



BEREAUX **FOR**
BDT DIRECTOR
2023 - 2026

STEPHEN BEREBAUX

CANDIDATE FOR DIRECTOR
OF THE TELECOMMUNICATION DEVELOPMENT BUREAU (BDT)
OF THE INTERNATIONAL TELECOMMUNICATION UNION (ITU)



Stephen is an effective and experienced organisational leader; an accomplished ICT regulator; a strong advocate for global digital development with a focus on SIDS; and a dynamic member of BDT's successful team

The past four years have seen a resurgence in BDT's influence and achievements, which has brought immense benefits to ITU-D's membership. As the current Deputy to the Director of the BDT, I have played a central role in the transformation of the BDT, and with my knowledge and proven experience I am ideally positioned to assume leadership of the BDT for the next four years.

As a Bahamian with roots in Trinidad and Tobago, my experience as a successful regulator in two small island developing states (SIDS) in the Caribbean region, have afforded me a keen appreciation for the needs of developing states.

My Vision is to lead an effective, efficient, and accountable BDT which is focussed on addressing the digital development needs of our Member States.

I will do this through effective, focussed, and accountable leadership; impactful collaboration and cooperation with partners; greater alignment and integration in with the UN development system and leadership within the framework of the UNSG's digital cooperation roadmap.

My approach for leading BDT into the future will be to:

- Refocus our efforts to achieve **affordable** and **secure connectivity** for all by **2030**
- Adopt **digital transformation** as a framework to ensure development of **fair** and **inclusive** digital societies
- Institutionalise **cooperation and partnerships** as the paths to **sustainable digital development**
- **Prioritise** assistance to **LDCs, LLDCs and SIDS**
- Drive **organisational excellence** in the **BDT**



Affordable and secure connectivity for all



A person without affordable, reliable, and meaningful connectivity cannot participate in a digital world. BDT must therefore first focus on advancing the development of modern, secure, accessible, and affordable connectivity that reaches the 2.9 billion unconnected, by 2030 as required for achieving the SDG targets. We must, however, recognise that moving forward each additional connection we achieve will be more challenging than the last. Connecting the remaining unconnected will require ever greater interventions by and collaboration amongst stakeholders to overcome the challenges we face.

As BDT Director I will continue our focus on Member States to support their development of ICT infrastructure and services, utilizing existing as well as new and emerging telecommunications/ICT services, technologies, and business models. Recognising the scope of the challenges, we will leverage every partnership opportunity to mobilise the ecosystem to achieve our goal.

One clear lesson of the Covid-19 pandemic period's forced acceleration of digital access and use has been an increased awareness of the dangers posed by cyberthreats. The need for the BDT to focus on its work in relation to cybersecurity capacity development and assistance is firmly recognised in the Kigali Action Plan's fifth thematic priority.

We must, in assisting developing countries to expand their digital footprints, ensure that they are equipped with the policies and tools to protect their digital society. Of key importance is the need to protect critical infrastructure and services, and to protect the most vulnerable members of society, particularly children, in their online activities. Secure digital connectivity must also address the impact of disasters, including pandemics by building digital resilience through solid national plans and innovative recovery strategies for ensuring governance, business, education and social-life continuity.

As BDT Director I will increase our focus on helping developing member states to develop and implement the tools to protect against all forms of cyberthreats. I will do this by ensuring that our resources and expertise stay at the cutting edge of technology through continuous development, and that they are focussed on the countries with the greatest need. Where appropriate, I intend to deploy BDT's resources directly to the regions most impacted by these issues to ensure that assistance is available, relevant and knowledgeable about local and regional conditions. Through the ITU-D Study Groups, BDT will also ensure that we keep our experts at the cutting edge of technology so they deliver the best assistance to members.



The effective and safe incorporation of digital technologies into our lives will require more than providing access to a broadband connection. We must transform our people, our societies and our governments to meet, leverage and secure the opportunities that digital presents.

