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## ICANN Strategy Panel on the Public Responsibility Framework

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FOR PANELIST REVIEW**

### **Abstract**

*As one of the key players in the Internet ecosystem, ICANN has the ability and the responsibility to ensure that the Internet remains a shared global resource. While it is argued that ICANN has a broad public responsibility towards all stakeholders this panel framework report aims to explore how ICANN can better address the global public interest through a realistic approach that reviews its current activities, and identifies opportunities and key targets that can be addressed in the next few years to strengthen its commitment to ensuring that the Internet becomes and continues to be, stable, inclusive, and accessible across the globe so that all may enjoy the benefits of a single and open Internet.*

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## I. CONTEXT

### Key Panel Deliverables:

1. Propose ICANN's role and five-year strategic objectives and milestones for promoting the global public interest vis-à-vis ICANN's mission and core values and for building out the base of internationally diverse, knowledgeable and engaged ICANN stakeholders, especially within the developing world;
2. Propose a framework for implementation of ICANN's role, objectives and milestones for promoting the global public interest, building capacity within the ICANN community, and increasing the base of internationally diverse, knowledgeable and engaged ICANN stakeholders; and
3. Provide advice on programs and initiatives that help achieve the above objectives.

Outlined in the ICANN bylaws, as an independent, global organization, ICANN aspires to be the trusted worldwide body responsible for:

- Coordinating the global Internet's systems of unique identifiers.
- Facilitate the transparent and effective cooperation among stakeholders worldwide.
- Foster a single, open, globally interoperable Internet.
- Serve the global public interest.

In order to continue carrying out its mission, as set out in its bylaws, ICANN embodies a multistakeholder, bottom-up, consensus-driven approach, which cannot continue to strengthen and grow, without capacity building and development in the areas it seeks to engage. Section II of ICANN's Vision and Five-Year Strategic Plan aims to address this need by developing a world-class public responsibility framework guided by ICANN's missions and values, and with the global public interest at its core.

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## II. FRAMEWORK AIMS AND DEFINITIONS

Specifically, ICANN's public responsibility framework seeks to:

1. Defining the public interest vis-à-vis ICANN's framework core mandate
2. Detailing the target areas and audiences for ICANN's public responsibility approach
3. Detailing how ICANN can promote the global public interest in relation to ICANN's mission and core values by building out the base of internationally diverse, knowledgeable, and engaged ICANN stakeholders
4. Advising on the operational activities and funding approaches to ICANN's public responsibility programming and outreach.

- Panel Definitions Submitted to ICANN:

As an independent, global organization, ICANN is one of the organizations charged with responsibility for an increasingly important shared global resource: The Internet. As one of the stewards of this resource, ICANN recognizes it has a responsibility to protect and promote the global public interest, both throughout its work, and in collaboration with other entities. ICANN's public responsibility permeates all areas of its work and is at the core of its operations.

ICANN defines the global public interest in relation to the Internet as ensuring the Internet becomes, and continues to be, stable, inclusive, and accessible across the globe so that all may enjoy the benefits of a single and open Internet. In addressing its public responsibility, ICANN must build trust in the Internet and its governance ecosystem.

This vision is central to ICANN's public responsibility framework; however, there is a need to define particular areas of focus and target topics, regions, and stakeholders that need to be addressed in relation to ICANN's responsibility to serve the global public interest. This framework document further defines these focus areas, and prioritizes where ICANN needs to eliminate friction to ensure greater Internet openness and accessibility.

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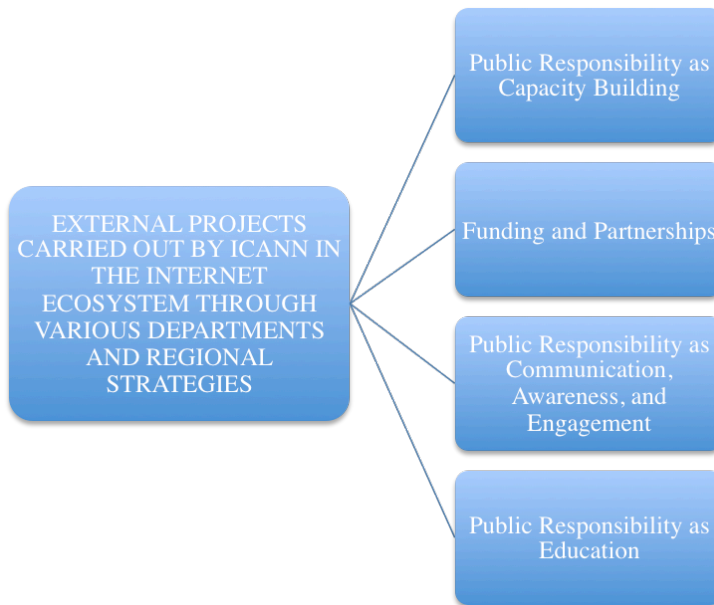
### III. ICANN CURRENT PUBLIC RESPONSIBILITY ACTIVITIES

Currently ICANN carries out a number of functions in the Internet ecosystem through two parallel tracks: through its various departments; and through the regional engagement strategies.

#### Departmental Work

Internally, ICANN insures that its operations reinforce its commitment to its public responsibility through ensuring accountability, transparency, and operation excellence. Additionally, the multistakeholder approach is key to ICANN being able to serve the global public interest.

