

# **ICANN ANNUAL OPERATING OBJECTIVES**

*Draft*

**Fiscal Year 2006-07**

## DRAFT ANNUAL OPERATING OBJECTIVES

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### 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 the first half of the present 2005-06 fiscal year ICANN has developed its Strategic Plan in consultation with the ICANN community. The work-in-progress Strategic Plan has been published as it has been developed through those consultative discussions until it was approved by the ICANN Board of Directors at the ICANN meeting in Wellington. During the second half 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

This draft plan was presented for review and comment in Wellington and in public comment forums. The revisions arising as a result of those consultations are posted below. ICANN is now developing an Expense Budget based upon the goals below and upon regular operating expenses. Some comments made during the above-mentioned consultations indicated that ICANN should carefully weigh "make-buy" decisions, i.e., whether to hire staff or outsource specific resource needs. Having defined and revised this plan, the budgeting and ongoing management 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.

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>1. ORGANISATIONAL EXCELLENCE IN OPERATIONS</b></p> <p><b>1.1 Operations performance targets for:</b></p> <ul style="list-style-type: none"> <li>- IANA</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and subsequently improve IANA customer satisfaction through:               <ul style="list-style-type: none"> <li>○ ensuring necessary and sufficient resources are devoted to the IANA function,</li> <li>○ the design and implementation of surveys and other methodologies to measure client requirements,</li> <li>○ implementation of additional automation techniques for receiving and processing requests,</li> <li>○ provision of 24/7 service,</li> <li>○ improved statistical reporting in order to direct continuous improvement efforts (including publication of IANA statistics to indirect beneficiaries of IANA services such as providers and users.</li> </ul> </li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>- Oversight: .25 FTE</li> <li>- Analysis: .2 FTE</li> <li>- IT: 1.5 FTE</li> </ul> <p>Consultants:</p> <ul style="list-style-type: none"> <li>- survey consultant 400/hours \$40K (US\$100/hour)</li> <li>- reporting tools 400 hours \$40K</li> <li>- automation tools 800 hours \$80K</li> <li>- statistical analysis 100 hours \$10K</li> <li>- tech writer 80 hours \$8K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>- surveying – 10 trips \$65K</li> </ul>	<ul style="list-style-type: none"> <li>- Establish and conduct surveys</li> <li>- Determine and achieve required service levels</li> <li>- Implementation of registry software package</li> <li>- Establish 24-hour service</li> <li>- Officially release complete version of online reporting</li> </ul>



