

# Draft ICANN FY26–30 Strategic Plan and FY26–30 Operating Plan Framework

## Community Webinar



Webinar 1: Tuesday, 30 July, 16:00 UTC

Webinar 2: Wednesday, 31 July, 00:00 UTC

# Webinar Information

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This session is recorded.



This session is scheduled to last 1 hour.



Presentation is published on the [wiki page](#).



Q&A will be during and at the end of the presentation.

## ICANN's Draft Strategic Plan for Fiscal Year 2026 to 2030



# The Board Strategic Planning Committee, on behalf of the ICANN Board, initiated and led the strategic planning process for FY26–30



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# Agenda

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- Introduction and Public Comment Proceeding Overview
- Draft FY26–30 Strategic Plan Overview
- Draft FY26–30 Operating Plan Framework Overview
- Q&A

# Introduction and Public Comment Overview

# Introduction

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- The ICANN Bylaws require a five-year strategic plan for each five fiscal year period, and a five-year operating plan: both are refreshed annually
- The ICANN Board has been working diligently to develop the Draft ICANN Strategic Plan for Fiscal Years FY26–30
- This strategic planning process will result in the delivery of:
  - The ICANN FY26–30 Strategic Plan
  - The ICANN FY26–30 Operating Plan Framework
- The current timeline aims to deliver the FY26–30 Strategic Plan for Board adoption no later than March 2025
- Public comment opened on 23 July 2024 and runs through 17 September 2024
- Community engagement throughout the process has been a key priority for the Board

# How We Got Here

## Community Engagement

The Board conducts community webinars and focused one-on-one engagements throughout the Strategic Plan development to gather community feedback. Eleven sessions are held during this time.



February to June 2024

March to May 2024



## Implementation Strategy Development

The Board collaborates with the ICANN Executive Team to determine how ICANN will achieve its strategic objectives and goals. These implementation strategies are used to develop the five-year Operating Plan Framework.

## Public Comment Proceeding

The Board solicits community feedback on the Draft Strategic Plan through a Public Comment proceeding. The Draft Five-Year Operating Plan Framework, also published for Public Comment, provides a comprehensive overview of how the Strategic Plan will be achieved.



July to September 2024



# Public Comment Proceeding Timeline



## Open for Public Comment

23 July 2024

- Draft ICANN Strategic Plan for FY26-30
- Draft Operating Plan Framework for FY26-30



## Closed for Submissions

17 September 2024 | 23:59 UTC



## Summary Report Due

11 November 2024 | 23:59 UTC

**Public Comment**

Public Comment is a vital part of our multistakeholder model. It provides a mechanism for stakeholders to have their opinions and recommendations formally and publicly documented. It is an opportunity for the ICANN community to effect change and improve policies and operations.

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### Draft ICANN Strategic Plan and Operating Plan Framework for FY26-30

Get alerts about this proceeding

Category: Operations

Requesters: ICANN org

ICANN org Contact(s): [planning@icann.org](mailto:planning@icann.org), [victoria.yang@icann.org](mailto:victoria.yang@icann.org)

#### What We Need Your Input On

As the ICANN Board finalizes the draft Strategic Plan for FY26-30, your insights are crucial to ensuring its success and alignment with community needs. The Board and org need your feedback on the clarity and relevance of our vision, the appropriateness of the strategic objectives, and the detailed goals and strategies designed to achieve them. Additionally, we seek your input on the proposed progress indicators and identified strategic risks. Furthermore, your input on the key activities identified in the five-year Operating Plan Framework to achieve each draft strategy is also appreciated. Your comments will help the Board and org to refine and enhance the plan to better serve our community through our strategic objectives.

**OPEN:**  
57 DAYS REMAINING

Timeline (UTC)

- Open for Submissions  
23 July 2024
- Closed for Submissions  
17 September 2024 | 23:59
- Report Due  
11 November 2024 | 23:59

Provide Your Input

Submissions to this Proceeding

There are no submissions available.



