
ICANN79 | CF – FY26-30 Strategic Plan Development Community Consultation
Wednesday, March 6, 2024 – 10:30 to 12:00 SJU

MARGARET BENAVIDES: Hello, everyone, and welcome to the FY26-30 ICANN Strategic Plan Development Community Consultation. My name is Margaret Benavides, and I am the remote participation manager for this session. Please note that this session is being recorded and governed by the ICANN expected standards of behavior. During this session, questions or comments will only be read out loud if submitted within the Q&A pod. I will read them out loud during the time set by the chair of this session. If you would like to ask a question or make a comment verbally, please raise your hand. When called upon, you will be given permission to unmute your microphone. Kindly unmute your microphone at this time to speak. All participants in this session may make comments in the chat. Please use the drop-down menu in the chat pod and select "Respond to all panelists and attendees." This will allow everyone to view your comment. This session includes automatic real-time transcription. Please note that transcript is not official or authoritative. To view the real-time transcription, click on the closed caption button in the Zoom toolbar. To ensure transparency of participation in ICANN's multi-stakeholder model, we ask that you sign in to the Zoom sessions using your full name. Please use your first and last name. You will be removed from the session if you do not sign in using your full name. With that, I will hand the floor over to Becky Nash, Vice President of Planning.

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BECKY NASH:

Thank you very much, Margaret. I do want to make sure that everyone in the auditorium and in Zoom can hear us clearly. We got an indication that the audio was not as clear. I do want to welcome everybody to this session. This is a very important step in community engagement on the development of the ICANN FY26-30 Strategic Plan. I am here as ICANN Org Planning, and we are the team that supports the Board of ICANN, who is responsible for developing the next five-year Strategic Plan. The Board has asked the Board Strategic Planning Committee to carry out that work and bring that work back to the Board of ICANN. And with that, I would like to introduce the co-chair, one of the co-chairs of the Board Strategic Planning Committee, Maarten Botterman, who will have some opening remarks. Maarten, please.

MAARTEN BOTTERMAN:

Thank you, Becky, and welcome, everybody, to today's session, which I believe is one of the most important ones for ICANN's future. There's a lot of things we talk about this week, which are things that we need to address today. But if we don't think about tomorrow, we will continue to backfight on all the current issues. And the strategic planning process has guided us well over the years and is an explicit guidance for the years to come. So it's really about ICANN building its vision. And ICANN is not the organization, the Board. No, it's the community, the organization, and the Board together. It's about what we think together to be important for our future to come. Our mission is clear. It's embedded in our bylaws. It's to ensure the secure and stable unique identifier system for the one Internet. Our vision is something that may well be in line with what we always said. If we still manage to fulfill our mission, it's a pretty good thing, as somebody said from the root server

operators yesterday. Today we say for 40 years we've been routing the Internet without fault. We'd love to say in five years, today, 45 years, we've been able to doing it without fault.

So throughout the session, we encourage questions, discussions, and there's also a microphone in the room. So people in the room here physically can also speak up and participate. And we'd like to make it as interactive and beneficial as possible. And this is just one of the sessions on the way to our full strategic plan.

ICANN is leveraging the current strategic plan and strategic objectives as a starting point. So the current one that you will have seen, which we wrote about five years ago, and which we wrote together with the community. One of the things with that is where we want to improve in particular is ensure more community contribution, but also ensuring that more and more in the time going forward, we all use this strategic plan explicitly when we think about what to do next.

So we see that the current strategic plan is a good basis. We've reviewed it every year to update it. And we will evolve our visions. The challenge now today is to really look not just for the year ahead, but five years in the future and beyond.

So with that, we will highlight what's coming next, including development of the draft strategies, creating execution plans for implementing the strategies, and for developing the draft plans that will be all posted also for public comment. So a moment for interactive dialogue. And really look to hear from you as well. So back to you, Becky, to introduce this.

BECKY NASH:

Thank you very much, Maarten. And we appreciate everyone being here today. Just to note, later in the session, we're going to have some Zoom polls. So we do encourage each of you to log into the Zoom room, even if it's without the audio, since you're here in the room. But we do want to make this a very interactive session.

So I'm now going to cover an overview and provide a status of where we are. And this is specifically for those of you that perhaps have not been following the work that is progressing for the development of the five-year strategic plan.

So as an introduction, ICANN's bylaws require that a five-year strategic plan be developed for each five-year fiscal period, along with a five-year operating plan for each fiscal year. The strategic planning process that we're undergoing right now will result in the delivery of ICANN's fiscal year 26 through 30 strategic plan, along with ICANN's operating plan for the same five years of FY26 through 30. As I noted in the brief introduction, it is the board strategic planning committee that's responsible for initiating and leading the strategic planning process on behalf of the board. And the current timeline for this process aims to deliver the FY26 through 30 strategic plan for board consideration to adopt it no later than March 2025. And that timing is critical in order to permit enough time for the empowered community process. So next slide, please.