To date, ICANN has invested substantially in activities, both internally and externally in the Internet ecosystem, that fall under public responsibility. Yearly spending on such activities has been in the region of 15% of its annual operation budget (a sample of which can be found in the annex) and has covered programs and projects focus on strengthening ICANN's public responsibility through: capacity building; funding and partnerships; communicating ICANN's role, awareness raising, and engagement; and education and training. The panel noted however, that some of these programs are recent developments, and some are *ad hoc* projects.



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**Public Responsibility as Communication, Awareness, and Engagement:**

- ICANN can view part of its public responsibility as a need to engage with the public to create awareness and communicate its role effectively. Additionally, there is a need to listen to public needs and desires in a two-way (or rather, ‘multi-way’) approach.
- If communication is to be addressed as part of ICANN’s Public Responsibility, then the issue of language needs to be examined to ensure that materials are accessible to targeted regions.
- ICANN already has a wide-range of projects that seek to improve the organizations communication, awareness, and engagement. Staff has compiled a sample list of such programming in Appendix 2. Some key highlights include:
  - Recently established Language Services Team.
  - ICANN’s process of internationalization.
  - Support for stakeholders to attend ICANN meetings.
  - Community outreach programs
  - Stakeholder engagement strategies.

**Public Responsibility as Education:**

- ICANN also carries out a number of projects that address the issue of education. This can include training, although this also overlaps with capacity building (See later).
- In Appendix 2, there is a sample inventory of current education programs, however some highlights include:
  - ICANN Labs
  - ICANN panel discussions on academic programing
  - ICANN Meeting Fellowships
  - ICANN Online Education Platform (OEP- pilot)
  - “Internships/Peer to Peer Training Programs”
    - “Training Programs & Internships”
  - “Archiving – History of ICANN”
    - “Development & Implementation of Archiving Plan”
  - “Online ICANN University Services”

**Public Responsibility as Capacity Building:**

- ICANN carries out a number of projects that are aimed at capacity building, which would lend support the stability of the DNS, Internet infrastructure building and maintenance, as well as helping to improve trust and choice. Projects include training, or more varied capacity building programs in targeted areas. If ICANN is to include capacity building as an avenue for strengthening its public responsibility, it must evaluate where outsourcing to local partner organizations is of better use of resources and could prove more effective, compared to ICANN creating its own programs.
- A sample inventory of current projects can be found in Appendix 2. Recent highlights include:
  - “DNS Sector Task Forces” –
    - “Working groups of CEOs and other DNS Sector players to enhance the sector.”
  - “DNSSEC Roadshow” –

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- “This project builds on the one initiated during FY13 to include 8 more countries to the programme on capacity building for African ccTLDs and registrars.”
- “DNS Capacity Training” –
  - “Providing capability training at request of regional organizations, law enforcement and community”

**Funding and Partnering:**

- A topic often visited when approaching public responsibility is the option of creating a framework where funding can play a role in supporting ICANN’s outreach programs. ICANN supplies funding to a range of different external programs and projects. Appendix 2. Includes a sample inventory of such programming, but some highlights include: travel support to meetings, support of external projects regionally.

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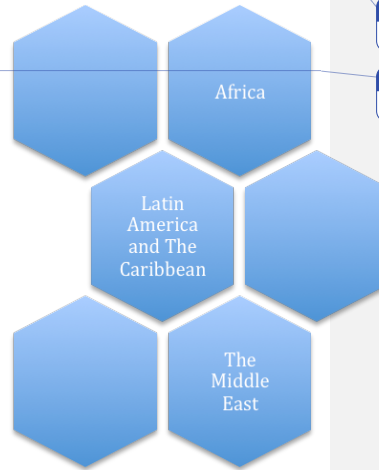
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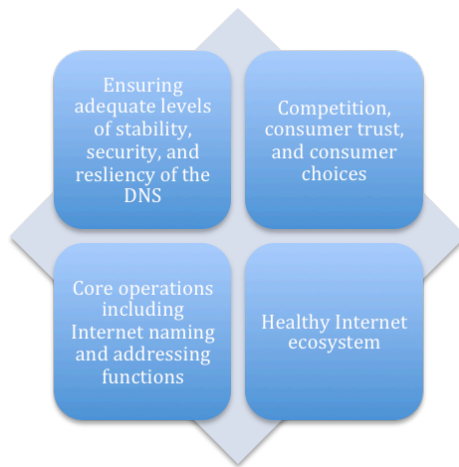
### ICANN Regional Engagement Strategies

Based on the need for further capacity building and development, ICANN has incorporated strategic objectives as set out in the strategic plans for three key regions: Africa, Latin America and the Caribbean, and the Middle East. There are also discussions around building similar strategies for additional regions.

These strategic plans have at their heart the priorities of: ensuring adequate levels of stability, security, and resiliency of the DNS; competition, consumer trust, and consumer choices; core operations including Internet naming and addressing functions; and healthy Internet ecosystem. These priorities and goals are achieved through strategic engagement based on the needs of the stakeholders within these regions.



