

Agenda item: ADM 2

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Report by the Secretary-General

THE FOURTEENTH REPORT OF THE INDEPENDENT MANAGEMENT ADVISORY COMMITTEE (IMAC) – ANNUAL REPORT FOR 2024-2025

Purpose

This Report of the Independent Management Advisory Committee (IMAC) to the ITU Council contains the detailed IMAC Annual Report for the 2024-2025 activities to be presented at the meeting of the 2025 session of the Council.

Action required by the Council

The Council is invited to **approve** the IMAC report and the recommendations for action by the secretariat ([Annex 2](#) – Recommendations 2025/1 to 2025/6).

Relevant link(s) with the Strategic Plan

ITU Strategic Plan 2024-2027.

Financial implications

None

References

[Resolution 162](#) (Rev. Bucharest, 2022) of the Plenipotentiary Conference; [Council Decision 633 \(C23\)](#)

General consideration

The 2024-2025 reporting period has seen intensified scrutiny across the United Nations system. Structural inefficiencies, growing fiscal pressures, and calls for greater accountability have placed renewed emphasis on the role of internal oversight and governance bodies. Within this context, the Independent Management Advisory Committee (IMAC) reaffirms its commitment to supporting the Secretary-General and the Council in safeguarding the financial integrity, operational efficiency, and strategic resilience of the Union. The present report reflects IMAC's continued efforts to provide forward-looking advice, ensure risk-aware decision-making, and promote lean and accountable governance in a rapidly evolving institutional environment.

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A The work of IMAC

1 The Committee

1.1 This Annual Report to the 2025 Council outlines the activities conducted during 2024-2025.

1.2 The membership of IMAC, starting in 2024, includes: Mr Honoré NDOKO (Chair), Mr Henrique SCHNEIDER (Vice-Chair), Ms Chitra BARTH-RADHAKISHUN, Mr Niel HARPER, Mr Christof Gabriel MAETZE, and Mr Bassam HAGE.

1.3 Following Council-24, IMAC held its regular meetings in person in Geneva from 29 to 31 October 2024, from 25 to 28 February 2025, and from 14 to 16 May 2025, with remote participation arrangements. Two special ad hoc virtual meetings were also held in September and October 2024.

1.4 The Committee members conducted additional activities and attended meetings during the 2024/2025 period. The Chair of IMAC held meetings with ITU management. Furthermore, the IMAC Chair, Vice-Chair, and one other member participated in the annual meeting of the Chairs of the UN System Oversight Committees on 3-4 December 2024, at the UPU Headquarters in Bern, Switzerland.

2 Declaration and statement of private, financial, and other interests

2.1 Each member confirmed their commitment to uphold the organization's ethical standards and the absence of conflicts of interest. These 2025 annual declarations were completed in February 2025 and sent to the Ethics Office for their formal presentation to the Chair of the ITU Council following the IMAC Terms of Reference.

2.2 A statement on conflict of interest was made by each member at the opening session of each meeting. No conflicts of interest were recorded during the reporting period.

3 Discharge of duties and statement of independence

3.1 The Committee fully discharged its duties following its Terms of Reference, work plan, and requests from the Management and the Council.

3.2 The Committee's oversight and advisory activities were free from interference, and there were no circumstances (real or perceived) of impairment of its independence. IMAC received full support and regular cooperation from ITU Management and staff during their regular constructive engagements in its work. Each meeting included an opening session and a closing debriefing session with the Secretary-General.

4 Status of IMAC Recommendations

4.1 Consistent with its established procedure and to facilitate the Council's oversight of the actions taken in response to IMAC's recommendations, IMAC conducted a thorough review of the progress made in implementing its previous recommendations.

4.2 The outcome of the review is in [Annex 2](#) of this report for easy reference and approval by the Council.

5 Revision of IMAC Terms of Reference

5.1 Following statutory requirements to review its Terms of Reference at least biennially, the Committee initiated discussions on necessary updates. The proposed revisions will address changes in IMAC's scope of activities, mainly due to the internal development of ITU and its processes, such as the introduction of the Internal Oversight Unit and its charter. The draft of the updated Terms of Reference will be shared with management for review and input before being included in the agenda of the next CWG-FHR meeting.

