ICANN ANNUAL OPERATING OBJECTIVES

Draft

Fiscal Year 2006-07

Introduction

This draft version of the ICANN Operating Plan is a one-year plan based upon the goals set out in the ICANN Strategic Plan. It is comprised of projects and annual operating objectives compiled by the ICANN staff. Throughout this fiscal year ICANN has developed its Strategic Plan in consultation with the DNS community. The work-in-progress papers and the plan itself have been published as they have been developed through those consultative discussions. During this portion of the fiscal year, ICANN points its planning activities toward the annual Operating Plan and Budgeting, i.e., the one-year plan that works to accomplish the objectives set out in the three-year Strategic Plan. In particular, the Operating Plan is comprised of the set of projects necessary to accomplish the objectives described in the longer-term Strategic Plan.

During last year's review, collaboration and discussion of the Operating Plan, three suggestions were made regarding the form and format of the plan:

- The objectives described in the plan should be linked to specific goals in the strategic plan,

- Budget should be established for each of the projects outlined in the Operating Plan, and

- Specific outcomes should be defined for each of the projects so that objective degree of success can be determined.

This year's Operating Plan takes steps to address those requests. This year's Operating Plan is a series of projects with allocated resources and deliverables. Project plans .that back-up each of the objectives listed here define a schedule for each of the milestones

ICANN is now developing an Expense Budget based upon the goals below and upon regular operating expenses. Having defined and correlated these objectives, the budgeting process includes making economic decisions concerning staffing levels, outsourcing, resource acquisitions and other items to ensure that the accomplishment of these objectives is being conducted in an economical manner.

This draft plan is presented for review and comment. It is anticipated that collaborative sessions during and after the ICANN meeting in Wellington will provide advice resulting in changes to the plan so that it better reflects the views of the DNS community.

Strategic Objective	ICANN Project	Resources Required	Outcomes

1. **ORGANISATIONAL EXCELLENCE IN OPERATIONS**
 	
1.1 Operations performance targets for:
 	
–IANA
	• Measure and subsequently improve IANA customer satisfaction through:
	  o the design and implementation of surveys and other methodologies to measure client requirements,
	  o implementation of additional automation techniques for receiving and processing requests,
	  o provision of 24/7 service,
	  o improved statistical reporting in order to direct continuous improvement efforts.
		Staff:
		– Oversight: .25 FTE
		– Analysis: .2 FTE
		– IT: 1.5 FTE
		Consultants:
		– survey consultant 400/hours $40K (US$100/hour)
		– reporting tools 400 hours $40K
		– automation tools 800 hours $80K
		– statistical analysis 100 hours $10K
		– tech writer 80 hours $8K
		Travel:
		– surveying – 10 trips $65K
			– Establish and conduct surveys
			– Determine and achieve required service levels
			– Implementation of registry software package
			– Establish 24-hour service
			– Officially release complete version of online reporting

Strategic Objective	ICANN Project	Resources Required	Outcomes
	• Improve the robustness of IANA infrastructure, including disaster preparedness, in order to ensure ongoing operations in the event of physical or business disruption. This includes o Archiving existing IANA data and implementing a system for ongoing archiving of data in order to provide additional secure backup of historical IANA information	Staff: – Oversight: .25 FTE – DoC Admin: .2 FTE – IT Sys Admin 0.1 FTE Consulting – document archiving service ($40K) Other – Servers, equipment: $40K – Co-location $10K – Incremental bandwidth $30K	– Complete archiving of historical data – Implementation of planned upgrades
–gTLD Registry tasks	• Registry failover – Establish a comprehensive plan to be followed in the event of financial, technical, or business failure of a registry operator, including full compliance with data escrow requirements and recovery testing.	Staff – Registry liaison: 0.3 FTE – IT Support: 0.1 FTE Consulting – Modeling: $100K	– Publish a plan supported by the infrastructure and data escrow procedures necessary to maintain registry operation

