
ICANN82 | CF – ccNSO: Strategic and Operational Planning Standing Committee
Sunday, March 09, 2025 – 15:00 to 16:00 PST

JOKE BRAEKEN

Hello, and welcome to the ccNSO Strategic and Operational Planning Committee session. My name is Joke Braeken and I'm the participation manager for this session. Please note that this session is being recorded and is governed by the ICANN Expected Standards of Behavior and the ICANN Community Anti-Harassment Policy. During this session, questions or comments submitted in the chat will be read aloud if put in a proper form as noted in the chat.

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ANDREAS MUSIELAK

Good afternoon, everyone here onsite in Seattle, and welcome to all who joined us remotely. I jumped directly into our agenda, so next slide, please. So where is our agenda? Here we go. So

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basically, we have under agenda item two, we want to discuss our approach to reviewing the ICANN FY26 Operating Plan and Budget and see what went good and what went probably not so good, and probably we get first feedback from ICANN planning if it's already possible.

Then we had also commented on the PTI strategic plan under agenda item three. So we will receive some feedback on our feedback and also review a little bit the process. Then ICANN under agenda item four was published the Revised Strategic Plan. So we have one item we would like to discuss, I think otherwise the current plan is sound and stable.

And then under agenda item five, Becky will give us some insights about the management framework. This is a topic we discussed over years, but at least in the last two meetings we discussed clearly about the management framework, and I hope there is progress, and Becky will show us the progress later on.

Number six, Any Other Business, as usual, we want to discuss the next possible meetings, fields, areas which we should focus on. That will be under agenda item six. With this, I hand over to my vice chair, Irina, which will guide us through the first two agenda items two and three. Thank you very much.

IRINA DANIELA

Thank you, Andreas. Hello, everyone. Nice to see you here and in Zoom. It's Irina Daniela speaking for the record. And well, I have to congratulate all of us because we survived our yearly exercise

called Public Comments on ICANN's PTI Operating Plan and Budget. Well, everyone survived, we did not lose anybody. Well, those of you who are with SOPC for several years have probably noticed that we are always attempting to optimize our working method to make our lives easier, and therefore I want briefly remind you how we did this year and then ask for your feedback.

Next slide, please. So, starting from the previous year, we have ICANN and PTI Operating Plan and Budget coming concurrently. So, effectively, we have to review four documents, which are interconnected, but formally they are separate documents, and we are making two separate submissions.

This year we continued our team approach, splitting our task into like three parts and splitting our SOPC membership into three groups and assigning tasks to the team. What was new this year, teams have not only prepared their part of the comments, but also each team present it during the webinar, giving opportunity to other SOPC member first to listen and secondly to react, and we had these three webinars on January 21st.

We had one of them on January 28th, second and third. And these webinars gave us a material to compile consolidated comments suggest them for the entire membership review, and then submit them on time. Next slide, please. And when selecting when compiling sub teams, can I have the next slide? Thank you. We suggested members to self-select the topic they are willing to work on.

And I'm not sure I remember exactly, but there were several people who did not choose the topic, and we assigned them where we thought they will fit. So this is just to remind you, the team composition and the topics tasks for each team, and probably the team one had the most challenging task before because they were supposed to look at almost all four documents in their part in the area of the responsibility.

So with that, I want to stop, and I'm really looking for your feedback. What do you think worked well? What did not work? What was difficult? What helped, and what do you think we should change for the next time? Please, Olga?

OLGA CAVALLI

Thank you very much. This is Olga Cavalli for the record, I'm a ccNSO/NomCom appointee. I proposed myself to lead team two, and for me, it was the first time to-- I mean, I have read this document several times in all my years in ICANN, but this time, honestly, it was very interesting exercise for me because I had to go into deep in trying to digest all the comments and insights and compare with other documents.

Unfortunately, I had only feedback on help from Sophie Mitchell from Australia .au. She helped me a lot, so the two of us managed to do the job. I had no responses from other colleagues, which is fine. I mean, I also have to work, and this is volunteer work for me. The only thing that I would suggest for first and next round if you

volunteer, because this is not mandatory, it's something that you propose yourself because you want to.

If someone volunteers, think before if you will have the time, because for Sophia and myself, it was okay, we did it, but I really was counting with 1, 2, 3, 4, 5, 6 and more hands in the document. But it was okay, I think it was a nice experience and again, for me it was to have the opportunity to go into deep very important document for this organization. Thank you.

