

Summary table of registered risks of the General Secretariat and Bureaux

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

Strategic		Mitigation
<p>Member States failing to maintain the unit of assessed contribution at the Plenipotentiary Conference.</p> <ul style="list-style-type: none"> – Decreased assessed contributions (number of member states contributory units) to be pledged at the 2026 Plenipotentiary Conference (currently 70% of regular budget revenues), resulting from a combination of Member States' policy changes, weaker national public finance postures, or economic disruptions. 	<p>High</p> <p>L-7 I-9</p>	<ul style="list-style-type: none"> – As per request of PP22, the Secretariat developed an ITU-wide resource mobilization strategy (Council 2024 approved the strategy, which the Secretariat is now implementing). – Planned engagement with Member States led by Elected Officials, including through ITU regional offices throughout 2025-26. – No increase in the base unit level, enhancing certainty for the Member States. – Secretariat to develop a more attractive presentation of its budget and unmet needs, clearly identifying funding gap(s) aligned with UN best practices. – Continual efforts to enhance trust with transparency and efficient use of the Union's resources (e.g. strong financial management) and that we are modernizing (e.g. transformation).
<p>Delays in processing of space and terrestrial notices resulting in revenue reduction</p> <ul style="list-style-type: none"> – Delays in processing satellite and terrestrial filings beyond the regulatory time limits. – Number and complexity of filings generate peak workloads and bottlenecks respectively. – Records and registers frequency assignments errors for space or terrestrial systems, as well as invoice/payment issues. 	<p>High</p> <p>L-9 I-7</p>	<ul style="list-style-type: none"> – Revision of Decision 482 enters into force on 1 January 2026. – Data integrity checks and public accessibility of payment status for cost recovery invoices, validation software, review systems, and regulatory controls. – Semi-annual reporting with KPIs. – Continual efforts to ensure that appropriate level of resources is allocated for the process various steps through budget process with member states' approval. – Continual effort to ensure adequate staffing level with required skills.
<p>Delay or inability to implement software upgrades for processing frequency notifications</p> <ul style="list-style-type: none"> – Insufficient software modernization. – Insufficient software testing and validation. – Delay in implementing software resulting from the decisions of the World Radiocommunication Conferences prior to the date of entry into force of new editions of the Radio Regulations. 	<p>High</p> <p>L-9 I-7</p>	<ul style="list-style-type: none"> – Suite of software and applications supporting and automating registry function steps for SNF (e.g. eSubmission, eCommunication, SNTrack, BRSIS-Cost recovery Module). – Roadmap for software modernization is being implemented but is limited due to the current resources. – BR managers oversee the advancement of software development projects. – Council approved 500 KCHF/year for the modernization of BR software.

Strategic		Mitigation
<p>Failure or inability to counteract threats to ITU's position as the lead UN 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 digital initiatives and lead on digital matters. 	<p>Substantial</p> <p>L-7 I-8</p>	<ul style="list-style-type: none"> – Strategic choice (1) to emphasize ITU core competencies/track records with key events such as WSIS Forum and AI for Good; new initiatives in areas in the Global Digital Compact; and (2) to leverage ITU's expertise to partners with other UN entities as lead/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, innovation and UN reform. – Participating in the UN digital cooperation agenda and UN networks and working groups.
<p>Intersectoral coordination</p> <ul style="list-style-type: none"> – Inefficient coordination between the General Secretariat and the Bureaux leading to duplication, lack of synergy, and inefficient use of resources, which also undermines ITU's agility and ability to position itself at a lead digital agency. 	<p>Substantial</p> <p>L-6 I-8</p>	<ul style="list-style-type: none"> – 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 internal intersectoral groups. (Service Order 24/06: Inter-Sectoral Coordination Task Force, 8 July 2024).
<p>Qualified personnel – Single point failures</p> <ul style="list-style-type: none"> – Disruptions of Radiocommunication Bureau's operations due to the departure of senior managers holding key strategic or operational positions – Critical functions with mandatory ITU-R regulatory responsibilities lack backup personnel – Critical functions with mandatory regulatory responsibilities lack backup personnel 	<p>Substantial</p> <p>L-6 I-8</p>	<ul style="list-style-type: none"> – External expertise obtained by temporary/permanent recruitment. – Recruitment of retired staff as SSAs. – Continued re-pyramidization process. – Service recovery plans for those functions without backup personnel. – Handover and Succession plan to cover the anticipated departure of senior staff in the next 4 years.

