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**PLENARY MEETING**

**Document 4-E**  
**27 September 2021**  
**Original: English**

**Note by the Secretary-General**

**CANDIDACY FOR THE POST OF SECRETARY-GENERAL**

Further to the information published in Document 3, I have the pleasure in transmitting to the Conference, in annex, the candidacy of:

**Ms Doreen BOGDAN-MARTIN (United States of America)**

for the post of Secretary-General of the International Telecommunication Union.

Houlin ZHAO  
Secretary-General

**Annex: 1**



THE PERMANENT MISSION  
OF THE  
UNITED STATES OF AMERICA  
TO THE  
UNITED NATIONS AND OTHER INTERNATIONAL ORGANIZATIONS  
IN GENEVA

No. 58-21

The Permanent Mission of the United States of America to the United Nations and Other International Organizations in Geneva presents its compliments and is pleased to respond to ITU Circular Letter No. 21/41, September 27, 2021.

The Government of the United States of America is pleased to announce the following candidatures for elections to be held during the ITU Plenipotentiary Conference in Bucharest, Romania, from September 26 to October 14, 2022.

The Government of the United States has the honor to nominate and support Ms. Doreen Bogdan-Martin for the position of Secretary-General of the International Telecommunication Union. A nomination letter from Secretary of State Antony J. Blinken and Ms. Bogdan-Martin's curriculum vitae, vision statement, and biographic information are included with this diplomatic note.

Ms. Bogdan-Martin has spent over 30 years in the telecommunications sector, including the last three years as Director of the ITU Development Bureau. Ms. Bogdan-Martin also has a demonstrated commitment to bridging the digital divide and has focused her work on expanding connectivity for people all over the

the world.

If elected, Ms. Bogdan-Martin will strive for an ITU that aims to achieve universal digital connectivity that is safe, inclusive, and affordable; collaborates with partners for greater impact; and excels as an institution with integrity, transparency, and accountability. We hope all ITU Member States will support her candidacy and vote for her at the Plenipotentiary Conference.

The Government of the United States also has the honor to present its candidature for re-election to the ITU Council, Region A (Americas), for the period 2023-2026. The United States has been a member of Council since its creation in 1948 and remains a strong supporter of the ITU, both as a financial contributor and through expert participation and leadership throughout the whole range of ITU activities. The United States is committed to strengthening the ITU in partnership with ITU Member States and Sector Members.

The valuable support of the ITU Member States for Ms. Bogdan-Martin for Secretary-General of the ITU and the United States candidature for ITU Council will be highly appreciated.

The Permanent Mission of the United States of America to the United Nations and Other International Organizations avails itself of this opportunity to renew to the International Telecommunications Union, the assurances of its highest consideration.

Enclosures

Geneva, September 27, 2021

International Telecommunications Union  
In Geneva.



THE SECRETARY OF STATE  
WASHINGTON

September 24, 2021

The Honorable Houlin Zhao  
Secretary-General  
of the International Telecommunication Union  
Geneva

Dear Mr. Secretary-General:

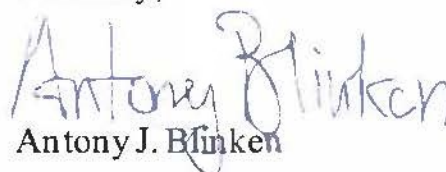
The United States is pleased to nominate Doreen Bogdan-Martin for Secretary-General of the International Telecommunication Union (ITU) at the election to be held at the ITU Plenipotentiary Conference in Bucharest, Romania, from September 26 to October 14, 2022.

Ms. Bogdan-Martin, who currently serves as Director of the ITU's Telecommunication Development Bureau, has devoted her career to the ITU. She has dedicated nearly three decades to ensuring all people can benefit from telecommunications and information and communication technologies. She has prioritized bridging digital divides, improving accountability, and advancing global initiatives on school connectivity, innovation, digital transformation, and youth engagement. She understands the urgency of universal connectivity, the importance of interoperable networks and services, and the need for efficient spectrum management and regulatory collaboration among governments.

As the international community leverages telecommunications and information and communication technologies for economic and social development, the ITU would benefit greatly from her leadership, expertise, experience, and vision. I have no doubt Bogdan-Martin will continue to drive connectivity for all and help lead the organization into the digital future.

