

FY 2006-2007 ICANN OPERATING PLAN STATUS

In May 2006, ICANN published its Operational Plan describing the set projects designed to fulfil ICANN’s mission and the objectives set out in the three-year Strategic plan (see, <http://www.icann.org/announcements/announcement-22jun06.htm>). The Operating Plan project descriptions were accompanied by a set of outcomes, a subset of all project deliverables, which were planned to be accomplished during the present fiscal year. This status is a “snapshot” of the accomplishments against the planned outcomes four-and-one-half months into the fiscal year. A rough order of magnitude earned value calculation indicates ICANN is approximately one-third complete on the total effort approximately 38% through the fiscal year. In some cases, the targeted outcomes will change from the original plan due to changes in circumstance so all the outcome goals will not be met while others will be added. Given the evolving nature of the scope and resource requirements posed by these projects and the competition for resources, work on many of these outcomes will continue into the next fiscal year. Considerable progress has been made and there is a significant challenge left.

PROJECT	DESCRIPTION	OUTCOMES	ACCOMPLISHMENTS
1A	Measure and subsequently improve IANA customer satisfaction through: <ul style="list-style-type: none"> • ensuring necessary and sufficient resources are devoted to the IANA function, • the design and implementation of surveys and other methodologies to measure client requirements, • implementation of additional automation techniques for receiving and processing requests, • provision of 24/7 service, • improved statistical reporting in order to direct continuous improvement efforts (including publication of IANA statistics to 	<ul style="list-style-type: none"> • Establish and conduct surveys • Determine and achieve required service levels • Implementation of registry software package • Establish 24-hour service • Officially release complete version of online reporting 	<ul style="list-style-type: none"> • Initiated planning of pilot phase of customer surveys targeting one particular subset of IANA’s customer base. Established relationships with a firm experienced in doing surveys of this sort and have negotiated contracts. • Formalized service level agreement with the IETF • Obtained NASK eIANA software. • Re-implemented the eIANA UI to be more non-experienced user friendly. • Finalizing contract with NASK for eIANA backend enhancements. • Initiated planning with VeriSign for implementing EPP-based communications between eIANA and VeriSign registry system. • 24-7-365 call centre service established. • Developed prototype for automated statistics

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	indirect beneficiaries of IANA services such as providers and users.		<p>generation.</p> <ul style="list-style-type: none"> • Developed and deployed automated transaction log publication. • Working with IETF, PIC, and others to define desired performance statistics and display formats.
1B	<p>Improve the robustness of IANA infrastructure, including disaster preparedness, in order to ensure ongoing operations in the event of physical or business disruption. This includes</p> <ul style="list-style-type: none"> • Archiving existing IANA data and implementing a system for ongoing archiving of data in order to provide additional secure backup of historical IANA information 	<ul style="list-style-type: none"> • Complete archiving of historical data • Implementation of planned upgrades 	<ul style="list-style-type: none"> • ICANN has completed transferring all historical data into digital format and continuing to improve the indexing methods for this data. • Upgrades to various processes are under way including where possible automating the work flows of various tasks. • Root zone request automation is a particular priority in the automation work.
1C	Registry failover - Establish a comprehensive plan to be followed in the event of financial, technical, or business failure of a registry operator, including full compliance with data escrow requirements and recovery testing.	Publish a plan supported by the infrastructure and data escrow procedures necessary to maintain registry operation	<ul style="list-style-type: none"> • Identified the areas of research necessary to study registry failover and data escrow. • Completed draft document on potential registry failures. • Scheduled consultations with gTLD registries and ccTLD managers at ICANN Meeting in São Paulo.
1D	Policy implementation - Establish the infrastructure, resources and workflow for	<ul style="list-style-type: none"> • Fully implement the policy for 	<p>For the consensus policy on New Registry Services:</p> <ul style="list-style-type: none"> • Established infrastructure, resources and workflow to

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	<p>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:</p> <ul style="list-style-type: none"> • The process for considering new registry services • Transfer policy review • WIPO considerations • RGP / RGP II 	<p>consideration of new registry services</p> <ul style="list-style-type: none"> • Continue publication of transfer policy reviews; send recommendation to GNSO • Implement newly developed policies in accordance with the requirements of the policy 	<p>implement process for new registry services.</p> <ul style="list-style-type: none"> • Created and tested internal work processes for handling registry requests, conducted staff training on process for evaluating registry requests, formed internal review team for handling registry requests. • Developed secure online tool for use by the registries to submit requests to ICANN, demonstrated tool to registries in Marrakech, Morocco June 2006. • Completed and announced implementation of Registry Services Evaluation Policy on 25 July 2006. • Released beta version of the Registry Request Service (the online tool for use by gTLD registries to submit requests for new registry services to ICANN) for registry testing 31 July through 21 August 2006. • Announced Registry Services Technical Evaluation Panel and launch of the Registry Request Service on 30 August 2006. • Added information area to ICANN website on new registry services 13 September 2006. • Added RSS feed to Submitted Applications page (http://www.icann.org/registries/rsep/submitted_app.html) for interested members of the community to track requests for new registry services 28 September 2006. • Evaluated 4 requests from gTLD registries in a timely manner. • Completed and published RSTEP reports on Tralliance Corporation wildcard proposal and proposal for limited release of two-character names from Global Name Registry.

