Draft Planning Prioritization Framework Version 1

Org Planning Department
February 2022

ICANN

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1. Introduction to the Prioritization Framework

1.1 Background

Prioritization continues to be critical in supporting the needs and demands of the ICANN organization's (org) global community. Due to the large volume and complexity of implementation work resulting from policy and review work, there is a need for ICANN to prioritize the implementation work.

ICANN's [Adopted Strategic Plan for FY21-FY25](#) includes the Strategic Objective to Improve the effectiveness of ICANN's multistakeholder model of governance and one of the targeted outcomes supporting this objective is that ICANN stakeholders collaborate to define prioritization mechanisms, which ensure that cumulative workload is reasonable at any one time, and that ICANN priorities reflect the community's collective needs. In addition, one of the six main topics articulated by the community for [enhancing the effectiveness of ICANN's multistakeholder model](#), "Prioritization of the work and efficient use of resources", was underscored as one of the most pressing by a majority of community members. Additionally, the need to prioritize the org's work was reinforced in the [ATRT3's Final Report](#) which included a recommendation for a community-led process to prioritize community recommendations. "Planning at ICANN" is one of the 15 operating initiatives in ICANN's Five-Year Operating and Financial Plan since the Adoption of the FY21-25 plans. One of the deliverables of this operating initiative is to deliver a draft planning prioritization framework to complement ICANN's overall planning process.

1.2 Purpose of the Prioritization Framework

The Prioritization Framework is a project that is intended to serve as a guide for the step of prioritization during the annual planning process. The framework describes and outlines what to prioritize, who will prioritize, when to prioritize, how to prioritize, etc, so that the community, org, and Board can collaborate efficiently and effectively during this process.

The implementation of this framework aims to enhance ICANN's overall planning process. It is also anticipated to yield the following additional benefits:
- Creates a process to collect and document the top priorities for the community, Board and org
- Enables the ICANN ecosystem to have informed discussions about synergies and tradeoffs of resource allocation decisions
- Reduces the risk of misalignment among competing views for prioritization by creating a process to collaboratively design a prioritization framework with collectively agreed upon criteria and methods
- If properly managed, prioritization can have a positive impact on the efficient use of resources to address the issues identified by the ICANN community.
- Increases the org's ability to plan for and to complete work in an efficient and timely manner.

1.3 Document Version Log

This framework involves a pilot where many aspects of the project will be validated. As such, the design of this framework will evolve and will be an iterative process. Input from the community, org and Board will be utilized throughout the development of this new step in the planning process.

Version #	Description of Changes	Publication Date
Version 1	Initial draft	February 2022

2. Overview of Community Consultations

2.1 Consultation Overview

The work for this project was launched by the org in April 2021. The first phase of this project was to hold consultations on the proposed design elements of a prioritization process to seek community input.

These consultations were informal engagement opportunities and included public webinars and several consultations with Supporting Organizations and Advisory Committees (SO/ACs) leadership and members as interested parties. From April 2021 through January 2022, a total of 17 consultations were held of which five sessions were Project Overview & Introduction webinars and 12 were workshop consultations. In these consultations, there were approximately 200 community members in attendance and the org received approximately 140 comments as input (see list below).

Number	Type	Group	Consultation Date
1	Public Webinar	Planning and Finance Webinar on Prioritization and Supplemental Fund Implementation of Community Recommendations (SFICR)	4/27/2021
2	Public Webinar	Planning and Finance Webinar ICANN71	6/2/2021
3	Consultation	ccNSO Strategic and Operational Planning Committee (ccNSO SOPC)	7/14/2021
4	Consultation	ccNSO Strategic and Operational Planning Committee (ccNSO SOPC)	7/26/2021
5	Consultation	ALAC Operations, Finance and Budget Working Group (OFB-WG)	7/29/2021
6	Consultation	ALAC Operations, Finance and Budget Working Group (OFB-WG)	8/12/2021
7	Project Overview & Introduction	Governmental Advisory Committee (GAC) Leadership - Project Overview	8/19/2021

8	Consultation	Security and Stability Advisory Committee (SSAC)	8/31/2021
9	Project Overview & Introduction	Generic Naming Support Organization (GNSO) SG/C chairs	9/21/2021
10	Consultation	SSAC	9/28/2021
11	Consultation	GAC Leadership and select members	10/5/2021
12	Consultation	Contracted Parties House (CPH)	10/7/2021
13	Public Webinar	ICANN72 Prep Week	10/13/2021
14	Consultation	Commercial Stakeholders Group (CSG)	10/21/2021
15	Consultation	ICANN72 Country Code Names Support Organization (ccNSO) Strategic and Operational Planning Committee (ccNSO SOPC) session	10/26/2021
16	Consultation	Noncommercial Stakeholder Group (NCSG)	11/10/2021
17	Consultation	ATRT3 Implementation Shepherds	1/6/2022

A key objective for this project is to seek broad and diverse input and the org is committed to being open and transparent throughout the development of the framework.

The org appreciates the opportunity to engage with community members on this project and thanks all community members for their input received thus far in the project.

The org planning team identified several design elements that are necessary for the draft prioritization framework. The consultation sessions were structured around these elements to gather feedback. During the consultations, the org planning team presented and explained the rationale of each element and most relevant options for each element. All participants were asked to provide feedback and share their expertise on similar processes, allowing participants to expand on areas of interest. The analysis and details of all input received are available in the appendix of this document.

2.2 Analysis of Community Input

This section provides a high-level description of the design elements discussed and the input received from the Community consultations. The feedback is organized by design element.

Figure 1 Summary of the Design Elements

Scope	• Identification of the scope of work to be prioritized
Participants	• Identification of the participants and their roles & responsibilities in the process
Frequency	• Design of the frequency for prioritization planning process
Technique	• Selection of an agreed-upon prioritization technique
Systems and Tools	• Identification of systems, reports or tools to manage the process
Pilot	• A pilot of the technique as a component of validation

2.2.1 Scope of Activities to Prioritize

Description of design element

The "Scope of activities" element defines what work to prioritize. Eventually, the prioritization framework may be implemented to help prioritize all work across the ICANN ecosystem. In general, the work within the ICANN ecosystem progresses through various stages, such as initiation, development, finalization, Board consideration and implementation. To prioritize, we have to look at all work in a holistic manner.

Figure 2: The figure below categorized the work in four categories:

1. **ICANN Bylaw mandated activities**: this includes the ICANN Bylaw mandated specific reviews and organizational reviews. The initiation of such activities are Bylaw required and the activities are carried out by the community or other stakeholders, but supported by the org.
2. **Community-led Mission driven activities**: this includes Policy Development Processes (PDPs) and advice. This type of work is usually initiated and led by the community.

3. **Org-led strategic activities**: this includes projects with specific deliverables, initiated and led by the org.
4. **All Implementation activities**: this includes implementation activities of all Board-approved recommendations from either the community, org or other stakeholders. These can be recommendations from all three types of activities mentioned above.

Examples of work that the prioritization process would not necessarily apply to includes:
1. All continuing operations in functional activities.
2. Smaller projects that do not significantly affect the org and that may be at the discretion of a given org department, or community group.

Summary of Community Input Received
1. **ICANN Bylaw-mandated activities**: Very little input was received about Bylaw-mandated activities, as these activities are required by the ICANN Bylaws, and adherence to comply with the Bylaws is often prioritized unless or until the Bylaws requirement to conduct such activities are changed.
2. **Community-led Mission-driven activities**: The input received indicates that while it's important to prioritize the community's work for PDPs, the prioritization framework will first focus on Board approved implementation work. As the process evolves and improves however, this scope of activities could be included for best practices.
3. **Org-led strategic activities**: Input was received that the operating initiatives in the Five-year Operating Plans should be prioritized. Other strategic projects, such as the Evolution of the Multistakeholder Model work plan should also be prioritized.
4. **All implementation activities**: The community input received was in support of prioritizing Policy, Review and Cross-Community Working Group implementation work.

   There was input that the defined the scope of activities to prioritize should be taken from the ATRT3 - Prioritization and Rationalization of Activities, Policies, and Recommendations (10.4) In addition, feedback was received in support of the ATRT3 Recommendation on prioritization.

