women, children, and indigenous peoples in order to increase digital literacy and production of and access to local content to enable them to better appropriate these technologies, as telecommunications/ICTs facilitate the full development of their capacities.

Promoting digital financial inclusion and the development of a regional digital market, making it easier for citizens and businesses to trade through secure and reliable digital infrastructure and services.

2. To develop a harmonized and interoperable telecommunications/ICT environment

This goal consists primarily of:

Encouraging the development of interoperable telecommunication/ICTs in the Americas, including infrastructure, services, equipment, and devices, and the creation of mechanisms, initiatives, incentives, and regulations to serve remote, unserved, or underserved areas. Proposing measures to enable greater transparency, affordability, and the reduction and/or elimination of overcharging for international roaming, focusing particular attention on the realities and needs of border areas.

Foster harmonization of spectrum use in the Americas, boosting access of users to broadband connectivity.

3. To enhance CITEL's institutional and financial sustainability and the region's participation

This goal seeks to:

Bolster CITEL's institutional image, raise awareness in the OAS of CITEL's contributions to OAS strategic goals and, therefore, increase the budgetary allocation from the OAS to the regular fund of CITEL. Enhance the procedures, mechanisms, and tools available to support the work of CITEL and its members.

To promote greater and more active participation of Member States from all subregions and all stakeholders of the telecommunication/ICT sector in CITELE's activities, and to increase and enhance the participation of Associate Members.

To promote cooperation and coordination with other organizations and/or international, regional, and subregional entities of the telecommunication/ICT sector and other sectors that might be of interest to achieve CITELE's objectives.

To boost regional coordination in order to participate in other organizations and/or entities, especially the International Telecommunication Union (ITU).

4. OBJECTIVES

1. To increase telecommunication/ICT access, penetration, and coverage.
2. To increase the affordability of telecommunication/ICT services and devices.
3. To increase digital literacy and capabilities relative to telecommunications/ICTs, as well as to build capacities to develop and keep communication networks in remote areas.
4. To bridge the digital divide and reduce inequality, particularly in underserved areas and regarding gender, disabilities, older persons, or persons with specific needs.
5. To increase interoperability and interconnectivity, of telecommunications/ICTs in the Americas, including international connectivity and harmonization of spectrum use.
6. To increase the budget of both the regular fund and specific fund, and the contributions of non-financial resources by the OAS.
7. To increase the participation and positioning of CITELE in the regional and international ICT/digital ecosystem.
8. To increase the participation of Member States and Associate Members in all meetings of CITELE.
9. To improve CITELE's procedures and support tools (website, search engine, data bank, access to hosted information, communication tools, etc.).

5. ACTIVITIES AND PLAN OF ACTION

Activity	Objective									Responsible parties
	1	2	3	4	5	6	7	8	9	
1. To identify and recommend best practices to reduce the digital divide among and within the Member States;	X	X	X							COM/CITELE PCC.I
2. To promote gender equality, diversity, and			X	X						COM/CITELE

	Objective								Responsible
inclusion in the telecommunication/ICT sector;									PCC.I
3. To produce and disseminate information and recommendations on best practices in regards to public policies and regulatory environment for telecommunications/ICTs;	X	X	X	X	X				COM/CITEL Secretariat PCC.I PCC.II
4. To promote the interoperability of telecommunication/ICT infrastructure, services, devices, and networks, and regional and international connectivity;	X	X			X				COM/CITEL PCC.I PCC.II
5. To foster the adoption of and compliance with the upper exposure limit of human beings to electromagnetic radiation of non-ionizing radiofrequencies in the region, based on international recommendations, as well as promoting the adoption of technical specifications for electromagnetic compatibility protecting the telecommunication/ICT services;					X				PCC.II
6. To foster affordable, widespread access to telecommunications/ICTs, including Internet access, with fair, transparent, stable, predictable, and non-discriminatory regulatory environments;	X	X	X	X					COM/CITEL PCC.I PCC.II
7. To promote telecommunication/ICT services provided to the population in the region consistent with quality levels based on international parameters;					X				PCC.I
8. To encourage the protection of the rights of users of telecommunication/ICT services and their empowerment through information and education;	X	X	X	X					PCC.I
9. To promote access to telecommunication/ICT services for persons with disabilities and those with specific needs;	X	X	X	X					PCC.1
10. To foster discussions on public policy issues related to the Internet, particularly with fixed and mobile broadband;	X	X			X				COM/CITEL PCC.I
11. To promote efficient and equitable orbit/spectrum use in the region on the basis of studies and technological advances in line with the priorities, regulations and requirements of the Member States;	X				X				PCC.II
12. To foster completion of the transition to digital broadcasting;				X	X				COM/CITEL PCC.II
13. To channel telecommunication/ICT needs of Member States regarding natural disaster early warning, mitigation, and relief;			X		X				PCC.I
14. To promote discussions and exchanges of best practices on the identification and optimization			X		X				PCC.I PCC.II