The United States is honored to nominate and fully support Ms. Bogdan-Martin. This election is a top priority for the United States, and we appreciate the support and vote of all member states for Ms. Bogdan-Martin.

Sincerely,

  
Antony J. Blinken

**DOREEN BOGDAN-MARTIN**  
Candidate for the post of Secretary-General  
International Telecommunication Union (ITU)

***A trusted, connected digital future for all***



I offer my candidacy as Secretary-General of ITU. I envision an organization at the forefront of global efforts to meet connectivity needs and expand digital opportunities for all people. I will work tirelessly to strengthen ITU as an increasingly forward-looking, fact-based, impact-driven, results-focused, transparent, and responsive organization. We will be ‘fit4purpose’ to lead our Members into the digital future.

My vision for ITU has three complementary pillars:

- 1) ***Aiming high*** to achieve universal digital connectivity, that is both safe and inclusive;
- 2) ***Collaborating effectively*** to increase impact and sustainability; and
- 3) ***Excelling as an institution*** with integrity and accountability.

## **Aiming High ... on universal connectivity**

***An ITU that enables safe, inclusive and affordable access to the internet for all by 2030***

As Secretary-General, I will ensure that ITU adds transformative value in the mission to bring the unconnected online. Connectivity is central to achieving the UN Common Agenda 2030 – it is the essential catalyst and means of delivery for the targets of the 17 Sustainable Development Goals (SDGs). We must deliver universal connectivity underpinned by resilient and secure networks for the 3.7 billion people still off-line. This is at the heart of my vision for our organization. The work of ITU’s Bureaus on the harmonization of radio spectrum and on the development of international standards for high quality networks and services will be fundamental. So will our work on effective regulatory practices that attract investment and ensure competition. We will be relentless in our pursuit of universal connectivity.

My track record includes:

- Directing the Broadband Commission for Sustainable Development advocating universal, affordable broadband;
- Brokering major joint initiatives with UN and donor agencies and private sector partners, e.g., ITU/UNICEF school connectivity program (GIGA), and Digital Transformation Centers;
- Leading Equals Partnership Secretariat tackling the digital gender access, skills and leadership divide; and
- Strengthening our regulatory and policy engagements with demonstrated results (e.g., ITU/World Bank Digital Regulation Toolkit and Platform) and data collection and analysis (e.g., launched Measuring Digital Development series and Digital Development Dashboards).

## **Aiming High ... on shaping our digital future**

### *An ITU at the vanguard of thought leadership on new and emerging technologies*

As a UN organization, ITU should be a thought leader and reference resource in shaping humanity's increasingly digital future. As Secretary-General, I will build ITU's expertise on, and readiness to harness, the best of digital innovation and safeguard against potential harmful impacts. We must be at the vanguard of understanding transformational technologies such as 5G and then 6G, the Internet of Things, artificial intelligence and machine learning. ITU will bring future-oriented design thinking and co-creation to our products and services. We will strengthen advisory services to Members to facilitate responsible deployment of high-speed networks. Stepping up to the future requires leveraging ITU's ability to convene stakeholders globally and inclusively, integrating voices of developing countries, women and girls, youth, and civil society into our action plans to ensure they have a voice in shaping the digital future.

My track record includes:

- Launching the design of an International Center for Digital Innovation;
- Conceiving an ITU-wide Youth Strategy for and by youth including an intersectoral youth task force;
- Launching Generation Connect Board to drive youth engagement and conceptualizing Global Youth Summit to precede the World Telecommunication Development Conference; and
- Improving coherence amongst programs to ensure they produce useful evidence-based forward looking technical and policy guidance.

## **Aiming High ... in building agility and resilience**

### *An ITU ready for challenge and complexity*

ITU requires agility to respond to unforeseen world events and adapt to disruptions to the organization itself. The COVID-19 pandemic is a wake-up call for urgent strategic preparation, action, and risk mitigation capabilities. It highlights the urgency of connectivity, interoperability of networks and services, efficient spectrum management, and regulatory collaboration within and among governments. As Secretary-General, I will ensure ITU has up-to-date operational readiness and business risk and contingency plans, including to support our Members when needed. I will establish a crisis team that engages in scenario planning, contingency planning and strategic forecasting exercises. We will have ready-response processes and coordinate these with our partner organizations. Our teams will be able to adapt to real needs as they evolve.

