

# Orlando Garcés

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## Profile

Senior Cybersecurity and Digital Transformation Expert with 24+ years of experience in strategic planning, policy development, and regulatory analysis across the Americas. Master's degrees in economics with executive certificates in Cybersecurity Leadership and Strategy with advanced insights into digital transformation, cybersecurity, and economic regulation. Skilled in collaborating with public and private entities to craft robust cybersecurity policies, national strategies and regulatory frameworks. Proven experience in multilateral organizations. Speaker / panelist / international expert in 50+ events. Fluent in English and a native Spanish speaker.



## Work experience

11/2022 – PRESENT

### **Cybersecurity Policy Officer Organization of American States (OAS)**

Develop and implement strategic initiatives to bolster cybersecurity across OAS member states, lining up with digital threat landscapes. Produce comprehensive reports on cybersecurity status across regional, national, and sectoral levels to inform policy and heighten resilience.

12/2015 – 11/2022

### **International Cybersecurity Consultant OAS / IDB / EU Cyber4Dev**

Provide strategic guidance in formulating National Cybersecurity Strategies (Barbados, Belize, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, The Bahamas, Trinidad & Tobago and Uruguay), integrating global best practices to enhance national security frameworks across Latin America. Conduct in-depth cybersecurity research, authoring cyber reports and contributing to policy recommendations.

10/2021 – 07/2022

### **Senior Artificial Intelligence Lead World Economic Forum (C4IR.CO)**

Directed AI-centric initiatives within the World Economic Forum network, crafting regulatory frameworks to facilitate digital transformation in Latin America. Led projects promoting AI adoption among SMEs, establishing public policies, fiscal incentives, and strategic plans to drive economic growth.



## Work experience

01/2016 – 05/2016

### **Consultant and Advisor Ministry of Information and Communication Technologies of Colombia**

Contributed expertise in ICT policy, notably co-authoring Colombia's National Digital Security Policy, aligning with OECD standards for digital economy accession.

01/2014 – PRESENT BOGOTÁ, COLOMBIA

### **General Manager GACOF Consulting S.A.S.**

Advise public and private sectors on ICT strategy, cybersecurity, and digital economy initiatives to support regulatory compliance and innovation. Recent projects include national digital security strategies and supporting Medellín's transition to a digital innovation district.

07/2012 – 10/2013

### **Deputy Director of TV Regulation National Television Authority of Colombia ANTV**

10/2010 – 07/2012

### **Deputy Director of the ICT Division National Planning Agency of Colombia DNP**

09/2009 – 10/2010

### **Senior Advisor for the Superintendent of Public Utilities Superintendency of Public Utilities of Colombia SSPD**

03/2008 – 09/2009

### **Technical Director for the Telecommunication Sector Superintendency of Public Utilities of Colombia SSPD**

11/2004 – 03/2008

### **Senior Economic Advisor Communications Regulatory Commission of Colombia CRC**

12/2001 – 11/2004

### **Graduate Research Assistant Center of Economic Development Studies CEDE Univesidad de los Andes**

## Education

01/2001 – 03/2004 BOGOTÁ, COLOMBIA

### Economics | Master of Science Universidad de los Andes

Scholarship Recipient, Programa Universidad  
Empresa; GPA: 4.24/5.00. Ranked 3rd.

01/2001 – 03/2004 BOGOTÁ, COLOMBIA

### Environmental Economics | Master of Science

### Universidad de los Andes (Joint Program with University of Maryland, USA)

Scholarship Recipient, Inter-American Development  
Bank (IDB) / Development Bank of Latin America  
(CAF); GPA: 4.24/5.00. Ranked 4th.

01/1994 – 09/1999 BOGOTÁ, COLOMBIA

### Civil Engineering | Bachelor of Science Universidad de los Andes

## Certificates

07/2024

### Cybersecurity Summer BootCamp (León, Spain) - Teacher in policy track INCIBE - National Cybersecurity Institute

01/2024

### Cybersecurity: The Intersection of Policy and Technology

### Harvard Kennedy School

<https://cecredential-validation.tlt.harvard.edu/>  
Credential ID CeDID 24VZ-4PPO-OZO8

03/2023

### International Law in the Cyber Era: Finding Balance Between State Interests and Individual Rights

### CyberLaw International & OAS

06/2019

### Principles of Building Security in the use of ICTs in the National Context (Singapore, Singapore)

### Cyber Security Agency of Singapore (CSA)

07/2018

### Cybersecurity Summer BootCamp (León, Spain) - Student in policy track

### INCIBE - INCIBE - National Cybersecurity Institute

03/2018

### Cybersecurity Executive Training (Jerusalem & Tel Aviv, Israel)

### Inter-American Development Bank & Hebrew University of Jerusalem

## Certificates

04/2017

### Cybersecurity Leadership & Strategy Certificate Program (Washington, DC, USA)

### Florida International University & OAS

05/2007

### Liberalized Telecom Markets Program (Ronneby & Stockholm, Sweden)

### Swedish International Development Agency (SIDA) - Blekinge Tekniska Högskola (BTH)

## Skills

### ~ SKILLS

Policy Development &  
Regulation

Cybersecurity & Digital  
Transformation

Economic Analysis & ICT  
Consulting

Project Management

Artificial Intelligence &  
Emerging Technologies

## Strengths

# Strategic Planning # Analytical Thinking

# Communication # Public Policy Expertise

# International Collaboration

## Hobbies



Reading about  
emerging tech



Traveling



Participating in  
tech forums



Writing policy  
articles



Photography

## Social Media



@OrlandoGarces



@OrlandoGarces



@GACOF

Accomplished Senior Cybersecurity and Digital Transformation Expert with over 24 years of experience in ICT, cybersecurity policy, and digital governance, advising governments, international organizations, and financial institutions on cyber resilience, risk management, and regulatory frameworks. Proven track record in shaping national cybersecurity strategies and cybersecurity capacity-building programs across Latin America and the Caribbean. Recognized thought leader in digital security policy, with extensive expertise in cybersecurity governance, cybersecurity workforce development, digital risk management, and AI-driven cybersecurity frameworks. A strategic advisor to multilateral institutions, including the Organization of American States (OAS), Inter-American Development Bank (IDB), Cyber Resilience for Development Project (Cyber4Dev) of the European Union, and national governments, facilitating policy alignment with global cybersecurity best practices. Exceptional stakeholder engagement, policy advisory, and leadership skills, successfully managing complex cybersecurity initiatives across public and private sectors. A results-driven professional with a commitment to enhancing cybersecurity resilience and digital transformation in developing economies, ensuring the secure and inclusive growth of the global digital ecosystem.

