31 July, 2011
[sent via email]

To: Roelof Meijer
Chair of the ccNSO Strategic and Operational Planning Working Group

cc: Lesley Cowley, OBE
Chair of the ccNSO

Dear Roelof,

Thank you for meeting with us in Singapore to discuss the Strategic Plan Development timeline and having the initial consultation on the 2012-2015 Strategic Plan.

During that meeting, the SOP WG stated that it would appreciate written feedback on its submission on the 2011-2014 Draft Strategic Plan. We have reviewed the submission and respectfully submit our response to that correspondence. We identified 22 items to be addressed – grouping some of the requests where it seemed appropriate. We trust that this provides a good idea of ICANN's responsiveness to the ccNSO recommendations.

Below we have divided our responses into the following three categories in relation to our perception of the dialogue:

1. What was incorporated – 13 items
2. What is under review – 7 items
3. Where ICANN has not amended the plan as of yet – 2 items

In each case where we have amended the plan, we did not cite the specific wording, as that has been provided under separate cover in earlier communications about the plan. However, we are free to discuss each of the examples below and provide additional detail if desired.

<u>What we heard -- What was incorporated</u>

1. Establish organized process and commit to a course of action – We drafted a 2012-2015 Proposed Development Timeline.
2. Increase Public Comment period to 60 days for the 2011-2014 Strategic Plan – We did this.
3. SOP WG notes were not published on website – Notes are now posted on the ICANN website.

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4. ccNSO Council did not receive a response to the 9 December 2010 letter to the Board – Kurt Pritz responded via email on 21 February 2011.

5. Concern over whether the Strategic Plan will feed into the FY12 Operating Plan and budget – The Strategic Plan was approved in San Francisco and was considered in the development of the Operating Plan, which was submitted to the Board in June, 2011. While links between the two plans have not been specifically described, each operating plan initiative supports, in some way, strategic plan objectives.

6. Affirmation of Commitments: Plan should clearly lay out ICANN's commitment and functions with respect to stability, security and resiliency, including ccTLDs – One of the four pillars explicitly lists strategic plan objectives dedicated to ongoing stability, security and resiliency. In addition, ICANN added an "Influence versus Control" section describing ICANN's role in this area.

7. A need for more IDN Awareness Programs – Agreed with the premise and incorporated wording regarding an awareness program into the Strategic Plan and then the new gTLD Communications plan.

8. Appointment of IDN consultant in various regions is requested – Agreed with the concept to build additional capacity in regions. Added wording in the Strategic Plan and have engaged participants in IDN variant management effort that can be leveraged for other IDN aspects.

9. Minimize gap between IDNs and IDNA – ICANN agrees with this principle and added wording in the Strategic Plan. We are initiating TLD Acceptance project intending to, among other things, facilitate adoption of IDNA and, therefore, promote usability of IDNs.

10. Definition needed for ICANN's multi-stakeholder model – To better define to what extent ICANN has control in the multi-stakeholder model, we added an "Influence versus Control" section and diagram for clarity.

11. Strategic objectives are unclear – We amended language to clarify goals and added strategic metrics. We also amended the labels on the "eco-system" pillar. We are aware that there is still room for improvement.

12. Unclear whether the strategic projects will achieve the strategic objective listed – We added strategic metrics to quantify the goals of the project and align them with the strategic objective.

13. Flawless IANA operations remain undefined – The strategic metrics include quantifiable goals for IANA. "Flawless," though, is a good objective I think.

What we heard -- What is under review

1. There was concern that the following five ccNSO priorities were not fully incorporated into the 2011-2014 Strategic Plan – Much of the feedback received has been incorporated into this year's Strategic Plan. (Individual answers, 1 through to 5, are reviewed in the text below)

1. Affirmation of Commitments: There are no firm performance commitments or measures – AOC commitments were included in strategic metrics. Note that ICANN has published implementation project plans for each of the ATRT recommendations.
2. Security and Stability of the DNS maintained with addition of IDNs and New gTLDs: Concern over Variants – Added IDN Variant Management under Strategic Projects. Note that the IDN Variant case study teams are staffed with volunteers from all regions. Those teams are actively meeting.
3. Smooth operation of ccTLDs – Added defined metrics for this area. Further refinement is anticipated in future plans.
4. Monitoring of DNS to mitigate attacks and threats – Added metrics and clarity of wording. Further refinement anticipated in future plans.
5. Create an IDN central repository – Explored with community mechanisms for expanded communication. Added additional wording for clarity.

2. How will ICANN be accountable to the AOC and Strategic Plan? – Added strategic metrics, benchmarks, and additional wording for clarity.
3. How will ICANN demonstrate financial accountability? – The plan was amended to include improving mechanisms for greater clarity of reporting and strategic metrics.
4. Human Resources should be a focus in core operations – The plan now includes HR in the core operations section of the plan, see revised wording for added clarity.
5. How will ICANN demonstrate its commitment to delivering on the ATRT recommendations? -- ICANN will continue to make the ATRT recommendations a priority in the 2012-2015 Strategic Plan. The Operation Plan and Budget contains allocated funds for the execution of core ICANN activities that were established as part of the ATRT recommendations. For further details about ICANN's progress on the 27 ATRT recommendations, please see the Community wiki: https://community.icann.org/display/aocATRT/The+Accountability+and+Transparency+Review+Team
6. Clarity is needed on what are ICANN's other core operations – We agree that we need to define what "core" operations are, and the definition will be part of the Operating Plan and Budget moving forward. It is noted that core operations can expand in the course of ICANN maturing. For example, ATRT recommended rationale to be included in Board Resolutions, and which has now been incorporated into ICANN's core operations.
7. What is meant by "excel" in the Strategic Plan? – The word "excel", of course implies an expected level of operational excellence. We revised the wording for clarity, such as "to excel" was replaced with organizational effectiveness initiative descriptions. By introducing and improving on metrics and improving the delineation of the objectives, we expect that the levels of excellence will become more tangible as well.

<u>What we heard -- Where ICANN has not amended the plan as of yet</u>

1. Concern on the five percent allocation of ICANN budget to support SSAC activities and Internet security efforts based on priorities – This will be considered in the development of the FY12 Operating Plan and Budget.
2. Strategic Plan does not cover was what achieved and what was not achieved – The Strategic Plan development process focuses on forward planning. We will report progress when reporting on metrics and in the annual review cycle.

We continue to strive for an open and extensive communication process that allows for multiple points of exchange with the Supporting Organizations and Advisory Committees, year over year. To that end, we have included two Public Comment periods in the 2012-2015 Strategic Plan Development Timeline, which we have attached.

We hope that this response addresses the key subjects that were raised in your correspondence for the 2011-2014 Strategic Plan, and that it is apparent that ccNSO recommendations were incorporated into the current Strategic Plan.

We appreciate the continued exchange of ideas, suggestions and thoughtful feedback by the ccNSO and look forward additional dialogue on the 2012-2015 Strategic Plan that is currently under development.

Regards,

Kurt Pritz
Senior Vice President, Stakeholder Relations