

Integrating Risk, Business Continuity & Crisis Response for Geopolitical Resilience

F. Balda, Chief Risk Officer
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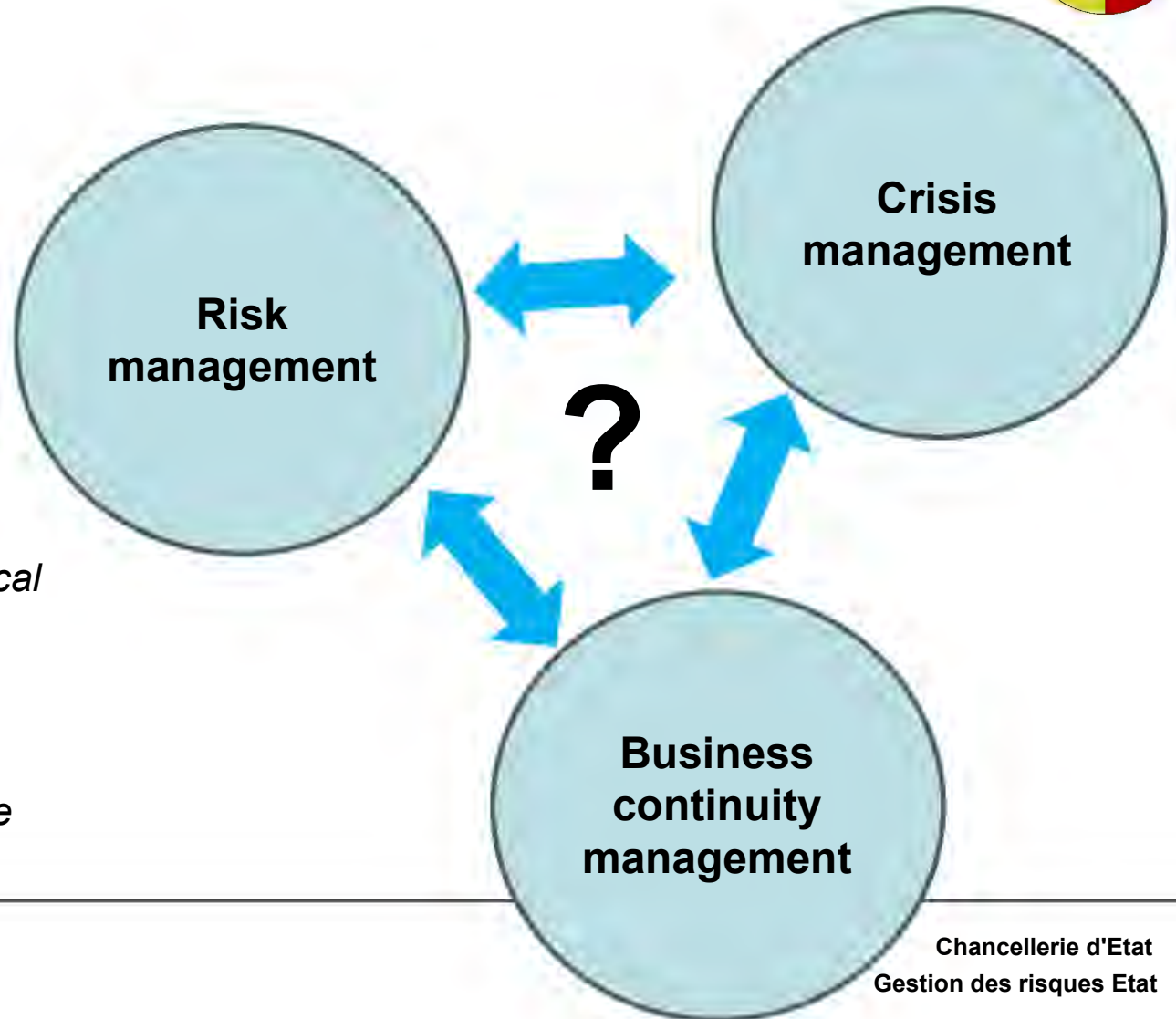
REPUBLIQUE
ET CANTON
DE GENEVE