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## PROFESSIONAL EXPERIENCE

### ORGANIZATION OF AMERICAN STATES (OAS) .....November 10, 2022 – To date **CYBERSECURITY POLICY OFFICER**

Support the planning, development, and implementation of strategic activities designed to strengthen the cybersecurity posture of the Western Hemisphere, assisting OAS member states in better understanding, preventing, and responding to cyber threats in the digital landscape. Additionally contribute to the development of comprehensive reports and studies on the state of cybersecurity at regional, national, and sectoral levels, shaping regional cybersecurity policies and programs.

- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisitions No. 586548/2025, 565427/2024, 552140/2023 and 542840/2022).

### INTERNATIONAL CYBERSECURITY CONSULTANT ..... December 1, 2015 – November 10, 2022

Provide strategic support in the formulation and implementation of National Cybersecurity Strategies (NCS), ensuring alignment with global best practices and local priorities. Prepare in-depth cybersecurity research reports that assess the state of cybersecurity at both regional and national levels, offering actionable insights to strengthen resilience and inform policy development. These efforts contribute to shaping robust cybersecurity frameworks that enhance the security posture of nations across diverse sectors.

- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 536012/2022). Authored the “Report on Cybersecurity Workforce Development in an Era of Talent and Skills Shortages,” focusing on the challenges and opportunities within Latin America and the Caribbean, providing insights and recommendations to address the region’s cybersecurity talent gap. Read here: [https://www.oas.org/en/sms/cicte/docs/Report\\_Cyber\\_WorkForce\\_Development\\_in\\_an\\_Era\\_of\\_Talent\\_and\\_Skills\\_Shortages.pdf](https://www.oas.org/en/sms/cicte/docs/Report_Cyber_WorkForce_Development_in_an_Era_of_Talent_and_Skills_Shortages.pdf)
- NORTHERN IRELAND CO-OPERATION OVERSEAS (NI-CO) LTD. (Contract IFS/2017/390-290/2022). Prepared and delivered a 4-day in-person training on cyber policy planning and cybersecurity strategy implementation for public officials of the Dominican Republic in Santo Domingo in May 2022. This training, financed by the EU-funded Cyber Resilience for Development (Cyber4Dev) project, enhanced the capacity of government stakeholders in advancing national cybersecurity efforts.
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 528086/2022 & 529825/2022). Developed the new National Cybersecurity Strategy of Ecuador in coordination with the EU-funded Cyber Resilience for Development (Cyber4Dev) project, ensuring a comprehensive approach to enhancing the country's cybersecurity posture. Read here: <https://www.gobiernoelectronico.gob.ec/wp-content/uploads/2022/08/ESTRATEGIA-NACIONAL-DE-CIBERSEGURIDAD-2022.pdf>
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 365158/2021 and 365349/2021), through its subsidiary GATECH SAS – Designing and conducting interactive thinking workshops during virtual meetings of the CISCO / OAS Cybersecurity Innovation Councils for Chile, Mexico, and Colombia, fostering collaborative discussions and innovative solutions to enhance cybersecurity in the region.
- INTER-AMERICAN DEVELOPMENT BANK -BID- (Consultant ID 00134744 - Contract No. 01/2021). Conducted an analysis of the current cybersecurity landscape in El Salvador and designed a proposed governance framework for effective cybersecurity management, tailored to the country’s specific needs and challenges.
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 508562/2020 and 512605/2021). Authored the reports “Methodological Guide for the Identification and Management of Digital Security Risks in the Adoption of Emerging Technologies in Colombia 2021” and “Governance Model to Improve Digital Security in Colombia 2021,” providing comprehensive frameworks to strengthen digital security practices and governance in Colombia.



- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 485316/2019 and 494770/2020). Prepared the proposal that led to the issuance of CONPES Document 3995 of 2020, which establishes the National Policy of Trust and Digital Security in Colombia, laying the foundation for a comprehensive approach to digital security at the national level. Read here: <https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/3995.pdf>
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 353427/2019), through its subsidiary GATECH SAS – Authored the report titled “State of Cybersecurity in the Colombian Financial System 2019,” providing an in-depth analysis of cybersecurity challenges, risks, and resilience within Colombia's financial sector. Read here: <https://www.oas.org/es/sms/cicte/docs/20201014-ASOBANCARIA-2020.pdf>
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 343420/2019), through its subsidiary GATECH SAS – Authored the report titled “State of Cybersecurity in Colombian Organizations 2018–2019,” offering a comprehensive assessment of cybersecurity practices, challenges, and trends across various sectors in Colombia.
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 338071/2018), through its subsidiary GATECH SAS – Developed a methodology for the national reporting of cyber incidents in Colombia, providing a standardized approach to enhance incident tracking, response, and analysis at the national level.
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 337959/2018), through its subsidiary GATECH SAS – Prepared a roadmap document for the development of the National Digital Security Policy in Colombia for the period 2019-2022, outlining key strategic initiatives and priorities to strengthen the country's digital security framework.
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 333174/2018), through its subsidiary GATECH SAS – Authored the report titled “State of Cybersecurity in the Financial Sector of Mexico,” providing an in-depth analysis of the cybersecurity landscape, risks, and resilience within Mexico's financial industry. Read here: <http://www.oas.org/es/sms/cicte/documents/informes/Estado-de-la-Ciberseguridad-en-el-Sistema-Financiero-Mexicano.pdf>
- ORGANIZATION OF AMERICAN STATES (OAS) INTER-AMERICAN COMMITTEE AGAINST TERRORISM (CICTE) (CPR Requisition No. 314110/2017) – Authored the report titled “State of Cybersecurity in the Banking Sector in Latin America and the Caribbean,” delivering a comprehensive analysis of cybersecurity challenges, vulnerabilities, and resilience across the region's banking industry. Read here: <https://www.oas.org/es/sms/cicte/sectorbancarioeng.pdf>
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 331, 2016) - Orlando Garcés was part of the Colombian leadership team responsible for designing the Digital Security National Policy of Colombia (CONPES Document 3854, 2016), making Colombia the first country in Latin America—and one of the first globally—to fully incorporate the OECD's recommendations and international best practices in Digital Security Risk Management issued on September 15, 2015. The issuance of this national policy was regarded as the final requirement for Colombia's accession to the OECD in the ICT sector. Read here: <https://colaboracion.dnp.gov.co/CDT/Conpes/Econ%C3%B3micos/3854.pdf>