Strategic		Mitigation
<p>Ensuring the long-term sustainability of ITU initiatives for empowerment of youth through ICT</p> <ul style="list-style-type: none"> – Meaningful youth engagement and mainstreaming efforts within ITU risk remaining symbolic or ad hoc rather than being fully institutionalized across the Union. 	<p>Substantial</p> <p>L-6 I-6</p>	<ul style="list-style-type: none"> – The Gender and Youth Office approved by Council 2023 has been established which is fully staffed and running since May 2025, with initiatives at key events (e.g. AI for Good, WSIS and WTPF) and onboarding of the first cohort of ITU Young Professional Programme. – The ITU Secretary-General’s Youth Advisory Board is established and active. – The ITU Youth Task force has been established. – ITU leads the Geneva network of UN youth focal points.
<p>Quality products and services, conduct of in-country capacity-building activities: skills and expertise</p> <ul style="list-style-type: none"> – Failure to timely deliver products and services as a result of insufficient human resources, and lack of qualified experts or inability to retain their services in due course. 	<p>Substantial</p> <p>L-6 I-6</p>	<ul style="list-style-type: none"> – Anticipation and planning of resource requirements for specific activities. – Database of experts, timely planning and initiation of recruitment processes. – Review of internal HR and IT processes (Transformation) ongoing.
<p>Workforce planning: efficient and effective allocation and use of human resources</p> <ul style="list-style-type: none"> – Failure to evaluate and anticipate current and future competency-based staffing needs. – Absence of succession plan for key positions. 	<p>Moderate</p> <p>L-5 I-7</p>	<ul style="list-style-type: none"> – HR Strategic Plan / People Strategy. – eRecruitment system. – Workforce planning including the succession plan. – Update ITU Competency Framework for current and future requirements.
<p>Expanding revenue base to enhance financial stability of the organization</p> <ul style="list-style-type: none"> – Loss of industry members and attendant reduction in membership fees resulting in a budget shortfall (these fees represent approximately 10% of ITU's revenues). 	<p>Moderate</p> <p>L-5 I-7</p>	<ul style="list-style-type: none"> – Cross-ITU coordination to improve retention and acquisition of industry and academia members.

Strategic		Mitigation
<p>Gender equality and mainstreaming</p> <ul style="list-style-type: none"> – Gender mainstreaming is limited to lip-service value-signaling without buy-in by managers, staff members and other stakeholders to effect gender mainstreaming in policies, program, and internal business processes as well as ensuring gender consideration in decision-making. – Difficult global context for gender equality and inclusion, which may create a backlash against GEM achievements, resulting in limited resources and funds for GEM programs and projects. 	<p>Moderate</p> <p>L-5 I-6</p>	<ul style="list-style-type: none"> – ITU mandate has GEM related Resolutions in every sector: BR, TSB, BDT and PP. – Council 2023 decision to establish the Gender and Youth Office, which is fully staffed and running since May 2025. – The ITU Gender Task Force. – The ITU Network of Women Ministers and ICT Leaders, the three ITU Network of Women in the BR, TSB and BDT. – Sectoral Working Women Networks – The 2024/2025 GEM Action Plan. – ITU Policy on Gender. – Dashboard of participants at ITU events. – Mandatory Gender Training. – Implementation of the ITU Gender Parity Implementation Plan. – ITU Resolution 70 instructs UN-SWAP reporting and compliance.
<p>Support to Radiotelecommunication Conferences, Assembly, Meetings (e.g. WRC, CPM, RAG), and seminars</p> <ul style="list-style-type: none"> – Delay in signing the HCA. – Failure to forecast requirements; forestall and respond to event organizational problems. – Late document submissions to, and process/provide output documents, as well as implementing decisions (e.g. from RRB). – Disruption to key products and services delivery (e.g. translation, document and facility management) for major events (e.g. WRC). – Failure to organize and properly focus seminars and related information events to increase the membership knowledge of Radio Regulations (RR) and their revisions. 	<p>Moderate</p> <p>L-5 I-6</p>	<ul style="list-style-type: none"> – Close internal coordination with ITU functional support departments and units for interpretation & translation (C&P), documents (SPM), information and document management system (ISD), safety and security (SSRD), etc. – Regular world and regional ITU-R seminars and outreach program to further raise awareness of RR. – Update of RoP RR 4.4 regarding responsibilities for implementation outside the RR framework. – Allocation of sufficient resources through budget process with MS approval.