POST TENEBRAS LUX

**Chancellerie
Gestion des Risques Etat**

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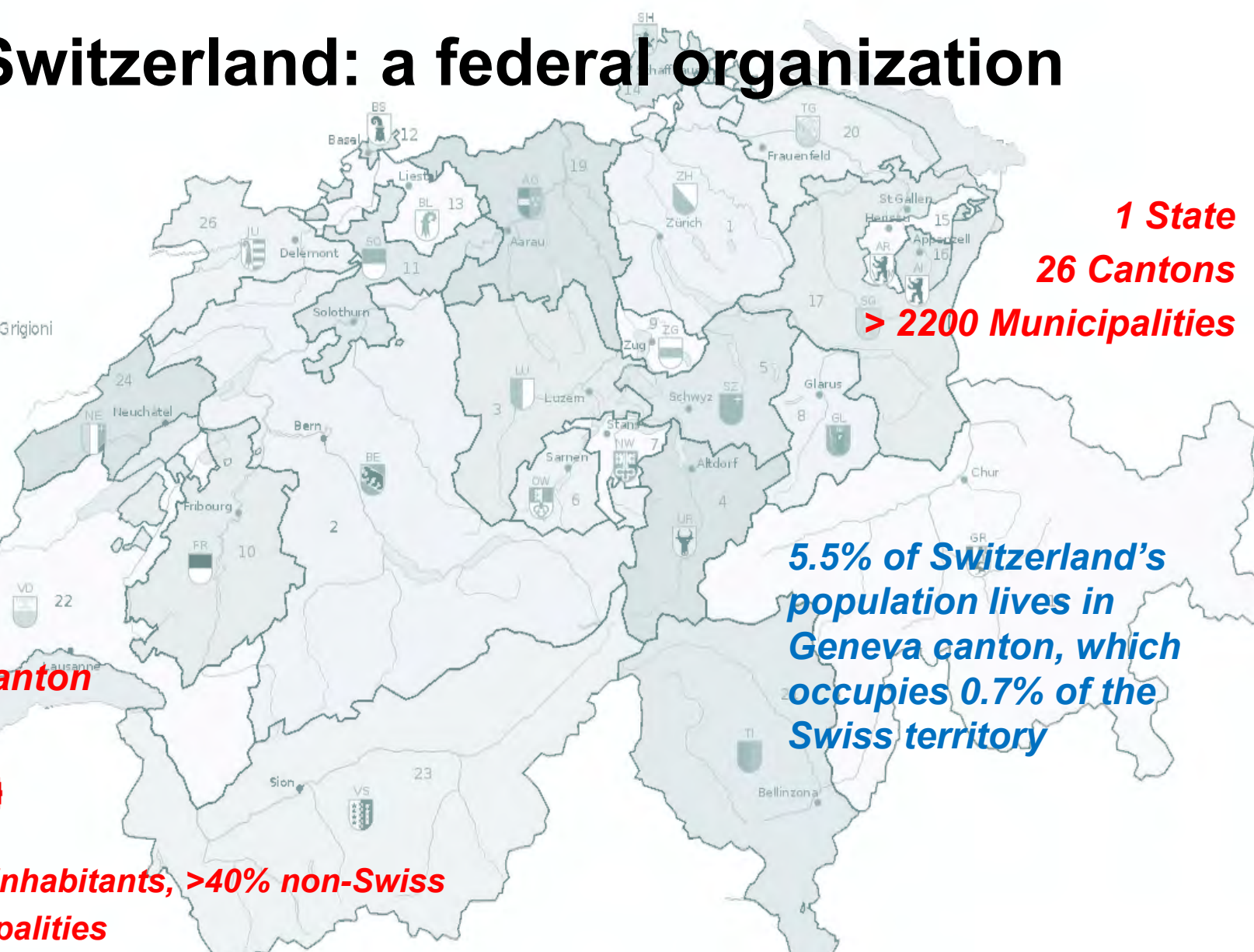
Risk, BCM and crisis management in the public sector...



