TRANSCRIPT

SOP Working Group Meeting Beijing
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Roelof Meijer:	Okay. Thank you very much. Well, welcome, everybody. This is the SOP working group. And we will start straight away because we've asked Denise Michel to give a short update on how the strategic process is going, and she has only a few minutes. So the floor is yours.
Denise Michel:	Thank you so much for this opportunity. I thought it was fitting that this be the very first group that I talk to about our strategic planning process, since it's really this group and the ccNSO that inspired ICANN to create a real strategic plan, a high-level vision, and five-year strategy. Thank you, and good night. No.

So, in line with what the ccNSO has been recommending for the last few years, we will be launching a formal strategic planning process in June. But to help seed |

that process and to help provide some bottom/up community input to the board, which we'll be discussing in May the sort of framework to give the community to help start the strategic planning process, we're launching this-- this is embargoed (ph), by the way, and Fadi will be unveiling this in his speech. But I wanted to show it to you. So we'll be positing an online, sort of animated video and also a slide set in the 61 languages that-- to help people sort of rise above the very detailed-- what is currently the very detailed strategic plan, which is more like an operating plan, and think about the long-term challenges and the ecosystem and the sort of environment that ICANN finds itself in and will find itself in in the future. And so we provide a short, animated video that raises some of these points and then asks people to share their thoughts.

And you can scroll down, Kristina. It's just a very short survey that poses some broad, high-level questions and also provides a space for people to share additional thoughts. Again, we're trying to encourage people to think broadly and think about the sort of macro forces that we should bring to bear in thinking about creating a new, strategic vision and direction for ICANN.

Can you scroll up a little bit? And so here is the basic schedule for the strategic planning process. The board and the CEO will create sort of a broad framework for the community discussion that will start in June. We'll have an online and then we'll have a public discussion in Durban and then, around the October timeframe, synthesize all of that work and propose a strategic plan for public comment, again, have a public discussion at the Buenos Aires meeting in November, and then finalize the plan for board consideration and voting. We're, again, anticipating creating a six- to ten-page, high-level plan. And I anticipate that we'll likely finish it by the end of the year. We put January in there, just to make sure we accounted for as much time as the board needed to consider any public comments and finalize the plan. And Xavier and I will be working very closely together to make sure that there is very strong linkages. And, of course, the new operating plan and budget will flow from the new strategic plan that we expect to have, probably, finalized by the end of the year but early January at the latest.

I'm happy to take any questions, and I look forward to you all watching the video and sharing your comments on Monday.

Roelof Meijer: Any questions or remarks? Mathieu?

Mathieu Weill: First of all, thank you for the very kind comments for the ccNSO working group's request and advice across the last few years.

I have a question about the beginning of this process. I wondered if you could elaborate about how it's going to start and what kind of first drafts we can expect in June and where it's going to come from actually. Is it going to be coming from both seminars that are taking place? Or is it wider consultations ongoing? Could you elaborate this?

Denise Michel: We're finalizing the tactics with the board over the next couple of weeks. But I anticipate that we will collect and synthesize the input we've received from the community and the staff and use that with some additional research to take the board through a sort of brainstorming and decision-making process to provide-- and that will occur in May-- to provide the community in June instead of simply opening up the gates and saying - Okay, we're going to do strategic planning. Let us know your thoughts. In the June timeframe, we expect the board to provide, I think, framework might be the right phrase, not a plan but a framework in which

the community can consider and provide much more detailed input that we can then shape into a proposed or draft strategic plan later in the year.

Does that answer your question, Matt? I think we'll be coming up with some more specific tactics and probably more interactions with the specific stakeholder groups. After the board is done talking to us about that, we'll be following up with all the constituencies and stakeholder groups to give you a more detailed schedule.

Roelof Meijer: Thank you, Denise. Lesley?

Lesley Cowley: Just one practical point, which is the half (ph) October and November period. From experience, where this group has worked really well is by spending some time going through whatever document is posted and then doing some kind of separate thinking groups before doing a master collation, as it were, from the SOP. And, given Buenos Aires is the third week in November, if we get to a proposed strategic plan towards October, then we're going to be very pinched, potentially, and that depends when in October the draft is out. So I'm particularly asking you to bear in mind some of the kind of community ways of working in that timeline too.