[Link to ICANN Public Comment Page](#)

click **'Get alerts about this proceeding'** to be notified

# Your Input is Critical

- [Public Comment Proceeding](#) is open until 17 September 2024
- This public comment proceeding uses a **guided submission form**
  - It is designed to help community members provide structured feedback on the draft plans
  - It may direct a reader's attention to key sections of the draft plans
  - It may provide guidance and pointers to help formulate comments
- We look forward to receiving your responses

## Draft ICANN Strategic Plan and Operating Plan Framework for FY26-30

[View Public Comment Proceeding](#)

Category: Operations  
Requestor: ICANN.org  
ICANN.org Contact(s): [planning@icann.org](mailto:planning@icann.org), [victoria.yang@icann.org](mailto:victoria.yang@icann.org)

Welcome to the Guided Submission Form for ICANN's Draft Strategic Plan and Operating Plan Framework for fiscal years (FY) 2026-2030. This form is designed to help you provide structured feedback on the plan. Our goal is to ensure your input is clearly captured and considered in our review process. Each section includes specific questions to guide your responses and make it easier to address key aspects of the plan.

After the Public Comment submission period, all feedback will be reviewed and analyzed by ICANN's Planning team. Your insights will be instrumental in refining the plan to ensure it aligns with ICANN's mission and addresses the needs of the community.

Thank you for your comments.

Required Fields \*

First Name

Last Name

Check if you prefer to have your affiliation displayed as the author of this submission, rather than the first and last name

Affiliation

Email

### Part A: Draft Strategic Plan for Fiscal Years 2026 - 2030

#### Section 1: Vision

1. How well does the vision statement align with your expectations or the needs of the community?

- Very well  
 Somewhat well  
 Not well

Comments

0/8000

#### Section 2: Strategic Objectives

1. Are the strategic objectives clearly stated and easy to understand?

- Yes  
 No

Comments

0/8000

2. Do the strategic objectives adequately address the key issues and challenges facing ICANN?

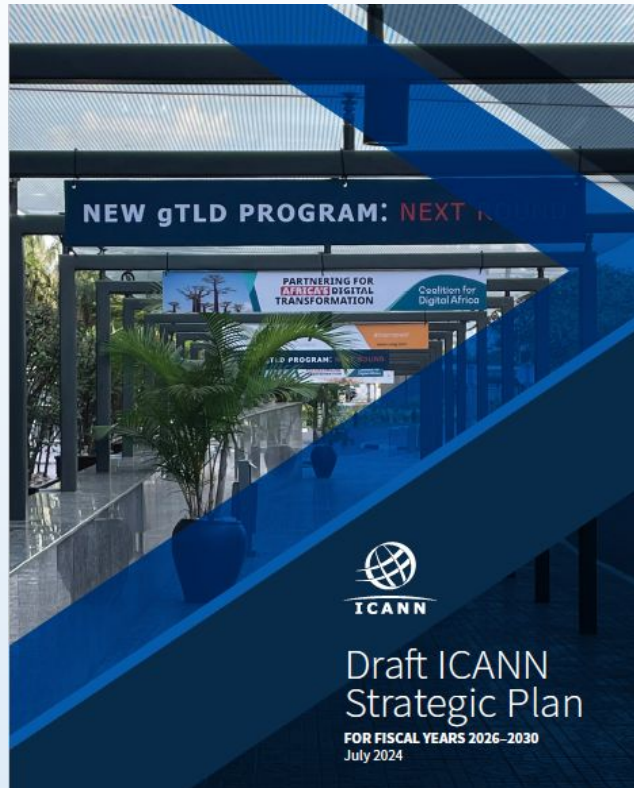
- Yes  
 No

Comments

# The Strategic Plan



# Strategic and Operating Plan Navigation



<https://www.icann.org/en/system/files/files/draft-strategic-plan-fy26-30-2024-en.pdf>



<https://www.icann.org/en/system/files/files/draft-operating-plan-fy26-30-2024-en.pdf>

# Strategic Plan Navigation Example:

**Objective → Goal → Strategy**

## Strategic Objective 2:

### Enhance Organizational Excellence

#### Goal

**2.1**  
Pursue a Sustainable Future.

2.1.1 Improve institutional agility and adaptability.  
2.1.2 Preserve ICANN's financial sustainability.

#### Strategy

**2.2**  
Enhance ICANN's Global Presence and Impact.

2.2.1 Evolve the hybrid workforce model and optimize regional office utilization.  
2.2.2 Embed ecological responsibility into ICANN's operations.