**CENTER FOR THE FOURTH INDUSTRIAL REVOLUTION (C4IR.CO) .....October 1, 2021 – July 31, 2022**  
**SENIOR ARTIFICIAL INTELLIGENCE LEAD**

Structure, coordinate, and execute key actions and projects for C4IR.CO, the only Spanish-speaking center within the World Economic Forum's (WEF) global network of Centers for the Fourth Industrial Revolution (C4IR). Drive initiatives that foster the development of public policy recommendations, regulatory frameworks, and protocols, with a primary focus on promoting the adoption of Fourth Industrial Revolution technologies, particularly Artificial Intelligence (AI), across the Latin American and Caribbean region. These efforts aim to enhance technological innovation and contribute to the sustainable growth and digital transformation of the region.

- Structured, coordinated, and executed the project titled “Inclusive Artificial Intelligence (AI) – Tools for the Inclusive Use of Artificial Intelligence,” which developed action plans, best practices, and specific tools to enable organizations of various types to ethically use data and AI systems.
- Structured, coordinated, and executed the project “Analysis that Generates Incentives for SMEs to Adopt Artificial Intelligence,” including the development of public policy guidelines and recommendations. This project focused on creating incentives, financing options, and fiscal mechanisms to promote the adoption of AI by SMEs in the short and medium term.

**GACOF CONSULTING S.A.S. ([www.gacof.co](http://www.gacof.co)) .....January 7, 2014 – To date**  
**GENERAL MANAGER**

Provide expert advice, consultancy, guidance, and operational assistance to companies and public sector organizations on a wide range of topics, including management and strategic planning, economic analysis, finance, and accounting. Specializing in offering tailored solutions to meet organizational objectives and drive sustainable growth. To date, several contracts have been successfully executed in the ICT sector and related fields of Cybersecurity, delivering impactful results that align with industry best practices and regulatory requirements.

- MAYOR'S OFFICE OF MEDELLÍN / Private Secretariat (Contract No. 4600092899 of 2022) – The firm supported and assisted in the design of strategies aimed at transforming Medellín into a District of Science, Technology, and Innovation, while also contributing to the formulation of public policies that promote digital transformation and the adoption of emerging technologies in the city.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 634, 2022) – The firm provided specialized professional services from a technical, economic, and financial perspective to support the entity's legal defense processes.
- MAYOR'S OFFICE OF MEDELLÍN / Private Secretariat (Contract No. 4600091724 of 2021) – The firm supported and assisted in the design of strategies to transform Medellín into a District of Science, Technology, and Innovation, while contributing to the formulation of public policies that promote digital transformation and the adoption of emerging technologies within the city.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 719, 2021) – The firm delivered specialized professional services in support of the entity's legal defense processes, offering expertise from a technical, economic, and financial perspective. These services played a crucial role in providing comprehensive, data-driven insights that strengthened the entity's legal positioning and contributed to successful outcomes in complex legal matters.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 468, 2020) – The firm delivered specialized professional services in support of the entity's legal defense processes, offering expertise from a technical, economic, and financial perspective. These services played a crucial role in providing comprehensive, data-driven insights that strengthened the entity's legal positioning and contributed to successful outcomes in complex legal matters.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 395, 2020) – The firm delivered specialized professional services from a technical, economic, and financial perspective in the selection process of the third party responsible for the administration, promotion, technical operation, and maintenance of Colombia's ccTLD .co. This critical involvement ensured a thorough evaluation process, aligning with best practices to secure a capable operator for the nation's digital infrastructure.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 702, 2019) – The firm provided specialized professional services from a technical, economic, and financial perspective in the ongoing negotiation process with INTERNEXA S.A., as well as in the selection process of the third party responsible for the administration, promotion, technical operation, and maintenance of Colombia's ccTLD .co. These efforts were instrumental in ensuring a robust, transparent, and effective evaluation process, contributing to the successful management and operation of a critical national digital asset.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 673, 2018) – The firm provided specialized professional services from a technical, economic, and financial perspective to support and facilitate the adoption and implementation of best practices in Digital Security and Privacy within the ICT sector. These services were designed to promote continuous improvement in the development and implementation of public policies and regulations, driving the growth of the Digital Economy in Colombia. The firm's contributions played a key role in fostering a secure and innovative digital environment, aligned with international standards.
- NATIONAL TELEVISION AUTHORITY OF COLOMBIA -ANTV- (Contract No. 238, 2018) – The firm provided specialized professional services to conduct analysis, offer guidance, and issue financial and economic insights across all television modalities in Colombia. These services were critical in supporting informed decision-making and ensuring financial sustainability within the industry, contributing to the development and regulation of the television sector in alignment with economic best practices.
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contract No. 520, 2017) – Orlando Garcés was a key member of the Colombian leadership team responsible for developing the "Impact of Digital Security Incidents in Colombia 2017" report, in collaboration with the Organization of American States (OAS) and the Inter-American Development Bank (IDB). This comprehensive report provided critical insights into the state of digital security in Colombia, highlighting vulnerabilities, risks, and areas for improvement to strengthen the country's cybersecurity posture. Read here: [https://publications.iadb.org/bitstream/handle/11319/8552/Impacto\\_de\\_los\\_incidentes\\_de\\_seguridad\\_digital.pdf?sequence=1&isAllowed=y](https://publications.iadb.org/bitstream/handle/11319/8552/Impacto_de_los_incidentes_de_seguridad_digital.pdf?sequence=1&isAllowed=y)
- MINISTRY OF INFORMATION AND COMMUNICATION TECHNOLOGIES OF COLOMBIA (Contracts No. 520, 2017 / 988, 2016 / 407, 2016 / 307, 2015 / 312, 2014) - During 2016 and 2017, the firm provided technical, economic, and financial assistance to support and facilitate the adoption and implementation of best practices in IT management, promoting continuous process improvement for the implementation of public policies and regulatory frameworks. Additionally, during 2014, 2015, and 2016, the firm played a key role in the verification of legal, contractual, and regulatory obligations of mobile operators in Colombia, ensuring compliance with national standards and regulations.
- COMMUNICATIONS REGULATORY COMMISSION OF COLOMBIA -CRC- (Contracts No. 047, 2017 / 011, 2016 / 028, 2015 / 065, 2014) - From 2014 to 2017, the firm provided technical, economic, and financial support for the revision of regulatory conditions governing the access and use of passive and active elements within ICT and TV networks. This contribution was instrumental in ensuring compliance with regulatory frameworks and promoting the efficient management of network resources.

