

I C A N N

COMMUNITY FORUM

58

COPENHAGEN

11-16 March 2017



Second Security, Stability, and Resiliency Review (SSR2)



2nd Plenary Meeting | 15 March 2017

Welcome Margie Milam

Presenters' Availability

David Conrad 09:00-11:00

- SSR1 Implementation
- Overview of Office of the CTO
- Any additional questions on DNS or Security, Stability and Resiliency (SSR) per ICANN's Mission and Scope

Xavier Calvez 13:15

- Fact Sheet, Budget and Review Team Expenses

John Crain 14:30

- SSR Framework

Patrick Dodson 120 min needed

- Brainstorming for Terms of Reference Buildout

TNO vendor for CDAR – Continuous Data-driven Analysis of Root Server System Stability Hard stop at 15:00

Delft University of Technology, The Netherlands and SIDN Labs, The Netherlands Vendor for Analysis of DNS Abuse in gTLDs Hard start at 13:30

- Methodology and planned research

Proposed Agenda - Morning Session

Welcome - Margie Milam

Overview Administrative Items - Karen Mulberry

- ICANN Standards of Behavior
- Updated SOIs
- Plenary Action Items Review
 - Status of Review Team Leadership Expressions of Interest and next steps
 - Role of Observers
- Relevant Due Dates
 - 30 March 2017 – SSR2 RT Terms of Reference to the Board

Overview of SSR1 Recommendations and Implementation Details - Negar Farzinnia

Coffee Break 10:30-10:45

Proposed Agenda - Morning & Mid Afternoon Session

Brainstorming for Review Team – Patrick Dodson

Lunch 12:15-13:15

SSR2 Project Planning, Cost Management, Tracking & Reporting

Topical Briefings

- CDAR – Continuous Data-driven Analysis of Root Server System Stability (TNO)
- ICANN Security Update - John Crain
- Analysis of DNS Abuse in gTLDs - Methodology and planned research - Delft University of Technology, The Netherlands and SIDN Labs, The Netherlands

Coffee Break 15:00-15:15

Proposed Agenda - Late Afternoon Session

Coffee Break 15:00-15:15

Planning for SSR2 Work Plan and Scope of Work Development

- Plan to address the Board Resolution due date 30 March 2017

Calendar and Schedule for Future Meetings

1. Schedule conference calls:

- Leadership Selection
- Role of Observers
- Development of Terms of Reference

2. Review Confirmed and Planned Face-to-Face Meetings

- Confirmed May 13 – 15, Madrid in conjunction with the ICANN DNS Symposium

A.O.B

Administrative Items

ICANN Expected Standards of Behavior

Those who take part in ICANN's multistakeholder process, including Board, staff and all those involved in SO and AC councils, undertake to:



Act in accordance with ICANN's Bylaws. In particular, participants undertake to act within the mission of ICANN and in the spirit of the values contained in the Bylaws.



Adhere to ICANN's conflict of interest policies.



Treat all members of the ICANN community equally, irrespective of nationality, gender, racial or ethnic origin, religion or beliefs, disability, age or sexual orientation; members of the ICANN community should treat each other with civility both face-to-face and online.



Respect all members of the ICANN community equally and behave according to professional standards and demonstrate appropriate behavior. ICANN strives to create and maintain an environment in which people of many different backgrounds and cultures are treated with dignity, decency and respect. Specifically, participants in the ICANN process must not engage in any type of harassment. Generally, harassment is considered unwelcome hostile or intimidating behavior – in particular, speech or behavior that is sexually aggressive or intimidates based on attributes such as race, gender, ethnicity, religion, age, color, national origin, ancestry, disability or medical condition, sexual orientation or gender identity.



Protect the organization's assets and ensure their efficient and effective use.



Act fairly and in good faith with other participants in the ICANN process.



Conduct themselves in accordance with ICANN policies.



Support the maintenance of robust mechanisms for public input, accountability, and transparency so as to ensure that policy development and decision-making processes will reflect the public interest and be accountable to all stakeholders.



Listen to the views of all stakeholders when considering policy issues. ICANN is a unique multistakeholder environment. Those who take part in the ICANN process must acknowledge the importance of all stakeholders and seek to understand their points of view.



Work to build consensus with other stakeholders in order to find solutions to the issues that fall within the areas of ICANN's responsibility. The ICANN model is based on a bottom-up, consensus-driven approach to policy development. Those who take part in the ICANN process must take responsibility for ensuring the success of the model by trying to build consensus with other participants.



Promote ethical and responsible behavior. Ethics and integrity are essential, and ICANN expects all stakeholders to behave in a responsible and principled way.



Facilitate transparency and openness when participating in policy development and decision-making processes.



Act in a reasonable, objective and informed manner when participating in policy development and decision-making processes. This includes regularly attending all scheduled meetings and exercising independent judgment based solely on what is in the overall best interest of Internet users and the stability and security of the Internet's system of unique identifiers, irrespective of personal interests and the interests of the entity to which individuals might owe their appointment.

Administrative Items

Updates to Statements of Interest

Review Team email list: ssr2-review@icann.org




SSR2 wiki pages:

- Main page <https://community.icann.org/display/SSR/SSR2+Review>
- Background Materials
<https://community.icann.org/display/SSR/Background+Materials>
- Plenary Action Items page
<https://community.icann.org/display/SSR/Plenary+Action+Items>

SSR2 Email Archives:

- General Email Archives <http://mm.icann.org/pipermail/ssr2-review/>
- Community Input to SSR-RT Archives
<http://mm.icann.org/pipermail/input-to-ssr2rt/>

Plenary Action Items – SSR2 Wiki Page

Mtg	Date	Action	Action Owner	Due date	Status
1	2 March 2017	Draft document about what other review teams have used for chairs and co-chairs and send to the list	ICANN Org	n/a	
	2 March 2017	Produce a summary of how other review teams have handled Observers and post to the list	ICANN Org	n/a	
	2 March 2017	Post staff structure responsibilities on wiki background page	ICANN Org	n/a	
	2 March 2017	Provide terms of reference to the ICANN Board for 30 March.	SSR2	30 March 2017	

<https://community.icann.org/display/SSR/Plenary+Action+Items>

SSR2 Leadership Process (open item mtg #1)

- What process should be undertaken to select the Review Teams' leadership?
- Should there be a single Chair or Co-Chairs elected?
- How should expressions of interest for the role be noted?
- Can this take place on the Team email list?
- How long should the process take to select the SSR2 leadership?
- Can there be a Chair/Co-Chair in place for the 12 March Public Consultation to run the meeting?

Role of SSR2 Observers (open item mtg #1)

- Per Bylaws Section 4.6. (a) (i) Review teams will include both a limited number of members and an open number of observers.
- Applicants for the SSR2 Review Team who were not selected have been asked if they would like to follow the work of the RT as an Observer.
- Those who indicated they wanted to follow the work have been subscribed to a separate email list than review team members.
- Further Information on role of SSR2 Observers:
<https://community.icann.org/display/SSR/Observers>
- SSR2 will need to determine how it would like to obtain input and feedback from its Observers.
 - Should they be given time on the RT agenda to speak
 - How do you want to consider their written input
 - Should there be RT sessions closed to Observers
- Email address for community feedback: input-to-ssr2rt@icann.org

SSR2 ICANN Board Resolution

03 Feb 2017

Appointment of Board Designees for New Specific Reviews: Second Security, Stability, and Resiliency of the Domain Name System

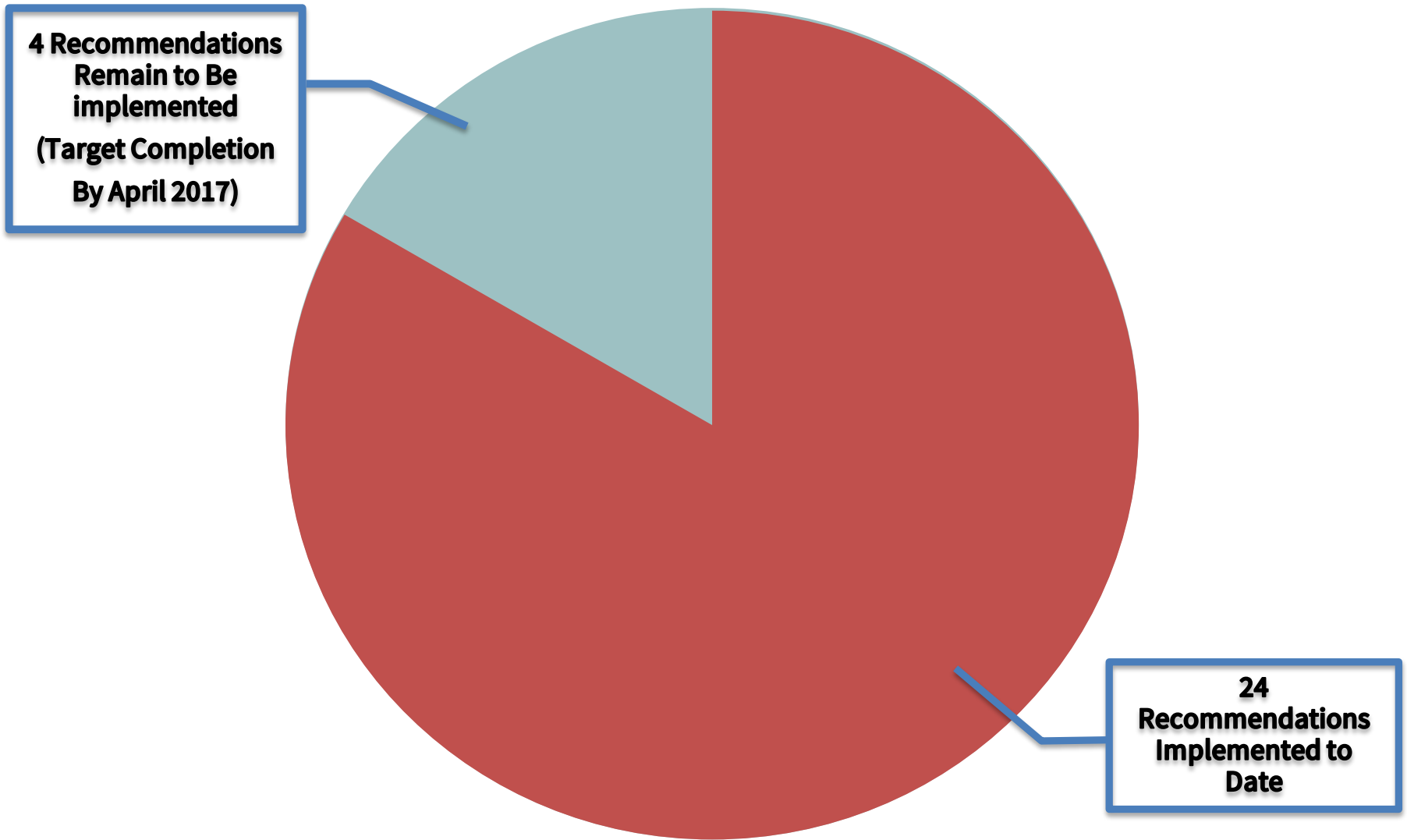
Resolved (2017.02.03.11), the Board hereby appoints Kaveh Ranjbar to serve as a member of the Second SSR Review Team, and **requests that this team develop and deliver to the Board their approved Terms of Reference and Work Plan by the 30th of March**, to ensure that the team's scope and timeline is consistent with the requirements of the ICANN Bylaws.