- ❖ *How to put in place risk management and BCM in the public sector?*
- ❖ *How to integrate geopolitical aspects?*
- ❖ *Who does what?*
- ❖ *Which links between these areas?*

Switzerland: a federal organization

- 1 Zürich
- 2 Bern
- 3 Luzern
- 4 Uri
- 5 Schwyz
- 6 Obwalden
- 7 Nidwalden
- 8 Glarus
- 9 Zug
- 10 Fribourg / Freiburg
- 11 Solothurn
- 12 Basel-Stadt
- 13 Baselland
- 14 Schaffhausen
- 15 Appenzell Ausserrhoden
- 16 Appenzell Innerrhoden
- 17 St. Gallen
- 18 Graubünden / Grischun / Grigioni
- 19 Aargau
- 20 Thurgau
- 21 Ticino / Tessin
- 22 Vaud / Waadt
- 23 Wallis / Valais
- 24 Neuchâtel / Neuenburg
- 25 Genève / Genf
- 26 Jura



1 State
26 Cantons
> 2200 Municipalities

5.5% of Switzerland's population lives in Geneva canton, which occupies 0.7% of the Swiss territory

Geneva Canton



>500'000 inhabitants, >40% non-Swiss
45 Municipalities
~ 40 international organizations + hundreds of NGOs, > 30k staff
~19k FTE in the public administration, >40k counting all the public sector