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In order to address these four areas, these strategies chart a multistakeholder, bottom-up, consensus-driven approach. Across the region strategic engagement strategies for Africa, the Middle East, and Latin America and the Caribbean there are common themes and approaches related to ICANN's public responsibility including: Public Awareness; Access and socio-economic development; Training; Sponsorship; Infrastructural support. These themes fit well into larger overarching areas and current programming:

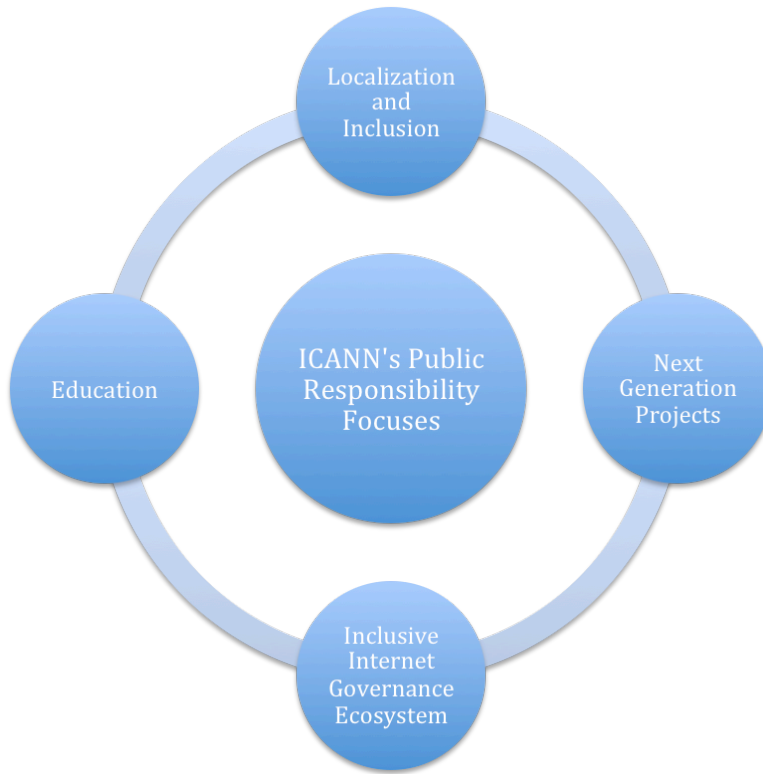
- Capacity Building;
- Funding and Partnerships;
- Communication, Awareness, and Engagement; Education

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#### IV. PROPOSED INITIAL FRAMEWORK AREAS OF FOCUS

Having reviewed the current work ICANN carries out in support of its public responsibility, it is recommended that the public responsibility framework take focus on four initial key areas to further strengthen ICANN's commitment to the global public Internet. The four areas could consist of projects carried out by ICANN independently, in collaboration with International and Intergovernmental Organizations, in partnership with foundations, or with regional and local capacity building and training organizations.



#### Education

By focusing on education, ICANN can increase public access to technical training through capacity building programs; engage with educational bodies to expand research in this field; encourage knowledge sharing between global Internet actors; better communicate its role through awareness raising programs; and provide skills-based training which will increase Internet accessibility and reach. A potential area for exploration could be a research lab focused on DNS technology.

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**Strategic Public Responsibility Objective:** ICANN should address its public responsibility through programs and projects which will: i) more effectively communicate ICANN's role and mandate through awareness raising and educational efforts, ii) increase accessibility to ICANN work through technical education and capacity building workshops and initiatives (both online such as the OLP, and offline, locally), and iii) engagement with academia, research facilities, and educational institutes.

**Target Audiences:** Audiences include, but are not limited to: emerging regions where ICANN needs to engage more to explain its role; next generation developers and policy-makers; academics and educational institutes, government bodies and policy practitioners; female entrepreneurs and those in Internet policymaking or business development; SMEs where skills-based training is required and requested; local organizations with local capacity building programs that require support and guidance.

### Localization and Inclusion

Multilingualism and localization is essential for a global multistakeholder organization. As such, ICANN is committed to delivering all relevant information in all 6 UN languages, in addition to English being its working language. This relates to public responsibility as it makes ICANN accessible to a greater audience, and encourages increased accessibility and participation to both the Internet and the organization. Localization and inclusion also serve to enhance ICANN's transparency to regions where English is not the main language.

**Strategic Public Responsibility Objective:** ICANN should continue efforts to make information about the organization and its work accessible to those who speak languages other than English, in ways that enhance participation in and the effectiveness of the multistakeholder model. This allows stakeholders to understand, and participate in ICANN activities, as well as fulfilling ICANN's public responsibility to communicate its work effectively in an inclusive and accessible manner. This also is important to ICANN's commitment to delivering all documents in Plain English to ensure accessibility and enhance speed in translation. ICANN should also explore how it can better serve the Internationalization of the web through encouraging and promoting the visibility of languages and scripts other than English and the Latin alphabet.

**Target Audiences:** Audiences include, but are not limited to: Those in regions where English is not the first language; organizations who provide local translation services to ensure accuracy of local meanings in translations, registrars and registrants who operate in linguistically diverse regions.

### Next Generation

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ICANN defines next generation as those between the ages of 18 to 30 years old. This definition is representative of all within those age boundaries across the globe, including a broad spectrum of regionally and sector diverse individuals, focused on but not limited to citizens of a low, lower-middle, or upper-middle income economies with backgrounds or interests in government, ICT, academia, civil society and business. ICANN should seek to engage with this target age range to ensure that ICANN and the Internet more broadly are accessible and relevant to their needs.

**Strategic Public Responsibility Objective:** to raise awareness and encourage participation of the next generation and offer opportunities to get involved in ICANN activities and raise awareness about in Internet governance, supporting participation where applicable. ICANN should also engage with capacity building and training within this target group.

**Target Audience:** Target audiences include, but are not limited to: those in the category outlined in the introduction to this focus; females within the above category; potential leaders in their relevant fields who are likely to be force-multipliers; businesses and organizations that seek to engage with this target group; regional organizations who organize capacity building and/or skills-based training to the next generation; colleges, schools, or universities.

