

Planning Prioritization Framework and FY23 Planning

ICANN org Planning Team

June 2021



Agenda

- ⦿ Prioritization Framework Project Overview
- ⦿ FY23 Planning Process

Planning Prioritization Project

Project Background

- ⦿ “Planning at ICANN” is one of 15 Operating Initiatives included in the Adopted FY22-FY26 Operating and Financial Plan
 - A key goal and targeted outcome of this Operating Initiative is the analysis, design, and the implementation of a work prioritization framework in collaboration with ICANN community, Board and org
 - By working together to improve the way ICANN plans its work, the community, Board and org can determine what work needs to be prioritized and how our resources can be used most efficiently
- ⦿ The need to prioritize ICANN’s work was also reinforced in one of the six main topics articulated by the community for enhancing the effectiveness of ICANN’s multistakeholder model, and in ATRT3’s Final Report
- ⦿ ICANN’s planning department is leading the creation of a Planning Prioritization Framework to:
 - Help the ICANN ecosystem prioritize its work within the planning process in a manner that is transparent, inclusive, and efficient

Project Scope

- ⦿ The Prioritization Framework needs to:
 - Be broadly adopted by the community, Board, and org as the basis for decision-making on how to prioritize work in scope of the project
 - Enhance effective decision-making without hampering workflow and day-to-day operations
 - Be implemented in the annual planning subject to Public Comment
- ⦿ The purpose of this project is two-fold:
 - To design a conceptual framework with embedded techniques for making informed, collective decisions on the prioritization of ICANN's project-based work
 - To collaborate and engage with the community, Board and org to seek broad and diverse input on the approach to planning prioritization
- ⦿ The prioritization framework and techniques will then be implemented as part of the annual Operating and Financial Planning process to inform decision-making for the annual and five-year planning process.

Project Scope Clarification

- ⦿ **Q: Will org propose a draft framework to start from during the engagement?**
 - A: No, org will propose a list of components or design elements that need to be decided upon together with the community.
 - Org will collect broad input through engagement sessions.
 - Once broad input is collected and consolidated, a draft framework will then be built reflecting the input received
 - The proposed framework will then be shared back with the groups consulted and the entire community for further engagement, leading to further input and edits

- ⦿ **Q: Is the prioritization framework going to be implemented for FY23 Planning?**
 - A: No, the project to design the Planning prioritization will begin during the FY23 Planning process and a pilot is suggested on one type of activities for validation purposes.
 - The proposed prioritization process design will be included in the FY23 draft plans for public comment and implementation of the agreed upon process is expected for FY24 planning process

Project Overview

Development of a Prioritization Framework that will be inclusive, open, simple, short and effective



Prioritization Process

- ⦿ Identification of the scope of work to be prioritized
- ⦿ Identification of the participants and their roles & responsibilities in the process
- ⦿ Design of the frequency for prioritization planning process
- ⦿ Selection of an agreed-upon prioritization technique
- ⦿ Identification of systems, reports or tools to manage the process



Engagement and Consultations

- ⦿ Opportunity to provide input and feedback
- ⦿ Outreach to diverse stakeholders
- ⦿ Informal consultations
- ⦿ A pilot of the technique is suggested as a valuable component of validation
- ⦿ Public Comment

Community, Board and Org Consultations

The objective of consultations is to collect diverse stakeholder input to inform the iterations of the draft prioritization framework

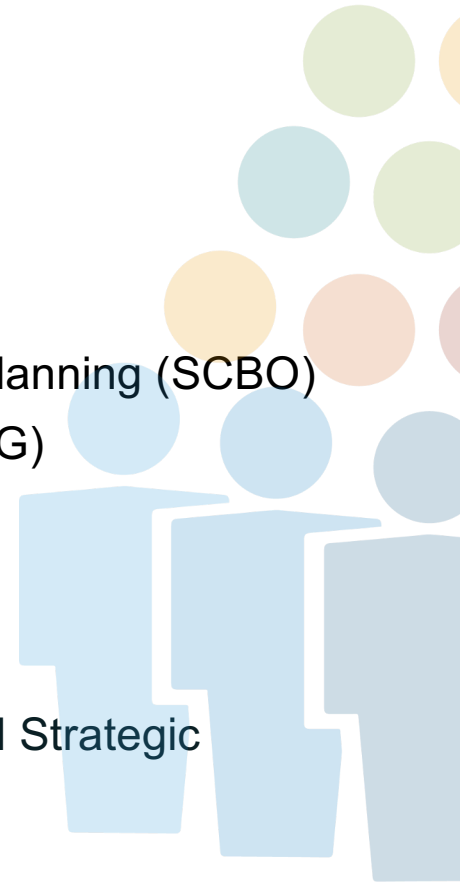
The consultation will include informal engagements among community, Board, and org. and public webinars to brief the entire community on the proposed prioritization framework and invite feedback on the approach