Strategic Objective	ICANN Project	Resources Required	Outcomes

	• Policy implementation - Establish the infrastructure, resources and workflow for the implementation of the ICANN developed consensus policy: (i) form necessary external relationships; (ii) test, then create internal work-processes and simulation of such; (iii) review implementation plan with gTLD registries, management and ICANN Board; (iv) announce implementation process/procedures. Following the implementation of these processes, a review and evaluation of the functionality of the process will be initiated. This is to ensure that the process mechanism works for all parties involved or some way affected by it. These implementations will probably include:
	
	    o The process for considering new registry services
	    o Transfer policy review
	    o WIPO considerations
	    o RGP / RGP II
		Staff:
		– Funnel implementation & management: 0.5 FTE
		– New gTLD implementation: 1 FTE
		– Legal: 0.3 FTE
		– Other policy implementation: 0.2 FTE
		Consulting:
		– Tech Panel: $500K
		– Outside council: $30K
		Travel
		– Panel travel: $150K
			– Fully implement the policy for consideration of new registry services
			– Continue publication of transfer policy reviews; send recommendation to GNSO
			– Implement newly developed policies in accordance with the requirements of the policy

Strategic Objective	ICANN Project	Resources Required	Outcomes
–gTLD Registrar tasks	• Continue to improve full contractual compliance program for registrars and registries including compliance philosophy, staffing plan, complaint management, auditing procedures, and interactions with government agencies. Develop metrics to measure program effectiveness • Enhance automated processes involved in managing Registrar Liaison functions including registrar accreditation and renewal processes, the registrar database and billing systems, and managing projects.	Staff: – 3 Compliance staff FTE – 0.3 FTE IT Support Travel: – Regional Meetings (3) $15K – Auditing (6) $15K Staff: – 0.5 FTE Registrar Liaison – 0.2 FTE IT Support Consulting: – IT Consulting: $72K – Finance Consulting: $20K Other: – Hardware: $20K	– Retain staff – Publish compliance program after consultation with registrars – Complete the restructure of the registrar database – Implement next version of the automated accreditation and renewal processes

Strategic Objective	ICANN Project	Resources Required	Outcomes

	• Enhanced registrar/registry partnerships through regional workshops and through enhanced communication and reporting:
	  o Regional Workshops
	  o Reporting / dashboard
	  o Communications
	  o Translation
	  o IDN TLD communication
		Staff:
		– Registrar/registry: 0.2 FTE
		– Communications support: 0.1 FTE
		– Regional Liaison: 0.5 FTE
		Consulting
		– IT Support/Consulting: $30K
		– Translation: $50K
		– Publication $50K
		Travel
		– Regional workshops: 3 @$15K ea - $45K
			– Schedule two to three regional workshops
			– Implement online reporting
			– Translate the above and all activities selectively to maximize effectiveness

	• Develop a registrar data escrow program in collaboration with the registrar community. Install and operate the infrastructure needed to escrow data or contract with an outside entity to provide technical infrastructure. Create a process for approving third-party data escrow service providers and verifying compliance with ICANN's data escrow policies and procedures	Staff: – Registrar liaison / Compliance: 0.5 FTE – IT: 0.1 FTE – Legal: 0.05FTE Other: – Hardware, band-width, applications: $200K (assumes self performance by most registrars)	– Establish registrar/ICANN team to develop program – Locate qualified third-party escrow provider – Publish timetable for full implementation

Strategic Objective	ICANN Project	Resources Required	Outcomes
	• Re-form the RAA to address current issues not addressed in the current agreement, among them: new markets and market behaviours, approval mechanisms for registrar fees, standards for accreditation approval, registrar data escrow and failover mechanisms, sanction program.	Staff: – Liaison 0.2 FTE – Legal 0.05 FTE Consulting – Legal $30K – Translation $10K	– Establish registrar/ICANN team to consider changes to the RAA – Publish proposed RAA
–L-Root Server Operations	• Improve resilience to the L-root system. In addition, create and deploy any-cast locations to mitigate operational risk. Deploy a system that can remain operational during sustained DDOS attack. Enhance monitoring and statistical capabilities to allow analysis of data.	Staff: – L-Tech support: 1 FTE – L-Global/Local: 1 FTE Other – L-Bandwidth $184K – L-Global: $350K – L-Local: $40K	– Establish two any-cast locations

Strategic Objective	ICANN Project	Resources Required	Outcomes
–End Users	• Develop methods for handling queries and complaints. Collect data from phone calls and emails so that tools can be developed that will reduce staff burden, communicate effectively with those who contact ICANN, and answer questions that are passed in through the Board or staff. Tailor these efforts so that complaints are passed on to appropriate bodies or organizations (i.e., not ICANN).	Staff: – Oversight:0.02 FTE Consultant: – Creation of FAQ's and other tools $95K	– Implement data collection and response mechanisms (e.g., FAQs) that facilitate responses and reporting