### Inclusive Internet Governance Ecosystem

Along with other organizations, ICANN has a public responsibility to ensure that the Internet governance ecosystem is representative, transparent, and accountable, and that it evolves in such a way that promotes these three qualities. Trust in the Internet more broadly, as well as trust in the Internet governance ecosystem must be built and nurtured by ICANN.

As an actor within the global Internet ecosystem, Internet governance needs to remain healthy so that ICANN can continue to carry out its technical role, and help ensure the stability of the DNS. Additionally ICANN recognizes that one single and frictionless Internet is important for development across the globe.

**Strategic Public Responsibility Objective:** ICANN should interact with governments from developing or underdeveloped countries, to build trust and encourage participation with the ICANN model (GAC). ICANN should also encourage and guide the evolution of private sector and civil society players in these countries and work in collaboration with their governments on national Internet governance challenges, recognizing that not all Internet Governance issues may be solved using a global approach. ICANN should seek out collaboration with other institutions and organizations that seek to ensure the stability of an open and single Internet, and who focus on ensuring the Internet increases in its global accessibility.

**Target Audiences:** Target audiences include, but are not limited to: policy and decision makers, particularly in countries where Internet infrastructure is not yet well established, and where it could help aid development; International and

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Intergovernmental organizations that work towards Internet governance; local and regional organizations that can work to solve Internet governance issues through local and regional solutions.

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ICANN Public Responsibility Framework

## V. PROPOSED PUBLIC RESPONSIBILITY FRAMEWORK PARTNERSHIPS

Given the work already carried out that relates to public responsibility and serving the global public interest, it is recommended that ICANN strengthen its work in this area through partnerships both internally and in the Internet ecosystem in relation to addressing the four initial areas of focus for its approach. All programs, projects, and initiatives could be carried out by ICANN independently, with International and Intergovernmental Organizations, or in partnerships with other foundations and existing local, or regional organizations.

### Internal Partnerships

Given the impact all ICANN departments have on the internal workings and external impact of ICANN on the organization and the Internet ecosystem, it is recommended that development, and serving the global public interest should be essential component of decision-making and operational programming throughout all ICANN departments. While ICANN is not tasked with development, it will be difficult for it to [fulfill](#) its responsibility to public interest, and to engage meaningfully with stakeholders if it ignores the importance of capacity building and development in the regions and amongst the stakeholders it seeks to engage.

Each department has a responsibility to ensure their related programs and projects operate to serve the greater public interest, and support the aims of this framework: ensuring that the Internet remains stable, inclusive, and accessible across the globe.

Having reviewed the external programming of all ICANN departments, it is evident that there are a number of existing external projects and activities that serve ICANN's responsibility to the public interest. It is recommended that these activities continue under the remit of their current departments where possible, and that a proposed department for public responsibility (PRD- see Panel Recommendations) seeks to strengthen, support, and formalize these activities where appropriate.

### External Partnerships

As one of a group of actors in the Internet ecosystem, ICANN should work to establish and strengthen partnerships and innovative collaborations with other organizations and institutions who seek to bring more people onto the Internet, and with those who seek to work towards eliminating friction in the wider ecosystem.

Partnerships with International and Intergovernmental Organizations, foundations, and local existing capacity building and training organizations can help ensure that ICANN provides programming and projects in an effective and appropriate manner that addresses stakeholder needs. ICANN should conduct and collate research on best practices for partnerships and

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collaboration, outlining criteria for establishing and strengthening partnerships, including methods of support and delivery.

ICANN should work towards strengthening the existing platforms of Internet governance, and seek out partnerships that will enhance global collaboration and foster knowledge sharing. These partnerships should promote sustained global cooperation with the global public interest at its core.

All partnerships should be monitored and assessed using established criteria to ensure that ICANN and its partners are meeting the needs of stakeholders and, therefore, serving the public interest.

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## VI. ICANN STRATEGY PANEL ON THE PUBLIC RESPONSIBILITY FRAMEWORK REPORT RECOMMENDATIONS

All of ICANN's work is in the public interest- that is to say- supporting the stability, inclusivity, and accessibility of one single and open Internet. As can be seen in this document thus far, ICANN carries out a wide range of activities, which can be said to specifically address the issue of public responsibility within ICANN's mission and mandate. The panel are of the opinion that there is a need for organization and formalization of these activities to better address ICANN's public responsibility to ensure it is meeting the needs of its stakeholders, and has outlined framework recommendations that can direct ICANN's approach to promoting and protecting the global public interest.

Having studied the community requests at the Buenos Aires meeting, compiled research on ICANN's broad variety of on-going activities, and bringing together a series of new emerging issues, the ICANN Strategy Panel on the Public Responsibility Framework is well positioned to make the following recommendations for ICANN's future approach to Public Responsibility.

### Overall Recommendations:

- ICANN understands and defines its public responsibility as promoting and protecting the global public interest of its multi-stakeholder community. In this context, ICANN should ensure the Internet becomes, and continues to be, stable, inclusive, and accessible across the globe so that all may enjoy the benefits of a single and open Internet, while building trust on the network and its governance ecosystem.
- ICANN should strengthen current Regional Engagement Strategies so that they can continue to identify, assess, and meet local needs. This should include support for more in-depth research, as well as developing benchmarks and success indicators.
- ICANN should commission research to enhance the understanding of the links between Internet Governance and development while taking stock of what others are or might be doing in this space. Such research and stock taking exercise will help address gaps in the global understanding of the relevance of the Internet in development, and provide essential baseline data on the needs of global stakeholders, particularly those who are not yet connected or have just joined the network. One such area ICANN can explore is a research lab on DNS technology. ICANN should seek to establish innovative partnerships to undertake and collaborate in this research, strengthen and seek out relationships with existing agencies carrying out such research, and should provide a global forum for knowledge transfer. [ICANN should research different approaches to best practices and funding models for partnerships, specifically for developing country contexts where such research is still in its infancy.](#)
- ICANN should continue to both strengthen existing platforms in the Internet Governance ecosystem and promote global collaboration that ensures the Internet remains stable, inclusive, and accessible, while fostering knowledge sharing, cooperation, and inclusion.