IRINA DANIELA

Thank you, Olga. So I believe it was like a claim to all the SOPC members. Yes, please. If you volunteer, try to be active.

OLGA CAVALLI

Just to clarify, I mean I understand, we all have a lot to do, and what I was expecting, perhaps if they were not able to send me an email, Olga, I won't be able to, and that's okay. So I don't have to resend the document ten times asking for feedback. Thank you.

ANDREAS MUSIELAK

I think this is a very important point. So we need to encourage our members really to support the subgroup chairs. This is really important, bear that in mind. And from my point of view, when I asked Barbara, Olga and Atsushi, and bear that in mind, so all of these three were new subgroup chairs. And Atsushi was already subgroup chair before, but we had Leonid and Rosemary who were

doing that before they were experienced in this field. So that was a big challenge for you guys, and I think you did a very good job.

So if we're talking about what went really good, so even there was probably not the support which supposed to be, we received all the feedbacks on time and were possible to make it really on time. That's a really good thing. But nevertheless, we need to encourage the people. And as I mentioned the beginning, so my feedback was that we got less inputs from our teams than the years before. So we need to discuss this before we start the next budget and operating plan.

How would be the models? That's why we discussing that. If you have suggestions, that is exactly the right time. And Olga, I think you have the right point. If you don't have time as member and you have a good excuse, I think you should inform your subgroup chair.

OLGA CAVALLI

Any other comments? Atsushi.

ATSUSHI ENDO

Yes. Atsushi ENDO for the record from .jp. I lead the team three this time, and the yes, same as Olga, very much low responses from the team members. It's fine, but the suggestion is for the newly joined members, having a kind of orientation session on beginning of this process in December, how we manage or create the comments and your contribution as a member is how is this thing or that guidance session in the beginning, it's important.

And since that team three has several newly joined members, but honestly speaking, they have a willingness to contribute, but they don't know how to contribute. So kind of doing the orientation for mainly for newly joined members it is worth considering, I think. Thank you.

ANDREAS MUSIELAK

So you should suggesting to make smaller baskets even than that, because it's difficult if you make even smaller baskets, then you probably don't see the general topic. Olga.

OLGA CAVALLI

This is Olga again. Sorry for taking the floor again. I would like to make a clarification. Taking in consideration your comment, what I did before is going through all-- I went to the document, I went to all the sub-teams, and I divided the task among the members. So I assigned three to each member, five for me, but then with Sophia, we agreed to review all among the two of us.

So I did divide the work, so it was not so hard. I went to the document, copy, paste it in a table that was online, no need to go into deep into the document, it was very long. So digesting of the document, I did it before to make the things easier, but I wanted to stress that that's following your comment.

ANDREAS MUSIELAK

And that's exactly how it works, so basically you have the teams, you get the workload, a little bit of both, and when the secretary

part in particular, Irina and I, so we read all the documents which means, so then we can consolidate all the data. So as the subgroup chairs, of course, you need to understand the whole topics within your basket. And we have to understand all three baskets, and then we can consolidate the data. That's, of course, the challenge we have.

IRINA DANIELA

So, anybody else? Yes, Charles.

CHARLES NOIR

Charles Noir for the record, .ca. Brand new to this group, and again, my apologies, I was one of the ones that did not contribute. I would say that this a brand-new experience in general, and the question that I would have is how long in the past do you usually have for that window? Is it the window really what we experienced now, or did it start before?

IRINA DANIELA

I'm not sure I understood that question.

ANDREAS MUSIELAK

Can we go one slide back, because there we see the timeframe, I think. So you can see basically, so here you see the period start on 17th of December, and it ends in 14th February. But in between you have Christmas and everything, so it's a very short period of time. I hope this answer your questions. So basically, and if you see below, so we had the three webinars, so each team had around

from December 17th till 21st January, or 28th of January to make their drop.

IRINA DANIELA

Okay. If there is no more comments, we should probably move to the next part. And I'm going to give floor to Becky if they're ready to give us some comments on our comments.

BECKY NASH

Great. Thank you very much. Hello, everyone. This is Becky Nash from ICANN Org Planning, and I'm here with many colleagues from the team. And so we really want to first of all thank the SOPC for the submission of the public comments on the draft FY26 through 30, 5-year operating plan and the one-year Operating Plan and Budget. We do realize from the slides that you've just presented that it is a lot of effort, that the teams undergo to a, read the documents and b, formulate all of the comments.