My track record includes:

- Championing COVID response initiatives, policy measures, guidelines, and strategic partnerships to address urgent connectivity challenges;
- Updating emergency telecommunications guidelines for epidemic preparedness;
- Creating the Global Network Resiliency Platform (REG4COVID) to compile measures taken to help communities remain connected during the pandemic;
- Launching CYB4COVID, a platform of cybersecurity resources; and
- Redeploying staff (as BDT Director) and making temporary assignments during the pandemic to support the needs of members and maintain business continuity, staff morale and engagement with Members.

## Collaborating for Impact... through partnering with others

*An ITU that combines its strengths in partnerships with other organizations to strategic effect*

We must capitalize on ITU's unique combination of public and private sector membership and rich inter-organizational relationships. As Secretary-General, I will continue to pursue effective global partnerships for the organization, as I have done as Director of the Telecommunication Development Bureau. We will practice a culture of collaboration, including with outside investors, operators, technology companies, standard setting institutions, development banks and expert bodies. We will partner with Members, leverage their expertise and resources, mobilize new resources, and pursue new voluntary and in-kind contributions. I will draw on my connections and experience developing partnerships to identify, expand and deepen ITU's relationships with key stakeholders – as well as support the regional offices and Bureaus in their partnership endeavors. This will improve our effectiveness, influence and efficiency.

My track record includes:

- Brokering 50 new partnerships with the private sector, development banks and donor agencies, attracting yearly commitments of almost USD 15 million to advance digital development;
- Launching the Road2Addis series of collaborative connectivity dialogues amongst all stakeholders and the Giga school connectivity project with donors and UNICEF;
- Leading the Connect2Recover initiative focused on action for affordable and reliable connectivity as part of COVID-19 recovery; and
- Co-leading the Digital Development Joint Action Plan and Call for Action with the World Bank, World Economic Forum and GSMA.

## Collaborating for Impact... by fortifying from within

*An internally coordinated ITU worth more than the sum of its parts*

The ITU's tripartite structure is one of its great assets, allowing for many initiatives on an array of topics responsive to countries and situations with differing needs. However, the Bureaus have greater impact with their resources and meet our Members' needs better when they collaborate. For instance, we can make greater use of shared internal platforms and common procedures for the various ITU meetings and their preparatory processes. Our membership will welcome greater consistency and efficiency. As Secretary-General, I will lead the way looking for opportunities for collaboration among staff and teams across the Bureaus, and support the Bureaus in implementing these.

My track record includes:

- Pursuing consistently cross-Bureau collaboration throughout my more than 25 years with the ITU;
- Working closely as BDT Director to engage my fellow Directors in our projects and our work on innovation, youth, digital literacy, and digital cooperation issues;
- Driving internal collaboration on annual WSIS Forum, gender equality, child online protection, and cybersecurity; and
- Participating in the Coordination Committee of the ITU's five elected officials.



## Collaborating for Impact...to deliver on the ground

### *An ITU providing value for Members in every region*

Our regional presence is key to ITU's mandate and mission – and has been a guiding aspect of my leadership in the organization. As Secretary-General, I will strive for a coherent, efficient, expert regional presence that yields rewards in ITU Member countries. To demonstrate measurable and meaningful impact at a regional and national level, I will improve the regional distribution of resources to meet our Members' needs. I will lead efforts to reduce duplication and improve coordination across the Bureaus. This will enable our regional staff to deliver high quality results faster, better and more transparently. We will be a trusted partner in regional and national projects with other organizations.

My track record includes:

- Pursuing closer engagement among the regional offices as well as with HQ;
- Ensuring major subject focus areas have representatives in each region and that we work together as one;
- Strengthening our engagement with the UN and the UN country teams;
- Initiating a comprehensive review to strengthen, empower, and increase relevance of ITU regional and area offices; and
- Delivering new tools to support member states, Last Mile Connectivity Solutions Guide, the Smart Village Blueprint, and Emergency Telecommunication Guidelines.

## Excelling as an Institution... by sharpening our performance

### *A superb, efficient, results-based ITU producing clear outcomes*

We must manage ITU's human and financial resources efficiently, transparently and with accountability. As Secretary-General, I will build on the organization's results-based approach to professional management and our working methods. We will produce clear and measurable outcomes and communicate our results clearly to our Members, especially our conference outputs. I will hold the General Secretariat and each Bureau to high standards. We will ensure that our staff are the best in class, equipped with cutting-edge knowledge and future-focused thinking. Increasing diversity – geographic, gender, domain knowledge and youth – in our workforce will help drive a culture of readiness and innovation across the ITU. The ITU will be a learning organization that invests in and supports our people, enabling them to better advise our Members.