The cantonal administration in Geneva



**Cantonal
Government**



Departments



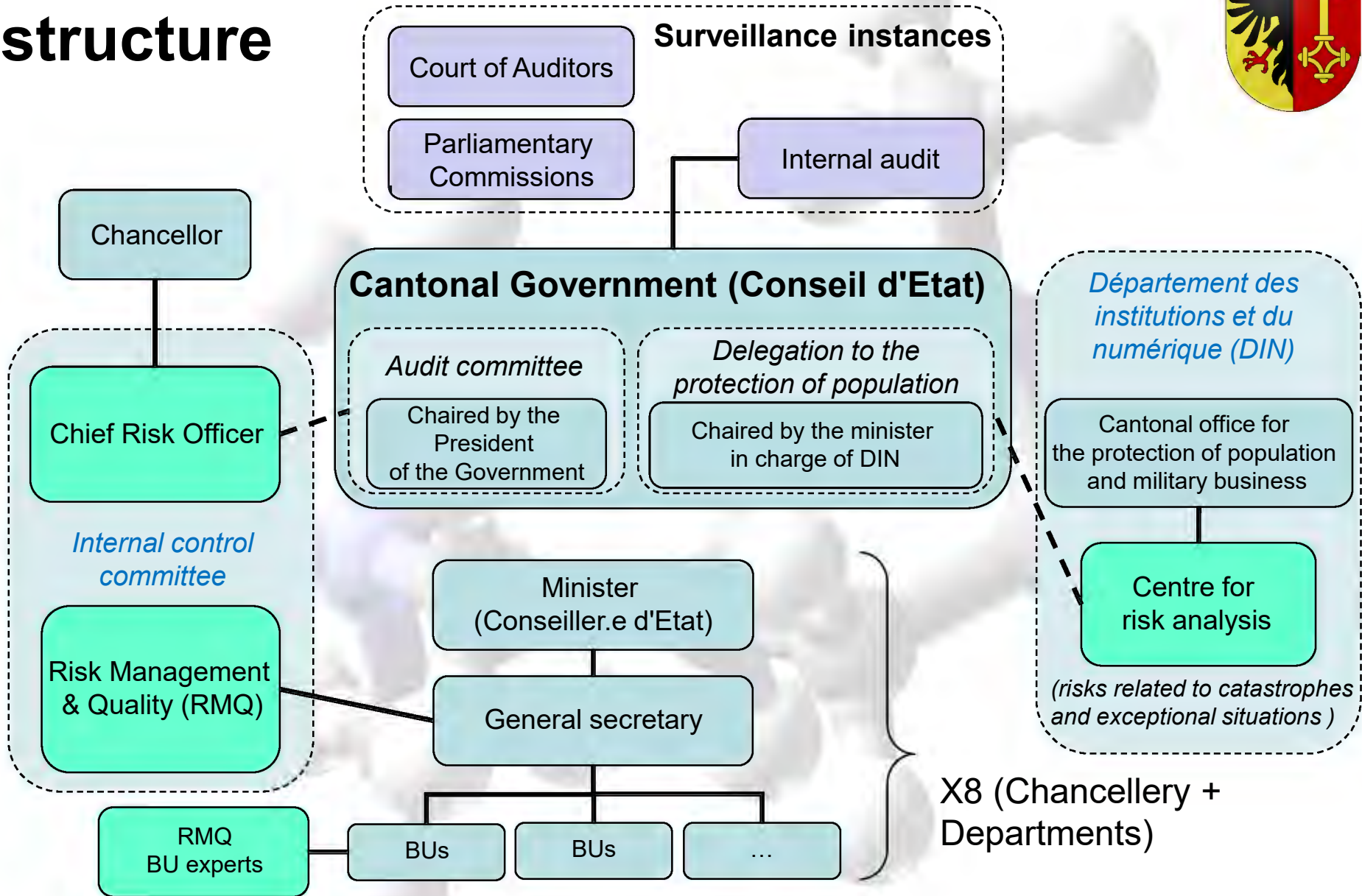
**Cantonal
Parliament**

Cantonal Judiciary

**Cantonal Court of
Auditors**



Risk management organizational structure



(in some cases, according to size and risk exposure)

