



Stephen Bereaux

for

ITU Deputy Secretary-General

The Bahamas and Caribbean's candidate. Ready to serve the Union with proven experience, trusted leadership and a strong record of results.

- Enjoys the full and unanimous support of the Caribbean region through the CARICOM group of Foreign Affairs Ministers.
- Also supported by the region's ICT Ministers through the Caribbean Telecommunications Union (CTU) Council of Ministers.
- Offers a combination of regulatory leadership, multilateral consensus-building and transformational management experience.

Grounded in The Bahamas, endorsed by the Caribbean, and prepared to serve the wider ITU membership.

An accomplished ICT regulator

Experience in market liberalization, policy development and institutional reform in The Bahamas and Trinidad and Tobago.

- Experienced ICT regulator and lawyer with hands-on leadership across two Small Island Developing States.
- As Director of Policy and Regulation at URCA, led multidisciplinary teams in guiding the transition to a competitive ICT sector.
- Chief Executive Officer of URCA from 2017 to 2020, leading URCA's evolution into a multi-sector regulator covering both ICT and electricity.
- Oversaw key liberalization measures, including the shift of the mobile market from monopoly to competition.





A skilled multilateral representative and international consensus builder

Consensus-building with credibility, diplomacy and focus.

- Extensive experience representing The Bahamas in major ITU conferences and regional telecommunications processes.
- Deputy Head of Delegation at PP-18, helping secure The Bahamas' first election to the ITU Council.
- Chair of Committee 5 on Legal and Policy Matters at PP-18, successfully guiding consensus on issues of critical importance.
- Additional leadership roles at WTDC-17, GSR-17, PP-14 and WRC-15.

A transformational organizational leader

Led large-scale institutional change, operational and regional delivery across the ITU.

- From 2020 to 2023, as Deputy to the BDT Director, coordinated the work of Regional Directors and teams across ITU's 13 Regional and Area Offices.
- Led implementation of the review of the regional presence and helped align field operations with institutional priorities.
- Led the planning and execution of WTDC-22 in Kigali.
- As ITU Chief of Transformation, established the Transformation Team and led development of the ITU Transformation Roadmap.
- As ITU Chief of Administration and Finance since May 2024, oversees finance, human resources and procurement.



**A member-driven
vision centered on
results, regional
relevance and delivery.**

Stephen Bereaux's Vision

Excellence, transformation and collaboration in service of a stronger, more responsive and more member-focused ITU.

- A culture of excellence to ensure efficiency and effectiveness
- Transformation of ITU through cultural renewal, digital enablement, and regional strengthening
- Collaboration within the ITU, across our regions and the UN, and with our partners

A culture of excellence to ensure efficiency and effectiveness



Strategic focus

Ensure resources are aligned with ITU's strategic priorities.



Stronger governance

Promote accountability, transparency and ethical decision-making.



Employer of choice

Attract and retain high-caliber professionals reflective of ITU's membership.



Cohesive operational management

Align effort across ITU to deliver measurable results.

Excellence through strategic focus

- As DSG, Stephen will drive strategic focus by ensuring that Strategic Plans are effectively cascaded into ITU's operational activities, ensuring that the whole organization understands the work that is needed to achieve strategic goals.
- Operational plans focused on achieving measurable outputs directly linked to strategic objectives will be developed and implemented across ITU.
- Tools will be adopted to monitor and evaluate operational plan implementation, assess performance against KPIs, and allow for transparent reporting to member states via up-to-date dashboards.
- Periodic reviews will assess whether planned activities are delivering expected results, to allow for agile revision of operational plans to optimize performance.





Excellence through effective governance

- As DSG, Stephen will implement governance processes and tools to ensure accountability at all levels, best management practices, effective decision making, and ethical behavior across the organization.
- He will work to improve and fully implement ITU's accountability framework to ensure that managers and staff at all levels are aware of and deliver on their accountabilities, act with integrity, and are transparent.
- Stephen will build a culture of mutual accountability, where individuals take ownership and colleagues challenge, support and inspire one another to achieve higher standards.
- As DSG, Stephen will also promote effective internal justice mechanisms which will underscore trust and encourage engagement.



Excellence through high performing people

- ITU's mandate is delivered by people, and human resources account for more than 85% of ITU's costs. To achieve success, ITU relies on its people possessing outstanding professional skills and remaining engaged.
- Stephen will promote effective planning for ITU's future human resource needs, in alignment with Strategic and Operational Plans, to ensure sustainable cohesive mandate delivery.
- As DSG, Stephen will advance Human Resource support so that ITU can attract, select and hire the most suitable candidates for each role, working toward a workforce that is balanced across ITU's regions and all member states and embodies gender parity.
- Stephen will drive improvement of performance management systems, and reward and recognition initiatives, that engage ITU's best performers, and address underperformance. Onboarding, continuous development and succession plans will advance career development aligned with effectiveness.

Transformation through cultural renewal, digital enablement, and regional expansion

1



CULTURAL RENEWAL. PEOPLE FIRST.

- ITU must transform to stay relevant and earn its place in the global digital dialogue. As DSG, I will build on our strengths to create a renewed ITU—powered by an engaged culture, empowered people and a shared purpose.



Engaged culture.
Shared purpose.
Stronger together.

2



DIGITAL ENABLEMENT. SMARTER EVERY DAY.

- Modern tools and a digital-first environment will automate routine work, cut complexity and free our people to focus on what matters most—delivering impact.



Automate. Simplify.
Accelerate impact.

