



85 | COMMUNITY
FORUM



ccNSO Working Session

IANA Disaster Recovery Study Group

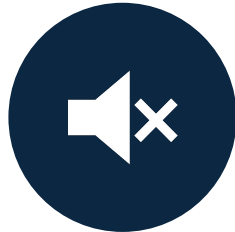
8 March 2026



**SPEAK SLOWLY AND
CLEARLY.**



**RAISE YOUR HAND IN
ZOOM TO JOIN THE
QUEUE.**



**ON SITE? PLEASE
MUTE YOUR ZOOM
AUDIO.**



**REMOTE? PLEASE
TURN ON YOUR
CAMERA WHEN
SPEAKING.**

ccNSO IANA Disaster Recovery Study Group

Sunday, 8 March 2026

- 1) Welcome
- 2) Fact-finding to date?
 - a) Method
 - b) Fact-finding and outcome
 - c) Anything missing?
- 3) What are the emerging themes from the fact finding? (see doc/posters)
 - a) What are your observation: use sentences
 - b) Mind mapping: clustering of observations
 - c) Generate insights from each cluster: and write them down.
- 4) What to present to community this week?
<https://docs.google.com/presentation/d/1Gi6llkM2ZEEvjYgheULWesCFbF3oMAj/edit?slide=id.p5#slide=id.p5>
- 5) Joint session with IGLC, TLD-Ops on regulatory and practical aspects Resilience and BC/DR of ccTLDs?
- 6) Next meetings: starting 1 April
- 7) AOB
- 8) Closure

WORK PLAN

Study Group Disaster Recovery

A structured approach to discovering, defining, developing, and delivering recommendations on role of IANA, if any, with respect to ccTLD Disaster Recovery

February 2026

Executive Summary



Methodology

Double Diamond design methodology provides a structured yet flexible approach ensuring thorough problem understanding before focusing on recommendations.



Structure

Four phases across two diamonds: Problem Space (Discover & Define) and Solution Space (Develop & Deliver) over 24 weeks.



Fit for Purpose

Particularly suited to organizations operating across multiple jurisdictions with diverse regulatory requirements and complex stakeholder ecosystems.

The Double Diamond Framework

Alternating between divergent (exploring broadly) and convergent (focusing narrowly) thinking

DIAMOND 1: PROBLEM SPACE



Discover

Broadly explore the DR landscape, identify gaps, risks, regulatory requirements and stakeholder needs



Define

Synthesize findings into clear, prioritized problem definitions that focus on developing recommendations

Diverge before
converging

Evidence-based
decisions

DIAMOND 2: SOLUTION SPACE



Develop

Generate, prototype, and evaluate a wide range of potential paths to close identified gaps



Deliver

Select, finalize, and validate DR use cases with comprehensive recommendations

Iterative
validation

Stakeholder
co-creation

Timeline Overview

24-week program with phase-gate reviews ensuring quality and stakeholder alignment



DISCOVER

Weeks 1–4



Discovery Report & Stakeholder Needs Register



DEFINE

Weeks 5–8



Prioritized Problem Statements & KPI Framework



DEVELOP

Weeks 9–14



DR Strategy Options Paper & Use Cases



DELIVER

Weeks 15–24



Finalizing DR Recommendations

TOTAL: 24 WEEKS | DR RECOMMENDATIONS WITH CI FRAMEWORK

Discover — Divergent Exploration

Diamond 1: Problem Space • Weeks 1–4

1 Stakeholder Mapping & Engagement

Identify stakeholders, conduct interviews, surveys, and focus groups. Develop use cases.

2 Current State Assessment

Definitional study of BC and DR. Gap analysis against ISO 22301, NIST SP 800-34, regional frameworks.

3 Role of ccTLD under various Frameworks

Map various responsibilities. Provide overview of ccTLD Landscape

4 Regulatory & Compliance Scan

Review applicable regulatory frameworks across jurisdictions. Identify BC/DR requirements for ccTLDs.

5 Role of IANA

Fact-finding on current role of IANA: procedures, policies, and cases.

KEY OUTPUTS

Stakeholder needs register • Use cases • Current state Role of IANA • Regulatory matrix • Benchmarking insights report

Define — Convergent Focus

Diamond 1: Problem Space • Weeks 5–8

1 Findings Synthesis Workshop

Collaborative analysis of discovery findings. Use causal mapping to identify root causes and interdependencies.

2 Priority Risk & Gap Ranking

Apply criteria (impact, likelihood, regulatory urgency, resource availability) to prioritize gaps under different use cases.

3 Problem Statement Development

Craft clear use cases framed in terms of organizational impact and desired future state.

4 Success Criteria & KPI Definition

Define measurable success indicators using SPICED methodology adapted for Monitor & Evaluation contexts.

5 Scope & Constraints Documentation

Document project boundaries and dependencies. Identify assumptions needing validation in Phase 3 or 4.

KEY OUTPUTS

Causal map of DR gaps • Prioritized gap matrix • DR use cases problem statements • Success criteria & KPI framework (SPICED-aligned)

PHASE 3

Develop — Generating DR Recommendations

Diamond 2: Solution Space • Weeks 9–14

Recommendations Ideation Workshops

Facilitate World Café-style workshops to generate diverse solution concepts from multi-stakeholder groups.

DR Strategy Options Development

Develop distinct DR strategy options for different use cases. Each option addresses a specific set of circumstances. Identify role of ccNSO, if any.

Recommendations Testing

Design proof-of-concept for extreme use cases. Develop potential set of recommendations to be tested with stakeholders.

Impact & Feasibility Analysis

Conduct impact and feasibility analysis for each strategy option. Assess readiness and implementation feasibility.

KEY OUTPUTS

DR strategy options paper • Pilot designs and tabletop exercise plans • Impact & feasibility analysis per strategy option

Deliver — Finalizing DR Recommendations

Diamond 2: Solution Space • Weeks 15–24

1

Strategy Selection & Approval

Develop comprehensive observations and recommendations including next steps for ccNSO consideration.

2

Implementation & Integration

Report on potential impact of proposed recommendations across jurisdictions and stakeholder groups.

3

Continuous Improvement Framework

Establish ongoing review cycles, update triggers, and continuous improvement mechanisms for long-term resilience.

KEY OUTPUTS

DR use case strategy with ccNSO capacity assessment • Comprehensive DR plan documentation suite • CI framework and review schedule

Risk Management

Project-level risks for the work plan itself, distinct from organizational DR risks

Stakeholder Availability

HIGH

Likelihood

MEDIUM

Impact

Mitigation:

Pre-schedule engagement sessions; provide asynchronous participation options; use World Café format to maximize input per session.

Scope Creep

HIGH

Likelihood

HIGH

Impact

Mitigation:

Enforce phase-gate reviews; maintain strict scope documentation throughout program lifecycle.

Resource Constraints

MEDIUM

Likelihood

HIGH

Impact

Mitigation:

Develop contingency resourcing plan; prioritize critical path activities and establish escalation protocols.

Success Metrics

SPICED-aligned framework for progressive assessment throughout the program lifecycle

Phase	Process Metric	Outcome Metric
Discover	Stakeholder engagement rate	Coverage of risk & use categories
Define	Stakeholder consensus on use cases	Problem statements validated by ≥ 3 stakeholder groups
Develop	Strategy options cover all use cases	All use case sets have been addressed
Deliver	All strategy options within ccNSO mandate	Use of existing ccNSO methods to address issues

Thank you!