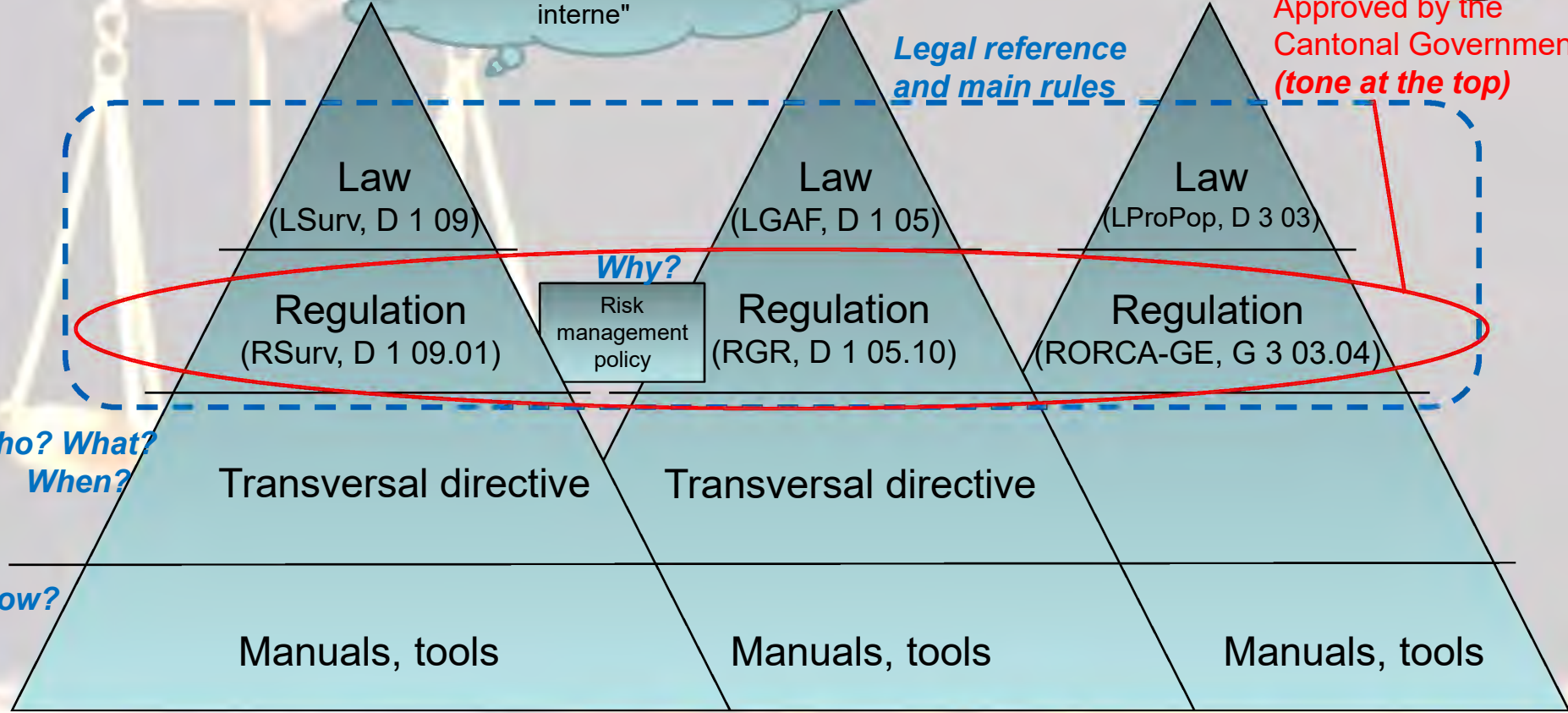
Frameworks



Constitution
Art. 221 "Contrôle et audit interne"

Legal reference
and main rules

Approved by the
Cantonal Government
(tone at the top)



Surveillance

**Risk Management
(including BCM)**

**Protection of
population**





Risk governance



Top management

- Defines strategy and takes decisions on risks



Middle management and staff

- Manage risks related to their activities based on the chosen risk treatment strategy



RMQ experts and CRO

- Support entities throughout the risk management processes



Surveillance instances

- Perform oversight on the appropriate application of the risk management framework





BCM governance



Top management

- Validates a BCP and decides whether to activate / deactivate it via the crisis unit



Middle management and staff

- Manages business continuity risks by conceiving, implementing, maintaining and testing BCPs



RMQ experts and CRO

- Support entities throughout the whole BCM process (BIA, BCP realization, etc.)



Surveillance instances

- Perform oversight on the appropriate application of the BCM framework



Risk matrix and its usage



Major crises (e.g. pandemics, energy shortage)



Government

Typical local business continuity risks



CLOSED

Government

Sanctioning authority 3

Sanctioning authority 2

Sanctioning authority 1

Impact

Likelihood (per year)

- ❖ A **governance** rather than just a graphical tool
- ❖ Allows **determining the hierarchical level** to whom risks have to be reported for decision-making
- ❖ Allows **filtering information** (>2000 risks documented, only 10 to 20 reported to the Government)
- ❖ Accepting even major risks is **possible**