Strategic		Mitigation
ITU-R publications (RR Article 20 Maritime Manual, Lists IV, V, VIII) <ul style="list-style-type: none"> – Reduced membership interest for these publications, despite List V being a mandatory publication for the maritime sector. – Change toward subscription/income model may lead to decreased demand and less revenues on Maritime Publications. – Cancellation of the Radio Regulation requirements for mandatory carriage by a WRC. 	Moderate L-4 I-8	<ul style="list-style-type: none"> – Anticipated the level of demand for publication. – Monitoring of sales, finding reasons in case of sale reductions and rectifying the causes. – Ongoing content improvement and support/media delivery, including digital formats and web access.
Sustainability of AI for Good <ul style="list-style-type: none"> – Year-to-year volatility in funding levels for AI for Good. 	Moderate L-4 I-7	<ul style="list-style-type: none"> – Continual engagement with donors. – Development of a resilient financial strategy including the establishment of a long-term budget and emergency fund. – Moving project-based positions into hybrid roles from regular budget and sharing resources across organization.
Governing bodies' engagement & reporting <ul style="list-style-type: none"> – Delayed, unfocused, inaccurate or irrelevant information provided to member states leading to their disengagement, diminishing support or lack trust. 	Moderate L-4 I-7	<ul style="list-style-type: none"> – CPDG and similar processes in place to manage and improve documents and information provided to member states. – Strategic Plan reflects the opinion and the need of MS (membership-led process). – Communicating via Circular Letters. – Sponsorship packages. – Regular preparatory briefings with member states before meetings of governing bodies.
Integration of environmental and social sustainability considerations across ITU activities <ul style="list-style-type: none"> – ITU activities unduly contribute to global warming and environmental degradation through its facilities, events and operations and fails to meet the CEB UN Sustainability Strategy 2020–2030 targets. 	Moderate L-4 I-7	<ul style="list-style-type: none"> – Environmental governance framework with clearly defined roles in place in the context of the Environmental Management System, regular progress update to Management and Member States, yearly reporting to Greening the Blue, training for staff.

Strategic		Mitigation
Bridging the standardization gap <ul style="list-style-type: none"> Delegates from developing countries reduce their engagement in ITU-T activities. 	Low L-3 I-8	<ul style="list-style-type: none"> ITU puts forward a compelling value proposition for its ICT standardization work for developing countries, including: Technical and leadership capacity-building; Regional representation; financial support; Language services and electronic working methods; evidence of the relevance of standards.
Continuous talent development <ul style="list-style-type: none"> Failure to develop needed skills and knowledge necessary to meet the evolving needs of ITU in terms of new methods of work, systems or policy framework. 	Low L-5 I-5	<ul style="list-style-type: none"> 2024 ITU Mandatory Learning Policy on foundational knowledge to reinforce standards, teamwork, and an inclusive organizational culture. Ongoing comprehensive leadership programme for managers, including inclusive leadership for senior managers and adaptive leadership for senior managers, managers, changemakers, and intact teams. “Game Shifter” programme (2024) to assist General Service colleagues. ITU Competency Framework updates Key learning activities to be provided through external platforms, such as LinkedIn Learning and Coursera.
Outreach and engagements with Member States and industry for in-country activities <ul style="list-style-type: none"> Decreased commitment by Member States to ensure the implementation of in-country activities necessitating their support. Low participation of industry and academia in ITU-D activities and events. 	Low L-4 I-6	<ul style="list-style-type: none"> Close engagement and collaboration through ITU Regional, Area and Liaison offices to advance ITU value proposition and to ensure appropriate level of involvement. Active engagement with industry and academia to enhance the work of ITU-D. Regular communication to anticipate and take proactive measures to induct new focal points. Meetings of the Industry Advisory Group on Development Issues and Private Sector Chief Regulatory Officers (IAGDI-CRO) held regularly to strengthen strategic engagement, facilitate the co-design of development initiatives, and share regulatory trends.
Development of standards - Membership/industry <ul style="list-style-type: none"> Standards developed by ITU are not adopted / implementable. Low participation of significant industry members. 	Low L-3 I-7	<ul style="list-style-type: none"> SG leadership training. Industry engagement activities.

Strategic		Mitigation
Resources mobilization ITU-D <ul style="list-style-type: none"> – Failure to mobilize sufficient financial resources to implement actions plans. 	<div>Low</div> <div>L-4 I-5</div>	<ul style="list-style-type: none"> – Continued resource mobilization efforts. – Expanding funding sources, strengthening existing partnerships incl. other international organizations, global financial development institutions, and international funding mechanisms. – Continual resource requirements anticipated.
ITU-D statutory events and conferences <ul style="list-style-type: none"> – Low participation and engagement by ITU-D membership in study groups, key conferences and events such as the TDAG, RPM, WTDC. 	<div>Low</div> <div>L-3 I-8</div>	<ul style="list-style-type: none"> – Host Country Agreement in place for WTDC 2025. – Timely communication and regular engagement with memberships to ensure engagement and participation. – Enhanced internal coordination with key providers of services and products to support these events, notably C&P (interpretation, translation, publishing), ISD (safety and security, registration and document management systems, remote participation).