<https://www.icann.org/resources/board-material/resolutions-2017-02-03-en#1.g>

SSR1 Implementation Status

Negar Farzinnia

Recommendation Implementation Status



SSR 1 Implementation Summary

Recommendation	Status
1. Publish single, clear and consistent statement of SSR remit and limited technical mission	☑
2. Definition and implementation of SSR remit should be reviewed to maintain consensus and elicit feedback from community	☑
3. Utilize consistent terminology and descriptions of statement	☑
4. Document nature of SSR relationships to provide single focal point	☑
5. Use definition of SSR relationships to maintain effective working arrangements and demonstrate how relationships are utilized	☑
6. Publish document outlining the roles and responsibilities for both SSAC and RSSAC	☑
7. Build on current SSR Framework by establishing a clear set of objectives and prioritizing its initiatives and activities	☑
8. Refine Strategic Plan objectives. Clear alignment of Framework & Strategic Plan	☑

SSR 1 Implementation Summary (continued)

Recommendation	Status
9. Assess certification options with commonly accepted international standards for operational responsibilities. Publish clear roadmap towards certification	☑
10. Continue efforts to step up contract compliance enforcement and provide adequate resources for this function. Develop and implement a more structured process for monitoring compliance issues and investigations	☑
11. Finalize and implement measures of success for new gTLDs and IDN fast track that expressly relate to its SSR-related program objectives	🕒
12. Work with Community to identify SSR-related best practices and support implementation	☑
13. Encourage all Supporting Organizations to develop and publish SSR-related best practices	☑
14. Ensure that SSR-related outreach activities continuously evolve	☑
15. ICANN to act as facilitator in responsible disclosure and dissemination of DNS security threats and mitigation techniques	☑

SSR 1 Implementation Summary (continued)

Recommendation	Status
16. Continue outreach efforts to expand Community participation and input into SSR Framework development process	☑
17. Establish a more structured internal process for showing how activities and initiatives relate to specific strategic goals and priorities in the SSR Framework	☑
18. Conduct annual operational review of progress in implementing SSR Framework and include assessment in following year's Framework	☑
19. Establish process that allows Community to track implementation of SSR Framework	☑
20. Increase transparency of information about organization and budget related to implementing the SSR Framework and performing SSR-related functions	⦿
21. Establish a more structured internal process for showing how organization and budget decisions relate to the SSR Framework	⦿
22. Publish and update documentation on resources needed to manage SSR issues in conjunction with introduction of new gTLDs	⦿

SSR 1 Implementation Summary (continued)

Recommendation	Status
23. Provide appropriate resources for SSR-related Working Groups and Advisory Committees, consistent with the demands placed upon them	☑
24. Define charter, roles and responsibilities of the Chief Security Office Team	☑
25. Put into place mechanisms for identifying both near and longer-term risks and strategic factors in its Risk Management Framework	☑
26. Prioritize timely completion of a Risk Management Framework	☑
27. ICANN's Risk Management Framework should be comprehensive	☑
28. Continue to actively engage in threat detection and mitigation, and participate in efforts to distribute threat and incident information	☑

SSR Recommendation 1 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Implementation 1 Timeline



Publish remit

Recommendation 1 Implementation Description

ICANN should publish a single, clear and consistent statement of its SSR remit and limited technical mission.

Status of Deliverables

	Responsible	Due Date
Post public comment	Staff	✓
Incorporate into SSR Framework	Staff	✓
Publish SSR remit	Staff	✓



- Complete
- Planned/In Process
- Behind schedule, expected to recover within original plan
- Behind schedule, original plan to be adjusted

SSR Recommendation 2 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Implementation 2 Timeline



Review remit

Recommendation 2 Implementation Description

ICANN's definition and implementation of its SSR remit and limited technical mission should be reviewed in order to maintain consensus and elicit feedback from the Community.

Status of Deliverables

	Responsible	Due Date
Reflect ICANN's strategic SSR objectives, goals and key success factors (KSFs) in the Strategic Plan for FY2016—2020	Staff	✓
Include SSR key performance indicators (KPI's), dependencies, five-year phasing and portfolios in the Five-Year Operating Plan	Staff	✓
Include details on proposed SSR activities and expenditures in the Annual Operating Plan & Budget	Staff	✓
Periodically review SSR Framework, including the SSR role and remit statement	Staff	✓



Complete
 Planned/In Process
 Behind schedule, expected to recover within original plan
 Behind schedule, original plan to be adjusted

SSR Recommendation 3 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Implementation 3 Timeline







Consistent terminology and descriptions

Status of Deliverables

	Responsible	Due Date
Publicize consistent terminology and descriptions related to ICANN's SSR role and remit	Staff	✓
Add key terms to ICANN's public glossary on an ongoing basis as part of SOP; as SSR activities evolve, terminology and descriptions will be updated as part of SOP	Staff	✓

Recommendation 3 Implementation Description

Once ICANN issues a consensus-based statement of its SSR remit and limited technical mission, ICANN should utilize consistent terminology and descriptions of this statement in all materials.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 4 Implementation

ICANN's SSR-Related Roles and Responsibilities

31 December 2016

Implementation 4 Timeline







Document SSR relationships

Recommendation 4 Implementation Description

ICANN should document and clearly define the nature of the SSR relationships it has within the ICANN Community in order to provide a single focal point for understanding the interdependencies between organizations.

Status of Deliverables

	Responsible	Due Date
Update ISSSR Team SOP work based on SSR activities	Staff	✓
(Phase I) Post Memorandums of Understanding that indicate roles and responsibilities relevant to SSR	Staff	✓
(Phase II) Provide additional detail on formal relationships ICANN has with key organizations	Staff	✓
(Phase II) Extract and catalogue SSR-related elements of MOUs	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 5 Implementation

ICANN's SSR-Related Roles and Responsibilities

31 December 2016

Implementation 5 Timeline







SSR relationships

Status of Deliverables

	Responsible	Due Date
(Phase 1) Report on ICANN's progress toward SSR-related KSFs and KPIs involving SSR relationships	Staff	✓
(Phase II) Include information on how key relationships noted in Recommendation 4 are used to achieve SSR goals (as part of SOP) in next SSR Framework/report on SSR activities	Staff	✓

Recommendation 5 Implementation Description

ICANN should use the definition of its SSR relationships to maintain effective working arrangements and to demonstrate how these relationships are utilized to achieve each SSR goal.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 6 Implementation

ICANN's SSR-Related Roles and Responsibilities

30 June 2015

Implementation 6 Timeline



SSR Roles and Responsibilities

Recommendation 6 Implementation Description

ICANN should publish a document clearly outlining the roles and responsibilities for both the SSAC and RSSAC in order to clearly delineate the activities of the two groups. ICANN should seek consensus for this across both groups, recognizing the history and circumstances of the formation of each. ICANN should consider appropriate resourcing for both groups, consistent with the demands placed upon them.

Status of Deliverables

	Responsible	Due Date
Reflect roles and responsibilities of SSAC in ICANN's Bylaws and defined in SSAC's Operating Procedures	Staff	✓
Reflect roles and responsibilities for RSSAC in an updated charter contained in ICANN's Bylaws	Staff	✓
Reflect SSAC and RSSAC roles and responsibilities in a brief explanatory text for icann.org (linking to respective charters), and text as agreed to by the AC's chairs	Staff	✓



Complete



Planned/In Process



Behind schedule, expected to recover within original plan



Behind schedule, original plan to be adjusted



SSR Recommendation 7 Implementation

ICANN's SSR Framework and Strategic Plan
30 September 2016

Implementation 7 Timeline







Clear SSR objectives and priorities

Recommendation 7 Implementation Description

ICANN should build on its current SSR Framework by establishing a clear set of objectives and prioritizing its initiatives and activities in accordance with these objectives.

Status of Deliverables

	Responsible	Due Date
Incorporate SSR Framework and reflect SSR priorities, objectives and activities into standard operating procedures for development of ICANN plans and budgets	Staff	✓
Report on SSR-related priorities, objectives and activities on regular basis as part of SOP, including in ICANN's regular portfolio management reporting and SSR quarterly reports	Staff	✓
Improve and publish process for establishing updated SSR priorities and objectives	Staff	✓
Publish Annual SSR Framework Report	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 8 Implementation

ICANN's SSR Framework and Strategic Plan

30 June 2015

Implementation 8 Timeline







Strategic Plan and Objectives

Status of Deliverables

	Responsible	Due Date
Incorporate SSR Framework and reflect SSR priorities, objectives and activities into standard operating procedures for development of ICANN plans and budgets	Staff	✓
Report on SSR-related priorities, objectives and activities on regular basis as part of standard operating procedures, including in ICANN's regular portfolio management reporting and SSR quarterly reports	Staff	✓

Recommendation 8 Implementation Description

ICANN should continue to refine its Strategic Plan objectives, particularly the goal of maintaining and driving DNS availability. Clear alignment of Framework & Strategic Plan.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 9 Implementation

ICANN Operational Responsibilities

30 September 2015

Implementation 9 Timeline



Certifications

Recommendation 9 Implementation Description

ICANN should assess certification options with commonly accepted international standards (e.g. ITIL, ISO and SAS-70) for its operational responsibilities. ICANN should publish a clear roadmap towards certification.

Status of Deliverables

	Responsible	Due Date
Implement DNSSEC in the root	Staff	✓
Incorporate SSR-related certification into EFQM program	Staff	✓



Complete

Planned/In Process

Behind schedule, expected to recover within original plan

Behind schedule, original plan to be adjusted

SSR Recommendation 10 Implementation

ICANN Operational Responsibilities

30 June 2015

Implementation 10 Timeline







Contractual
Compliance

Recommendation 10 Implementation Description

ICANN should continue its efforts to step up contract compliance enforcement and provide adequate resources for this function. ICANN also should develop and implement a more structured process for monitoring compliance issues and investigations.

Status of Deliverables

	Responsible	Due Date
Report compliance activities as part of standard operating procedures	Staff	✓
<ul style="list-style-type: none"> Migrate complaints icann.org and automated Launch bulk complaint tool Implement Pulse Survey Launch WHOIS inaccuracy qualities check Create complaints submission processes & FAQs to address new 2013 RAA requirements Launch compliance auditing and outreach programs Create new positions to ensure fulfillment of goals and objectives in this area 	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 11 Implementation

ICANN Operational Responsibilities

31 December 2016

Implementation 11 Timeline







Effectiveness of mechanisms to mitigate abuse

Recommendation 11 Implementation Description

ICANN should finalize and implement measures of success for new gTLDs and IDN fast track that expressly relate to its SSR-related program objectives, including measurements for the effectiveness of mechanisms to mitigate domain name abuse.

Status of Deliverables

	Responsible	Due Date
Identify and implement measures of success for new gTLDs and IDN fast track that expressly address SSR-related program objectives	Staff	Apr 2017
Include operations that support SSR objectives in new gTLDs as part of standard operating procedures, including: <ul style="list-style-type: none"> •Service Level Agreements and monitoring •Emergency back-end registry operators and data escrow •Trademark Clearinghouse •Root zone scaling management •DNSSEC-related activities •Compliance Department activities 	Staff	✓
Organize two panels for security and stability review for all applied-for labels	Staff	✓
Incorporate security and stability evaluation mechanisms for applied-for IDN labels across the new gTLD and IDN ccTLD Fast Track Programs	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 12 Implementation

ICANN Areas of Influence as a Coordinator, Collaborator and Facilitator

31 March 2017

Implementation 12 Timeline



SSR Best Practices

Recommendation 12 Implementation Description

ICANN should work with the Community to identify SSR-related best practices and support the implementation of such practices through contracts, agreements and MOUs and other mechanisms.