	Objective								Responsible
in the use of telecommunication/ICT resources;									
15. To promote the exchange of best practices in terms of security in telecommunication/ICT services and devices, and to bolster cybersecurity actions;		X			X				PCC.I
16. To promote interregional agreements to eliminate additional charges for roaming;		X							PCC.I
17. To promote the drafting of recommendations and dialogue for the coordination of cross-border frequencies;				X	X				PCC.II
18. To promote training, technical cooperation, and technology transfer through CITEL's Regional Training Centers;			X				X		Secretariat COM/CITEL PCC.I PCC.II
19. To intensify cooperation and coordination of activities, initiatives, projects, and programs with the International Telecommunication Union (ITU), particularly with the ITU Regional Bureau for the Americas, and with other international, regional, and subregional organizations and entities;	X	X	X	X	X				Secretariat COM/CITEL, PCC.I PCC.II
20. To monitor implementation of initiatives adopted for the region of the Americas in the ITU Development Sector (budget allocation and project development, execution, implementation, and completion);	X	X	X						Secretariat PCC.I
21. To draft and submit Regional Proposals to the Advisory Groups, Study Groups, and World Conferences/Assemblies of the International Telecommunication Union (ITU);	X	X	X	X	X				COM/CITEL, PCC.I PCC.II
22. To develop a work program for the 2030 ICT Alliance, in order to further its objectives and monitor their achievement;	X	X	X	X	X				Secretariat COM/CITEL PCC.I PCC.II
23. To develop/implement financial sustainability strategies for CITEL, including attracting new members and preparing concrete regional projects based on the guidelines of CITEL and the working groups themselves, especially the PCC.I;						X	X		Secretariat COM/CITEL
24. To strengthen CITEL by improving and systematizing management of its various procedures and activities;								X	Secretariat COM/CITEL
25. To enhance the participation of the Member States and Associate Members of all subregions in the activities of CITEL and to promote the adhesion of new Associate Members;						X	X		Secretariat COM/CITEL PCC.I PCC.II

	Objective								Responsible
26. To promote and continue expanding synergies and strategic alliances with actors of the ICT/digital ecosystem within and outside of the region, within a multi-stakeholder environment;	X	X	X						Secretariat COM/CITEL PCC.I PCC.II
27. To finish developing the search engine on CITEL's website;							X	X	Secretariat COM/CITEL
28. To publish information on CITEL's website about the documents and instruments (resolutions, decisions, recommendations) adopted in all areas of CITEL;			X			X	X	X	Secretariat COM/CITEL PCC.I PCC.II
29. To publish information on CITEL's website about the Working Groups and chairs of CITEL's Committees;			X				X	X	Secretariat
30. To ensure that the OAS continues and increases its contributions to the budget of the CITEL Regular Fund and its support of CITEL with non-financial resources;						X	X	X	Secretariat COM/CITEL
31. To coordinate with ITU the organization of workshops, seminars, and training events at CITEL meetings;			X				X		Secretariat COM/CITEL PCC.I PCC.II
32. On an annual basis, to submit to the OAS General Assembly the results of CITEL's work and its importance for achieving the strategic goals of the OAS;			X			X	X		Secretariat COM/CITEL

Strategic Goals
1. To promote digital inclusion
2. To develop a harmonized, interoperable telecommunication/ICT environment
3. To enhance CITEL's institutional and financial sustainability and the region's participation

Objectives	Goal 1	Goal 2	Goal 3
1. To increase telecommunication/ICT access, penetration, and coverage	X	X	
2. To increase the affordability of telecommunications/ICT services and devices	X	X	
3. To increase digital literacy and capabilities relative to telecommunications/ICTs, as well as build capacities to develop and keep communication networks in remote areas	X		
4. To bridge the digital divide and reduce inequality, particularly in underserved areas and in terms of gender, disability, older persons, and persons with specific needs	X		X
5. To increase telecommunication/ICT interoperability and interconnectivity in the Americas, including international connectivity and harmonization of spectrum use		X	

6. To increase the budget of both the regular and specific fund, and the contribution of non-financial resources by the OAS		X	X
7. To increase the participation and positioning of CITELE within the regional and international ICT/digital ecosystem	X	X	
8. To increase the participation of Member States and Associate Members in all CITELE activities and meetings	X	X	X
9. To improve the procedures and support tools for CITELE activities (website, search engine, data bank, access to hosted information, communication tools, etc.)			X

6. GLOSSARY OF TERMS

STRATEGIC PLAN

The Strategic Plan defines the Strategy of CITELE for a four-year period in order to fulfil its Mission. It defines Strategic Goals and Objectives and represents CITELE's plan for that period. It is the main instrument enshrining CITELE's strategic vision.

VISION

The better world CITELE wants to see.

MISSION

The Mission refers to CITELE's main overall purposes, as stipulated in the Statute.

STRATEGIC GOALS

Strategic Goals refer to CITELE's high-level targets to which the objectives contribute, directly or indirectly. These relate to the whole of CITELE.

OBJECTIVES

Objectives are the expected results during the period covered by the Strategic Plan; they provide an indication as to whether the Goals have been achieved. Objectives may not always be achieved for reasons that may be beyond CITELE's control.

ACTIVITIES

Activities refer to the work of CITELE's Committees, COM/CITELE, and Secretariat in a given period of time to meet the strategic objectives and goals.