Operational		Mitigation
<p>Support and improve working methods for staff and delegates</p> <ul style="list-style-type: none"> – Inability to provide seamless and secure services to staff and delegates, especially at ITU events in relation to document management (DMS), ERP, registration and participation (including re. quorum and voting) as well as inability to provide secure and stable remote event participation functionalities for delegates for ITU events. 	<p>Substantial</p> <p><i>L-5 I-9</i></p>	<ul style="list-style-type: none"> – Implementation of new CRM solutions (e.g. customer data cloud (CDC) in Sept 2024) - SAP CRM/ERP module used for the last decade to administer notably ITU Service Desk; Event Management; Room Management; and ITU & TIES user account management; e-commerce; and other functions. – Improvement and maintenance plan for remote participation in ITU events approved by Council. – Migrate on-prem SAP ERP to S4HANA in the cloud – Systematic tabletop exercise stress testing the critical business processes (played with IS Subject Matter Experts) through a "contamination matrix" to display the potential negative impact of disruptions on the services to the participants. The TTX generates additional preventive measures to implement before the events. – Response plans during the event were incidents to occur and communication strategies to implement for a safe, secure and timely management and recovery. – Systematic safety and security-centric tabletop exercises to identify the physical vulnerabilities of the venue for its participants, assets and business processes.
<p>High-quality multilingual interpretation during ITU events</p> <ul style="list-style-type: none"> – Interpretation Service is unable to fulfil requests for interpretation which arrived late or were modified, due to unavailability of interpreters at short notice. – Technical problems (e.g. sound quality and delay) cause inaudible and usable interpretation for delegates and speakers. – HR compliance and deadlines may hinder the ability to hire interpreters or reduce the flexibility. – Strong sound interference due to participants bringing their earphones close to microphone causing damage to the interpreters' hearing. – For remote interpretation, hardware/software failures. 	<p>Moderate</p> <p><i>L-5 I-7</i></p>	<ul style="list-style-type: none"> – Continual monitoring of deadlines for meeting organizers and outreach to clients to submit interpretation needs, allowing timely recruitment. – Increased coordination with General Secretariat and Bureaux to better anticipate needs and to plan for interpretation services. – Continual coordination with the Information Service Department to offset technical issues & create contingency plans, including sufficient internet infrastructure for remote interpretation. – Continual testing and piloting of new interpretation solutions, to find the best quality service on the market. – Coordination with HRMD on all aspects of hiring. – Strengthening coordination with the CRM team, meeting organizers and registration teams to provide necessary facilities to interpreters. – Announcement at onset of meetings warning participants to keep their headphones away from their microphones.

Operational		Mitigation
Information system resilience <ul style="list-style-type: none"> – Rapid technological changes or significant cybersecurity incidents compromise sensitive ITU-T data, disrupt operations, or erode stakeholder trust. 	Moderate L-7 I-6	<ul style="list-style-type: none"> – Aligned TSB-developed/maintained tools with the ISD security systems in place. – Developing a medium-to-long-term maintenance plan to ensure sufficient time is allocated for technology updates and strengthening the continuity and reliability of provided services. – Ongoing collaboration with the ITSO/ISD security team to adhere to and implement required security standards and protocols.
Information governance and information management <ul style="list-style-type: none"> – Inability to find reliable, accurate, complete, and relevant ITU information due to poor quality information, inadequate metadata, or poor storage, including non-ITU managed environments. – Accidental or unauthorized destruction, loss, or modification of ITU information due to poor storage, natural disasters, cyberattacks, and the absence of a long-term digital preservation framework. 	Moderate L-7 I-6	<ul style="list-style-type: none"> – ITU Accountability Framework - Component 5: Information. – ICT Governance Committee established in 2024 to oversee and strategically manage governance of IT, cybersecurity, and information governance. – Roadmap for an IG baseline for M365 in place. – Digitization programme for key historical documents. – Ongoing preservation/care of physical archives.
Cybersecurity and information security <ul style="list-style-type: none"> – IT systems and information assets are not secured in an efficient and effective manner in accordance with intended security posture and priorities set by the Leadership, IMAC and Council Working Group. – Unauthorized access, disclosure, or modification of ITU information, including sensitive and personal information. 	Moderate L-5 I-6	<ul style="list-style-type: none"> – ICT Governance Committee (ICTGC) established in 2024 to oversee and strategically manage governance of IT, cybersecurity, and information governance. – Regular reports on information security for the Plenipotentiary Conference and Council. – Active risk management, with a dedicated risk register, performed by the Information Security Division.
Management of IT systems, assets and projects <ul style="list-style-type: none"> – IT systems and services do not support institutional needs. – ITU staff do not have the IT systems, equipment, and skills they need to work effectively and innovate. – IT investments and initiatives are not delivered in a timely and cost-effective manner. 	Moderate L-5 I-6	<ul style="list-style-type: none"> – ICT Governance Group established in 2024 to oversee and strategically manage governance of IT, cybersecurity, and information governance. – Current practice does not allow project consultants to transport objects to production, except occasionally for large projects during cut-over/go-live. – For bug fixes, OSS notes installation, or small enhancements verbal approval is given, after testing, to transport objects to Production. – Strengthening information Architecture identity management. – Enhancing governance for procuring/using/securing cloud services.