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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
	<ul style="list-style-type: none"> <li>• 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:               <ul style="list-style-type: none"> <li>○ The process for considering new registry services</li> <li>○ Transfer policy review</li> <li>○ WIPO considerations</li> <li>○ RGP / RGP II</li> </ul> </li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Funnel implementation &amp; management: 0.5 FTE</li> <li>– New gTLD implementation: 1 FTE</li> <li>– Legal: 0.3 FTE</li> <li>– Other policy implementation: 0.2 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– Tech Panel: \$500K</li> <li>– Outside council: \$30K</li> </ul> <p>Travel</p> <ul style="list-style-type: none"> <li>– Panel travel: \$150K</li> </ul>	<ul style="list-style-type: none"> <li>– Fully implement the policy for consideration of new registry services</li> <li>– Continue publication of transfer policy reviews; send recommendation to GNSO</li> <li>– Implement newly developed policies in accordance with the requirements of the policy</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>- gTLD Registrar tasks</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• Enhance automated processes involved in managing Registrar Liaison functions including registrar accreditation and renewal processes, the registrar database and billing systems, and managing projects.</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>- 3 Compliance staff FTE</li> <li>- 0.3 FTE IT Support</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>- Regional Meetings (3) \$15K</li> <li>- Auditing (6) \$15K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>- 0.5 FTE Registrar Liaison</li> <li>- 0.2 FTE IT Support</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>- IT Consulting: \$72K</li> <li>- Finance Consulting: \$20K</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>- Hardware: \$20K</li> </ul>	<ul style="list-style-type: none"> <li>- Retain staff</li> <li>- Publish compliance program after consultation with registrars</li> <li>- Complete the restructure of the registrar database</li> <li>- Implement next version of the automated accreditation and renewal processes</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
	<ul style="list-style-type: none"> <li>• Enhanced registrar/registry partnerships through regional workshops and through enhanced communication and reporting:               <ul style="list-style-type: none"> <li>○ Regional Workshops</li> <li>○ Reporting / dashboard</li> <li>○ Communications</li> <li>○ Translation</li> <li>○ IDN TLD communication</li> </ul> </li>   <li>• 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</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Registrar/registry: 0.2 FTE</li> <li>– Communications support: 0.1 FTE</li> <li>– Regional Liaison: 0.5 FTE</li> </ul> <p>Consulting</p> <ul style="list-style-type: none"> <li>– IT Support/Consulting: \$30K</li> <li>– Translation: \$50K</li> <li>– Publication \$50K</li> </ul> <p>Travel</p> <ul style="list-style-type: none"> <li>– Regional workshops: 3 @ \$15K ea - \$45K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>– Registrar liaison / Compliance: 0.5 FTE</li> <li>– IT: 0.1 FTE</li> <li>– Legal: 0.05FTE</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>– Hardware, band-width, applications: \$200K (assumes self performance by most registrars)</li> </ul>	<ul style="list-style-type: none"> <li>– Schedule two to three regional workshops</li> <li>– Implement online reporting</li> <li>– Translate the above and all activities selectively to maximize effectiveness</li> </ul> <ul style="list-style-type: none"> <li>– Establish registrar/ICANN team to develop program</li> <li>– Locate qualified third-party escrow provider</li> <li>– Publish timetable for full implementation</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>- L-Root Server Operations</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li>   <li>• 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.</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>- Liaison 0.2 FTE</li> <li>- Legal 0.05 FTE</li> </ul> <p>Consulting</p> <ul style="list-style-type: none"> <li>- Legal \$30K</li> <li>- Translation \$10K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>- L-Tech support: 1 FTE</li> <li>- L-Global/Local: 1 FTE</li> </ul> <p>Other: \$674K including:</p> <ul style="list-style-type: none"> <li>- Bandwidth</li> <li>- Global &amp; local any cast location(s)</li> <li>- other upgrades</li> </ul>	<ul style="list-style-type: none"> <li>- Establish registrar/ICANN team to consider changes to the RAA</li> <li>- Publish proposed RAA</li>   <li>- Establish any-cast locations</li> </ul>