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- ICANN should promote more sustained and cohesive collaboration and cooperation with intergovernmental, international, regional, and local organizations to address public interest issues and strengthen its multi-stakeholder constituencies. ICANN should thus promote collaboration carried out in the public interest on a global level working in tandem with a wide variety of organizations. Regional Engagement Strategies can be first line beneficiaries of this approach.
- ICANN should seek to support the internationalization of the web for increasing global accessibility, and promoting local content creation. Public responsibility should be added to the pillars of ICANN's strategic objectives. In this vein, ICANN can review the accessibility and public interest needs of all of its departments and programs such as gTLD, GSE, Compliance, and Policy.

Strategic Recommendations:

- ICANN should explore establishing an external foundation that can operate in the philanthropic space and further work to fulfil ICANN's responsibility and obligations in relation to its mission. This foundation should sponsor the efforts of others who carry out programs that support ICANN's mission and work to promote global Internet growth. It is recommended that the below proposed Public Responsibility Department (PRD) commences this year with public responsibility programming through the outlined approach below, until ICANN has explored and agreed upon the establishment of an external foundation that could oversee philanthropic public responsibility programming. If established, ICANN could then investigate the potential migration of some of these programs to the foundation, so that the PRD's focus could be on internal ICANN public interest matters.
- Recognizing both that less than 40% of the world's population is connected to the Internet and the important link between the Internet and development, especially on economic growth, ICANN should link Internet policymaking to development, particularly in developing and emerging countries and regions. ICANN should further research how they can act, with others in the Internet ecosystem, to facilitate the addition of new users online. This can be accomplished by paying close attention to the need for Internet-related education and awareness raising, the inclusion of policy and decision makers, and enhancing the participation of all stakeholders in the process, especially at the national level. For example, this should include creating awareness around ICANN's mission, mandate, and scope and the relevance of its work in local policymaking and for policy-makers in governments at the national level.

Structural Recommendations:

- ICANN should continue its work towards ensuring the public interest is cohesively and cross-cuttingly served throughout the organization's activities and operations. To this end, ICANN should streamline its public responsibility efforts it is currently undertaking internally. This should not preclude departments continuing to carry out their existing programs. All ICANN departments should incorporate public responsibility as a core component of their work.

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- ICANN should establish a Public Responsibility Department (PRD) tasked with guiding ICANN's approach to fulfilling its public responsibility obligations. The PRD will oversee the streamlining and formalization of ICANN's current and future public responsibility efforts in collaboration with its internal departments.
  
- The PRD should:
  - Review, and where appropriate formalize the approaches, programing, and projects serving the public interest undertaken throughout ICANN departments
  - Seek out partnerships in the Internet ecosystem that will strengthen and support ICANN's work in serving the global public interest
  - Create specific public responsibility programs which fall within the scope of the focus areas outlined in this framework
  - Continually review how best ICANN can engage and communicate with the public in relation to serving the public interest
  
- By mid-2014, ICANN should develop an operational plan for the PRD including:
  - A clear and concise vision, mission, and mandate for the new PRD developed in consultation with all relevant ICANN departments
  - A 5-year timeline, including organizational structure, key objectives, targets, milestones and benchmarks, indicators of success. This should also include research and information that will lead to the generation of action plans and targets for the four focus areas
  - A detailed work plan for the first year of PRD operations, including outcomes and outputs, key activities and inputs, as well as budget and human resource allocations. Potential pilot programs, best practice research, indicators and monitoring mechanisms for the new department should also be identified and developed
  - Conducting and collating research on best practices for partnerships and collaboration, outlining criteria for establishing and strengthening partnerships, including funding information. This should result in well-founded criteria for the department moving forward

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*NB: The data below in both appendices are provided as a rough sample of programming and projects carried out over the past year.*

**VII. APPENDIX 1: CURRENT PROJECTS RELATED TO ICANN'S INTERNAL OPERATIONS – A Sample Inventory**

- Strategy Panel on the Public Responsibility Framework
  - Chaired by Nii Quaynor, this strategy panel will examine ICANN's role, objectives and milestones for promoting the global public interest, building capacity within the ICANN community, and increasing the base of internationally diverse, knowledgeable and engaged ICANN stakeholders.
  
- Strategy Panel on the Role of ICANN in the Future of Internet Governance
  - This strategy panel will discuss the evolution of ICANN's transnational multistakeholder model in cooperation with national and international bodies and ICANN's role, objectives and milestones in global Internet governance.
  