•Procedures for dealing with potential business failure of key operational entities
 	
•Develop and implement an Emergency Response Plan, including:
 	
–Responses for different emergency situations (internal and external)
 	
–Ensuring agreed processes with key partners
 	
–Ensuring full operational redundancy
 	
–Messaging strategies
	• Emergency response planning
	• Data Escrow
	    o Establish escrow agent
	    o Quality Assurance plan
	• Registry failover
	• Continue execution of contingency plan. Ensure continuation of operations during physical or business interruption of ICANN operations including: providing and maintaining appropriate infrastructure and executing business backup arrangements.
	    o Coordination plan w/ other critical infrastructure players
	    o Coordination plan with TLDs and root-servers
	    o ICANN Contingency plan
		See Data Escrow and Registry Failover planning above
		Staff:
		– Contingency Plan Mgr 0.5 FTE
		– IT Support: .3 FTE
		– Legal: .05 FTE
		Consulting:
		– Infrastructure: $75K
		– Legal: $50K
		– Communications: $15K
		Other:
		– Hardware, logistics, applications $450K
			– Staff contingency plan project team
			– Implement project plan that includes collaboration among required parties such as gTLD regisries and registrars

Strategic Objective	ICANN Project	Resources Required	Outcomes
•Further improve accountability of the budget process and ensure regularity of revenue flows consistent with ICANN mission and objectives	• Develop tools for planning and reporting against project budgets (in addition to the present departmental accounting methods). Report on performance against project plans.	Staff: – Oversight: 1.0 FTE – Finance: 0.4 FTE Consulting: – Finance $50K Travel: – Consultant trips: $8K	– Implement project accounting system capability – Report against project plan for 2nd qtr of fiscal year
	• Complete registry and registrar agreements in order to provide for regular revenue for next several years. • Negotiate agreements with RIRs and ccTLDs to augment and balance revenue flows across possible sources.	Staff: – Oversight: 0.1 FTE – Legal: 1.3 FTE – Policy support: 1.2 FTE Consulting: – Legal $150K Travel: – ccTLD and RIR trips (24) $120K	– See steps to restructured RAA above – Complete MoUs with RIRs – Facilitate agreement on a fee structure with ccTLDs
	• Develop alternate forms of revenue in accordance with recent discussions among gTLD registrars and registries. Reduce fees to those entities paying the relatively highest amount of fees to better balance revenue flows across sources.	Staff: – Oversight: 0.05 FTE – Registrar Liaison: .3 FTE Consultant: – Economics/other: $25K – Travel – meetings: $8K	– Identify potential sources of revenue through consultations with constituencies

Strategic Objective	ICANN Project	Resources Required	Outcomes

•Improve access to technical advice and the resolution of technical issues in local communities	• Create community response program by:
	  o Design and provide educational opportunities for ccTLDs in developing areas
	  o Utilise Regional Liaisons to create communications network by training them on the first technical level and providing access to technical expertise at the next level
		Staff:
		– Training: 0.02 FTE
		– Education: 0.1 FTE
		– Liaison: .5 FTE
		Travel:
		– 6 trips: $60K
		– Liaison trips (12): $60K
			– Conduct four to six workshops
			– Create communications link from Regional Liaisons to key personnel in developing countries

•Develop and implement a workforce planning methodology for ICANN staff to attract and retain the high quality staff	• Improve effectiveness of ICANN performance through economic and effective hiring, performance measurement and leadership management and development. The workflow planning methodology will include:
	  o Develop workforce planning methodologies
	  o Develop performance measurement tools
	  o Provide leadership development training
	  o Implement effective and economical talent acquisition and retention techniques
	• Integrate communications and enhance performance of geographically separated offices by establishing team goals.
		Staff:
		– project oversight: 0.1 FTE
		Consultants: $220K
		– Search
		– Management Consultants
		– Performance measurement
		– Interoffice systems
		Other: Job Boards / Communications: $40K
			– Report monthly on efficacy of recruiting efforts
			– Establish economical, effective training program
			– Integrate operation of Brussels and Marina del Rey offices