We just want to highlight, first of all, what strategic planning is. So overall, strategic planning is the process for strategically thinking. It's a process of discussing and learning from what we are doing now and

enhancing what we're doing now to plan where are we going next. So it has a long-term horizon view.

The approach that we're following for the strategic planning process is divided into four key steps. The first step is the environmental scan, also called a landscape assessment process. This step looks at where we are now and then has a forward-looking view of what are the trends that are going to be arising over the next five to ten years. So during this phase, which did take place late last calendar year with much involvement from the community, board and the org, we identified external opportunities and challenges, internal strengths and weaknesses, and it was a very forward-looking environmental analysis with an assessment of our current state and our future state in mind. Following the data collection, we did perform some analysis on the trends that were captured during this environmental scan, and that is the data that has been provided to the ICANN board and the BSPC as they move into the next key phase of this process, which is developed strategies.

So the develop strategies phase is where do we want to go? It is relying on the mission, and ICANN's mission is well-defined in the bylaws of ICANN. And leveraging the mission and keeping that in mind, then the BSPC developed a draft vision statement, which is an aspirational statement of where do we want to go. And this was all contemplating the core competencies of ICANN and an eye on the strategic objectives and goals, leveraging our existing strategic plan that has five strategic objectives.

The next key step following the development of the strategies, which is the phase that we're in right now, is that once the board has identified draft strategies and shared them with the community, and then these strategies do get worked on by the ICANN org executive team in the phase called develop the implementation strategies. So these would be the plans on how to develop the strategic goals and objectives that are being developed. So this focuses on the workforce planning, internal alignment, integration, and deliverables in order to achieve the strategic objectives and goals. And it also highlights the metrics, the timeline, and also risks.

And following that stage, then we move into the more tactical stage of develop the action plans. So the plan for execution or to how to carry out in more detail the particulars of the implementation strategies and the resource allocations. And this is represented by the one-year operating plan and budget. So again, the key deliverables that come out of this approach, we received the environmental landscape, environmental scan data from org, board and community. Then the BSPC and the board will develop strategies, and that will eventually be a five-year strategic plan with strategic objectives and goals. Then there will be the develop the implementation strategies plan, which will have be represented by the five-year operating plan. And then the last stage, again, is develop the action plans, which will be represented by the one-year operating plan and budget for FY26, along with a view of the five-year operating financials.

So if we go to the next slide, this is a view of the timeline. And as you can see, where we are today is at ICANN 79. And the develop strategies phase has been underway since the middle of January of this calendar

year. So we are in a critical stage of developing strategies based on the environmental scan analysis and other input from the community. And then we will shortly be moving into the develop implementation strategies. That will be followed by a draft plan development and reviews, and we do expect community engagement and webinars at that time as well.

Then we will have the public comment period, which we are expecting to be in the July time frame, and that will be a key critical step for the community to provide us comments on both the draft strategic plan and the draft five-year operating plan. So following the public comment period, there will be an analysis and an update phase. And then we are expecting to have additional webinars and engagement on the plans. And the targeted date to present the plans for consideration by the board is March 2025. And that permits enough time for the empowered community step, which then, should there be no petition raised, the strategic plan for the next five years and the operating plan will be available to go in effect at the beginning of our fiscal year '26.

This next slide does give a view of our environmental scan sessions. We again want to thank all of the community members that participated in three sessions that were held. And again, this was a view on where are we now and where are we going to be over the long-term horizon. The seven sessions also included a board session, a session with the executive team, and then two cross-functional organizational sessions. We had well over 185 participants. And you can see here that we had 130 community members participate. And then you can see that we had the board and organization and the executives as well. We collected over 940 data points that were then analyzed and highlighted as either

external environmental data elements or internal environmental data elements. Again, we really want to thank all of the community members for their engagement in this process.

So the phase that we're in right now is develop strategies. So developing the strategies is the process to create the strategic objectives and goals to guide ICANN in achieving its long-term vision. The board of ICANN actively engaged in several working sessions to draft a vision statement. And this is a vision statement for our end state for ICANN at the year 2030. So we are presenting the vision statement as a draft statement today. And that will be on the following slides and where we also want to get some feedback via some interactive Zoom polls.

So following the discussion of the draft vision statement, the board then proceeded to develop strategies. Overall, the strategic planning process is designed to be highly inclusive and ensuring participation across the ICANN ecosystem. And that was reiterated by Maarten in his opening remarks. It is important to have engagement with the community throughout this entire process. And the board is committed to engaging the community throughout various opportunities to discuss draft strategies throughout the process.