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			<ul style="list-style-type: none"> • Facilitated public comment on requests received through the Registry Request Service. <p>Review and Evaluate Effectiveness of Implementation Process:</p> <ul style="list-style-type: none"> • Scheduled discussion with gTLD Registries Constituency and GNSO in São Paulo on New Registry Services. • Identified areas of improvement in RRS for future introduction.
IE	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	<ul style="list-style-type: none"> • Retain staff • Publish compliance program after consultation with registrars 	<ul style="list-style-type: none"> • Retained Director, Compliance and Compliance Officer to ensure dedicated resources for management of ICANN's ongoing compliance program. • Implemented a registrar complaint tracking system to inform policy development processes and identify compliance trends. • Conducted an audit of gTLD registries utilizing Whois to identify problem areas and generate operational experience in compliance review and follow-up procedures. •
1F	Enhance automated processes involved in managing Registrar Liaison functions including registrar accreditation and renewal processes, the registrar database and billing systems, and managing projects.	<ul style="list-style-type: none"> • Complete the restructure of the registrar database • Implement next version of the automated accreditation and 	<ul style="list-style-type: none"> • Completed the following phases of the development of database interface: <ul style="list-style-type: none"> ○ Project analysis design -100% ○ Data migration design - 100% ○ Public web site homepage - 100% • Identified appropriate security and login options for registrars to consider in São Paulo.

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		renewal processes	<ul style="list-style-type: none"> • Organized demonstration of actual online database for registrars in São Paulo. • Planned for automated accreditation and renewal processes tool that will follow roll-out of database.
1G	<p>Enhanced registrar/registry partnerships through regional workshops and through enhanced communication and reporting:</p> <ul style="list-style-type: none"> • Regional Workshops • Reporting / dashboard • Communications • Translation • IDN TLD communication 	<ul style="list-style-type: none"> • Schedule two to three regional workshops • Implement online reporting • Translate the above and all activities selectively to maximize effectiveness 	<ul style="list-style-type: none"> • Korean registrar event conducted in Seoul, 21 September with translator. • Asia/Pacific regional workshop conducted in Shanghai, 18-20 October. <ul style="list-style-type: none"> ○ Many one-on-one meetings between registries and registrars occurred during the workshop. Feedback from both groups indicated the event was extremely valuable to establishing and expanding business relationships; ○ IDN topics were presented on two occasions during the workshop; and, ○ Registries made programmatic presentations to registrars. • Hosted meeting of Japanese Internet Provider Association (JAIPA) in Tokyo 23 October with translator. • Internal meetings convened to develop draft plan for 2007 workshops including timing and region location. • Conducted outreach to registries and registrars to solicit input into timing and location for 2007 gatherings. • Internal working group formed to identify online reporting tool options.

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1H	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	<ul style="list-style-type: none"> • Establish registrar/ICANN team to develop program • Locate qualified third-party escrow provider • Publish timetable for full implementation 	<ul style="list-style-type: none"> • Formed registrar/ICANN working group to discuss data escrow program • Consulted with working group to formulate technical data escrow specifications. • Working to retain independent consultant with subject matter expertise to assist in selection of escrow provider and formulation of timeline for full implementation.
1I	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.	<ul style="list-style-type: none"> • Establish registrar/ICANN team to consider changes to the RAA • Publish proposed RAA 	<ul style="list-style-type: none"> • Conducted project team discussions, examined interrelated policies and conducted information gathering. • Created timeline for registrar participation, discussed participation with registrars and identified potential areas of RAA for revision.
1J	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	Implement data collection and response mechanisms (e.g., FAQs) that facilitate responses and reporting	<ul style="list-style-type: none"> • Divided the project into four phases that encompass the following issues: Email system, web design, internal procedures and global strategies. • Updating the Internic web page to include informational pages to assist the user to self-identify problems and direct them to the responsible person or entity for assistance. • Establishing procedures to monitor and track

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	bodies or organizations (i.e., not ICANN).		complaints (in-house) for compliance related issues.
1K	Review UDRP for effectiveness.	Make report on findings	<ul style="list-style-type: none"> • Drafted Request for Proposal to solicit community feedback on effectiveness of UDRP
1L	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.	Establish any-cast locations	<ul style="list-style-type: none"> • A new and vastly improved cluster has been designed and installed that will provide a high availability and capacity. • Currently the new system is in a final testing phase and is intended to be fully operational by the end of Q4 2006. This system is a model for the global any-cast systems that ICANN intends to deploy. • Concept and design phase for local any-cast systems is in progress. • Monitoring systems have been developed to keep track of systems availability.
1M	<ul style="list-style-type: none"> • Emergency response planning • Data Escrow <ul style="list-style-type: none"> ○ Establish escrow agent ○ Quality Assurance plan • Registry failover • Continue execution of contingency plan. Ensure continuation of operations during physical or business interruption of ICANN operations including: providing and maintaining appropriate infrastructure 	<ul style="list-style-type: none"> • Staff contingency plan project team • Implement project plan that includes collaboration among required parties such as gTLD registries and registrars 	<ul style="list-style-type: none"> • Identified and retained a professional services organization with expertise in the area of Disaster Recovery Planning (DRP) / Emergency Response Planning (ERP) to aid ICANN staff in drawing up a comprehensive DRP and implementation plan. • Recommended preliminary reports on selected areas. • See notes on Data Escrow and Registry failover for other accomplishments.

