APAC Space Web Conference

ICANN 5-Year Strategic Planning

ICANN

17 January 2019

Agenda

- ⊙ **Welcome Remarks** (5 mins)

- ⊙ **ICANN 5-Year Strategic Planning** (20 mins)

- ⊙ **Community Discussion** (30 mins)

- ⊙ **AOB** (5 mins)

APAC Space

- ❖ "Space" for APAC Community Members

- ❖ Community-led bi-monthly Sessions — web conference, or face-to-face at ICANN Meetings

- ❖ "Practice ground" to facilitate community discussion for ICANN participation

  - ❖ DNS industry topics
  - ❖ ICANN Policy Development Processes, and
  - ❖ ICANN Reviews

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Community wiki page: https://community.icann.org/display/GSEAPAC/APAC+Space

ICANN 5-Year Strategic Planning

Strategic planning process, and Draft Strategic Plan for fiscal years 2021-2025

Theresa Swinehart
MSSI (Multistakeholder Strategy and Strategic Initiatives)

Purpose of this presentation

- Provide an overview of ICANN's strategic planning process, and where we are in the process

- Present the content of the Draft ICANN Strategic Plan for fiscal years 2021 - 2025

ICANN Strategic Planning Process

ICANN's approach, and where we are in the process

Purpose of Strategic Planning

Strategic Planning sets out the long-term strategic objectives for the organization, reflecting the ICANN mission and vision
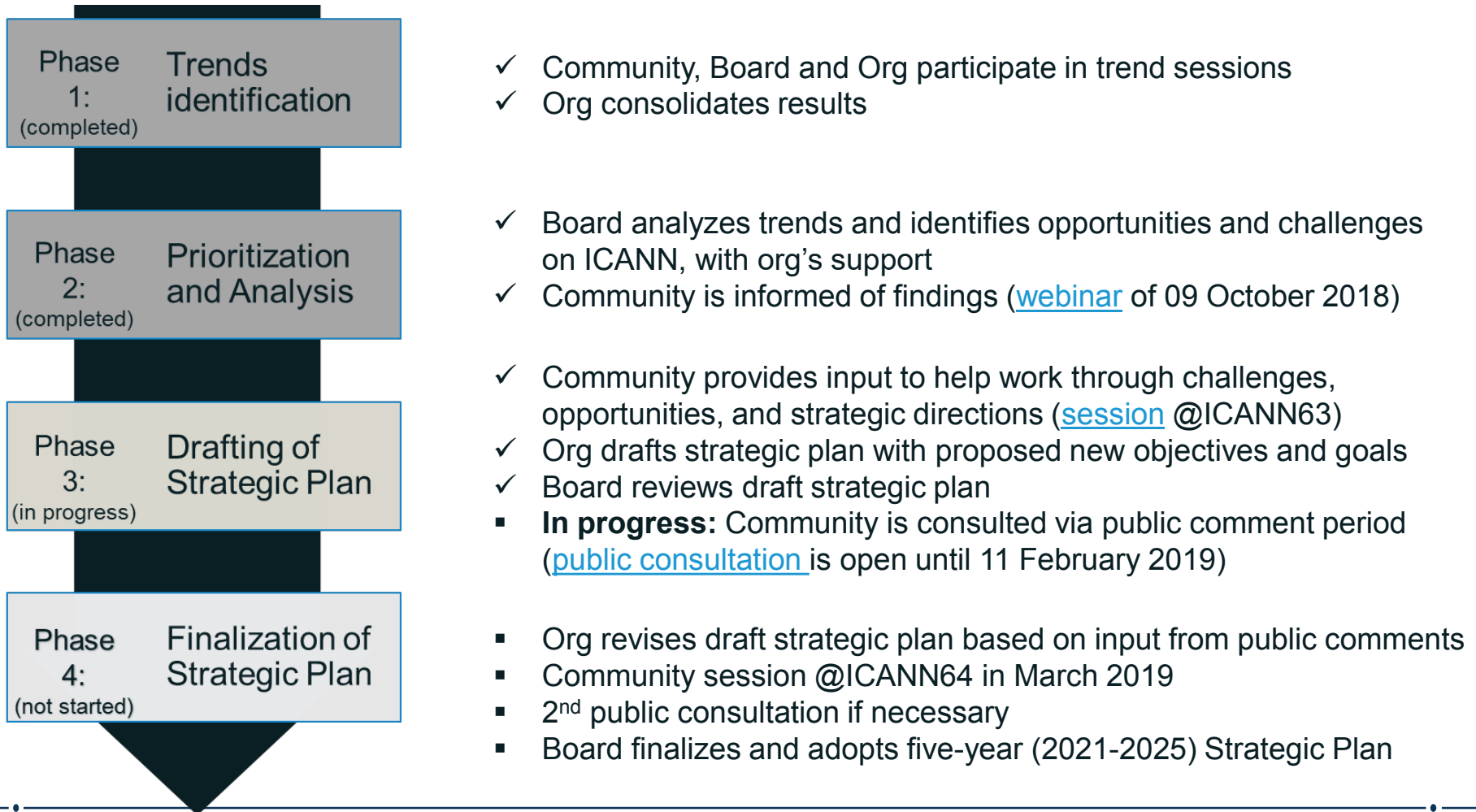
- ⊙ Strategic planning is a core element of ICANN's three-fold planning process cycle