Status of Deliverables

	Responsible	Due Date
Identify and/or establish “best practices,” and integrate those best practices into agreements into which ICANN enters	Staff	✓
Maintain resource locator page to support ICANN community member security awareness	Staff	✓
Inform SOs/ACs of best-practices and invite these groups to identify additional, targeted best-practices for their constituents.	Staff	✓
Address SSR-related practices in MoUs with numerous international entities	Staff	✓
Emphasize SSR responsibilities and best practices in Regional Engagement Strategies	Staff	✓
Work with Anti-Phishing Working Group (APWG) Internet Policy Committee to publish recommendations for web application protection and development of resources for security awareness	Staff	✓
Include additional SSR best practices language in revised new gTLD registry agreement	Staff	✓



Complete



Planned/In Process



Behind schedule, expected to recover within original plan



Behind schedule, original plan to be adjusted

SSR Recommendation 13 Implementation

ICANN Areas of Influence as a Coordinator, Collaborator and Facilitator

30 June 2015

Implementation 13 Timeline







Encourage Best Practices

Status of Deliverables

	Responsible	Due Date
Contact SO and AC Chairs to encourage identification and publication of a best practices repository page that is responsive to their constituencies	Staff	✓
Engage in a variety of ongoing activities to encourage global use of SSR best practices	Staff	✓
Develop standard operating procedures to support activity in this area	Staff	✓

Recommendation 13 Implementation Description

ICANN should encourage all Supporting Organizations to develop and publish SSR-related best practices for their members.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 14 Implementation

ICANN Engagement with Others in the Global Internet Ecosystem

30 June 2015

Implementation 14 Timeline



Publish remit

Status of Deliverables

	Responsible	Due Date
Outreach activities have been expanded and are reviewed annually as part of SOP. The Security team provides both a service function to ICANN's Global Stakeholder Engagement team as subject matter experts, and a community function in outreach and engagement in SSR matters. A new Engagement Interface allows the community to see upcoming SSR and related outreach and engagement activities. This is an on-going obligation.	Staff	✓

Recommendation 14 Implementation Description

ICANN should ensure that its SSR-related outreach activities continuously evolve to remain relevant, timely and appropriate



- Complete
- Planned/In Process
- Behind schedule, expected to recover within original plan
- Behind schedule, original plan to be adjusted

SSR Recommendation 15 Implementation

ICANN Engagement with Others in the Global Internet Ecosystem

30 June 2015

Implementation 15 Timeline



Facilitate threat disclosure

Recommendation 15 Implementation Description

ICANN should act as a facilitator in the responsible disclosure and dissemination of DNS security threats and mitigation techniques.

Status of Deliverables

	Responsible	Due Date
Publish Coordinated Vulnerability Disclosure document	Staff	✓
Collaborate with operators and trusted security community entities on DNS security threats and mitigation techniques	Staff	✓

- Complete
- Planned/In Process
- Behind schedule, expected to recover within original plan
- Behind schedule, original plan to be adjusted

SSR Recommendation 16 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Implementation 16 Timeline







Outreach and Participation

Recommendation 16 Implementation Description

ICANN should continue its outreach efforts to expand Community participation and input into the SSR Framework development process. ICANN also should establish a process for obtaining more systematic input from other ecosystem participants.

Status of Deliverables

	Responsible	Due Date
Expand Outreach activities and processes to solicit input on the SSR Framework	Staff	✓
Include SSR best practices and SSR topics in several Regional Engagement Strategies	Staff	✓
Support a variety of capability-building initiatives by the Security Team	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 17 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Implementation 17 Timeline







Structured Internal
Process

Status of Deliverables

	Responsible	Due Date
See Recommendation 2 for information on how activities and initiatives relate to SSR priorities, objectives and goals and are integrated into ICANN's planning, budgeting and project reporting efforts.	Staff	✓

Recommendation 17 Implementation Description

ICANN should establish a more structured internal process for showing how activities and initiatives relate to specific strategic goals, objectives and priorities in the SSR Framework

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 18 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Implementation 18 Timeline







Annual Operational Review

Recommendation 18 Implementation Description

ICANN should conduct an annual operational review of its progress in implementing the SSR Framework and include this assessment as a component of the following year's SSR Framework

Status of Deliverables

	Responsible	Due Date
Implement SSR Framework and update annually	Staff	✓
Publish previous status of SSR Review Team implementation	Staff	✓
Reflect SSR Framework in the Strategic and Operating Plans and budgets, with the status/progress being reviewed and reported annually for public input prior to the issuance of the following-year's Ops Plan and budget	Staff	✓
Integrate SSR objectives and goals into ICANN's Organizational (structural) reviews	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 19 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Implementation 19 Timeline







SSR Framework

Recommendation 19 Implementation Description

ICANN should establish a process that allows the Community to track the implementation of the SSR Framework. Information should be provided with enough clarity that the Community can track ICANN's execution of its SSR responsibilities.

Status of Deliverables

	Responsible	Due Date
Publish annual SSR Framework and track progress against activities committed to in the previous year's Framework	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 20 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Implementation 20 Timeline







SSR Budget

Recommendation 20 Implementation Description

ICANN should increase the transparency of information about organization and budget related to implementing the SSR Framework and performing SSR-related functions.

Status of Deliverables

	Responsible	Due Date
(Phase I) Integrate SSR Framework and reports on SSR activities and expenditures into planning framework and process to provide public information about SSR-related plans, budgets and activities	Staff	✓
(Phase II) Identify mechanisms that provide more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments	Staff	Apr. 2017
(Phase II) Explore after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 21 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Implementation 21 Timeline







SSR Budget

Recommendation 21 Implementation Description

ICANN should establish a more structured internal process for showing how organization and budget decisions relate to the SSR Framework, including the underlying cost-benefit analysis

Status of Deliverables

	Responsible	Due Date
(Phase I) Integrate SSR Framework and reports on SSR activities and expenditures into planning framework and process to provide public information about SSR-related plans, budgets and activities	Staff	✓
(Phase II) Identify mechanisms that provides more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments	Staff	Apr. 2017
(Phase II) Explore after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 22 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Implementation 22 Timeline







SSR Resources
for new gTLDs

Recommendation 22 Implementation Description

ICANN should publish, monitor and update documentation on the organization and budget resources needed to manage SSR issues in conjunction with introduction of new gTLDs.

Status of Deliverables

	Responsible	Due Date
(Phase I) Integrate SSR Framework and reports on SSR activities and expenditures into planning framework and process to provide public information about SSR-related plans, budgets and activities	Staff	✓
(Phase II) Identify mechanisms that provides more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments	Staff	Apr. 2017
(Phase II) Explore after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 23 Implementation

Immediate and Near-Term Future Risk

30 June 2015

Implementation 23 Timeline







Appropriate Resources
and Support

Status of Deliverables

	Responsible	Due Date
Maintain adequate independent funding to allow SSAC and RSSAC to conduct work	Staff	✓
Establish processes and procedures for Working Groups and ACs to support their decisions being reached in an objective manner that is free from external or internal pressure	Staff	✓
Document budget process for SO/AC input on the budget	Staff	✓

Recommendation 23 Implementation Description

ICANN must provide appropriate resources for SSR-related Working Groups and Advisory Committees, consistent with the demands placed upon them. ICANN also must ensure decisions reached by Working Groups and Advisory Committees are reached in an objective manner that is free from external or internal pressure.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 24 Implementation

Longer-Term Future Risk

30 June 2015

Implementation 24 Timeline







Chief Security
Office Role

Recommendation 24 Implementation Description

ICANN must clearly define the charter, roles and responsibilities of the Chief Security Office Team.

Status of Deliverables

	Responsible	Due Date
Address range of internal and external SSR responsibilities with Identifier Systems Security, Stability & Resiliency (ISSSR) Team, CTO (and staff), and CIO (and staff); ISSSR team to focus on current externally focused ISSSR, the CIO and team to focus on current internally focused ISSSR and the CTO and team looking towards future ISSSR risks and opportunities	Staff	✓

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 25 Implementation

Longer-Term Future Risk

31 March 2016

Implementation 25 Timeline







Risk Management

Status of Deliverables

	Responsible	Due Date
The DNS Risk Management Framework was approved by the Board in Nov. 2013.	Staff	✓
The DNS Risk Assessment and DNS Resilience Model was published in May 2014.	Staff	✓
ICANN is now in the ongoing DNS Risk Mitigation Phase, which is part of our SOP; risk mitigation collaboration (such as this session), have been held to engage the community to participate in mitigation of the identified risks.	Staff	✓
ICANN also has published a Report on Mitigating Risk of Name Collisions , and has been using the Name Collision Risk Management Framework to manage name collision issues.	Staff	✓
Periodic review and update of the DNS Risk Management Framework is part of ICANN's SOP.	Staff	✓
Community collaboration on, and updating of, ERM continues. Recommendations 25 – 28 will reach closure upon completion and Board Risk Committee approval of ERM update.	Staff	✓

Recommendation 25 Implementation Description

ICANN should put into place mechanisms for identifying both near and longer-term risks and strategic factors in its Risk Management Framework.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 26 Implementation

ICANN's Risk Management Process

31 March 2016

Implementation 26 Timeline







Risk Management

Status of Deliverables

	Responsible	Due Date
See Recommendation 25	Staff	√

Recommendation 26 Implementation Description

ICANN should prioritize the timely completion of a Risk Management Framework.

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 27 Implementation

Risk Management Framework

31 March 2016

Implementation 27 Timeline







Risk Management

Status of Deliverables

	Responsible	Due Date
See Recommendation 25	Staff	✓

Recommendation 27 Implementation Description

ICANN's Risk Management Framework should be comprehensive within the scope of its SSR remit and limited missions

-  Complete
-  Planned/In Process
-  Behind schedule, expected to recover within original plan
-  Behind schedule, original plan to be adjusted

SSR Recommendation 28 Implementation

Incidence Response and Notification

31 March 2016

Implementation 28 Timeline



Publish remit

Recommendation 28 Implementation Description

ICANN should continue to actively engage in threat detection and mitigation, and participate in efforts to distribute threat and incident information

Status of Deliverables

	Responsible	Due Date
See Recommendation 25 for status of Enterprise Risk Management Framework	Staff	✓
Identifier Systems SSR Activities Reporting	Staff	✓
Coordinated Vulnerability Disclosure Reporting	Staff	✓



Complete

Planned/In Process

Behind schedule, expected to recover within original plan

Behind schedule, original plan to be adjusted

Review Team Expansion

Possible Review Team Expansion

- Should the RT be expanded for more diversity and expertise?
- Are there in any gaps among the review team members that should be addressed?

For consultants, there was an “ask” that came out of discussions with the SO/AC Chairs: they requested that the RT consider expanding its membership to include more diversity and expertise. It is planned that this discussion will start in Copenhagen and may take several sessions to determine a path forward.

Part of this discussion will also cover the need for research and outside consultants to support the work-plan and scope approved and adopted by the Review Team.

Review Team Scope

Bylaws Article 1: Mission, Commitments and Core Values

Section 1.1. Mission

(a) The mission of the Internet Corporation for Assigned Names and Numbers (“ICANN”) is to ensure the stable and secure operation of the Internet’s unique identifier systems as described in this Section 1.1(a) (the “Mission”).

Specifically, ICANN:

(i) Coordinates the allocation and assignment of names in the root zone of the Domain Name System (“DNS”) and coordinates the development and implementation of policies concerning the registration of second-level domain names in generic top-level domains (“gTLDs”). In this role, ICANN’s scope is to coordinate the development and implementation of policies:

For which uniform or coordinated resolution is reasonably necessary to facilitate the openness, interoperability, resilience, security and/or stability of the DNS including, with respect to gTLD registrars and registries, policies in the areas described in Annex G-1 and Annex G-2; and That are developed through a bottom-up consensus-based multistakeholder process and designed to ensure the stable and secure operation of the Internet’s unique names systems. The issues, policies, procedures, and principles addressed in Annex G-1 and Annex G-2 with respect to gTLD registrars and registries shall be deemed to be within ICANN’s Mission.