Denise Michel: Thanks. That's really useful. So we'll take another look at the July-October timeframe. It sounds like it would be much better to come up with and post a draft plan for the community to comment on in the September-- early September timeframe to give you more lead time.

Lesley Cowley: Okay.

Roelof Meijer: Denise, I have a question, too, before we let you go. I briefly saw the questions that you are going to publish, and I think you said that Fadi's going to announce this tomorrow in his opening speech. Yeah. Okay. Is there a specific reason why you choose to start with such a blank sheet, because an alternative would be to have the first answers to these questions posted together-- ICANN's first answers to these questions, at least, to give some guidance to the community.

Denise Michel: So, actually, the animated video sort of proposes key forces to take into account in strategic planning. But we thought-- sort of in keeping with the bottom/up nature, we thought, to really harness the ideas, whatever those might be, from the community-- we thought it best to leave it at this early stage, really, at a pre-planning stage, just to leave it, really, wide open and see what emerges from the community. The staff has gone through this-- a brainstorming process, and we have our own thoughts about what the macro forces are. I guess, to be quite frank, we wanted to see if the community came up with the same ones or different ones at this stage. So what comes out of the board (unintelligible) and the formal, if you will, launch of the strategic planning process will have a very specific framework and some proposed sort of ideas and structures for the community to react to and build on.

Roelof Meijer: Okay. Thank you. Any other questions or remarks? Yeah? Mathieu? One additional one?

Mathieu Weill: One of the comments we've made regularly in this group about the strategic plan is about what actually we expect to be in the plan. And I wonder if there have been some thoughts about what exactly we were to expect at the outcome. And we've been vocal about expecting metrics and large initiatives but in a reduced

number and so on and so forth. Is there going to be some form of commitment at the beginning of the process that is kind of formal checks about whether it's a good strategic plan or not? What kind of document do we expect at the end? Is that going to be made public, because I think managing the expectations of everyone is going to be extremely important. We start with a very detailed strategic plan. Going to a more high level is going to create some difficult feelings for people who would expect their own action being there. That's classical in this kind of process. So how are you going to manage these expectations?

Denise Michel: Very carefully. It's kind of a complex question but, actually, a very good one. We're still sort of working out some of the details of this process, so I don't have a specific answer to you. But I'd like to talk to you some more about it and come back to you with a clear answer when we're done with our planning.

Roelof Meijer: Okay. Thank you very much, Denise. Thank you for being able to come and share this with us at such short notice. Okay. Good luck.

Okay. Shall we see (inaudible)? Hang on just one-- No. First, I'll do (inaudible). Okay. Is this going to work? We'll see. (Inaudible). No. All right.

Anyway, I sent you the draft agenda. We've tackled one item already. That's the status in planning of the strategic plan process. Well, we had the opening. I think we've done that as well. You would agree probably. Item two on the agenda is the status and planning of the FY '14 budget and ops plan process. Then we have our work planning between now and Beijing. And I think what we have just seen will give us some work between now and Beijing-- sorry-- between Beijing and Durban. Item five is any other matters. And then we will close out. So we will have to make some decisions about how we're going to do our work.

First of all, Xavier is here again, and Xavier's going to give us an update on the status and the planning on the FY '14 budget and ops plan. And I've included in my e-mail in which I sent you the agenda two documents that I received yesterday, which will give us-- which gives us an overview of the revenues that ICANN is forecasting for FY '14. And it also gives a very high-level overview of activities that ICANN is foreseeing. But I'm sure that Xavier is also going to shed some new light on that as well.

Okay, Xavier, over to you.

Xavier Calvez: Thank you, Roelof. Thank you for the invitation. So, we are now in the-- in (unintelligible) at the point of the budget process where-- this year, where we-- internally with the staff, we've gathered the input from the various departments on their submitted budget for fiscal year '14. We are consolidating this input and reviewing it, coming up with management with a final-- a consolidated view of the expected budget. We have been working on the revenues, as well, which is one of the two documents that have been shareholder shared yesterday with the budget group distribution list. And what we have-- the documents that have been shared yesterday or the day before (inaudible) are also-- the documents that we have shared relate to the list of programs that we have discussed with the budget working group we were going to provide that come out of the management portfolio system that has been implemented over the past few months and that documents the list of activities that the ICANN staff carries out on a daily basis.