Strategic Objective	ICANN Project	Resources Required	Outcomes

1.2 Key issues to be addressed in this plan
 	
•Internationalized Domain Names (in particular, deployment of IDNs at the top-level)
	• IDN: enable all internet users to access the internet using their local language or script identifiers. In some of the areas described in the plan ICANN seeks the expertise and mandate to act and will pursue the necessary partnerships. The major sub-projects are:
	   o TLD root zone testing
	   o Policy development
	   o IANA repository
	   o Standards
	   o Communications
	
	• Use the Policy Development Process involving and coordinating the activities of multiple Supporting Organisations and Advisory Groups developed in accordance with para. 2b(v), below.
		Staff:
		– Proj. Mgt., Admin., Technical Support, IANA Support, Policy Support, Liaison – PAC, Regioanl Liaison: 5.5 FTE
		– Testing: 0.2 FTE
		Consulting
		– Translation: $45K
		– Linguistics: $10K
		– Media/communications: $20K
		Travel:
		– 4 IETF Meetings, OECD Mtg, 2 ITU, Domain Round Table, 2 UNESCO, 6 Regional Liaison Travel, consultant: $94K
			– Complete TLD root zone testing and provide evaluation to policy development bodies
			– Deploy first IDN at top level
			– Revise IDNA and associated standards to work with future version of Unicode Tables
			– Facilitate publication or updating technical standards through the IETF
			– Revise IDN guidelines to include Best Current Practice standards
			– For IDNs, develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees

Strategic Objective	ICANN Project	Resources Required	Outcomes
•Security, e.g., DNSSEC deployment, preventing hijacking of network resources (e.g., network addresses and resolvers)	• Implement signing of the root zone (DNSSEC) and enable IANA to accept signed TLD zones in order to enhance network security. • Transition Root Zone authoring from VeriSign to ICANN (VeriSign continues publishing) in order to fulfil the requirements in the MoU and create a more seamless process for root zone publication	Staff: − Sys Admin: 0.8 FTE − Oversight: 0.5 FTE − Policy development 0.2 FTE − Legal 0.05 Consulting − 24 hour ops $100K − legal $30K Travel − DC trips (5) $15K Other − Hardware $50K − Facilities $8K − Connectivity 3megabits $25K − Applications/QA $30K	− Sign the root zone

Strategic Objective	ICANN Project	Resources Required	Outcomes
•New TLD process	• Develop capacity to support the Policy Development Process consideration of economic, consumer, market and business issues through the engagement of expertise in economics and statistics	Staff: − 0.5 FTE or consulting equivalent (economist) − 0.5 FTE or consulting equivalent (statistician)	− Retain necessary staff economically ("make vs. buy" decision)
	• Introduction of New gTLDs - Pending the finalization of the PDP on introduction of new gTLDs, ICANN will be implementing the consensus policy that the GNSO is reaching agreement upon. Policy questions that will affect the implementation of this policy are: selection criteria, allocation method, and contractual policy related topics. After successful implementation of the policy, interested applicants will be able to submit their proposals to ICANN for introduction of new gTLDs.	For each application: Staff: − New gTLD implementation: 1 FTE − Legal: .5 FTE − Technical: .2 FTE Consulting: − Outside legal: $60K − Project management: $60K	− Upon release of policy: budget for and staff registry designation operation
•WHOIS development	• See gTLD Registry tasks – (Policy implementation: Establish within ICANN the infrastructure, resources and workflow for consideration of new registry applications by the implementation of the ICANN consensus policy…) Apply methodology to results of Whois policy development. • See gTLD Compliance – work to improve Whois accuracy.	Staffing: − Registrar/Registry Liaison task included in Compliance staff. − IT support: .1 FTE − Legal Support: 0.05FTE Consulting: − Outside Legal: $30K	− Implementation of adopted Whois policy − Metrics defining improvements in Whois accuracy

Strategic Objective	ICANN Project	Resources Required	Outcomes

•Addressing issues of DNS market behaviour (within IP addresses and domain names)	• Set-up task force with appropriate economic, technical and statistical skill sets to determine root causes of market behaviour and determine if practices are appropriate:
	    o Add storm
	    o Add/deletes
	    o RGP
	    o Whois accuracy
	