6 IMAC self-assessment, stakeholder survey, and general considerations about the environment of the Committee's work

6.1 The Committee conducted its self-assessment in the first quarter of 2025. The average rating rate for the IMAC self-assessment on the efficacy of its operations was 4.5 on a rating scale from 1 (very little) to 5 (extremely well). The report is on the IMAC website here.

6.2 The Committee also conducted a stakeholder survey in the first quarter of 2025. ITU senior management, who regularly interact with the Committee, completed a confidential feedback assessment questionnaire to evaluate the Committee's performance for 2024. Focus areas of the stakeholder assessment comprised: how well IMAC addressed its responsibilities in accordance with its terms of reference; if the advice and recommendations formulated by IMAC were considered relevant; and if IMAC communicates with senior management and Council in an effective and constructive manner. The stakeholders' average rating for the above topics was 4.5 on a scale from 1 (very little) to 5 (extremely well). The Committee will continue to incorporate enhancement suggestions into its processes.

7 Special sessions

7.1 Courtesy Session with ITU Council Chair: The Committee welcomed the ITU Council Chair and appreciated his opening remarks outlining the Council's functions, role, and recent achievements, including effective collaboration with the IMAC Chair. He highlighted key risks such as sectoral polarization, financial constraints, and strategic developments at the UN and global levels. The Committee valued the candid discussion on ITU's challenges and reaffirmed IMAC's role in supporting Council governance. It proposed institutionalizing an annual session with the Council Chair.

7.2 Courtesy Session with the Chair of the Council Working Group on financial and human resources (CWG-FHR): The Committee welcomed the CWG-FHR Chair's informative presentation on the group's role and outcomes from its February 2025 meeting. IMAC reiterated its commitment to supporting Council oversight.

7.3 Session with the Staff Council: The Committee appreciated the Staff Council Chair's structured presentation and the open dialogue with its Officers. It noted the Staff Council's key priorities in staff representation and advocacy.

7.4 Session with the Coordination Committee: IMAC engaged in a constructive dialogue with the Coordination Committee on ITU's mission, the advancement of the "One ITU" vision, and opportunities to enhance organizational efficiency through service optimization. IMAC reiterated its role as an independent advisory body serving the entirety of the Union and underlined the importance of balancing efficiency gains with the effective delivery of ITU's mandate. IMAC noted ongoing improvements in the coordination of enabling services. However, it is observed that coordination mechanisms alone may be insufficient to achieve meaningful efficiency gains unless accompanied by deeper structural integration. In this context, IMAC reiterated its support for further reflection on a federated governance model for enabling services, particularly IT, human resources, finance, and procurement, that ensures coherent standards and unified oversight, while preserving the programmatic autonomy of the Sectors. IMAC appreciated the open and collegial exchange, which underscored a shared commitment to institutional resilience, operational excellence, and the collective achievement of ITU's strategic objectives.

B Key conclusions and recommendations

B.1 The Committee reviewed the output of assurance work undertaken by the independent oversight entities during the reporting period and actively engaged with the external auditor. The Committee is pleased with efforts made to ensure that the preparation and auditing of the ITU 2024 Financial Statement adhered to the agreed timeline, culminating in the presentation of a certified opinion by the external auditor at Council-25. This represents a significant milestone.

B.2 As a result of its regular probing and consultations with oversight, integrity entities, and management counterparts, the Committee considers that the fundamental functioning of independent oversight and management is in place. Overall, the ITU is in a better position. However, several areas of improvement have been identified and require management commitment. Therefore, the Committee will continue to encourage the ITU to take full advantage of opportunities to further clarify the delegation of authority and strengthen

accountability, internal control, and anti-fraud measures as part of the reform of structures, systems, processes, and behavioural changes.