3



REGIONAL EXPANSION. CLOSER TO IMPACT.

- I will continue strengthening our regional and area offices with the right people and skills—bringing ITU closer to our Members and the communities we serve worldwide.



Local presence.
Global reach.
Stronger impact.



ONE ITU. TRANSFORMED TO DELIVER GREATER VALUE FOR OUR MEMBERS

People empowered • Digital by design • Impact everywhere



Transforming ITU's Culture

- Digital has greatly expanded the scope and complexity of ITU's work, while new working methods have reshaped how our people collaborate, perform and engage. To deliver our strategic objectives, ITU needs a renewed organizational culture; one that reflects today's realities, empowers staff and strengthens shared purpose, accountability and collaboration.
- As DSG, Stephen will consistently demonstrate the collaboration, accountability, respect and openness expected across ITU.
- He will work to help every staff member understand how the rapidly evolving digital landscape affects ITU's respective mandates, and why coordinated action is essential to achieve the outcomes our members expect.
- Stephen is committed to work with each Bureau and the General Secretariat to support the others in achieving their objectives, to respect different mandates and working methods while remaining united around shared strategic results.



Transforming business processes and tools

- As DSG, Stephen will strengthen financial management to ensure ITU's resources are allocated transparently, managed responsibly and aligned with strategic priorities.
- Stephen will support a human resource department with processes and tools that attract, develop, deploy and retain the right people, while promoting fair decision-making, strong performance, and an engaged, inclusive workplace.
- Stephen will work to modernize ITU's conference management tools and processes, harnessing new technologies to enhance effectiveness while containing and reducing costs.
- As DSG, Stephen will ensure strong governance, transparency and budgetary control of ITU's new building project, alongside comprehensive planning for its future use of space in Geneva and across its regional presence.

Transforming our regional presence

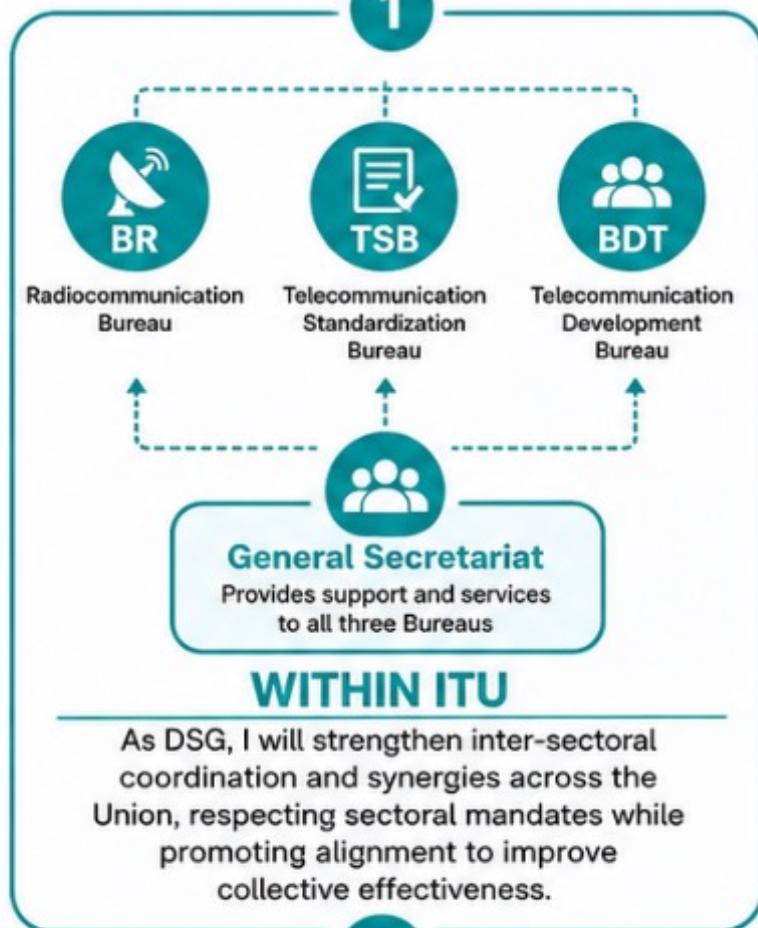
- More than 80% of ITU's staff are based in Geneva at its global Headquarters. While this delivers undeniable and unmatched benefits for multilateral engagement, ITU's footprint does not reflect all its work, available modern digital working methods, constrained financial resources, or the benefits of closer proximity to our global membership.
- As DSG, Stephen will use natural attrition and voluntary mobility to gradually reposition staff from Geneva to regional and area offices, placing the right skills closer to members to deliver targeted support and engagement.
- This approach will reduce costs while improving the quality and responsiveness of ITU's services. A stronger regional staff presence will also bring ITU closer to the people it serves and deepen its understanding of local needs and realities.



Collaboration within the ITU, across the UN and our regions, and with our partners



1



2



3



A SIDS perspective, to drive global impact



A member-focused vision shaped by the realities of small and vulnerable states.



Brings a SIDS perspective
grounded in regulatory
leadership and multilateral
experience.



Recognizes that smaller
and more vulnerable
members need practical,
accessible institutional
support.



**Sees a stronger regional
presence** as essential to
a more inclusive and
responsive ITU.



Supports regional and
area offices that can
translate global priorities
into tailored assistance.

The Commonwealth of The Bahamas presents

STEPHEN BEREAX

For ITU Deputy Secretary-General

Excellence | Transformation | Collaboration



www.stephen4itudsg.bs

Endorsed by:

