

CITEL RES. 59 (V-10) ¹

ADOPTION OF THE STRATEGIC PLAN OF CITEL FOR 2010-2014

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

CONSIDERING:

- a) That by resolution CITEL RES. 52 (IV-06), the Strategic Plan of CITEL 2006-2010 was approved;
- b) That in 2009, COM/CITEL and the Permanent Consultative Committees examined the matter; and
- c) That at the Fifth Regular Meeting of the Assembly, Working Committee 1, “Structure and Strategic Planning,” was formed, which prepared the Strategic Plan for 2010-2014, containing the vision, purpose, telecommunications/ICT environment, strategic goals, specific objectives, and plan of action for that term,

RESOLVES:

To adopt the Strategic Plan of CITEL for 2010-2014, hereto annexed.

ANNEX TO RESOLUTION CITEL RES. 59 (V-10) ²

STRATEGIC PLAN OF CITEL FOR 2010-2014

The definitions of the terms used throughout this document are contained in Annex 1.

1. VISION

High-level specialized advisory body of the Organization of American States (OAS), leader in the region in all aspects involving telecommunications and information and communications technologies (ICTs) (hereinafter telecommunications/ICTs), representing to the world the aspirations and cultural diversity of different regional players, with the aim of achieving the region’s full integration into the Information and Knowledge-based Society.

¹ CITEL/doc. 466/10

² CITEL/doc. 429/10 rev. 5

2. PURPOSE

To facilitate and promote the integral and sustainable development of telecommunications/ICTs in the Americas based on the principles of universality, solidarity, transparency, equity, reciprocity, nondiscrimination, technological neutrality, and resource optimization, taking account of the environment and sustainable human development to benefit society in every country of the region.

3. THE TELECOMMUNICATION/ICT ENVIRONMENT

Historically, in the framework of the OAS, the Inter-American Telecommunication Commission (CITEL) has directed its actions toward seeking consensus and convergence of interests among its Member States on matters where a joint position is needed, whether in political, regulatory, or technical and economic aspects, or to exert substantial influence in forums in which other regions participate.

The telecommunication sector has evolved and grown substantially in recent years. The adoption of Global System for Mobile Communications (GSM) technologies, the development of Fourth Generation (4G) networks and higher systems, the expansion of mobile services, the development of wireless technologies, the adoption of the IP protocol, the implementation of digital television, and the incipient growth of high-speed Internet access are some of the trends now noted worldwide.

Technological development has meant access to new technologies and diversification of the supply of services. However, it has also impacted the population, defining new consumption habits and new ways of interrelating, communicating, and interacting with the environment, from which new public demands and expectations have ensued..

Moreover, this development/progress has resulted in new inequalities and divides among the countries of the region that stem from their array of situations and generating a need for efforts to reduce them and to promote regional development as a whole.

In that connection, we recognize that the development of telecommunications/ICTs can widen existing inequalities or can – on the contrary – contribute to and encourage social development if an appropriate course is taken.

Therefore, we realize that harmonized participation by the different players based on a participatory dialogue of equals is essential to guarantee the sustainability of actions undertaken to contribute to efforts at the regional and international levels to reduce social inequality and promote our region's development.

Accordingly, account must be taken of the environment in which CITEL works and the factors to be considered in implementing its mandate.

3.1 POLITICAL AND REGULATORY FACTORS

Account should be taken of the following:

- a) In 2000, the United Nations (UN) Millennium Summit was held, where member countries agreed to establish eight goals to be achieved by 2015.

In order to promote the attainment of these goals, Target 8f urged the United Nations member countries, in co-operation with the private sector, to make available the benefits of information and communication technologies (ICTs).