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	<ul style="list-style-type: none"> and executing business backup arrangements. ○ Coordination plan with TLDs root-servers and other critical infrastructure players ○ ICANN Contingency plan 		
1N	<ul style="list-style-type: none"> • Develop tools for planning and reporting against project budgets (in addition to the present departmental accounting methods). Report on performance against project plans. • Ensure that information describing budget, independent audit, financial contributions are published on a timely basis and all information is current. • Set aside a portion of revenue that will (in four years) result in a cash reserve of at least 12 months expenses 	<ul style="list-style-type: none"> • Implement project accounting system capability • Report against project plan for 2nd qtr of fiscal year • Post information 	<ul style="list-style-type: none"> • Established project numbers in ICANN's accounting system that correlate to the projects outlined in the Operating Plan, to enable tracking by project as invoices are processed for payment. • Designed a monthly report format in ICANN's accounting system to track project costs by expense category with comparison to budget. • Updated posting of ccTLD contributions through fiscal year 2005-06. • Posted final audit report for fiscal year 2005-06 along with management discussion and analysis of major financial statement variances vs. prior fiscal year. • Managed cash expenditures to match timing of revenue receipts thus allowing the accumulation of cash reserves for responsible cash management.
1O	<ul style="list-style-type: none"> • Complete registry and registrar agreements in order to provide for regular revenue for next several 	<ul style="list-style-type: none"> • See steps to restructured RAA above 	<ul style="list-style-type: none"> • RAA is described elsewhere in this document. • After execution of the MoU with the NRO, ICANN is

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	<p>years.</p> <ul style="list-style-type: none"> • Negotiate agreements with RIRs and ccTLDs to augment and balance revenue flows across possible sources. 	<ul style="list-style-type: none"> • Complete MoUs with RIRs • Facilitate agreement on a fee structure with ccTLDs 	<p>actively discussing service level agreements and potential fees with RIRs.</p> <ul style="list-style-type: none"> • ICANN has completed formalization of relationships with 15 ccTLDs in addition to the 13 ccTLDs with whom ICANN has a contract. <ul style="list-style-type: none"> ○ 9 accountability frameworks <ul style="list-style-type: none"> ▪ .cz—Czech Republic ▪ .cl—Chile ▪ .pe—Peru ▪ .cx—Christmas Island ▪ .gt—Guatemala ▪ .hn—Honduras ▪ .kz—Kazakhstan ▪ .nf—Norfolk Island ▪ .ni—Nicaragua ○ 6 exchange of letters <ul style="list-style-type: none"> ▪ .de—Germany ▪ .hu—Hungary ▪ .lv—Latvia ▪ .na—Namibia ▪ .no—Norway ▪ .uk—United Kingdom • When combined with existing agreements this represents over 45% of all ccTLD's registrations. • Diversified sources of gTLD funding through new registry agreements.
1P	Develop alternate forms of revenue in accordance with recent discussions among	Identify potential sources of revenue through	<ul style="list-style-type: none"> • Met with representatives of registrar constituencies to discuss and identify various sources of revenue.

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	gTLD registrars and registries. Reduce fees to those entities paying the relatively highest amount of fees to better balance revenue flows across sources.	consultations with constituencies	<ul style="list-style-type: none"> • Completed agreements with 14 ccTLDs that define contribution levels based registry size. • Diversified sources of gTLD funding through new registry agreements. • Supported work to remove the restriction on single-letter names through a bottom-up process.
1Q	<ul style="list-style-type: none"> • Create community response program by: <ul style="list-style-type: none"> ○ Design and provide educational opportunities for ccTLDs in developing areas ○ 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 	<ul style="list-style-type: none"> • Conduct four to six workshops • Create communications link from Regional Liaisons to key personnel in developing countries 	<ul style="list-style-type: none"> • Procedural level <ul style="list-style-type: none"> ○ Consulted with the Regional Liaison team on the training activities to be developed. ○ Incorporated the comments and inputs received in a project plan released the October 2006. ○ Participated in a conference call with ISOC to discuss conducting the training activities together or of structuring different sets of seminars to better meet the needs of the ccTLD community, October 2006. • Operational level <ul style="list-style-type: none"> ○ Organized the workshop for ccTLD managers in Sofia, October 24-26, 2006 (partnering with ISOC). ○ Organized the workshop for ccTLD workshop in Dubai, November 20-21, 2006 (partnering with ISOC). ○ Planning ccTLD workshop in the Caribbean region for January-February 2007 (partnering with ISOC). ○ Participated in ccTLD workshop training with

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			<p>PACNOG, PITA and ISOC in Samoa, 2006.</p> <ul style="list-style-type: none"> ○ Supported pilot project for DNSSEC training provided by NSRC in Senegal, and Thailand (2006). ○ Meetings with Middle East (which included Egypt, UAE, Bahrain and Jordan) ccTLD, government and others with regard to technical aspects of the implementation of IDNs, September 2006.
1R	<ul style="list-style-type: none"> • 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"> ○ Develop workforce planning methodologies ○ Develop performance measurement tools ○ Provide leadership development training ○ Implement effective and economical talent 	<ul style="list-style-type: none"> • Report monthly on efficacy of recruiting efforts • Establish economical, effective training program • Integrate operation of Brussels and Marina del Rey offices 	<ul style="list-style-type: none"> • Delivered workshop on good management practices and compliance training 16/17 October 2006. • Launched on line performance review system May 2006 and completed enhancements for delivery by w/e 11/17/06. • Written and/or modified ICANN employment policies and loaded into on line system. Launch to executive 10/20/06. Launch to management by 11/22/06.