So you may remember the announcement by Fadi of the management system that he wanted to implement. We have implemented that over the past few months. This finds its shaping to less of programs and process that capture the

entire set of activities of the organization. So everyone in the staff participated to a number of projects and programs, and those are gathered into a system that we update on a regular basis, daily or weekly, to reflect the status and progress of the work. So it contains the activities that are current. It contains the planned activities of the next few weeks or months. And the structure of these programs and projects is by type of activity, not necessarily by department, which allows us to contribute across departments to one or several given projects.

Let's be sure it's plugged in. I thought I was going to put on the screen-- it's a bit weird though.

Unidentified Participant: (Inaudible).

Xavier Calvez: Yes. And that's not the document that I was pulling up-- hold on. I need to manage to put my screen in a fashion that allows to see it entirely rather than only part of it. Hold on a second.

So, Carole, the document that you are suggesting is the other one that you had sent-- right? Hold on. Go and find it and then show live. -- which is-- hold on. Now I need to unplug because I can't see my whole screen either. So I'll find it.

And what we are hoping can happen with this document now that it's been shared is to-- is getting you a first view of the list of those projects and activities-- giving you a first view of these lists of activities because what we are doing is gathering the costs of the budget as per this list. So, as opposed to just having the costs of the budget by what's personnel, what's professional fees, what's travel, what we are gathering now is data that will distribute the costs as per that list of projects. So it's more meaningful in terms of what the activities are and how much those activities cost. And that should enable you to have more substantial ability to comment on whether you think that makes sense or not. Should we do this or not? It's discussing a lot compared to what you think the value of it is and so on and so on.

So that's the whole purpose for us to have included this system and the output of this system to the budget process is to be able to give a granular level of understanding of what the costs are by activity in addition to by nature.

Sorry. I just need to pull up this information, the slide from-- I'm not understanding. I had those two documents opened earlier. Carole, the e-mail came from you or it came from--?

Carole Cornell: (Inaudible).

Xavier Calvez: Yeah. That's what I thought as well. And now I can't find these two documents. Give me just a second. Here we go.

Unidentified Participant: (Inaudible).

Xavier Calvez: Yes. Thank you. I'm just hoping it will come through well. Carole, can you ask (inaudible)? I'd like to show the entire spreadsheet and not the spend voluntary that is coming across like this. And I will try to zoom in.

Unidentified Participant: (Inaudible).

Xavier Calvez: Full screen mode. Thank you. It's a bit small.

So the management system that we are referring to, for those of you who don't remember the presentation that Fadi did, is structured in terms of objectives that are then broken down into goals, then cells broken down into portfolios, and then cells broken down into programs. There are four objectives. There are four goals per objective; therefore, 16 goals. There are-- Carole, remind me-- 50 portfolios at the next level down and about 150 programs.

What we are sharing with this glance at it is the program level. So the 150 programs-- and you will see what that means. One example of a program is finance operations, looking at what I am doing. The finance operations is a program. We have then under that a number of projects within that, but operating finance on a daily basis, paying invoices, paying employees is one program. We're not going to have 15 programs to describe all those activities so that we don't have too granular data that's not necessarily that helpful at the end of the day. Another program, for example, is the new gTLD finance management. So the new gTLD program-- there's a lot of funds that we manage as a result of this program, a lot of expenses. There's a number of activities in terms of analysis, in terms of reporting, and so on. Those are captured under one program. And then below that there's more granular projects pertaining to all those activities.

Unidentified Participant: (Inaudible).

Xavier Calvez: Carole, why don't you come over and speak at the same time. This is Carole Cornell for (unintelligible) office, who lives and breathes the system.

Carole Cornell: Hi. The instructions that were originally given to everyone on the staff is they had to look at all of their work for all of the full fiscal year. So it's not just a few months at a time, but it is the full year.

There is ongoing work that is also captured here. It is not just only project work, but it's both ongoing work and all the projects. So it's combined because we were trying to capture all of the costs associated with the full budget. So it's all that combined into one.

I would also tell you that-- could you go back to the other slide?

Unidentified Participant: Sure.