Additional input received:
● It is challenging for some to understand why prioritization of PDPs is happening at the point of implementation. As community members may have volunteered their time for thousands of hours leading up to Board approval of recommendations. It is concerning how this approach will incentivize community members to continue their volunteer work in the future.
● Policy implementation should take precedence in prioritization as it is the mission of ICANN. Concern was expressed that conflicting points of view would start causing policy recommendations to compete against review team recommendations for implementation priority.
● Due to the timing of the planning process and the assumption that implementation related work will not start until the Board approves the PDP, review and CCWG recommendations, the prioritization process needs to run concurrently with the Board-approval process to avoid significant delays.

2.2.2 Participants

Description of design element

The "Participants" element defines who will conduct the prioritization including the roles and responsibilities of all involved parties during this process. The org proposed the following participants structure during the consultations:

1. **Consultation by SO/AC groups on Prioritization during the annual planning process**: This structure requires the org to conduct multiple consultation sessions during the annual planning process. The sessions will be conducted by SO/AC groups. For each of the consultation sessions, the org will prep materials to be used and facilitate the prioritization discussion and decision making.
2. **Form a group with members from each SO/AC at the beginning of the annual planning process**: This structure requires each SO/AC to nominate a volunteer to participate in the prioritization process. Similar to the structure above, the org will conduct consultation sessions during the annual planning process, but it's likely that this structure will require less sessions than the above one.
3. **An additional Public Comment proceeding during the annual planning process**: This structure requires the org to propose the activities to be prioritized prior to developing the draft operating plan and budget each year, and post for Public Comment.

Summary of Community Input Received
1. **Consultation by SO/AC groups on Prioritization during the annual planning process**:
   - Input was received supporting the approach that the org is to gather prioritization input from each SO/ACand for the org to propose the prioritized activities in the draft operating plan and budget.
2. **Form a group with members from each SO/AC at the beginning of the annual planning process**:
   - Many supported this structure and suggested obtaining volunteers via the community leadership.
   - Input was received to align with ATRT3 recommendations which includes forming a committee and defer to the committee to prioritize.
   - Input indicates the importance of having a cross-community group to discuss priorities by the SOs/ACs.
3. **Add an additional Public Comment proceeding during the annual planning process**:
   - Many did not support an additional Public Comment proceeding due to time constraints during the annual planning process.

Additional input received:
- A suggestion was to hold a focus group rather than by SO/AC to have broad cross-community representation.
- Suggestion that the structure of participants include a hybrid of consultation by SO/AC members, community webinars ,and a formal or informal group (group leadership or their designee).

- It is better to consider all three options. This may allow the pilot to demonstrate what will and will not work..
- The org should be flexible,adaptable, and ready to change the structure if necessary.

2.2.3 Frequency

Description of design element

The "frequency" element defines when to prioritize and how often to prioritize. Org is recommending that the Framework become part of the org's annual planning process as an additional tool reflecting community-identified priorities. Since the prioritization will be an added step during the annual planning process, the org suggested conducting the prioritization once a year. As such, the result of the prioritization will provide the org the prioritized activities to be included in the draft Operating Plan and Budget development between July to October each year, which will then be published for Public Comment.

Summary of Community Input Received

- The input received was in favor of the cadence of once per year.
- The community indicated that May and June timing is optimum for prioritizing for the following year's planning activities.

2.2.4 Techniques

Description of design element

The "techniques" element describes techniques or models that can be used to help prioritize. The techniques will aid in the decision-making step of the process and include using tools that foster collaboration about choices that are to be made. As such the Planning Team conducted desktop research of prioritization techniques or models to examine if any of them could be useful in the context of prioritization at ICANN. Based upon this, 12 techniques were reviewed The research and analysis can be found in a separate document called Notes on Prioritization Techniques published as a resource to this document.

All 12 techniques were first assessed in terms of their general applicability using guiding principles noted below. Some were deemed to be ineligible in scale, input or function (e.g., a technique that guides prioritization of individual work flow rather than at an institutional level or focused on resources and people).

Guiding principles 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.

Following this first assessment of basic applicability to the ICANN context, four techniques were selected by the org to be "potential prioritization techniques." Each of these techniques was further explored and evaluated using general pros and cons (e.g., simple, easy to use versus complex).

Criteria for evaluating the 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 for different prioritization decisions.

Org presented an overview of the four potential techniques during the consultations with the community.

Summary of Community Input Received
- Input received indicated the need for techniques to be relevant to mission-driven organizations like ICANN.
- Support was received for the use of hybrid techniques.
- The recommendation was to keep the methodology simple and to avoid having the approach take too much time.
- "Hierarchy of purpose" appears to be appropriate to assist and complement "team Gantt".
- Feedback was received that a scalable technique for all types of work was appropriate in this context. Specifically, a technique that can be used in multiple forums and situations and not solely for volumes of work.
- Feedback included a suggestion to evaluate how you would handle "conflict" of "ranking" by different community members.
- Feedback included a suggestion to use the urgent/ important Eisenhower approach
- Support was received to use a technique selection criteria that is easy to understand, relevant to ICANN's mission, and not a cost focused criteria.
- Suggestion received was not to use "cost" based criteria, so the Risk-Value-Cost-Effort (RCVE) method is not really relevant in this Prioritization exercise.

2.2.5 Systems and Tools
Description of design element
The "systems and tools" element defines what resources are helpful to use when prioritizing. Theorg uses various resources during the planning process and recommends using resources that are currently in place for the prioritization process. This includes:
1) ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work (published as Appendix in the Five-Year Operating Plan)
2) The Recommendations Relating to Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews (published as Appendix in the Five Year Operating Plan).
3) Other existing reports about community-led projects to be implemented.

Furthermore, during the pilot phase additional reporting needs will be identified and process improvement recommendations will be developed for the type, format and frequency of reports that should be published for the community on prioritization.

Summary of Community Input Received

- Synergies with existing formats of documents is appreciated.
- The less new things the community needs to learn, the better
- Suggestion to consider if the materials need to be translated

2.2.6 Pilot

Description of design element

The "pilot" element provides an opportunity for the org to test the draft framework and further improve the framework. During the consultation, the org suggested running a pilot during the FY23 planning cycle, so that the prioritization framework can be implemented during the FY24 planning cycle. The org also suggested the pilot focus on a narrowed scope of activities for optimal learning purposes.

Summary of Community Input Received

- The inputs received were in favor of running a pilot because it will permit a more tangible experience.
- There is support for the idea of a pilot and that the pilot will focus on the number of Board-approved Specific Review recommendations.

3. Proposed Draft Planning Prioritization Framework V1

3.1 Framework Description

Framework proposal on scope of activities

The scope of activities to be included in this prioritization process as a step in the annual planning process, is proposed to be Board-approved implementation work, such as PDP recommendations, Specific Review recommendations and the implementation of other non-policy and advice work.

Framework proposal on participants

Based on the input received, the org proposes that a group with members from each stakeholder group and constituencies at the beginning of the annual planning process be formed. This structure will permit each member to share a perspective of priorities by stakeholder groups and constituencies. A key outcome of the planning prioritization process is for the community to provide input to the org on prioritization as step one of prioritizing. Org then receives this input and will evaluate and develop implementation plans and next suggests inclusion of activities into the draft plans subject to a Public Comment period. This is step two of the prioritization process.

Given the roles and responsibilities of the community, Board and org in the planning process, it is important that the community provide agreed upon input on prioritization to org. It is then the org's responsibility to evaluate the allocation of resources for implementation in the context of all

other activities that require org planning. Therefore, it is important that the planning prioritization group work together and agree upon priorities.

The org recommends that participation consists of members from the community that are selected by the stakeholder groups and constituencies leadership. The stakeholder groups and constituencies leadership will be asked to nominate one member to participate in the prioritization process. The request includes identifying an alternate member should the primary member be unable to participate due to unforeseen reasons.

The community planning prioritization group will have up to 9 members as follows:
1. *ASO - Address Supporting Organization*
2. *ALAC- At-Large Advisory Committee*
3. *GNSO/CSG - Commercial Stakeholder Group (CSG)*
4. *GNSO/CPH - Contracted Party House*
5. *GNSO/NCSG - Noncommercial Stakeholder Group*
6. *ccNSO - Country Code Names Supporting Organization*
7. *GAC - Governmental Advisory Committee*
8. *RSSAC - Root Server System Advisory Committee*
9. *SSAC - Security and Stability Advisory Committee*

If any one of the stakeholder groups and constituencies elects not to participate, then the number of members will be less than nine.