B.3 Redesign efforts should incorporate the benefits of smarter technologies, automation, and artificial intelligence. The Committee will continue to emphasize the need for adequate oversight of the new building project. Addressing and resolving issues related to the work environment, affirming the values of respect, civility, tolerance, and trust, and investing in staff development and well-being will enhance productivity and contribute to the more effective and efficient delivery of the ITU mandate.

8 Financial management and budget

8.1 The Committee reviewed ITU's financial position and preparations for 2026-2027. It acknowledged the projected surplus for 2024, which reflects improved financial management and higher-than-expected publication revenues.

8.2 While delays in preparing the 2022 and 2023 financial statements exposed significant challenges, the 2024 fiscal year has seen marked improvements in financial reporting and control. These advances were driven by focused efforts to address weaknesses and deficiencies in accordance with agreed enhancement plan.

8.3 IMAC welcomed the Financial Resources Management Department's preparations for the forthcoming IPSAS standards (43, 45, 46, and 47) and strongly encourages a comprehensive gap analysis to ensure compliance and mitigate reputational and audit risks.

8.4 IMAC will continue to encourage continuing exploration of a price adjustment mechanism in the setting of ITU Budgets and the determination of contributory units to better reflect inflation and currency fluctuations. It also supports closer integration of treasury and ASHI liability planning with the budgeting process to enhance long-term financial resilience.

8.5 The Committee commended the improvements in the cost recovery ratio. It renewed its advice for a full cost recovery based on the adoption of total cost accounting for ITU's products and services, incorporating direct and indirect costs, to provide transparent and sustainable financial support to projects and operations.

9 Oversight Unit

9.1 The Committee reviewed the strategic priorities and the delivery of the work program of the new internal oversight unit and provided guidance on a regular basis.

9.2 Internal Audit: IMAC reviewed the 2025 Internal Audit Plan and commented on the risk universe and the risk-based approach of the Internal Audit work program. The Committee advised conducting audits of the new building project and of the transformation initiative. It also suggested reviewing the feasibility of planned audits on the accountability framework and fraud risk management. It encouraged the addition of technology-related audits, notably absent from internal audit and evaluation plans.

9.3 Investigation: The Committee took note of key features and trends in the presentation on the Investigation function and suggested doing a root cause analysis in due course.

9.4 Evaluation: The Committee renewed its advice to commission most of the evaluation program from external providers of evaluation services. The Committee look forward to reviewing by early 2026 a paper on the harmonized approach to evaluation across ITU.

9.5 While taking note of the recruitment underway, the Committee emphasized the need to provide an adequate level of resources in support of the work program and expected outputs from the Internal Oversight Unit.

9.6 The Committee reaffirmed its support to the functional independence of the Internal Oversight Unit while encouraging consultation and coordination as appropriate with other departments.

10 New building project

10.1 The Committee was briefed on the revised concept, timeline, and financing structure of the New Building Project, including the repurposing the CHF 150 million Swiss loan and related Member State contributions. IMAC took note of these developments and welcomed the continued commitment to improving ITU's infrastructure.

10.2 In light of the CHF 22.2 million in capital expenditures written off in 2024 from earlier phases of the project, the Committee encourages management to undertake a structured review of lessons learned. The outcome of this review should be shared with IMAC and the Council to inform risk mitigation, strengthen institutional memory, and guide future infrastructure initiatives.

10.3 Transparency is key and timely identification and escalation of unpredicted difficulties will help to avoid future hindrances and damage to the project.

10.4 The Committee encouraged the project team to take a less exposed contracting approach based on lessons learnt. A dynamic risk review should be in place to manage financial and regulatory uncertainties.

10.5 IMAC reiterates its recommendation for a multi-year program of internal audits to support ongoing oversight. The Committee further emphasized the need for cost-transparent reporting—differentiating direct construction costs from indirect business continuity expenses—and urged that the financial analysis includes inflation, externalities, and anticipated costs for tower renovations beyond standard maintenance.

10.6 Given the complexity of the current governance arrangements, the Committee encourages a more streamlined and functionally aligned, straightforward, and effective structure. It noted that the number of advisory and oversight bodies has increased, sometimes without clearly defined mandates, and cautioned against diffusing operational accountability across governance levels. IMAC respectfully underlines that ultimate responsibility for the project must remain anchored within the secretariat, overseen, guided, supported—but not substituted—by external oversight. It is IMAC's view that such a project needs a controlling and governing mechanism at the project level, at the level of Management, and at the Council level.