Carole Cornell: This is something that you will get to see a lot broken down when you look at MyIcann (ph) after tomorrow. Claudia is going to share it. So you can drill all the way in and see how they all link together. They are status in terms of if they're on track, at risk, in trouble, or complete.

They're also going further down. You can see at the bottom in the key-- it shows that there's a description, an owner, a timeline, a metric, a priority, dependency, and stakeholder. So we are sharing more information than we've ever done before in a more granular level all the way down through the system.

Xavier Calvez: Thank you. So, Mathieu, as we were talking about earlier, about the strategic planning, this is-- I'm expecting the strategic planning process and the operating planning process. They are just two different phases of the overall planning process. We'll manage to combine the reference to the metrics and timeline and so on using the system. So what I'm expecting, really, is that AtTask (ph), which is the system we're talking about that we're using, will be a basis for the documentation of the activities and action plans that come out of the strategic

planning and that we can, of course, close the loop of the cycle because the strategic planning-- then you develop an operating plan. Then you look at how you've done. And then you amend, as required, your next year's strategic planning. That's the cycle that we have not really managed in the past to really close well.

And what we want to make sure with Denise is that, first of all, the strategic planning is formulated in a fashion that allows them to develop those metrics and timelines consistently and that then we measure how we have been doing effectively in the same fashion with that task and that we can-- so I'm expecting that we're going to be able to use AtTask as a tool for that overall planning process.

We're not there yet. Let's be clear. AtTask has been populated over the past few weeks and months with a lot of elbow grease, to be honest. It's taken a fair bit of effort, and Carole can attest to it, to get it to the point where it is now. It's not perfect, but now we have a comprehensive base. So I'm expecting that, next year, for the budget process, we'll have more comprehensive data. We will have gone through the first year of using the system and putting numbers in front of it. And the first time, as you know, is always a little bit of discovery. So we're going to do a lot of trial and errors this year and hopefully be more precise next year as we use this tool as well.

I'll just go on the first page. Firstly, there's a lot of data in here. It's not very easy to look at. There's 14 pages in this document. You have here all the programs that make up that list of 150 that I mentioned earlier.

So you take an example. I'll take the first line that's right here, and I'll read it quickly so that you just have that example. Nothing's very easy to read otherwise. This is administrative. Sorry. Let me go-- right there.

So the first objective is operational excellence. You may remember that, out of the four objectives that Fadi had laid out, there's operational excellence, and then there's three other objectives.

Within the first objective, there's one of the four goals of that objective, which is mature organizational support functions. Akram is in charge of that.

Within that goal, there's a portfolio corresponding to administrative services. Diane Schroeder is in charge of the administrative services. Within administrative services, Diane supervises a number of programs that correspond to her daily activities and those of her department. And you can see one is just called very basically administrative services. It represents-- that's the second column. We are describing that it represents the day-to-day operations of the administrative services department, including front desk, facilities management, purchasing, travel management, et cetera, et cetera.

The metrics are described as the elements of this program will be measured generally by the quality and quantity of work, example (ph) cleanliness of the facility, meeting set up requirements for conference room, and so on.

Some activities are, of course, easier to attribute metrics to than others. And we'll talk a little bit more about that.

Dependencies and, of course, the staff and their legal requirements to administrative services. There's management (unintelligible), stakeholders. The topic, I think, is self-explanatory to this one. The program timeline-- because we have structured the system in terms of fiscal year, the timeline is here. The completion timeline of that activity-- it's an ongoing activity, so the timeline suggested is the end of the fiscal year, T3 (ph) being the period between Beijing and Durban, which closes at the end of June. So, basically-- normally, each trimester also corresponds to the-- the last trimester, T3, corresponds to or finishes with the last meeting of the fiscal year, which usually happens at the end of June, which is the end of our fiscal year. This year, it's a bit of an anomaly because Durban is in July and not at the end of June.

You have a question?

Unidentified Participant: I was just wondering. It's clearly an objective. It can be here year after year after year.

Xavier Calvez: Absolutely.

Unidentified Participant: Is there a way that you could clearly identify the programs that were going to end this fiscal year so that someone can actually see how you're going to get to projects-- to programs that (inaudible) this year versus the ongoing things that (inaudible)?