So we have a couple of topics that we wanted to talk about. So if we could just go to the next slide, please. So during this session, we'll be jumping back and forth to the slides related to the updates from Org. So this first one is just regarding the public comments. So if you could just go to the next slide, that would be very helpful. And next slide, please.

So, as the SOPC has just discussed, we did have a tremendous amount of documents go out for public comment as it relates to the FY26 Operating Plan, and that is even outside of the strategic plan and the PTI strategic plan. So we do acknowledge that it was a

heavy time for work, we like to always mention that we strive to publish for public comment in December.

That's really been the pattern that I know the members here are used to now. And we do extend the public comment period from the number of days that's typical, which is 40 to more than 60, to about 60 days to account for that year-end timeframe where some areas around the globe may be on holiday. So we do want to acknowledge again, the amount of effort that it takes for the community, and we're very appreciative of it.

So first, we wanted to highlight that we did have two webinars. The first one was in December announcing the draft plans for the entire community. We hope that your members have found that presentation is useful. And then we do want to remind community members that we just had another prep week session, and I do believe many of you were in attendance for the prep week session.

And in that prep week session, we did report out on the preliminary numbers for the number of public comments that were received. And then we have a couple of topics in the short 10 minutes for this topic that we wanted to just mention to the ccNSO SOPC.

So if we could go to the next slide, just very quickly highlighting that for FY26, we received a 138 comments, and I hope the members realize that the community will submit, as you did, a memo with a multitude of different topics, and the organization staff, we basically tabulate those into individual comment so that we can

respond accordingly and also count the number of comments year over year.

So this just gives you a view of the last five years just to put it in context. So 138 comments, and we are the ones that are sorting it by theme in order to make it manageable to compare if community groups have the same topic submitted. And then we organize our response along those themes. So if we could go to the next slide.

So this is where we've provided in the webinar the breakdown by the seven themes that we have. So it gives a view that the large majority of the comments overall that were received were focused on the new strategic initiatives that were included in the five year FY26 through 30, a five-year operating plan, and then on financial management.

So if we go to the next slide, this is where we would like to highlight by submitter which is seven submitting organizations and individuals by theme. So right off the top, I'd like to highlight that the ccNSO gets a prize for the largest number of comments on financial management as compared to other submissions. And then just noting, we had three comments on IANA, OP&B, five comments on the plan structure, one comment on planning assumptions. And again, the ccNSO SOPC gets another prize for having the highest number of comments for strategic initiatives, and that really reflects the work that the teams did do in submitting very detailed comments.

So if we go to the next slide, here's what the themes break out for the ccNSO itself. So again, slightly higher on strategic initiatives as

we saw, and then also on financials management. And this just gives a view of, again, how these themes have been parsed out or separated out similar to each year, but I did want to make sure that everyone understood our process. So if we could go to the next slide, there was a topic that was very specific for this five-year and one-year operating plan structure that we did want to bring up. And hopefully we can have a little bit of a discussion and hear something from the members here.

So we received several comments just about strategic initiatives and then our ongoing functional activities. And as the members here know, this year as we are aligning to the new five-year strategic plan, we the organization did take the effort to detail out 35 strategic initiatives. And that's in order to be able to track for accountability and transparency and also for progress measurement and reporting.

Those 35 strategic initiatives, they are separate from the ongoing continued operations and they are scheduled or phased over the five years. So the key there is they are the key activities to support the strategic plan and the strategy set by the Board. So when we say that they are technically all prioritized in the sense that it's strategy versus other mission related activities that are very important.

So what we focus on is the sequencing and which activities to include over the five years. Some are large, like the next round, some are smaller and may already be underway, like the pilot holistic review or the continuous improvement. So that was

another question that we felt we wanted to clarify is that on the next slide where we highlight the five years and some activities say execute, they may already be continuing as a priority from FY25.

So if it says execute in 26, that is the first year of the five-year plan, but it may already be underway right now. So this table only matches the five years of the strategic planning period. And again, not everything will be done each year because we hope to accomplish things, and then they will be moved to complete and continuing operations if applicable, and then we focus and start on other things.

And another key aspect that we highlighted in the introduction of the plan was the fact that we did use the term strategic initiatives to highlight that that work supports the strategic plan in the operating plan.

Not one of the submissions came back saying they didn't like the word strategic initiatives, so we hope it's clear that they support the strategies in the next five-year strategic plan, which is there are 28 strategies there. So I'll just pause and see if there's any questions or comments, additionally about the fact that the continuing operations is separate from the strategic initiatives.