My track record includes:

- Instituting a Project Board to review and approve new projects, monitor and oversee timely implementation of our 70+ project portfolio;
- Introducing a full Results-Based Management process together with the necessary training, clearly reflected outputs and KPIs;
- Creating management dashboards for real-time tracking; and
- Implementing an extensive up-skilling program for staff on project management, resource mobilization, communications and results-based management.

## Excelling as an Institution.....by reinforcing governance

### *An ITU upholding high standards, and having the confidence of its Members and respect of its peers*

Under my leadership as Secretary-General, ITU will honor the Constitution and Convention, report effectively and transparently to the Plenipotentiary and Council, bring forward well-considered proposals, and implement their directions and the Strategic Plan. ITU will serve as a well-prepared steward of its mandate, fiduciary responsibilities and resources. We will have the confidence of our Members and the respect of our peer organizations.

We will identify, propose, implement, and monitor measures across the institution that ensure our financial management and preparation systems are robust, and that our reputation is rock solid. As the leader of the ITU, I will ensure ethics is front and center. I will press for an uncompromising focus on integrity, respect, and impartiality at all levels and in every domain.

My track record includes:

- Directing the Internal Controls Group to tackle weaknesses in governance, ethics and fraud detection, expert recruitment and compliance, financial and procurement procedures, and strengthening overall internal controls and procedures, reporting to Council;
- Establishing a compliance dashboard within the BDT to track timely implementation of audit and other recommendations;
- Directing and managing ITU conferences, serving as Secretary to the Plenipotentiary Conference, Secretary to the ITU Council, Principal advisor to ITU Secretary-General, Chair of the Gender Task Force and other roles; and
- Participating actively in the review of Governing Body decisions and tracking to ensure implementation.

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My leadership approach and experience align with the vision I have set out above. I have been devoted throughout my more than 25 years with ITU to making meaningful connectivity accessible in all its forms. I have built long-standing relationships with our Members and other UN organizations, as well as with the private sector, financing institutions, civil society, and academia. I will continue to bring team spirit, honesty, openness, and the willingness to listen that will steer the ITU through its responsibilities and challenges. It would be my honor and privilege to serve this organization as its Secretary-General. I ask for your confidence and your support on this important journey.

## DOREEN BOGDAN-MARTIN

[www.linkedin.com/in/doreentbogdan](http://www.linkedin.com/in/doreentbogdan)



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### BIOGRAPHY

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Doreen Bogdan-Martin is a forward-looking, inclusive, and globally recognized leader with 30 years of experience in the Information and Communication Technologies (ICT) sector, government relations, and multilateral organizations, including nearly 28 years with the International Telecommunication Union (ITU). She combines deep knowledge of the ITU with a member-driven focus, strong leadership, uncompromising integrity and a collaborative style. With her technical expertise and experience, she brings honesty, openness, and a willingness to listen. She knows how to build upon the ITU's strengths - and where to reform its weaknesses in pursuit of universal, safe, inclusive, and affordable access to ICTs.

At the helm as Director of the ITU Telecommunication Development Bureau (BDT) since January 2019, Doreen has executed extensive reforms as promised in her election campaign, building a refocused, impact-driven Bureau. This includes upskilling BDT's staff and adapting BDT's technical assistance, tools and expertise for the challenges of bridging the digital divide. She has put in place a Results-Based Management (RBM) system, improved internal accountability, and initiated a comprehensive review of reporting across BDT's global network of offices. She is reforming BDT into a dynamic, responsive and fit-for-purpose organization. Also as promised, Doreen has delivered new partnerships, brokering over 50 agreements since she took office, and launched global initiatives on school connectivity, innovation, digital transformation and youth engagement, as well as an ITU-wide Youth Strategy and a Generation Connect Board to bring the voices of youth to the table.

Doreen has demonstrated leadership during a time of a crisis. When the Covid-19 pandemic hit, Doreen established a Global Network Resiliency Platform (REG4COVID) to support stakeholders in maintaining and extending connectivity. She and her team produced guidelines and tools for the public on digital skills and cybersafety. Doreen implemented measures early to ensure staff safety and wellbeing (virtual coffee chats, townhalls and other engagements) and keep them fully engaged in the BDT's mission.