- ⊙ Strategic planning helps answer two important questions:
  - ○ Where are we now?
  - ○ Where do we want to be?

- ⊙ The 5-Year Operating Plan and annual Operating Plan and Budget put the objectives of the strategic plan into action

- ⊙ The planning cycle ends with ongoing achievement and progress reporting

WHERE ARE WE NOW?

Strategic Planning Process

Achievement and Progress Reporting Process

HOW ARE WE DOING?

WHERE DO WE WANT TO BE?

WHO MUST DO WHAT?

HOW WILL WE GET THERE?

5-Year Operating Plan and Annual Plan & Budget Process

Steps towards next Strategic Plan – where are we in the process?

A Draft Strategic Plan for fiscal years 2021 - 2025 is currently open for public comments
(https://www.icann.org/public-comments/strategic-plan-2018-12-20-en)

Phase 1: (completed) — Trends identification	✓ Community, Board and Org participate in trend sessions ✓ Org consolidates results
Phase 2: (completed) — Prioritization and Analysis	✓ Board analyzes trends and identifies opportunities and challenges on ICANN, with org's support ✓ Community is informed of findings (webinar of 09 October 2018)
Phase 3: (in progress) — Drafting of Strategic Plan	✓ Community provides input to help work through challenges, opportunities, and strategic directions (session @ICANN63) ✓ Org drafts strategic plan with proposed new objectives and goals ✓ Board reviews draft strategic plan ▪ **In progress:** Community is consulted via public comment period (public consultation is open until 11 February 2019)
Phase 4: (not started) — Finalization of Strategic Plan	▪ Org revises draft strategic plan based on input from public comments ▪ Community session @ICANN64 in March 2019 ▪ 2nd public consultation if necessary ▪ Board finalizes and adopts five-year (2021-2025) Strategic Plan

Process to Arrive at Key Focus Areas

1,500 collective hours to-date

25 Trend Sessions — **1000+ Inputs** — **Categorization Statistical Analysis Research & Validation** — **Preliminary Findings** → **SWOT Analysis Additional Research Synthesis of findings**