- CENTER FOR RESEARCH AND DEVELOPMENT IN INFORMATION TECHNOLOGY AND COMMUNICATIONS OF COLOMBIA -CINTEL- (Contract No. 062, 2014) – Developed the Reference Document analyzing the Latin American ICT R&D Regulatory and Institutional Framework, including best practices and recommendations from the ICT Expert Group in Latin America and the Caribbean. This work was completed within the framework of the Latin America-Europe Advanced Dialogues to Enhance ICT Research and Innovation partnerSHIP (LEADERSHIP) project. Read here: [http://www.leadershipproject.eu/wp-content/uploads/2013/11/LEADERSHIP\\_D1.4-InputPaperICTRegulationsWG.pdf](http://www.leadershipproject.eu/wp-content/uploads/2013/11/LEADERSHIP_D1.4-InputPaperICTRegulationsWG.pdf)
- COMUNICACIÓN CELULAR COMCEL S.A. (Mobile Colombian company of the AMERICA MOVIL Group) – The firm served as a Technical and Economic Expert in the Arbitration Courts between COMCEL S.A. and ETB S.A. E.S.P., conducted at the Chamber of Commerce of Bogotá (CCB) in 2014. The firm provided critical expertise in the following areas: i) Economic Financial Expertise for the Arbitration Court between CELCARIBE S.A. and ETB S.A. E.S.P. (Rad. 2847), ii) Economic Financial Expertise for the Arbitration Court between COMCEL S.A. and ETB S.A. E.S.P. (Rad. 2962), iii) Financial Expertise for the Arbitration Court between COMCEL S.A. and ETB S.A. E.S.P. (Rad. 2962). The firm's specialized input was instrumental in shaping informed decisions, ensuring a robust and thorough economic and financial analysis during arbitration proceedings.

**NATIONAL TELEVISION AUTHORITY OF COLOMBIA –ANTV– ..... July 16, 2012 - October 31, 2013**  
**EXECUTIVE COORDINATOR OF TV REGULATION**

Reported to the Board of Commissioners in the development of ANTV's regulatory agenda, focusing on TV content regulation, the protection of TV audiences, and the promotion of the public TV industry. Provided strategic input and guidance to ensure the alignment of regulatory policies with industry standards and audience protection mandates.

- Led the design and development of all general and specific regulations within ANTV's regulatory agenda for 2012 and 2013. These regulations covered critical areas such as the licensing framework, public television policies, spectrum assignment procedures for national TV service provision, TV operator registration requirements, and the TV data reporting regime, among others.
- Revised and updated the regulatory framework for the digital TV rollout in Colombia, ensuring a seamless implementation process in coordination with other national ICT agencies.

**NATIONAL PLANNING AGENCY OF COLOMBIA –DNP– ..... October 8, 2010 – July 15, 2012**  
**DEPUTY DIRECTOR OF THE ICT DIVISION**

Executed key actions to drive the development of the ICT sector in Colombia by providing strategic guidance, participation, promotion, and policy formulation. Collaborated closely with national ICT agencies in the creation of policies, plans, programs, and studies, fostering innovation and growth within the sector.

- Led the follow-up, control, and evaluation of public investment for the PLAN VIVE DIGITAL projects in Colombia, overseeing a total value of US\$ 1.5 billion for the period 2012-2014, ensuring successful execution and alignment with national objectives.
- Coordinated the formulation of national ICT policies as part of Colombia's National Development Plan 2012-2014, driving strategic initiatives to advance the country's digital transformation.
- Managed the implementation of the EXPORTA FACIL project, facilitating exports through National Postal Services, contributing to the growth of small and medium enterprises (SMEs) in the international market.
- Oversaw the preparation and approval of CONPES Document 3721 in 2012, shaping critical policy frameworks for ICT development.
- Served as Director of the Infrastructure and Sustainable Energy Unit during multiple terms (August, September, October, November 2011, and June 2012), providing leadership and strategic direction for the unit's operations.