Leading ITU's Strategic Planning & Membership Department from 2008-2018, Doreen directed global conferences, led member relations and communications, and oversaw the ITU's relations with the UN. She was instrumental in creating the Broadband Commission for Sustainable Development, which she continues to manage as its Executive Director. She pioneered and oversees ITU's ongoing contribution to the EQUALS Global Partnership for Gender Equality in the Digital Age, created the #BYND Youth Summit, and is leading ITU's collaboration with UNICEF on the Giga project to connect all the world's schools.

Doreen holds a Master's degree in International Communications Policy from American University in Washington, DC and post-graduate certification in Strategies for Leadership from the Institute for Management Development in Lausanne, Switzerland, and she is certified in Accountability and Ethics by the United Nations Leaders Programme. She is an affiliate of the Harvard University Berkman-Klein Center for Internet and Society, and is a Generation Unlimited Champion and a Champion of the EDISON Alliance led by the World Economic Forum. Doreen serves on a number of advisory bodies, including the Geneva-Tsinghua Initiative, the Sustainable Development Goals (SDG) Lab Advisory Board, the UN Technology Innovation Labs, and the Alumni Expert Council of the Internet Governance Lab of the American University in Washington D.C. She is also a qualified amateur radio operator and a member of the Institute of Electrical and Electronics Engineers (IEEE). Doreen is married with four children.



## DOREEN BOGDAN-MARTIN

Candidate for the post of Secretary-General,  
International Telecommunication Union (ITU)

[www.linkedin.com/in/doreentbogdan](https://www.linkedin.com/in/doreentbogdan) Twitter @doreenbogdan

### WORK EXPERIENCE

2019 – present

#### INTERNATIONAL TELECOMMUNICATION UNION (ITU), Geneva, Switzerland

##### Director, Telecommunication Development Bureau

*As BDT Director, implemented a refocused, impact-driven Bureau, upskilled our staff, refined our structure, addressed challenges countries face in bridging the digital divide, and ensured our technical assistance, tools and expertise were adapted to tackle these challenges. Highlights include:*

- **Implemented people-centered leadership** approach, embracing consultative and participatory processes.
- **Increased accountability** by leading the internal controls group to tackle weakness in governance, ethics and fraud detection. Improved expert recruitment and compliance, financial and procurement procedures, and strengthened overall internal controls and procedures. Revamped our projects process with the establishment of a Projects Board to ensure proper review and consultation at the conceptualization stage, improvement of reporting and monitoring tools, and proper review and compliance at the project closure stage.
- Introduced a full **Results-Based Management** process that included training and clearly reflected outputs and KPIs, which ensured alignment between the program, regional initiatives and other projects. Created management dashboards to provide real-time tracking.
- Initiated a comprehensive review, working with outside consultancy, to strengthen, empower, and increase relevance of ITU **regional and area offices** including a closer alignment with UN country teams.
- **Upskilled** BDT competences and championed project management training for all BDT project managers, resulting in 80 staff certified in Project Management for Development; led the creation of a change champion network with 40+ staff certified in the UN change management program; built an ongoing process to increase competence in results-based management, resource mobilization and communications for development.
- Achieved more than 50 new **partnerships** in 2019-2020 period with the private sector, development banks and donor agencies, resulting in yearly commitments of almost USD 15 million.
- Brokered major **joint initiatives** with UN and other partners, including ITU/UNICEF school connectivity program (GIGA); and Digital Transformation Centers (DTCs) initiative with donor agencies and private sector.
- Directed **Broadband Commission for Sustainable Development**, working with 50+ thought leaders around the globe to advocate for universal and affordable broadband for all. The Commission's annual flagship State of Broadband Report, and the outcomes of its various working groups addressing financing, education, health, gender, among others are an evidence-based leading reference source for the UN, and member nations.
- Collaborated closely with **UN digital cooperation** process. Co-led digital cooperation roadmap groups on connectivity and digital capacity building. Co-led 'ITU and UN Digital Cooperation During COVID' high level webinar series. Co-led **Technology and Innovation** Coalition of **UN Generation Equality** process.
- Launched the **International Center of Digital Innovation (I-CODI)** to support development and use of innovation within ITU and as a service for member states.
- Championed **COVID response** actions consisting of events, policy measures and guidelines, and strategic partnerships to address connectivity challenges including –
  - created the Global Network Resiliency Platform (REG4COVID) to compile measures taken to help communities remain connected;
  - launched Connect2Recover with donor countries to reinforce reliable connectivity;
  - launched CYB4COVID a platform of resources to enhance cybersecurity measures;
  - updated child online protection guidelines;
  - modified emergency telecommunications guidelines to address epidemic preparedness,
  - supported Broadband Commission development of the Agenda for Action;
  - co-led with World Bank, WEF and GSMA the digital development joint action plan.
  - convened the economic experts roundtable to address the economic aspects of COVID.