◉ Suggested Community consultations

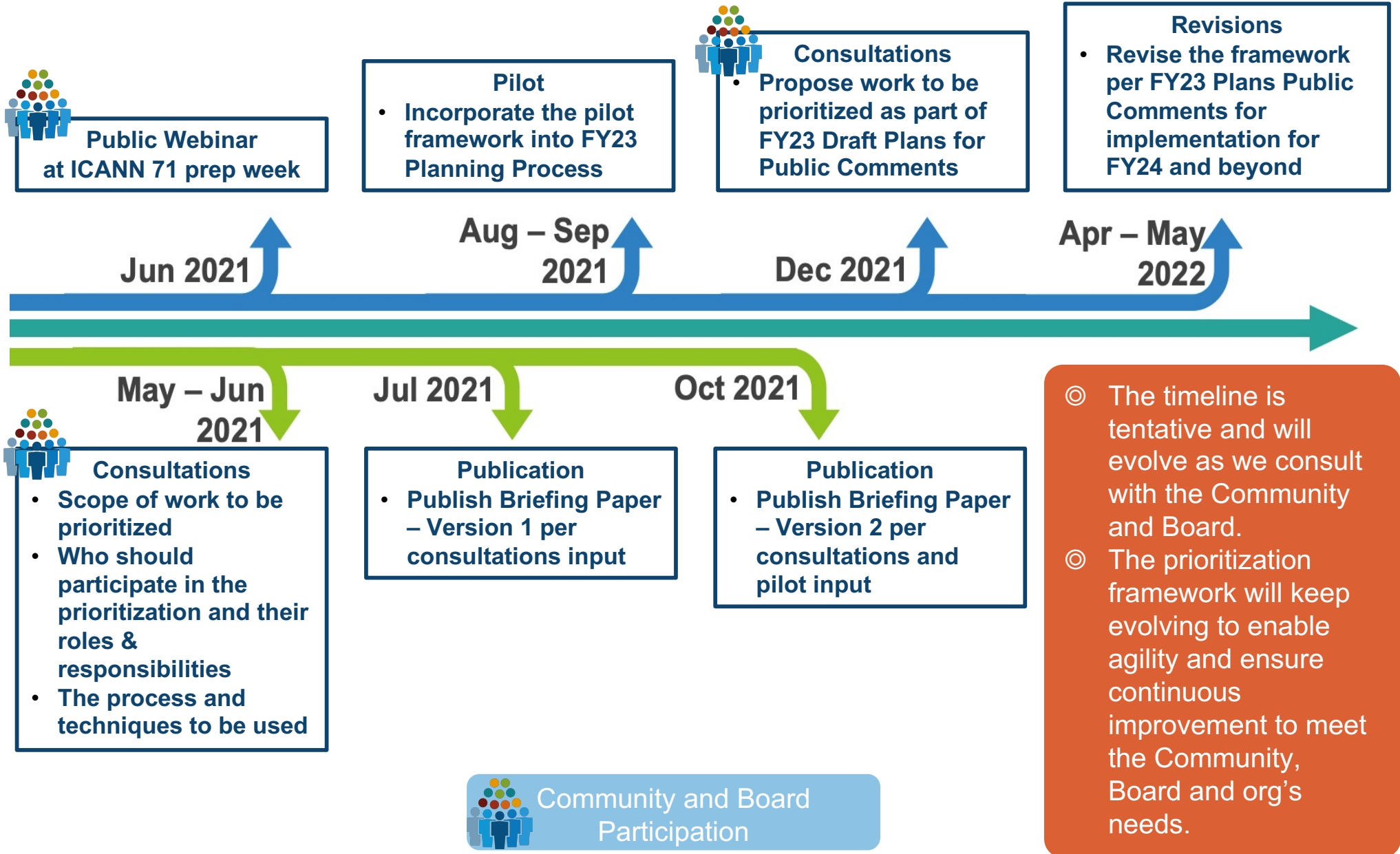
- SO/AC Leadership or designated member from SO/ACs
- SO/AC established groups focused on planning and financials:
 - ccNSO Strategic and Operational Planning Committee (SOPC)
 - GNSO Standing Committee on ICANN's Budget & Operations Planning (SCBO)
 - ALAC Operations, Finance and Budget Working Group (OFB-WG)
- ATRT3 Implementation Shepherds
- Public webinars and Regional webinars