10.7 From the broader perspective of a strong regional presence, the Committee recommends establishing harmonized universal office accommodation standards applicable at HQ and all other regional and country offices. This will entail a stocktaking assessment of the quality and security of office accommodation and a multi-year program of convergence and compliance in all offices of the ITU global footprint.

11 Data management and information security

11.1 IMAC acknowledged progress in ITU's vulnerability management program but noted inconsistent participation across sectors and departments. It urged Senior Leadership to ensure full organizational integration under a centralized, unified framework, as ITU's cybersecurity is only as strong as its weakest link.

11.2 The Committee called for an urgent IT strategy and roadmap that aligns digital initiatives with business priorities, supports risk management, outlines a future enterprise architecture, and identifies cost-saving and efficiency opportunities. IMAC also recommended broader, outcome-oriented cybersecurity KPIs to measure effectiveness across key areas such as governance, incident response, third-party risk, asset management, and identity and access controls.

11.3 The Committee emphasized the need for responsible integration of AI into ITU's digital transformation, stressing the need for clear project articulation, risk mitigation, and measurable benefits. It cautioned against over-reliance on external consultants, citing risks to institutional knowledge, cost control, continuity, and innovation.

11.4 The Committee welcomed progress in shifting from on-premises to cloud-based systems and centralizing business continuity plans. However, it emphasized the need to secure cloud migration, strengthen disaster recovery, and operationalize effective cost management processes for cloud assets.

11.5 Given the fragmented IT management across sectors, IMAC flagged the lack of centralized IT governance. Due to rising fiscal and operational pressures within the UN, fragmented enabling services, including federated IT and cybersecurity structures, are no longer sustainable or risk resilient. While program delivery rightly remains tailored to the specific mandates of each Bureau, the case for integrated, centrally governed IT and information security services is compelling.

11.6 ITU's Security Operations Centre (SOC), operational as of January 2025, now uses a hybrid model: outsourced monitoring with in-house incident response. Ongoing improvements related to identity and access management (IAM) include multi-factor authentication, privileged access controls, and security audits. The Committee suggests using role-based access controls (RBAC) in key IT systems to limit access rights strictly to necessary duties.

11.7 As cybersecurity threats continue to evolve, IMAC encourages the further strengthening of ITU's enterprise-wide resilience, including consistently implementing baseline security protocols across all sectors and offices. Rising cyber threats, especially during major events, and low staff compliance with cybersecurity training should be countered with stronger enforcement measures, including restricted access for non-compliance.

11.8 Finally, IMAC identified the absence of a formal data classification framework as a key vulnerability.

12 Risk management and internal controls

12.1 IMAC reviewed the continued development of ITU's risk management framework, which aims to align with the COSO model and the Three Lines approach. Though progress has been made in enhancing risk registers and identifying key institutional risks, including cybersecurity, financial sustainability, and data governance, IMAC recommends that a detailed exercise be undertaken to fully adopt the Internal Control Framework of COSO 2013.

12.2 IMAC commends ITU's increasing focus on control monitoring, particularly in procurement, information security, and official travel compliance. The planned expansion of these reviews to include ERP-related controls and business continuity in 2025 is a positive step toward greater institutional maturity.

12.3 While the integration of risk management into ITU's planning and decision-making processes has advanced, there remain opportunities to improve cross-organizational coherence and align risk mitigation with results-based management. IMAC encourages further efforts to embed risk considerations in strategic and operational decisions.

12.4 The Committee acknowledged the Statement on Internal Control for 2024, noting the reinforcement of internal controls across various domains. It encourages continued efforts to clarify delegations of authority and accountability mechanisms to ensure consistency throughout the Union.