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	<p style="text-align: center;">acquisition and retention techniques</p> <ul style="list-style-type: none"> • Integrate communications and enhance performance of geographically separated offices by establishing team goals. 		
1S	<ul style="list-style-type: none"> • IDN: take steps (e.g., develop and staff a Program Plan) toward enabling 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 of the Program Plan to be accomplished in this fiscal year are: <ul style="list-style-type: none"> ○ TLD root zone testing ○ IANA process & repository ○ Standards 	<ul style="list-style-type: none"> • Complete TLD root zone testing and provide evaluation to policy development bodies • Deploy first IDN at top level • Revise IDNA and associated standards to work with future version of Unicode Tables • Facilitate publication or updating technical standards through 	<ul style="list-style-type: none"> • Technical Tests: The overall goal of the technical testing program is to demonstrate that the insertion of IDN strings into the root will have no appreciable negative impact on existing DNS resolutions. Per December 2006 Autonomica, in contract with ICANN, is scheduled to have designed, conducted and reported a laboratory test of punycode labels against DNS root server software. The labels to be tested are developed in agreement with the Presidents Advisory committee and include that of non-alphabetic scripts, right to left scripts, left to right script with sophisticated shaping properties. <p>In parallel, additional work is being developed in support of the laboratory test. A document is being prepared to explain the IANA processes for inserting and managing internationalized strings in the root. Another will describe the acceptable level of damage on the system when inserting punycode strings. Both documents are planned to be cleared in the technical</p>

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	<ul style="list-style-type: none"> ○ Policy Development ○ Communications - in particular between the President's Advisory Committee and stakeholders <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>the IETF</p> <ul style="list-style-type: none"> • Revise IDN guidelines to include Best Current Practice standards • For IDNs, develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees 	<p>community, in particular the IETF and IAB.</p> <ul style="list-style-type: none"> • IDN TLD Deployment: Deployment of internationalized top level labels that is in production in the live root system is awaiting further technical tests as well as policy decision-making. • IDNA revision: The IAB recently announced a new Request for Comments (RFC4690). The document describes issues surrounding the continued development of IDNs and in particular the IDNA revisions opportunities and difficulties. The document contains recommendations for further ICANN work. As the ICANN staff are taking part in the development of this document, due diligence is underway to ensure that all areas in the document, which has an effect on ICANN, is being handled in an appropriate manner. In addition three internet-drafts have been published with suggested solutions to some of the issues discussed in RFC4690. • IDN Guidelines: The IDN Guidelines group is having bi-weekly meetings and has made a first draft revision of the Guidelines that will expand its usage to top level IDN deployment (previously it focused on second and lower levels). The draft will be discussed at the next available IDN-PAC meeting after which it will be turned into an informational RFC.

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			<ul style="list-style-type: none"> • IDN Policy Development: The GNSO has reinstated the GNSO IDN Working Group which was originally created in May 2006. The new charter for the working group is published on http://www.gnos.icann.org along with a policy discussion paper and ToR for the working group. The working group is due to report at the ICANN meeting in Portugal and will meet during the São Paulo meetings where the working group will be formalized with members from the various constituencies with an appointed chair.
1T	<ul style="list-style-type: none"> • 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. • 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 	Sign the root zone	<ul style="list-style-type: none"> • Evaluating appropriateness of IANA signing the root. • Accepted responsibility to sign .ARPA and some .ARPA child zones by the end of the year at the request of the IAB. • Investigating processes and software to implement DNSSEC signing. • Deployed internal name service infrastructure capable of supporting DNSSEC signing of various IANA-managed zones.

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1U	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	Retain necessary staff economically ("make vs. buy" decision)	<ul style="list-style-type: none"> • Interviewed potential providers of economic expertise.
1V	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 develops. 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.	Upon release of policy: budget for and staff registry designation operation	<ul style="list-style-type: none"> • ICANN staff provided feedback to GNSO council on draft final report regarding new gTLD deployment. • Pro-forma implementation process flow-chart, staffing and budget for implementation organization drafted.
1W	Develop and implement program for universal acceptance of gTLDs(i.e., registries with more than three letters).	Publish statistics regarding TLD acceptance	<ul style="list-style-type: none"> • Developed and completed beta version of open-source TLD verification tool to expedite widespread acceptance. • Developed communication strategy to expand knowledge and ensure awareness of community resources. • Resolved individual acceptance problems on a case-by-case basis.
1X	WHOIS development - See gTLD Registry tasks - (Policy implementation: Establish within ICANN the infrastructure, resources and workflow for	<ul style="list-style-type: none"> • Implementation of adopted Whois policy • Metrics defining 	<ul style="list-style-type: none"> • Drafted procedure for ICANN staff to address Whois obligation conflicts with local law in accordance with GNSO consensus policy. • Posting procedure for public comment.