In that regard, it was affirmed that national policy supported by the use of ICTs should guarantee universal and equal access, eliminating not only the technological but also the social and economic divide that prevents the most disadvantaged population from accessing them.

b) The World Summit on the Information Society (WSIS) reached consensus regarding political declarations and the implementation of the goals established in the following documents:

- Declaration of Principles
- Plan of Action
- Tunis Agenda for the Information Society
- Tunis Commitment

c) Declarations and plans of action of the Summits of the Americas.

d) Policy statements and reference documents providing guidelines for telecommunication development in the Americas, such as “The Blue Book: Telecommunication Policies for the Americas.”

e) Market trends of both products and services are promoting greater private sector participation and creating new needs and expectations.

f) The convergence of all areas of telecommunications has altered its nature, which may entail adjustments to national regulatory systems.

g) The importance of telecommunications/ICTs for economic and social development in the context of the Information Society.

h) Today’s developments in society, the use of science and technology, and awareness of the need for environmental protection are making it necessary for the telecommunications/ICT sector to seek options promoting environmental policies and, hence, to establish policies for responsibility and awareness of the use of green technologies.

3.2 TECHNOLOGICAL FACTORS

The recent changes in the field of telecommunications/ICTs are characterized by the following realities:

a) Rapid technological advances – among others, broadband development, Internet access, and digitization of broadcasting – have made it possible to improve service efficiency, reduce infrastructure costs, and implement new services.

b) The rapid development of IP-based networks and wireless systems, as well as the need to take optimal advantage of the benefits of that technology for all peoples of the world, at fair prices.

c) The convergence of telecommunication networks and services/ICTs is redefining the frontiers of the industry and promoting new opportunities in terms of products and services, especially to support, *inter alia*, education, health, governmental, environmental, green technology, and industrialization programs, posing new and policy and regulatory challenges.

d) Substantial differences among countries as regards the expansion and modernization of telecommunication services and major deficiencies in information and communication technology infrastructure in most Member States.

- e) The development of telecommunications/ICTs entails an increase in the supply of products and services, with an ensuing need to establish programs that promote and improve the supply of technical and professional human resources. To that end, policies, plans, and programs need to be designed to improve education and training in keeping with the needs of these sectors.
- f) The need for appropriate public policies, regulations, and standards to promote the introduction on the market of new technologies with a high degree of reliability and interoperability, in an environment of legal certainty and healthy competition.
- g) It is now essential for telecommunications/ICTs to be used to achieve the economic and social development of the States, and their organizations and citizenry. Therefore, regulatory policy, standardization, and legislation must take account of principles such as technological neutrality, which promotes greater accessibility and development.
- h) Convergence of technology and services is leading to new demands for digital inclusion and a need to assess the scope of the concept of universal service.
- i) Technological advances, the supply of new services, and their access costs are widening the divide between and within the countries of the region, pointing to a need for infrastructure development and industry promotion plans, and for cost structures to be defined and reviewed.
- j) The steady growth of the Internet has transformed the lives of citizens, with implications such as the proliferation of cyber-threats and online browsing risks.

4. STRATEGIC GOALS

- 1. To promote greater active participation by the Member States of CITELE and all actors of the telecommunication/ICT sector in the activities of CITELE.
- 2. To promote and coordinate activities, initiatives, projects, and programs of interest to the Member States related to the development of telecommunications/ICTs in the region.
- 3. To step up cooperation and coordination of activities, initiatives, projects, and programs with the International Telecommunication Union (ITU) and other international, regional, and subregional organizations and entities, including those with which CITELE has cooperation agreements, in order to optimize the use of scarce human and financial resources.
- 4. To represent and defend the interests of CITELE in regional and international forums, especially the interests of the Member States for which international representation is difficult, with a view to defining future consensus positions in those forums.
- 5. To promote discussions and actions in order to present results to the countries of the region, addressing matters related to, *inter alia*, universal service, economic and social development, environment, the development of infrastructure and new technologies, and the harmonized and efficient use of the radio spectrum.
- 6. To ensure the long-term financial stability and sustainability of CITELE.