As BDT Director, I use the BDT Digital Transformation Wheel, powered by the ICT statistics we collect and the partners we have mobilised through P2C, to create a powerful ecosystem that we will leverage to target and multiply our ability to drive the digital transformation of our member states.

Under my leadership, BDT's capacity building efforts will be enhanced and re-focussed to remain always relevant and accessible. I will also promote capacity building efforts that effectively leverage the expertise available to BDT through the other Bureaus and the General Secretariat, to ensure that our capacity building represents and reflects One ITU. We will continuously innovate new methods, approaches, and modalities, and will not hesitate to redefine ourselves, while respecting the tried-and-true methods that remain effective.

Enabling environments are essential for allowing sustainable digital development which leads to digital transformation. Working to advance the policy and regulatory environments in our member states to create such environments is a recognised strength of the BDT which must be maintained, while being adapted to meet the more holistic needs of today's post-pandemic world. The policy and regulatory approaches we promote in Member States must account for the cross-cutting nature of digital technologies, ensuring that our member states are fully equipped to leverage all the opportunities of the digital age.

As BDT Director I will support and strengthen our work to create enabling regulatory and policy environments, through tools and forums such as GSR and the G5 Accelerator. I will also ensure continuous investment in our data and statistics products to ensure that the BDT is always able to provide membership with the critical information for decision making that is reliable, up to date, and customizable based on membership needs.

The digital divide continues to be a barrier to digital transformation and the promise of a thriving digital economy. The unconnected are often not defined by location or even social and economic capacity, but often by age, gender, race, differences in ability or special needs, digital skills, and other social constructs. To create a fair and inclusive digital society, a focus on digital inclusion is a necessity. BDT is already well recognised for much of its work to advance the position of disadvantaged segments of the society in terms of their digital access and use, and we must redouble our focus on this to address the remaining 2.9 billion.

As BDT Director I will continue to advance our digital inclusion efforts to create a fair, equitable and inclusive digital society. Girls in ICT Day and the EQUALS Global Partnership will continue to be cornerstones of our work to close the Gender gap, but we will find ways to enhance these with new innovative advocacy efforts such as the Network of Women in ITU-D and through partnerships with international organisations and advocacy groups.

I will advance and advocate for the principles of youth participation, engagement, and empowerment through Generation Connect, and increase opportunities for employment of youth within ITU, through internships, exchanges, and other programmes for young professionals. I will prioritise BDT's capacity building programmes and initiatives for youth, and will partner with relevant international, regional and local organisations to enhance the reach of our work.





Partnering to achieve digital development

Connecting the unconnected cannot be done without vastly more resources than BDT can command. We cannot only advance our mandate by working with and through others who may be better able to be effective in specific areas of digital development. The UNSGs digital cooperation roadmap calls on all stakeholders to play a role in advancing a safer, more equitable digital world, one which will lead to a brighter and more prosperous future for all.

The holistic priorities in the Kigali Action Plan, together with the Partner2Connect Digital Development Coalition (P2C), pave the way for the BDT to adopt a new “whole of society” approach to its interventions. This will allow us to engage partners and mobilise the resources needed to lead in the transformation of developing countries to be a full participant in a safe, equitable digital world.

As BDT Director I will ensure that P2C is an integral part of the BDT and strengthen the P2C team to ensure its effectiveness and sustainability. Under my leadership BDT will incorporate partners and pledges mobilised through P2C into BDT’s development efforts to bring together all the right partners and resources to deliver assistance to ITU-D member states in their digital transformation journey.

BDT will continue to align and integrate in the UN Development System to ensure that our development work leverages and enhances the work undertaken by other UN agencies and programmes. I will continue the work BDT has done to strengthen the coordination between our Regional and Area Offices with UN Resident Coordinators, particularly in LDCs, LLDCs and SIDS, to help us to expand our effectiveness.