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	consideration of new registry applications by the implementation of the ICANN consensus policy...) Apply methodology to results of Whois policy development.	improvements in Whois accuracy	
1Y	<p>Addressing issues of DNS market behaviour (within IP addresses and domain names)</p> <ul style="list-style-type: none"> • See gTLD Compliance - work to improve Whois accuracy. • Set-up task force with appropriate economic, technical and statistical skill sets to determine root causes of market behaviour and determine if practices are appropriate: <ul style="list-style-type: none"> ○ Add storm ○ Add/deletes ○ RGP ○ Whois accuracy <p>As appropriate, make recommendations to create incentives, amend agreements (see, restructure of RAA above), implement new services that will mitigate that behavior.</p>	<ul style="list-style-type: none"> • Establish task force, including registrar, registry, and independent expert participation. • Publish report including recommendations regarding market behaviour 	<ul style="list-style-type: none"> • Preparing marketplace workshop for São Paulo to build on workshop held in Marrakech. • Both workshops emphasize input from members of the ICANN community including registrars, registries, and At-Large constituents. • Held discussion with various economic experts to conduct preliminary research on marketplace issues. • See notes on gTLD's and Compliance for other accomplishments.

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1Z	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.	<ul style="list-style-type: none"> • Establish reporting function • Establish metrics • Publish reports and use the information to improve operations 	<ul style="list-style-type: none"> • Significant work has been done in establishing a Project Management Office responsible for coordinating the planning, execution and measurement of the projects defined in the Operating Plan. ICANN has retained a Director, Project Office and four temporary project coordinators. • Project charters and plans (including work breakdown structures, resource plans and schedules) have been formulated for over 50 projects identified in this plan. ICANN is striving to strike the right balance between implementation of project controls against continuing to “getting things done.” • The Policy Development Support staff have created project plans for each of the current and anticipated Policy Development Processes in order to assign adequate resources to provide support as required.
2A	Facilitate the Policy Development Process consideration of economic, user, market and business issues through the retention of expertise in economic studies and statistical analysis.	Retain staff (related to Introduction of new TLD objective)	<ul style="list-style-type: none"> • Interviewed potential providers of economic expertise.
2B	<ul style="list-style-type: none"> • In collaboration with the Supporting Organisations and Advisory Committees, develop and implement effective collaboration tools to facilitate the policy development process. 	<ul style="list-style-type: none"> • Implementation of tools • Policy implementation report ROI for travel assistance. 	<ul style="list-style-type: none"> • The SSAC fellow position was created to address part of this objective. Since the fellow joined SSAC, that committee’s ability to advance its work and publish has improved measurably. From November 2001 through June 2005, SSAC published 6 reports, comments and advisories. Since July 2005, the

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	<ul style="list-style-type: none"> • Provide economic assistance to volunteering organisations that includes appropriate cost controls and cost-benefit analysis: <ul style="list-style-type: none"> ○ Investigate and implement a travel assistance policy for Supporting Organisation volunteers, ○ Provide Secretariat services to the NCUC to enhance the effectiveness of this constituency group. ○ In a collaborative fashion determine how to enhance stakeholder participation in RSSAC and SSAC led discussions that are so important to ICANN's stability & security mission. 	<ul style="list-style-type: none"> • Provide, at least, secretariat support and measure ROI 	<ul style="list-style-type: none"> • committee has published 9 reports and advisories. • The SSAC fellow's services have been offered to RSSAC for joint committee work; in particular the joint committees will have prepared a report on including IPv6 resource records into the root level of the DNS for the ICANN São Paulo meeting. • The Fellow has published articles in technical and trade journals and publishing portals on major topics considered by SSAC (Business Communications Review, ENISA Security Journal, Security Pipeline) including DNSSEC, DNS Cache Poisoning and Domain Name Hijacking. • The Fellow has coordinated a major facelift of the SSAC web pages which are now more informative, easier to navigate and most importantly, provide the community with a list of completed and ongoing work items under study by the committee. • ICANN has provided travel support for all members of the At-Large committee to attend ICANN meetings and is providing support to the volunteers selected by the Nominating Committee to the supporting organizations to attend ICANN meetings. ICANN is working on a project to support travel for a group from Latin America to the São Paulo meeting to increase participation in GNSO activities. • Funded some travel for face-to-face GNSO committee meetings.
2C	Through the Vice President, Policy	<ul style="list-style-type: none"> • Perform 	<ul style="list-style-type: none"> • Managed completion of an independent review of the

