Summary table of significant risks by severity ranking as of October 2024*

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

Strategic		Mitigation
ITU as lead agency for digital development − 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.	**Substantial** *L-7 I-8*	− Strategic choice (1) to emphasize ITU core competencies and track records with key events such as WSIS Forum and AI for Good, as well new initiatives supporting implementation of areas in the Global Digital Compact; and (2) to leverage ITU's expertise to partners with other UN entities (e.g. UNICEF) as lead or supporting partner, incl. through UN system-wide fora (e.g. HLCM and HLCP). − 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 coordination management meetings (MCG, CoCo, management committees, meetings of Heads of Divisions, etc.). − The Intersectoral Task Force and various interna intersectoral groups. − Service Order 24/06 on Inter-Sectoral Coordination Task Force, from 8 July 2024.

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* Update from summary table provided to Council 2024 in annex to document C24/49-E.

Strategic & operational plans	**Substantial**	— Set of annual organization's priorities by the leadership.

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 Bureaus to support the activities of the Union.

Substantial

L-7 I-8

— Set of annual organization's priorities by the leadership.

— Sectors' high level operational plan.

— Staff and managers formulate their workplans based on experiences and/or PP resolutions and Council decisions, priorities, and resources available.

— ITU Accountability Framework, component 2, advocates for Result-based management (RBM).

— Senior Management Internal Control Plan: Strengthening RBM (2024).

— Prioritization to be linked to the allocation of resources (from 2025).

Operational		**Mitigation**

High-quality multilingual interpretation during ITU events

— Interpretation Service is unable to fulfil late or last-minute modified requests for interpretation due to unavailability of interpreters at short notice.

— Technical problems (e.g. sound quality and delay) cause inaudible/unusable interpretation for delegates and speakers.

— Remote and AI interpretation is currently being piloted with the following risks: quality of interpretation can be compromised, technical issues, possible deterioration of relationship with AIIC undermining ITU's ability to continue to rely on experience and qualified AIIC interpreters.

Substantial

L-7 I-7

— Continual monitoring of deadlines for meeting organizers and outreach to clients to submit interpretation needs, allowing timely recruitment.

— Continual coordination with the Information Service Department to offset technical issues & create contingency plans.

— Continual testing and piloting of new interpretation solutions, to find the best quality service on the market.

Timely translated documents for events − 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.	**Substantial** *L-7 I-7*	− 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. − Outreach and liaison with clients to avoid late submission. − Streamlined recruitment of staff beyond duration of events.
Resilience & business continuity − 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	**Substantial** *L-5 I-8*	− 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).
Working methods for staff and delegates (products & services) 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.	**Substantial** *L-5 I-9*	− 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. − CRM improvement roadmap (including Event Mgmt, Protocol platform, CRS) (2024). **Implementation in Sept. 2024 of the more secure SAP cloud-based CDC platform user account creation, including for the mgmt. of TIES account access right.∗** − Virtual events Venue Project (2024).

∗ This risk is no longer the most significant risk due to the implementation of the cloud CDC platform, which lowers the likelihood of a disruption to delegates' access to event venues and the document management system.

Financial		Mitigations
Budget and cost recovery variance − Challenges in balancing annual budget implementation notably due to the variance in recent years between budgeted and actual cost-recovery revenues, specifically for the processing of space notices and publications. This provides limited leeway to cover expenses, especially additional ones, or fund extra expenditure short of Council authorizing exceptional withdrawals from the Reserve Account.	**Substantial** *L-7 I-7*	− Cost-recovery revenues forecast based on historical data, planned volume or demand and sensitivity analysis. Methodology for all cost recovery should be done on a monthly forecast basis to avoid any timing issues on potential revenue generation. − Council Decision 482 – Expert Group to be resumed work to revise the schedule of charges for the processing of space notices (no change since 2006) to ensure full cost recovery as per Resolution 91. Conclusions expected by 2025 − Strict budget controls and measures to optimize/reduce expenses to balance budget when required, including through notably strict monitoring and implementation of efficiency measures while being mindful of fixed expenses, priorities, Plenipotentiary Conference, world conferences and Council decisions with financial implications. − Creation of specific funds/provisions to serve as buffer to cover possible shortfalls in cost recovery revenue. − Continual engagement with Senior Management for new initiatives/activities having financial implications to ensure that they are within approved budget or can be funded through available resources (i.e., revenue surplus, efficiency gains, savings). − Consolidation and harmonization of controls and processes for extra-budgetary funds (2024). − Rigorous management of arrears and recovery of the latter.

Fiduciary		Mitigations
Staff well-being − 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.	**Substantial** *L-7 I-8*	− 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. − Development of mental health and wellbeing action plan for ITU − ITU participates in UN wide Mental Health and wellbeing implementation board for UN Mental Health Strategy
Highest standards of ethical behaviour − Staff and managers not engaged in achieving ethical behaviour and non-compliance with ethics-related staff and financial rules, policies, and procedures.	**Substantial** *L-5 I-8*	− Ethics training (which will become mandatory in 2024). − Ethics Office provides confidential advice to staff members and managers. − Code of Ethics for ITU Personnel.