Xavier Calvez: Yeah. So, each line in this document that we're showing here is a different program that has its own timeline. So I've taken an example of a program which is really not a program which is an ongoing activity.

But there are a number-- So, let me take an example that's a bit different. You see finance operations here. I'm trying to find a program that's really a-- with a beginning and an end rather than a daily activity. I'm just scrolling through. IANA, SSR. Carole, if you have one in mind that I can find--

Carole Cornell: I was going to answer two questions. One is we do distinguish in the system what is an ongoing work versus a project work. There's an actual bullet. So we can separate that from a reporting capability. This is a quick Excel sheet, so it's not quite driven that way. But it certainly has that-- not every row and column that's on here matches. I tried to simplify it for the reporting purpose.

The second piece is, if you'll notice, up there, it says encouraged with the-- I can't even read from here-- DNS and ICANN community (unintelligible). Notice that the program timeline is FY '14 T3. It's showing that some things have a timeframe because of their project manner that they'll end up in a year later or something like that.

Xavier Calvez: I'm just trying to find a simple example of a program that has a very clear beginning and a very clear end.

Carole Cornell: MyIcann phase one.

Xavier Calvez: You see that on--?

Carole Cornell: Very bottom.

Xavier Calvez: Okay. So right here. This program is to roll out, basically, the--

Carole Cornell:	Internal IT interface.
Xavier Calvez:	Thank you. So this is, I would nearly say, a project. It's a program which objective is to roll out the interface of MyIcann with the other systems-- sorry-- as with MyIcann so that this one has fiscal year T2. In this case, this is really Beijing and the deadline for that specific program. So it had a beginning, though we're not showing it here. But, in the system, the program has a beginning, an end, a timeline.
	So AtTask, the system that we're using, is a project management system. It actually is very well designed to capture the data by the project, a lot less adequate for a daily activity, which is fine. We're just fitting it through so that we capture everything. But projects are really easy to manage with that, and you can have different participants. You can have subtasks within a project with a different timeline. And you have then, again, charts that let you see the sequence of tasks and so on. So it's a very elaborate tool for project management.
	What we are trying to be careful, as well, in sharing this is that we've been talking about, especially me-- I try to push Carole to share the list of projects that are under these programs. There's about 500 of those. It's not a very palatable set of information for your perspective to be able to review the budgets. It's just not manageable. It's too detailed.
Carole Cornell:	Hold on. Three things. I think that will cause some confusion.
	One of the things we're doing-- we're kind of doing three parallel paths. We're teaching everyone, basically, some basic ones, project management, so they know how to bucket the work. We do do a-- it is much more a planning tool. So what I mean by a planning tool-- it's making each of the managers if they have a program identified or a project identified to plan the work out. So there's resource planning capability issues, and risk management is part of the tool. You're not seeing that by looking at it in this fashion, but you'll see more of that as we develop more of those parts. But it's not ready yet to share out because people are still learning some of those basic functions and putting some of that data in. So you're not seeing that fully shown here on this report. But it does allow us to do resource planning in this tool. It allows us to do risk management. Certainly, it's time driven, but it's all part of that process. But I need you to know it's a slow rollout and not a fast rollout when it comes to that kind of data.
Xavier Calvez:	So we have shared that document yesterday so that you can become acquainted with the type of data, the structure of the data, over the next few weeks. The next few weeks for the budget process are that we are consolidating all the budget data so that we can then assign the budget dollars that have been gathered through the departments to each of those programs. So, in addition to what we're doing in the past, before, which is asking the department managers to submit their budget by nature of cost, we'll also ask them to say now this nature of cost-- to which all those programs does it relate so that, then, we can consolidate that input from each department and be able to also sort the dollars by that list of programs. Each department-- Carole has submitted her budget. She says this is what I'm going to be working on. Each of those programs-- every department has been doing that. And then we can have a transversal view across all the programs of which department contributes to it and for how much so that then we can associate the dollars to that.
	So what we want to do is share this information with you for now without figures because we're working on the figures. But we're earlier so that you can get

acquainted with it. You can go through it. You can start making sense out of it and having potential questions on what those programs are. What is not necessarily there either that you should think should be there? What is there that you think should not? And what we're going to do is, early May, producing similar format information but then with numbers, which is the detailed (unintelligible)-- with numbers associated to those so that you can then have a final view of the information quantified. And that will be the subject of the public comment process.