Operational		Mitigation
Efficient and effective procurement activities <ul style="list-style-type: none"> – Inability of the Procurement Division to carry out procurement activities effectively and efficiently in compliance with the Union’s Financial Regulations and Rules. 	Moderate L-4 I-8	<ul style="list-style-type: none"> – Procurement Manual with clear guidance for all involved in procurement processes. – Development of a segregation of duties matrix for procurement. – Increase relevant training for procurement staff. – Ongoing modernization of the procurement framework.
External Relations: Member States & Governance <ul style="list-style-type: none"> – Failure to deliver quality products and services, re. resolutions/ document management for Plenipotentiary conferences, Council and CWG sessions. 	Moderate L4 I-8	<ul style="list-style-type: none"> – CDPG and similar processes in place. – Document management systems and related interdependencies continuously maintained by ISD. – Historical governing bodies documents, including correspondence and preparatory documents, are stored on a P:/Drive subject to regular backup. – Document management process to be reviewed as part of transformation initiative. – New ITU website project to facilitate search through documents (e.g. prior governing bodies' documents, decisions, resolutions) with AI assistance.
Development of standards - Information support systems <ul style="list-style-type: none"> – Potential downtime of systems/services. – Higher-than-expected need to allocate time, resources, additional investment, to maintain developed applications, marked by an increased backlog of maintenance tasks and activities. – Ineffectual application user interfaces. 	Moderate L-4 I-8	<ul style="list-style-type: none"> – Potential downtime of systems/services. – Higher-than-expected need to allocate time and resources, including additional investment, to maintain developed applications, marked by an increased backlog of maintenance tasks and for maintenance activities. – Ineffectual application user interfaces.
Procurement planning <ul style="list-style-type: none"> – Procurement not considered as a strategic partner function and failure to involve procurement at early stages. – Projects and activities being delayed because of poor procurement planning. 	Moderate L-5 I-6	<ul style="list-style-type: none"> – Development of relationship between Procurement and Project Managers. – Implement and follow up the Annual Procurement Plans with Requesting Units. – Communication plan for key stakeholders. – Quarterly meetings with key stakeholders. – Annual feedback process undertaken with stakeholders.

Operational		Mitigation
Best value for money - contract management <ul style="list-style-type: none"> – Failure to maximize value that ITU can obtain from contract management. 	Moderate L-5 I-6	<ul style="list-style-type: none"> – Failure to achieve best value for money (i.e. higher costs and/or lower quality) that otherwise would accrue to ITU through efficient and effective contract management.
Enhancing accountability and transparency for human resources <ul style="list-style-type: none"> – Unclear regulatory framework (regulations, rules, Service Orders), which leads to inconsistent application and lack of confidence of staff in administrative decisions. 	Moderate L-6 I-5	<ul style="list-style-type: none"> – Ongoing project of modernization of the ITU staff regulatory framework. – Train managers and staff on Performance Management. – New SSAs procedures and guidelines on payments and on conflicts of interest. – Ongoing targeted process review of staff administration services.
Organizational and technical support to the Radio Regulations Board, six Study Groups and CCV <ul style="list-style-type: none"> – Subpar quality of final texts (e.g. draft Rules and Procedures, ITU-R recommendations, Reports) and inadequate product and services (e.g. technical expertise) to properly support the work of RRB (e.g. cases of harmful interference), Study Groups and the CCV. 	Moderate L-5 I-6	<ul style="list-style-type: none"> – Continual efforts to allocate sufficient resources. – Preparation for future budget process allocation activities and approval by member states.
Integrity of MIFR, frequency Plans and availability of BR key Information, digital assets and systems <ul style="list-style-type: none"> – Total or partial loss or corruption or unavailability of MIFR. – Disruption to system software and applications for critical BR registry functions or for membership to access key information. – Loss, corruption, unavailability of data, correspondence and other information submitted by member state; or affecting the work of study groups or inadvertent deletion of records deemed too old. – Loss of file systems and backups affecting work of study groups. 	Moderate L-3 I-9	<ul style="list-style-type: none"> – Daily data backup (resp. ISD). – Systematic archiving relevant older documents with Library Section. – Corrective: Activity Recovery Plans for IAP (TAS/SAS), TSD, SSD and SGD are in place for business continuity following significant disruption, to facilitate recovery within the relevant Maximum Tolerable Period of Disruption (MTPD) and Recovery Time Objective (RTO) (joint resp. ISD/BR). – Enforcement of high data security program and procedures (joint efforts ISD/BR).