So if we do go to the next slide, here we have the working draft vision statement. So I will just read this out and then we will also have a Zoom poll shortly. So as the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single global interoperable Internet for all. This is being shared as a working draft. And the draft vision statement may evolve during the strategy

formulation phase and based on community feedback before including it in the draft strategic plan where we also may receive public comments on the vision statement. So at this time, we are going to run -- oh, Maarten, please go ahead.

MAARTEN BOTTERMAN: Yes, just a little bit of background on this statement. Trusted stewards is not something that is only we have done our job well, we also seem to have done our job well. And ICANN isn't only the organization and board, but it's community organization and board. And the dedication is clear to that globally interoperable Internet. So looking forward to your thoughts.

MARGARET BENAVIDES: Thanks so much, Maarten and Becky. We just want to share that this is the first of two polls. So this is on the draft vision statement. And you can pick multiple selections. So thank you so much. The first is the vision statement resonates with ICANN's mission and values. The second is the vision statement reflects a shared vision future of the community, board, and org. The third, the vision statement is clear and easily understood. The fourth, the vision statement inspires a sense of purpose or aspiration. The vision statement captures the essence of what we aim to achieve. And the vision statement will be relevant in the long term by FY 2030. Thank you.

Thank you all for your responses. Looks like we got some great responses for the vision statement resonates with ICANN's mission and values. The vision statement is clear and easily understood. And the

vision statement will be relevant in the long term by FY 2030. Those were the largest. So thank you.

BECKY NASH:

Great. Thank you, everyone. We'll just pause and see if there are any questions in the chat or anyone that would like to provide commentary. I do see a hand raised. Xavier?

XAVIER CALVEZ:

Hi. Thank you for the poll and for everyone also—This is Xavier Calvez. About the poll, we also want to be able to collect any input that you may have about things that you think are not adequate in the current proposed draft. So all the statements here are expressed in a positive fashion. But if there are improvements, changes, things that you think should be reflected differently, not reflected or are not there that should be there, please also provide that input. It's also very useful. Don't hesitate to do that in the chat and we'll try to capture it as well. Thank you.

BECKY NASH:

Okay. Thank you very much. And we appreciate everyone's involvement in the Zoom polls. We will now move to the next part of the presentation. So if we could go to the next slide. So one of the key outputs from the environmental scan analysis phase was that there were distinctly three major areas of themes that were highlighted in all of the data that we collected. So based on the overall sentiment of the input received via the environmental scan sessions, the developing strategies phase that we are in will be driven by three main objectives

and themes. And these themes are not unlike some of our existing strategic planning themes, but this is where we can focus on gaps and the evolution.

So the first theme is the internet governance. So this includes strategies to reinforce the multi-stakeholder model in the internet governance landscape. It also includes mitigating geopolitical tensions, avoiding fragmentation, and advocates an exclusive governance model and to enhance ICANN's role and its influences within ICANN's mission. So that is the first key theme that has been an output from the environmental scan sessions.

The next theme that we had lots of input about as well was identifier systems, technology, security, and the IANA functions. This includes strategies to enhance the stability, security, and resilience in the field of domain names, IP addresses, and protocol parameters, strategies to deal with other identifiers, and strategies to continue to enhance the IANA functions. And the third theme that came out of the environmental scan phase is ICANN's multi-stakeholder model and operational excellence of this model. So this includes strategies driving the systematic and sustainable improvement of ICANN's multi-stakeholder model. It touches upon optimizing processes and workflows, factors ensuring consistent delivery of high-quality policies, community, board and org growth and engagement, strategic alignment of multi-stakeholder model operations, and the strategic directions implementing best practices, fostering a stronger culture, leveraging technologies, along with other operational excellence aspects of supporting the multi-stakeholder model.

So we will pause here to now run another poll, and we want to open up a dialogue following the poll on these main themes. So please, using Zoom, use the polling option.

MARGARET BENAVIDES: Thank you, Becky. And just again, as before, this is our second poll, and there's no limitation on selection, so please feel free to choose all that apply. Thank you. These themes are very relevant to the current needs of ICANN. The explanations of each theme align with my understanding, and these themes are within ICANN's mission and is aligned with the draft vision.

BECKY NASH: Thank you for those that are entering into the poll. We see that it's still very dynamic at the moment. But we definitely are seeing a response to the first question, is that these themes are very relevant to the current needs of ICANN, and we see high support for that. The next polling question is, explanations of each theme align with my understanding, meaning that the data elements and the environmental analysis and the themes that came out of the sessions align with the understanding of the community. And these themes are within ICANN's mission and is aligned with the draft vision.