Framework proposal on Frequency
Based on input received, the org proposes that the prioritization step take place from April through June each year. This timing permits the org to report to the community, Board and org the prioritization suggested by the community.It also provides the org planning liaisons enough time to develop detailed resourcing estimates to include in the draft operating and financial plans. Additionally, org suggests that a mid-year planning prioritization process could be considered on an as needed basis should there be a need to review activities that are approved by the Board during the planning cycle.

Framework proposal on Techniques
Based on input received, the org proposes to use the "Urgency-Importance Matrix" prioritization technique. During the pilot, the hands-on validation of this approach will take place. A hybrid of the "Hierarchy of Purpose"prioritization technique will also be reviewed during the pilot to evaluate its usefulness and ease of use.

For the pilot, prioritization will take place on review recommendations that are Board approved. A detailed explanation of the use of the technique will be provided during the pilot phase and community input will be requested throughout the process. See the section on the pilot proposal for more information.

Framework Proposed on Systems and Tools

Based on input received, there are existing reports that will be used such as the ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work (published as Appendix in the Five-Year Operating Plan). In addition, future discussion about providing information on the status of the prioritization framework will be discussed during the pilot phase of the project.

Framework Proposal on a Pilot
The community input fully supported the org conducting a pilot during the FY23 planning process. Further analysis and improvements to this framework will be learned during the pilot. These improvements will then be incorporated for the next version of the framework to be shared after the pilot has concluded. This version will be used for the first implementation of the framework in the FY24 planning process in the May 2022 timeframe.

In preparing for a pilot, the org considered the objectives of the Planning Prioritization Project, input received from the community consultations on this project, and the below recommended Guiding Principles for a pilot

Guiding Principles for the pilot:
- Timing: The pilot should be swift and light in effort
- Methodologies: The techniques should be easy to use and easy to understand
- Output: The decision-making process should result in a prioritized list of activities. The Prioritization Framework has two steps:
    1. The community discusses and agrees upon a list of activities to be prioritized
    2. The org receives this agreed upon list as input to develop the draft Operating Plan and Budget which includes detailed work plans with proposed timing and resources. The Draft Operating and Budget will be published for Public Comment where any group or the general public can provide comments.

Recap Table of Proposed Draft Prioritization Framework

Design Element	Proposal for Draft Framework
Scope	The "Scope of activities" element defines what to prioritize. Based on consultation input, the draft framework will focus on prioritizing Board-approved implementation work, such as PDP recommendations, Specific Review recommendations and the implementation of other non-policy and advice work.
Participants	The "Participants" element defines who will conduct the prioritization and the roles and responsibilities of all involved parties during this process. Based on consultation input, the draft framework suggests forming a planning prioritization group, with members from each SO/AC at the beginning of the annual planning process to help prioritize the activities identified in the Scope.

	These members will be nominated by the chairs of the SO/ACs but they are acting in their own capacity within the group. The community planning prioritization group will have up to nine members as follows. If one of the SO/ACs does not wish to participate, then the number of members will be fewer than nine: 1. *ASO - Address Supporting Organization* 2. *ALAC - At-Large Advisory Committee* 3. *GNSO/CSG - Commercial Stakeholder Group (CSG)* 4. *GNSO/CPH - Contracted Party House* 5. *GNSO/NCSG - Noncommercial Stakeholder Group* 6. *ccNSO - Country Code Names Supporting Organization* 7. *GAC - Governmental Advisory Committee* 8. *RSSAC - Root Server System Advisory Committee* 9. *SSAC - Security and Stability Advisory Committee* It is important that the community planning prioritization group present a consensus-based, agreed upon list of prioritized activities to the org, to continue the development of the annual Operating Plan and Budget.
Frequency	The "frequency" element defines when to prioritize and how often to prioritize. Based on consultation input, the prioritization process will take place once a year during April - June. The suggested timing will allow sufficient time for the org to develop the detailed work plan and resourcing estimates during the annual Operating Plan and Budget development process. This will also allow the community to provide further input via the draft plan Public Comment proceeding. Additionally, org suggests that a mid-year planning prioritization process could be considered on an as needed basis should there be a need to review activities that are approved by the Board during the planning cycle.
Techniques	The "techniques" element describes techniques or models that can be used to help prioritize. Prioritization is a process of making choices and making decisions. Based on consultation input an "Urgency-Importance Matrix" prioritization technique will be used during the prioritization process. See proposed matrix in the appendix section of this document.
Systems and Tool	The "systems and tools" element defines what resources are helpful to use when prioritizing. Based on consultation input, the following resources will be reviewed and

	considered during the prioritization process:
	1. ICANN Rolling Five-Year Roadmap for Policy, Review and Cross-Community Working Group work
	2. The Recommendations Relating to Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews
	3. Other tools to be identified during the pilot
Pilot	During the consultation, the org suggested running a pilot during the FY23 planning cycle, so that the prioritization framework can be implemented during the FY24 planning cycle. The org also suggested the pilot focus on a narrowed scope of activities for optimal learning purposes. Based on input received, the community is in strong support of running a pilot. The pilot will give the org and the community an opportunity to test the process and methodologies developed, identify gaps for further improvement. Please see the proposed pilot in Section 4 of this document

3.2 Prioritization and the Annual Planning Process

ICANN's annual planning process consists of the strategic planning process, operating planning process and budget process; often, the operating planning process and the budget process are combined into one (the "Operating Plan and Budget process") due to the timing of the planning cycle. See Figure 3 below.
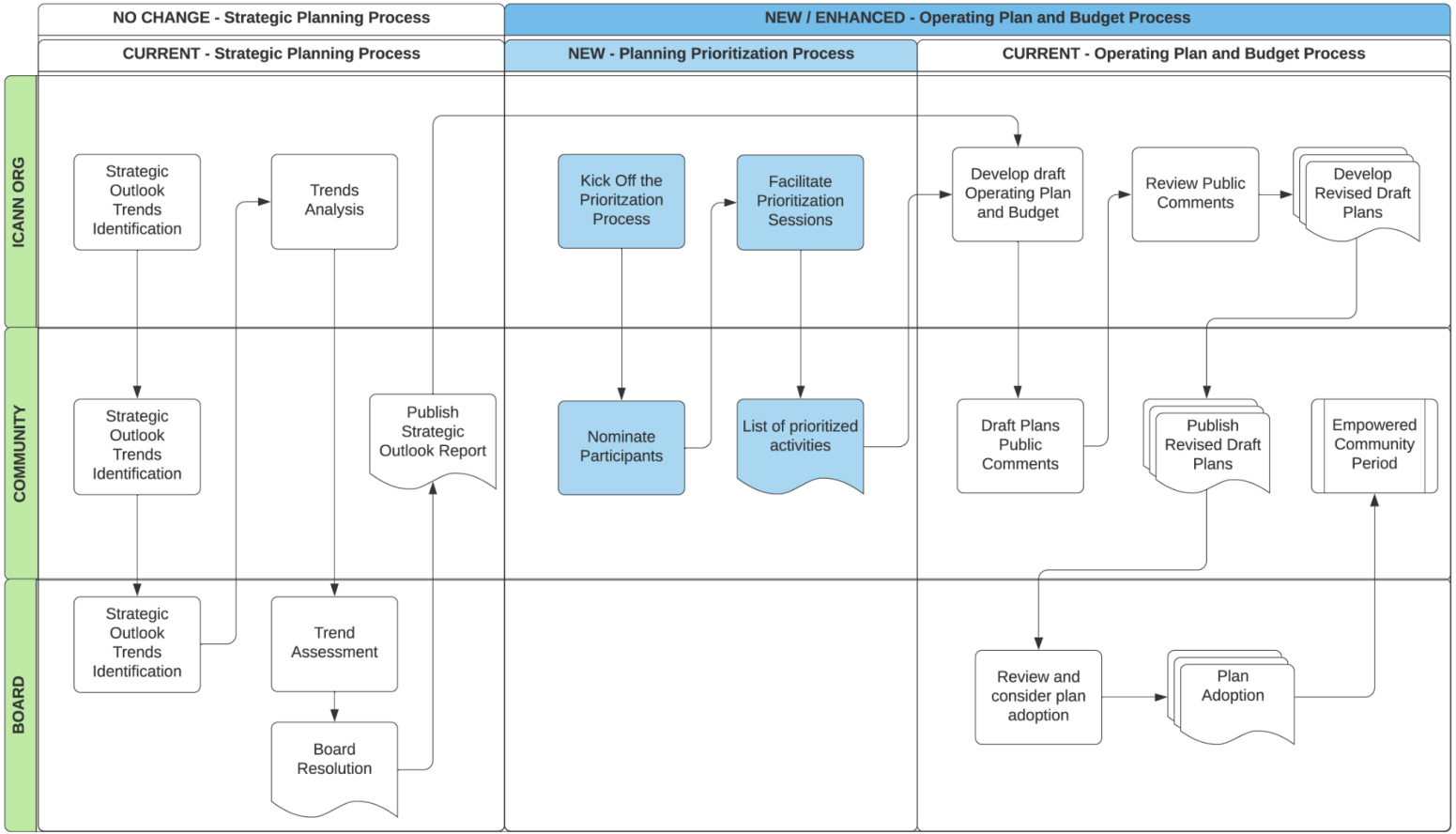
Figure 3: Proposed Overall Planning Process Flow

