

IETF Administration LLC Risk Register

Understanding this register

The purpose and use of this register, as well as the criteria used to assess likelihood and consequence and the resultant level of risk are defined in the [IETF LLC Risk Management Policy](#).

Risks in this register, if realized, may have consequences that come within one or more of the following categories that are fully described in the associated policy: IETF Work, Finances, Services, Meetings, Reputation, Legal, Community, Suppliers, Staff.

Only those risks where the mitigation is still being implemented show a timeframe for the implementation and a target rating for the risk when the mitigation work is complete.

Risks that are sufficiently mitigated may still show additional action under consideration.

Strategic Alignment

This register should be read in conjunction with the [IETF Administrative Strategic Plan \(2024\)](#).

Updating of this register

This register is updated annually with the following tasks:

- Each individual risk is checked to see if the likelihood or consequence has changed.
- Progress on mitigating risks that has led to a change in the risk is recorded.
- The whole register is checked for alignment with the IETF Administrative Strategic Plan and any new risks added or unneeded risks removed.

Risks below rare

There are risks identified that do not appear on this register because their gross likelihood is assessed as below rare, but nonetheless are important enough to be tracked. These are listed after the table below.

Last Updated: 10 June 2026 (Board approval date)

#	Risk	Impact Factors	Risk Owner	Gross L'hood	Gross Impact	Gross Risk Rating	Controls / Risk Mitigation / Management Strategies	Time frame	Target L'hood	Target Impact	Target Risk Rating	Additional controls to consider
X	Example Risk. Details an event, and if needed the specific trigger and/or clear outcome.	IETF Work Finances Services Meetings Reputation Legal Community Suppliers Staff	Board ED	Rare Unlikely Possible Likely Almost certain	Insignificant Minor Moderate Major Extreme	Low Medium High Critical Rating is coloured	<ul style="list-style-type: none"> Completed mitigations in black Incomplete mitigations in red. 	As left	As left	As left	As left	Anything under consideration but not yet decided on.
									~ OR ~ Mitigated as much as required		~ OR ~ Mitigated as much as possible	
1	SOURCE: IT SERVICES											
1.1	Serious and hard to recover problem during upgrade of core system(s)	IETF Work Services Community Staff	ED	Possible	Major	High	<ul style="list-style-type: none"> Continuous build and test Isolated installations Fully automated provisioning 	Q4 2026	Rare	Moderate	Medium	"Safe", rolling deployment methodology
1.2	Successful attack on IT systems	IETF Work Services Reputation Legal Community	ED	Possible	Major	High	<ul style="list-style-type: none"> Excellent secrets management Strong security-aware culture Regular, comprehensive security audits Isolated services Resource intensive endpoints eliminated or protected. Extensive secure logging 	Q2 2027	Rare	Moderate	Medium	None
1.3	Sustained failure of infrastructure provider	IETF Work Services Legal Suppliers	ED	Unlikely	Moderate	Medium	<ul style="list-style-type: none"> Design provisioning for inter-cloud migration Migrate to multi-region cloud services 	Q2 2027	Rare	Moderate	Medium	None

1.4	Meeting participation services fail repeatedly	IETF Work Services Meetings Legal Community Suppliers	ED	Likely	Major	Critical	<ul style="list-style-type: none"> Onsite management and support Thorough, out-of-cycle, planning and testing Independent third party testing SLA enforcement Reliable connected IETF infrastructure 	Q3 2026	Rare	Major	High	Independent third-party testing
1.5	Meeting network fails repeatedly	IETF Work Services Meetings Community Suppliers	ED	Likely	Major	Critical	<ul style="list-style-type: none"> Well functioning NOC Independent third-party testing High quality networking equipment Thorough, out-of-cycle, planning and testing. Venue technical staff fully prepared for IETF network changes Well documented recovery plans 	Q3 2026	Rare	Major	High	Independent third-party testing
2	SOURCE: COMMUNITY											
2.1	Significant reduction in sponsorship income	IETF Work Finances Meetings	ED	Possible	Moderate	High	<ul style="list-style-type: none"> Increase number of sponsors Diversify sponsors among multiple industries. Secure long-term contracts with sponsors Effective sponsor management 	Q4 2026	Rare	Moderate	Medium	None
2.2	Sustained fall in meeting registration income	IETF Work Finances Meetings	ED	Rare	Major	High	<ul style="list-style-type: none"> Ensure registration fees remain competitive Comprehensive event insurance Plan in place for venue downsizing Ongoing in-depth analysis of key metrics 	Q4 2026	Rare	Moderate	Medium	None