◉ Suggested org and Board consultations

- Board caucus group on Budgeting and Prioritization (BPCR), Board Strategic Planning Committee (BSPC) and Board Finance Committee (BFC)
- Org Executive Team and org Planning Liaisons



Project Steps and Tentative Timeline



Process Design Elements for Consultations

Scope

- Identification of the scope of activities to be prioritized

Participants

- Identification of the participants and their roles & responsibilities in the process

Frequency

- Design of the frequency for prioritization planning process

Techniques

- Selection of agreed-upon prioritization techniques

Systems and Tools

- Identification of systems, reports or tools to manage the process

Pilot

- A pilot of the framework as a component of validation

Through consultations with the Community Board and org, other design elements may be considered as feedback is collected

- ⊙ The activities that could be included or excluded from the scope of the prioritization exercise are:
 - Community initiated activities supported by ICANN org:
 - PDP support
 - Other non-policy and advice work support
 - Implementation activities:
 - PDP recommendations implementation
 - Review recommendations implementation
 - Other non-policy and advice work recommendations implementation
 - Other Org initiated activities:
 - Information Transparency Initiative (ITI)
 - Names Services Portal (NSP) and Compliance systems projects
- ⊙ Examples of activities that would not be included in the prioritization process are:
 - All ongoing operations
 - Smaller projects for a given org department, or community group

- ⊙ A key principle of the multistakeholder model is that anyone can participate
 - A prioritization process included as part of the annual planning needs to have broad and diverse participation
 - Feedback on prioritization will be received as input into the development of draft operating plans
 - One option is to have a separate public comment process on prioritization of activities prior to development of the draft operating plans, or
 - Another option could be Informal consultations with SO/ACs and public webinars
- ⊙ Specific roles and responsibilities of the participants in the prioritization process is a key element of the process design. For prioritizing activities:
 - What is the role of the Community?
 - What is the role of Org?
 - What is the role of the Board?
- ⊙ Community, Board and org could consider utilizing available tool, such as RACI model to help identify roles and responsibility for the prioritization process.

- ⊙ Questions for discussion:
 - What is the role of the Community?
 - Provide individual input about what the priorities should be?
 - Develop recommendations about what the priorities should be?
 - What is the role of Org?
 - Responsible to develop and submit to public comment the operating and financial plans, and address public comments.
 - Responsible to submit plans to the Board for approval.
 - What is the role of the Board?
 - To act in the best interest of the organization and in the global public interest
 - To ensure that public input has been adequately considered.
 - The ICANN Board has the role of adopting the plans, as part of its duty of care of the organization.

Frequency

- Design of the frequency for prioritization planning process

- ⦿ At a minimum, this process could take place once per year as part of the annual planning process
 - Suggested timing is for a prioritization step in June and July.
 - This timing permits org to receive input on prioritized work as input into the development draft operating plans.
 - If beneficial the process could take place more than once per year.
- ⦿ Following the prioritization step, org will report back out on what projects are intended to be included in the draft operating plan