	As appropriate, make recommendations to create incentives, amend agreements (see, restructure of RAA above), implement new services that will mitigate that behaviour.
		Staff:
		Task force management: 0.1 FTE
		Consulting:
		Economics expertise: $75K
			− Establish task force, including registrar, registry, and independent expert participation.
			− Publish report including recommendations regarding market behaviour

1.3 Sustainability •Analyse implications of increased demand on ICANN operations and policy processes and develop ways of improving scalability	• First, establish management reporting function so that workload metrics can be analyzed. Through the VP, Policy Development Support, work with the supporting organisations and advisory committees to develop metrics so that the workload of those organisations can be analyzed.	Staff: − Management reporting function: 1 FTE − Staff support: 0.5 FTE	− Establish reporting function − Establish metrics − Publish reports and use the information to improve operations

Strategic Objective	ICANN Project	Resources Required	Outcomes

2. **ORGANIZATIONAL EXCELLENCE IN POLICY DEVELOPMENT**
 	
• Develop capacity to better understand economic issues, consumer needs, market expectations and business models and the implications of these factors on ICANN policy development, and also the implications of ICANN policy on Internet users
 	
• Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees, including:
 	
– Identifying the policy work that needs to be done
 	
– Identifying which groups need to be working on which policy tasks
 	
– Developing core policies as reference points
 	
– Improving policy development process
 	
– Developing a process for policy development where multiple Supporting Organizations and/or Advisory Committees need to be involved
	• Facilitate the Policy Development Process consideration of economic, consumer, market and business issues through the retention of expertise in economic studies and statistical analysis.
	
	• Through the Vice President, Policy Development Support:
	  o accomplish the objectives set out in the strategic plan regarding the efficiency and effectiveness of Supporting Organizations and Advisory Committees through statistical surveys to determine present effectiveness,
	  o identify & manage new & existing policy development requirements through interaction in the community, existing requirements include: IPv6 & AS number policy, Whois task force work, and new gTLDs.
		Staffing: retain services of economist and statistician – 1 FTE (combined w/ other req'ts in the is document, sums to 2 FTEs).
		
		Staffing:
		– Policy oversight: .5 FTE
		– Policy development support: .5 FTE
		– Services support: .3 FTE
		– IANA support: .03 FTE
		– Legal support: .3 FTE
		Consulting
		– SO evaluations: $300K
		– Economist: see above
		– Other: $150K
		Travel
		– SO/AC meeting travel – 18 trips: $27K
			– Retain staff (related to Introduction of new TLD objective)
			
			– Perform Supporting Organization and Advisory Committee reviews – at least two during the fiscal year.
			– Policy development to take place in accordance with (potentially revised) timelines
			– Retain staff (see items above).
			– Develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees

Strategic Objective	ICANN Project	Resources Required	Outcomes
	o retain economics expertise to develop frameworks for establishing objective performance criteria and measuring performance against the criteria, and o develop a Policy Development Process involving and coordinating the activities of multiple Supporting Organisations and Advisory Groups.		
– Enhancing interaction between Supporting Organizations and Advisory Committees	Place liaisons appropriately on each SO and AC in order to fully implement cross-representation. Measure the efficacy of the liaison roles in each case ensure each plays a full and appropriate role.	Resources include in line item above.	Complete the staffing of the Supporting Organizations and Advisory Committees

Strategic Objective	ICANN Project	Resources Required	Outcomes

3. **INCREASING INTERNATIONAL PARTICIPATION IN ICANN AND THE USE OF THE INTERNET SYSTEM OF UNIQUE IDENTIFIERS**
 	
• Improve the ability of stakeholders to participate in ICANN processes, including in languages other than English
	• Facilitate effective and multilingual communication to all ICANN stakeholders, to enable larger portions of the community to interact in the ICANN processes. This includes identifying the translation of materials and documents, website, and real-time translation at meetings. Identify translation of appropriate ICANN documents. Create an operational policy or guideline to steer future translation efforts. [Translation is not an end in itself but rather a means to an end. Therefore, budget for translation is included in each of the projects here as necessary to accomplish the goal in the most effective manner.] The expense for translation efforts outside the specific efforts will be budgeted and monitored, including translation of:
	   o ICANN meetings
	   o Routine newsletters/publications
	   o Website
		Consulting:
		– Staff translation practices development: $10K
		– Translation consulting (other than budgeted elsewhere in this document):
		   o Meetings: $100K
		   o Newsletters / press releases: $30K
		   o Website: $150K
			– Publish translation practices
			– Implement practices at meetings, website