Bylaws Article 1:

Mission, Commitments and Core Values

(ii) Facilitates the coordination of the operation and evolution of the DNS root name server system.

(iii) Coordinates the allocation and assignment at the top-most level of Internet Protocol numbers and Autonomous System numbers. In service of its Mission, ICANN (A) provides registration services and open access for global number registries as requested by the Internet Engineering Task Force (“IETF”) and the Regional Internet Registries (“RIRs”) and (B) facilitates the development of global number registry policies by the affected community and other related tasks as agreed with the RIRs.

(iv) Collaborates with other bodies as appropriate to provide registries needed for the functioning of the Internet as specified by Internet protocol standards development organizations. In service of its Mission, ICANN’s scope is to provide registration services and open access for registries in the public domain requested by Internet protocol development organizations.

Bylaws Article 1:

Mission, Commitments and Core Values

(b) ICANN shall not act outside its Mission.

(c) ICANN shall not regulate (i.e., impose rules and restrictions on) services that use the Internet's unique identifiers or the content that such services carry or provide, outside the express scope of Section 1.1(a). For the avoidance of doubt, ICANN does not hold any governmentally authorized regulatory authority.

(d) For the avoidance of doubt and notwithstanding the foregoing:

(i) the foregoing prohibitions are not intended to limit ICANN's authority or ability to adopt or implement policies or procedures that take into account the use of domain names as natural-language identifiers;

Brainstorming for Review

Patrick Dodson

Objectives of the brainstorm

1 Explore

the areas we shall and may evaluate over the course of this review.

2 Explore

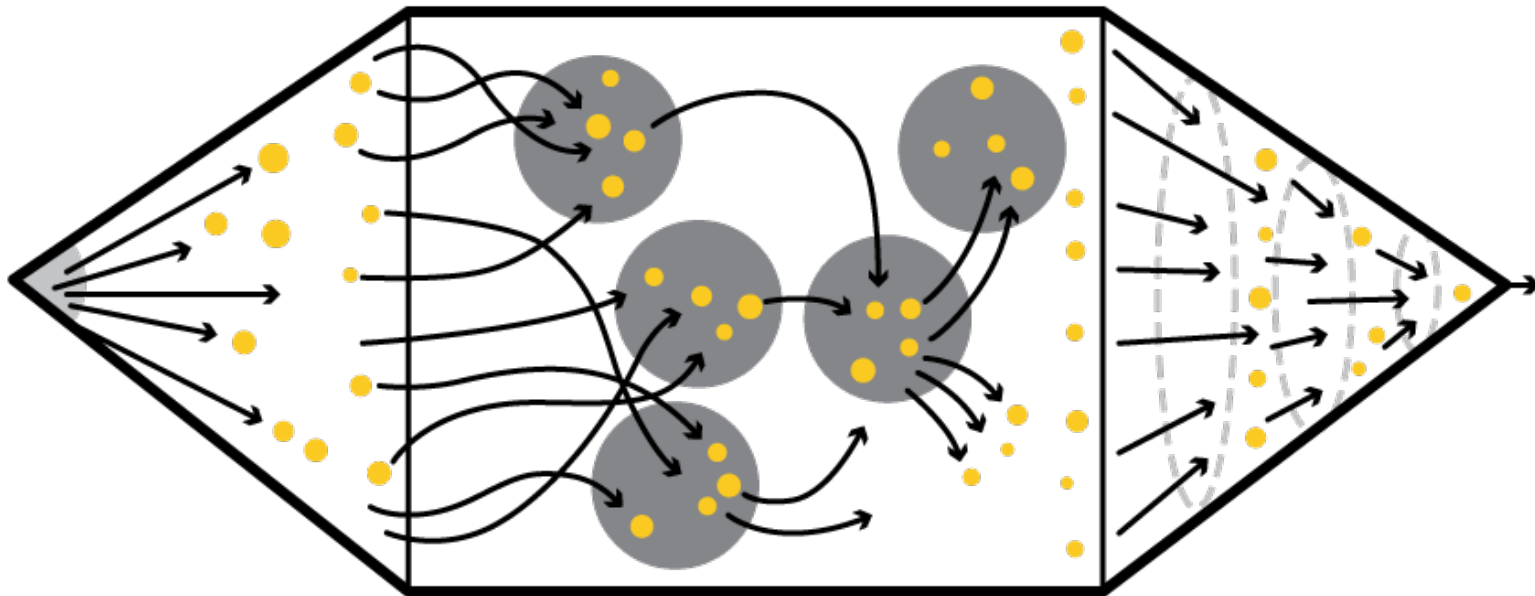
our thoughts on the different aspects of how we will work together.

The process of group decision-making

“Opening”
Identify ideas

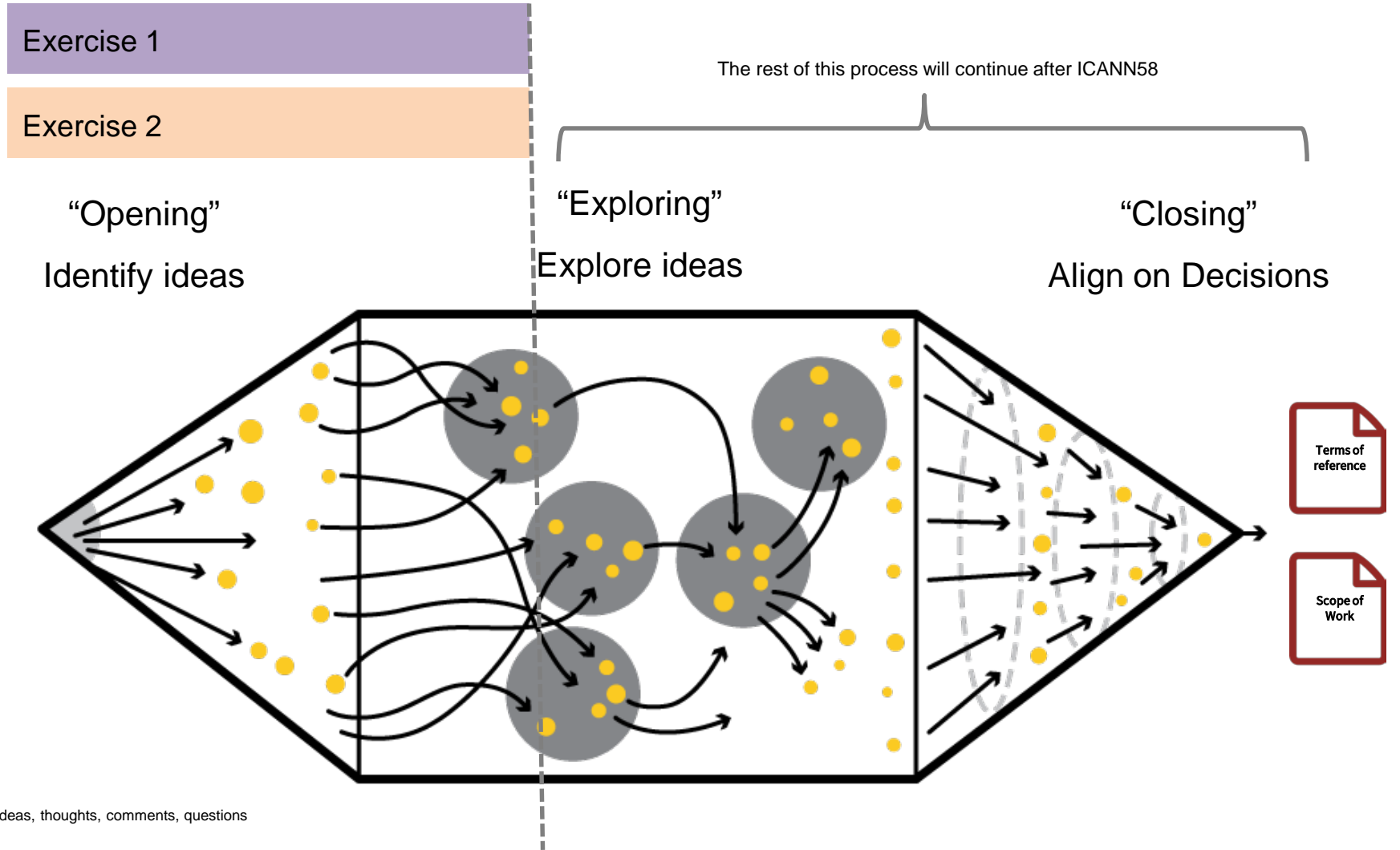
“Exploring”
Explore ideas

“Closing”
Align on Decisions



● Ideas, thoughts, comments, questions

How far we will get today



Ground Rules

ONE IDEA
PER POST-IT
NOTE

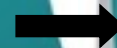
PLEASE
PRINT
CLEARLY

USE A
SHARPIE
PEN

>3
PEOPLE PER
STATION

DISCUSS
DON'T
"DEBATE"

THIS IS ABOUT
IDEAS RIGHT
NOW, NOT
DECISIONS



1 Explore

For each of the five areas outlined in the Bylaws, what questions should we look to address during this review?

- ⦿ **Individual post it creation and post up (15 min)**
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

1 Explore

the areas we shall and may evaluate over the course of this review.

- ⦿ Individual post it creation and post up (15 min)
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

1 Explore

the areas we shall and may evaluate over the course of this review.

- ⦿ Individual post it creation and post up (15 min)
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

2 Explore

our thoughts on the different aspects of how we will work together.

- ⦿ **Individual post it creation and post up (10 min)**
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

2 Explore

our thoughts on the different aspects of how we will work together.

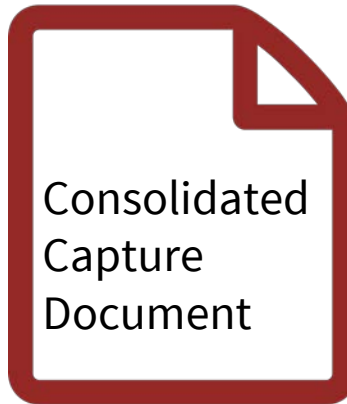
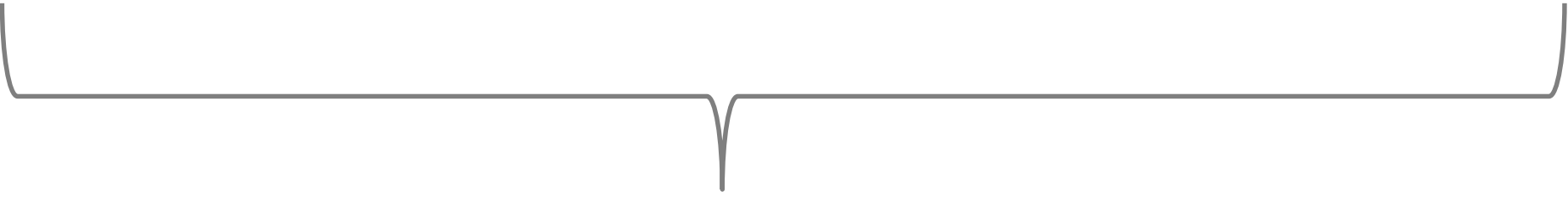
- ⦿ Individual post it creation and post up (15 min)
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

2 Explore

our thoughts on the different aspects of how we will work together.

- ⦿ Individual post it creation and post up (10 min)
- ⦿ Group Similar ideas (5 min)
- ⦿ Discussion
 - ⦿ Two rotations (30 min)

What's next for this?