13 Ethics Office

13.1 The Committee received regular updates on the activities of the Ethics Office. The updates included activities related to the annual disclosure of interest program, the training, and the analysis of ethics-related inquiries, advisory, and assistance. Low participation in mandatory ethics training prompted IMAC to recommend stricter enforcement mechanisms.

13.2 The Committee noted that there is a concentration of issues around work environment and in the areas of respect, civility, and trust. These are consistent with the trend provided by the Investigation function of the Internal Oversight Unit.

13.3 The Committee was informed of the approval of a charter of the Ethics Office during IMAC 42nd Meeting in May 2025. To streamline capacity and enhance core functions, the Committee will recommend moving forward to assign the handling and investigation of allegations of retaliation to the Internal Oversight Unit, clearly separating the Ethics Office from investigation duties. This will allow more effective assistance and protection of victims.

14 Human resources and workforce planning

14.1 IMAC appreciated the delivery of ITU's first comprehensive staff engagement survey, with a good participation rate. The survey highlighted positive aspects, including strong alignment with ITU's mission and a sense of pride in working for ITU. However, areas for improvement were also identified: feedback and recognition, management of underperformance, and workload prioritization. IMAC emphasizes the need for intensive follow-up actions across the Union and believes this survey provides a valuable baseline for future efforts.

14.2 IMAC reviewed the design and progress of the Voluntary Separation Program (VSP) and took note of the outcome of the program within the restricted parameters of the funding available. The Committee invited the Secretary-General to explore additional options of funding to extend the program and ensure a maximum completion through a phased multiyear timeline. This may entail additional appropriation of funding to ensure optimum returns for ITU and the staff.

14.3 The Committee noted the development of a workforce planning strategy aligned with ITU's transformation objectives and welcomed the succession planning framework. IMAC suggested that managers identify three potential successors for each critical role during the talent review to ensure leadership continuity and professional development.

14.4 IMAC commended the workforce analytics dashboard, highlighting key trends in staff composition, contract types, gender distribution, and retirements. It stressed the need for stronger data-driven planning and more streamlined HR structures to enhance organizational efficiency.

14.5 IMAC took note of the project to streamline the ITU hiring process, which aims to enhance recruitment efficiency and improve candidate experience through technological advances such as applicant tracking tools and AI-driven pre-screening.

15 Procurement

15.1 The Committee welcomed the newly appointed Head of Procurement and reviewed the outline of the division's mandate. The procurement function plays a critical role in ensuring the timely, cost-effective, and transparent acquisition of goods, services, and works, per ITU's financial rules and procedures.

15.2 In 2024, ITU processed 1 770 purchase orders totalling CHF 20.5 million. Ongoing efforts aim to improve procurement efficiency, reduce delays, and reinforce fraud prevention. IMAC recommended adopting AI-driven tools to enhance procurement processes and aligning policies with the UN system's best practices.

16 External Oversight (External Auditors)

16.1 The Committee reviewed and endorsed the draft 2025 Audit Plan presented by the External Auditor, which was supported by ITU senior management. The plan targets the completion of the 2024 audited financial statements by June 2025, with IMAC emphasizing the need for timely, accurate, and well-prepared submissions from all departments.

16.2 IMAC noted the external auditor's approach, including conflict of interest vetting, and welcomed confirmation that the audit schedule was on track. The 2024 statements formally recognize the write-off of capital expenditures related to the revised building project, previously noted in the 2023 audit certification.

16.3 The Committee discussed improvements to asset valuation policies, especially for intangible assets and construction costs, and encouraged greater consistency and transparency. Broader discussions addressed financial risk assessments, compliance with funding agreements, and unpaid contributions, particularly those impacted by financial restrictions.

16.4 IMAC acknowledged the delivery of the final 2024 audit report by the end of May and conducted a review before certification. A closed session with the external auditors was held to discuss key audit concerns and identify strategies to enhance ITU's financial governance.

C The ITU in general and strategic initiatives

17 Transformation initiative

17.1 The Committee took note of updates in the delivery of the Transformation Initiative, outlining progress and challenges in driving organizational changes.

17.2 IMAC reviewed the Transformation Roadmap, which combines quick wins with foundational reforms, including streamlined recruitment and performance management processes and using digital and AI tools to boost efficiency.