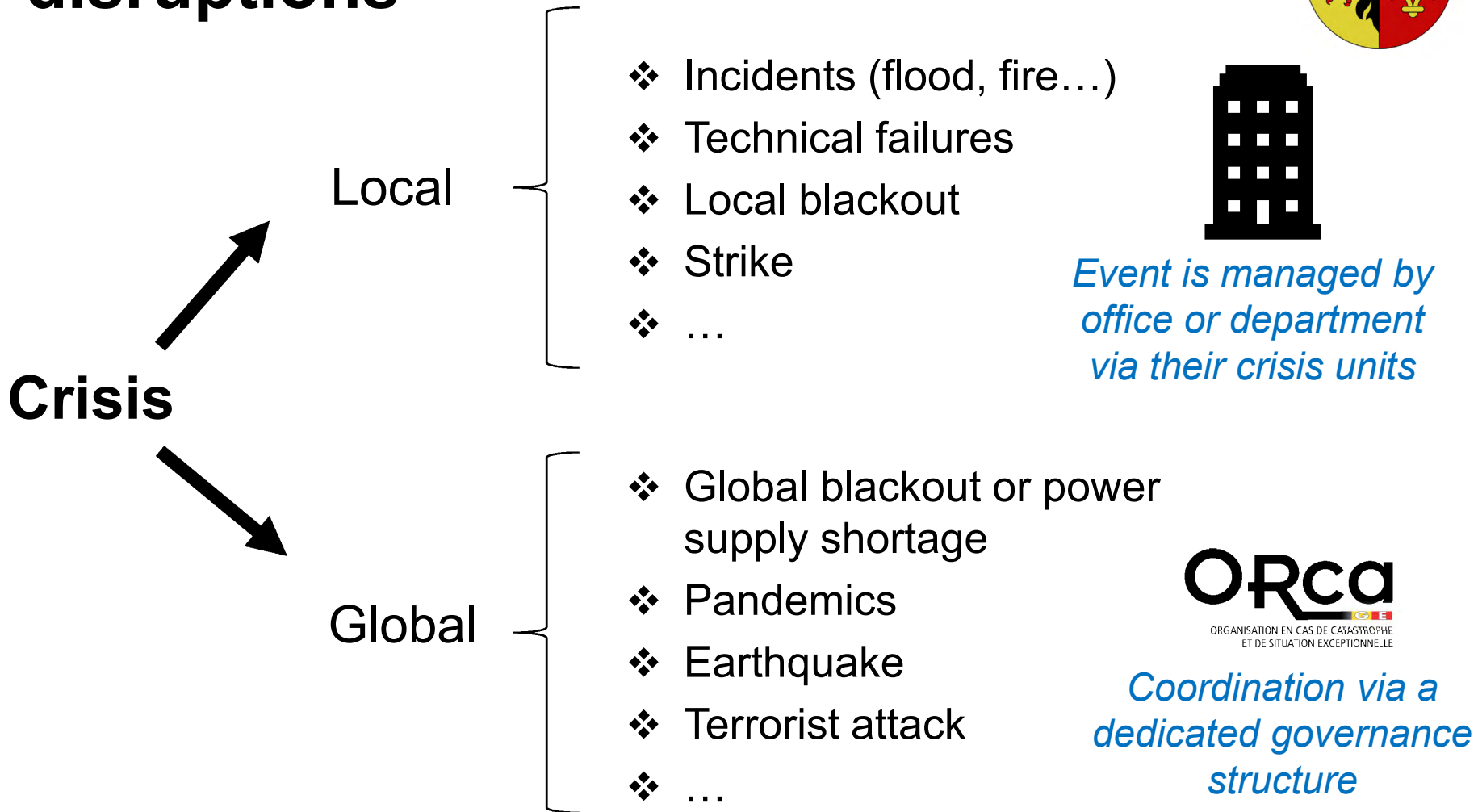
Large-scale crises or exceptional situations