- "OPS Readiness Phase 2 (Gap Analysis)"
  - "Identify the departmental and company wide gaps in staff, policies, processes, procedures, systems and facilities to enable ICANN to perform the functions in ICANN's mission."
- "C.5.3 External Auditor- IANA Audit"-
  - "C.5.3 External Auditor -- First report due Feb 15, 2014 and annually after that. The Contractor shall have an external, independent, specialized compliance audit which shall be conducted annually and it shall be an audit of all the IANA functions security provisions against existing best practices and Section C.3 of this contract."
- "FY13 Contractual Compliance Trimester Updates"-
  - "Prepare and deliver contractual compliance updates to stakeholders and ICANN community at the different ICANN meetings."
- "Manage Accountability Structure Requests"-
  - "Manage the Independent Review and Reconsideration Process"
- "Review of Accountability structure Requests"-
  - "Implement the recommendations of the Accountability Structures Panel"
- "Cross-functional Co-ordination"-
  - "Regular meetings with other departments within ICANN (Legal, Compliance, Registrar & Registry Teams) to ensure co-ordination and exchange of information on projects of mutual interest"
- "ITBP- 2 – IT Governance Implementation"-
  - "Development and adoption of a formal IT Governance framework, to provide oversight and control of ICANN Information Technology Initiatives and Operations."
- "Strategy Panel on the Role of ICANN in the Future of Internet Governance"
  - "This strategy panel will discuss the evolution of ICANN's transnational multistakeholder model in cooperation with national and international bodies and ICANN's role, objectives and milestones in global Internet governance."
- "Globalization of Offices – Staff" –
  - "Update policies and procedures along with related programs to reflect the globalization of staff and offices in varying countries."
- "Board Action Transparency Project" –

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- “Maintain searchable information on Board resolutions for accountability & transparency.”
- “Institutionalize organizational ethics practices” –
  - “Develop ethics policy, taking into consideration external best practices and recommendations from expert group review”
- “WSIS Review” –
  - “To produce a strategic framework in which to manage Review process; and to organize resources to manage review process across ICANN”
- “Accountability & Transparency Review Team 2 (ATRT 2)” –
  - “Manage the work of the second Accountability and Transparency Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members.”
- “IDN ccTLD Fast Track amendment operations” –

“IDN ccTLD Fast Track Enables countries and territories that use languages based on scripts other than Latin to offer users domain names in non-Latin characters. This project deals with related activities such as: Fast Track Process reviews, support in IDN ccTLD Policy Development Processes, updates of IDN related ICANN webpages and informational documents, etc.”

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## VIII. APPENDIX 2: EXTERNAL PROJECTS CARRIED OUT BY ICANN IN THE INTERNET ECOSYSTEM THROUGH VARIOUS DEPARTMENTS AND REGIONAL STRATEGIES - Inventory

### Public Responsibility as Communication, Awareness, and Engagement:

- Recently established Language Services Team.
- ICANN's process of internationalization.
- "ICANN 48 Buenos Aires Communications Support"-
  - "Development of communications tools such as videos, photography, blog posting, social media, news releases, one-on-one media interviews and press conferences and more related to ICANN 48 in Buenos Aires, Argentina. Meeting dates are 17-21 November 2013."
- "ICANN 47 Durban Communications Support"-
  - "Development of communications tools such as videos, photography, blog posting, social media, news releases, one-on-one media interviews and press conferences and more related to ICANN 47 in Durban. Meeting dates are 14-18 July 2013."
- Ongoing Global Media Relations-
  - Working on a daily basis with global news and online media to ultimately inform the public about ICANN's programs and activities.
- Digital Engagement Services (FY14)
- "GSE Strategic Plan - Australasia / Pacific Islands"
  - "Produce an Australasia/Pacific Islands Stakeholder Engagement plan to include capacity building and outreach priorities for the ICANN community in the sub-region. Include a definition of a new stakeholder group – the DNS Industry and an outline engagement plan. Jointly identify resources and communicate plan to community."
- "Interpretations Services and Transcription Services"
  - "Provision of interpretation and transcription support throughout the organization including ICANN Meetings"
- "Strategy Panel on ICANN Multistakeholder Innovation" –
  - "Chaired by Beth Noveck, this Strategy Panel will examine current ICANN's multistakeholder process and propose new models for broad, inclusive engagement, consensus-based policymaking and institutional structures to support such enhanced functions."
- "New Community Process Support" –
  - "Tasks and activities related to development of new ICANN communities; in particular, development advice and support during organization and compliance with formation and recognition processes."
- "SO-AC Engagement Program Management" –
  - "Tasks and activities intended to improve and promote community engagement with ICANN Supporting Organizations and Advisory Committees"
- "Administrative Operations - Engagement Offices" –
  - "Administer the ongoing operations of the Engagement Offices."
- "Community Charter Support" –
  - "Tasks and activities related to support of ICANN community organizations and structures; in particular, helping communities manage their missions, structures and operations."
- "Community Regional Outreach Pilot Program" –