17.3 The Committee stressed the need to define measurable KPIs to track progress, align efforts with ITU's strategic goals, and objectively evaluate the transformation's success.

17.4 Change management and staff engagement were highlighted as critical components. IMAC commended efforts to strengthen leadership and culture through initiatives such as workshops and the Change-Makers network.

17.5 IMAC also noted progress in AI integration, digital automation, and the launch of a Transformation Dashboard, and called for ongoing assessment to ensure strategic alignment of all initiatives.

18 Comprehensive review of the ITU General Secretariat, especially the Financial Resources Management Department

18.1 IMAC took note of the comprehensive diagnostic and reorganization plan for the Financial Resources Management Department (FRMD), conducted as part of an external review commissioned by the General Secretariat. While this review is distinct from the broader Transformation Roadmap, IMAC emphasizes the importance of ensuring coordination between both efforts to enhance coherence, avoid duplication, and maximize organizational impact.

18.2 IMAC acknowledges the diagnostic depth and the structured roadmap for departmental reorganization. It encourages management to implement the proposed steps, particularly in the delegation of authority, skills development, and internal control improvements and to progressively strengthen institutional performance and accountability across all enabling services.

18.3 The Committee reiterates the importance of developing clear efficiency enhancement plans supported by measurable performance indicators to ensure progress is tracked and results are achieved. IMAC also encourages further exploration of the "make-or-buy" question to ensure cost-effective and sustainable service delivery across ITU.

19 Sector strategy and programs: Radiocommunication Bureau (BR)

19.1 The Committee welcomed the opportunity of direct engagement with the Radio Communication Bureau and appreciated the comprehensive and informative presentation on the sector activities, opportunities, and challenges

19.2 BR representatives shared insights into the ITU-R sector's mission and priorities, covering recent updates on publication issues and satellite network filings.

19.3 IMAC encouraged openness to exploring new opportunities in the current business model.

20 Sector strategy and programs Telecommunication Standardization Bureau (TSB)

20.1 The Committee appreciated the well-structured briefing by the TSB Director and team, highlighting the sector's leadership in global digital standardization. ITU-T is pivotal in ensuring interoperability, security, and sustainability across emerging technologies, focusing on AI, cybersecurity, digital public infrastructure, and next-generation networks.

20.2 Notable initiatives include the AI for Good platform, now the largest global AI initiative engaging over 40 UN agencies, and efforts to strengthen digital trust, improve energy efficiency, and reduce e-waste through sustainability standards. ITU-T drives digital transformation by standardizing AI, IoT, blockchain, and quantum technologies and advances in 5G and 6G development. Support for developing countries through training and capacity building remains a priority.

21 Strategic Planning and Membership Department (SPM)

21.1 The Committee reviewed the program of the Strategic Planning and Membership Department, outlining its mandate, activities in 2024, performance indicators, and plans for 2025-2026. The Committee noted ongoing efforts to enhance stakeholder engagement, improve cross-sectoral collaboration, and strengthen partnerships.

21.2 The Committee encourages ongoing efforts to align strategic objectives across all sectors to ensure a coordinated and effective implementation of ITU's priorities

D Acknowledgements

D.1 The Committee acknowledges with appreciation and gratitude the cooperation and assistance received from the Secretary-General, the Deputy Secretary-General, the other senior elected Directors, the management and ITU staff as well as the External Auditor and the Council during the reporting period. The Committee thanks its Executive Secretary for his support throughout the period reported.

D.2 The Committee expresses its gratitude for the opportunity to engage with the Chair of Council and the Chair of the Council Working Group on financial and human resources in constructive meetings.

ANNEX 1

ITU Independent Management Advisory Committee Composition

Mr Bassam Hage

Mr Christof G. Maetze

Ms Chitra Barth-Radhakishun

Mr Niel Harper

Mr Henrique Schneider (Vice-Chair)

Mr Honore Ndoko (Chair)

and

Mr. Catalin Marinescu (Executive Secretary/ITU Staff).