ANDREAS MUSIELAK

So just to give you a feedback, I think it was clearly described in the plan, what are the strategic initiatives, what the functions below. This was very well described. As you mentioned the beginning, it's a lot of information you have to cope with that that's the challenge.

And as far from the SOPC, we clearly understood that it's a rolling planning system, so we understand that not everything will be starting now immediately, it will be over the next five years. But the question is, do you expect to finalize all those 35 strategic initiatives in the next five years or do you see already initiatives, which will be then in 31 in the next five-year plan? That is probably a question.

BECKY NASH

Thank you, Andreas, very much for that question. The intent is to have these strategies completed over the five years. Now that could mean because the 35 strategic initiatives, they're very diverse. Some are big, some are small, the example of the next round and then the example, perhaps if we say here that some additional engagement under stakeholder engagement focused on academic.

So those are very different types of things. But yes, the organization is directed by the Board to achieve the mission for 2030, and the intent is to have this work completed. Now again, all within the funding available each year within ICANN, and that's also a key principle that the organization under the leadership of the executive team, SVPs, and the CEO have to designate how it can be affordable since we have a key principle of a balanced budget where our funding and expenses equal each other at best.

And that we do not go into a deficit. So from our standpoint, that was all that we had on this particular aspect of it, and we are moving along with the public comment responses and we will be

able to have that published on time per our timeline, which we have, if we go to the next slide, just to highlight, because it's two public comment proceedings, we're expecting the PTI Operating Plan and Budget summary report on public comments to be published on the 31st of March, and we expect that ICANN and IANA on the 2nd of April.

IRINA DANIELA

Okay. Thank you very much Becky. And this just brings us to item number three in agenda and gives me opportunity to remind that in addition to ICANN and IANA Operating Plan and Budget, they also had PTI strategic plan on the review, which was started slightly before operating plans and budget. So with this, I give the floor to Marilia Hirano.

MARILIA HIRANO

Hello, everyone. My name is Marilia Hirano. I'm the director of IANA Strategic Programs. So we're gonna talk a little bit about your feedback, the feedback that we received during our public comment for the IANA 2030 Strategy, and how we're responding, and then next steps.

And if you can go to the next slide. Okay. So this is the same slide that we shared last time before it went to public comment, that this IANA 2030 strategy is covering fiscal years 26 to through 30. We have a refreshed vision. It has three focus areas, which is different than this current strategic plan that had five. Each focus area will have a set of objectives and goals. It also includes key performance

indicators and risks associated with each goal, and then we will monitor progress and report periodically. So this is just a refresh of what we presented last time.

Next slide. This is what Becky was just referring to the for timeline. We are now in the process of making revisions to the plan this month, and then the PTI board will consider adoption of the strategic plan in April. So we're still on track based on what we discussed last time.

And the next slide. Okay, so here quantitative data here, we received a total of 57 comments from this group, the Registry Stakeholder Group, the ICANN BC, we received two individual comments, the CSC, which is the Customer Standing Committee, and ALAC. The categories of the comments, that's how the planning team breaks down the themes, we received comments on the plan structure and vision risks, and then the focus areas, individual focus areas, that's what we received the bulk of the comments on.

So in the next slides, I will just summarize a few of the comments and also how we're responding if you haven't had a chance to look at the public comment summary report that was published last Monday on March 3rd. So regarding the structure of the plan, we received strong support for the vision and the fact that we have the three focus areas. We got an ask to ensure alignment with ICANN's objectives, and we did explain how that alignment was done through the plan. And then we got a question about the order of priority within the focus areas, and in the summary report, we do

assure that the focus areas are not listed in the document in priority order.

And then we were asked to correct historical information about IANA's origin, which we will edit the language to make it clearer on IANA's origin. So that's one of the areas we're revising. So you can see the parts that are highlighted are the areas where we're making revisions.

The next slide. Okay, so on the risks, all of the groups showed concerns with the resource constraints that were identified as risks, as well as ask to implement change management strategies to address resistance because that was another identified risk. Our response there, ICANN has IANA as a priority in the strategic plan. We have a dedicated objectives and goals that pertain to IANA long-term sustainability.

One of the strategic initiatives of the plan is relating to IANA's long-term plan for sustainability. And then on the change management, just we reiterated that we have a dedicated team of continuous improvement resources in IANA. Those are myself and a team member reporting to me. And then our job in that team includes implementing change management best practices within the IANA operations.