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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>- End Users</li>   <li>• Procedures for dealing with potential business failure of key operational entities</li> <li>• Develop and implement an Emergency Response Plan, including:               <ul style="list-style-type: none"> <li>- Responses for different emergency situations (internal and external)</li> <li>- Ensuring agreed processes with key partners</li> <li>- Ensuring full operational redundancy</li> <li>- Messaging strategies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Review UDRP for effectiveness.</li>   <li>• Emergency response planning</li> <li>• Data Escrow               <ul style="list-style-type: none"> <li>○ Establish escrow agent</li> <li>○ Quality Assurance plan</li> </ul> </li> <li>• Registry failover</li> <li>• 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.               <ul style="list-style-type: none"> <li>○ Coordination plan with TLDs root-servers and other critical infrastructure players</li> <li>○ ICANN Contingency plan</li> </ul> </li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>- Oversight:0.02 FTE</li> </ul> <p>Consultant:</p> <ul style="list-style-type: none"> <li>- Creation of FAQ's and other tools \$95K</li> </ul> <p>Staff oversight: 0.02 FTE          Consultant for independent review: \$120K</p> <p>See Data Escrow and Registry Failover planning above</p> <p>Staff:</p> <ul style="list-style-type: none"> <li>- Contingency Plan Mgr 0.5 FTE</li> <li>- IT Support: .3 FTE</li> <li>- Legal: .05 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>- Infrastructure: \$75K</li> <li>- Legal: \$50K</li> <li>- Communications: \$15K</li> </ul> <p>Other:</p> <ul style="list-style-type: none"> <li>- Hardware, logistics, applications \$450K</li> </ul>	<ul style="list-style-type: none"> <li>- Implement data collection and response mechanisms (e.g., FAQs) that facilitate responses and reporting</li>   <li>- Make report on findings</li>   <li>- Staff contingency plan project team</li> <li>- Implement project plan that includes collaboration among required parties such as gTLD registries and registrars</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>Further improve accountability of the budget process and ensure regularity of revenue flows consistent with ICANN mission and objectives</li> </ul>	<ul style="list-style-type: none"> <li>Develop tools for planning and reporting against project budgets (in addition to the present departmental accounting methods). Report on performance against project plans.</li> <li>Ensure that information describing budget, independent audit, financial contributions are published on a timely basis and all information is current.</li> <li>Set aside a portion of revenue that will (in four years) result in a cash reserve of at least 12 months expenses</li> <li>Complete registry and registrar agreements in order to provide for regular revenue for next several years.</li> <li>Negotiate agreements with RIRs and ccTLDs to augment and balance revenue flows across possible sources.</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>Oversight: 1.0 FTE</li> <li>Finance: 0.4 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>Finance \$50K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>Consultant trips: \$8K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>Oversight: 0.1 FTE</li> <li>Legal: 1.3 FTE</li> <li>Policy support: 1.2 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>Legal \$150K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>ccTLD and RIR trips (24) \$120K</li> </ul>	<ul style="list-style-type: none"> <li>Implement project accounting system capability</li> <li>Report against project plan for 2<sup>nd</sup> qtr of fiscal year</li> <li>Post information</li>   <li>See steps to restructured RAA above</li> <li>Complete MoUs with RIRs</li> <li>Facilitate agreement on a fee structure with ccTLDs</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• Improve access to technical advice and the resolution of technical issues in local communities</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Create community response program by:               <ul style="list-style-type: none"> <li>○ Design and provide educational opportunities for ccTLDs in developing areas</li> <li>○ 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</li> </ul> </li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Oversight: 0.05 FTE</li> <li>– Registrar Liaison: .3 FTE</li> </ul> <p>Consultant:</p> <ul style="list-style-type: none"> <li>– Economics/other: \$25K</li> <li>– Travel – meetings: \$8K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>– Training: 0.02 FTE</li> <li>– Education: 0.1 FTE</li> <li>– Liaison: .5 FTE</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– 6 trips: \$60K</li> <li>– Liaison trips (12): \$60K</li> </ul>	<ul style="list-style-type: none"> <li>– Identify potential sources of revenue through consultations with constituencies</li> <li>– Conduct four to six workshops</li> <li>– Create communications link from Regional Liaisons to key personnel in developing countries</li> </ul>