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	<p>Development Support:</p> <ul style="list-style-type: none"> • 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, • identify & manage new & existing policy development requirements through interaction in the community (updating those requirements throughout the year), • maintain a docket of all pending policy development matters, including their schedule and current status retain economics expertise to develop frameworks for establishing objective performance criteria and measuring performance against the criteria, • initiate a Policy Development Process involving and coordinating the activities of Supporting Organisations and Advisory Groups 	<p>Supporting Organization and Advisory Committee reviews - at least two during the fiscal year.</p> <ul style="list-style-type: none"> • Policy development to take place in accordance with (potentially revised) timelines • Retain staff (see items above). • Develop and implement a coordinated policy development support process to synthesize policy inputs from the supporting organisations and advisory committees 	<p>GNSO.</p> <ul style="list-style-type: none"> • Developed proposed plan for “GNSO Improvement Process” to be considered by Board. • Developed proposed comprehensive timeline for all remaining independent reviews to be considered by Board. • Developed proposed plan for NomCom review to be considered by Board. • Conducted two staff training workshops to define staff objectives and develop plans to improve their work. • Supported New TLD PDP, including multiple meetings and intercessional meetings, conference calls and online work, resulting in draft report for discussion by community in São Paulo. • Supported WHOIS PDP, including meetings, conference calls and online work, resulting in draft report for discussion by community in São Paulo. • Supported Contractual Conditions PDP, including meetings, conference calls and online work, resulting in draft report for further Task Force discussion in São Paulo. • Supported creation and operation of IDN Working Groups to advance GNSO and ccNSO consideration of IDN policy issues. • Supported Board consideration of ASO’s resolution “Proposed Global Policy for IPv6 Address Allocation,” which was unanimously endorsed by the ASO AC and approved by the Board. • Conducting research to gather data on GNSO PDP

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			<p>activities to provide foundation for PDP improvements.</p> <ul style="list-style-type: none"> • Conducting improvement process on PDP, which has resulted in identification of multiple areas for improvements, notably the need for processes for internal clearance, for distributing PDP material, for support of Task Forces and chairs, for integration of operational issues, for communications and outreach plans, for ensuring input from relevant SOs and ACs, the need for tools to facilitate public comments and increased online input, for tools for online collaboration and for translations. • Supported ccNSO's consideration of ICANN regions • Supported the ccNSO Budget Working Group's preparation of a set of guidelines for ccTLD contributions to ICANN's budget. • Finalizing plans to provide ccNSO Secretariat services. • Supported At-Large Advisory Committee's (ALAC) activities on numerous policy issues that may affect individual Internet users, including IDNs, WHOIS, and new gTLDs. • Supported development of a "consumer handbook" for domain name registrants to help inform the broader At-Large community on the basics of domain name registration.
3A	Determine, with Supporting Organisation and Advisory Committee collaboration, a	Complete the staffing of the Supporting	<ul style="list-style-type: none"> • Developed proposed project for expansion and support of liaison network.

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<u>PROJECT</u>	<u>DESCRIPTION</u>	<u>OUTCOMES</u>	<u>ACCOMPLISHMENTS</u>
	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.	Organizations and Advisory Committees	
3B	<p>Facilitate effective and multilingual communication to all ICANN stakeholders, to enable larger portions of the community to interact in the ICANN processes. This includes identifying the translation of materials and documents, website, and real-time translation at meetings. Identify translation of appropriate ICANN documents. Create an operational policy or guideline to steer future translation efforts. [Translation is not an end in itself but rather a means to an end. Therefore, budget for translation is included in each of the projects here as necessary to accomplish the goal in the most effective manner.] The expense for translation efforts outside the specific efforts will be budgeted and monitored, including translation of:</p> <ul style="list-style-type: none"> • ICANN meetings • Routine newsletters/publications • Website 	<ul style="list-style-type: none"> • Publish translation practices • Implement practices at meetings, website 	<ul style="list-style-type: none"> • Established “translation guidelines” discussion with reviewers for each of the major languages. • Facilitated new relationships between translators and reviewers to assess translation discrepancies. • Finalised selection of languages for routine translations. • Initiated contact with other regional translation services. • Met with account representatives to discuss ICANN options for branding of materials in multi-lingual formats.

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3C	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	<ul style="list-style-type: none"> • Retain Regional Liaisons • Staff secretariat • Conduct limited number of workshops 	<ul style="list-style-type: none"> • Hired Regional Liaisons for Middle East, Africa, Latin America, Canada/Caribbean, AustralAsia/Pacific, and Europe, and support staff. Regional Liaisons for remainder of regions to be hired. • Held regional workshops, including outreach event in the Baltic and Eastern Europe region (October 2006); in Latin America (October 2006), and workshops focused on ccTLDs (in cooperation with ISOC). Other departments held workshops for registries and registrars (Asia-Pacific (China); Europe (Spain); North America (US). • IGF secretariat support: participated in IGF Advisory Group and IGF meeting in Athens (November 2006); conducting next steps of support for IGF Secretariat.
4A	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.	<ul style="list-style-type: none"> • Create Secretariat if so decided • Implement other change, as determined, in forms of GAC support 	<ul style="list-style-type: none"> • Joint (Board and GAC) Working Group current agenda includes: <ul style="list-style-type: none"> ○ Synchronization of GAC priorities with ICANN strategic plan. ○ An annual GAC work program that will also be used to define the objectives for each meeting. ○ Development of an “early warning mechanism” to provide an early indication of future challenges. ○ Evolution of GAC and the ICANN

