
KHALED KOUBAA

Forward-thinking accomplished multilingual Internet business and technology advocate and expert respected for 20+ years providing invaluable perspective on the role of the Internet in world affairs.

A trailblazer regarding Internet policy at the intersection of public, private, and civic organizations. The only person ever to have held significant leadership roles for two private giants in the industry, Meta and Google, and to have also served on the board of directors for the Internet Corporation of Assigned Names and Numbers (ICANN), on the board of trustees for the Internet Society (ISOC), and as a member of the UN's Internet Governance Forum (IGF) Multistakeholder Advisory Group (MAG), three of the most influential entities in internet governance.

He is known as an influential leader and collaborator who engages with key stakeholders to achieve desired outcomes aligned with the organization's interests—committed to developing innovative political and policy strategies to foster strong relationships with policymakers and increase the organization's influence on a global scale.

CAREER HIGHLIGHTS

- Nominated by the United Nations Secretary-General as a member of the Internet Governance Forum (IGF) Multi-Stakeholder Advisory Group (MAG).
- Served on the Board and the advisory council of various Internet-related organizations, including ICANN, the Internet Society, AfriNIC, the Public Interest Registry, and the World Bank Group.
- Attended programs at UC Berkeley, Harvard Kennedy School, MIT, University of Southern California, and Syracuse University to develop in-depth knowledge of public policy and IT issues affecting the United States.

SKILLS & EXPERTISE

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|---------------------------|-------------------------------|-----------------------------------|
| ▪ Internet Governance | ▪ Metaverse | ▪ Technical Standards |
| ▪ Public Policy | ▪ Strategic Planning & Design | ▪ Outreach & Advocacy |
| ▪ Privacy & Personal Data | ▪ Telecommunications | ▪ Community Management |
| ▪ International Relations | ▪ Government affairs | ▪ Public Relations & Campaigns |
| ▪ Project Management | ▪ Budgeting/Finance | ▪ External Consultants Management |

PROFESSIONAL EXPERIENCE

AT WORTHY TECHNOLOGY - USA - 2023 TO PRESENT

Founder CEO

AT Worthy Technology, Inc. is a mission-led technology company committed to leveraging the power of technology to deliver products and services. Its responsibilities include supporting the Digital Rating systems' ongoing operations, ensuring the rating system's stability, and establishing and enforcing the Digital Rating policies.

As CEO, my responsibilities include investor management, business development, legal affairs, marketing and advertising, product management, customer retention, and acquisition.

META (FACEBOOK) - DUBAI, UAE - 2019 TO 2023

Public Policy - Africa, Middle East, and Turkey

- Consistently achieved company goals in public policy by developing and executing complex political strategies, including engaging and building relationships with key stakeholders.
- Created innovative plans for engagement with policymakers on Meta's products and services and monitored legislation and regulatory matters affecting Facebook to advise the company on policy challenges.
- Enhanced Meta's public reputation by communicating the company's position on a wide variety of digital policy issues in public presentations to diverse audiences, both internally and externally
- Collaborated on and developed public policy positions with other team members at Meta by analyzing data from multiple sources, forecasting potential policies and situations, devising appropriate outcomes, and proposing the best strategies to achieve goals.
- Frequently called upon to advise Meta teams on public policy matters and guide the development of products, services, and policies.
- Led global strategic efforts to ensure the advancement of the team's objectives by coordinating internal and external players across countries and time zones.

Internet Corporation for Assigned Names and Numbers (ICANN) - PARIS, FRANCE - 2016 TO 2019

Director - Member of Board of Directors

- Served as a board member of the global organization responsible for coordinating the maintenance and procedures of several databases related to the namespaces of the Internet, ensuring the network's stable and secure operation.
- Provided leadership to the Board of Directors while holding the following positions, Chair of the Organizational Effectiveness Committee, Member of the Finance Committee, Member of the Board-Governments Working Group, and Member of the Internet Governance Working Group.
- Partnered with the Chief Executive Officer and his team to achieve the organization's mission, develop chair meeting agendas, discuss issues confronting the organization, and strategically set policies in a dynamic non-profit setting.
- Monitored performance and outcomes against the strategic plan by encouraging the Board's role in strategic planning and providing direction and oversight to meet targets.
- Stayed abreast of the organization's financial situation by reading and analyzing financial statements and reports (\$150M Operation budget and \$314M New TLD Fund).

GOOGLE - TUNIS & DUBAI - 2012 TO 2016

Head of Public Policy & Government Relations MENA

- Developed and led public policy campaigns across the full range of policy areas that impact Google and the web, including innovation, Cloud, Internet Access, Internet governance, and privacy.
- Supported and implemented policies to create and maintain a user-focused online environment and an open Internet by engaging directly with politicians and policymakers and building a network of trade associations, industry partners, non-profit groups, and others.
- Created inroads for future products and services by representing Google externally with government, regulators, and third parties, and at public conferences.
- Conducted in-depth research to anticipate important federal and state government, public and social issues to manage crisis communications and serve as an on-the-record spokesperson on complex issues, particularly on public policy or legal matters.
- Advanced policy positions benefit our users by collaborating cross-functionally with a team of Google employees across MENA while closely coordinating the global Public Policy team.
- Ensured projects stayed within costs while managing the MENA Public Policy budget of \$0.5M, including budget preparation, supplier management, purchase orders, and invoice approval.
- Built coalitions that support policy stances to advance Google's reputation and influence by leading Internet governance activities in MENA, including ICANN, IGF, ITU, and others.