**SUPERINTENDENCY OF PUBLIC UTILITIES OF COLOMBIA –SSPD– ..... September 10, 2009 – October 7, 2010**  
**SENIOR ADVISOR FOR THE SUPERINTENDENT OF PUBLIC UTILITIES**

Advised the Superintendent's Office in the formulation, execution, and control of plans, projects, and programs related to the public sectors of energy, gas, liquefied petroleum gas (GLP), aqueduct, and sewerage. Provided strategic guidance to ensure the alignment of sector initiatives with regulatory frameworks and national development goals.

- Coordinated the Technical Committee overseeing the capital investment process for TERMOEMCALI I S.A. E.S.P., valued at US\$ 197 million, achieving financial savings of US\$ 189 million for EMCALI E.I.C.E. E.S.P.
- Coordinated the Technical Committee for the capital investment process of TELECALI S.A., a subsidiary of EMCALI E.I.C.E. E.S.P., successfully targeting savings from pension liabilities amounting to COL\$ 80,000 million.
- Led the convergence of the SSPD accounting model to align with International Financial Reporting Standards (IFRS), ensuring compliance with global financial practices.

**SUPERINTENDENCY OF PUBLIC UTILITIES OF COLOMBIA –SSPD– ..... March 4, 2008 – September 9, 2009**  
**TECHNICAL DIRECTOR FOR THE TELECOMMUNICATION SECTOR**

Executed technical activities related to surveillance, control, and inspection of telecommunications operators providing fixed telephony services in Colombia, ensuring compliance with regulatory standards and enhancing service quality across the sector.

- Conducted 118 technical inspection visits, resulting in 97 investigations and the establishment of 5 improvement agreements to enhance operator compliance and service delivery.
- Led the development of 70 management evaluation reports assessing the operational performance of telecom operators, contributing to more effective regulatory oversight.

- Coordinated the preparation of the Annual Reports for the Fixed Telephony Service for the years 2007, 2008, and 2009, providing comprehensive insights into sector trends and performance.
- Served as Temporary Superintendent of the Telecommunications Sector in July 2008 and August 2008, providing interim leadership and maintaining regulatory continuity.

**COMMUNICATIONS REGULATORY COMMISSION OF COLOMBIA –CRC– ..... November 11, 2004 – March 3, 2008**  
**SENIOR ECONOMIC ADVISOR**

Reported to the Board of Commissioners on the development of the CRC's regulatory agenda, focusing on economic, financial, competition, and tariff issues within the telecommunications sector. Provided strategic input to shape regulatory policies that promote fair competition and economic sustainability in the industry.

- Led and advised regulatory projects including Fixed and Mobile Network Access Charges, Mobile to Fixed Market Analysis, and the Fixed Telephony Tariff Framework, contributing to improved regulatory structures in Colombia.
- Structured and implemented efficient long-term cost models for both fixed and mobile networks, optimizing network pricing and enhancing cost-effectiveness across the sector.
- Coordinated the preparation of Sectorial Telecommunications Reports for the years 2004, 2005, 2006, and 2007, providing key insights into market trends and regulatory impacts.
- Served as Temporary Regulation Coordinator in October 2007 and November 2007, ensuring regulatory operations continued smoothly during transition periods.

**CENTER OF ECONOMIC DEVELOPMENT STUDIES –CEDE– ..... December 1, 2001 – November 1, 2004**  
**DEPARTMENT OF ECONOMICS, UNIVERSIDAD DE LOS ANDES OF COLOMBIA**  
**GRADUATE RESEARCH ASSISTANT**

- Participated in economic research projects in Colombia, financed by BIRF, FONADE, DNP, FNE, UAESPNN, and STT, applying microeconomics, economic regulation, and pricing models to address sector-specific challenges and inform policy development.
- Advised research projects financed by the Inter-American Development Bank (IDB), under the direction of Jorge Ramírez-Vallejo (Harvard Business School faculty member at the Institute for Strategy and Competitiveness), contributing to strategic insights and enhancing project outcomes.

**INGENIERIA STRYCON LTDA. .... September 1, 1999 – August 31, 2000**  
**CIVIL ENGINEER**

- Designed the Tobía Grande – Puerto Salgar Roadway Tunnels during Development Phase III, contributing to the advancement of critical infrastructure in the region.

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**EDUCATION**

**MASTER OF SCIENCE, ECONOMICS**, Universidad de los Andes (Colombia), January 2001 – March 2004

- PROGRAMA UNIVERSIDAD EMPRESA Scholarship (2002): Ranked 3rd with a 4.24 / 5.00 GPA

**MASTER OF SCIENCE, ENVIRONMENTAL ECONOMICS**, Universidad de los Andes (Colombia) – Joint Master's Program with the University of Maryland, College Park (USA), January 2001 – March 2004

- Inter-American Development Bank (IDB) / Development Bank of Latin America (CAF) / UNIANDES Scholarship (2003): Ranked 4th with a 4.24 / 5.00 GPA

**BACHELOR OF SCIENCE, CIVIL ENGINEERING**, Universidad de los Andes (Colombia), Jan. 1994 – Sept. 1999

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**ACTIVITIES**

**TEACHING EXPERIENCE**

- Lecturer on “*National Cybersecurity Strategies and Public Investment Projects*” and “*Cybersecurity Workforce Development – Challenges and Issues*” at the “*Cybersecurity Summer BootCamp 2024*” Executive Program, organized and invited by the Instituto Nacional de Ciberseguridad de España (INCIBE) and the Organization of American States (OAS) - CICTE (León, Spain, July 8-18, 2024).
- Professor of the elective course “*Cybersecurity and Cyberdefense*” for the Master's Degree in State Law with an Emphasis on Regulation and Management of Telecommunications at Externado de Colombia University (2020-2021) (Bogotá, August 14 and September 12, 2021).
- Professor of “*Formulation, Evaluation, and Project Management*” for the Specialization in Government and Public Management at EAN University (Cycle 3 and 4 of 2020, and Cycle 2 of 2021).
- Professor of the elective course “*Cybersecurity and Cyberdefense*” for the Master's Degree in State Law with an Emphasis on Regulation and Management of Telecommunications at Externado de Colombia University (2018-2019) (Bogotá, October 19 and November 13, 2019).
- Expert Professor at the “*OAS Cybersecurity Symposium 2019*”, invited by the Organization of American States (OAS). Delivered the module “*Formulation and Implementation of Cybersecurity Policies / Strategies at the National vs. Organizational Level*” (Santiago, Chile, September 24-27, 2019).
- Professor of the Strategy Development Module in the “*Cybersecurity Leadership & Strategy*” Executive Certificate Program 2019, organized by the OAS and Florida International University (FIU) (Bogotá, July 15-16, 2019).