So we'll just pause here and see if there is anyone that would like to elaborate either on their thoughts and their votes and/or ask any questions about these themes for draft strategies for ICANN's strategic plan. Again we do encourage dialogue as we are focusing on these key themes. So if there are any community members online or anyone else

that would like to share their thoughts about draft strategies surrounding these themes. I don't see any hands raised or any comments in the Q&A pod or anybody in chat that would like to go ahead and speak up. We do have a hand raised. Anne Aikman-Scalese, please go ahead.

ANNE AIKMAN-SCALESE: Appreciate it. Hi, this is Anne. I'm sorry I can't be there. In number two, when we talk about quote/unquote other identifiers, I think it might serve us well to be a little bit more specific about those other identifiers. Are we talking about alternate root issues? I'm sure a lot of thought was given to the drafting, but it may not be super clear when folks aren't deeply buried in all the policy work, etc., that we do and they're not necessarily aware of SAC 123. Maybe we should be more specific about other identifiers.

BECKY NASH: Thank you, Anne. So your feedback here is related to theme number two and using the term identifier systems and whether or not we want to enhance this to indicate a little bit better is this the DNS, is it other aspects of the identifiers? Here we do have obviously the stability, security and resilience aspect listed here and of course for IANA functions we have domain names, IP addresses and protocol parameters. Do you want to highlight what your point of view is of what you would expect to be stated and how to enhance this?

ANNE AIKMAN-SCALESE: Thank you. It's Anne again. I thought that strategies to deal with other identifiers might mean identifiers happening outside the DNS and things that are emerging technologies such as blockchain. Maybe I'm completely wrong and that's not what this phrase is talking about. It's just not super clear to me what other identifiers means. Thanks.

BECKY NASH: Thank you very much, Anne. That's really good feedback indicating that it isn't clear and if this is talking about additional alternate identifiers to the root zone and the DNS.

MAARTEN BOTTERMAN: Thanks indeed for that. Please note that yes, of course, currently the DNS and the IP addresses is what we serve to make sure that the addressing works, the identifier systems. Yet you may also have seen on the website that OCTO is also looking into the -- our technical office is also looking into what new technologies such as blockchain and AI are bringing and we really think it's important to continue to keep a tab on identifiers at large when moving forward and when evolving the system we have. Whether that will lead to a fundamental change, we don't expect it at this moment, but to learn from it and to make sure that we have the best system ever is important to us. So yes, we look broader and the focus is on making sure we continue to serve the world with the unique identifier system that works. I hope that helps a little bit. All input is welcome.

BECKY NASH: Thank you very much, Maarten, and thank you, Anne. Back to the main themes here. I will just pause and see if there are any other questions or comments from anybody online or in the Q&A pod. If we look at the poll that we took -- oh, yes, please, we have -- please state your name for the record as well.

BETTY FAUSTA: Okay. Thank you, Betty Fausta, for the record. EURALO, ALS, and NomCom. Just a question, maybe for newbies in the community, some data visualization like [inaudible] graph can help for the future. This is just a comment of a presentation.

BECKY NASH: Could you repeat your question?

BETTY FAUSTA: Yeah, I just say some data visualization could help. Because I don't know, is a point two is more important financially than point three or point one? You know, I don't know what is the balance between the three categories. I don't know if IANA finance is very important or less, or if for multi-stakeholder model we have some input. So everything is on the same line.

BECKY NASH: Great. Thank you for your question. So I think that's a very good suggestion about whether or not having a ranking of importance or a prioritization of these main themes is what I heard from the comment, and we appreciate that very much. And definitely, as the board

develops strategies, these are the strategic objectives which would be of importance and priority, and also support the vision, which is also supporting the mission of ICANN. But thank you very much for your comment. I appreciate that.

So we'll just ask again if there are any community members that want to give their thoughts on these themes. You know, again, the poll indicates that these are very relevant to the current needs of ICANN, and that they are also within ICANN's mission and aligned to the draft vision. And these, again, are the areas of key importance that will be addressed by the board of ICANN to develop strategic objectives and goals surrounding these three themes.

Okay. As we go to the next slide, again, the board is very committed to hearing from the community, and community participation is crucial for the strategic planning process for ICANN. This is for overall ICANN's strategic direction with strategic objectives and goals. There is more detail on the links that are listed on this page. We have both our strategic plan webpage on ICANN.org, and then we also have a community workspace called our finance and planning community wiki space where we have all of the community engagement and webinars and recordings related to the launch of the development of the five-year strategic plan.

MAARTEN BOTTERMAN:

So just also to [inaudible] yes, of course, the text we have been using on these slides is limited. We also didn't want to use a finer print on the slides to be able to reflect more words. We take your comments that the current level of information is very difficult to comment on very

seriously, of course. But more detail is in these pages, and our aim is to really present to you where we stand, hear from you where we stand at this level, and look forward to your continued input, not only during this session, but also in interaction to the information that has been displayed on these pages and the webinars to come and things.