- ⦿ The Planning Prioritization project includes the research and selection of a prioritization techniques for collaborative decision-making
 - There are benefits in using tools that foster collaboration on what choices are to be made
- ⦿ The Planning Team researched 11 prioritization techniques
 - Each technique was assessed using suggested guiding principles
 - 7 techniques did not seem applicable to the ICANN multistakeholder and a not-for-profit organization
 - 4 techniques were considered as “potential” prioritization techniques
 - A combination or hybrid of techniques can also be considered
- ⦿ These 4 techniques were then evaluated in terms of general pros and cons and using suggested criteria to help determine applicability to ICANN’s context
- ⦿ We want community feedback on these guiding principles and criteria
 - See next slide

- ⦿ Org is suggesting the following **guiding principles** for informing potential criteria and the process for assessing prioritization techniques:
 1. Inclusive of diverse stakeholder perspectives and offers a way to foster collaboration and consensus-building in reaching prioritization decisions.
 2. Reflects or can embody a mission-driven approach to prioritizing work that aligns with commitments, core values, and strategic objectives.
 3. Provides a systematic process for participants to understand the complexities surrounding potential project work.
 4. Enables understanding of potential synergies and trade-offs of different prioritization decisions.

- ⦿ Org is suggesting the following **criteria** to help determine applicability to ICANN's context:
 1. Easy to understand, avoiding unnecessary complexity, and suited for supporting decisions with efficacy.
 2. Relevant to mission-driven organizations like ICANN
 3. Collaborative in developing agreed-upon parameters to inform prioritization decisions

<i>Prioritization Technique</i>	<i>Description</i>	<i>C1: ease of understanding</i>	<i>C2: reflects mission & values</i>	<i>C3: collaborative</i>	<i>Overall Applicability</i>
1. Hierarchy of Purpose	Framework tool to help prioritize strategic initiatives and projects. Examines: purpose, priorities, projects, people, and performance.				
2. Transparent Choice: Project Prioritization	More in-depth/complex approach using stakeholder-approved criteria and weighting				
3. Team Gantt	Simple, 5-step process based upon assessing business impact, importance, urgency, and bandwidth				
4. RCVE Matrix	Risk-Cost-Value-Effort Matrix for prioritizing issues in relation to organization's strategic and operational goals				
5. Possible Hybrid					

For Community Feedback

- ⦿ During the pilot phase additional reporting requirements may be identified and process improvement recommendations may be developed for the types and format of reports
- ⦿ Here are some suggestions:
 - ⦿ The status of activities eligible for prioritization should be published online on a regular basis
 - ⦿ The recommendation is to use available reporting tools, such as:
 - ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work (published as Appendix A in the Five-Year Operating Plan)
 - The Recommendations Relating to Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews (published as Appendix B in the Five-Year Operating Plan)
 - Reports of Advisory work