The strategic planning process consists of strategic trend identification, trend analysis, and trend impact assessment. The result of the impact assessment will either result in recommendations to evolve the Strategic Plan, or recommendations to take short-term tactical actions during the Operating Plan and Budget process.

The current Operating Plan and Budget process starts with the development of the draft operating plan and budget with a set of planning assumptions, which are reviewed with the community in webinars and other engagement sessions. The draft plans are then published for Public Comment, giving the community the opportunity to review and comment on the draft. The org reviews and considers all comments received, where applicable, incorporated into the revised draft for Board consideration. Finally, communities have another opportunity via the Empowered Community to ensure the accountability and transparency of this process.

The intent of the Planning Prioritization Framework is to improve the overall planning process by enhancing the Operating Plan and Budget process. As illustrated by Figure 3 above, the new planning prioritization process step will be embedded in the current Operating Plan and Budget process, prior to the org developing the draft plans. This newly added step will provide the community with an opportunity to review, evaluate, discuss, and prioritize activities that the org should take into consideration while developing detailed work plans and resource allocations in

the Operating Plan and Budget process. The proposed process to carry out the planning prioritization is illustrated below:
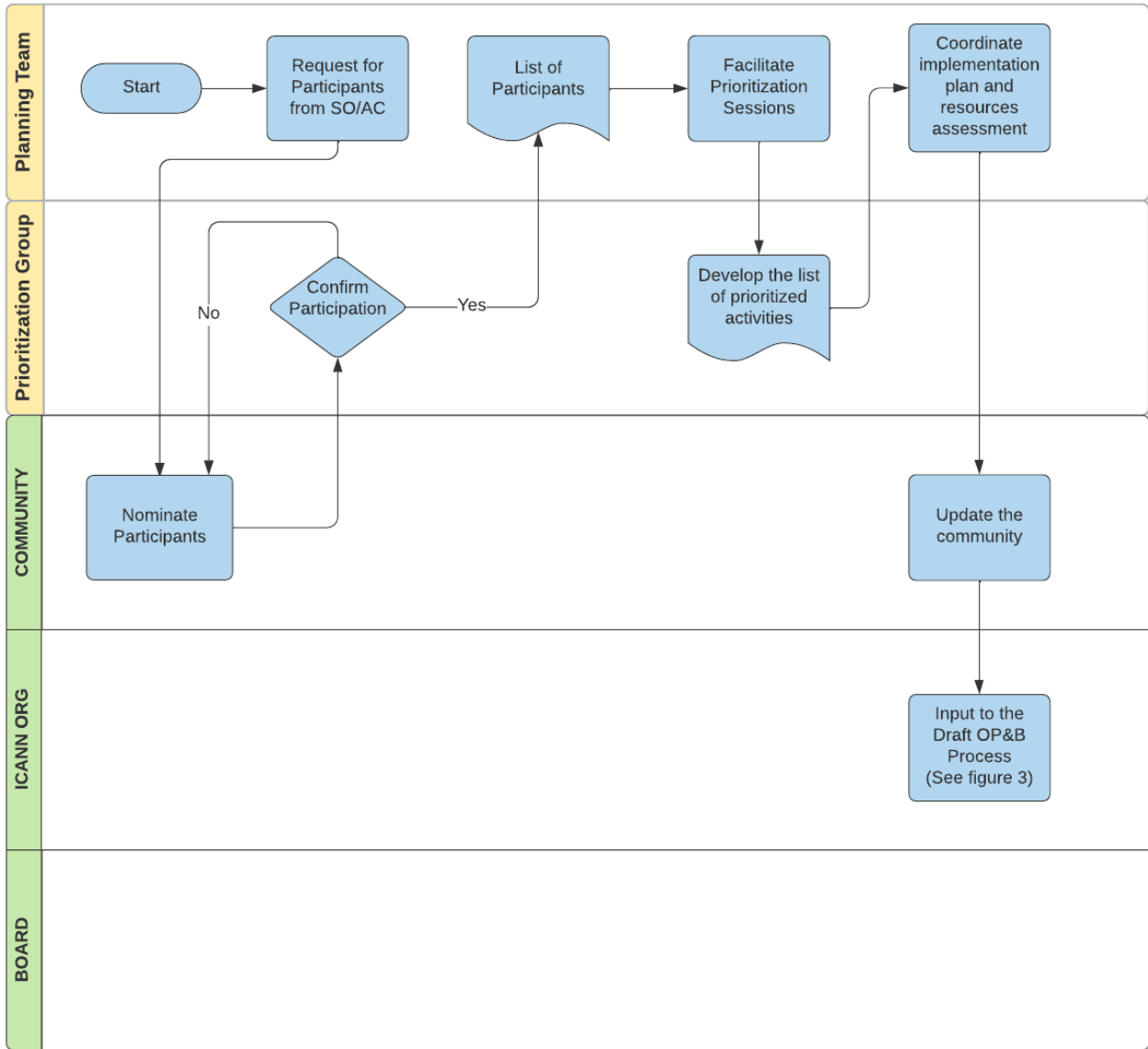

Figure 4 - *Proposed Planning Prioritization Process Flow.*

- The org planning team kicks off this process by requesting for participation from the SO/ACs, via the chairs of the SO/ACs.
- The chairs of the SO/ACs each nominate one primary participant and one secondary participant. The secondary participant is the alternate in case the primary participant nominated cannot take part for any unforeseen reasons.
- The org planning team receives the list of participants and forms the planning prioritization group.
- The org planning team conducts a series of prioritization sessions with the planning

prioritization group. During the session, participants will review, evaluate, discuss, and agree on activities to be prioritized.

- The org planning team receives and reviews the list of prioritized activities.
- The org planning team updates the community about the list of prioritized activities.
- The list of prioritized activities will be an input to the development of the draft plans. Please see Figure 3 for continuation of the Operating Plan and Budget process.