COMMUNITY
BOARD
ORGANIZATION

MSSI

BOARD REPS

Key Focus Areas

Security

ICANN's Governance

Unique Identifiers System

Geopolitics

Financials

Draft ICANN Strategic Plan for fiscal years 2021
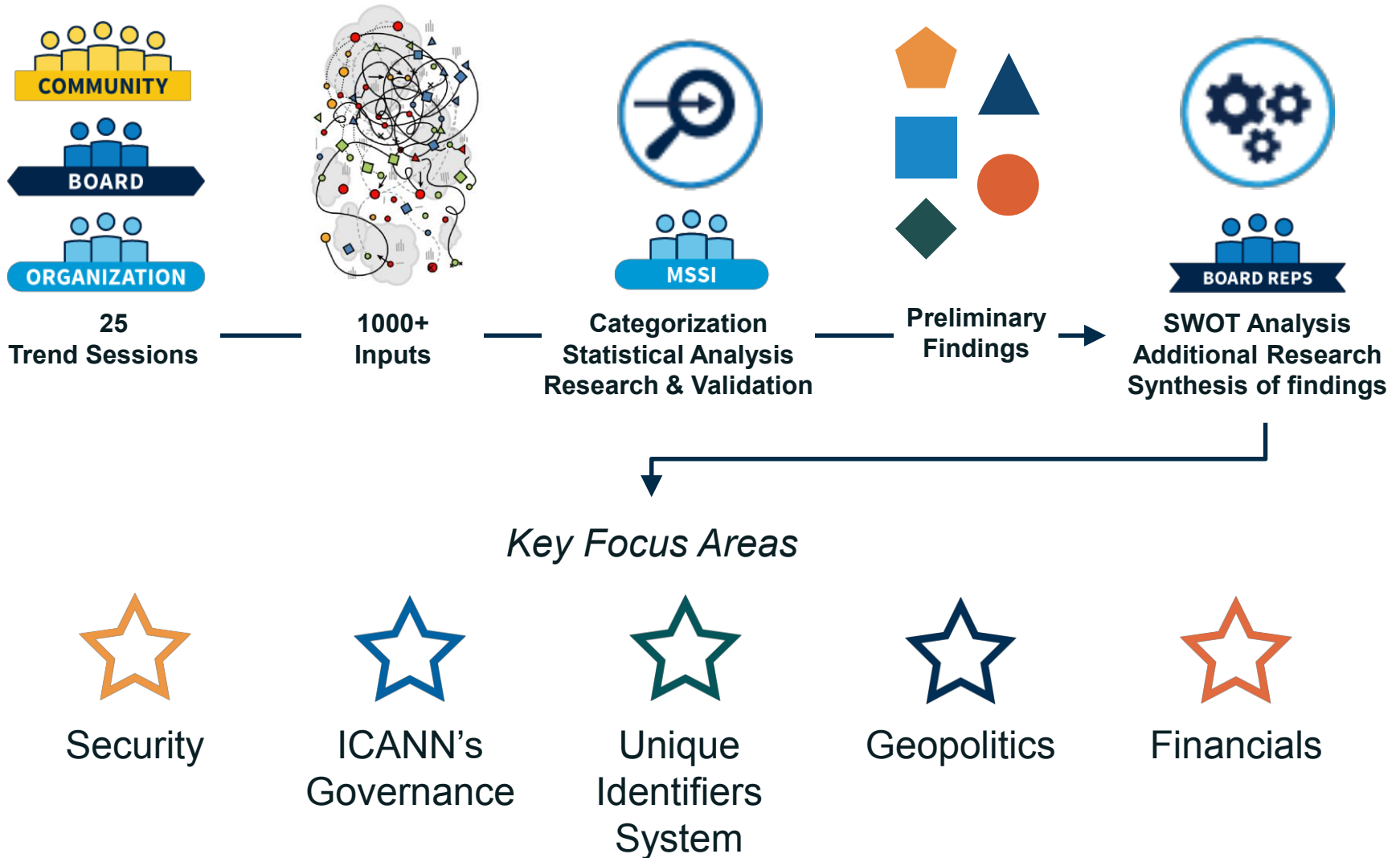
ICANN's Strategic Plan structure

The structure of the strategic plan remains mostly unchanged:

- ⊙ The strategic plan is composed of three main components:

  1. Vision

  2. Mission

  3. Strategic objectives & goals

- ⊙ New : fully costed five-year operating plan

- ⊙ Link to ICANN's Draft Strategic Plan for fiscal years 2021 - 2025

- ⊙ Link to ICANN's adopted Strategic Plan for fiscal years 2016 to 2020

1. Proposed renewed vision statement

To be a champion of the single, open, and globally interoperable Internet, by being the independent, trusted, multistakeholder steward of the Internet's unique identifiers, and by providing an open and collaborative environment where diverse stakeholders come together in the global public interest to:

➢ Secure operational excellence of the IANA functions;

➢ Continuously improve the unique identifier systems;

➢ Strengthen the security of the Domain Name System and the DNS Root Server System;

➢ Evolve ICANN's governance model to remain effective, transparent, and accountable;

➢ Improve the effectiveness of ICANN's policy development processes;

➢ Anticipate and manage the impact of legislation and regulation; and

➢ Ensure ICANN is technically robust and financially sustainable.

2. Mission, as stated in the Bylaws

ICANN's mission was refined and incorporated into the bylaws, which were adopted in 2016, following the transition of the oversight of the IANA functions from the U.S. government to ICANN's multistakeholder community.

The mission as stated in the Bylaws is as follows:

ICANN Bylaws 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").

(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: […]

3. Proposed new strategic objectives

ICANN is proposing the following five strategic objectives over the fiscal years 2021 – 2025 to enable it to continue to fulfill its mission and achieve its new vision:

1. **Strengthen the security of the Domain Name System and the DNS Root Server System.**

2. **Improve the effectiveness of ICANN's multistakeholder model of governance.**

3. **Evolve the unique identifier systems to continue to serve the needs of the global Internet user base.**

4. **Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.**

5. **Ensure ICANN's long-term financial sustainability.**

Strategic focus area #1: Security

"The exponential growth in security issues is challenging the stability of the domain name system and the root server system, as well as ICANN's ability to finance increasing investments required to ensure continued stability."