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- “While organization-wide efforts are underway to develop a comprehensive ICANN outreach strategy, it is important to give individual communities some flexible support to start or continue targeted outreach efforts that support their own community recruitment strategies. A number of communities sought travel funding for various outreach and capacity building purposes in FY14. In order to provide resources in a consistent and well-managed manner, on a pilot basis ICANN is creating a Community Outreach Travel Pilot Program. As part of this program, the FY14 budget will allocate travel funding for each of the 5 At Large RALOS and the 5 GNSO Non-Contract community Constituencies. Funding will be available to each community for 5 "regional" outreach trips per year. The specific processes for how these resources are to be made available are still to be defined and established through collaboration between ICANN staff and the community. Critical components of the program will need to include specific pre-trip approval standards (including the processing of a short request form showing consistency of the trip with regional strategies developed by the community), record keeping to track all trips, and metrics to assess the effectiveness of this pilot effort.”
- “Regional SO/AC outreach” –
  - “ICANN's Supporting Organizations and Advisory committees are key to policy development. A deepened engagement with Africa depends on effective participation of African stakeholders in those SO/AC; in that regards, an up to date information repository as well as a communication channel will be developed.”
- “Ongoing Regional Engagement – North America” –
  - “Develop, plan and implement the regional engagement strategies - for North America”
- “Ongoing Regional Engagement - Europe” –
  - “Develop, plan and implement the regional engagement strategies - for Europe”
- “Ongoing Regional Engagement – Russia / CIS / Eastern Europe”
  - “Engagement with the region”
- “Ongoing New gTLD Communications” –
  - “Raise awareness of New gTLD Program and communicate program changes and information to applicants and potential applicants.”
- “On-going Language Services Support” -
  - “Administrative and PM work for the provision of translations, transcription, teleconference interpretation and scribing support throughout the organization.”
- “ICANN 49 Singapore Communications Support” –
  - “Development of communications tools such as videos, photography, blog posting, social media, news releases, one-on-one media interviews and press conferences and more related to ICANN 49 in Singapore. Meeting dates are 23-27 March 2014.”
- FY14-B08-01 – BC-
  - Outreach Materials and other collateral will be provided by the ICANN Communications team
- FY14 - Managing Government Relationship-
  - Outreach - to governments, GAC, and Non-GAC work, regulatory bodies at national and regional levels
- “ICANN 50 London Communications Support” –
  - “Development of communications tools such as videos, photography, blog posting, social media, news releases, one-on-one media interviews and press conferences and more related to ICANN 50 in London. Meeting dates are 22-26 June 2014.”
- “GNSO PDP - Translation & Transliteration of Contact Data” –

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- “Provide policy and secretariat support for the GNSO Policy Development Process on Translation and Transliteration of Contact Data”
- “Ongoing Crisis Planning”
  - “Contingency plans developed to communicate with the public and stakeholders when an unexpected event occurs.”
- “Support travelers to ICANN Singapore Meeting”
- “Support travelers to ICANN London Meeting”
- “Business Engagement - Ongoing” –
  - “Activities to enhance outreach and communication with the private sector, to foster awareness and encourage participation by companies beyond the Domain Name sector, particularly in developing regions”
- “Ongoing Regional Engagement – Asia” –
  - “Outreach and engage Asia stakeholders, e.g. setup office in sub region, recruit new staff for regional works, awareness new leadership team, ambassador program for key countries, and related tasks.”
- “Ongoing Regional Engagement- Middle East” –
  - “Develop, plan and implement the regional engagement strategies - for Middle East”
- “Ongoing Government Engagement, North America” –
  - “Engage with policymakers in the US and Canada in support of ICANN objectives. Communicate effectively with Board, senior management and staff about legislative and regulatory matters in North America.”
- “Ongoing Regional Engagement - Australasia/Pacific” –
  - “Develop, plan and implement the regional engagement strategies - for Australasia/Pacific”
- “Ongoing Regional Engagement – Africa” –
  - “Develop, plan and implement the regional engagement strategies - for Africa”
- “Digital Engagement Project” –
  - “ICANN is engaged in a strategic development and incubation process for new digital engagement tools and services, which will result in a reconceptualization of ICANN.org. The goal of the strategy is to drive community engagement across a continuum of potential involvement: from the general interest public-facing communication that happens on ICANN.org; to deeper engagement experiences that enable new and existing community members to discuss and educate themselves on a wide variety of governance topics; to experiences in which community members learn more about working group activity.”
- “Coordinate Plan for Brazil” –
  - “Prepare an Engagement Plan with key stakeholders in Brazil”
- “Establish and manage structure of LS Department” –
  - Contract Language Experts for each language pair
  - Produce guide book for teams
  - Administrative work”
- “Global Services (Legal Support)” –
  - “Provide legal advice and support to the Global Stakeholder Engagement team”
- “ICANN Engagement of business organizations in Europe” –
  - “Develop a plan for enhancing engagement of business organizations in Europe in ICANN Community ”
- “Engagement with ICANN Community in Europe” –
  - “On-going engagement with Community including governments; GNSO; ccNSO members and At Large.
- “Academic paper on MS model” -

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- Facilitate the development and publication of a scholarly work that validates the multi-stakeholder model
- “Support Strategies and Efforts to Evolve the Multistakeholder Model” –
  - “Propose, guide and support a range of efforts to improve and evolve ICANN'S multistakeholder model”
- “Asia Pacific Strategy Development” –
  - “Working together with key stakeholders of Asia Pacific, e.g. APNIC, to develop an Asia Pacific engagement strategy, which can be measurable and deployed in the next FY”
- “Stakeholder engagement in the Australasia / Pacific Islands”-
  - “Continue to foster stakeholder relations and participate in sub-regional forums and events, outreaching and engaging with Internet and industry stakeholders to foster stable and secure DNS. -Present ICANN at regional fora to stakeholders including governments, technical, civil society. -Foster media relations in the region to start to feature ICANN. -Facilitate new memberships from GAC, ccNSO and ALS applicants.”
- Teleconference Interpretation Services FY14-
  - Provision of teleconference interpretation support throughout the organization
- Translation Services FY14-
  - Provision of translation support throughout the organization.
- Deepened Engagement with African Stakeholders-
  - Outreach missions to targeted countries in four African regions; Outreach to Africa Business constituency; to civil society and Internet related NGOs; and to African Governments through regional economic commissions and the Africa Union commission
- Communication strategy for Africa
  - Update and maintain the Africanncommunity.org website; disseminate African community newsletter online; and streamline African communication strategy with GSE's communication strategy.
- I\* Strategy and Engagement-
  - Develop and execute strategy for engagement with and support for I\* organizations.
- FY14 - Global Stakeholder Engagement-
  - Outreach with any non - governmental group - Business, academe, technical community
- FY14 Ongoing Regional Engagement - Latin America & Caribbean-
  - Develop, plan and implement the regional engagement strategies - for Latin America & Caribbean
- European strategy-
  - To investigate and if appropriate develop strategy