5. SPECIFIC OBJECTIVES

1. To maintain, expand, and strengthen cooperation among the Member States of CITEL and the associate members, as well as with the private sector in general and international, regional, and subregional telecommunication organizations and other entities related to the telecommunication sector, with a view to greater rapprochement with market agents and to achieving the sustainable integral development of telecommunications/ICTs in the region.
2. To strengthen mechanisms for preparations for international telecommunications/ICT meetings in order to submit consensus-based common proposals enabling the regional position to be defended in the international context.
3. To identify and recommend options to address problems of the existing digital divide among and within the Member States, in keeping with the mandates of the Summits of the Americas and, most recently, the Declaration of Port of Spain of the Fifth Summit, and with the activities and projects undertaken by the Economic Commission for Latin American and the Caribbean (ECLAC) related to the implementation of the Strategy for the Information Society in Latin America and the Caribbean (eLAC-2010).
4. To disseminate information on latest generation telecommunications/ICTs and to serve as a focal point for the information needs of the Member States.
5. To promote training, technical cooperation, and technology transfer through the ITU's Center of Excellence for the Americas Region, CITEL's Regional Training Centers, and organizations with which CITEL has cooperation agreements.
6. To promote the efficient use of the radiofrequency spectrum and of satellite orbit resources in the region based on the priorities and requirements of the Member States.
7. To promote the drafting and development of documents and studies on regulation for the preparation of telecommunication/ICT-related reports and recommendations.
8. To strengthen the institutional image of CITEL.
9. To serve as a means for the Member States to channel their needs regarding natural disaster mitigation and – should the need arise – their telecommunication needs, including in kind donations and collaboration of human capital.

6. PLAN OF ACTION

• • • Specific objectives	• • Expected results	• • Party responsible
<ul style="list-style-type: none"> 1. To maintain, expand, and strengthen cooperation among the Member States of CITEI and the associate members, as well as with the private sector in general and international, regional, and subregional telecommunication organizations and other entities related to the telecommunication sector, with a view to greater rapprochement with market agents and achieving the sustainable integral development of telecommunications/ICTs in the region. 	<ul style="list-style-type: none"> Debates and studies on priority matters and dissemination of the corresponding results. 	<ul style="list-style-type: none"> COM/CITEI, PCC.I, PCC.II
	<ul style="list-style-type: none"> Expanded participation by the Members in the meetings of CITEI and new memberships. 	<ul style="list-style-type: none"> COM/CITEI, PCC.I, PCC.II
	<ul style="list-style-type: none"> Greater cooperation and the establishment of new cooperative ties with other entities. 	<ul style="list-style-type: none"> Member States, Secretariat of CITEI
<ul style="list-style-type: none"> 2. To strengthen mechanisms for preparations for international telecommunications/ICT meetings in order to submit consensus-based common proposals enabling the regional position to be defended in the international context. 	<ul style="list-style-type: none"> Development in time and form of common proposals for presentation at world conferences of the International Telecommunication Union (ITU), with greater participation by Members of CITEI. 	<ul style="list-style-type: none"> Member States
	<ul style="list-style-type: none"> Effective, efficient participation by spokespersons of the Member States. 	<ul style="list-style-type: none"> Member States, the Conference Preparatory Working Group, PCC.I, PCC.II, Secretariat of CITEI
	<ul style="list-style-type: none"> Greater participation in relevant interregional meetings. 	<ul style="list-style-type: none"> Member States
<ul style="list-style-type: none"> 3. To identify and recommend options to address problems of the digital divide existing among and within the Member States, in keeping with the mandates of the Summits of the Americas and, most recently, the Declaration of Port of Spain of the Fifth 	<ul style="list-style-type: none"> Greater connectivity and digital literacy. 	<ul style="list-style-type: none"> COM/CITEI, PCC.I, PCC.II
	<ul style="list-style-type: none"> Greater use of telecommunications/ICTs. 	<ul style="list-style-type: none"> Member States, Secretariat of CITEI