Key Trend Themes	• Increasing cybersecurity risks (massive DDoS attacks, IoT vulnerabilities, DNS security). • Increasing threats to root server system, and challenges to root service reliability, resilience and interoperability. • Continuing concerns about DNS abuse.
Proposed New Strategic Goals	1.1. Strengthen DNS coordination in partnership with DNS stakeholders to improve the shared responsibility for upholding the security and stability of the DNS. 1.2. Strengthen DNS root server operations governance in coordination with the DNS root server operators. 1.3. Understand and mitigate security threats to the DNS through greater engagement with DNS hardware, software, and service vendors. 1.4 Increase the robustness of the DNS root zone key signing and distribution services and processes to meet growing security needs.

Strategic focus area #2: Governance

"ICANN's multistakeholder model of governance, which grew to fit ICANN's needs, has the potential of becoming less effective and more expensive as it matures and scales up to respond to increasing needs of our community."

Key Trend Themes	- Efficiency and effectiveness ICANN's multistakeholder model continue to be questioned. - Continued necessity of fulfilling transparency and accountability, inclusiveness and openness obligations. - Increasing pressure to work effectively and to make timely and efficient use of ICANN resources.

Proposed New Strategic Goals	2.1. Address the increasing needs of inclusivity, accountability and transparency, while at the same time ensuring that work gets done and policies are developed in an effective and timely manner 2.2. Strengthen ICANN's multistakeholder decision-making process. 2.3. Strengthen the inclusivity and openness of ICANN's multistakeholder model by improving and sustaining diverse representation and active, effective participation.

Strategic focus area #3: Unique Identifiers System

"The rapid evolution of new technologies requires ICANN to be responsive to these changes and ensure that the unique identifiers system evolves and continues to serve the global Internet user base."

Key Trend Themes	• Alternate roots, alternative infrastructures increasingly threatening the global interoperability of the Internet. • External technology advancement (such as blockchain, IoT, rise of artificial intelligence etc.) creating both threats and opportunities.
Proposed New Strategic Goals	3.1. Encourage readiness for Universal Acceptance, IDN implementation, and IPv6 by increasing awareness to enable more end users to use the Internet. 3.2. Improve understanding of and responsiveness to new technologies by greater engagement with industry, academia, standards development organizations, and other relevant parties. 3.3. Continue to deliver and enhance the IANA functions with operational excellence. 3.4. Plan a properly funded, managed, and risk-evaluated new round of gTLDs.

Strategic focus area #4: Geopolitics

"The increasing importance of the Internet across all sectors increases the possibility of governments intervening to gain control over the DNS through legislation and regulation. At the same time there is an increasing risk of Internet fragmentation as a result of geopolitical, technical, and organizational pressures."

Key Trend Themes

- More legislation and regulation which risk impacting the Internet's unique identifier systems and ICANN's mission.
- Increasing global reliance on the Internet.
- Increasing geopolitical risks of Internet fragmentation.

Proposed New Strategic Goals

4.1. Further develop early warning systems, such as ICANN org's Legislative/Regulatory Development Reports, to identify and address global needs and threats, demonstrating ICANN's trustworthiness in resolving the challenges within its remit in a timely manner.

4.2. Continue to build alliances in the Internet ecosystem and beyond to raise awareness, and equip stakeholders from around the world to become active participants in ICANN's policy making.

Strategic focus area #5: Financials

"Consolidation in the marketplace, continued uncertainty surrounding the expansion of the gTLD name space, and other factors are putting pressures on ICANN's ability to support the growing needs and demands of its global community."

Key Trend Themes

- Funding stabilizing for the foreseeable future.
- Continued growing demands and costs (demands for support from stakeholders, demands for investments to address security and technology requirements, costs of global engagement, costs of transparency and accountability, etc.).
- Financial responsiveness to changing industry economics

Proposed New Strategic Goals

5.1. Enhance ICANN's understanding of the domain name marketplace.
5.2. Strengthen cost management and financial accountability mechanisms.
5.3. Enhance ICANN's financial planning model to better balance economic changes and stakeholders' needs.

Next steps and opportunities for community participation

Next steps and opportunities for community participation

⊙ Dec-Feb 2019: Public Consultation on draft strategic plan
  ○ *Public Comment period is currently open, until 11 February 2019*

⊙ Feb-March 2019: Org & Board revise strategic plan.
  ○ *Community session @ICANN64 in Kobe*
  ○ *2nd public comment period if necessary*

⊙ May-June 2019: Board adopts strategic plan

Thank You and Questions

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Let's Talk about ICANN 5-Year Strategic Planning

Edmon Chung
APAC Space Community Facilitator

Discussion

- Any comments related to the draft Strategic Plan?

- What issues to raise in ICANN64 Kobe?

AOB

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