ANNEX 2

Review of IMAC Recommendations

Introduction

As an oversight body, the Independent Management Advisory Committee (IMAC) issues annual recommendations to the governing bodies and senior management of ITU to enhance operational efficiency and institutional management. These recommendations are subsequently submitted to the ITU Council for endorsement, and their implementation is monitored by IMAC at each of its meetings.

This document presents, in its first section, IMAC 2025 recommendations submitted to the approval of Council-25 and, in its second section, the outcome of a comprehensive review of the implementation of all outstanding recommendations.

Section 1: IMAC 2025 Recommendations (for Council-25 Approval)

- **IMAC 2025/1:** In view of the number of IPSAS accounting standards scheduled in 2025 and in the next two years IMAC recommends establishing by the end of 2025 a tested phased implementation plan that will include a gap analysis and a clear outline of capacity and adequacy of implementation resources. Further, given the challenges surrounding the construction of the new building, we recommend that a comprehensive and clear capitalization policy is formulated by the end of 2025 to account for the construction costs with clear definition of what should be capitalized and what to be expensed in accordance with the requirements of the IPSAS standards.
- **IMAC 2025/ 2:** ITU should design and implement by the end of 2026 a dynamic risk review framework to manage financial, procurement and regulatory uncertainties of the ITU HQ Building Project and allow a timely identification and escalation of unpredicted difficulties and hindrances.
- **IMAC 2025/3:** IMAC is pleased with efforts to harmonize overhead cost recovery rates for technical cooperation projects and recommends accelerating efforts to achieve, by the end of 2027, a full cost recovery incorporating full direct and indirect costs with phased adjustments to partnership and business delivery needs.
- **IMAC 2025/4:** IMAC notes with appreciation the continuing efforts to accelerate transformation initiatives, ensure buy-in, integration, and ownership of operationalization. IMAC recommends conducting by the end of 2026 an evaluation with a learning loop component. IMAC also recommends the preparation and presentation by the end of 2026 of an operational sunset plan for the current Transformation setting.
- **IMAC 2025/5:** IMAC recommends conducting a comprehensive update of the ITU accountability framework emphasizing its determination and support of the delegation of authority and the decision-making processes in the delivery of programs by the first quarter of 2026
- **IMAC 2025/6:** IMAC recommends conducting by the end of 2026 a comprehensive stocktaking assessment of the quality of office buildings and infrastructure and preparing a multiyear program of convergence and compliance in all ITU offices around the world.

Section 2: Outcome of a comprehensive review of the implementation of all outstanding IMAC Recommendations (for Council-25 information)

In reviewing outstanding recommendations, the Committee recognizes that some have become obsolete, while others require consolidation or updated focus. This section categorizes recommendations accordingly to streamline their management and ensure more effective oversight.

The outcome of the review/cleaning up exercise conducted between October 2024 and March 2025 is detailed in three categories:

- **Recommendations closed by IMAC in 2025**
- **Recommendations consolidated, reviewed and superseded by new 2025 Recommendations**
- **Recommendations to remain open for follow-up.**

2.1 IMAC Recommendations closed effective March 2025

Further to the review, the following recommendations are closed (effective March 2025) in agreement with ITU Management:

- **IMAC 2022/5:** ITU should ensure coordination among internal audit, investigation, and ethics units.
- **IMAC 2022/4:** ITU should align and complete charters for internal audit, investigation, and ethics functions.
- **IMAC 2023/11:** ITU should establish IT governance to clarify decision-making mandates, demand management processes, accountability structures, and incentives for delivery.
- **IMAC 2021/1:** ITU should continue pursuing digital transformation initiatives and mobilize resources to strengthen leadership in this area within the UN System.
- **IMAC 2019/4:** ITU should rigorously apply procurement guidelines and adhere to mandatory architectural guidelines for all sponsorship- or donation-funded construction projects.
- **IMAC 2023/10:** To mitigate workforce aging risks, ITU Member States should be encouraged to support the Young Professionals Programme (YPP) and other youth development initiatives.
- **IMAC 2016/4:** ITU management should monitor UN working group discussions on ASHI issues and establish a funding plan for future liabilities.