## 2.2 Enhance ICANN's Global Presence and Impact

### 2.2.1 Evolve the hybrid workforce model and optimize regional office utilization.

Strengthen ICANN's operations by leveraging a hybrid workforce model and maximizing the use of regional offices to meet the needs of the community, Board, and org. Embrace tools that enhance collaboration and employee satisfaction across diverse geographical locations.

### 2.2.2 Embed ecological responsibility into ICANN's operations.

This strategy aims to reduce ICANN's ecological footprint, achieve a balance between multistakeholder effectiveness and ecological impact, and lead by example in the industry. This initiative underscores ICANN's dedication to sustainability and demonstrates ICANN's proactive approach to minimizing its environmental impact while continuing to fulfill its mission.

#### Progress Indicators

- Employee satisfaction surveys show positive trends.
- Surveys of the Board and community's perception of ICANN org operations show positive trends.
- Metrics tracking regional office usage, such as hosted events at each regional office.
- Measurement of ICANN's ecological footprint and the reduction in its carbon footprint.
- Survey results indicating the Board, community, and org's perception of the success in embedding ecological responsibilities and the perceived impact.

#### Strategic Risks

- Failure to evolve the hybrid workforce may lead to dissatisfaction among org employees, loss of vital talent, and reduced productivity.
- Failure to optimize regional office utilization may limit ICANN's ability to establish a strong presence worldwide and cause it to be perceived as U.S.-centric.
- Lack of ecological responsibility may threaten ICANN's reputation.

# Draft FY26–30 Strategic Plan

# ICANN's Mission and Vision Statement

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## Mission

**To ensure the stable and secure operation of the Internet's unique identifier systems**

ICANN's Mission is stated in ICANN Bylaws Section 1.1

## Vision for 2030

**As the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all**



# Strategic Objectives

Strategic  
Objective

1

Evolve and promote **ICANN's Multistakeholder Model** to sustain its inclusive Internet governance model

Strategic  
Objective

2

Enhance **organizational excellence**

Strategic  
Objective

3

Collaborate with relevant stakeholders to evolve the Internet's **unique identifier systems**

Strategic  
Objective

4

Strengthen the **security** of the Internet's unique identifier systems

# Strategic Objectives: Current vs. Next Draft

## FY21–25 Strategic Plan

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

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

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

Evolve the **unique identifier systems** in coordination and collaboration with relevant parties to continue to serve the needs of the global internet user base

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

## FY26–30 Strategic Plan

Evolve and promote **ICANN's Multistakeholder Model** to sustain its inclusive Internet governance model

Enhance **organizational excellence**

Collaborate with relevant stakeholders to evolve the Internet's **unique identifier systems**

Strengthen the **security** of the Internet's unique identifier systems

# Draft Strategic Objective (1/4) - ICANN's MSM

## 1.1

### **Ensure Inclusive Stakeholder Representation and Integrated Collaboration.**

- 1.1.1 Integrate new stakeholders into ICANN community groups as needed.
- 1.1.2 Enable integrated collaboration among community groups.
- 1.1.3 Foster an appealing environment for the next generation.
- 1.1.4 Develop a new generation of leaders.
- 1.1.5 Increase and broaden participation, particularly from underrepresented communities.

## 1.2

### **Enhance the Agility and Effectiveness of Policy and Advice Development.**

- 1.2.1 Reduce complexity and create incentives to encourage active participation.
- 1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.
- 1.2.3 Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.
- 1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.

## 1.3

### **Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance.**

- 1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission.
- 1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.

# Draft Strategic Objective (2/4) - Organizational Excellence

## 2.1

### Pursue a Sustainable Future.

2.1.1 Improve institutional agility and adaptability.

2.1.2 Preserve ICANN's financial sustainability.

## 2.2

### Enhance ICANN's Global Presence and Impact.

2.2.1 Evolve the hybrid workforce model and optimize regional office utilization.

2.2.2 Embed ecological responsibility into ICANN's operations.

# Draft Strategic Objective (3/4) - Unique Identifier Evolution

## **3.1 Facilitate Digital Inclusion.**

- 3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.
- 3.1.2 Proactively collaborate with all relevant external parties to promote Universal Acceptance.
- 3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation.