Then the next focus area here, so these are the comments relating to the focus areas. So we received many technical suggestions, so suggestions to that will be reflected in the Operating Plan and Budget and not because they are how would we implement the objectives that were strategic objectives. So we explained that we

will-- a lot of the suggestions that we received are great suggestions and a lot are things that we already do, but these are specific initiatives that are outlined through our OPNB annual process.

We were asked to revisit some key performance indicators both in the innovation focus area and the community engagement focus area, which that one's highlighted because we are discussing the changes to the KPIs with the PTI board. So those we are taking into consideration.

And then the ask that operational excellence be the main priority for PTI as delivery of services is the core of the IANA functions. So we received many comments that we should prioritize even though innovation is important and community engagement is important, that PTI prioritizes operational excellence. We agree, and this will continue to be a priority for IANA. And then we have received an ask for clarification on who the non-traditional stakeholders are. And this is in reference to the community engagement focus areas, the way that we explained that we are going to develop strategies to reach broader community group and including non-traditional stakeholders.

There were a lot of questions from different groups about what that means, more specificity on what we mean by that. So we will have clarifications in the plan to be more specific on who we're trying to target there. I believe-- okay, and that was it from me. Does anybody have any questions on any of the areas?

IRINA DANIELA

Thank you very much, Marilia. And I recall that one of concerns from SOPC was exactly regarding the communication and whether we fully understand the need to communicate with the direct customers. We are really wondering what is the need to communicate with other groups and why it's discussed as a strategic objective.

MARILIA HIRANO

So the main goal for that objective, what we want to achieve is awareness, it's to build awareness of what the IANA functions are, more on the educating capacity development so that broader community groups can understand, especially in underrepresented regions, on what does IANA do and why is it important and to basically try to stay relevant in the evolving landscape. So it's more on the awareness building and not to deviate from our regular engagement with our customers. So that's the main goal there.

IRINA DANIELA

Thank you. Any other questions to Marilia? If not, thank you. And I just want to very briefly to return to how we as SOPC worked on this item, and if I may, can we go to this slide on that? Here, thank you so much. Because yes, we had it almost concurrently with the ICANN and PTI operating plans, but luckily, we had a little a bit shorter documents, not less important, but smaller in volume. And we used the opportunity to invite ccNSO technical working group assist us and to provide their input having joined online working session with them, which actually gave us a material and base for

comments. So this is how we did. I'm not sure-- well, I would be happy to hear any feedback on this approach, if any.

But I would say that this is probably always the challenging part for SOPC because my personal feeling is that we a little bit lack technical expertise among our membership, and that's when calling for volunteers, we always focus on that, we have very welcoming people with more technical expertise who can actually assist us in this PTI and IANA related issues and topics. Well, so if there is no comments, then back to you, Andreas.

ANDREAS MUSIELAK

Thank you, Irina. I think it makes really sense to work with the technical working group so they give us really interesting point. And as I mentioned, the volume is much lower, so we could really discuss in one meeting the whole budget and strategic approach. That helped us a lot to be very focused, just to give you feedback.

Okay. Next slide, please, Joke. So as I mentioned, so the revised ICANN strategic plan was published and there was one item we discussed intensive, which was the strategic objective number one. And when we received the draft in July, 2024, so there was the objective one, evolve and promote ICANN's multi-stakeholder model to sustain, and this is green, and that remains in all the other three options the same.

It's inclusive internet governance model, and we discussed in the SOPC group if that should be focused more external because our view was this is too much internal, and considering this is WSIS+20

GDC. And we said this is so important that we need to include globally, and that brings me to the comment we made on the objective one. So we added basically global into the whole thing, but now we received in February, 2025, the revised text, which does not include global.

But nevertheless, I would say it's okay because otherwise the other option we as group has is to start a rejection action plan, and I think we don't want to do that, but I think it's an important item. I think it's considered, we got some feedback, but global is not included in the final version so far.

Next slide, please. And that's the timeline for the ICANN strategic plan for the five-year strategic plan. So the next steps is basically, so there's an old slide, so we are already in March, so we got the Board consideration in mid-March and basically the feedback round from the empowered community period in May, April.

Okay, next slide, please. So that brings us again, so probably to the point where we discussed how we can work together, and we started a so-called SOPC WhatsApp group. So everybody here in the room can scan the QR code and join the WhatsApp group. So that is another element so we can collaborate closer to each other. For SOPC members in particular, of course. Irina, thank you.

So I'll give you a few more seconds to scan the QR code and please join the group as SOPC member. And Olga, probably next time probably easier to get in touch. Even if people are on holiday, the

mobile phones are closer than the laptops. Okay, I see people are still scanning the QR code.