2.2 Recommendations reviewed, consolidated and superseded by a new 2025 Recommendation

Transformation-related Recommendations

- **IMAC 2023/3:** ITU should ensure transparent change management aligned with the Transformation Roadmap for Organizational Excellence, including effective communication and staff engagement.
- **IMAC 2023/1:** ITU should provide regular briefings on the Transformation Roadmap's implementation progress to promote transparency and accountability.

New Recommendation IMAC 2025/4: IMAC is pleased with the continuing efforts to accelerate transformation initiatives, insure buy in, integration and ownership of operationalization. IMAC recommends conducting by the end of 2026 an evaluation with a learning loop component. IMAC also recommends the preparation and presentation by the end of 2026 an operational sunset plan of the current Transformation setting.

Cost Recovery-related Recommendations

- **IMAC 2023/5:** ITU should update cost recovery methodologies with a phased plan toward full recovery.
- **IMAC 2023/6:** ITU should implement action plans to restore cost recovery volumes to pre-COVID-19 levels.
- **IMAC 2024/3:** ITU should harmonize overhead cost recovery rates for technical cooperation projects, ensuring alignment with the principle of full cost recovery.

New Recommendation IMAC 2025/3: IMAC is pleased with efforts to harmonize overhead cost recovery rates for technical cooperation projects and recommends accelerating efforts to achieve, by the end of 2027, a full cost recovery incorporating full direct and indirect costs with phased adjustments to partnership and business delivery needs.

New ITU HQ building project-related Recommendations

- **IMAC 2022/2:** ITU should strengthen technical capacity in the HQ building project governance by including an experienced technical resource.
- **IMAC 2023/7:** ITU should subject the HQ building project to an independent third-party expert assessment, exploring various scenarios for informed decision-making.

New Recommendation IMAC 2025/2: ITU should design and implement by the end of 2026 a dynamic risk review framework to manage financial, procurement and regulatory uncertainties of the ITU HQ Building Project and allow a timely identification and escalation of unpredicted difficulties and hindrances.

New Recommendation IMAC 2025/6: IMAC recommends conducting, by the end of 2026, a comprehensive stocktaking assessment of the quality of office buildings and infrastructure, and preparing a multi-year program of convergence and compliance in all ITU offices around the world.

Accountability and Risk Management-related Recommendations

- **IMAC 2022/6:** ITU should implement the accountability framework by integrating training, support systems, and ERP functionalities to improve efficiency and risk reduction.
- **IMAC 2023/4:** ITU should update its Risk Appetite Statement in alignment with the Transformation Roadmap, fostering innovation and adaptability.

New Recommendation IMAC 2025/5: IMAC recommends conducting a comprehensive update of the ITU accountability framework, emphasizing its determination and support of the delegation of authority and the decision-making processes in the delivery of programs by the first quarter of 2026.

2.3 Recommendations to remain open for follow-up

The following recommendations remain open for continued monitoring and implementation:

- **IMAC 2023/12:** ITU should conduct an IT license inventory and rationalization exercise to identify cost-saving opportunities.
- **IMAC 2023/13:** ITU should establish a comprehensive governance framework for data, including retention policies and procedures to safeguard historical data and ensure readiness.
- **IMAC 2024/2:** ITU should conduct a gap analysis to identify areas for improvement in financial statement closing processes.
- **IMAC 2024/1:** To reduce ASHI contingent liability coverage gaps, ITU should include an ASHI top-up of 4%-6% in the budget cost of new hires, to be implemented no later than January 2026.
- **IMAC 2024/4:** ITU should implement a two-year cycle for the Employee Engagement Survey, with the first survey to be conducted by early Autumn 2024 to establish a baseline and drive engagement.

Conclusion

This structured approach ensures that IMAC's recommendations remain relevant, actionable, and aligned with ITU's strategic priorities. The proposed updates consolidate past efforts while establishing clear next steps for implementation and oversight. IMAC will continue monitoring progress to ensure tangible and effective outcomes.