Focus on **LDCs, LLDCs and SIDS**



Developing countries, and particularly least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing states (SIDS), face additional challenges in mobilizing the investment and skilled resources for digital development. For LDC's the simple economics of connectivity means that additional support is required to incentivise the necessary investment. LLDCs often face political barriers to sustainable connectivity. SIDS, due to their water-locked nature and often remote location, usually require significantly increased investment in connectivity to connect their sometimes very small populations. Many developing countries also face the challenges of frequent natural disasters which also increases the investment needs to provide resilience or enable renewal of network infrastructure. The assistance provided by the BDT to help these countries in their digital development journey is essential.

As BDT Director, to ensure necessary focus on LDCs, LLDCs and SIDS, I will:

- ***Leverage my experience as a regulator in small island developing states in the Caribbean to ensure that BDT provides the best possible assistance and support to LDCs, LLDCs and SIDS***
- ***Build strong linkages with other UN Organisations such as OHRLLS, and the UNOSSC, and use P2C to identify other partners and to mobilise resources for work in LDCs, LLDCs and SIDS***
- ***Help LDCs, LLDCs and SIDS identify and define targeted interventions through our Digital Transformation Wheel and ensure that the resources available are applied for the maximum possible impact***
- ***Leverage ITU's regional presence to bring our expertise closer to our membership, particularly to enhance focus on LDCs, LLDCs and SIDS***



Achieving organisational excellence



A Fit4Purpose BDT must continue to be the cornerstone of our organisational leadership and transformation.

BDT must develop and maintain **a culture of excellence** in which all staff understand and align with a set of shared values, work towards well-articulated and measurable common goals, and benefit from mutual trust and accountability.

As BDT Director, I will be committed to the development of a BDT which values and strives for the highest levels of performance, while respecting and nurturing both the professional and personal lives of all staff.

I will promote and encourage continuous development and improvement of staff, and hold staff accountable to the highest standards of behaviour among their peers and stakeholders.

BDT must be **responsive to membership** by establishing effective channels of communication with all members and stakeholders, and being responsive to their needs, concerns and continuous feedback.

I will listen, to staff and our stakeholders, and I will ensure that BDT acts decisively and impactfully, to improve internally and to assist, support and advance digital development for all ITU-D membership. We will implement continuous improvements in BDT's planning and operational activities to drive execution of activities and projects in member states.

BDT must continue strengthening internal controls and must fully implement an organisational framework that ensures proper **accountability to membership** for the resources entrusted to the organisation. Resources must be optimally applied toward carrying out actions in our member states.

We must continue to institutionalise and refine the implementation of **Results-Based Management** to ensure that all staff are properly aligned with these methods in all stages of our work, from planning to execution. All BDT staff must be able to visualise, measure and justify how their work makes impactful strides toward a digital future. Membership must be confident of the effectiveness of our work and have instant access to clear information that demonstrates our impact.

I will continue to ensure that BDT conducts its work on the foundation of a strong organisational framework reinforced by effective internal controls and reporting mechanisms.

BDT brings ITU's work to developing countries, helping to bridge the digital divide by ensuring that developing countries have direct and effective access to ITU. **A strong Regional Presence** is key to that work and must have the resources and expertise it needs to carry out our activities in member states.

I will advocate for and implement effective reforms of the Regional Presence to strengthen ITU's work in all member states, with particular emphasis on LDCs, LLDCs and SIDS

In the BDT, One ITU must be more than just a slogan. The ITU's sectors, and the Bureaus which coordinate their activities, represent perhaps the greatest concentration of leading-edge expertise and experience in ICTs in the world. The BDT must ensure that its work is inclusive of all ITU's expertise and experience, and therefore **we must champion One ITU**. This is already a cornerstone of BDT's principles in managing ITU's regional presence and must be advanced across all our work.

I will collaborate and work closely with other elected officials to ensure optimal alignment between the BDT and the other Bureaus and the General Secretariat.