This document will be used to carry the conversation forward in subsequent discussions

Bylaws Section 4.6. Specific Reviews

(a) Review Teams and Reports

(iv) Review teams may also solicit and select independent experts to render advice as requested by the review team. ICANN shall pay the reasonable fees and expenses of such experts for each review contemplated by this Section 4.6 to the extent such fees and costs are consistent with the budget assigned for such review. Guidelines on how review teams are to work with and consider independent expert advice are specified in the Operating Standards.



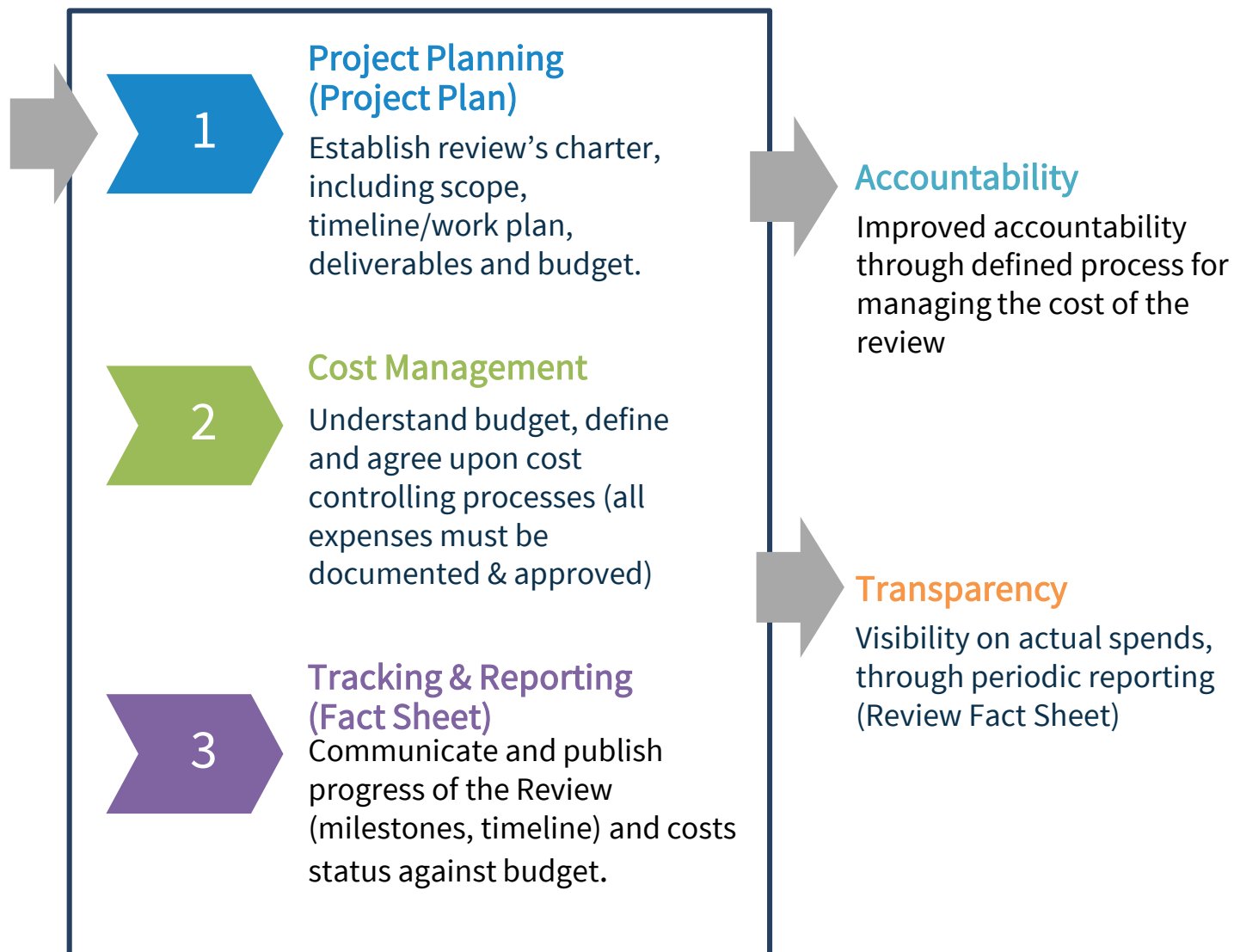
SSR2 Project Planning, Cost Management, Tracking & Reporting

15 March 2017

Review Governance Support Team

Assemble a Review Governance Support Team:

- RT liaison
- MSSI project /operations liaisons
- Finance liaison



SSR2 Envelope

- Developed based on past experience, size of RT and other relevant assumptions
- **\$550,000 set aside for the review - start to finish** (regardless of fiscal years), comprised of:
 - a) Professional Services estimated at \$200,000 plus
 - b) Travel & face to face meeting related expenses estimated at \$350,000 (of which \$95,000 has been committed to ICANN58 and Madrid)
- Each expenditure to be documented and approved, with assistance from Support Team
- If actual work demands resources in excess of budgeted envelope, Board approval will be needed.

Fact Sheet Template

Security, Stability and Resiliency (SSR2) Review

Fact sheet as of: 14-Mar-2017

Overview:

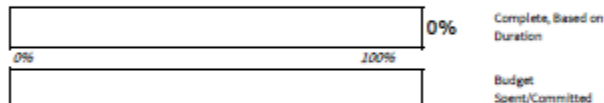
The Board shall cause a periodic review of ICANN's execution of its commitment to enhance the operational stability, reliability, resiliency, security, and global interoperability of the systems and processes, both internal and external, that directly affect and/or are affected by the Internet's system of unique identifiers that ICANN coordinates ("SSR Review").

WM Page: [SSR2 Wiki Home Page](#)
 CCT-RT Email: input-to-ssr2@icann.org
 Review Questions: www.icann.org

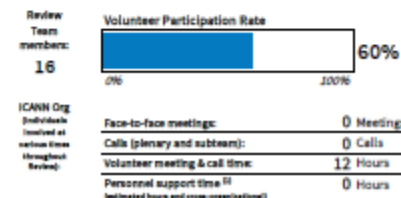
CCT Chair: TBD

Review Status

Start Date: 2-Mar-2017 Review Duration to Date: 0 Months
 Expected Completion: 1-Mar-2018 Total Expected Duration: 12 Months



Section I: People



¹⁾ Does not include time for Executive, Legal, IT Personal and Other Organizational Support

Section II: Financial Resources

Direct Review Costs ¹⁾	FY17 Approved Budget ²⁾	FY17 Budget Spent to Date ³⁾	Committed FY17 Services ⁴⁾	Remaining FY17 Budget	Actual Expenses: Review to Date ⁵⁾	Total spent and Committed to Date
Professional Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

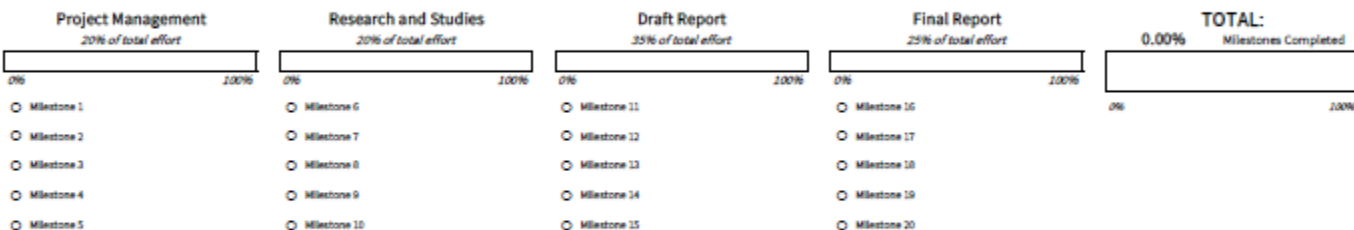
¹⁾ Includes ICANN Organization and overhead allocation.

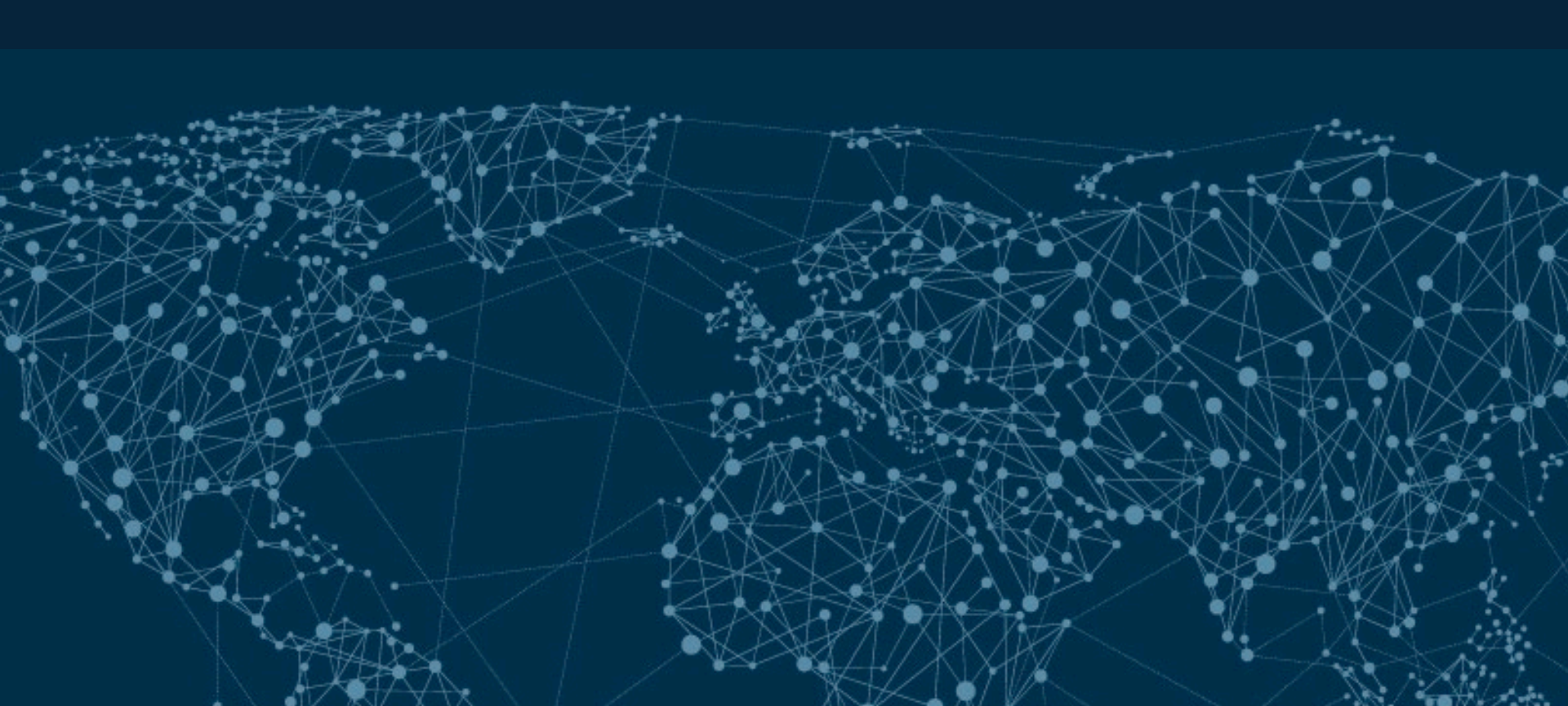
²⁾ Based on the most recent month-end financials (may not include recent expenditures). Represents expenses incurred since inception of work.

³⁾ Includes incremental approved professional services budget of 2,000,000.

⁴⁾ Professional services includes services from signed contracts to be provided or awarded; travel includes upcoming scheduled meetings.