Roelof Meijer: Just to clarify that subject, there will be a separate document? Okay, you're not going to provide us with this whole thing with 150 programs in it and money allocated to it and ask us to go through it and give our comments. Right?

Xavier Calvez: Well, yes, actually. There will be amounts in front of each of those lines.

Roelof Meijer: Yes, I know.

Xavier Calvez: Right.

Roelof Meijer: And that's what you're going to--

Xavier Calvez: That will be part of the budget-- the comprehensive budget document.

Roelof Meijer: Okay. But there's going to be a budget document as well.

Xavier Calvez: Yes. And that will be part of it. So what I'm expecting to have is that this format with amounts in front of it will be the most granular level of information within that document, and then it consolidates into--

Roelof Meijer: Okay.

Xavier Calvez: But I do expect you to go through every single line of this.

Roelof Meijer: Don't you worry.

Xavier Calvez: I don't know where that came from.

Roelof Meijer: Okay. Thank you, Xavier. Any questions or remarks? Mathieu?

Mathieu Weill: I can do remarks. Thank you. I'm very pleased to see that there's a (unintelligible) program metrics. So I'm really looking forward to not every line but, at least, a program line checking this and see whether we feel there's a link between the program metric expectation and the budget number. That would, at least, be a first way of reading this that I think we can organize within the group. I would definitely advise that you, one way or another, distinguish between projects and activities in this table. That would, I think, be extremely useful. And I think it's pretty easy. Projects have a deadline and outcome and so on and so forth. That would help us determine exactly how many projects are ongoing at ICANN and, especially, do a quick ratio about how many projects per staff are underway, which is-- usually, if you're above one, that's already a bad sign because, if you have one project per person, then, probably, collaboration could be improved. So that's the kind of information I can expect from that. And so I look forward to the advancement of this. Of course, it will be perfect when we can review (unintelligible) against the expected outcomes. Probably, (unintelligible) missing right now, the actual outcome.

Xavier Calvez:	The reason why it's not there is because this is the first iteration. So, next year, we'll then have what we said we thought we were going to go against what effectively happened. So I think we're putting the pieces of the puzzle in place to be able to do what you're describing. I think that it's going to be an ongoing process to be able to get to the point where everything that you described can be done easily and comprehensively across all the projects. But, before, we just didn't have it. The only thing we could do before is say you guys should have it. So now we're working on having it. And then that means that you will have a lot more work because now you're going to have 150 lines to start looking at with deadlines and so on. Now there's going to be substance to deal with.
	My point is that I'm hoping that then we could have a much more comprehensive and substantial discussion about the budget - what's in it, what's not in it, what should be in it, what should be different as opposed to saying you should have that and you just don't have it. So now we don't have it. So now, this time, we're getting there.
Mathieu Weill:	Yeah, but somehow I think you have to take into consideration that you have about 150 people to come up with this kind of a thing, and we have about 15 people to look at it. The ratio between people and projects or activities or whatever, programs, is a bit different here than within your organization. So I'm not sure that we can look at all 150 of them.
Unidentified Participant:	No, but we can focus on the ones that are more meaningful in terms of budget.
Xavier Calvez:	You can. And you will choose the ones that are of interest to you. And there are other people in the other organizations who also look at it and will look at it from their perspective. That's a multi-stakeholder model.
Roelof Meijer:	Other questions? Yes, Leonid?
Leonid Todorov:	Thank you. Well, I'm more than pleased to see this pretty much detailed breakdown. I mean it was a very serious work. You should be praised for that. But, for me, I believe, as for many others, it would be really hard to navigate all these 150 programs. How would you suggest kind of prioritizing them so that we could check whatever we like to check? That's number one.
	And, number two, how should we distinguish those really-- I don't know-- burning issues for the ICANN vis-á-vis some others which are not as urgent?
Xavier Calvez:	I think I saw Carole wanting to answer that question. Is that right, Carole?
Carole Cornell:	So, in the tool that you'll be exposed to on Monday, it does allow you to search. So we don't have to do it quite as backwards. You could take one area of interest. You could search for that, and it would let you see that drill down and up, which it does allow you to do.
	The second thing is there is still going to be a little bit of time here between us putting in the original raw data and doing some analysis and some financial planning line for line. There (ph) is going to take a while. But, once we have that, we can then make sure we can focus on priorities (inaudible), urgent versus not. So there's some of that, but there is-- I just want to make sure we know (inaudible). There's a lot of learning curve going on internally to get this right. So we're going to make a lot of trials and tribulations, if you will, before we get the right model.