BECKY NASH:

Thank you very much, Maarten. So just highlighting that the next key steps is that the board strategic planning committee along with the board of ICANN will be developing draft strategies, and there will be opportunities for engagement with the community as these draft strategies are being finalized. And then at the same time, as we indicated, the ICANN org executive team will be contemplating how to develop implementation plans. And both of these are going to be the subject of public comment, but we will be having informational webinars as well throughout this process. We have another question in the audience. And a microphone is being delivered. Thank you.

BETTY FASUTA:

I have a question pertaining to the budget. Specifically, the participation and the budget for the fellows. So I was wondering if this budget was about to increase or to decrease. So I'm part of the ICANN 61 fellow promotion, and I assure you that it's quite time consuming to understand how ICANN works. So when one addresses participation of the community, then you have to give this community the means to understand what ICANN is. As for the budget, I believe it took me five years to really understand how everything was organized. And this is

absolutely crucial. So I wanted to know if this budget was about to increase or to decrease.

BECKY NASH: Thank you very much for your question. Xavier Calvez is going to respond. Thank you.

XAVIER CALVEZ: This is the only reason why I'm about to respond. It's not because I know more about this topic. It's just because I speak French. So I believe the fellowship budget won't change. We will come back to you. But let me repeat that the resources allocated will be the same. Your comment is nonetheless essential. Indeed, it is quite time consuming. Understanding ICANN, understanding where you can source the information, all this is quite complex. You are absolutely right. At ICANN, we often want to provide a lot of information. And sometimes it is a bit of an information overload. We are fully aware of this.

And as for the strategic plan documents, yes, we know this is an issue. We had 300 pages the last year. We tried to downsize the document, but we still have 200 pages. So it's always a bit difficult to identify what matters to one person and what matters to another person. So we still are fully aware of this, and we want to improve access to information by way of simplification. Earlier, you suggested using graphs and more data. So we also thought about that when we were describing the plan. So please keep coming in with these comments. They are really useful. They allow us to improve the plan's accessibility.

And we are also aware that too much information is not conducive to good work and is also not necessarily conducive to more transparency. I believe we have to strike the right balance between enough information to be transparent and too much information which would lead to not enough transparency. So thanks for your comments, and we will come back to you to confirm the accuracy of my answer pertaining to the fellowship budget. Thank you very much.

BECKY NASH:

Great. Thank you very much, Xavier. We have a couple of points in the chat, and then also just again to highlight the process and the different plans that we have. I think it might be useful that we cover just a few points. Again, this is meant to help those that are new to the process along with encouraging others that are participating.

So in the chat, we received a comment indicating that if we go to slide 9 of the presentation, that the appearance of the themes that are listed here as three large areas of themes, it gives the impression that the current process to develop draft strategies for the FY26 through 30 five-year period is reducing our current strategic plan, which is FY21 through FY25, from five to three strategic objectives. Although the Board of ICANN is leveraging and contemplating the existing FY21 through 25 strategic plan, it is not a given that we would have more, less, or the same strategic objectives. The formulation of the strategic objectives comes out of developing draft strategies, and in order to permit the Board to identify the evolution of our existing strategic plan and contemplate new areas that are evolving, we took all of the environmental scan data and bucketed or grouped them into three

main areas. These in themselves could become separate draft strategies that evolve into separate strategic objectives. So I didn't want anyone to think that this was already, as they say in French, a fait accompli, because it's not. We are developing, and the point will be that it's a draft plan that at the point in time that it goes out for public comment will have much more detail that, again, we plan to have lots of engagement on the draft strategies as well.

So if we move to slide 14 just for one moment, I just wanted to highlight that what we were being asked in the chat here in a very good question was that currently ICANN's strategic plan has five strategic objectives that are listed on slide 14, and we've included on the previous slide and the subsequent slides links to our current strategic plan because it is important, I believe, for the community members that are coming to this process and want to add their engagement and participation that they do realize where we are today in our strategic plan.

So the strategic plan for FY21 through 25, we are just planning for the last year of the current strategic plan. We are currently in FY24, and the budget for FY24 is a one-year budget under this five-year plan, and then we are in the process of working on the FY25 operating plan and budget. And then today in this session we're focusing on the strategic plan for the next five years that will then be followed by both a five-year operating plan and a one-year operating plan and budget and a five-year financial plan starting with FY26.

So I think if we go back to slide number four, I just think, again, this highlights the stages of this project and process to develop the five-year strategic plan where, again, developing the strategies for five years will

have the deliverable there is a five-year strategic plan with strategic objectives and goals, and the number of them is not yet known as the board is embarking upon this process. And then from there we will have the more detailed implementation strategies for five years, and then we move into the more detailed operating plan and budget. And I'll just see if there are any more questions.