2.3	Meeting participant commits a serious crime	Meetings Reputation Legal Community Staff	ED	Below Rare	Major	Unrated as Below Rare	<ul style="list-style-type: none"> • Clear behavioral expectations • Strong staff presence and visibility • Policy on participant safety • Reduce risk from alcohol consumption • Crisis response 	Q3 2026	Below Rare	Major	Unrated as Below Rare	None
2.4	Meeting participant or staff member is a victim of serious crime by non-participant	Meetings Reputation Legal Community Staff	ED	Rare	Major	High	<ul style="list-style-type: none"> • Security of venue and local area considered thoroughly in meeting planning. • Safety guidance provided to all onsite. • Response plan. 	Q3 2026	Rare	Moderate	Medium	None
2.5	Meeting registration misused for illegal entry to a country	Meetings Reputation Legal	ED	Rare	Minor	Low	<ul style="list-style-type: none"> • Letters of invitation only available to registered participants. • Track usage of letters of invitation • Plan for self-reporting misuses 	Mitigated as much as required			None	
2.6	One or more participants wage a campaign of disruption to influence the standards process	Financial Reputation Legal Community Staff	ED	Rare	Major	High	<ul style="list-style-type: none"> • High quality legal advice available on demand. • Documentation and training to support leadership decision making • Organizational memory of similar incidents in the past 	Q4 2026	Rare	Moderate	Medium	None
2.7	The IETF, or a key part of it, is captured	IETF Work Reputation Legal Community	Board	Unlikely	Extreme	Critical	<ul style="list-style-type: none"> • Staff policies that prevent overreach • Supply chain choices • Communication of anti-capture mechanisms • Internal awareness training 	Q4 2026	Rare	Extreme	High	None
3	SOURCE: THIRD PARTIES											

3.1	The Internet Society no longer funds the IETF	Finances Reputation Legal	Board	Unlikely	Extreme	Critical	<ul style="list-style-type: none"> Thorough and ongoing analysis of alternative financial models Able to operate for a transitional period to develop alternative funding sources 	2028	Unlikely	Major	High	None
3.2	Key supplier collapses	IETF Work Finances Services Legal Community Suppliers	ED	Rare	Major	High	<ul style="list-style-type: none"> Thorough and fair supplier contracts. Regular supplier review Reduced supplier concentration Recovery plan 	2027	Rare	Moderate	Medium	None
3.3	IETF sued for process failure	IETF Work Finances Reputation Legal Community	Board	Rare	Moderate	Medium	<ul style="list-style-type: none"> Legal advice readily available to community leadership and used when needed. Ongoing engagement with specialist litigation lawyers with good understanding of IETF Visible, dedicated antitrust guidance Policies reviewed in light of latest case law 	Mitigated as much as required			None	
3.4	IETF is discredited by a sustained campaign	IETF Work Finances Reputation Legal Community	Board	Rare	Minor	Low	<ul style="list-style-type: none"> Dedicated in-house communications expertise Visible processes underway to tackle major reputational vulnerabilities. 	Mitigated as much as required			None	
3.5	Licensing dispute with IETF Trust (IPMC)	Finances Services Reputation Legal Suppliers	Board	Rare	Extreme	High	<ul style="list-style-type: none"> Regular, open communication Irrevocable license agreement IPMC agrees to follow BCPs 	Q4 2026	Target is to reduce the likelihood to below rare so that this risk no longer needs to be tracked in this table.			
4	SOURCE: MANAGEMENT											
4.1	Non-compliance with employment or business legislation	Financial Reputation Legal Staff	ED	Rare	Minor	Low	<ul style="list-style-type: none"> Specialist legal and financial advice Compliance reviews from legal counsel Appropriate policies 	Mitigated as much as required			None	

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4.2	Failure to manage expenditure within budget / Errors in budget assumptions	Financial Services Community Suppliers Staff	ED	Rare	Minor	Low	<ul style="list-style-type: none"> • Open budget approval process • Financial reporting • Regular audit • Regular strategic planning • Delegation policy 	Mitigated as much as required				None
4.3	Internal fraud	Financial Services Reputation Community Staff	ED	Rare	Moderate	Medium	<ul style="list-style-type: none"> • Delegation policy • Annual financial Audit • Access controls • Bank consolidation 	Mitigated as much as required				None
4.4	Money paid out in external fraud	Financial Services Reputation Community Staff	ED	Rare	Moderate	Medium	<ul style="list-style-type: none"> • Delegation policy • Access controls • Security aware culture 	Mitigated as much as required				None
4.5	Loss of key staff	Financial Reputation Legal Community Staff	Board	Possible	Major	High	<ul style="list-style-type: none"> • Code of Conduct policy • Conflict of Interest policy • Whistleblower policy • Regular pay reviews • Good terms and conditions • Good staff culture • Success planning 	2027	Possible	Moderate	Medium	