## **3.2 Evolve the Assessment of, and Responsiveness to, Technological Developments.**

- 3.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.
- 3.2.2 Collaborate with technical community entities, such as the Internet Engineering Task Force, Regional Internet Registries, and root server operators, to understand new technologies.

## **3.3 Deliver and Enhance the IANA Functions to Meet Evolving Community Needs.**

- 3.3.1 Continue to reliably deliver the IANA functions.
- 3.3.2 Ensure that the IANA functions are properly resourced.

# Draft Strategic Objective (4/4) - Unique Identifier Security

## 4.1 Strengthen Partnerships with Relevant Stakeholders to Reinforce the Shared Responsibility of Ensuring Secure and Stable Internet's Unique Identifier Systems.

- 4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.
- 4.1.2 Identify and mitigate security threats to the Internet's unique identifier systems.
- 4.1.3 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.

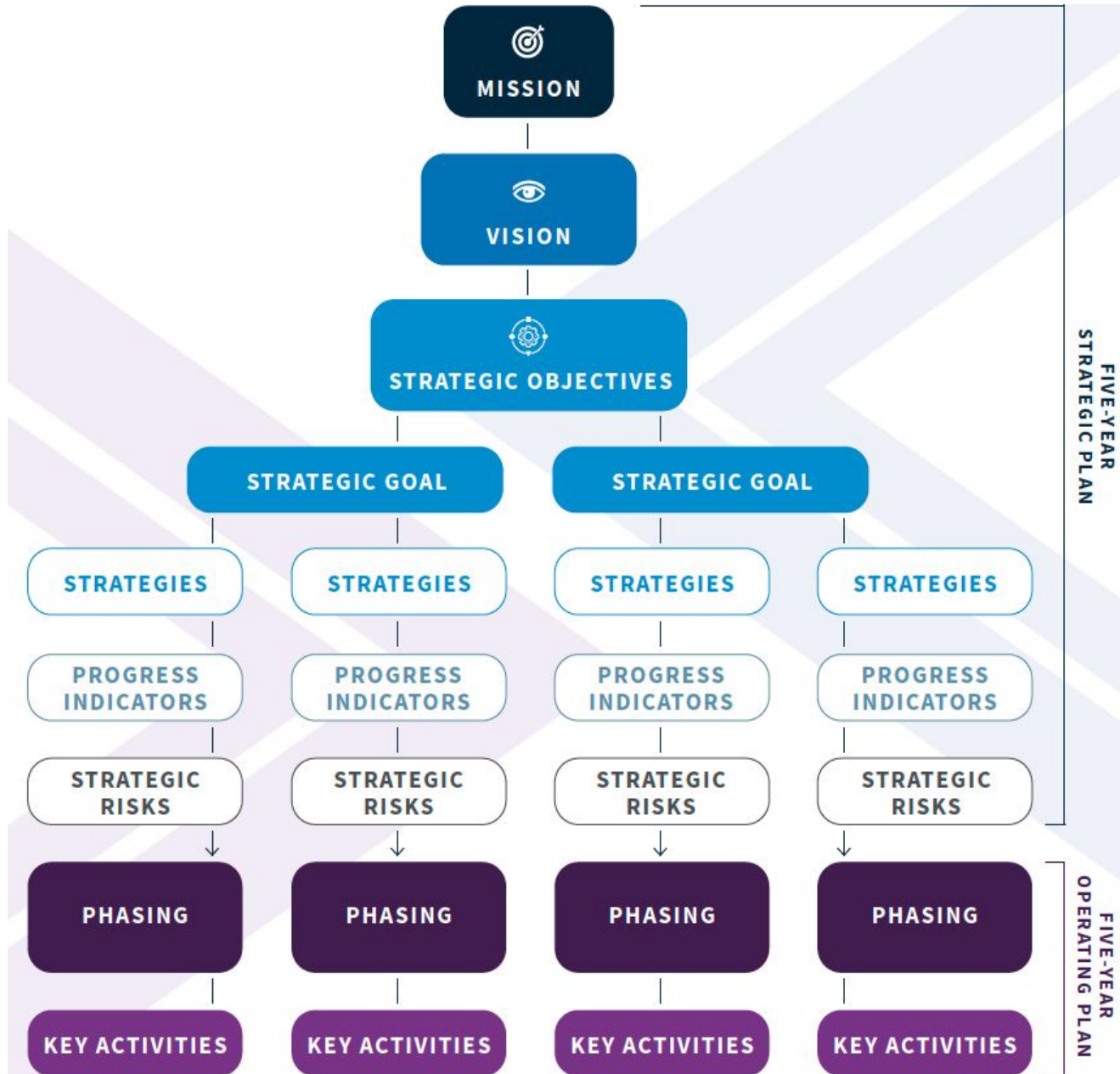
## 4.2 Strengthen DNS Root Server Operations Governance.