Roelof Meijer:	Thank you. I don't want to spend too much more time on this, too, because we have about ten minutes left, and we have to still start thinking about how we're going to work. But, Leonid, you have a last question?
Leonid Todorov:	It's okay?
Roelof Meijer:	Yeah.
Leonid Todorov:	Okay. Thank you. Anything on the process-- Okay, I have a final question because you had published the planning. And I think we're already running a bit behind schedule. So the rest of the planning-- is that going to stay as is? Or are you going to change it, because it would help us to know well in advance if you're going to stick to the planning or change it because it seems that we're getting quite a bit of work. And there even seems to be danger of an overlap between the budget process and the strategic planning process because one ends in June, and the other one starts in June. But maybe my first question first. Is the planning going to stay as it is, or it's going to change?
Xavier Calvez:	My expectation is it's going to stay as it is. What we have done is providing this data that we shared yesterday six or seven days late. We wanted to share it as per our working group on the 25th of March. So it's come a bit later than we wanted. But the rest of the schedule we're going to have to stick to it because the bottom line is it leads us to (unintelligible) budget end of June. So, when you do retro planning, then we are-- the publication of the draft budget early May, which is in five weeks from now or four weeks from now.
Leonid Todorov:	Thank you, Xavier. Maybe-- Among you people, maybe you can check if there's not a risk of the two planning processes coinciding.
Xavier Calvez:	Strategic from the operating.
Unidentified Participant:	Looking at the schedule, it would (inaudible).
Xavier Calvez:	28-6 is the public comment period end on the draft budget.
Unidentified Participant:	And early June there will be the--
Xavier Calvez:	The framework. Yeah.
Unidentified Participant:	So there is an overlap. Yeah.
Unidentified Participant:	And there's an ICANN meeting coming--
Xavier Calvez:	I think part of the issue that we have to deal with is that the strategic planning process is for-- what I think Lesley was trying to point out before is that, to have sufficient time to review it, it has to be completed-- or a first draft has to be made available, I think, no later than end of September or early October. So I think the issue is it has to be started before-- Yes. I'll talk to Denise about it to see how we can synchronize all this.
Unidentified Participant:	Thank you very much.
Xavier Calvez:	And I think part of the reason why we find ourselves in this situation is because we are redesigning the strategic planning process together. So the redesign time is additional to the actual carrying out time. So, hopefully, once we've done that,

	then the overall strategic part of the planning process can be carried out through the first six months of the fiscal year, no later than until December, so that then the flow of the operating plan development can be fitting within, let's say, January through June, which is already shorter than it is today. So what Denise and I will be working on is synchronizing those two phases so that they fit within the fiscal year.
Roelof Meijer:	Okay. Thank you, both, for being with us. All right. So the next item on our agenda is trying to take some decisions on how we're going to work on this between now and Durban.
Unidentified Participant:	(Inaudible).
Roelof Meijer:	I volunteered. Did I? I was just sharing this thing, not doing any work I think.
	So the first thing that is really coming up that we should consider doing something with is what we were just shown. I think there were five questions. I didn't see them all. The questions that are going to be published as the first start of the strategic planning process-- I think it would be useful to provide our answers to those questions. My suggestion, at least, would be to do that-- that we work to provide-- that we react to those questions and that we then also-- because I think that's still an action point uncompleted. We add, let's say, our overarching, historical comments on strategic plans at a high level. So any comments from-- in the group on that proposal? Yeah?
Unidentified Participant:	(Inaudible) probably in order to discuss it. I don't know what the timeframe is.
Roelof Meijer:	Use the mike because I think we are--
Unidentified Participant:	Sorry. May I suggest that we (unintelligible) knows it's got two major things coming up, unfortunately, between the Beijing meeting and Durban that, based on what we hear on Monday-- so that's tomorrow-- that you and I sit together and send out a draft schedule for the upcoming weeks up to Durban, including already dates for potential conference calls, so we can schedule it in quite early because this will be a rough time for the SOP if you look at the schedule.
Roelof Meijer:	Well, we've been in limbo for quite some time. (Inaudible). I saw this one coming. Is that okay with everyone? I think I would add that we would try to continue working with the same teams.
Unidentified Participant:	That's another question is--
Roelof Meijer:	(Inaudible) questions between teams or something like that. Sabine?
Sabine Dolderer:	When I understand the current proposal right, they actually make different (unintelligible) than before, and, therefore, it doesn't make a lot of sense to stick to teams, which are set up for the old plan, which (unintelligible) accommodate for the (unintelligible) on the old plan. And dealing with that might come up as sort of a conflict.
Roelof Meijer:	Yeah. Well, my idea of trying to stick to the teams is that we-- I think our experience is that, in smaller teams with somebody who coordinates, it works more efficient than trying to get this whole group to do something.
Unidentified Participant:	That's what you meant (inaudible).