The prioritization process is proposed as a step at the beginning of the operating planning process. The operating planning process lasts approximately 14 months. The prioritization process will take place once a year during the May-June timeframe as noted below in Figure 4. The suggested schedule will allow sufficient time for the org to develop the detailed work plan and resourcing estimates during the annual Operating Plan and Budget development process from July through November. This will also allow the community to provide further input via the draft plan Public Comment proceeding which opens in December.
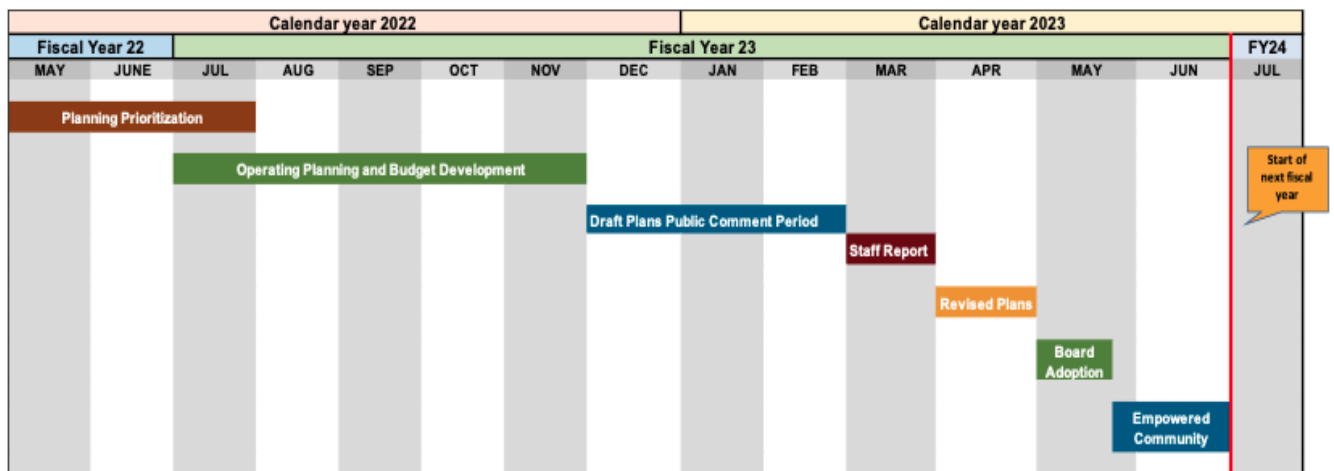

Figure 5 - *Proposed Prioritization and overall Planning Process Timeline*

4. Proposed Pilot

4.1 Pilot Introduction

During the consultation, the org suggested running a pilot during the FY23 planning cycle, so that the prioritization framework can be implemented during the FY24 planning cycle. The org also suggested the pilot focus on a narrowed scope of activities for optimal learning purposes. Based on input received, the community is in strong support of running a pilot. The pilot will give the org and the community an opportunity to test the process and methodologies developed, identify gaps for further improvement.

The pilot will be based on couple of guiding principles received during the community consultations:

- Scope: The scope of the pilot should be a subset of the draft framework scope.

- Outputs: The outputs are a list of prioritized board-approved specific review recommendations that will be submitted to the org. This list will be published as a resource document for the FY23 Operating Plan and Budget. Another output will be the lessons learned document from the pilot, which will enable further improvement of the Planning Prioritization Framework.
- Effort: The pilot should be swift and light in effort.
- Pilot Timing: In order to inform the FY23 Planning cycle, the goal is to complete the pilot no later than the end of March 2022, so the output can be included in the Proposed for Adoption FY23 Operating Plan and Budget.
- Methodologies: The techniques should be easy to use and easy to understand.

4.2 Pilot Approach

Pilot Participants

The org suggested forming a group from the community to conduct this pilot. The SO/AC leaders will provide one member from each stakeholder group and constituencies leadership to participate in the pilot, with an alternate representative, in case the selected member is unable to participate for any unforeseen reasons.

The planning prioritization pilot group will have 9 members as follows:
1. *ASO - Address Supporting Organization - 1 member and 1* alternate
2. *ALAC- At-Large Advisory Committee - 1 member and 1* alternate
3. *GNSO/CSG - Commercial Stakeholder Group (CSG) - 1 member and 1* alternate
4. *GNSO/CPH - Contracted Party House - 1 member and 1* alternate
5. *GNSO/NCSG - Noncommercial Stakeholder Group - 1 member and 1* alternate
6. *ccNSO - Country Code Names Supporting Organization - 1 member and 1* alternate
7. *GAC - Governmental Advisory Committee - 1 member and 1* alternate
8. *RSSAC - Root Server System Advisory Committee - 1 member and 1* alternate
9. *SSAC - Security and Stability Advisory Committee - 1 member and 1* alternate

Although the participants are selected by the SO/AC leaders, they will act in their own capacity once on the team. This is in order to ensure that the guiding principle of timing for the process is met.

Pilot Sessions

The pilot will consist of a series of virtual sessions facilitated by the org's Planning team. Other subject matter experts will also attend the pilot sessions. In addition, a liaison from the ICANN Board will attend the sessions.

During the sessions, participants will review the list of Board-approved recommendations from Specific Reviews that are pending for implementation. This list will include guidance from the org on the level of prioritization using the prioritization technique Urgent/Important.

The guidance is to enable discussion during this exercise as a starting point of the evaluation. Each recommendation will be evaluated in terms of the level of urgency and importance. Participants will be asked to discuss the list of the recommendations and they can either (1) agree with the prioritization provided and provide notes on why, or (2) adjust the level of

prioritization and provide notes on why. Once complete, the org will hold a wrap-up session with all participants to discuss and identify lessons learned from the pilot that serves as input to the next version of the framework.

Pilot Schedule
The proposed pilot schedule is as follows:

What	Who	When [1]
Request for Participants from SO/AC Leaders	SO/AC Leaders	Week ending 14 February
Form Community Planning Prioritization Pilot Group	Participants nominated by SO/AC leaders	Week ending 1 March
Prioritization Pilot Session #1 (Group prioritization discussion)	Community Planning Prioritization Pilot Group	One 90 minute Session Week ending 4 March
Prioritization Pilot Session #2 (Group prioritization discussion)	Community Planning Prioritization Pilot Group	One 90 minute Session Week ending 11 March
Prioritization Pilot Session #3 (Group prioritization discussion)	Community Planning Prioritization Pilot Group	One 90 minute Session Week ending 18 March
Prioritization Pilot Session #4 (Output Conclusion)	Community Planning Prioritization Pilot Group	One 90 minute Session Week ending 25 March
Prioritization Pilot Session #5 (Lessons Learned and Wrap Up)	Community Planning Prioritization Pilot Group	One 90 minute Session Week ending 1 April
Develop documentation to be included as a resource document for the FY23-27 Operating and Financial Plan 2022.	ICANN org	By 20 April
Develop Planning Prioritization Framework V2	ICANN org	By 31 May

[1] Schedule to be confirmed based on participants' availability

4.3 Pilot Intended Output

The pilot prioritization process has two steps:
- Step 1: The output is a list of prioritized Board-approved specific review recommendations to be published as a resource document for the Proposed for Adoption FY23-27 Operating and Financial Plan presented to the ICANN Board for Adoption in May 2022.
- Step 2: Within 1-2 months from the end of Step 1, and once the org receives the list of prioritized recommendations, org will start to assess them against the resources required for their implementation and develop a detailed implementation plan. Furthermore, during this step, org evaluates possible dependencies among the prioritized recommendations.
- Step 3: Subsequently, org will begin the implementation of the prioritized recommendations.

- Step 4: This process will then repeat until the specific review recommendations that are board approved and pending prioritization are planned for and implemented.

A key outcome or measure of success for this project is to achieve decisions on prioritization in Step 1 of the project deliverables described above. The proposed structure aims to ensure that the output is a group decision.

A lessons-learned document is to be produced that will provide feedback to enable the org to further refine and improve the Planning Prioritization Framework. The Planning Prioritization Framework V2 will be shared and implemented during the FY24 Annual Planning Process.

5.Conclusion

The implementation of this framework will enhance the org's overall planning process. This project involves a pilot where many aspects of the proposed framework will be validated. As such, the design of this framework may evolve and be an iterative process.

ICANN Org appreciates all community members for their input thus far in the project.

Appendix

A. Framework Development Consultations Summary

Following the project initiation in April 2021, the org conducted community consultations with various SO/AC groups between May 2021 and January 2022, gathering input for the development of the draft Planning Prioritization Framework (the "framework").

The org planning team convened 17 consultation sessions with more than 200 community members participating, resulting in over 140 data points collected. The org planning team identified several design elements that are necessary for the draft framework.

Summary of Community Consultations
The table below summarizes the input received during the Community Consultations on the Planning Prioritization Project.

