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| REPORT ON THE IMPLEMENTATION OF THE RESOLUTION 217: ITU’S BUSINESS CONTINUITY MANAGEMENT FOR THE PERIOD 2023–2026 | |
| **Purpose**  To ensure the continuity of the Union’s activities, the Plenipotentiary Conference (Bucharest, 2022) approved Resolution 217: ITU’s Business Continuity Management for the period 2023–2026. This document aims to provide to the Council Working Group an update on the development of a business continuity strategy; together with related action plan; financial plan; and risk assessment.  **Action required**  Council Working Group FHR is invited to **take note of** this report.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  **References**  [Resolution 217](https://www.itu.int/en/council/Documents/basic-texts-2023/RES-217-E.pdf) (Rev. Bucharest, 2022) of the Plenipotentiary Conference | |

1. **Background**
   1. The business continuity strategy, encompassing actions, financial plans, and risk assessments, aims to fortify ITU's resilience, ensuring seamless operations despite potential disruptions.
   2. Resolution 217, adopted by PP-22, mandated measures for ITU to secure business continuity, considering, among others, the plans and timelines established for the new headquarters. With the planned demolition of Varembe building in 2023 impacting ITU activities, an urgent strategy, action plan, financial planning, and risk identification were imperative.
   3. However, developments in the new building project in 2023 prompted a postponement in project initiation, introducing uncertainties in financial implications. To address this uncertainty, a high-level strategy and action plan for ITU's business continuity are outlined, with financial details slated for Council 24, providing clearer information.
   4. The document references several reports that estimate the impact of various business continuity actions, providing ongoing assessments.
2. **Business continuity strategy and action plan** 
   1. The objective of the strategy and action plan is to render ITU more resilient to anticipate, absorb, accommodate, and recover from disruptive events, including those that may eventually arise when the new headquarters premises project is started. The strategy and action plans revolve around four main workstreams:
3. Leveraging measures and technical solutions to provide alternative remote working and meeting arrangements;[[1]](#footnote-1) and
4. Ongoing resilience activities and related transformation initiatives;[[2]](#footnote-2)
5. Optimizing the use of the remaining workspace at ITU headquarters during the construction project;[[3]](#footnote-3)
6. Finding alternative venues for events that could no longer be held at ITU headquarters during construction.
   1. The strategy and related action plan are rolling in nature, will require flexibility and will be further updated and developed to account for changing circumstances and exigencies.
7. **Financial plan**
   1. Due to a lack of certainty concerning the timeline of the upcoming building project and its potential implications for ITU activities in 2023-2026, a detailed financial plan could not be finalized at this time.
   2. Several crucial reports have been submitted to the Council, after the Resolution's approval, outlining the resource requirements for the execution of activities associated with the business continuity strategy and plan. These reports include:

* C23/7 (Rev1) - Report on the Union's headquarters premises project
* C23/52 - Transformation roadmap to achieve organizational excellence.
* C23/54 - Report on the implementation of Resolution 167 (Rev. Bucharest, 2022) of the Plenipotentiary Conference
* C23/INF/11 - Assess & Transform: Evaluating Current State and Developing an IT Roadmap for ITU's Service Excellence and Growth
* C23Add/5(Rev1) - Report on the Union's headquarters premises project
* CWGFHR16/6 - Report on cybersecurity framework and internal controls within ITU
* CWG-FHR-16/7 - Implementation of Resolution 167 (Rev. Bucharest, 2022) of the Plenipotentiary Conference from 2024 and beyond
  1. A more detailed financial plan will be presented once a decision is made regarding the implementation and timeline of the new building project.

1. **Risk assessment**
   1. The risk assessment will cover key strategic, operational, fiduciary, and financial risks related the continuity of the Union’s activities for 2023-26 and beyond. Funding insufficiency is likely to continue to be a significant strategic risk which may adversely affect needed measures to mitigate operational or fiduciary risks, with several of these being components of the business continuity strategy.
   2. The lack of available funding is also closely linked to financial sustainability risks that may affect several activities in the coming years, including not only for the construction project,[[4]](#footnote-4) but also to implement part of ITU Operational Plan to deliver the five thematic priorities and the 43 outputs of the Union, as laid down in the strategic plan.

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1. These include technical tools and support for remote working and virtual meetings, and flexible working arrangement to facilitate work and improve event participations. [↑](#footnote-ref-1)
2. These include the Transformation Roadmap and ongoing ORMS activities, including related to crisis management; enhancing cybersecurity; and securing and leveraging ITU information system and assets in keeping with the changing technology landscape (e.g., cloud services, analytics, AI). [↑](#footnote-ref-2)
3. Blocking and staking studies and functional analysis have been conducted to optimize the use of remaining workspace through adapted flexible working arrangements during the construction project. These studies and analysis will remain in abeyance until such time as further guidance and decisions are provided by Council regarding the construction project. [↑](#footnote-ref-3)
4. Regarding the delaying of the construction project, risks of continued inflationary pressure may lead to further costs increase. [↑](#footnote-ref-4)