Okay, then next slide, Joke. Yeah, exactly. So now we give him floor to Becky again about the management framework. So we do not have 25 minutes now, I don't know if you can do this in 10 minutes because we need five minutes for Any Other Business. Becky, are you? Okay. So the floor is yours.

BECKY NASH

Absolutely. I also wanted to perhaps show slide 15 just before we move into this topic. Thank you. So I would like to ask Victoria, our colleague from planning just to give a short update on the annual strategy evaluation program. We did include this in our webinar, the prep week webinar, but I think it's important for the community and those of us in Org to understand this. So if I may, I'll ask Victoria to give this slide. Thanks. Go ahead, Victoria.

VICTORIA YANG

Thank you very much, Becky. And hi, everyone. Good to see you all. So yeah, we do want to mention a little bit about the annual strategy evaluation because normally around this time of the year, if you recall, we would have a host of brainstorming sessions with each AC/SO to talk about the major trend that may impact ICANN, and that's basically the time where we get input from the community to evaluate whether or not there should be a change to the strategic plan.

Now, this year we're not running this program only because we just developed the new strategic plan, and the Board is going to consider adoption at this meeting. That's one of the reasons. And the second reason is we are going to evolve this program to add more element into the evaluation, which includes progress measurement. So we found that for us to effectively evaluate whether or not a strategy is being effective, we have to look at what's being achieved.

So moving forward, when we do the annual evaluation, we are going to embed progress measurement. And that's going to be touched up on the management framework that Becky is going to share. That's one thing. And the second thing is when a major trend that strike to us that reach certain threshold, we might want to do some scenario planning, what if discussion, right?

And this is something that we would like to slowly embed into the evaluation program so that it's more effective when it comes to planning. This is the two elements that we will introduce next year. So there's no strategic outlook exercise this year, but next spring we will be looking at resuming this annual exercise. So this is the update that I want to provide.

ANDREAS MUSIELAK

Any questions from the audience or? No? Okay. Becky, please.

BECKY NASH

Great. Thank you very much. Thank you, Victoria, for that. So that does bring us to the next topic that is the progress measurement

and reporting framework. So if we could move to the next slide. These are just some resource slides on how to listen to our webinars. Okay. So similar to a few of our last updates to the ccNSO SOPC, we've highlighted that a management framework program includes progress measurement and reporting.

So we are actually referring at the top of the slide to the current strategic plan for FY21 through 25 that has an operating initiative, the old name, for planning at ICANN. That included several process improvements, one of which is the planning prioritization framework that I know many of the members here have participated to, and that's been fully implemented.

And we will be sharing information for FY26 on that community led planning prioritization process. And then the second key component is the progress measurement and reporting. And this program once implemented will include enhancements to the accountability and transparency of both ICANN's strategic plans and ICANN's operating plans.

So this progress measurement did kick off, and we are very committed to ensuring that the organization has a framework to report out on the achievement towards the strategic objectives and goals and strategies, and also the development of execution plans in the operating plan or strategic initiatives and KPIs and metrics to measure progress.

So the mapping of the measurement metrics and indicators is underway, and that's including validation and analysis and also an overall reporting format, like a dashboard with a governance

process is also being designed. So as this gets rolled out, we will have the opportunity to have further engagement to hear either via engagement like this or also possibly public comment to get more input.

But one of the key areas that we wanted to highlight on the next slide, please, thank you, Joke, is that the draft framework includes different indicators for measuring achievement at the strategic planning level versus the operating planning level. And in some cases, the public comments that we've received, our responses to the draft strategic plan, and even in the PTI plan, oh, that is part of the operating plan.

So we're very clear on trying to highlight together that there are measurements at the strategic planning level to achieve the vision by 2030. And the board who's responsible for developing and adopting the strategic plan did highlight progress indicators in that plan. So we did receive very supportive and constructive feedback during the public comment for the draft strategic plan.

But we want to highlight that we're now moving into the operating planning measurement and having committed to a very robust framework in order to be able to roll this out. But we'd like to highlight that progress indicators for the strategic plan, again, to measure progress against strategies, goals, and objectives to reach the vision are broader and reflect longer term goals. And they include leading indicators, which are measures that identify issues or predict future success or lagging indicators, which are measures

that focus on the impact of the strategy after it's being implemented.