**Public Responsibility as Education:**

- Recent projects include:
  - ICANN Labs
  - ICANN panel discussions on academic programing
  - ICANN Meeting Fellowships
  - ICANN Online Education Platform (OEP- pilot)
  - “Online Engagement tool for the ICANN community and beyond, it is intended to complement and support related existing and future initiatives.”
  - “2013 RAA Outreach Campaign”-
    - “Conduct educational seminars to promote understanding and encourage adoption of the 2013 Registrar Accreditation Agreement by registrars.”
  - “Internships/Peer to Peer Training Programs”-
    - “Training Programs & Internships”
  - “Archiving – History of ICANN”-
    - “Development & Implementation of Archiving Plan”

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- “Contracting (Registry Agreement)” –
  - “This is the process to notify eligible applicants and engage them through the execution of the Registry Agreement (RA) prior to delegation of the new gTLD is known as Contracting. This process is part of the Transition to Delegation phase as outlined in Module 5 of the Applicant Guidebook (AGB). The prerequisite to this process is the applicant’s successful completion of Initial Evaluation or Extended Evaluation, which includes the resolution of the following items as applicable:
    - Objection & Dispute Resolution
    - String Contention
    - Government Advisory Committee (GAC) Advice
    - Change requests
    - Additional Due Diligence”
  
- “IANA Department Visitors Training Program” –
  - ICANN Exchange Program in regions
- “Online ICANN University Services”
- FY14-B08-03 – BC
  - This is a valuable pilot idea which merits further exploration. Availability of sponsorship funding up to the approved amount (and no more than \$5000 per single event) will be dependent on consistency with regional outreach strategies developed in the ICANN regions throughout the world. Staff will develop an approval process that includes Regional Vice President approval and certification of consistency with regional strategic plans.
- Fellowship Program Application v2-
  - Migrate the current implementation from PHP to java and fix issues with the workflow process
- “[TRA] Root DNSSEC operations training development and documentation enhancement” –
  - “This is a project to create a formal training program for each role (Ceremony Administrator, Internal Witness, System Administrator, Safe Security Controller, and Trusted Community Representatives) in Root DNSSEC operations and also enhance the quality of the existing procedure level documentation.”

**Public Responsibility as Capacity Building:**

- Recent capacity building projects include:
  - “Capacity Building and Development Projects” -
    - “Work on various capacity building projects as deduced from regional strategies in collaboration with governments, academic institutions and private sector.
  - “DNS Sector Task Forces” –
    - “Working groups of CEOs and other DNS Sector players to enhance the sector.”
  - “DNSSEC Roadshow” –
    - “This project builds on the one initiated during FY13 to include 8 more countries to the program on capacity building for African ccTLDs and registrars.”
  - “SSAC - DNSSEC Workshop Support” –
    - “Supporting the development, planning, and execution of the DNSSEC workshops held at ICANN meetings. Activities include supporting weekly meetings, developing

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programs, soliciting participants, gathering slides, and managing all workshop logistics.”

- “DNS Capacity Training” –
  - “Providing capability training at request of regional organizations, law enforcement and community”
- DNS Risk Management Framework-
  - Project supporting Board-level DNS Risk Management Framework Working Group, for the development of a DNS Risk Management Framework for ICANN with consultants Westlake Governance

**Funding and Partnering:**

- Recent funding and partnering programs:
  - “Travel Support for Durban Meeting”-
    - “Support travelers to ICANN Durban Meeting”
  - “FY13-14 Contractual Compliance Operational Audit-External”-
    - “To capture all the activities related to contractual compliance” (FY14)
  - Funded Travel-
    - “Funded Travel to ICANN Meetings in FY14: Buenos Aires, Singapore and London, on a level determined by community requests consistent with the ICANN Travel Guidelines and with previous levels of support”
  - “DNSSEC Adoption and Engagement”-
    - Multi-disciplinary effort to accelerate the trustworthy deployment of DNSSEC to improve the stability, security and resiliency of the Internet crossing organizational (ISOC, RIR, TLDs and other I\*), departmental (Global Partnerships, IANA, Policy, Communications, Executive, gTLD, Government Engagement, Stakeholder Relations, Registrar, Registry Liaison, Public Engagement, DNS Operations) and constituency (ccNSO, Business, Registrar, Registry,..) lines. This effort encompasses but is not limited to engaging regional stakeholders through training, workshops, and capacity building to create regional centers of knowledge; constituency targeted workshops encouraging broader geographic participation and cross-stakeholder collaboration; developing DNSSEC thought leadership for enterprise and government to drive deployment; participating in and helping to organize broad IT industry awareness raising workshops and panels that include corporations, registrars, ISPs, DNS hosting providers, existing and new gTLD registries, and registrants to drive effective deployment; collaborating on and formulating DNSSEC implementations, approaches, and strategies to address deployment barriers – perceived or otherwise – and find the “killer app”. This effort is conducted in partnership with ISOC, IAB, IETF, ARIN, APNIC, AFRINIC, LACNIC, RIPE, W3C, IG\*, NSRC and other entities reinforcing the success of ICANN’s multi-stakeholder model and to maximize the impact of limited resources.”
  - “Travel Support for Buenos Aires Meeting” –
    - “Support travelers to ICANN Buenos Aires Meeting”

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