- Professor of “*Introductory Mathematics*” for prospective graduate students in the Department of Economics at Universidad de los Andes (2004, 2006, 2007, 2008).
- Professor of “*Microeconomics 3*” in the Department of Economics at Universidad Externado de Colombia (2004).
- Assistant Professor of “*Principles of Microeconomics, Microeconomics 1, and Microeconomics 3*” in the Departments of Economics and Business Administration at Universidad de los Andes (2003, 2004, 2005).
- Director of multiple diploma theses (Master's Degree in Economics, Master's Degree in Law and Master's Degree in State Law with an Emphasis on Regulation and Management of Telecommunications) in the ICT and cybersecurity fields at Universidad de los Andes and Externado de Colombia University.

## PROFESSIONAL TRAINING

- Completed the “*Cybersecurity: The Intersection of Policy and Technology*” online course, offered by Harvard Kennedy School Executive Education (January 15-19, 2024).
- Completed the “*International Law in the Cyber Era: Finding Balance Between State Interests and Individual Rights*” online course, organized by CyberLaw International with the support of the Government of Canada, the Organization of American States (OAS), and the University of Reading, UK (March 16-28, 2023).
- Completed the “*Big Data Modeling and Management Systems*” online course, offered by the University of California, San Diego (Coursera, May 2019).
- Completed the “*Shared Value: Competitive Advantage Through Social Impact*” course, offered by the Interdisciplinary Center for Development Studies at University of the Andes, Colombia (November 15-16, 2018).
- Completed the “*Cybersecurity Summer BootCamp 2018*” Executive Program, organized and invited by the Instituto Nacional de Ciberseguridad de España (INCIBE) and the Organization of American States (OAS) - CICTE (León, Spain, July 17-28, 2018).
- Completed the “*Cybersecurity Executive Training*”, organized and invited by the Inter-American Development Bank (IDB) and the Hebrew University of Jerusalem (HUJI) (Jerusalem and Tel Aviv, Israel, March 4-15, 2018).
- Completed the “*Introduction to Big Data*” online course, offered by the University of California, San Diego (Coursera, September 2017).
- Completed the “*Cybersecurity Leadership & Strategy*” Executive Certificate Program, organized by the Organization of American States (OAS) - CICTE and Florida International University (FIU) (Washington, D.C., USA, April 6-7, 2017).
- Completed the “*Liberalized Telecom Markets*” Program, organized by the Blekinge Institute of Technology (BTH) and the AF Group in cooperation with the Swedish International Development Cooperation Agency (SIDA) (Ronneby and Stockholm, Sweden, April 25 - May 24, 2006).
- Completed the “*Pricing Regulation in Telecommunications*” Online Course, organized by Spain's Commission for the Telecommunications Market (CMT) and CEDDET in cooperation with REGULATel (October 24 - December 4, 2005).

## PUBLICATIONS

- Author of the “*Report on Cybersecurity Workforce Development in an era of talent and skills shortages*” edited by the Organization of American States (OAS). 2024. Read here: [https://www.oas.org/en/sms/cicte/docs/Report\\_Cyber\\_WorkForce\\_Development\\_in\\_an\\_Era\\_of\\_Talent\\_and\\_Skills\\_Shortages.pdf](https://www.oas.org/en/sms/cicte/docs/Report_Cyber_WorkForce_Development_in_an_Era_of_Talent_and_Skills_Shortages.pdf)
- Contributor in the report “*Cybersecurity and Sustainable Development: A Global Path Forward*” prepared by the Swedish Ministry of Foreign Affairs, the International Telecommunication Union (ITU), the Global Forum on Cyber Expertise (GFCE), and Microsoft. Read here: <https://www.government.se/contentassets/c13ceb46683345d1b071fc12887950c2/cybersecurity-and-sustainable-development--a-global-path-forward/>
- Contributor in the report “*A Framework for Developing a Gender-Responsive Cybersecurity Policy, in particular its Assessment Tool*” prepared Association for Progressive Communications (APC). Read here: <https://www.apc.org/en/pubs/framework-developing-gender-responsive-cybersecurity-policy-assessment-tool>
- Author of the report “*State of Cybersecurity in the Colombian Financial System 2019*” edited by the Organization of American States (OAS). 2019. Read here: <https://www.oas.org/es/sms/cicte/docs/20201014-ASOBANCARIA-2020.pdf>
- Author of the article “*Cyber Risk Challenges in the Financial Sector for Colombia and Latin America 2019*” (Pages 16-25), edited by the Organization of American States (OAS) and ASOBANCARIA. 2019. Read here: <https://bit.ly/3jRMNrs>
- Author of the report “*State of Cybersecurity in the Financial Sector of Mexico*” edited by the Organization of American States (OAS). 2019. Read here: <http://www.oas.org/es/sms/cicte/documents/informes/Estado-de-la-Ciberseguridad-en-el-Sistema-Financiero-Mexicano.pdf>
- Author of the report “*State of Cybersecurity in the Banking Sector in Latin America and the Caribbean*” de edited by the Organization of American States (OAS). 2019. Read here: <https://www.oas.org/es/sms/cicte/sectorbancarioeng.pdf>
- Author of the report “*Impact of Digital Security Incidents in Colombia 2017*” edited by the Organization of American States (OAS) and the Inter-American Development Bank (IDB). Read here: <https://publications.iadb.org/publications/english/document/Impact-of-Digital-Security-Incidents-in-Colombia-2017.pdf>