Roelof Meijer:	That's what I mean.
Unidentified Participant:	Not with the same topics but, say, just working in teams.
Roelof Meijer:	Yeah. So we have-- what is it-- four or five teams. We try to divide the work among those teams. And, if there's not enough work to divide or if it's not a logical division possible, then we will merge teams. But, at least, I think the idea of having a few teams with a coordinator with a specific task works better than-- okay. For some reason, Bart and I find out that we do the work somehow. And the smaller teams work better to transfer some of the work too.
Unidentified Participant:	That needs to be added as well as soon as the strategic framework is published-- that we find out-- we recompose the teams according to, say, the topics or at least work in smaller teams and then consolidate it and do one document.
Roelof Meijer:	Exactly. And have we put you in a team already? Okay. We will work out something, Bart and I. Okay.
Unidentified Participant:	That's the strategic plan.
Roelof Meijer:	That's the strategic plan.
Unidentified Participant:	Now we have the ops plan.
Roelof Meijer:	(Inaudible) operational plan?
Unidentified Participant:	That's early May as well.
Roelof Meijer:	Yeah, but we're getting this thing earlier. I don't think there's any point in reacting what we have now. The document that I sent to you-- I don't think there's much point in reacting to that because the actual programs are not even in it. There's goals and something like activities and objectives and things like that. So we have to wait for the next version. But I think Xavier said that that would be early May.
Unidentified Participant:	Sorry, but just to clarify, for the operational plan, you mean what we have seen divided into this--? Is that the operational plan that is going to be--?
Roelof Meijer:	I do hope not. I think what we saw is a management tool or a project management tool. It's something to manage what you're doing. It's not an operational plan. So I do hope that there is something on a higher level of aggregation that gives us insight into what ICANN is thinking to obtain in the fiscal year 2014 and what it needs to do that and how we all get better out of it, what the objectives are. This is a completely drilled-down version of that plan. So somehow they're working their up from a lot of details to a high-level thing instead of details from a high-level thing--
Unidentified Participant:	Anyway, because, in the page that Denise-- she shared with us, this preview, there was a couple of lines that was written that everything has been so far in the strategic plan is going to be moved into the operational plan in a detailed way. So I was wondering what is the operational plan we're going to see.
Roelof Meijer:	It's written there. I'm not a ghost writer. Somebody has written there. And that's why-- I said okay.

Unidentified Participant: I actually have a question for Denise. I was late. I wonder whether she mentioned the regional strategy as, really, for ICANN. ICANN released the strategy for Africa, for Latin America, and it's now drafting a strategy for Middle East. They promised they're going to work one on Asia Pacific. So my question is: Is this regional strategy is being included in this general plan or is going to be included?

Roelof Meijer: Sorry. I cannot answer the question. But we will find out. It's an interesting question.

Okay. So Bart-- we will sit together and get back to you. Day after tomorrow we have a very small-- short update from this working group to the ccNSO. And I'll just say-- well, I'll just give a brief overview of what we've been doing so far, which is nothing over the last six months, and what we're going to do, which is quite a bit I think. So make sure that you reserve some time already in your busy schedules to start working on things. Thank you.