Operational		Mitigation
Delivery of quality products and service <ul style="list-style-type: none"> – Change in the external environment affects the holding and continuity of ITU-D in-country activities due to unforeseen local political, economic, security or other disrupting events. 	Moderate L-5 I-5	<ul style="list-style-type: none"> – Ongoing communication and coordination with partners and stakeholders to anticipate potential disruptions and develop and implement contingency plans and measures in response. – Use of technology to facilitate remote communication and meetings, including remote event participation platform facilities maintained by ITU as a key contingency and continuity measure.
Development of standards – Publication <ul style="list-style-type: none"> – Inability to meet potential increase in editing and publishing requests for ITU-D publication, including urgent or priority ones. 	Moderate L-4 I-7	<ul style="list-style-type: none"> – Implementation of efficient workflow management tools and processes. – Recently hired a publication officer. – Advocacy for the importance of editing services and their impact on organizational goals.
Environmental sustainability - organizational improvements on environmental impacts <ul style="list-style-type: none"> – Lack of commitment from staff, management and ITU memberships to implement and embed environmental sustainability actions in key activities and business processes. 	Moderate L-5 I-5	<ul style="list-style-type: none"> – ITU Environmental Sustainability Policy. – ITU EMS Action Plan covering air travel, facilities management, events, shipping & commuting, staff, procurement and IT. – ITU EMS Working Group. – Greening ITU Events Guidelines. – Remote participation platform in place for Union events.
Ensure high-quality conference management and logistics services to provide fully functional and serviced venues for events. <ul style="list-style-type: none"> – Premises are not ready for the start of the ITU events, jeopardizing ITU's ability to start the events as scheduled due prerequisites such as venue accessibility/security/sustainability inspection and requirements; glitches in audiovisual equipment or incidents affecting the proceeding and an event (e.g. safety and security incidents). 	Moderate L-3 I-8	<ul style="list-style-type: none"> – Close collaboration with host country on all aspects of organization of events, including for customs and freight company for shipments of ITU goods – Continuous monitoring of deadlines. – Regular meetings and support from high-level MS members to ensure local collaboration with ITU. – Deployment of ITU staff 10-15 days prior to an event on site to monitor and follow-up. – Close continuous coordination between ISD/Logistics/Security. – CRM platform for room bookings.

Operational		Mitigation
<p>Timely delivery and accuracy of mandatory/paid publications (e.g. Maritime Manual and final reports of statutory events).</p> <ul style="list-style-type: none"> – Significantly late submission of source materials by internal stakeholders for mandatory publications affect delivery time. – Low-quality or delayed products and services from outsourced third parties (e.g. CD/DVD-ROMs, USB key and paper versions). – Human resource constraints in small publication teams — absence or turnover of key personnel can disrupt production timelines. – Single points of failure: one staff with required knowledge. 	<p>Moderate</p> <p>L-4 I-8</p>	<ul style="list-style-type: none"> – Regular coordination and progress updates with internal clients to ensure schedules are followed. – Early identification of risks to alert all actors in the production chain; adjust delivery dates when necessary or reallocate resources. – Coordination among ITU services to ensure timely submission of inputs. – Knowledge sharing within teams to reduce dependency on single staff members.
<p>Resilience & Business Continuity - Systems</p> <ul style="list-style-type: none"> – Failure to support and keep ERP system operational will have financial impacts on staff (no salary) and vendors (no payment), prevent proper recording of financial transactions, track assets, etc. – On-premise system architecture, (incl. non-standards field offices 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>Low</p> <p>L-3 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-premise systems. – Standardized IT and Security solutions deployed in all ITU Field Offices with centralized HQ support. – Business continuity plans in place in all Field Offices and centrally tested yearly from the ITU HQ (Part of the ORMS Maintenance, Exercise and Review); and IT recovery plans with assets to be provided to support alternate work modalities.
<p>Timely delivery of documents for conferences and meetings translated into six languages.</p> <ul style="list-style-type: none"> – Timely delivery of documents for conferences and meetings translated into six languages. 	<p>Low</p> <p>L-3 I-7</p>	<ul style="list-style-type: none"> – Systematic reaching out to clients to alert about deadlines and document format. – Work with focal points in Bureaux to ensure timely document submission following the submission by member states – Roster of available qualified/ performing translators and operators. – Effective planning of the allocation resources, including outsourcing and translation companies. – Diversify service providers for translation and text processing, increase internal flexibility and timing of processing requests. – Better integration of remote teams and hybrid teams in delivering translation service.