- 4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.
- 4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.
- 4.2.3 Support coordinated plans to address DNS Root Server System attacks.



# Draft FY26–30 Operating Plan Framework Overview

# The Operating Plan Framework





# Key Elements of the Five-Year Operating Plan Framework

**Key Activities:** The high-level activities necessary to deliver on each of the strategies. The activities outlined under each strategy reflect the phasing identified by the Board.

- The Five-Year Operating Plan Framework highlights activities that are strategically important and directly link to the Strategic Plan
  - The Five-Year Operating Plan Framework focuses on activities to support the achievement of strategy (key activities)
  - The phasing of the implementation key activities occurs at the strategies level as high-level implementation plans over five years
  - Specific details of prioritization and resource allocation will be defined during the annual Operating Plan and Budget process and a FY26-30 Operating and Financial Plan will be developed
  - This approach ensures that we maintain a consistent strategic direction while remaining flexible and adaptive
    - Allowing org to respond effectively to progress made each year and to allocate resources appropriately for the coming year

# Phasing of the FY26-30 Strategies

**Phasing:** The Board identified a structured approach to guide the planning and prioritization of activities, categorized by the level of attention and resources required for each strategy

## **GREEN = ONGOING COMMITMENT, NO CHANGE**

The phasing of these strategies implies that the associated action plan represents ongoing activities that do not require significant changes or additional resources. They are the foundation of our operations, and ensure stability and consistency without the need for a shift in direction.

## **BLUE = INCREMENTAL IMPROVEMENTS, MODERATE ATTENTION**

The phasing of these strategies implies that the associated action plan involves enhancing current activities and potentially introducing new initiatives or projects. They require moderate resources and attention, and aim to build upon existing efforts with incremental improvements.

## **ORANGE = STRATEGIC INTENSITY, HEIGHTENED ATTENTION**

The phasing of these strategies implies that the associated action plan demands intensive efforts or substantial resources. They are likely to involve launching high-impact initiatives or projects that require significant focus and investment, and reflect a considerable shift in direction or scale.

# Operating Plan Example: Key Activities + Phasing

## Strategic Objective 1:

### Evolve and Promote ICANN's Multistakeholder Model to Sustain Its Inclusive Internet Governance Model

#### Goal

### 1.3 Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance

#### 1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model to deliver ICANN's mission.

This strategy reflects the fundamental nature of ICANN's governance model. It is critical to continue to reaffirm and consistently showcase how it provides the optimal framework to fulfill ICANN's mission.

#### Strategy

#### Key Activities

**To implement this strategy, ICANN will:**

- Create additional materials to effectively communicate the value and benefit of ICANN's multistakeholder model of governance.
- Showcase success stories and highlight specific examples where the ICANN's governance model has successfully contributed to the delivery of ICANN's mission, demonstrating its effectiveness through case studies, testimonials, and endorsements.
- Leverage social media platforms to share success stories, case studies, and articles about ICANN's multistakeholder model of governance.
- Design a survey to solicit feedback from the community, Board, and org to understand their perspectives on ICANN's governance model. Share the survey findings and planned improvements.

→ The highlighted area illustrates heightened attention for Strategy 1.3.1.

# Q&A

# Engage with ICANN



## Thank You

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