So it's really how have we achieved that strategy. Then progress indicators or KPIs and metrics for the operating plan typically are more specific and reflect shorter term goals. They can include progress indicators, but they're mostly focused on completion of milestones and how well the process is executed or output indicators which are measures of deliverables or resources.

So we're looking to get feedback at making this distinction between the overall strategy achievement versus very tactical in the operating plan. And again, our approach has been this five-year period to really identify those 35 projects or programs so that we can apply metrics and percentage of completion and other KPIs to those projects, which will then lead us to how to measure at the more macro strategy level, but they are different types of indicators.

So I just wanted to pause and see if this is something that the members here have encountered in any of their strategic planning processes or your observations within even ICANN about making that distinction at the more strategic level versus the operating plan level, which is very tactical or focuses on execution of individual projects like the 35 strategic initiatives. I'll pause here.

ANDREAS MUSIELAK

So any question from the SOPC members? If not, I have a remark. So I think exactly, you have to come from the technical plans and

go up to the strategic plan, so it makes completely sense. My question is, so when can you make it more tangible so that we see the KPIs at the end of the day? Because we need to understand what has been changed, is there any progress, because from a theoretical point of view, this makes completely sense. But when we can expect some first tangible figures. Thank you.

BECKY NASH

Yes, thank you very much. So our objective is to map out these KPIs and be able to report upon them with a dashboard. And we're just finalizing the framework part and we're still in the data validation along with the buy-in from all of the organization as well on these key metrics. So progress is being made and we are making this a key focus. So I expect that we'll have data to share once it's approved and becomes measurable.

ANDREAS MUSIELAK

Oh, Bart, go ahead.

BART BOSWINKEL

Just to, because this is a recurring topic as you know, do you expect any feedback from the SOPC and the broader community on the framework itself before you start building and rolling out the dashboard? Or will it be an almost complete product and then seek feedback?

BECKY NASH

Thank you for your question there. One of the things that we feel is best is if we have a prototype to really have something to show and have people give their opinion on it. So the framework and data collection, I believe, should come hand in hand because again, as Andrea said, getting out of the theory, which we pretty much have said on these slides and have a governance process, that having actually something to opine on because these things all as part of any kind of progress measurement reporting, they evolve, they get better over time.

You have to get it implemented and then it gets better and better as you refine it and answer the questions. So I would expect it to be almost at the same time, but as soon as we have documentation available, I mean we are sharing this key concept of measuring tactical or execution versus strategy and how very different those are because we don't want either Org, Board, or community to blur those, if you know what I mean.

BART BOSWINKEL

Just briefly, because I think the reason for asking this question is, and can do it differently, do you expect any changes after the feedback or do you want, say, how will the feedback from, for example, the SOPC be taken into account?

Because I think one of the things you have, say, from an ICANN Org perspective, you will have different needs regarding the various strategic initiatives and objectives than, for example, from the community perspective. And I think in the past there has been some mismatch between what ICANN observe from where I sit. So

mismatch between the expectations from the community side and the expectations from the ICANN Org side.

And if you start developing and you end up very late, then yeah, the mismatch remains, and this is an opportunity to at least align someone or agree to disagree, that's fine as well, but at least that you have a feedback early on in the process. So that's the reason for asking. Thanks.

ANDREAS MUSIELAK

So Sophie, you wanted to give a response? Sorry.

BECKY NASH

Very valid point that Bart's bringing up. I just want to say that our intent is to have this evolve. We do believe something that's published and well thought out needs to be written down and then we'll seek input and continue to evolve for the needs, as you said, both of the organization's, management team, the Board, and the community. But the goal is to evolve it over time, such as we have with other framework as well.

ANDREAS MUSIELAK

Okay. Sophie.

SOPHIE MITCHELL

Thanks, Andreas. Thanks, Becky. Sophie Mitchell from .au for the record. I was just curious, you mentioned the Board were considering scenario planning, and I was just wondering if there

was any more detail you could provide on that, and in particular, whether the thinking is that that will be internally resourced?

BECKY NASH

Oh, thank you very much for your question. So actually, one of the key strategies about agility also has a strategic initiative about this annual strategy evaluation program that Victoria just talked about as the evolution to the next phase of the strategic outlook trends. And as of right now, that work has not been scheduled per se, and I really wouldn't be able to answer that question. But typically, we have had ideas about how to collect the trends in the SWOT analysis from both the Org, Board, and the community, and then also is there other research that needs to go into that to when we're identifying the trends. So I wouldn't really know if it's fully insourced or outsourced as of right now, because it'll be at the direction of the Board as well.