Operational		Mitigation
<p>Use of new technologies and AI in language services (i.e. Machine Translation and AI Interpretation)</p> <ul style="list-style-type: none"> – Inaccuracies, inconsistencies and errors due to use of Machine Translation and Remote and AI Interpretation, as these are being piloted. – For Machine Translation, risk of using MT version as official version of documents; for interpretation, there are also the additional risks of interruption of service during a meeting, latency issues and other technical issues. – Complications due to ITU-AIIC agreement and strong position against remote/AI interpretation, carrying risk to ITU's ability to continue to rely on qualified AIIC interpreters. – AI Interpretation also carries a serious risk of offensive language and misinterpretation. 	<p>Low</p> <p>L-4 I-5</p>	<ul style="list-style-type: none"> – Introduction of new technologies in a careful and systematic approach, in full transparency, based on mapping of documents and events with clients and Member States for content suitable for such technologies. – Continuous piloting and troubleshooting, such as provision of post-editing tools as well as continuous surveying of satisfaction with the results. – Ongoing discussions with ITU LAU and Member States.
<p>Client friendly and efficient Facility Management support services</p> <ul style="list-style-type: none"> – Inefficient and ineffective facility management ill-adapted to current business needs. 	<p>Low</p> <p>L-4 I-4</p>	<ul style="list-style-type: none"> – Establishment of a plan for the maintenance and renovation works for prolonged use of the Tower and Varembe building beyond their projected lifespan. – New facilities management practices being part of the new building operational functioning, will require the FM team to adapt accordingly.
<p>FMBPD to "own" the space and implementation of an automated Space Management tracking system</p> <ul style="list-style-type: none"> – Halfhazard and reactive facility management awaiting breakdowns of aging, malfunctioning -- instead of planned maintenance -- resulting in extra-costs. 	<p>Low</p> <p>L-4 I-4</p>	<ul style="list-style-type: none"> – Ordinary maintenance plan. – Ongoing development of a maintenance plan for the now anticipated longer period of use of the Tower and Varembe.

Operational		Mitigation
<p>Optimized use of facilities</p> <p>That (1) non-centralized space management is not in place and (2) lack dedicated resources for implementation once the new ways of working (teleworking and unassigned desk policy) are introduced.</p>	<p>Low</p> <p>L-3 I-3</p>	<ul style="list-style-type: none"> – Service Order SO 22/05 on centralized space management. – 4 February 2022. – Review of allocation of departmental workspace undertaken in 2024 and new space planning principles based on efficient and equitable use of space developed.
Financial		Mitigations
<p>Inaccurate forecasting of cost recovery revenues</p> <ul style="list-style-type: none"> – 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 the Council authorizing exceptional withdrawals from the Reserve Account. 	<p>Substantial</p> <p>L-7 I-8</p>	<ul style="list-style-type: none"> – Cost-recovery revenues forecast based on historical data, planned volume or demand and sensitivity analysis. – Council Decision 482 to ensure more appropriate levels of cost recovery for the processing of space notices entry into force 1 January 2026. – 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 re. new initiatives/activities with financial implications to ensure 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. – Rigorous management of arrears and recovery of the latter.

Financial		Mitigations
<p>New Building Project Cost and Financing</p> <ul style="list-style-type: none"> – Pursuant to Council Decision 640, the New Building project was re-scoped (initial design aborted in 2024 with termination costs totaling CHF 22.2 million). Uncertainty remained regarding the cost of a newly designed project upon completion of the tendering and selection process relative to the allocated envelope. 	<p>Substantial</p> <p><i>L-7 I-7</i></p>	<ul style="list-style-type: none"> – All decisions made by the Council regarding the new building project must be reviewed. – If possible, some funds can be allocated to the risk register funds to anticipate any increase in the General Enterprise costs.
<p>Managing and facilitating revenue receipt</p> <ul style="list-style-type: none"> – Increase default on unit contribution commitment or payments in currency with higher convertibility fees or with greater liquidity and third-party risks, including due to Central Bank restrictions, sanctions and limited access to the international financial systems. 	<p>Moderate</p> <p><i>L-4 I-7</i></p>	<ul style="list-style-type: none"> – Reliance on authorized financial third-party (e.g. UN exchange account) for transactions of illiquid or otherwise restricted or weaker currencies. – Rigorous management of arrears and recovery of the latter in line with the ITU Financial Regulations and Rules.
<p>Financial sustainability</p> <ul style="list-style-type: none"> – Insufficient projected revenues to cover expenses, especially longer-term financial commitments such as ASHI liability and the possible CHF 3 million (or more) annually to service the Swiss loan should the new building be completed, which will add budgetary pressured and may affect the future financial stability of ITU. 	<p>Moderate</p> <p><i>L-4 I-7</i></p>	<ul style="list-style-type: none"> – Continual engagement with Senior Management to select competing priorities having longer-term financial implications, those that must be funded for the delivery of ITU's products and services. – Long-term forecasts of key financial liabilities and creation in 2013 of the ASHI fund now amounting to CHF 15 million. – Initiate a long-term strategy to increase funding of ASHI liability in collaboration with the Council. – In line with the proposal of the UN ASHI working group (created under UNGA Resolution A/RES/68/244), endorsed by both JIU and IMAC, the Secretary-General decided that 5.35 percent will apply to the base salary of staff recruited from 1 January 2026 onward. – Mitigate the risk of currency movements on investments and ensure ITU investments match its short-term investment needs with short-term liabilities and also align long-term investments with long-term liabilities (e.g. ASHI). – Ensure full implementation of ITU's investment policy and terms of reference for the Treasury Committee.