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			<p>frameworks.</p> <ul style="list-style-type: none"> ○ Permanent solution for the GAC secretariat. ○ Support for discussion on contingency planning. ○ GAC's support to the implementation of ICANN outreach programs. <ul style="list-style-type: none"> ● There have been conference calls, the last J-WG Conference calls were on October 13th and November 27th. There will be a meeting of J-WG in São Paulo. ● There have been a number of important outreach events during 2006 that have helped to deepen participation/education of government officials (current and potential GAC reps). ICANN supported the organization of the 1st Internet Governance course for African Policy Makers in Addis Ababa on 2-7 July (in collaboration with ECA, Diplo Foundation and Epolnet). In this event there were 26 participants and 19 countries represented. On October 4, ICANN organized a face-to-face meeting in Riga, Latvia, gathering representatives from around the Baltic Sea (Georgia, Kazakhstan, Moldova, Russia, Ukraine) and from Eastern Europe. The same day, ICANN organized a videoconference event in Latin America. That connected 15 videoconference locations in 11 Latin American countries and gathered different stakeholders, including government representatives.

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4B	<ul style="list-style-type: none"> • 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. • 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 	<ul style="list-style-type: none"> • Conduct education regarding IANA services in these areas • Increase number of At-Large structures • Sign MoUs for Regional At-Large Organisations (RALOs) in this fiscal year • Provide At-Large advice on all current policy development efforts • Conduct workshops / training sessions to inform At-Large community that can then provide valuable advice. 	<ul style="list-style-type: none"> • Supported outreach, recruitment and certification efforts that resulted in over 80 Internet user organisations joining ICANN At-Large as certified as “At Large Structures” (ALSs). ALSs involve individual Internet users at the local or regional level in an issue or issues addressed by ICANN. Participation as an ALS facilitates input on ICANN activities that affect users via contributions to the At-Large Advisory Committee (ALAC). • Supported ALS efforts to create their Regional At Large Organisations (RALOs). RALOs are intended to be the main focal point for At-Large information sharing and participation in each region, and select members of the ALAC as their representatives. • Supported ALSs efforts to finalize memorandums of understanding (MOUs) to launch Regional At-Large Organizations in Africa, Asia-Australia-Pacific, Latin America-Caribbean, and Europe regions. • Supported outreach efforts by At-Large groups in Canada to advance At-Large organizing in North America. • Provided additional staff support to assist with the increasing demand for At-Large involvement. • Helped organize regional user community meetings in Wellington, Frankfurt, Toronto, Marrakech, Berlin, Buenos Aires and Athens in 2006.

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	<p>for accomplishing these goals include:</p> <ul style="list-style-type: none"> ○ Fellows programs ○ Workshops ○ Translation 		
4C	<p>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.</p>	<ul style="list-style-type: none"> • Publish recruitment plan • Report on effectiveness of increased participation 	<ul style="list-style-type: none"> • Developed proposed project, including “recruitment outreach test” to involve community leaders from LAC region in São Paulo meeting.
4D	<ul style="list-style-type: none"> • Fully staff ICANN’s Communication functions (including a Manager, Public Participation) as described in ICANN planning documents. • 2. Evolve the web sites and continue to implement broadcast and information dissemination tools such as RSS, web logs and newsletters. Improve (reliability 	<ul style="list-style-type: none"> • Retain positions • Release evolved version of web site 	<ul style="list-style-type: none"> • Technical Writer and Web Content Developer appointed. Media Adviser and General Manager Public Participation pending. • Formally defined the scope of the website evolution and have begun consulting with internal project stakeholders. • Received and are considering a preliminary project plan and estimated cost for the information architecture, user research, prototyping, wireframing,

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	<p>and visibility) posting of and response to correspondence in the form of letters and comments, as well as public meeting presentations.</p>		<p>templating and design phases of the site relaunch.</p> <ul style="list-style-type: none"> • Researching software to track site usage patterns in order to optimize our information architecture and navigation. • Mapped a preliminary overview of the site's information architecture. • Created a functioning mockup that illustrates the benefits of improved navigation based on optimized information architecture. • Launched the electronic ICANN Newsletter and ICANN News Alert services. • Implemented RSS feeds on the website.
4E	<p>Provide training for ICANN participants (Supporting Organisations & Advisory Committees) :</p> <ul style="list-style-type: none"> • Interaction: develop a model for negotiation and exchange in the SO and AC environments. • Identifying opportunities for working within the ICANN model regarding policy development and technical coordination and the potential effect and benefits of those efforts. 	<ul style="list-style-type: none"> • Identify areas where training would be of benefit • Conduct training • Measure effectiveness 	<ul style="list-style-type: none"> • Developed proposed project (under consideration by senior staff).
4F	<p>Create a programme to encourage and</p>	<ul style="list-style-type: none"> • Determine 	<ul style="list-style-type: none"> • Completed background research including a survey of

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	<p>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.</p>	<p>quantifiable outcomes (attendance / participation / results)</p> <ul style="list-style-type: none"> • Conduct programs and workshops • Measure efficacy 	<p>complementary programmes for twenty-six international organizations, governments, academic institutions and non-profits.</p> <ul style="list-style-type: none"> • Analysed and compiled results of survey. Based on those results made recommendations to management. Recommendations were accepted and work began on writing the final documentation for the mechanism. This work is scheduled to be completed end of December 2006. • Examples of recommendations: <ul style="list-style-type: none"> <u>Internal allocation mechanism</u> <ul style="list-style-type: none"> ○ Recommend application form includes a checklist that with each SO and AC and allows for applicant group prioritisation. Application form should also request an outline of planned participation in checked groups. This section of the application should be developed in collaboration with the ICANN policy team. <u>Ongoing review process</u> <ul style="list-style-type: none"> ○ Recommend an annual internal review and audit. A request for proposals to cover the auditing function could be issued to major audit firms. ○ Recommend an annual external request for comment on how the project is being conducted. <u>Conflict resolution process</u> <ul style="list-style-type: none"> ○ Recommend conflicts are addressed an