KOUBAA CONSULTING - TUNIS - 2004 TO 2012

Independent Consultant

Promoted technology adoption while advising organizations on how to use information technology to meet their objectives for high-profile clients, including the World Bank, U.S. Trade and Development Agency, Freedom House, Education for Employment Foundation, ICT4Peace Foundation, Réseau Entreprendre Tunis, and UNESCWA.

Built a reputation as an IT subject matter expert when recommending upgrades and implementing, deploying, and administering IT systems on the organization's behalf.

Advised Tunisian SMBs on using the Internet and e-Commerce to export to different target markets while serving as a CEPEX - Export Certified Advisor.

NETWORK EXPERTISE TUNISIA - TUNIS - 2002 TO 2004

Managing Director - Co-Founder

- Led the company's key administrative and financial functions, including finance and budgeting, human resources, information systems, office management, communications operations, and contracting.
- As a member of the senior team, played a central role in decision-making related to the company services.
- Developed and implemented operational policies, procedures, and training for the company staff
- Managed ongoing relationships with external vendors and consultants.

Discovery Informatique - TUNISIA - 2001 TO 2002

Management Controller & Process and Quality Manager

Discovery Group specializes in the digital transformation of companies and institutions in the Maghreb, sub-Saharan Africa, and Europe. It operates in the integration of management and ERP solutions where it is a Leader in Africa, as well as in developing platforms and digital applications for the European market.

Tunisia TradeNet - TUNISIA - 2000 TO 2001

Management Controller & Process and Quality Manager

Tunisie TradeNet manages a data-processing network that connects the various interveners in the foreign trade procedures in Tunisia (Banks, Administrations, Customs...). The project aims to facilitate foreign trade procedures, ensure traceability, and reduce the goods' time of stay at the ports.

EUROMED - Project IPAMED - TUNISIA - 1999 TO 2000

Project Manager at European Commission

EUROMED - IPAMED is a component of The Euromed Heritage program, a project chartered by the Barcelona Declaration and funded through the resulting Euro-Mediterranean Partnership. The project objective is to build computer-assisted remote sensing cartography of heritage sites in Tunisia. Budget of the project 1,12 Million €

Cleopatra World Group - TUNISIA - 1998 TO 1999

Management Controller

Develop the policies and control procedures and then work with department heads in accounting and operations to ensure enforcement of those policies. Investigate issues and ensure that any problems with legal compliance are rectified as quickly as possible.

PROFESSIONAL INVOLVEMENT

- **United Nations Internet Governance Forum (IGF) – 2020 - 2022**
Member of the Multistakeholder Advisory Group (MAG)
- **The World Bank Group – 2014 - 2019**
Member of the Advisory Council for Citizen Engagement
- **The Internet Society – 2009 - 2012**
Trustee - Member of Board of Trustees
- **Public Interest Registry (.ORG Registry) – 2007 - 2012**
Advisory Council Member
- **African Network Information Centre (AfrINIC) – 2010 - 2013**
Director - Member of Board of Directors
- **ICANN Nominating Committee - 2008 - 2009**
Member
- **Internet Society (ISOC) Tunisia Chapter – 2006 - 2012**
Founder / President

EDUCATION

Harvard Kennedy School, Boston, MA, USA: 2018

Executive Certificate in Public Leadership

Executive programs: "Using Evidence to Assess Effectiveness", "Leadership in Crises" and "Mastering Negotiation"

Maxwell School - Syracuse University, NY, USA: 2007

Executive Program in Democracy, Governance, and Leadership

High School of Electronic Commerce, Manouba, Tunisia: 2007

Master's Degree in Electronic Commerce and International Procurement

High School of Commerce, Tunis, Tunisia: 1997

Bachelor of Science in Management

EXECUTIVE AND ADDITIONAL EDUCATION

- *Business in the Metaverse Economy*
The Wharton School of the University of Pennsylvania | 2023
- *Independent Director Initiative*
UC Berkeley School of Law | 2022
- *Metaverse Certified Expert*
Blockchain Council | 2022
- *International Arbitration & Dispute Resolution*
ICC / E.T. Masterclass | 2021
- *FinTech Law and Policy*
Duke University (Coursera) | 2019
- *Privacy Law and Data Protection*
University of Pennsylvania (Coursera) | 2019
- *International Cyber Conflicts*
The State University of New York (Coursera) | 2019
- *Certificate in Internet Diplomacy*
University of Southern California | 2016
- *Professional Short Program in Radical Innovation*
Massachusetts Institute of Technology | 2015
- *Internet Regulatory and Trade Policy*
US Telecommunications Training Institute | 2007
- *Internal Quality Audit & ISO 9001 Norm*
Saphir Consult | 2001

ADDITIONAL KNOWLEDGE

Technical Skills	Microsoft Office / Open Office / Google Workspace / Amazon Web Services HTML / CSS / PHP / GIMP / FTP tools / CMS (Wordpress)
Languages	Arabic, French, and English