List of Community Consultations and Detailed Input Received			
Type	Group	Date	Feedback Received
1. Public Webinar	Planning and Finance Webinar on Prioritization and Supplemental Fund Implementation	4/27/2021	Project Initiation Webinar

		of Community Recommendati ons (SFICR)		
2.	Public Webinar	Planning and Finance Webinar ICANN71	6/2/2021	Project update
3.	Consultation	ccNSO Strategic and Operational Planning Committee (ccNSO SOPC)	7/14/2021	- SCOPE: Suggestion received to look into the details of a single project rather than looking at a broad scope only, e.g. look into the 116 recommendations of WS2 rather than just WS2. - SCOPE: Comments received in relation to the scope of work to be prioritized, that the retirement of ccTLD work is a 5-10 year retirement work. The work involves writing a retirement plan, the retirement process, etc. - SCOPE: There are supports to include the org implementation activities and org initiated (strategic) activities in the prioritization framework. - PARTICIPANTS: The group expressed concerns that there doesn't seem to be sufficient time for a separate Public Comment period. - PARTICIPANTS: The group agrees that consultation with SOs/ACs makes sense, involving and going through the leadership of the organizations. - PARTICIPANTS: Comment received about ensuring diverse participation, especially next generation. - PARTICIPANTS: The group supports the idea to test during the pilot whether to use a formal or informal structure. - FREQUENCY: The group largely supports the frequency of once per year, especially given the work level at present.
4.	Consultation	ccNSO Strategic and Operational Planning Committee (ccNSO SOPC)	7/26/2021	- TECHNIQUES: Support received to use two techniques. - TECHNIQUES: The group suggests that the org to consider the complexity of the techniques. If they are too complex, it becomes challenging for the volunteers to participate. - TECHNIQUES: Comment received about the transparent choice that it seems to be time consuming. - TECHNIQUES: The group expressed support of hierarchy prioritization and Risk-Cost-Value-Effort, as they seem very useful and relatively easy to adopt to the ICANN ecosystem.

			• TECHNIQUES: Comment received that SOAT, SWOT, Hierarchy, and RCVE are all models that can help fine-turn the decision making criteria. • TECHNIQUES: Recommend considering the hybrid of hierarchy and Gantt. • SYSTEM/TOOL: Synergies with existing formats of documents is appreciated. The less new concepts we need to learn, the better. • SYSTEM/TOOL: Suggest to consider if the materials need to be translated. • PILOT: Support and agree that the pilot is important and crucial, as it will put the tangible and context to the framework.
5. Consultation	ALAC Operations, Finance and Budget Working Group (OFB-WG)	7/29/2021	• SCOPE: Suggest the Operating Initiatives in the Operating Plan should be part of the prioritization. • SCOPE: Some members struggle with the differences of this prioritization versus. ATRT3 recommendation. Several members indicated the ATRT3 recommendation 10.4 defined the scope of activities to be prioritized. Support for the ATRT3 recommendation as paramount. • PARTICIPANTS: Several members indicated the ATRT3 recommendation 10.4 defined the scope of activities to be prioritized. Support for the ATRT3 recommendation as paramount. • PARTICIPANTS: Suggest avoiding a separate Public Comment period. • FREQUENCY: Support once a year around May/June. • FREQUENCY: Suggest to align with ATRT3 approach, use a committee and ask the committee to decide.
6. Consultation	ALAC Operations, Finance and Budget Working Group (OFB-WG)	8/12/2021	• TECHNIQUES: Support the guiding principles of the techniques • TECHNIQUES: Support the hybrid approach of technique choice • TECHNIQUES: Suggest the listed "con" of the techniques to be adjusted within our unique model because of "how" recommendations are created by and with community input, etc. • TECHNIQUES: There was a question about how prioritization ranking conflict would be handled? • TECHNIQUES: Comment received on techniques selection, that depends on whether imperial or iterative decision making processes, a hybrid model may end up being used. • TECHNIQUES: Comment received that Team Gantt for this purpose is not recommended. • TECHNIQUES: Comment received that RCVE does not really fit in this prioritization exercise stage.

7. Project Overview & Introduction	GAC Leadership - Project Overview	8/19/2021	Project update.
8. Consultation	SSAC	8/31/2021	• SCOPE: Few supported to include all the suggested activities - 1) org implementation work (PDP, CCWG, Review implementation work), 2) Org initiatives work (ITI, NSP etc); 3) Community initiated work (PDP, CCWG, etc) in the scope • SCOPE: Emphasized the importance to ensure room for flexibility rather than "these are the top 10 priorities". • SCOPE: Support prioritizing the community initiated work and how to coordinate among the SO/AC during the process. • PARTICIPANTS: Suggest that it is important to have the participants formalized. Not too formal, but at least have members from each SO/AC. Or some sort of CCWG. • PARTICIPANTS: Discussion that the SSAC would probably nominate the Admin Committee to take part in the process. • PARTICIPANTS: Suggestion that a Public Comment period is not a good way to handle it. • PARTICIPANTS: Suggest that participants will be a hybrid of consultation by SO/AC then community webinar and a formal or informal group. • FREQUENCY: Support that Maycan be a good start point for the next cycle, as January is the Public Comment period for the current year planning cycle, it is also the time for the Strategic Outlook program. • FREQUENCY: Comment received to have a status update each year around January, with the list of prioritized items.
9. Project Overview & Introduction	GNSO SG/C chairs	9/21/2021	• PARTICIPANTS: There were questions about the level of community commitment related to the prioritization effort. • PARTICIPANTS: There were questions about participants, whether the participants represent the SO/AC groups or represent the participants themselves.
10. Consultation	SSAC	9/28/2021	• FREQUENCY: Support the timing and frequency proposed - once in late May/early June. • PILOT: Agree that the techniques selection criteria is critical as part of the pilot. It's important to ensure we build the criteria into the framework. The criteria should be built in and be done prior to the pilot.

			• PILOT: There is support for the idea of a pilot, and support the scope of the pilot to focus on review recommendations. • TECHNIQUES: Support the general concept of technique selection criteria is also to not use "cost" based criteria, but rather how easy it is to understand, relevant to ICANN's mission, etc. • TECHNIQUES: Suggestion on adding "effort" into the criteria, or into the complexity point. • TECHNIQUES: Suggestion that bandwidth as a key metric. The SSAC uses a GANTT type approach for our own planning. Bandwidth = among / level of volunteers available. If the same key people are needed to work on this then need to spread that out. • TECHNIQUES: Support that Team Gantt seems to be most appropriate, Also agree to look at the bandwidth. • TECHNIQUES: Comment received that "Hierarchy of purpose" appears to be appropriate to assist and complement "team Gantt".
11. Consultation	GAC Leadership and select members	10/5/2021	• SCOPE: Suggest all of the operating plans to be included and determine what type of activities we want to prioritize. • SCOPE: There were questions about how things are prioritized and what input the SOs/ACs have. • SCOPE: Comment received that this exercise could help all of us in having a sort of ICANN-wide action and decision radar that may help us keep track of activities which are ongoing. In order to have prioritization and track all the activities through CCWG/ Policy Development Processes- need a very robust information system behind. Piggy-backing on improvement on ICANN improvements. All the supporting organizations and advisory committees have issues they are struggling with - this is to help create action and decision radars. ICANN wide similar tool to decide (H/M/L priorities and timeframes for each action). • FREQUENCY: Support the frequency of once per year. • PARTICIPANTS: Comment received that the GAC usually needs some form of written consultations that give us time to develop a common position. • PARTICIPANTS: Comment received about the inclusiveness of participation. If SOs/ACs are working through tools to make a final list of priorities, definitely webinars - community wide makes sense, and some kind of formal structure makes sense. If there is some exercise with the tool. discussions to come up with an initial list, a

			small group would make sense. My personal view - need to consult with GAC.
			● PARTICIPANTS: Comment received about giving knowledge of one SO/AC on the project of others, there needs to be a way forward, like a small group probably way forward.
			● PILOT: Support the pilot which will help answer many questions and is exciting.
			● TECHNIQUES: Comment received that the criteria need to be relevant to mission-driven organizations like ICANN.
			● TECHNIQUES: Comment about the scalability, that has to be able to be used in multiple forums - not just volume, but multiple situations.
			● TECHNIQUES: Suggest to keep it as simple as possible.
			● TECHNIQUES: Comment received about how RCVE was used at the start of the pandemic helping the GAC prioritized GAC work with this urgent and important approach.
12. Consultation	Contracted Parties House (CPH)	10/7/2021	● SCOPE: There is a question about the number of recommendation work to be initiated and if that will be prioritized.
			● SCOPE: Comment received that this illustrates the difficult situation we are in. 1. Prioritizing the backlog/ things outstanding that need to be implemented. 2. Process to be used potentially in perpetuity. Both are necessary conversations.
			● SCOPE: Support that the implementation projects are the appropriate projects to be included in this prioritization effort. There is a natural overlap with policy work that then gets initiated. How we handle and approach that overlap - making sure appropriate people who are prioritizing the community's work should be involved in this process, so their work can be eventually funneled into the prioritization process.
			● SCOPE: Comment received that what will make this easier in the future is putting in place a prioritization process before ICANN takes on new work. So prioritize projects before the Community starts its work.
			● SCOPE: Comment received that the reference to other ongoing org ops/small group projects that will not be included. There is no conflict of available resources there with what needs to be done in this framework.
			● PARTICIPANTS: Support all three proposed structures: Consultations, formal structure and a Public Comment period. No one wants another committee or another Public Comment period. But