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Financial		Mitigations
Cost recovery variance — Challenges in balancing annual budget implementation notably due to the variance in recent years between budgeted and actual cost-recovery revenues, specifically for the processing of space notices and publications. This provides limited leeway to cover expenses, especially additional ones, or fund extra expenditure short of Council authorizing exceptional withdrawals from the Reserve Account.	**Substantial** *L-7 I-7*	— Cost-recovery revenues forecast based on historical data, planned volume or demand and sensitivity analysis. Methodology for all cost recovery should be done on a monthly forecast basis to avoid any timing issues on potential revenue generation. — Council Decision 482 – Expert Group to be resumed work to revise the schedule of charges for the processing of space notices (no change since 2006) to ensure full cost recovery as per Resolution 91. Conclusions expected by 2025 — Strict budget controls and measures to optimize/reduce expenses to balance budget when required, including through notably strict monitoring and implementation of efficiency measures while being mindful of fixed expenses, priorities, Plenipotentiary Conference, world conferences and Council decisions with financial implications. — Creation of specific funds/provisions to serve as buffer to cover possible shortfalls in cost recovery revenue. — Continual engagement with Senior Management for any new initiatives/activities having financial implications to ensure that they are within approved budget or can be funded through available resources (i.e., revenue surplus, efficiency gains, priority setting, savings). — Consolidation and harmonization of controls and processes for extra-budgetary funds (2024). — Rigorous management of arrears and recovery of the latter.

Financial sustainability

– Insufficient projected revenues to cover expenses, especially longer-term financial commitments such as ASHI liability and the forthcoming CHF 3 million (or more) annually to repay the Swiss loan should the new building be completed, which will add budgetary pressured and may affect the future financial stability of ITU.

– Ensure full implementation of ITU's investment policy and terms of reference for the Treasury Committee.

Moderate

L-3 I-7

– Continual engagement with Senior Management to select among new initiatives, competing priorities and exigencies having longer-term financial implication those that ought to receive funding for the delivery of ITU's products and services.

– Long terms forecast of key financial liabilities.

– Initiate a long-term strategy to increase funding of ASHI liability in collaboration with the Council.

– Mitigate the risk of currency movements on investments and ensure ITU investment policy matches its short-term investment needs with short-term liabilities and also aligns long-term investments with long term liabilities (e.g. ASHI).

Financial reporting

– Misstatement of financial information provided to governing bodies or other interested parties, including regarding the availability and sources of funding for new initiatives and other prioritized activities.

Moderate

L-2 I-8

– Continual engagement with Senior Management and other internal stakeholders to ensure that accurate information is provided to governing bodies, including regarding for the allocation of resources to new initiatives to avoid UMACs type commitments.

– Formalize FRMD's internal control role over documents to be submitted to governing bodies to ensure proper financial verification and provide assurance concerning submission's financial and budgetary implications (2024).

– IPSAS training to ensure that financial recordings and statements are in line with latest IPSAS pronouncements/interpretation (2024)

– Improvement to financial processes and related reporting to ensure complete picture of financial status on a monthly basis.

Strategic (contributions & fees)		Mitigations
Contribution unit pledges − Decreased assessed contributions (number of member states contributory units) pledges at the 2026 Plenipotentiary Conference (currently 70% of revenues), notably resulting from the relative strength of the Swiss francs with other currencies and/or Member States experiencing high debt or deficit levels.	Moderate *L-3 I-9*	− While overall level of unit contribution has been relatively stable through the years, planned engagement with Member States led by Elected Officials, including through ITU regional offices throughout 2024-26 prior to the Plenipotentiary Conference in 2026.
Membership fees − Loss of sector members and attendant reduction in membership fees resulting in a budget shortfalls (these fees represent approximately 10% of ITU's revenues).	Moderate *L-3 I-7*	− Continued engagement with current membership and potential new ones.

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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
Working methods for staff and delegates (products & services) − 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.	**High** **L-7 I-9**	− 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
ITU as lead agency for digital development − 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.	**Substantial** **L-7 I-8**	− 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. HLCM). − 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
Staff well-being − 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.	**Substantial** *L-7 I-8*	− 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.
Highest standards of ethical behaviour − Staff and managers not engaged in achieving ethical behaviour and non-compliance with ethics-related staff and financial rules, policies, and procedures.	**Substantial** *L-5 I-8*	− 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
High-quality multilingual interpretation during ITU events − 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.	**Substantial** *L-7 I-7*	− 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.

Timely translated documents for events	Substantial	− Roster of available qualified/ performing short-term staff.
− 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.		− 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.
	L-7 I-7	− Streamlined recruitment of promising staff beyond duration of events.
Resilience & business continuity	Substantial	− ISD historical knowledge and continued maintenance and support of all systems.
− 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.		− Information security and resiliency measures in places, including several systems moved to the Cloud and backups of on premises systems.
	L-5 I-8	− Documented Enterprise Architecture (2025).

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