SHAH RAHMAN:

Hello. This is Shah Rahman from ALAC. I'm just curious to know that when we talk about the strategy, I am seeing that in the environment, they have talked about the opportunities and challenges, but my concern is about that to achieve that strategy goal, we may need to identify also the threats, which could be external. So what are the threats that you might highlight that we can get the opportunities to make the threats in a positive way, and then we can work on that threat and make it as an opportunity? Thank you.

BECKY NASH:

Thank you very much for your question. So basically as part of the analysis that the board is performing in order to develop strategies, there's been a view of what are the external opportunities and challenges and what are the internal strengths and weaknesses. And this is where an evaluation of using a technique for a SWOT analysis is something that the board is evaluating as they contemplate developing strategies, again, to ensure that we capitalize on the strengths of ICANN and therefore to overcome weaknesses. And an element of all of this is also looking at the risk aspect of the plans. So this is an evaluation that

is taking place in order to develop strategies, again, surrounding those main three themes.

ROSEMARY SINCLAIR:

Rosemary Sinclair from .au ccTLD. My question actually follows on from my colleague's question around threats, but perhaps I ask it in a slightly different way. I'm interested in when and how the strategic planning approach takes account of risks, as well as having very significant responsibilities as stewards of the unique identifier system. So there are some things we simply must do. There are matters that are of strategic importance that also we need to be directing resources to. But the third element in my way of thinking is that there are risks we need to be managing. And those also, from time to time, need resources dedicated to the management of those risks. So I'm interested in some conversation and visibility around risks and how those are incorporated into the process. Thank you.

BECKY NASH:

Thank you very much, Rosemary, for your question. And definitely as part of the overall strategic planning process, we have identified strategic risks. If we even refer to our current adopted strategic plan, we have prioritized the strategic objectives, the goals, we've indicated our targeted outcomes, and then we have highlighted the strategic risks for each of those targeted outcomes. And this, of course, is using a risk assessment, identifying threats, and along with the weaknesses in order to identify where are there risks that this strategic plan needs to contemplate in order to overcome those risks and achieve what we call the targeted outcomes currently under our current plan.

MARGARET BENAVIDES: I see Xavier Calves has his hand raised and then we'll go to Claire. Thank you.

XAVIER CALVEZ: Thank you. Thank you, Rosemary, for the point about risks. But just to add to what Becky said, as she indicated, the current plan has this mention of strategic risks associated with each of the strategic objectives. Ahead of us, what we would like to do is a bit more what you described, which is to have a more integrated and embedded development of the plan, adjusted to take into account the risk and, of course, what mitigation we think we should put in place to address the risk while carrying out the activity that is triggering the risk. So there's in the next phases of the plan over the next few weeks, what we want to be able to do is possibly iterate also the strategy as a result of having taken it, identified and taken into account the risk to, and of course, using the mechanics that we have in our risk management approach of having a risk appetite statement, which basically helps us determine for a given activity what appetite for risk do we have. Therefore what level of risk do we accept? And for the part of the risk that we don't accept, therefore what mitigation strategy do we need to put in place, which becomes then part of the strategy that we want to be able to develop and then will translate for us into an operating plan that will carry out the activities defined to do the work and at the same time mitigate the risk. So that's an integrated risk management approach which we need to become better at. Thank you very much for that. Sorry, we didn't mean to have a private conversation.

ROSEMARY SINCLAIR: No, no, no, but I just wanted to share this with the room by explaining that that integrated process is exactly what we do at .au and it's why you see .au members here at ICANN. On our risk register we have a geopolitical risk which may mean a fragmented internet. What do we do to manage that risk? We participate very actively in ICANN. That means we put money in the budget for a policy team, for travel expenses and the like. So the integration is absolutely critical and similarly, Xavier, it's taken us some time. We didn't do this from day one. We had to think our way through the process. But it means that all our activities and all our resources are clearly identified as being used in the pursuit of strategic objectives or to manage risks effectively. Thank you.

MAARTEN BOTTERMAN: Yes, thanks. If I may shortly comment on that. I think Xavier would also say that's what we do in many ways. This is why we have the current plan and this is also why the current plan was for five years. But every year we looked, is it still good enough to guide us through our actions? And every strategic plan is closely followed by an operational plan, as you said. It's crucial. And just in general, we had to -- it's so important for us all to realize that we have a good and deep understanding of a lot of the details. And it is about aligning them right. But it's also about showing the world what we're doing and why we're doing it in a way that's understandable.

Now, for those in the room that are new, I would strongly recommend to read the current plan. It gives a deeper understanding. And it does go down to a slightly deeper level of detail. And that will be a good

orientation. It's also kept at a readable level. So not all detail is in there either. This morning we had a meeting as board with the SSAC. And one of the things that the SSAC has produced is also a view on emerging technologies and how to deal with it. And that is also on the website. So this all and more is input. So really appreciate your feedback both on the communications and on the detail. And please don't limit your inputs to this session today. It's a starting point.