- Delivered new **tools to support member states**, Last Mile Connectivity Solutions Guide, the Smart Village Blueprint (a proof of concept rolled out in Niger), and Emergency Telecommunication Guidelines.
- Strengthened our **regulatory and policy engagements**, with the ITU/World Bank Digital Regulation Toolkit and Platform and **data collection and analysis**, by launching of Measuring Digital Development series.
- Enhanced **capacity development** offerings for Members with launch of new ITU online Academy platform; brokered training partnerships with member countries and other training institutes. Recent highlights include virtual cyber drills, emergency telecoms training, and related table-top simulations.
- Conceived an ITU-wide **Youth Strategy** for and by youth. Created an intersectoral youth task force. Launched Generation Connect Board and conceptualized Global Youth Summit to take place prior to World Telecommunication Development Conference (held every four years).
- Led **Equals** Partnership Secretariat with 100+ partners tackling the digital **gender** access, skills and leadership divide. Organized Equals in Tech annual award. And project lead for Tech as driver of women's economic opportunities in LDCs.

2008 — 2018

### Chief, Strategic Planning and Membership

*Headed ITU General Secretariat Strategic Planning and Membership Department for Secretary-General, directing a team of six division managers and 80 staff and spearheading important changes including:*

- Overhauled **Member relations** to pursue a 'customer-oriented' approach, focused on understanding and responding to Member needs and interests and streamlined membership system.
- Launched major **engagement across the UN system**, bringing ITU's expertise into all UN ICT-related activities (including myriad dimensions of sustainable development).
- Transformed ITU's **public profile and communications**, consolidating its brand, now conveying an image across the internet, social and traditional media of an institution that is relevant, expert and professional.
- Improved ITU's **efficiency, transparency and governance** through various improved procedures.
- Served as: **Secretary to the Plenipotentiary Conference; Secretary to the ITU Council** (which governs the ITU between Plenipotentiary Conferences); Principal advisor to ITU Secretary-General, Chair of the Gender Task Force, Member and Secretary of the Management Coordination Group; Secretary of the Coordination Committee; Member of the General Secretariat Management Committee, the Intersectoral Task Force, and the WSIS/SDG Task Force.
- Created **Equals Global Partnership** (<https://www.equalsintech.org>) a multi-stakeholder evidence-based network bringing women to tech and tech to women. Created the **Equals Tech Awards, an annual award to recognize** outstanding achievements and innovative strategies that harness ICTs for women's empowerment.
- **Directed and managed ITU global conferences**, overseeing preparations (e.g., chairing the Plenipotentiary Preparatory Group), managed all inputs to and outputs from the conferences, and oversaw implementation of resolutions and decisions (including all Plenipotentiary Conferences, World Telecom Policy Forums, World Conference on International Telecommunications, and ITU Council).
- Established **ITU office to the UN in New York** and oversaw coordination of **UN affairs**, putting ITU at the center of digital aspects of sustainable development. Served as **ITU Representative to the UN High-Level Committee on Programmes**, which reports to the UN Chief Executives Board for Coordination of all UN agencies.
- Launched and served as Coordinator of the **Broadband Commission for Sustainable Development** ([www.broadbandcommission.org](http://www.broadbandcommission.org)), under the leadership of the Secretary General.
- Directed the first **ITU global youth summit, #BYND2015** ([www.itu.int/en/bynd2015](http://www.itu.int/en/bynd2015)) with 700 participants and 3000 remote participants. **Created ICT Discovery Museum.**
- **Developed ITU's strategic and operational plans** in the context of ICT trends and the global information economy.
- **Represented ITU in engagement with other bodies** (e.g., G20 Digital Economy Task Force; Internet Governance Forum, WEF Internet for All Steering Committee Member, and Senior Deputy for WEF Digital Economy and Society Initiative) as keynote speaker, panelist, and ITU spokesperson.
- **Drove internal collaboration** on several issues including the annual WSIS Forum, gender equality, child online protection (COP), and cybersecurity.