Section III: Milestones





Statistical Analysis of DNS Abuse in gTLDs (SADAG)

Background, Methodology, and Planned Research

SIDN and Delft U. of Technology | ICANN 58 | 10 March 2017



Update on ICANN Security

John Crain

CDAR – Continuous Data-driven Analysis of Root Server System Stability

TNO



Discussion and Planning for Development of SSR2 Work Plan and Scope of Work

Scope of SSR2 Review Team

SSR Review, per Section 4.6 ICANN Bylaws



ICANN's commitment to enhance:

- the operational stability,
- reliability,
- resiliency,
- security,
- global interoperability of the systems/processes (internal/ external) that affect the Internet's unique identifiers

SSR2 Outreach, engagement and information gathering

Discussion on what types of data gathering, studies or other information would the Review Team anticipate

For example: key briefings, meetings, and outreach to key groups

12 March SSR2 Public Consultation Topics

- (David Conrad, ICANN CTO): When the AOC was written, footnote 1 redefined the term DNS to refer to the DNS as well as IP addresses and protocol parameters. In Bylaws 4.6 it talks about unique identifiers but in C.iii it talks about DNS. Review Team should clarify, is that DNS in the traditional sense of DNS or the redefinition in the AOC?
- ET: Team must define a scope that's tractable and useful.
- AA: Suggest when team publishes materials, need footnote if referring to AOC definition.
- (Audience member): Will the review cover DNS software?
- How will the review incorporate youth perspective?
- Will compliance issues be addressed?
- DM: New gTLDs were not launched at the time of SSR1. How has the domain name space has evolved and abuse mitigation issues surrounding that? IDNs, do these raise security and resiliency issues?
- MH: ICANN 10 yrs ago is not ICANN today, more digital and connected – all using unique identifiers to communicate – hope to look into the security issues for the future, smart cities cannot afford to be disconnected.
- AA: Unique identifiers evolving significantly. Some of the challenges involve stability. It will be good to see how ICANN is dealing with ensuring SSR of the unique identifiers. ICANN doesn't have an operational role of the identifiers but it has talked to other entities and it will be good to look at how relationships work, etc. Since last review, it's important to see how things have improved, including post-IANA transition.
- CH: Need forward looking forward review – with changes coming changes (IOT, smart cities etc.). Changes will continue to speed up. Need to look at policies, how they are established/changing and how they affect the review that we do.

12 March SSR2 Public Consultation Topics (continued)

KR: I want to focus on 3 areas. 1. Scope (in terms of policy). Eg. How deep should ICANN go in policy making? 2. Consistency of policies (in terms of rationale behind) 3. Requirements for registering a name. 3. The only way to get registrant information is WHOIS, but if you can't write your address in Latin, by policy you can't have a domain name. These things need to be harmonized.

Audience member: How does this report interplay with subsequent procedures?

David Conrad: Recommendations should be actionable and easily understood. Clear action items and context.

Audience member: Consider the effectiveness of ICANN's comms strategies and transparency as we move forward. Eg. has there been an instance of a major stability issue w operation of DNS or led to outage of root zone. In addition to the issue and what actions were taken, I'd be interested in how effective was the comms strategy, and how open/ clear was the reporting of such incidence. Within the context of ICANN's role.

Audience member: Name collision and ICANN's relationship w/ IETF around special use names

MH: Abuse of unique identifiers. Need to forecast what will be happening in the next few years.

EO: Privacy vs. the way threat intelligence is used with telemetry

ET: Should we look at block chain technologies?

EO: Review team should describe the ways the interdependencies make up the security and stability landscape.

MH: how much is SSR2 able to collect info from a legal enforcement perspective – those who are most involved in cyber warfare related issues.

Steve Conte, ICANN: Review team should set up dialogue with Public Safety Working Group.

Example: Terms of Reference Outline from CCT RT

1. The Affirmation of Commitments
(for SSR2 would be Bylaws Section 4.6)
2. Background
3. Framework
 - a. Scope
 - b. Data and Metrics
 - c. ICANN Evaluation Reports
 - d. Definitions
4. Process
 - a. Communications and transparency
 - b. ICANN Staff Input
 - c. Community Consultations
5. Work of Review Team
 - a. Decision-making within the CCTRT
 - b. Meetings
 - c. Reporting
 - d. Participation
 - e. Tools /Means of Communications
 - f. Indicators/Metrics
6. Deliverables
 - a. Interim Recommendations
 - b. Findings
 - c. Final Recommendations
 - d. Recommendations to next Review Panel(s)
7. Conflicts of Interest
8. Timeline

Examples of Review Team Terms of Reference

- CCTRT [Terms of Reference](#)
- SSR1 [Terms of Reference](#)
- ATRT1 [Terms of Reference and Methodology](#)
- ATRT2 [Terms of Reference and Methodology](#)



Calendaring and Schedule for Future SSR2 RT Meetings

SSR2 Calendaring – Conference Calls

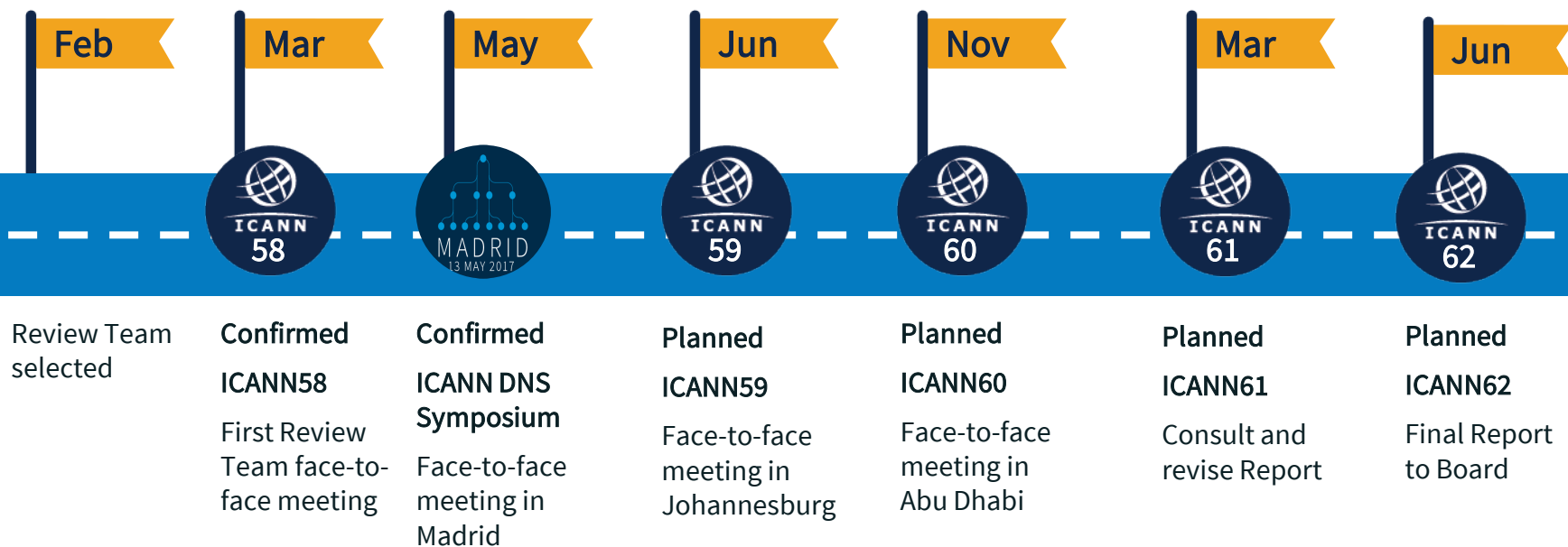
- Need to establish schedule for weekly conference calls and process to accommodate time zones to best enable all review team members participation.

Here are some examples to consider:

- The CCT Review Team meets at a set time - 1500 UTC on Wednesdays <https://go.icann.org/2IVDr3k>
- CCWG-Accountability WS2 rotates its calls among three time slots– 0500, 1300, 1900 UTC and the calls can occur any day of the work week (See <http://bit.ly/2IVP8a4>)

SSR2 Calendaring – Face-to-Face Meetings

This shows SSR2 Face-to-Face meetings that have been confirmed and those that are currently anticipated



2017

2018

SSR2 Open Work Items

The following are topics that should be considered for a dedicated time slot for RT in-depth discussion:

- Leadership Determination
- Process for Observers
- Terms of Reference and Scope of Work
- Discussion on anticipated Timeline
- Legal Documents

Additional Materials

ICANN Org SSR2 RT Core Support Team

From the Multistakeholder Strategy and Strategic Initiatives (MSSI) Department

- Margie Milam, Vice-President, Oversight of Specific Reviews
- Karen Mulberry, Director, Specific Reviews - SSR2 and RDS Project Manager
- Jennifer Bryce, Senior Coordinator – Reviews
- Bernard Turcotte, Reviews (Contractor)
- Charla Shambley, Program Manager and Fact Sheet
- Yvette Guigneaux, Secretariat and Meeting Support
- Pamela Smith, Administration and Travel Support

From the Office of the CTO (OCTO)

- Steve Conte, Programs Director and Subject Matter Expert
- David Conrad, CTO
- John Crain, Chief Security, Stability & Resiliency Officer

There will be others from ICANN that will support the review team from time to time, such as Sherwood Moore, MSSI, Communications Coordinator.

Review Team Leadership

Review Team Leadership

Scope and Responsibilities

- Review Teams will select their own leadership keeping in mind that the Chair / Vice-Chairs must have the expertise to effectively lead the group so that it functions properly, the ability to communicate, subject matter expertise, time management skills and budget/financial management capabilities.
- The designated Review Team leadership (Chair/Vice-Chairs) will have responsibilities for managing the work of the review team and will also be responsible for determining consensus (per Bylaws Section 4.6 (a) (iii)).

Proposed Role of the Chair / Vice-Chair

- Remain neutral when serving as Chair/Vice Chair
- Identify when speaking as an advocate
- Maintain standards and focus on the aims of the Review Team as established in its Terms of Reference
- Drive toward delivery of key milestones according to the Work Plan
- Ensure effective communication between members and with broader community, board and staff
- Set the agenda and run the meetings
- Ensure that all meeting attendees get accurate, timely and clear information
- Determine and identify the level of consensus within the team
- Provide clarity on team decisions
- Ensure decisions are acted upon
- Build and develop teamwork
- Manage the team's budget and financial reporting to maintain accountability and transparency

SSR1 Implementation Details

SSR Recommendation 1 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Project Status

Public comment was taken on a [draft statement between May-Sept 2012](#); it was subsequently [revised in Oct 2012](#).

The updated [statement](#) was published on ICANN's website and incorporated in the [FY 14 SSR Framework](#) and is part of SSR SOP in which SSR Framework and statement is periodically reviewed and updated as needed. This statement also has been incorporated into other ICANN documentation.

Implementation Notes

This recommendation is complete.



SSR Recommendation 2 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Project Status

The [statement](#) (and [SSR Framework](#)) informed ICANN's new [Strategic Plan for FY2016—2020](#), which reflects strategic SSR objectives, goals and key success factors (KSFs) for the next five years and was result of input and review by the ICANN community, Staff and Board. SSR elements are highlighted [here](#).

This, in turn, informed the new [Five-Year Operating Plan](#), which also was developed with community input and includes SSR key performance indicators (KPIs), dependencies, five-year phasing, and portfolios. SSR elements are highlighted [here](#).

The Annual Operating Plan & Budget, which is derived from the Five-Year Operating Plan and from community input, is being developed for FY16 and will include details on proposed SSR activities and expenditures. More information is posted [here](#).

Periodic review of the SSR Framework, including the SSR role and remit statement, are part of the SSR SOP, and also will be reviewed by the next SSR RT in 2015.