ANDREAS MUSIELAK

I see no more questions. Becky, thank you. What would be great to see to get a sneak preview of this dashboard probably in one of the next two meetings, that would be great. And you're expecting approval from the Board for the dashboard, who gives approval for the dashboard? You mentioned that before.

BECKY NASH

So the concept of the progress measurement and reporting, it's cascading where you have, and I'm sure it's similar with many of your peers here, where you have your management team have full

buy-in because it's what we're measuring ourselves against. And then obviously the executive team, the CEO, and then the Board as well. But it is at all layers and we would expect then that the community would provide feedback as to whether or not this makes sense and is providing measurement towards achievement of these objectives.

BART BOSWINKEL

This is always the hard question, and yeah, I think that's what Andreas was looking for. Any dates in mind?

BECKY NASH

I don't have a final date as of right now, but we are working right now on the framework and the collection of these progress measurements at the KPI level. And in fact, our deliverables are to do a FY21 through 25 state of the state measurement as well.

That is something that I know one of your members asked us about recently in a public forum, and that's actually in line with the community-led specific review recommendations of ATRT3 as well, and then we're moving into measuring for FY26. So more to come with the specifics of the dates, but I do want to highlight that we're committed to this and we are putting our attention to this, thankfully now that the strategic planning work is done.

BART BOSWINKEL

The reason is, is this something to expect by Prague, for example, or is that too early?

BECKY NASH If it's not at Prague, it would be intercession, but we will definitely come back to this group.

BART BOSWINKEL Around Prague or a little bit later, yeah.

IRINA DANIELA And if I may, in which format would you expect at the community feedback on this? Would it be a kind of public comment or what it could be like?

BECKY NASH We haven't determined as of yet if it will be exchanges like this in dialogue and receiving feedback, which is, if you recall what we did for the planning prioritization framework where we ran webinars to seek that input or a formal public comment. However, as we move into the next years of the FY26 through 30 or 27 and beyond, it'll be part of the mechanism for even the planning aspect of it. So we expect there'll be public comments on, hopefully from this group saying how much you like, how we have designed the metrics and are measuring our progress.

ANDREAS MUSIELAK Okay. Thank you, Becky. Can we go back to our slides. And that brings us to the next meeting, Any Other Business. So Irina and I and the secretary discussed what could be the next points, and if

you have other points you would like to discuss in the SOPC, then just let us know. But we said around mid-April, we would organize a meeting once the public comment report has been published, because then we have to dive into the results. And we would start first with the leadership, and then we would approach the SOPC members.

And of course, you can see here Becky, the management framework will be always a topic for us, so you would like really to see results on that. That is important for us. And then we had a discussion today. I remember the last meeting in Istanbul where you presented where the data comes from to plan the revenues and other things. And I remember some feedbacks and the idea is to have at least, or at the latest for the ICANN84 in Oman, a meeting by the ccNSO where we would present our trends from the ccTLD community.

We would like to organize an event and invite ICANN planning team and all the interested parties. So probably Irina and I would host this session and invite from the ccTLD community from center for example, and share our views on the plans for 26 and the future years. So probably you get also a view from the ccTLD community. So I hope that is fine with the SOPC community would like to have such a session, which gives at least an idea in which direction domain names will grow or decline in the future years.

BART BOSWINKEL

Registration trends.

ANDREAS MUSIELAK

Yeah, registration trends would be the topic.

BART BOSWINKEL

The ccTLD environment.

ANDREAS MUSIELAK

Okay. Next slide. And heads up, so we have another session during our ccNSO session, which is on Tuesday. We invited Xavier, because you all remember the forecast and also the budget contains a deficit, so we would like to discuss with Xavier how ICANN would like to cope with that. We would also, Irina and I would like to inform the broader ccNSO community about the results so far. So we invite all of you guys to join this session.

And I think that brings us to the end. Yeah, okay. So then again, thank you to ICANN Planning, to Victoria, Marilia, and Becky for your inputs, it's very, very well always to have you here and I hope you are also very able to get our feedback and thank you to the secretariat and of course to Irina and SOPC members. So I think we can stop recording at this point. Oh, wait.

BART BOSWINKEL

Yeah, if you are interested now in the work of the SOPC and you want to become member.

ANDREAS MUSIELAK

Yeah, we are always happy. And if you have a technical background, you are also welcome to join us. Thank you very much, and with this I conclude the session, we can stop the recording. Thank you very much.

[END OF TRANSCRIPTION]