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<b><i>Strategic Objective</i></b>	<b><i>ICANN Project</i></b>	<b><i>Resources Required</i></b>	<b><i>Outcomes</i></b>
<ul style="list-style-type: none"> <li>• Develop and implement a workforce planning methodology for ICANN staff to attract and retain the high quality staff</li> </ul>	<ul style="list-style-type: none"> <li>• Improve effectiveness of ICANN performance through economic and effective hiring, performance measurement and leadership management and development. The workflow planning methodology will include:                             <ul style="list-style-type: none"> <li>○ Develop workforce planning methodologies</li> <li>○ Develop performance measurement tools</li> <li>○ Provide leadership development training</li> <li>○ Implement effective and economical talent acquisition and retention techniques</li> </ul> </li> <li>• Integrate communications and enhance performance of geographically separated offices by establishing team goals.</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– project oversight: 0.1 FTE</li> </ul> <p>Consultants: \$220K</p> <ul style="list-style-type: none"> <li>– Search</li> <li>– Management Consultants</li> <li>– Performance measurement</li> <li>– Interoffice systems</li> </ul> <p>Other: Job Boards / Communications: \$40K</p>	<ul style="list-style-type: none"> <li>– Report monthly on efficacy of recruiting efforts</li> <li>– Establish economical, effective training program</li> <li>– Integrate operation of Brussels and Marina del Rey offices</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>1.2 Key issues to be addressed in this plan</b></p> <ul style="list-style-type: none"> <li>• Internationalized Domain Names (in particular, deployment of IDNs at the top-level)</li> </ul>	<ul style="list-style-type: none"> <li>• 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:               <ul style="list-style-type: none"> <li>○ TLD root zone testing</li> <li>○ IANA repository</li> <li>○ Standards</li> <li>○ Communications – in particular between the President’s Advisory Committee and stakeholders</li> </ul> </li> </ul> <p>Each of the above have technical and policy development aspects. These aspects should be segregated and managed with appropriate ICANN bodies. In particular, 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.</p>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Proj. Mgt., Admin., Technical Support, IANA Support, Policy Support, Liaison – PAC, Regional Liaison: 5.5 FTE</li> <li>– Testing: 0.2 FTE</li> </ul> <p>Consulting</p> <ul style="list-style-type: none"> <li>– Translation: \$45K</li> <li>– Linguistics: \$10K</li> <li>– Media/communications: \$20K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– 4 IETF Meetings, OECD Mtg, 2 ITU, Domain Round Table, 2 UNESCO, 6 Regional Liaison Travel, consultant: \$162K</li> </ul>	<ul style="list-style-type: none"> <li>– Complete TLD root zone testing and provide evaluation to policy development bodies</li> <li>– Deploy first IDN at top level</li> <li>– Revise IDNA and associated standards to work with future version of Unicode Tables</li> <li>– Facilitate publication or updating technical standards through the IETF</li> <li>– Revise IDN guidelines to include Best Current Practice standards</li> <li>– For IDNs, develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>Security, e.g., DNSSEC deployment, preventing hijacking of network resources (e.g., network addresses and resolvers)</li> </ul>	<ul style="list-style-type: none"> <li>Implement signing of the root zone (DNSSEC) and enable IANA to accept signed TLD zones in order to enhance network security. Determine timetable, coordination requirements and costs for full deployment.</li> <li>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</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Sys Admin: 0.8 FTE</li> <li>– Oversight: 0.5 FTE</li> <li>– Policy development 0.2 FTE</li> <li>– Legal 0.05</li> </ul> <p>Consulting</p> <ul style="list-style-type: none"> <li>– 24 hour ops \$100K</li> <li>– legal \$30K</li> </ul> <p>Travel</p> <ul style="list-style-type: none"> <li>– DC trips (5) \$15K</li> </ul> <p>Other</p> <ul style="list-style-type: none"> <li>– Hardware \$50K</li> <li>– Facilities \$8K</li> <li>– Connectivity 3megabits \$25K</li> <li>– Applications/QA \$30K</li> </ul>	<ul style="list-style-type: none"> <li>– Sign the root zone</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• New gTLD process</li> </ul>	<ul style="list-style-type: none"> <li>• 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</li> <li>• 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.</li> <li>• Develop and implement program for universal acceptance of gTLDs(i.e., registries with more than three letters).</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– 0.5 FTE or consulting equivalent (economist)</li> <li>– 0.5 FTE or consulting equivalent (statistician)</li> </ul> <p>For each application: Staff (a self-funding process):</p> <ul style="list-style-type: none"> <li>– New gTLD implementation: 1 FTE</li> <li>– Legal: .5 FTE</li> <li>– Technical: .2 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– Outside legal: \$60K</li> <li>– Project management: \$60K</li> </ul> <p>Staffing:</p> <ul style="list-style-type: none"> <li>– .1 Registry liaison</li> <li>– .2 clerical/administrative</li> </ul>	<ul style="list-style-type: none"> <li>– Retain necessary staff economically (“make vs. buy” decision)</li> <li>– Upon release of policy: budget for and staff registry designation operation</li> <li>– Publish statistics regarding TLD acceptance</li> </ul>