Pilot

- A pilot of the framework as a component of validation

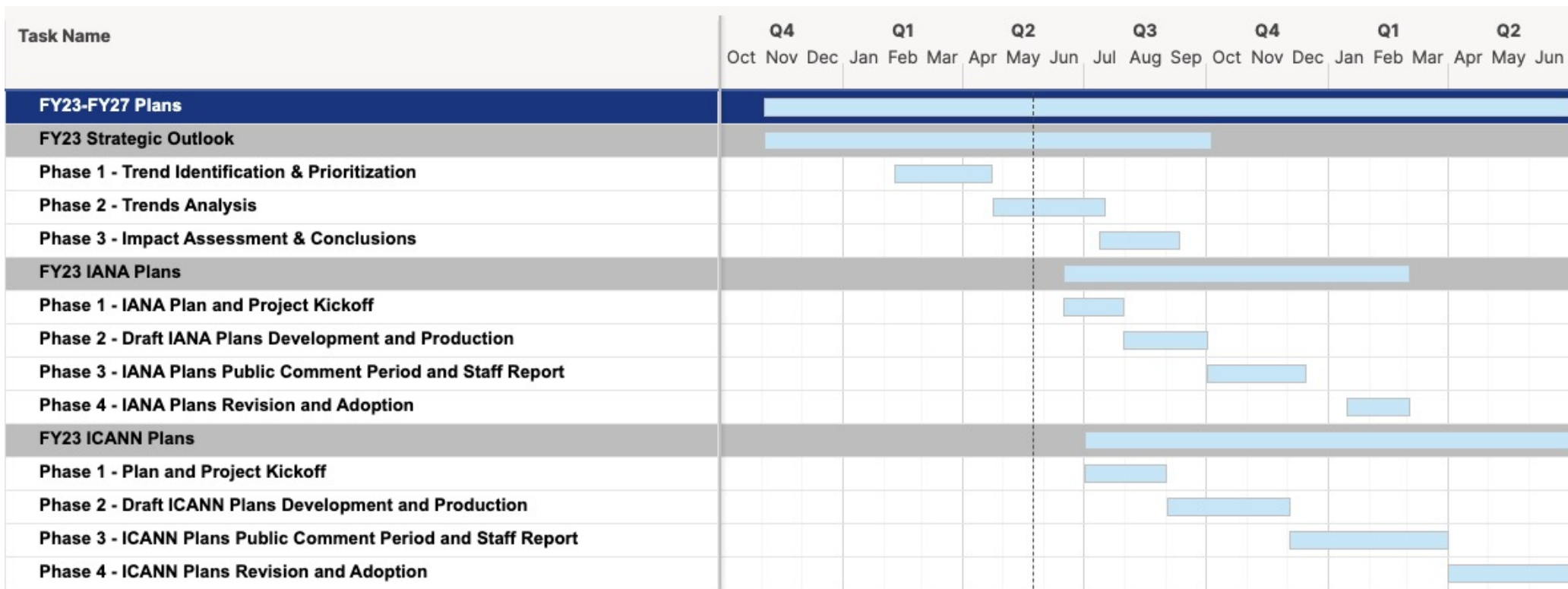
- ◎ A pilot of the prioritization framework is suggested on Board approved review recommendations for FY23 Planning
 - A work plan for the pilot is being developed.

FY23 Planning Process and Timeline

ICANN Planning Processes Overview



FY23 Planning Process Overview



- ICANN has completed the first step in the FY23 planning process, which was to collect input on trends that may impact ICANN’s remit.
- Efforts to develop the FY23 IANA plans will kick-off with community in June 2021.
- Efforts to develop the FY23 ICANN plans will kick-off with community in July 2021.

FY23 Planning Community Involvement

Step	Who	When
PTI/IANA FY23-FY27 Operating and Financial Plan Engagement and Kick off	Community Webinar	July 2021
ICANN FY23-27 Operating Plan Prioritization Step and Engagement and Kick off	Community Webinar	August 2021
PTI/IANA FY23-27 Operating and Financial Plan Public Comment	Community	September- October 2021
PTI/IANA FY23-27 Operating and Financial Plan Staff Report of Public Comments Published	Community	November 2021
ICANN FY23-27 Operating and Financial Plan Public Comment	Community	December 2021 through Early February 2022
Community Webinars on the ICANN FY23 Plans	Community Webinar	December 2021
ICANN Board Adopts IANA Budget	BFC/Board	December 2021
Empowered Community Consideration Period	Empowered Community	December 2021 – January 2022
ICANN FY23-27 Operating and Financial Plan Staff Report of Public Comments Published	Community	March 2022
Review Public Comment inputs/development ICANN FY23-27 Operating and Financial Plan	Board & Community Webinar	ICANN73 5-10 March 2022
Publication of the Proposed for Board Adoption ICANN FY23-27 Operating and Financial Plan	Community	April 2022
ICANN Board Adopts the ICANN Plans	BFC/Board	April 2022
Empowered Community Consideration Period	Empowered Community	May – June 2022

Recordings Planning and Finance Webinars



ICANN71 Prep Week Webinar

Planning and Finance Update

18:00 CEST, 2 June 2021 16:00 UTC, 2 June 2021 ID# 12485
Session Recordings Audio Archive Download Zoom Webinar Archive Engli...

🕒 09:00 - 10:30 PDT

📍 Prep 1

ICANN (INTERNET CORP FOR ASSIGNED NAMES ...)



See ICANN71 Prep Week [Session](#)

Planning and Finance Webinar

Prioritization of ICANN's Work and Finance Update

ICANN's Planning and Finance Team

27 April 2021



See Community Wiki : [Here](#)

Contact us at planning@icann.org