<ul style="list-style-type: none"> • • Specific objectives • 	<ul style="list-style-type: none"> • • Expected results 	<ul style="list-style-type: none"> • • Party responsible
<p>Summit, and with the activities and projects undertaken by the Economic Commission for Latin American and the Caribbean (ECLAC) related to the implementation of the Strategy for the Information Society in Latin America and the Caribbean (eLAC- 2010.)</p> <ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Identification of standardization priorities for the region. • 	<ul style="list-style-type: none"> • PCC.I •
	<ul style="list-style-type: none"> • Double broadband penetration over the next four years. 	<ul style="list-style-type: none"> • Member States
<ul style="list-style-type: none"> • 4. To disseminate information on the latest generation of telecommunications/ICTs and to serve as a focal point for the information needs of the Member States. 	<ul style="list-style-type: none"> • Information available and updated. 	<ul style="list-style-type: none"> • COM/CITEL, PCC.I, PCC.II, associate members, Secretariat of CITEL
<ul style="list-style-type: none"> • 5. To promote training, technical cooperation, and technology transfer through the ITU Center of Excellence for the Americas Region, the CITEL Regional Training Centers, and organizations with which CITEL has cooperation agreements. • 	<ul style="list-style-type: none"> • Seminars, workshops, tutorials, and courses of interest to the Member States. • 	<ul style="list-style-type: none"> • COM/CITEL, PCC.I, PCC.II •
<ul style="list-style-type: none"> • 6. To promote the efficient use of the radiofrequency spectrum and of satellite orbital resources in the region, based on the priorities and requirements of the Member States. 	<ul style="list-style-type: none"> • Recommendations by CITEL on radiocommunication services to achieve interconnectivity, interoperability, and the most efficient use of the spectrum and orbit resources. • 	<ul style="list-style-type: none"> • PCC.II
	<ul style="list-style-type: none"> • Training related to the management of radio spectrum allocations and the use of satellite orbit resources, with the collaboration of the ITU and other organizations. 	<ul style="list-style-type: none"> • PCC.II
<ul style="list-style-type: none"> • 7. To promote the drafting and development of documents and studies on regulation, in order to prepare telecommunication/ICT-related reports and recommendations. • 	<ul style="list-style-type: none"> • Documents addressing the needs of the Member States. • 	<ul style="list-style-type: none"> • COM/CITEL, PCC.I, PCC.II • •
<ul style="list-style-type: none"> • 8. To strengthen the institutional image of CITEL. 	<ul style="list-style-type: none"> • Greater recognition of the work of CITEL by the Member States and the telecommunications sector. • 	<ul style="list-style-type: none"> • COM/CITEL, PCC.I, PCC.II, Secretariat of CITEL

• • • Specific objectives	• • Expected results	• • Party responsible
<ul style="list-style-type: none"> 9. To serve as a medium for the Member States to channel their needs regarding natural disaster mitigation and – should the need arise – their telecommunication needs, including in kind donations and collaboration of human capital. 	<ul style="list-style-type: none"> Recommendations to ensure the least impact on the telecommunication sector in the event of natural disasters. 	<ul style="list-style-type: none"> PCC.I, PCC.II
	<ul style="list-style-type: none"> Coordination between Member States to restore telecommunication/ICT services. 	<ul style="list-style-type: none"> Member States, Secretariat of CITEL
	<ul style="list-style-type: none"> Advice for telecommunication network reconstruction. 	<ul style="list-style-type: none"> Member States

ANNEX 1 STRATEGIC PLAN OF CITEL FOR 2010-2014

Definition of the terms used in the document

Purpose

The purpose describes the main overall function of CITEL, as stipulated in its Statute and Regulations.

Strategic goals

The high-level goals of CITEL, to which the Committee's objectives contribute directly or indirectly.

Specific objectives

The specific objectives of CITEL. The results expected to be achieved within a specific period.

Expected results

Expected results should reflect the desired outcome of activities (outputs, which are sometimes referred to as "outcomes"). They should be linked, where applicable, to the underlying objectives of the Strategic Plan.

Key performance indicators

Key performance indicators (KPI) are the criteria or characteristics used to measure the results obtained, which in turn are used to achieve the different objectives defined in the strategic planning process. Those indicators may be qualitative, quantitative or both. They are the scale used to measure and evaluate, among other things, progress toward the generation of results and the achievement of objectives.