

Summary table of significant risks by severity ranking as of 2 June 2024

Likelihood (“L”) and Impact (“I”) ranking on a 1 to 10 scale

Operational		Mitigations
<p>Working methods for staff and delegates (products & services)</p> <ul style="list-style-type: none"> – Inability to provide key seamless and secure services to delegates and staff, especially at ITU events in relation to document management (DMS) due to legacy system components, registration, and participation (including re. quorum and voting) as well as inability to provide secure and stable remote event participation functionalities. 	<p>High</p> <p><i>L-7 I-9</i></p>	<ul style="list-style-type: none"> – DMS supported by experienced team in IS/USD. – SAP CRM module used for the last 13 years to administer notably ITU Service Desk; Event Management; Room Management; and ITU & TIES user account management; e-commerce (using the Web Channel component of CRM); and other functions. – DMS ongoing mapping of system weaknesses to the CWEs (2024). – CRM solution/improvement roadmap and implementation (including Event Management, Protocol platform, CRS) (2024). – Improvements of ITU User Account and TIES management (2024). – Virtual events Venue Project (2024).
Strategic		Mitigation
<p>ITU as lead agency for digital development</p> <ul style="list-style-type: none"> – Faced with increasing competition in the digital space within the UN system, ITU fails to put forward adequate value propositions for SDG digital initiatives and lead on digital matters. 	<p>Substantial</p> <p><i>L-7 I-8</i></p>	<ul style="list-style-type: none"> – Strategic choice (1) to emphasize ITU core competencies and track records with key events such as WSIS; and (2) to leverage ITU's expertise to partners with other UN entities (e.g. UNICEF) as lead or supporting partner, incl. through UN systemwide fora (e.g. HLCCM). – Active engagement and participation of ITU's leadership in UN initiatives focusing on digital technology and innovation. – Participating in the UN digital cooperation agenda and UN networks and working groups.

Intersectoral coordination

- Lack of coordination between the General Secretariat and the Bureaux leading to duplication, lack of synergy, inefficient use of resources, which also undermines ITU's agility and ability to position itself at a lead digital agency.

Substantial

L-7 I-8

- Top management agreement on the need to coordinate and cooperate to avoid duplication and optimize the use of resources.
- Regular management meetings (MCG, CoCo, management committees, meetings of Heads of Divisions, etc.).
- The Intersectoral Task Force and various internal groups.
- Planned Service Order to rule the Inter-sectoral coordination with follow-up mechanism to plan, monitor, evaluate and report (2024).

Strategic & operational plans

- The strategic plan does not fully translate into or inform the formulation of actionable objectives and workplans across the General Secretariat and Bureaux to support the activities of the Union.

Substantial

L-7 I-8

- High level operational plan.
- Staff and managers formulate their workplans based on experiences and/or PP resolutions and Council decisions.
- High level strategic objectives (prospective workplans) (2024).
- ITU Accountability Framework, component 2, advocates for Result-based management (RBM).
- Senior Management Internal Control Plan: Strengthening RBM (2024).

Fiduciary		Mitigations
<p>Staff well-being</p> <ul style="list-style-type: none"> – Undue stress and anxiety stemming from unhealthy or disrespectful working environment, or failure to prioritize organizational objectives leading to multiplication of ad hoc tasks and unsustainable work burden. 	<p>Substantial</p> <p>L-7 I-8</p>	<ul style="list-style-type: none"> – Staff counsellor services. – Conduct and analysis of annual staff survey and results on agenda of Senior Management retreat (2024). – Teleworking arrangement supported by an online request/ approval system. – ITU participates in UN Occupational Health and Safety (OHS). – Policy prevention on harassment.
<p>Highest standards of ethical behaviour</p> <ul style="list-style-type: none"> – Staff and managers not engaged in achieving ethical behaviour and non-compliance with ethics-related staff and financial rules, policies, and procedures. 	<p>Substantial</p> <p>L-5 I-8</p>	<ul style="list-style-type: none"> – Ethics training (which will become mandatory in 2024). – Ethics Office provides confidential advice to staff members and managers. – Code of Ethics for ITU Personnel.
Operational		Mitigation
<p>High-quality multilingual interpretation during ITU events</p> <ul style="list-style-type: none"> – Interpretation Service is unable to recruit sufficient high-quality interpreters for meetings, events and conferences, notably especially with the push toward less costly remote interpretation services of relative quality, which may be in breach of UN AIIC agreement and affect ITU's ability to continue to rely on experience and qualified AIIC interpreters. 	<p>Substantial</p> <p>L-7 I-7</p>	<ul style="list-style-type: none"> – Continual monitoring of deadlines. – Explanatory meetings and support from high-level MS members to ensure local collaboration with ITU. – Deployment 10-15 days prior to an event of ITU staff on site to monitor and follow-up. – Verification of local staff CVs. – Continual coordination with the Information Service Department.

<p>Timely translated documents for events</p> <ul style="list-style-type: none"> – Late delivery of documents for conferences and meetings, hindering effective member states communication and deliberation, including affecting adoption of proposals and conclusion of final acts. 	<p>Substantial</p> <p>L-7 I-7</p>	<ul style="list-style-type: none"> – Roster of available qualified/ performing short-term staff. – Effective planning of the allocation of special resources. – Revision of input contributions to the extent possible to facilitate the delivery of quality output texts. – Reach out and liaison with clients to avoid late submission. – Streamlined recruitment of promising staff beyond duration of events.
<p>Resilience & business continuity</p> <ul style="list-style-type: none"> – On premises system architecture (incl. non-standard field office networks), relying on legacy systems (unsupported) and customized software and applications may cause interruptions – and be vulnerable to increasingly sophisticated cyberattacks – that affect the delivery of key products and services to staff and membership. 	<p>Substantial</p> <p>L-5 I-8</p>	<ul style="list-style-type: none"> – ISD historical knowledge and continued maintenance and support of all systems. – Information security and resiliency measures in places, including several systems moved to the Cloud and backups of on premises systems. – Documented Enterprise Architecture (2025).