BAIGORRI FOR ITU

VISION STATEMENT FOR THE INTERNATIONAL TELECOMMUNICATION UNION (ITU)

BUILDING A TRUSTED, ACCOUNTABLE, AND FUTURE READY UNION

The 2027–2031 cycle will be pivotal for the International Telecommunication Union (ITU). During this period, the organization will be called upon to implement its Strategic and Financial Plan and the body of the Plenipotentiary normative in a context marked by rapid technological change, increasing pressure on scarce resources essential for connectivity, and rising expectations from its Membership.

To succeed, the ITU must combine technical excellence with modern governance, while keeping the needs of its ultimate beneficiaries—policymakers, regulators, industry, academia, and people—at the heart of its administrative and managerial choices.

As a candidate for Deputy Secretary-General, I advocate for a pragmatic vision of administration: one that strengthens the institution from within, fosters trust through transparency and predictability, and equips the Union to remain the global reference point for international cooperation in ICTs.

FIVE POINTS FOR A STRONGER ITU

1. Advancing equitable and balanced geographic staff representation

The current geographic composition of ITU staff remains imbalanced, with some regions underrepresented. This situation weakens the organization's legitimacy and ability to reflect the perspectives of its global membership. Addressing this imbalance requires the effective implementation of the ITU Plenipotentiary Resolution 48 on human resources management and development, in line with United Nations system practices.
Progress in this area should be supported by mechanisms and initiatives that are transparent and accountable, such as developing a methodology to define equal representation, geographical diversity plans, and recruitment targets for underrepresented regions. Such efforts shall enrich ITU's internal perspectives, strengthen credibility, and enhance its ability to serve a diverse Membership.

2. Aligning Resources with Strategic Priorities

ITU's resources are constantly challenged by new demands coming from Conferences, Assemblies, and Council. Members have long expressed concern about the clarity and the predictability of the allocation process, particularly regarding the limited financial resources.
Discretionary allocations should be minimized through rule based formulas and prioritization frameworks approved by Members. Initiatives such as the creation of a Transparent Resource Allocation Criteria (TRAC) system can translate Membership guidance into operational drivers, ensuring resources are aligned with agreed priorities.

FIVE POINTS FOR A STRONGER ITU

3. Strengthening Transparency and Tracking in Financial Management

The need for improvement in this regard is constant in any organization, and in the ITU many voices of the Membership are vocal about it. There is value in continuing to enhance the clarity, accessibility, and usefulness of financial information provided to the Membership.
Enhanced reporting mechanisms, full disclosure of data, and impact assessments of decisions should be developed. Modern tools for public monitoring of the budget execution, enabling realtime or nearrealtime might be considered as well, to allow more timely insights. Such efforts would empower oversight and reinforce trust in the Union's financial management.

4. Expanding and Deepening Membership Engagement

ITU's Constitution defines its unique role as a platform for cooperation among Member States, industry, and academia. This model remains vital in today's complex digital ecosystem that requires the harmonious coexistence and joint work of all stakeholders, each fulfilling their respective roles.
Engagement can be strengthened through existing platforms and initiatives (such as Partner2Connect), but also by exploring new engagement models. As in other UN Agencies, ITU could consider national consultations, targeted reports, and partnerships in specific pipelines. Special attention should be given to Member States with lower participation records. Their needs must be addressed to provide a welcoming environment to all, ensuring inclusivity. The Union should ensure that industry and academia find tangible value in ITU's deliverables.

5. Upholding ITU's Constitutional Mission in a Complex Environment

Throughout its long history, the Union has demonstrated its capacity to accomplish its core mission and being operational across diverse geopolitical contexts. This stability remains a critical asset. It is crucial to sustain a focus on preserving the technical and non-discriminatory character of the Union's work, ensuring equitable access to services and deliverables, and upholding the organization as a trusted forum for dialogue and cooperation among all Members. This steady approach will underpin the ITU's credibility and effectiveness over time and preserve its role in the international system.
Whitin this framework, the ITU is well positioned to adapt itself to emerging technologies increasingly intrinsic to telecommunications and ICTs. Issues related to artificial intelligence, quantum computing, space connectivity, as well as child online protection, cybersecurity, and the resilience of digital infrastructure, among others, should intersect adequately with the Union's mandate. Addressing these topics through technical processes will uphold the organization´s credibility and responsiveness while fulfilling its mission in an updated manner.

THE VIEW FOR THE ROLE OF THE DEPUTY SECRETARY-GENERAL

My perspective is that the Deputy Secretary-General's role is anchored in ITU's constitutional and normative framework. It is centered on supporting the Secretary-General, ensuring coherence within the Secretariat, and facilitating effective implementation of Member´s decisions.

Bearing that in mind, the Deputy Secretary-General should be able to contribute to strengthening intersectoral coordination through established mechanisms such as the Inter-Sectoral Task Force and beyond. Continuous attention to coherence, efficiency, and alignment supports the optimal use of resources while fully respecting the mandates and specificities of each Sector.

BRINGING THE WORLD TO GENEVA; SENDING THE ITU TO THE WORLD

Building more bridges to bring diverse national and regional perspectives to Geneva means more than just enhancing legitimacy and engagement. It generates more creativity, more dynamics and more effectiveness in the crafting of practical solutions that fit all.

The Deputy Secretary-General can play a role in structuring open, substantial, and permanent dialogue at different levels, considering particularly the relevant expertise of the regional organizations and associations. Furthermore, renewed efforts are needed to improve the use of the UN's official languages on an equal footing, and to amplify the use of other national and local languages in activities and meetings.

FINAL COMMITMENT

I am committed to serving the ITU with professionalism, discretion, and dedication—supporting the Secretariat, the Sectors, and the Membership in implementing agreed decisions and strengthening the Union's capacity to deliver.

This vision is grounded in respect for ITU's Constitution and Convention, its normative framework, and its traditions. It is guided by a clear objective: to contribute constructively to the continued evolution of a strong, trusted, and futureready ITU, shaping an inclusive digital future.