Financial		Mitigations
Extrabudgetary revenues and expenses <ul style="list-style-type: none"> – Failure to manage extra-budgetary revenues and expenses, notably for major events involving numerous transactions, in line with the ITU Financial Regulations and Rules. 	<div>Low</div> <div>L-3 I-8</div>	<ul style="list-style-type: none"> – Monitoring of extra budgetary revenues and expenses by FRMD. – Ensure proper due diligence and internal vetting of agreements. – Escalation of Financial Regulations and Rules non-compliance to Elected Officials and the Secretary General. – Close collaboration between Project Managers and Finance. – Consolidation and harmonization of controls and processes for extra-budgetary funds.
Financial reporting <ul style="list-style-type: none"> – Misstatements 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. 	<div>Low</div> <div>L-2 I-8</div>	<ul style="list-style-type: none"> – 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. – Formalized 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. – Conformance with IPSAS, including new pronouncements/ interpretations for financial recordings and statements.

<p>Staff entitlements and benefits</p> <ul style="list-style-type: none"> – Irregularities and processing errors, including staff mistakes as well as misrepresentation with fraudulent intent 	<p>Moderate</p> <p>L-5 I-8</p>	<ul style="list-style-type: none"> – Ongoing project of modernizing the ITU staff regulatory framework – Ongoing targeted process review of staff administration services. – Mandatory submissions by staff, and review of supporting documents, certificates, diplomas and receipts related to entitlements and benefits. – Ongoing audit recommendations follow-up to address control weaknesses. – Ongoing collaboration with ISD on SAP-HR enhancements & digitalization (including recruitment, payroll, allowances, education grant, rental subsidy, telework, leave, pension.) – Data governance & clean-up. – HR Information security & access controls. – Mandatory training includes ethical behaviour and fraud awareness.
<p>Procurement fairness, integrity and transparency</p> <ul style="list-style-type: none"> – Procurement processes are affected by irregularities, including fraud and other proscribed practices. 	<p>Moderate</p> <p>L-4 I-8</p>	<ul style="list-style-type: none"> – Procurement Manual - Service Order 22/13. – Systematic requirement that ITU prospective vendors register with UNGM. – Reference check for due diligence. – Mandatory ITU Bidder's Eligibility and Integrity Declaration Form for formal tenders (which includes UN Supplier Code of Conduct). – Policy against fraud, corruption, proscribed practices - Service Order 25/10. – ITU Policy on Declaration of Interests SO 24/16. – Standards of conduct for the international civil service - Service Order 17/07. – Code of Ethics for ITU personnel - Service Order 11/02. – Channels for reporting irregularities, i.e. Oversight Unit, Ethics Office.

<p>Obligation and expenses</p> <ul style="list-style-type: none"> – Payment irregularities, including as a result of fraudulent or other proscribed activities 	<p>Moderate</p> <p>L-3 I-9</p>	<ul style="list-style-type: none"> – Verification of vendor invoices (i.e. banking and coordinates) against master list as well as inconsistent information (e.g. IBAN number at odds with location). – Revised and reinforced vendor registration form in place. – Invoices from inactive vendors (24 months) - systematic request to confirm/update vendor master list information. – Three-way matching" ERP abetted cross-verification of invoices, purchase orders, and confirmation of goods or services received. – Payment segregation of duties: payment team send payment proposals to ITU banks, which seek approval from (non-payment team) authorized signatories. – Non payrolls staff benefits-expenses: verification of HRMD validation and supporting documents (e.g., education grants) for staff benefits; Travel section validation together with Travel Authorization and supporting documents for travel expenses; authorizing payment memorandum with supporting documents for other expenses. – Regional offices petty cash: Monthly reports submitted to FRMD with supporting documents for all incurred petty cash expenses. – Thorough update revision of the vendors masters list underway, e.g. duplicate information, inactive vendors, etc. – Procurement manual review ongoing for, among others, non-pre-authorized procurement with payments approved via memorandum.
<p>Safety and security at ITU offices and local events</p> <ul style="list-style-type: none"> – Security concerns, including incidents materializing, at ITU office locations or where events are held outside Geneva. 	<p>Moderate</p> <p>L-4 I-8</p>	<ul style="list-style-type: none"> – United Nations Security Management System (UNSMS) framework and requirements, with security continual engagement as per UNDSS. – Security systems upgraded (access control & camera systems (Ubiquiti system) for all ITU offices away from Geneva (completed June 2025). The installed system and equipment are being maintained and monitored from ITU HQ. – Close coordination, also involving ITU Safety, Security and Resilience Division, with host safety and security authorities. For the WTDC in Baku security coordination and arrangements have been formalized as part of the host country agreement for the event.