This is a recurring component as ICANN continues to refine the scope of its SSR activities (within its mission) to meet changing demands. The new structure of the Identifier System Security, Stability and Resiliency Team (ISSSR, previously the ICANN Security team) and ICANN's new Chief Technology Officer help ensure ICANN's SSR remit and scope continually evolves.

Implementation Notes

This recommendation is complete.



SSR Recommendation 3 Implementation

ICANN's SSR Remit and Limited Technical Mission

30 June 2015

Project Status

Consistent [terminology and descriptions](#) related to ICANN's SSR role and remit have been publicized and are encouraged in all ICANN material.

Key terms are added to ICANN's public [glossary](#) on an ongoing basis as part of SOP.
As SSR activities evolve, terminology and descriptions will be updated as part of SOP.

Implementation Notes

This recommendation is complete.



SSR Recommendation 4 Implementation

ICANN's SSR-Related Roles and Responsibilities

31 December 2016

Project Status

- (Phase I) Many of ICANN's SSR relationships have been [defined and publicized](#). As part of ISSSR Team SOP, this work will be [updated periodically](#) to keep pace with SSR activities.
- (Phase I) Memorandums of Understanding that indicate roles and responsibilities relevant to SSR have been signed with numerous entities; the list is posted [here](#) and will be updated as part of SOP, as needed.
- (Phase II) Extract and catalogue SSR-related elements of MOUs; Target completion date: September 2016.
 - Work is underway to capture and publish all the SSR-related MOUs and publish the information on the IS-SSR web site once the inventory has been completed
- (Phase II) In final development for posting to IS-SSR site – document builds on above, provide additional detail on formal relationships ICANN has with key organizations. This includes: 1) noting the “relationship,” covering informal and formal arrangements; 2) documenting that some relationships are sensitive (not disclosed) and noting the industry best practices and conventions that are used to address this lack of disclosure. Target completion date for phase II details: September 2016. Draft completed and pending final review.
- [ICANN Security Awareness Resource Locator Developed](#) - All stakeholders should learn how to protect themselves, their families, or their organizations against online threats. The resources on this page can help consumers, business or IT professionals avoid online threats or harm and make informed choices regarding (personal) data disclosure or protection.
- The document tracking ICANN SSR related roles and responsibilities has been completed and posted at <https://www.icann.org/en/system/files/files/ssr-relationships-fy17-23jan17-en.pdf>

Implementation Notes

This recommendation has been completed.

SSR Recommendation 5 Implementation

ICANN's SSR-Related Roles and Responsibilities

31 December 2016

Project Status

- (Phase 1) Reporting on ICANN's progress toward SSR-related KSFs and KPIs involving SSR relationships is SOP, and can be found in ICANN's regular project management reporting, operating plans, [SSR Framework](#), and SSR quarterly reports.
- (Phase II) Next SSR Framework/report on SSR activities will include information on how key relationships noted in Recommendation 4 are used to achieve SSR goals (as part of SOP). Revised target completion date: September 2016.
 - SSR Framework for 2015 under development with current publication date revised to December 2016
- The document tracking ICANN SSR related roles and responsibilities has been completed and posted at <https://www.icann.org/en/system/files/files/ssr-relationships-fy17-23jan17-en.pdf>

Implementation Notes

This recommendation has been completed..



SSR Recommendation 6 Implementation

ICANN's SSR-Related Roles and Responsibilities

30 June 2015

Project Status

- Roles and Responsibilities of SSAC are reflected in ICANN's Bylaws and defined in SSAC's [Operating Procedures](#).
- Roles and Responsibilities for RSSAC are reflected in an updated charter contained in [ICANN's Bylaws](#).
- SSAC and RSSAC have been asked to reflect their roles and responsibilities in a brief explanatory text for icann.org (linking to respective charters), and [text](#) as agreed to by the AC's chairs. April 2015

Implementation Notes

This recommendation is complete.



SSR Recommendation 7 Implementation

ICANN's SSR Framework and Strategic Plan

30 September 2016

Project Status

[Note: Recommendation was made before ICANN's current planning, budgeting and portfolio/project management and reporting processes were instituted].

- The Strategic and Operating Plans (see Recommendation 2) were informed by SSR Framework and reflect SSR priorities, objectives and activities. This is SOP for development of ICANN plans and budgets.
- SSR-related priorities, objectives and activities are reported on regularly as part of SOP, including in ICANN's regular [portfolio management reporting](#) and SSR [quarterly reports](#).
- Revamped process for establishing updated SSR priorities and objectives. The ICANN Security, Stability and Resiliency department documented its [Mission, Approach, Tasks](#) in its August 2015 blog.
- The [2015 SSR Annual Framework](#) report, was released in August 2016.

Implementation Notes

This recommendation is completed with the Report published August 2016



SSR Recommendation 8 Implementation

ICANN's SSR Framework and Strategic Plan

30 June 2015

Project Status

The Strategic and Operating Plans (see Recommendation 2) were informed by SSR Framework and reflect SSR priorities, objectives and activities. This is SOP for development of ICANN plans and budgets, in which SSR alignment is reviewed as annual plans/budgets are developed.

Progress on SSR-related priorities, objectives and activities are reported on regularly as part of SOP, including in ICANN's regular [portfolio management reporting](#) and SSR [quarterly reports](#)

Implementation Notes

This recommendation is complete.



SSR Recommendation 9 Implementation

ICANN Operational Responsibilities

30 September 2015

Project Status

ICANN's implementation of DNSSEC in the root has [achieved SysTrust certification](#).

Staff certification options initially focused on ITIL certification of DNS engineering staff. SSR-related certification effort subsequently incorporated into EFQM program in April 2015. Closure date TBD as part of EFQM RADAR evaluation schedule (FY15).

ICANN launched its [EFQM web page](#) where the focus is on continuous improvement. The EFQM Excellence Model provides mechanisms for the holistic assessment of an organization. These assessments help improve the way ICANN works, so that it can deliver better results.

Implementation Notes

This recommendation is complete.



SSR Recommendation 10 Implementation

ICANN Operational Responsibilities

30 June 2015

Project Status

[Note: As Review Team noted, this Recommendation is more fully addressed in the WHOIS Review]

Regular public reporting of compliance activities are part of SOP; detailed information is available [here](#).

Complaints migrated to icann.org and automated; bulk complaint tool launched; Pulse Survey implemented; WHOIS inaccuracy qualities check launched; complaints submission processes & FAQs to address new 2013 RAA requirements completed; compliance auditing and outreach programs in place; new positions created to ensure fulfillment of goals and objectives in this area.

Implementation Notes

This recommendation is complete.



SSR Recommendation 11 Implementation

ICANN Operational Responsibilities

31 December 2016

Project Status

Effort has been underway to identify and implement measures of success for new gTLDs and IDN fast track that expressly address SSR-related program objectives. Examples of key activities that are being factored in are included below. Target completion date for implementation schedule: Closure date estimated March 2106.

✓ Operations that support SSR objectives in new gTLDs are part of ICANN's SOP, including Service Level Agreements and monitoring, emergency back-end registry operators and data escrow, Trademark Clearinghouse, root zone scaling management, DNSSEC-related activities, and Compliance Dept. activities.

✓ Implementation is underway for (IAG-CCT) metrics on the impact of the New gTLD Program on competition, consumer trust, and consumer choice, which has SSR-related elements; this supports the upcoming CCT Review. ICANN commissioned [third-party research](#) that supports the IAG-CCT work.

○ Specification 11 of the Registry Agreement signed by all new gTLD registries requires technical analysis and reporting on security threats, and a framework is under development. The targeted schedule of deliverables for the [Framework Drafting Team](#) is as follows:

31 Mar. 2017 - Release of Framework revised with input received during public comment period.

✓ Per the new gTLD Program [Applicant Guide Book](#), two separate panels were organized for security and stability review for all applied-for labels, focused on: (i) security and stability evaluation of the strings, and (ii) string similarity review against existing, reserved and applied-for labels.

✓ Security and stability evaluation mechanisms for applied-for IDN labels across the new gTLD and IDN ccTLD Fast Track Programs are in place. As defined in the [Final Implementation Plan](#), the IDN ccTLD Fast Track Program includes a two-panel mechanism for technical string evaluations, including the DNS Stability Panel.

✓ For both IDN gTLDs & ccTLDs, the [Label Generation Rule set \(LGR\)](#) for the root zone is developed to have a conservative mechanism to define IDN TLD labels, focused on DNS stability and security. [Guidelines for Designing Script-Specific Label Generation Rules \(LGR\) for the Root Zone](#)

✓ The IDN ccTLD Fast Track Process is reviewed annually and includes SSR components.

✓ [Coordinated Vulnerability Disclosure Reporting at ICANN](#)

○ As part of addressing recommendation and its implementation a report is under development to inventory numerous activities within multiple ICANN departments that have the potential to support to-be-defined SSR objectives for new gTLD and IDN fast track programs.

✓ ICANN 55 [Root Stability Study Workshop](#)

A review of the New gTLD Program for security and stability impact is a previous commitment based on advice from the GAC and other discussions. The vendor contracted to conduct this study presented their methodology for conducting this review and invited feedback from interested stakeholders.

-This recommendation implementation also looking at the work underway within the CCT Review Team on new gTLDs and domain name abuse.

Implementation Notes

This recommendation is in progress.

SSR Recommendation 12 Implementation

ICANN Areas of Influence as a Coordinator, Collaborator and Facilitator

31 March 2017

Project Status

Staff worked with a number of SSR-related bodies in the wider Internet community (described below) to identify and/or establish “best practices,” and have been working to integrate those best practices into agreements into which ICANN enters.

Staff has assessed the range of activities underway that advance identification and communication of SSR-related best practices, and instituted an updated and holistic approach to identifying and supporting the implementation of best practices. This information was captured in a [report](#).

ICANN staff has a resource locator [page](#) that the Security Team maintains to support ICANN community member security awareness. The page identifies web sites, organizations, and government resources, in some cases in multiple languages, that have developed security awareness education, training, and best practices or guidelines for individuals and members of collaborative communities. Additional information related to best-practices is linked [here](#) and [here](#).

ICANN Staff periodically informs SOs/ACs of best-practices and invites these groups to identify additional, targeted best-practices for their constituents. As part of SOP this will be done annually and publicly documented.

[MoUs](#) with numerous international entities address SSR-related best practices.

Several [Regional Engagement Strategies](#) include SSR best practices; in particular, strategies for Africa, Latin America and Middle East regions emphasize SSR responsibilities.

ICANN staff works with the Anti-Phishing Working Group (APWG) Internet Policy Committee to publish recommendations for web application protection, has engaged in development of resources for security awareness (through SANS Securethehuman.org activities and with NCA Stop.Think.Connect). Organization of American States (OAS) has released a 2014 Latin American & Caribbean Cybersecurity Report which includes best practices recommendations for countries in the region and includes a section contributed by ICANN. ICANN Staff also is participating through the Commonwealth Cybercrime Initiative.

The [revised new gTLD registry agreement](#) contains additional language on SSR best practices.

Implementation Notes

This recommendation is complete.

SSR Recommendation 13 Implementation

ICANN Areas of Influence as a Coordinator, Collaborator and Facilitator

30 June 2015

Project Status

As part of SOP, ICANN staff contacts all SOs and ACs (via chairs) to encourage identification and publication of a best practices repository page that is responsive to their constituencies. The ccNSO currently publishes SSR-related best practices [information](#) for their members.

ICANN staff engages in a variety of ongoing activities to encourage global use of SSR best practices, as part of SOP (see Recommendation 12).