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			<p style="text-align: center;">oversight and selection committee.</p> <p><u>Reporting framework</u></p> <ul style="list-style-type: none"> ○ Require participant complete a report and feedback form following travel. <p><u>Participant support</u></p> <ul style="list-style-type: none"> ○ Establish a policy for air, land, sea travel. ○ Establish a participant agreement covering potential conflicts and ensuring agreement with all policies noted above. ○ Establish a geographic and income prioritisation policy. <p><u>Participant review</u></p> <ul style="list-style-type: none"> ○ Develop a checklist for evaluating applications. ○ Recommend use a selection and oversight committee for evaluation of applications and resolution of conflicts.
4G	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.	<ul style="list-style-type: none"> • Complete archiving • Develop database tools 	<ul style="list-style-type: none"> • Coordination is ongoing with other entities within ICANN to ensure that all documentation archiving activities dovetail and, ultimately, are archived and managed under the same scheme. • See comments regarding archiving of IANA documents.
4H	Establish partnerships (formalize with MoUs where feasible) with local, regional or international organizations, to gain formal support and partnerships for ICANN's mission.	Sign agreements or other frameworks with local, regional or international organizations	<ul style="list-style-type: none"> • Engaged with numerous local, regional or international organizations over years of working with ICANN. • Attended and participated in events of respective local, regional and international organizations,

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			<p>including for example: CTU, PITA, CITEL, UNECA, UNECWA, and engaged in the IGF.</p> <ul style="list-style-type: none"> • Responded to requests to have MoU's with ICANN, and with RL team. Have proceeded with discussions, and completed conference call with the Board who discussed entering into MoU's with 3 organizations (CITEL, PITA, ATU), with others to follow. • Co-sponsored events of governments and organizations, including for example: DiploFoundation; UNECA; Francophonie; ISOC; UNESCO and Egyptian government (IDN workshop at IGF meeting in Athens). • See also report to US DoC (section: 14e) on this area: http://www.icann.org/general/mou-status-report-07apr06.pdf
4I	<p>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).</p>	<ul style="list-style-type: none"> • Engage reviewing team • Measure performance • Audit results 	<ul style="list-style-type: none"> • White paper describing meeting structure posted for comment. • Organized a workshop at the São Paulo meeting to discuss potential improvement for meeting effectiveness. • Set targets for report participation.
4J	<ul style="list-style-type: none"> • Create an independently conducted project to: <ul style="list-style-type: none"> ◦ develop metrics for measuring transparency 	<ul style="list-style-type: none"> • Launch new TLDs • execute requisite number of 	<ul style="list-style-type: none"> • Commenced a process of consultation with the Community on Transparency and Accountability Management Operating Principles.

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	<ul style="list-style-type: none"> ○ and determining success, ○ self-measure performance against the metrics ○ independently audit measurement accuracy and appropriateness of the metrics • Post procedures for independent review including information about the body retained for that purpose. 	<p>Accountability Frameworks,</p> <ul style="list-style-type: none"> • Measure execution of contingency plan against the plan itself • Execute MoUs with RIRs • Post IRP procedures 	<ul style="list-style-type: none"> • Ongoing consultation at São Paulo Meeting.
5A	<p>Manage the remainder of the MoU period in accordance with past practice with particular attention to:</p> <ul style="list-style-type: none"> • Implementing the consensus policy for launching new gTLDs • Establishing Accountability Frameworks with ccTLDs so that half the ccTLD registrants are represented by participating ccTLDs • Fully execute the contingency plan written to meet MoU requirements • Execute additional MoUs with RIRs describing the duties of the parties 	<ul style="list-style-type: none"> • Identify model through process identified in the project plan • Fulfill the resources of an organisation as defined by the model 	<ul style="list-style-type: none"> • Essentially met the requirements set out in the MoU. This contributed toward the execution of the Joint Project Agreement. • ICANN continues to execute key projects through support of policy development and continuing to negotiate forms of agreements with important organization in order to ensure continuing interoperability and continue ICANN's growth as a global organization.

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5B	<p>Project to develop a post-MoU model with appropriate input:</p> <ul style="list-style-type: none"> • Identify characteristics of a model that satisfy the requirements of the community and governing bodies • Develop and launch consultations to solicit proposals for a post-MoU model or elements of that model • Engage the President's Strategy Committee to discuss inputs and develop concepts • Determine the process for implementation of an identified model <p>Strengthening: investigate the needs in order to sustain the new model and recruit the skill sets required to establish an effective organisation</p>	Publish proposed organisation structure.	<ul style="list-style-type: none"> • The JPA defines a process for moving toward definition of an independent ICANN model. • The President's Strategy Committee has been formed and has worked to establish the process for moving forward.