## EVENTS

- Speaker at the Forum "Towards a National Cybersecurity Strategy in Mexico", organized by Mexican Academy of Cybersecurity and Digital Law (October 24, 2024). Presented on the design of a National Cybersecurity Strategy and international good practices.
- Speaker at the "IV Congress of the International Academic Network on Cybersecurity and Cyberdefense", organized by Escuela Superior de Guerra and Universidad Militar Nueva Granada, with the support of Amazon Web Services (AWS) (Bogotá, Colombia, October 22, 2024). Presented on cybersecurity policies in the age of AI.
- Panelist at the "Cybersecurity in Action - Institutional Response Strategies" event, organized by the EU LAC Digital Alliance and Universidad de los Andes (Bogotá, Colombia, September 19, 2024). Presented strategies to strengthen institutional responses to cybersecurity threats in the region.
- Speaker and Jury at the "Cyber 9/12 Strategy Challenge" in San José, Costa Rica, organized by the Atlantic Council / Cyber Statecraft Initiative (July 22-23, 2024). Assessed innovative cybersecurity strategies developed by teams in a competitive environment.
- International Expert at the workshop with cyber stakeholders for the formulation of the National Cybersecurity Policy of Paraguay (Asunción, Paraguay, June 25-26, 2024). Facilitated discussions and provided insights to shape Paraguay's national cybersecurity framework.
- International Expert at the workshop with cyber stakeholders for the formulation of the National Cybersecurity Policy of Uruguay (Montevideo, Uruguay, June 17-21, 2024). Contributed expertise to drive the development of Uruguay's national cybersecurity policy.
- International Expert at the launch of the formulation process of the National Cybersecurity Policy of Paraguay (Asunción, Paraguay, June 7, 2024). Played a key role in initiating Paraguay's national cybersecurity policy discussions.
- Speaker at the "International Seminar on Current Challenges in the Fight against Cybercrime", organized by the Ministries of Foreign Affairs of the Czech Republic and Colombia, and the LAC4 Project of the European Union (Bogotá, Colombia, April 24-26, 2024). Presented on emerging challenges in combating cybercrime.
- Panelist at "Cybertech Latinamerica 2024", organized by Cybertech Global and the City of Knowledge (Panamá City, Panamá, March 13-14, 2024). Shared insights on regional cybersecurity trends and challenges.
- International Expert at the workshop with cyber stakeholders for the formulation of the National Cybersecurity Policy of Barbados (Bridgetown, Barbados, December 15, 2023). Provided guidance to support Barbados' national cybersecurity policy development.
- Speaker on closing the gender gap in the cybersecurity agenda of Latin America and the Caribbean at the "First International Women in Tech Congress", organized by the ISOC Colombia Chapter (Medellín, Colombia, November 17-18, 2024). Addressed critical issues surrounding gender inclusion in cybersecurity.
- International Expert at the official release of the National Cybersecurity Policy of Costa Rica (San José, Costa Rica, November 13, 2023). Contributed to the launch and validation of Costa Rica's national cybersecurity strategy.
- Panelist on National Critical Infrastructures at "COLOMBIA 4.0: The Era of Artificial Intelligence", organized by the ICT Ministry of Colombia (Bogotá, Colombia, October 30-31, 2023). Discussed the protection of critical infrastructures in the AI era.
- International Expert at the workshop with cyber stakeholders for the formulation of the National Cybersecurity Policy of Costa Rica (San José, Costa Rica, September 20-21, 2023). Facilitated discussions on strengthening Costa Rica's cybersecurity posture.
- Speaker at the "III Congress of the International Academic Network on Cybersecurity and Cyberdefense", organized by Escuela Superior de Guerra and Universidad Militar Nueva Granada, with the support of Amazon Web Services (AWS) (Bogotá, Colombia, August 17, 2023). Presented on emerging and disruptive technologies in cybersecurity.
- Host and Speaker on Cybersecurity Policies with Hacker Perspectives and Advancing Cyber Diplomacy in a Connected World at DEFCON 31 Conference (Las Vegas, USA, August 10-14, 2023). Shared insights on cybersecurity policies and international cyber diplomacy.
- International Expert at the workshop with MITIC for the formulation of the National Cybersecurity Policy of Costa Rica (San José, Costa Rica, July 12-13, 2023). Provided expert consultation for Costa Rica's cybersecurity policy framework.
- Panelist on digital security governance and interaction mechanisms between agents at the "Forum on Cybersecurity and Cyberattacks", organized by the Department of Telecommunications Law at Externado University of Colombia (Bogotá, Colombia, June 28, 2024).
- Speaker at the "11th ITU Cyberdrill for the Americas", organized by the International Telecommunication Union (ITU) (Santo Domingo, Dominican Republic, June 19-23, 2023). Contributed expertise on improving cybersecurity readiness in the Americas.
- International Expert at the Planning Mission on Cyber Capacity Building Assistance Package to Costa Rica, organized by the U.S. State Department (San José, Costa Rica, May 21-26, 2023). Provided strategic input on enhancing Costa Rica's cyber capacity.
- Speaker at the VII Cybersecurity and Cyberdefense Seminar: Cyber Threats and their Impact on National Security, organized by Escuela Superior de Guerra with the support of Microsoft (Bogotá, Colombia, April 28, 2024).
- Speaker and panelist on the development of the cybersecurity workforce in Latin America and the Caribbean at the regional meeting of the Cybersecurity Innovation Councils (CICs), organized by the Organization of American States (OAS) and CISCO (Washington, D.C., USA, February 14-15, 2023).
- International Expert, invited by the Organization of American States (OAS) - CICTE, for the development and validation of the new National Cybersecurity Strategy of Costa Rica (San José, Costa Rica, September 29-30, 2022).
- Panelist on the development of the cybersecurity workforce in Latin America and the Caribbean at the 3rd national meeting of the Cybersecurity Innovation Councils (CICs) in Chile, invited by the Organization of American States

(OAS) and CISCO (Santiago, Chile, September 21, 2022).