Activity in this area is ongoing as part of SOP and ICANN builds on its activities annually. In 2015, for example, ICANN anticipates the creation [of a set of resources of best practices](#) for securing collaborative community assets. These resources will help SOs and ACs make informed decisions regarding identity management and data protection. From these, SOs and ACs could set requirements for how community assets should be made secure, stable and resilient.

Implementation Notes

This recommendation is complete.

SSR Recommendation 14 Implementation

ICANN Engagement with Others in the Global Internet Ecosystem

30 June 2015

Project Status

Outreach activities have been expanded and are reviewed annually as part of SOP. The Security team provides both a service function to ICANN's Global Stakeholder Engagement team as subject matter experts, and a community function in outreach and engagement in SSR matters. A [new Engagement Interface](#) allows the community to see upcoming SSR and related outreach and engagement activities. This is an on-going obligation.

Implementation Notes

This recommendation is completed.



SSR Recommendation 15 Implementation

ICANN Engagement with Others in the Global Internet Ecosystem

30 June 2015

Project Status

ICANN published a [Coordinated Vulnerability Disclosure document](#) in 2013. While the framework and SOP is in place, staff notes that because facilitation of responsible disclosure is an on-going obligation the work in this area is ongoing.

Staff collaborates with operators and trusted security community entities on DNS security threats and mitigation techniques. This is related to Recommendation 28.

Implementation Notes

This recommendation is complete.

SSR Recommendation 16 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Project Status

[Outreach activities](#) and processes solicit input on the SSR Framework have been expanded and are part of ICANN's SSR SOP; activities are ongoing and are reviewed annually. For example: the Security team's ongoing work with security communities including the Anti Phishing Working (APWG), the Messaging, Malware and the Mobile Anti-Abuse Working Group (MAAWG) has resulted in participation by members of those communities in SSAC; through engagement with the International Criminal Law Network (ICLN) and Commonwealth Cybercrime Initiative (CCI), the Security team emphasizes the value of multistakeholder approaches to cybersecurity issues.

Several [Regional Engagement Strategies](#) include SSR best practices and SSR topics are addressed by ICANN across all global regions.

This is related to Recommendations 4, 5 and 14.

At the request of stakeholders, the Security team supports a variety of capability-building initiatives, such as DNSSEC training, ccTLD attack and contingency response training, law enforcement training, outreach at Network Operator Group meetings such as Caribbean Network Operators Group (CaribNOG), Middle East Network Operators Group (MENOG), among others.

Implementation Notes

This recommendation is complete.

SSR Recommendation 17 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Project Status

See Recommendation 2 for information on how activities and initiatives relate to SSR priorities, objectives and goals and are integrated into ICANN's planning, budgeting and project reporting efforts.

Implementation Notes

This recommendation is complete.



SSR Recommendation 18 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Project Status

Implemented as part of the [FY 13 & FY 14 SSR Frameworks](#) and will be repeated annually.

The previous status of SSR RT implementation was published in [Appendix C of the ATRT2 Report](#)

Elements of the SSR Framework are reflected in the Strategic and Operating Plans and budgets, with the status/progress being reviewed and reported annually for public input prior to the issuance of the following-year's Ops Plan and budget. Information is posted [here](#).

SSR objectives and goals are integrated into ICANN's [Organizational \(structural\) reviews](#), as appropriate; these are scheduled every five years.

Implementation Notes

This recommendation is complete.



SSR Recommendation 19 Implementation

Maintaining Clear Processes for SSR Issues

30 June 2015

Project Status

The publication of the [annual SSR Framework](#) tracks progress against the activities committed to in the previous year's Framework. This tracking mechanism, along with ICANN's regular project management reporting, and operating plans and budgets, provide more details on SSR (see Recommendation 2 for more information) and are all part of ICANN's SOP.

Implementation Notes

This recommendation is complete.



SSR Recommendation 20 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Project Status

[Note: Recommendations 20, 21, 22 are addressed by the framework and related processes that ICANN has in place.]

(Phase I) A [planning framework and process](#) is in place to provide public information about SSR-related plans, budgets and activities (as outlined in Recommendation 2). This is integrated with ICANN's SSR Framework and reports on SSR activities and expenditures. Periodic SSR activity [reporting](#) augments this public information.

(Phase II) Exploration is underway to identify mechanisms that provide more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments. Target completion date: Nov 2015.

- November 2015 – Information gathered for SSR-related budget and expenses support from ICANN's various departments and is being reviewed before it is posted.
- February 2016 – posting of data collected for ICANN SSR-related budget and expenses, anticipated date now end of September 2016
- February 2017 - Collected data is under review. Anticipated publication date is April 2017.

(Phase II) Staff also is exploring after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event; producing a public version of these reports is under consideration. Revised target completion date: December 2016.

Implementation Notes

This recommendation is in progress.



SSR Recommendation 21 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Project Status

[Note: Recommendations 20, 21, 22 are addressed by the framework and related processes that ICANN has in place.]

(Phase I) A [planning framework and process](#) is in place to provide public information about SSR-related plans, budgets and activities (as outlined in Recommendation 2). This is integrated with ICANN's SSR Framework and reports on SSR activities and expenditures. Periodic SSR activity [reporting](#) augments this public information.

(Phase II) Exploration is underway to identify mechanisms that provide more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments. Target completion date: Nov 2015.

- November 2015 – Information gathered for SSR-related budget and expenses support from ICANN's various departments and is being reviewed before it is posted.
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- February 2017 - Collected data is under review. Anticipated publication date is April 2017.

(Phase II) Staff also is exploring after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event; producing a public version of these reports is under consideration. Revised target completion date: December 2016.

Implementation Notes

This recommendation is in progress. See update in Recommendation 20.

SSR Recommendation 22 Implementation

ICANN's SSR-Related Budget and Staff

31 December 2016

Project Status

[Note: Recommendations 20, 21, 22 are addressed by the framework and related processes that ICANN has in place.]

(Phase I) A [planning framework and process](#) is in place to provide public information about SSR-related plans, budgets and activities (as outlined in Recommendation 2). This is integrated with ICANN's SSR Framework and reports on SSR activities and expenditures. Periodic SSR activity [reporting](#) augments this public information.

(Phase II) Exploration is underway to identify mechanisms that provide more detailed public information on SSR-related budgets and expenditures across multiple ICANN departments. Target completion date: Nov 2015.

- November 2015 – Information gathered for SSR-related budget and expenses support from ICANN's various departments and is being reviewed before it is posted.
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(Phase II) Staff also is exploring after-event-reports (for relevant threats) that include budget and resource impacts related to managing the event; producing a public version of these reports is under consideration. Revised target completion date: December 2016.

Implementation Notes

This recommendation is in progress. See update in Recommendation 20.



SSR Recommendation 23 Implementation

Immediate and Near-Term Future Risk

30 June 2015

Project Status

ICANN has in place [funding allocated to allow SSAC and RSSAC](#) to conduct work. The support funding has never been linked to, or conditioned by, any performance/output/content evaluation, thus maintaining adequate independence.

Established processes and procedures for WGs and ACs also support their decisions being reached in an objective manner that is free from external or internal pressure.

A publicly documented budget process for SO/AC input on the budget is SOP; for example, these requests have been [published for FY 15](#).

Implementation Notes

This recommendation is complete.



SSR Recommendation 24 Implementation

Longer-Term Future Risk

30 June 2015

Project Status

The Identifier Systems Security, Stability & Resiliency ([ISSSR](#)) Team, CTO (and staff), and CIO (and staff) closely coordinate to address the range of ICANN's internal and external SSR responsibilities, enumerated in this document, with ISSSR team focused on current externally focused ISSSR, the CIO and team focused on current internally focused ISSSR and the CTO and team looking towards future ISSSR risks and opportunities. As the SSR environment associated with the Internet's system of unique identifiers evolves, so too will ICANN staffing. Updates will be published in appropriate places on the icann.org website.

Implementation Notes

This recommendation is complete.



SSR Recommendation 25 Implementation

Longer-Term Future Risk

31 March 2016

Project Status

[Note: ICANN's enterprise risk management work—including the ongoing efforts to identify and remediate enterprise risk and apply ERM best practices, under guidance of the Board Risk Committee—incorporates SSR-related risk management and threat mitigation addressed in Recommendations 25 – 28]

- The [DNS Risk Management Framework](#) was [approved](#) by the Board in Nov. 2013.
- A [DNS Risk Assessment and DNS Resilience Model](#) was published in May 2014.
- ICANN is now in the ongoing DNS Risk Mitigation Phase, which is part of our SOP; risk mitigation collaboration (such as this [session](#)), have been held to engage the community to participate in mitigation of the identified risks. ICANN will continue to collaboratively engage and leverage the Enterprise Risk Model to identify the key asset owners and resources needed to address the risks that have been shared and identified with the community.
- [ICANN also has published a Report on Mitigating Risk of Name Collisions](#), and has been using the Name Collision Risk Management Framework to manage name collision issues.
- Periodic review and update of the [DNS Risk Management Framework](#) is part of ICANN's SOP.
- Also part of ICANN's ERM SOP, are ongoing root zone coordination and monitoring, L Root operations, threat detection and mitigation related to ICANN's DNS Operations.
 - [Community collaboration](#) on, and updating of, ERM continues. Recommendations 25– 28 will reach closure upon completion and [Board Risk Committee](#) approval of ERM update.
- [Risk Committee of the ICANN Board](#) is engaged in reviewing [the ERM framework](#).

Implementation Notes

This recommendation is complete.

The [Risk Committee of the Board](#) has agreed on the ERM strategy that the organization should pursue, and that this strategy includes at the minimum annual updates on risk assessments, mitigation plans assessment and risk governance.

SSR Recommendation 26 Implementation

ICANN's Risk Management Process

31 March 2016

Project Status

See Recommendation 25

Implementation Notes

This recommendation is completed.

The [Risk Committee of the Board](#) has agreed on the ERM strategy that the organization should pursue, and that this strategy includes at the minimum annual updates on risk assessments, mitigation plans assessment and risk governance.

SSR Recommendation 27 Implementation

Risk Management Framework

31 March 2016

Project Status

See Recommendation 25

Implementation Notes

This recommendation is completed.

[The Risk Committee of the Board](#) has agreed on the ERM strategy that the organization should pursue, and that this strategy includes at the minimum annual updates on risk assessments, mitigation plans assessment and risk governance.

SSR Recommendation 28 Implementation

Incidence Response and Notification

31 March 2016

Project Status

[Identifier Systems SSR Activities Reporting](#)

As part of our continuing commitment to transparency and accountability, the Identifier Systems SSR department publishes an activities report. The report describes the activities ICANN performs to maintain the security, stability, and resiliency of the Internet's global identifier systems. These activities include collaboration with ICANN, security and operations, and public safety communities, where our staff serves several roles.

- The 1H 2015 activities report highlights ICANN's collaboration and stakeholder activities from January 1 through June 15, 2014. It summarizes activities performed as part of the identifier system SSR threat awareness and preparedness remit. It also provides progress reports on analytics or productivity improvement projects as well.

[Coordinated Vulnerability Disclosure Reporting at ICANN](#)

Posted the following Blogs:

- [Threats, Vulnerabilities and Exploits – oh my! 10 August 2015](#)
- [What is ICANN IIS-SSR? 4 August 2015](#)
- [Is This a Hack or an Attack? 15 September 2015](#)
- [Top Level Domain Incident Response Resource Now Available 28 September 2015](#)

See Recommendation 25 for additional details on ICANN's risk management work.

Implementation Notes

This recommendation is completed.

The [Risk Committee of the Board](#) has agreed on the ERM strategy that the organization should pursue, and that this strategy includes at the minimum annual updates on risk assessments, mitigation plans assessment and risk governance