MARGARET BENAVIDES: Yes, thank you so much for that input. And I just want to take the microphone now to Claire Craig, if possible. Thank you.

CLAIRE CRAIG: Hi, everyone. I am Claire Craig. I am one of the co-vice chairs of the ALAC. And I'm speaking in my capacity, that capacity. We really appreciate the work that ICANN Org and the board is doing to ensure that the information on the strategic plan is being disseminated to everyone. And as you said in your one of the slides, this is a very important conversation. But as we look around the room, we can see that it is not always seen as a very important conversation for everyone. So for instance, in the ALAC, we have two main working groups, which are the Operations, Finance, and Budget Working Group, as well as the CPWG, the policy working group. Now, the policy working group has probably three times as many persons as the Operations and Finance Working Group. But what we have done in ALAC is to ensure that ALAC members participate in both working groups to help that information to go back down to the end user community, which is the community that we represent.

So I am suggesting—before I suggest that, I am saying that we really appreciate what you're doing. You have held meetings with the ALAC. We saw the pilot that you did with the community with respect to having those breakout rooms. And one of the breakout rooms was dealing with the strategic plan. And we know that was new. And so it may need some tweaking. But we recommend that you probably have to find more ways to help the community to engage. Because unless you do that, this is what we will end up with, where the community still does not have the information that is needed. In that regard, we would also like to suggest that we work more collaboratively, if you all could find ways to help us to work more collaboratively with the SO and ACs, the other SO and AC leadership. Because it would help us to understand some of the issues that they are dealing with. And they can understand what we are dealing with. So that we're not operating in silos. And we can work collaboratively to help the board and the org to prepare this new strategic plan. Thank you.

BECKY NASH:

Thank you very much, Claire, for your comments. And I really appreciate your recommendations there in order to ensure that we invite more community members along on this journey. And we do really want to find ways to ensure that we include more people. So first of all, I did hear you provide some feedback on the new prep week session that was held for ICANN 79. It was a new format which had board members leading three different breakout rooms. So three different dialogues and discussions. And as you indicated, Maarten was leading one of those rooms along with another member of the board on the topic of

the FY26 through 30 strategic plan development. And so I appreciate you providing input on that new format.

And finally, looking for ways to work more collaboratively. And I think one of your recommendations was to work with the SO and AC leadership. And then also to identify how to disseminate this information throughout the SOs and ACs.

From the planning standpoint, we are very encouraged when we meet with groups within the SOs and ACs that do participate in the planning process, such as the At-Large OFB. And also we have another community that also invites us consistently. But we want to hold more and more public sessions and even help community members read the documents. We do realize or understand what's in them. And we do realize that it's a lot of volume. So thank you very much for your suggestions there. And I think Xavier has some comments.

XAVIER:

Thank you. Just to add to what Becky just said. By the way, it's quality that matters. It's not quantity. Though, of course, we would love a larger quantity of quality input as well. But you're pointing out also to a challenge of the topic is that there's not a lot of people who come at ICANN for planning purposes, right? Or to look at plans. They come into it as you are, as others do, out of interest, out of starting to understand the ecosystem and how the planning process supports the understanding and the capacity to influence as well. And we want to continue promoting this process as a mechanism to understand and to influence what is being done at ICANN. When you provide input, when Anne was indicating earlier that this language is not clear, we're going

to clarify it. It's going to help. It's going to enable things that without it would not have been. The At-Large teams have often led the charge or participated to leading the charge to engage more and find new ways to engage on those topics that are complicated. Betty was making the point it's a lot of information. It's complicated. It's not necessarily also some topics that a larger number of community members have experience with. So when you start into it with that experience, it takes efforts and help to be able to engage. So we welcome very much your point. I think the breaking the silos point that you made is something we absolutely want to help with. And of course, organizations like yours who are promoting this, we want to be able to work hand in hand with you to be able to promote that further. There's so much we can do. There's so much you can do. But together we can do -- it's one plus one equals three, if you see what I'm saying. If we work together to help promote that, I think we can do a lot in that direction. So thank you very much for that input. And please continue to participate.

BECKY NASH:

Thank you very much, Xavier, and thank you, Claire. Some more comments in the room. Thank you.

NIGEL CASSIMIRE:

Thank you. Yes, I'm Nigel Cassimire from the Caribbean Telecommunications Union. I see you're into the strategic planning approach now. And I had some thoughts percolating in my mind on the earlier section where you were dealing with the themes. And I recall the themes being Internet governance, the identifiers, and the third area was efficiency of operations and so on.