- International Expert, invited by the Organization of American States (OAS) - CICTE, for the development and validation of the new National Cybersecurity Strategy of Ecuador (Quito, Ecuador, June 16, 2022).
- International Expert, invited by the EU-funded project Cyber Resilience for Development (Cyber4Dev) for preparing and delivering a 4-day training on cyber policy planning and cybersecurity strategy implementation in the Dominican Republic (Santo Domingo, Dominican Republic, May 23-26, 2022).
- Panelist at the Workshop with national stakeholders to prepare a draft of a new National Cybersecurity Strategy of Ecuador, invited by the Organization of American States (OAS) (Quito, Ecuador, March 17-18, 2022).
- Panelist on Digital Security Training Capacity Development Strategies at the 2nd national meeting of the Cybersecurity Innovation Councils (CICs) in Colombia, invited by the Organization of American States (OAS) and CISCO (December 9, 2021).
- Panelist on the Identification and Management of Risks in the Adoption of New Technologies (Internet of Things, Blockchain, Big Data, Cloud Computing, Artificial Intelligence) at the 2nd national meeting of the Cybersecurity Innovation Councils (CICs) in Chile, invited by the Organization of American States (OAS) and CISCO (July 20, 2021).
- Panelist on the Identification and Management of Risks in the Adoption of New Technologies (Internet of Things, Blockchain, Big Data, Cloud Computing, Artificial Intelligence) at the 2nd national meeting of the Cybersecurity Innovation Councils (CICs) in Mexico, invited by the Organization of American States (OAS) and CISCO (March 17, 2021).
- Panelist on the Identification and Management of Risks in the Adoption of New Technologies (Internet of Things, Blockchain, Big Data, Cloud Computing, Artificial Intelligence) at the 2nd national meeting of the Cybersecurity Innovation Councils (CICs) in Colombia, invited by the Organization of American States (OAS) and CISCO (November 30, 2020).
- Panelist at the Comprehensive Risk Management Week (VI International Seminar on Fraud Prevention - VIII International Seminar on Operational Risk) (Lima, Peru, October 1-3, 2019).
- International Expert, invited by the Organization of American States (OAS) for the development of the National Cybersecurity Policy of Ecuador (Quito, Ecuador, July 29-30, 2019).
- International Expert, invited by the Organization of American States (OAS) and the Digital Government Secretariat of the Presidency of the Council of Ministers of Peru, for the development of the State of Cybersecurity in Peruvian Organizations 2019 (Lima, Peru, July 11-12, 2019).
- Speaker at the Workshop on principles of building security in the use of ICTs in the national context, invited by the Government of Canada and the Organization of American States (OAS) (Singapore, June 25-26, 2019).
- Speaker at the OAS Cybersecurity Symposium 2018, invited by the Organization of American States (OAS) - CICTE to present the report "State of Cybersecurity in the Banking Sector in Latin America and the Caribbean" (Washington, D.C., USA, September 24-28, 2018).
- International Expert, invited by the Organization of American States (OAS) - CICTE for the development of the report "State of Cybersecurity in the Financial Sector of Mexico" (Mexico City, Mexico, August 28-29, 2018).
- Speaker at the Cyber South School on Internet Governance - Cyber SSIG 2018, invited by the Organization of American States (OAS) - CICTE (Washington, D.C., USA, April 30 - May 2, 2018).
- International Expert, invited by the Organization of American States (OAS) - CICTE for the development of the "State of Cybersecurity in the Banking Sector in Latin America and the Caribbean" (Sao Paulo, Brazil, September 11-12, 2017).
- International Expert, invited by the Organization of American States (OAS) - CICTE for the development of the "National Cybersecurity Strategy of Mexico" (Mexico City, Mexico, July 11-13, 2017).
- International Expert, invited by the Organization of American States (OAS) - CICTE for the development of the "Impact of Digital Security Incidents in Colombia 2017" (Washington, D.C., USA, July 21-22, 2016 - March 27-31, 2017).
- International Expert in the Independent Advisors and Consultants in Public Sector (ICAPS) - LATAM Summit organized by Microsoft Corporation (Fort Lauderdale, USA, December 1-2, 2016).
- Served as a member of the Colombian negotiation team for ICT affairs during the Fifth Ordinary Meeting of the Summit Implementation Review Group (SIRG) for the Sixth Summit of the Americas "Connecting the Americas: Partners for Prosperity" (Washington, D.C., USA, December 7-9, 2011).
- Participant in the 11th Global Symposium for Regulators (GSR) and 4th Global Industry Leaders Forum (GILF) organized by the International Telecommunication Union (ITU) and the Communications Regulation Commission (CRC) of Colombia. (Armenia, Colombia, September 20-23, 2011).
- Representative at the EXPORTA FACIL Sustainability Workshop organized by the Postal Union of the Americas, Spain, and Portugal (UPAEP) (Montevideo, Uruguay, October 24-28, 2011).
- Participant in the 14th Summit Meeting of Regulators and Operators related to REGULATEL and AHCIET "Broadband: The Challenge for Latin America of Digital Inclusion and Network Sustainability" organized by REGULATEL, AHCIET, and INDOTEL (Santo Domingo, Dominican Republic, July 18-19, 2011).
- Participant in the Public Sector Leaders Forum – Latin America and the Caribbean held by Microsoft Corporation (Washington, D.C., USA, April 5-6, 2011).
- Representative at the Network Interconnection in Telecommunications Meeting organized by REGULATEL (Lima, Peru, June 23-24, 2005).