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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>1.3 Sustainability</b></p> <ul style="list-style-type: none"> <li>Analyse implications of increased demand on ICANN operations and policy processes and develop ways of improving scalability</li> </ul> <p><b>2. ORGANIZATIONAL EXCELLENCE IN POLICY DEVELOPMENT</b></p> <ul style="list-style-type: none"> <li>Develop capacity to better understand economic issues, user 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</li> </ul>	<ul style="list-style-type: none"> <li>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.</li>   <li>Facilitate the Policy Development Process consideration of economic, user, market and business issues through the retention of expertise in economic studies and statistical analysis.</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>Management reporting function: 1 FTE</li> <li>Staff support: 0.5 FTE</li> </ul> <p>Staffing: after appropriate “make/buy” determination, retain services of economist and statistician – 1 FTE (combined w/ other req’ts in the is document, sums to 2 FTEs).</p>	<ul style="list-style-type: none"> <li>Establish reporting function</li> <li>Establish metrics</li> <li>Publish reports and use the information to improve operations</li>   <li>Retain staff (related to Introduction of new TLD objective)</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees, including:               <ul style="list-style-type: none"> <li>– Identifying the policy work that needs to be done</li> <li>– Identifying which groups need to be working on which policy tasks</li> <li>– Developing core policies as reference points</li> <li>– Improving policy development process</li> <li>– Developing a process for policy development where multiple Supporting Organizations and/or Advisory Committees need to be involved</li> <li>– Enhancing interaction between Supporting Organizations and Advisory Committees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In collaboration with the Supporting Organisations and Advisory Committees, develop and implement effective collaboration tools to facilitate the policy development process.</li> <li>• Provide economic assistance to volunteering organisations that includes appropriate cost controls and cost-benefit analysis:               <ul style="list-style-type: none"> <li>○ Investigate and implement a travel assistance policy for Supporting Organisation volunteers,</li> <li>○ Provide Secretariat services to the NCUC to enhance the effectiveness of this constituency group.</li> <li>○ In a collaborative fashion determine how to enhance stakeholder participation in RSSAC and SSAC led discussions that are so important to ICANN’s stability &amp; security mission.</li> </ul> </li> </ul>	<p>Consulting/application development \$80K</p> <p>Staff: 0.1 FTE            Travel: \$900K            Consulting \$50K</p>	<ul style="list-style-type: none"> <li>– Implementation of tools</li>   <li>– Policy implementation report ROI for travel assistance.</li> <li>– Provide, at least, secretariat support and measure ROI</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
	<ul style="list-style-type: none"> <li>• Through the Vice President, Policy Development Support:               <ul style="list-style-type: none"> <li>○ accomplish the objectives set out in the strategic plan regarding the reviews to measure the efficiency and effectiveness of Supporting Organizations and Advisory Committees through statistical surveys to determine present effectiveness,</li> <li>○ identify &amp; manage new &amp; existing policy development requirements through interaction in the community (updating those requirements throughout the year),</li> <li>○ maintain a docket of all pending policy development matters, including their schedule and current status</li> </ul> </li> <li>retain economics expertise to develop frameworks for establishing objective performance criteria and measuring performance against the criteria,</li> <li>○ develop a Policy Development Process involving and coordinating the activities of Supporting Organisations and Advisory Groups</li> </ul>	<p>Staffing:</p> <ul style="list-style-type: none"> <li>– Policy oversight: .5 FTE</li> <li>– Policy development support: .5 FTE</li> <li>– Services support: .3 FTE</li> <li>– IANA support: .03 FTE</li> <li>– Legal support: .3 FTE</li> </ul> <p>Consulting</p> <ul style="list-style-type: none"> <li>– SO evaluations: \$300K</li> <li>– Economist: see above</li> <li>– Other: \$150K</li> </ul> <p>Travel</p> <ul style="list-style-type: none"> <li>– SO/AC meeting travel – 18 trips: \$27K</li> </ul>	<ul style="list-style-type: none"> <li>– Perform Supporting Organization and Advisory Committee reviews – at least two during the fiscal year.</li> <li>– Policy development to take place in accordance with (potentially revised) timelines</li> <li>– Retain staff (see items above).