

COM/CITEL DEC. 113 (XXXVIII-21)¹

SUBMISSION OF THE RECOMMENDATIONS AND CONCLUSIONS CONTAINED IN THE REPORT OF THE WORKING GROUP ON FINANCIAL SUSTAINABILITY OF CITEL TO THE VIII REGULAR MEETING OF THE ASSEMBLY OF CITEL

The 38 Meeting of the Permanent Executive Committee of CITEL, COM/CITEL,

DECIDES:

1. To submit to the VIII Regular Meeting of the Assembly of CITEL the recommendations and conclusions of the Final Report of the Working Group on Financial Sustainability of CITEL, contained in Document COM/CITEL/doc. 327/21, for its consideration and analysis.
2. To invite the Administrations to study and evaluate the recommendations and conclusions of the Final Report of said Working Group, contained in Annex I of this decision, and to submit, for analysis and discussion, their proposals and contributions to the VIII Regular Meeting of the Assembly of CITEL regarding those recommendations that CITEL could implement in future.

ANNEX I TO DECISION COM/CITEL DEC. 113 (XXXVIII-21)

Recommendations to implement a short-, medium-, and long-term strategy

Based on the financial and structural analysis of CITEL, as well as the points of view received through the interviews, the following proposals and recommendations are identified to implement measures and strategies in the medium and long term that could be implemented to improve the financial sustainability of CITEL.

Recommendations regarding the operation and working methods of CITEL:

- To implement coordination mechanisms that make it possible to identify issues of common interest between both Permanent Consultative Committees and facilitate collaboration between them.
- Adopt and implement virtual meetings between Committee meetings to advance the work required and, as far as possible, consider implementing hybrid meetings, with due consideration of working methods and rules of procedure for hybrid meetings. Although at the beginning of a study period virtual meetings of the Committees could work, as the work progresses, face-to-face meetings are essential to achieve regional proposals and better results in the consensus of the region.
- Identify digital strategies and tools that reduce the costs generated by the interpretation and translation of documents.
- Whenever possible, consider not increasing dues for Associate members. Some Associate Members may contribute sponsorships to Committee meetings.

¹ COM/CITEL doc. 344/21 rev. 2

- Analyze and evaluate the terms of reference of CITEL and its Permanent Consultative Committees in order to establish specific mandates and consider moving towards convergent and new issues related to digital transformation and the fourth industrial revolution.
- If possible and taking account of working methods around meeting participation by non-members, other OAS organizations could be invited to the meetings to share expertise or information pertinent to the work of the Committees which could generate a greater impact for CITEL.
- Consider that the mandates and terms of reference of the Working Groups and Rapporteurships, as well as their Work Plans, are specific and realistic with the aim that at the end of the study period the objectives have been met.
- Establish a smaller number of Reports or Working Groups, with a clear focus so that their objectives and specific projects can be clearly defined. In the case of Reports, they should be tied to specific projects, so the Rapporteurships should only exist for the time necessary to implement the related projects and delete them once they are concluded.
- Increase the virtual work meetings of the Working Groups and/or Reports between Committee meetings in order to reduce translation times in the meetings and have more complete works.
- Encourage the presentation of contributions that help achieve the strategic objectives of the working groups. Analyzing the number of contributions that are presented to the Committee, as well as the work executed, can help to identify the Groups or Rapporteurships that could streamline their work during meetings or be suppressed at some point.
- Reduce the time in Committee meetings for Working Groups that do not receive contributions from Members.
- Consider establishing clear objectives and specific results of the activities executed by the Committees, especially the Questionnaires that are prepared with the purpose of sharing information, and, where appropriate, implement mechanisms that encourage the response by the Member States or Associates Members, in order to meet the objectives established therein.
- Implement deliverables with a clear and functional objective for the future regarding questions or information requirements that may be executed in the Work Groups, Rapporteurships, etc.

Recommendations in the short, medium and long term:

- Improve the administration of documentation at the organizational level of CITEL to improve the identification of Recommendations, Decisions, Reports, etc. Establish priorities from the CITEL General Assembly regarding the work and results of CITEL with actions that in the future may reduce CITEL's costs. Implement high-level regional events in which all interested CITEL Members participate. CITEL events allow better collaboration and dialogue between the private and public sectors, which gives better collaborative results in the region and generates added value for the institution.
- Consider options for working on research on current and convergent issues, in which the participation of academia and other interested parties is encouraged.
- It is important to improve the synergy between PCC.I and PCC.II in order to improve collaboration and issue management within the Committees.
- Create incentives with associations from the telecommunications sector and industry to attract their participation within CITEL, which will indirectly help CITEL's financial situation.

- Increase added values for Associate Members in which they can provide more information of their interest within the work of the Committees.
- Maintain and increase initiatives within CITELE with topics or projects of interest to the private sector and support of the Members of the Organization.
- Analyze the decrease in the days of meetings of the Committees or, failing that, make use of ICTs to promote the progress of work digitally and generate hybrid meetings.
- Establish mechanisms for monitoring the work and proposals within CITELE in order to be able to evaluate the results of the work of each committee. Likewise, having concrete outcomes will generate better results in the region and within CITELE.
- Eliminate activities that do not provide a return on investment for CITELE or its members or added value. Although all events are important, expenses should be reduced for events that do not generate results for the Organization.

Conclusions.

- According to the activities and analysis executed by this Working Group, it can be concluded that an improvement in financial sustainability, structure and management of CITELE could be achieved by implementing various measures, especially those related to working methods and structure of the Commission, while the organization must seek to increase the number of its Associate Members, by attracting new actors that go beyond the telecommunications sector.
- It is necessary to perform actions from short to long term, taking into consideration the agreements reached by all CITELE Members. The actions taken in the future will achieve better results in the financial sustainability of the organization and better adaptability of the needs of the Administrations of the region.
- Collaboration between the Members and the different committees of CITELE is fundamental for the work within CITELE. This will position CITELE as an organization to follow with best international practices before other counterpart organizations.