And one of the points you made, or one of the points that was highlighted was that it was crucial to engage the community. And I'm wondering if that third theme area includes basically strengthening the community, strengthening the capacity in the community to provide the inputs that we might need, provide the inputs that might improve ICANN. And I'm suggesting if it doesn't, that in the strategies that we developed, that we take into account, and hence apply resources to strengthen the community, and if that would include, I don't know, capacity building, greater engagement, and this would have to apply to all of the communities, right, whether it's government, whether it's ALAC, whether it's whomever. So I think strengthening the communities -- I mean, I just walked in, so I'm not sure if it's something that has already been taken into account. But I'm saying that that seems to me to be an important part of what ICANN should be doing going forward. Thank you.

MAARTEN BOTTERMAN: Thank you very much for your comment. So the multistakeholder model, bottom-up, brought us where we are today. And it's been very effective because the Internet works today, and what we do works. And we've organized our multistakeholder model a couple of years ago, and now the challenge is to make together sure that it will continue to function and serve us in the way it's intended, bottom-up, representing all stakeholders' insights towards the future. So one thing is the processes. We've seen activities within, for instance, the GNSO to improve the PDP process and others. And we've seen in the ALAC, in particular, activities to reach out to the regions and involve people from all regions. So I think it's both on the processes within the communities

overall, how we can communicate best, as well as a very clear understanding that we need to continue to evolve our participation, hence also emphasis on, for instance, the fellows, the newcomers, to make sure they feel welcome. And you will find on the website also more and more information to get people quick, up to speed, if they want to learn there. So very much appreciate that. We do see that multistakeholder is the way forward, and we do see that we need to make sure together that it remains effective and isn't only based on how it was ever designed, but it continues to go with the time that we are dealing with this. So really appreciate it.

BECKY NASH:

Thank you very much, Maarten. Okay. Just asking if there are any other participants that would like to speak and provide their input. I don't see any hands raised. And I don't see any questions or chat that requires a response. Is there -- Xavier, please go ahead.

XAVIER CALVEZ:

I just want to thank the interpreters. Thank you. All the interpreters in any language for helping us in being more inclusive.

MARGARET BENAVIDES:

There's a gentleman in the front, second row, if we can bring a microphone to him. Thank you very much. Please state your name for the record. Thank you.

UNIDENTIFIED SPEAKER: Hello. [inaudible] from the German government for the record. Thank you for this helpful session. I think this was very helpful, and I think the three main themes reflect what was discussed in the environmental scan, understanding, of course, that as we go on with the process, we will get more into detail. I have more of a procedural question, I guess, but that also has to do with transparency and inclusivity in the process. What we have now is the draft vision statement and these three main themes. Are you planning to share with us the mission and strategic objectives and so on, step by step, intersessionally, or are you planning to publish a full draft before ICANN 80 and go immediately to public comment? Thank you.

BECKY NASH: Great. Thank you very much for your question there, and thank you for attending this session. In general, just as noted on the screen here, the procedural part of this is that the development of draft strategies is underway, and there will be opportunities for engagement and sharing ideas about the draft strategies via webinars or consultations, but the formal plan as a draft will be published in approximately the July time frame for public comment. So that will be the draft plan with presumably strategies, strategic objectives, goals. We talked about things like targeted outcomes and risk strategies as well. And that will have a public comment that will run for community consultation, and we really look forward to all of the community's feedback.

It will also include the draft operating plan, meaning the implementation strategies in order to fulfill that, each of those strategic objectives. And again, once we receive input on both of those as a result

of public comment, we'll have further opportunities for engagement. The board will be engaging and then have opportunities to revise the plan. So I hope that answers your question there, that more detail definitely will be shared, and a draft plan will be published for public comment.

Okay. At this time we don't see any further questions or hands either online or in the room. So we want to thank everybody for their attendance today, and thank you for both all of you who are online and in person here at ICANN 79. Thank you very much for all your support. And please feel free to reach out to the planning team for any procedural questions. And we want to thank the board members that are in attendance and Maarten here today.

MAARTEN BOTTERMAN:

Yes, also from my side, deep thanks. The planning team that is supporting this exercise is building on a growing history of experience with the past and interaction with the community. And they do excellent work in reaching out, keeping you up to date, and very much agree also with one of the points that Claire made was like breaking down silos. What we've seen over the last years is increasing work across silos. And I think it's very good that that continues and that may be one of the things that will be expressed in the new strategic plan with extra emphasis.

Also, a last reminder, the current strategic plan has been updated every year. So if the new strategic plan will be very different, that will be a surprise too. But when needed, we will do that. And look forward to continued engagement indeed. And also with big thanks to all those of

the boards that are deeply engaged. This is the biggest committee on the board with deep engagement from many. Thank you very much.

[END OF TRANSCRIPTION]