				I don't know how we can do this without the combination of all three.
				● PARTICIPANTS: Suggestions that a combination consultation, formal structure and a Public Comment period will support the transparency core value. Or perhaps a combination of consultations and Public Comment periods.
				● PARTICIPANTS: Concern is that this prioritization process would take five years in and of itself can't help but foresee that problem.
				● PARTICIPANTS: Suggest this to be a dynamic and interactive process for initial input, Public Comment period after a larger group from the Community to weigh in to support transparency principles of this process. Can consultations and a formal structure be combined with a group or committee that is not extremely rigid but a somewhat formalized structure that includes SOs/ACs or someone they designate for this function. Through this committee format. Education to the broader community through public webinars for a Public Comment period, then the committee gets back together to review those comments to give final input to prioritization. Some combination or slightly streamlined combination of what you proposed. This will need to work on deadlines. Strict schedule and deadlines by which the conversation gets finished and takes place, a Public Comment period can be done but everyone must agree to be disciplined.
				● PARTICIPANTS: Suggestion that Individuals of the committee are representing the views of their groups/participating to engage that feedback for this additional input and feedback is coming in on front end, not needing as much a Public Comment period on back end and just have it published with overall plans.
				● FREQUENCY: Support the cadence of once per year.
				● TECHNIQUES: Concern about the balance between those who spend a significant amount of time producing the recommendations and those who have a backlog of implementations.
				● TECHNIQUES: Questions about the criteria attached to the prioritization exercise: Is there a Bylaw requirement? Are there GNSO operating procedure considerations? What are the resourcing implications?
				● TECHNIQUES: Comment received that the criteria on resources is needed or you can potentially run into the risk of overriding the community prioritization.

			• TECHNIQUES: Recommend that whatever techniques to be used should be decided by the "participants". • TECHNIQUES: Comment received that the group needs to be trusted to do the job. Rather than focus too much on the techniques for how to prioritize, it will be more important to set an appropriate scope and explain the task that the group is to undertake. Appropriate scoping was an important element identified in looking at enhancing the Bylaw mandated Reviews. • TECHNIQUES: Comment received that regarding RCVE, the community would struggle with assessing things like cost and value in the context of the scope.
13. Public Webinar	Public webinar ICANN72 Prep Week	10/13/2021	• SCOPE: Suggestion for a list of what you all would consider outside the scope of the planning process. • SCOPE: There was a question about how we deal with projects that have been starting and in next instances or prioritization. • SCOPE: Support the scope of prioritizing community work efforts and the corresponding recommendations and implementation. • SCOPE: Comment received that there seems to be an assumption that planning and prioritizing will not start until after the Board approves the recommendation or policy. This is a source of frustration right now for the community as implementation is taking so long. Let's say the Board approves the activity now, does that mean that is when it enters the prioritization funnel because now you're talking about even more years of delay. • PARTICIPANTS: Comment received that the ATRT3 provides sweeping changes to the organization. Taking the topic of prioritization in isolation does not make sense. • PARTICIPANTS: There was a question that if the org is going to make the ultimate decision, why don't we let each group indicate their priorities, and let the org make the decision and let the community know. • PARTICIPANTS: Comment received that it is important to have a cross-community group to discuss priorities versus by the SOs/ACs and then having the org in the position of drafting a report and then say well this party felt this way, and this party felt that way. I do not agree that the Chair of SOs and ACs or that the lead, even the leadership of the individual constituencies of other groups.

				● PARTICIPANTS: Comment received that the ATRT3 made a recommendation on this. Should be used as input. ● PARTICIPANTS: Comment received that we had been doing such a process from ALAC point of view [prioritization]. I believe it will help the whole process. ● PARTICIPANTS: Suggestion about doing this as a focus group and not by the SOs/ACs as across SOs/ACs it leads to more interesting conversation. I would recommend Focus Groups (plural) to have broad cross-community representation. ● PARTICIPANTS: Comment received about the importance of having a group that can hear what the other SOs/ ACs priorities are. ICANN has separated everything into SOs/ ACs that has resulted in multiple decisions if they had been CC. ● PARTICIPANTS: Comment received about not convinced if we mix groups that will resolve the issues of the different constituencies. ● PARTICIPANTS: Many are thinking it would be difficult/impossible to agree on CC priorities as a group. Could spend time doing multiple consultations - honestly do not see a different outcome. ● PARTICIPANTS: Comment received that any issues to establish a stronger method to help with prioritization is good and to the original notion to address, this project comes from the community-ATRT3 recommendation. ● PARTICIPANTS: Comment received that this proposal for a formal exercise to consult communities on priorities by a formal exercise to discuss and arrive at priorities could also make ICANN processes far more complicated. What sets apart ICANN processes, at least in intention, is the relative agility with which ICANN responds to needs, tasks and events, relative to the time taken in traditional governmental and intergovernmental processes. ● PARTICIPANTS: Comments received about ICANN processes, though responsive and somewhat swift, are still complicated, still far from "swift-enough". We already have processes to a) frame scope of work, b) formulate a WG, c) discuss if the WG needs to be a normal or expedited WG, d) processes within the Working Group to formulate processes, e) the process itself which takes anywhere between one and five years, f) public consultation processes, g) summarization of the consultation and response, i) final recommendations, j) vote on the final

			recommendations, k) Board processes to accept or reject the recommendations and, l) directives to the executive to implement. Somewhere on top of all these processes, there is now a proposal for prioritization of work, which adds another time consuming layer. Could this be a simplified process? ● PARTICIPANTS: Comment received about the sequence of events, as according to ICANN's rule, work cannot start until the Board approves; then it enters the prioritization funnel. Thus, this needs to be concurrent. ● PARTICIPANTS: Suggest to select those who would participate instead of based on the assumption that the leadership will be the participants. ● PARTICIPANTS: Comment received about the risk in a cross-community forum if there is a project that is only in the interest of decisions or, for instance.There needs to be some kind of a representation of the interest or at least is the structure being able to kind of weigh the interest of the whole community. ● PARTICIPANTS: Some of us might think it will be impossible for us to agree on priorities as a cross-community effort. ● SCOPE: Comment received that pleasantly surprised to see projects like Information Transparency Initiative or org projects listed among the list of scope. I'm wondering what the actual practical effect of including them would be given that somehow that particular project. ● PILOT: Received support of the pilot scope to be on the backlog of the implementation work.
14. Consultation	Commercial Stakeholders Group (CSG)	10/21/2021	● FREQUENCY: There was a question about timing, that if it means the priority determination will not actually be implemented for two years after the priorities are determined. With the length of the planning cycle, we worry that that could lead to community frustration. ● PARTICIPANTS: A bit concerned about a formal structure or committee if there is not sufficient transparency. If this structure would be carried out, emphasis on transparency. Would like an additional opportunity to see how this is carried forward. I think at the beginning those groups will have to bring the priorities of their respective groups into this new group. But from then they need to figure out as individuals what is in the best interests of the organization.