2007 – 2008

**Head, Regulatory & Market Environment Division, ITU Telecommunication Development Bureau**

*Managed programmes and advised the BDT Director and developing country governments on regulatory reform, economics, and finance. Initiatives included:*

- Principal architect and director of the **Global Symposium for Regulators (GSR)** (<http://www.itu.int/en/ITU-D/Conferences/GSR/Pages/GSR.aspx>), the only global gathering of the world's ICT regulatory community.
- Created, launched and directed the **ICT Regulatory Survey**, the world's reference for regulatory and key market data ([www.itu.int/net4/itu-d/icteye](http://www.itu.int/net4/itu-d/icteye)).
- **Advised senior management** on strategic and policy issues of concern to the Bureau and ITU as a whole.
- Managed development and implementation of a **consolidated ICT database**.

2003 – 2007

**Head, Regulatory Reform Unit, BDT**

- Directed the **Regulatory Reform Programme**, providing practical tools and resources for regulators; provided **training to regulators**; defined **annual objectives** and budget resource requirements; co-authored the annual **'Trends in Telecommunication Reform'** report. Oversaw the **ECOWAS/UEMOA Regulatory/Policy Harmonization project**.

1997 – 2003

**Regulatory Officer, BDT**

- Organized **regional and global workshops**; delivered presentations to outside events on complex regulatory issues; co-authored **'Effective Regulation Case Study: Brazil'**, as well as annual **Trends** report.

1994 – 1997

**Policy Analyst, BDT**

- Managed the **Programme for Policy, Strategies, and Financing**; planned and implemented programme activities; contributor to **'Trade in Services'** study for Africa; revised the **'Americas Blue Book'**, the **'African Green Paper'** and the **'Arab Book'**.

1993 – 1994

**Secondment, BDT**

- Developed **World Telecommunication Development Conference (WTDC)** programme, reviewed and coordinated inputs for the first WTDC held in 1994.

1989 – 1993

**US DEPARTMENT OF COMMERCE,  
National Telecommunications and Information Administration (NTIA), Washington, DC**

**Telecommunications Policy Specialist – Office of International Affairs**

- Awarded **Department of Commerce medal** for developing a Separate Satellite Systems policy.
- Represented U.S. government on **telecom development** at the ITU and OAS' Inter-American Telecommunications Commission, and represented Department of Commerce on **satellite policy** at INTELSAT.
- Created the **first Latin American Telecommunication Summit (LATS)**.



## EDUCATION, AFFILIATIONS, LANGUAGES, PERSONAL

### Post-Graduate

Strategies for Leadership – IMD Business School Certification (2012)  
United Nations Leaders Programme – Accountability and Ethics Certification (2011)

M.A. International Communications Policy (1991)  
American University, School of International Service

### Undergraduate

B.A. University of Delaware (1988)

### Affiliations

- Champion, World Economic Forum Edison Alliance (<https://www.weforum.org/the-edison-alliance/partners>)
- Member, World Economic Forum Global Future Council on Virtual Reality and Augmented Reality (<https://fr.weforum.org/communities/gfc-on-virtual-reality-and-augmented-reality>)
- Affiliate, Harvard University Berkman Center for Internet and Society (<https://cyber.harvard.edu/people>)
- Champion, Generation Unlimited (<https://www.generationunlimited.org/who-we-are>)
- International Advisory Board Member, Geneva-Tsinghua Initiative (<https://gt-initiative.org/people/advisory-board/>)
- Advisory Board Member, SDG Lab (<https://www.sdglab.ch/en/what-we-do/2020/5/21/launch-of-the-sdg-lab-advisory-group>)
- Member, Alumni Expert Council, Internet Governance Lab, American University (<https://internetgovernancelab.org/news/2020/10/2/internet-governance-lab-announces-inaugural-alumni-expert-council>)
- Member, Geneva Innovation Movement
- Amateur Radio operator. Member of the American Radio Relay League
- Former - Co-Chair of the UN Strategic Planning Network (2017-2018);
- Chair of Swiss Network for International Studies (SNIS) Academic Council (AC) (2015-2019);
- Member of the Board of Governors, UN Staff College (2018-2019)

### Languages

Fluent in English, Spanish and French

### Family

Married and mother of four