</li> <li>– Develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>3. INCREASING INTERNATIONAL PARTICIPATION IN ICANN AND THE USE OF THE INTERNET SYSTEM OF UNIQUE IDENTIFIERS</b></p> <ul style="list-style-type: none"> <li>• Improve the ability of stakeholders to participate in ICANN processes, including in languages other than English</li>   <li>• Redesign ICANN business and policy practices and processes to meet the needs of a global audience</li> </ul>	<ul style="list-style-type: none"> <li>• Determine, with Supporting Organisation and Advisory Committee collaboration, a liaisons process appropriate to 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.</li>   <li>• 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</li> </ul>	<p>Resources include in line item above.</p> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– Staff translation practices development: \$10K</li> <li>– Translation consulting (other than budgeted elsewhere in this document): <ul style="list-style-type: none"> <li>○ Meetings: \$100K</li> <li>○ Newsletters / press releases: \$30K</li> <li>○ Website: \$150K</li> </ul> </li> </ul>	<p>Complete the staffing of the Supporting Organizations and Advisory Committees</p> <ul style="list-style-type: none"> <li>– Publish translation practices</li> <li>– Implement practices at meetings, website</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>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</li> </ul>	<p>effective manner.] The expense for translation efforts outside the specific efforts will be budgeted and monitored, including translation of:</p> <ul style="list-style-type: none"> <li>o ICANN meetings</li> <li>o Routine newsletters/publications</li> <li>o Website</li> </ul> <ul style="list-style-type: none"> <li>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</li> </ul>	<p>Staff:</p> <ul style="list-style-type: none"> <li>– Regional Liaison: 5 FTE (other R.L. effort captured elsewhere)</li> </ul> <p>Consultant:</p> <ul style="list-style-type: none"> <li>– IGF Secretariat support: \$200K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– Workshops: \$50K</li> <li>– Liaisons: \$70k</li> </ul>	<ul style="list-style-type: none"> <li>– Retain Regional Liaisons</li> <li>– Staff secretariat</li> <li>– Conduct limited number of workshops</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>4. INCREASE PARTICIPATION IN AND EFFICIENCY OF THE ICANN MULTI-STAKEHOLDER ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>• Improve and deepen participation in the ICANN process by:               <ul style="list-style-type: none"> <li>– Governments</li> </ul> </li>   <li>– End users</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li>   <li>• Given the objective of ICANN to embrace stakeholders globally, 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. Importantly, sum the resources dedicated to soliciting participation from each region to ensure that sufficient investment is made to achieve ICANN objectives.</li> </ul>	<p>Staffing:</p> <ul style="list-style-type: none"> <li>– Oversight: .05 FTE</li> <li>– Liaison: 0.5 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– Secretariat support: \$150K (potentially funded elsewhere)</li> </ul> <p>Travel: \$50K</p> <p>Captured in line items above and education description above.</p>	<ul style="list-style-type: none"> <li>– Create Secretariat if so decided</li> <li>– Implement other change, as determined, in forms of GAC support</li>   <li>– Conduct education regarding IANA services in these areas</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>- The business community</li> <li>- Technical and industry experts</li> <li>- Developers of new business models that use the Internet</li> </ul>	<ul style="list-style-type: none"> <li>• 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:               <ul style="list-style-type: none"> <li>○ Fellows programs</li> <li>○ Workshops</li> <li>○ Translation</li> </ul> </li> <li>• After developing a set of project objectives in consultation with ICANN constituency organisations, 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.</li> </ul>	<p>ALAC Budget detail under separate cover:</p> <ul style="list-style-type: none"> <li>- Staffing: 2.5 FTE</li> <li>- Consultants: \$44K</li> <li>- Translation: \$93K</li> <li>- Travel: \$330K</li> <li>- Other: \$22K</li> </ul> <p>Staffing:</p> <ul style="list-style-type: none"> <li>- Global partnerships support: 0.03 FTE</li> <li>- Policy Development support: 0.1 FTE</li> <li>- Srvcs support: 0.1 FTE</li> <li>- IANA support: 0.02 FTE</li> </ul> <p>Travel: \$20K</p>	<ul style="list-style-type: none"> <li>- Increase number of At-Large structures</li> <li>- Sign MoUs for Regional At-Large Organisations (RALOs) in this fiscal year</li> <li>- Provide At-Large advice on all current policy development efforts</li> <li>- Conduct workshops / training sessions to inform At-Large community that can then provide valuable advice.</li> <li>- Publish recruitment plan</li> <li>- Report on effectiveness of increased participation</li> </ul>