Strategic Objective	ICANN Project	Resources Required	Outcomes
• Redesign ICANN business and policy practices and processes to meet the needs of a global audience	• Through Regional Liaison network, work with the community to better represent the regions in ICANN and facilitating ICANN responsiveness to stakeholders in all the regions, including work with respective stakeholders and end-user community in all regions, respond to the needs of the internet community and support ICANN staff in relation to business plans. Includes participation in respective meetings, such as post WSIS (participation in IGF); and regional initiatives, as well as sponsoring/co-hosting regional workshops	Staff: – Regional Liaison: 5 FTE (other R.L. effort captured elsewhere) Consultant: – IGF Secretariat support: $200K Travel: – Workshops: $50K – Liaisons: $70k	– Retain Regional Liaisons – Staff secretariat – Conduct limited number of workshops
• In each region, work with cc managers, local Internet communities (including governments, private sector and civil society) and regional organizations to develop and monitor outreach programs for their region to improve capabilities in IP address, domain name and root management services	• Design and provide educational opportunities for ccTLDs in developing areas - especially with regard to IANA services - in order to improve security and stability of the Internet through education. Coordinate with ISOC and other entities to provide services economically.	Captured in line item above and education description above.	– Conduct education regarding IANA services in these areas

Strategic Objective	ICANN Project	Resources Required	Outcomes

4. **INCREASE PARTICIPATION IN AND EFFICIENCY OF THE ICANN MULTI-STAKEHOLDER ENVIRONMENT**
 	
• Improve and deepen participation in the ICANN process by:
 	
– End users
	• Informed participation by, and effective representation of, the international individual Internet user community in ICANN, including an ALAC that contributes to ICANN's policy and decision-making process, a global network of user groups involved as "At-Large Structures" (ALS) organized into 5 Regional At-Large Organizations (RALOs) that share information, educate, coordinate, and support effective, structured user involvement in ICANN. Tools for accomplishing these goals include:
	   o Fellows programs
	   o Workshops
	   o Translation
		ALAC Budget detail under separate cover:
		– Staffing: 2.5 FTE
		– Consultants: $44K
		– Translation: $93K
		– Travel: $330K
		– Other: $22K
			– Increase number of At-Large structures
			– Sign MoUs for Regional At-Large Organisations (RALOs) in this fiscal year
			– Provide At-Large advice on all current policy development efforts
			– Conduct workshops / training sessions to inform At-Large community that can then provide valuable advice.

Strategic Objective	ICANN Project	Resources Required	Outcomes
– Governments	• Implement the vision for improvements in the GAC role, in accordance with ICANN Board direction that has been communicated to the GAC Chair. Potentially create a secretariat function and funding of selected GAC activities such as travel for the Chair, meeting participation, and sponsoring regional meetings.	Staffing: – Oversight: .05 FTE – Liaison: 0.5 FTE Consulting: – Secretariat support: $150K Travel: $50K	– Create Secretariat if so decided – Implement other change, as determined, in forms of GAC support
– The business community – Technical and industry experts – Developers of new business models that use the Internet	• Develop and implement a "recruitment plan" (including metrics and targets) of leading technical, business and policy individuals that describes the benefits and opportunities associated with participation in the ICANN model. Use increased participation to enhance Supporting Organisation and Advisory Committee effectiveness and potentially develop alternate streams of revenue.	Staffing: – Global partnerships support: 0.03 FTE – Policy Development support: 0.1 FTE – Srvcs support: 0.1 FTE – IANA support: 0.02 FTE Travel: $20K	– Publish recruitment plan – Report on effectiveness of increased participation
• Develop and implement a communications plan that clearly explains ICANN's mission and communicates ICANN's activities and achievements	• Fully staff ICANN's Communication functions as described in ICANN planning documents. • Evolve the web sites and continue to implement broadcast and information dissemination tools such as RSS, web logs and newsletters.	Staffing: – GM, Communications – Communications support staff: FTE – Web development: FTE Consulting – web development: $150K	– Retain positions – Release evolved version of web site