| | | | | PARTICIPANTS: Comment received that, similar to the meeting format discussion now, the leadership is sending individuals, but does the individual represent the entire group?" And for groups that have different views like the GNSO, there isn't a unified view of GNSO for example.The GNSO and constituents will be very disadvantaged. The last process for determining plenaries was confusing and opaque. PARTICIPANTS: There was a question about if there could be a compromise for CPH, CSG, NCSG. Would that level of granularity be something that is helpful and makes sense? Imagine two per group? Suggesting two from CPH/CSG/ NCSG. Just brainstorming your input is very helpful. SCOPE: Some are still struggling to understand why this prioritization exercise is happening at the point of implementation. Members may have volunteered their time for thousands of hours, how does it incentivize members to continue in the future? SCOPE: Comment received that, in the future, once the current backlog is cleared, this prioritization exercise takes place. This would happen at chartering. If it doesn't happen at chartering, you set up community volunteers- anst and responses receiving that there is a backlog that has not been implemented. This has to be taken into account at chartering. SCOPE: There were several questions received: Any anticipation on what would happen to the prioritization as defined by the community? Would the org go back to the community or would the org just prioritize the workflow the community is handling? SCOPE: Comment received that policy implementation should take precedence unless there is a substantial reason otherwise.I don't think policy implementation should be in the same category as review team recommendations. SCOPE: There were several questions received, as follow: Has that analysis been done on the bottlenecks? What narrows scope of implementation projects? Staffing? Funding? Community volunteers? It seems that it boils down to all of the things I mentioned (budget, staff, community bandwidth) as being limiting factors to increased concurrent implementation capacity. SCOPE: Comment received that the community would be more on board with developing a prioritization if this were implemented going |

			forward, built into the new initiatives chartered from this point.
15. Consultation	ICANN72 ccNSO Strategic and Operational Planning Committee (ccNSO SOPC) session	10/26/2021	● FREQUENCY: There was a question about whether or not it would be feasible from a scheduling point to have more than one prioritization per year? ● FREQUENCY: Poll indicates once per year ● PARTICIPANTS: Poll indicates consultations and public webinars but formal structure is higher second time. No votes for a separate Public Comment proceeding. ● PARTICIPANTS: Concerns with regard to all three options and my feeling is that pilots may show what works and what does not. You should be ready to change the structure if necessary. ● PARTICIPANTS: Comment received that consultations and public webinars would be less challenging in terms of mandate/ representation, even if it may be more heavy. And a member fully agrees with the fact that setting the priorities is the job of SO/AC after all. ● TECHNIQUES: Suggest to keep it simple. Concern that it will take too much time. ● TECHNIQUES: Poll indicates evaluate techniques listed as potential.
16. Consultation	Noncommercia l Stakeholder Group (NCSG)	11/10/2021	● FREQUENCY: Agree with once a year. ● PARTICIPANTS: Suggest something more formal than just consultation is preferred. But not sure if forming a group is something easy to set up, what's the commitment from the volunteers perspective, etc. and this structure feels too "heavy". It feels like a separate Public Comment period is more reasonable to carry out. ● PILOT: Support the idea of running a pilot ● TECHNIQUES: Support the hierarchy option or use a combination of two.
17. Consultation	ATRT3 Implementation Shepherds		● SCOPE: Feedback about the scope that it includes different types of work and should not be competing with each other such as review recommendations and PDP implementation. Recommendation received about the scope of work is in different buckets and should be prioritized within each bucket. ● SCOPE: There were some concerns about not having a retirement of review recommendations process. And ATRT3 was very aware of the need to retire or reappraise aspects of old and ancient recommendations and activities. ● SCOPE: Suggestion received to consider prioritizing ATRT3 since ATRT3 had a suite of

				recommendations and stressed community involvement and transparency. It is the most urgent and important and it has an impact on other recommendations so it should be first.

recommendations and stressed community involvement and transparency. It is the most urgent and important and it has an impact on other recommendations so it should be first.

- SCOPE: There were concerns about having Bylaw-mandated work in a bucket, and questions about the pros and cons of having all types of work in the scope.
- SCOPE: The group support that ongoing operations should not be included in the scope of this framework
- SCOPE: Comments about the backlog of review recommendations and that we are in a unique situation where the outstanding review recommendations first need to be cleaned up.
- FREQUENCY: Annually in the context of the planning cycle received support. One member indicated that more frequently than once a year will create a lobbying regime by the community to encourage you to reprioritize.
- FREQUENCY: Received suggestion about having an emergency process to address critical items, but emphasized not do it more frequently than annually.
- FREQUENCY: Received comment about the importance of transparency and community buy-in, as that is key and the way ICANN does the planning cycle (slide 5) is a GREAT basis for meeting transparency and community involvement and buy-in.
- PARTICIPANTS: There were concerns about having another Public Comment proceeding as that would take too long. The length of the current planning process is of concern already.
- PARTICIPANTS: Comment received was that even if the structure is informal it tends to become formal to accomplish the objectives.
- PARTICIPANTS: Need commitment regardless of the participants regardless of the structure.
- PARTICIPANTS: One comment is that work tends to be more efficient in silos but then it becomes hard to reach agreement.
- PARTICIPANTS: Comment received that once the backlog of the review implementation is shorter/lesser, we should be in a more manageable space.
- PARTICIPANTS: Comment received about community recommendation of a formal structure of the participants or an entity, to allow flexibility; whereas, few indicated that "an entity" would almost in my opinion be an advice voice not a prescriptive one.

| | | | ● TECHNIQUES:The group appreciated the org's effort conducting techniques review and research. |
| | | | ● TECHNIQUES: Comment received and confirming these techniques are just decision making tools and mechanisms for dialogues. |

B. Proposed Prioritization Technique and Matrix for Pilot

The proposed prioritization technique that will be used for the pilot is the Urgent/Important technique. Below is the matrix for this technique.
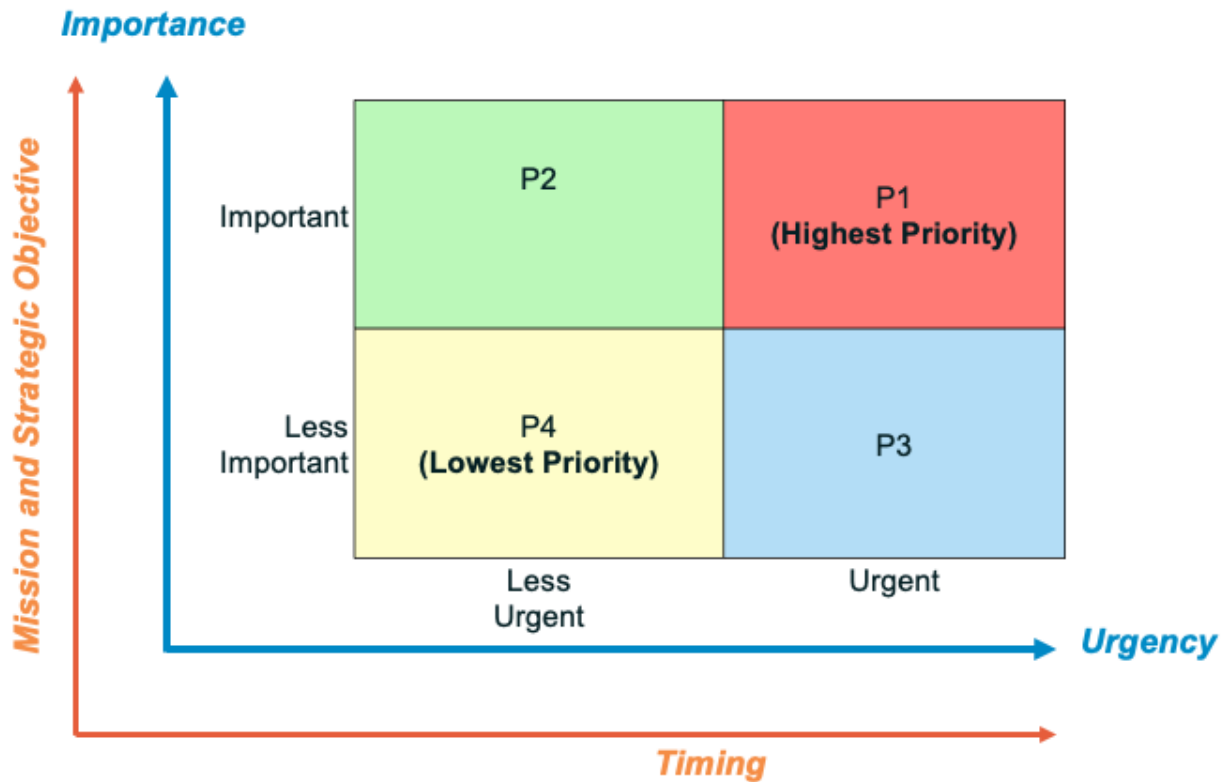
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