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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• Develop a knowledge management program to institutionalize corporate memory and communicate core ICANN values</li>   <li>• Strengthen relationships with key partners as needed to assist ICANN in carrying out its mission and identify key forums with which ICANN should interact to assist in dealing with issues that are related to but not in ICANN's ambit</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li>   <li>• Create processes for routinely capturing and archiving information, data, and issues as they are developed. Develop tools for easily accessing this information. Implement a program to capture and archive historic information in the same manner.</li>   <li>• Establish partnerships (formalize with MoUs where feasible) with local, regional or international organizations, to gain formal support and partnerships for ICANN's mission.</li> </ul>	<p>Staffing:</p> <ul style="list-style-type: none"> <li>– Oversight: .2 FTE</li> <li>– Education: .2 FTE</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– \$450,000</li> </ul> <p>Materials and development</p> <ul style="list-style-type: none"> <li>– \$50,000</li> </ul> <p>Staffing:</p> <ul style="list-style-type: none"> <li>– .05 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– Archiving: \$50K</li> <li>– Data access tool: \$75K</li> </ul> <p>Partnerships effort is included in outreach and Liaison budgets</p>	<ul style="list-style-type: none"> <li>– Determine quantifiable outcomes (attendance / participation / results)</li> <li>– Conduct programs and workshops</li> <li>– Measure efficacy</li>   <li>– Complete archiving</li> <li>– Develop database tools</li>   <li>– Sign agreements or other frameworks with local, regional or international organizations</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• Develop mechanisms to report on ICANN’s openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment</li> </ul>	<ul style="list-style-type: none"> <li>• Measure and implement a plan to improve ICANN meeting effectiveness considering: location, form of public and regional participation, and funding/costs. Use meetings to facilitate ICANN objectives in increasing diverse stakeholder participation and education (wherever possible, in lieu of staff increase or other forms of investment).</li> <li>• Create an independently conducted project to:               <ul style="list-style-type: none"> <li>○ develop metrics for measuring transparency and determining success,</li> <li>○ self-measure performance against the metrics</li> <li>○ independently audit measurement accuracy and appropriateness of the metrics</li> </ul> </li> <li>• Post procedures for independent review including information about the body retained for that purpose.</li> </ul>	<p>Meeting effectiveness: Staff:</p> <ul style="list-style-type: none"> <li>– Oversight and planning: 1 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– \$60K</li> </ul> <p>Staff:</p> <ul style="list-style-type: none"> <li>– Oversight: .05 FTE</li> <li>– Website work: .05 FTE</li> </ul> <p>Consulting:</p> <ul style="list-style-type: none"> <li>– To determine metrics, provide self-measurement process, audit: \$150K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– Consultant: \$10K (2 trips)</li> </ul>	<ul style="list-style-type: none"> <li>– Engage reviewing team</li> <li>– Measure performance</li> <li>– Audit results</li> <li>– Launch new TLDs</li> <li>– execute requisite number of Accountability Frameworks,</li> <li>– Measure execution of contingency plan against the plan itself</li> <li>– Execute MoUs with RIRs</li> <li>– Post IRP procedures</li> </ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<p><b>5. WORK TOWARDS A POST-MOU ICANN</b></p> <ul style="list-style-type: none"><li>• Satisfy remaining MOU objectives</li></ul>	<ul style="list-style-type: none"><li>• Manage the remainder of the MoU period in accordance with past practice with particular attention to:<ul style="list-style-type: none"><li>○ Implementing the consensus policy for launching new gTLDs</li><li>○ Establishing Accountability Frameworks with ccTLDs so that half the ccTLD registrants are represented by participating ccTLDs</li><li>○ Fully execute the contingency plan written to meet MoU requirements</li><li>○ Execute additional MoUs with RIRs describing the duties of the parties</li></ul></li></ul>	<p>Each of these is provided for above or in departmental budgets..</p>	<ul style="list-style-type: none"><li>– Identify model through process identified in the project plan</li><li>– Fulfil the resources of an organisation as defined by the model</li></ul>

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<i>Strategic Objective</i>	<i>ICANN Project</i>	<i>Resources Required</i>	<i>Outcomes</i>
<ul style="list-style-type: none"> <li>• Engage the community in the analysis of issues and scenarios for post-MOU oversight</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Project to develop a post-MoU model with appropriate input:               <ul style="list-style-type: none"> <li>○ Identify characteristics of a model that satisfy the requirements of the community and governing bodies</li> <li>○ Develop and launch consultations to solicit proposals for a post-MoU model or elements of that model</li> <li>○ Engage the President’s Strategy Committee to discuss inputs and develop concepts</li> <li>○ Determine the process for implementation of an identified model</li> </ul> </li> <li>• Strengthening: investigate the needs in order to sustain the new model and recruit the skill sets required to establish an effective organisation</li> </ul>	<p>Staffing:</p> <ul style="list-style-type: none"> <li>– Oversight: .2 FTE</li> </ul> <p>Consultants:</p> <ul style="list-style-type: none"> <li>– Project management / advice on models: \$150K</li> </ul> <p>Travel:</p> <ul style="list-style-type: none"> <li>– 4 trips: \$30K</li> </ul>	<ul style="list-style-type: none"> <li>– Publish proposed organisation structure.</li> </ul>