Strategic Objective	ICANN Project	Resources Required	Outcomes

• Implement a programme to enhance and develop relevant skills and knowledge in existing participants and in the next generation of ICANN leadership.	• Provide training for ICANN participants (Supporting Organisations & Advisory Committees) :
	  o Interaction: develop a model for negotiation and exchange in the SO and AC environments.
	  o Identifying opportunities for working within the ICANN model regarding policy development and technical coordination and the potential effect and benefits of those efforts.
		Staffing:
		– Oversight: 0.5 FTE
		Consulting:
		– Model development and training: $100K
		Travel
		– Consultant: $40K
			– Identify areas where training would be of benefit
			– Conduct training
			– Measure effectiveness

	• Create a programme to encourage and fund participation by interested parties in developing countries. Programme elements include: technical workshops targeting stability and security issues, education regarding the policy development process, and attendance at ICANN meetings.	Staffing: – Oversight: .2 FTE – Education: .2 FTE Travel: – $450,000 Materials and development – $50,000	– Determine quantifiable outcomes (attendance / participation / results) – Conduct programs and workshops – Measure efficacy
• Develop a knowledge management program to institutionalize corporate memory and communicate core ICANN values •	• Create processes for routinely capturing and archiving information, data, and issues as they are developed. Develop tools for easily accessing thus information. Implement a program to capture and archive historic information in the same manner.	Staffing: – .05 FTE Consulting: – Archiving: $50K – Data access tool: $75K	– Complete archiving – Develop database tools

Strategic Objective	ICANN Project	Resources Required	Outcomes
• Strengthen relationships with key partners as needed to assist ICANN in carrying out its mission • Identify key forums with which ICANN should interact to assist in dealing with issues that are related to but not in ICANN's ambit	• Establish partnerships (formalize with MoUs where feasible) with local, regional or international organizations, to gain formal support and partnerships for ICANN's mission.	Included in outreach and Liaison budgets	– Sign agreements or other frameworks with local, regional or international organizations

• Develop mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment	• Create an independently conducted project to:
	  o develop metrics for measuring transparency and determining success,
	  o self-measure performance against the metrics
	  o independently audit measurement accuracy and appropriateness of the metrics
		Staff:
		– Oversight: .05 FTE
		Consulting:
		– To determine metrics, provide self-measurement process, audit: $150K
		Travel:
		– Consultant: $10K (2 trips)
			– Engage reviewing team
			– Measure performance
			– Audit results

Strategic Objective	ICANN Project	Resources Required	Outcomes

5. WORK TOWARDS A POST-MOU ICANN
 	
• Satisfy remaining MOU objectives
	• Manage the remainder of the MoU period in accordance with past practice with particular attention to:
	   o Implementing the consensus policy for launching new gTLDs
	   o Establishing Accountability Frameworks with ccTLDs so that half the ccTLD registrants are represented by participating ccTLDs
	   o Fully execute the contingency plan written to meet MoU requirements
	   o Execute additional MoUs with RIRs describing the duties of the parties
		Each of these is provided for above.	– Launch new TLDs
			– execute requisite number of Accountability Frameworks,
			– Measure execution of contingency plan against the plan itself
			– Execute MoUs with RIRs

Strategic Objective	ICANN Project	Resources Required	Outcomes

• Engage the community in the analysis of issues and scenarios for post-MOU oversight
 	
• Review the ICANN structure to determine whether it is appropriate for a post-MOU ICANN, and make the changes that are necessary for stable strong and secure future whilst maintaining the full and meaningful participation of multiple stakeholders including governments, private sector, civil society groups, the broad set of Internet users, the technical community and business users
	• Project to develop a post-MoU model with appropriate input:
	  o Identify characteristics of a model that satisfy the requirements of the community and governing bodies
	  o Develop and launch consultations to solicit proposals for a post-MoU model or elements of that model
	  o Engage the President's Strategy Committee to discuss inputs and develop concepts
	  o Determine the process for implementation of an identified model
	• Strengthening: investigate the needs in order to sustain the new model and recruit the skill sets required to establish an effective organisation
		Staffing:
		– Oversight: .2 FTE
		Consultants:
		– Project management / advice on models: $150K
		Travel:
		– 4 trips: $30K
			– Identify model through process identified in the project plan
			– Fulfil the resources of an organisation as defined by the model