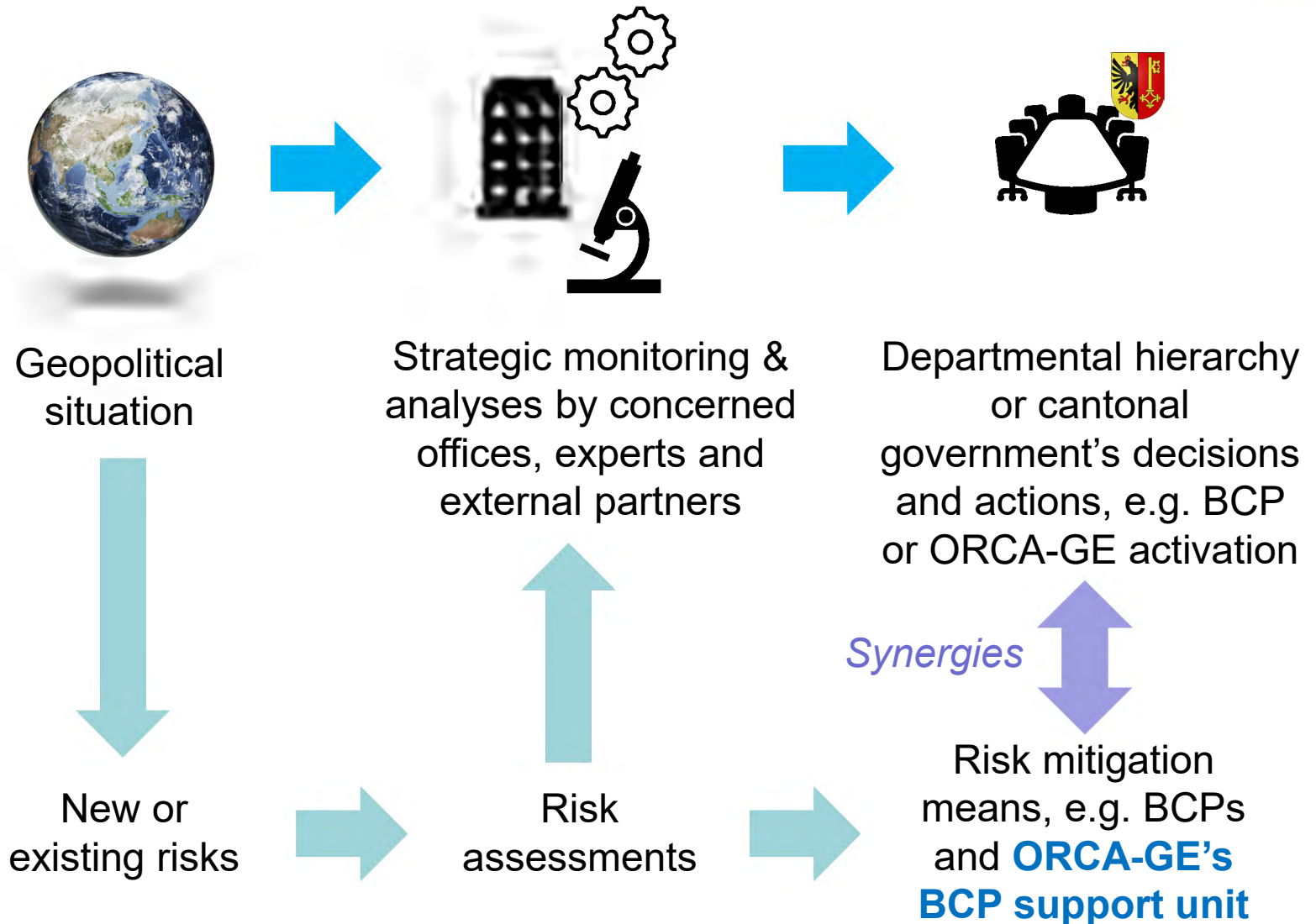
ORGANISATION EN CAS DE CATASTROPHE
ET DE SITUATION EXCEPTIONNELLE

*ORCA GE is a **dedicated structure** that, when activated, simplifies the decision-making process and puts in place a specific governance, facilitating the coordination of services required to face or support the handling of **exceptional situations** menacing the population, key infrastructures and basic needs*

Crises that may lead to business disruptions



Looking for synergies...



ORCA-GE's BCP support unit



- ❖ Created by Geneva cantonal government in august 2025
- ❖ The BCP support unit can be activated via [ORCA-GE regulation art. 17](#)
- ❖ In “peacetime”, The BCP unit works on transversal BCPs, provides counsel and support to departments and participates to ORCA-GE exercises
- ❖ In “wartime”, it works as one of ORCA-GE units



The BCP unit does not replace an Office without BCP

The BCP unit does not intervene if an Office can autonomously activate its BCP

ORCA-GE's BCP support unit



Global crisis coordination



Transversal BCM level
Counsel
Reporting
Transversal BCPs

Departmental BCM level
Local BCP development,
test and activation if no
cross-cutting coordination
is required

