2012 – 2015 ICANN
Strategic Plan Development

September 26, 2011

ICANN's Mission Statement

The **mission** of ICANN is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of the Internet's unique identifier systems.

The Affirmation of Commitments

Promote competition, consumer trust and consumer choice in DNS marketplace. Paragraph 3

ICANN affirms its commitments ... to work for the maintenance of a single, interoperable Internet. Paragraph 8

Strategic Plan 2011-2014: Four Strategic Focus Areas

Supporting… One World. One Internet.

	DNS stability and security	Competition consumer trust and consumer choice	Core operations including IANA	A healthy Internet governance eco-system
Strategic Objectives	• Maintain & drive DNS uptime • Enhance DNS risk management • Broad DNSSEC adoption • Enhanced international DNS cooperation • Improved DNS resiliency	• Maintain single authoritative root • Increased TLD options in more languages • New gTLDs including IDNs • Lower registration abuse • Increased industry competition	• Flawless IANA operations • Resilient L-Root operations • Continual improvements (TQM) • Internationalization • Long-term IANA functions responsibility	• Continuing role in internet governance • Stakeholder diversity • World-class accountability and transparency • Enhanced trust in ICANN's stewardship • Act in global public interest • Cross-stakeholder work
Strategic Projects	• DNSSEC propagation • Facilitate work on DNS security • Full business continuity planning • IPv4 exhaustion risk management • Advocate IPv6 adoption • RPKI deployment	• Internationalized Domain Name (IDNs) expansion • Implement new gTLDs • Whois program improvements • Improve policy processes • Registrant protection	• IANA infrastructure upgrade • IANA services outreach • Monitoring root zone performance • IANA excellence efforts • Organizational Effectiveness Initiative (OEI)	• Affirmation of Commitments & organizational reviews • Retain & support existing community while attracting new & diverse community members • Build global support for single authoritative root • Enhanced cooperation in Internet Governance
Community Work	• Local DNSSEC adoption • Whois Internationalized Registration Data • Develop solutions for DNS security • IPv6 rollout	• IDNA protocol implementation • New TLD rollout • Registrar Accreditation Agreement amendments • gTLD Registrant Rights Charter	• Strengthening regional presence • Monitoring of performance • Key committee participation • Engagement within technical community • Final IPv4 address allocation • Root Zone Management	• Increased public participation in multi–stakeholder model • Contributing to international fora • Review SOs and ACs
Staff Work	• Collaborative business continuity planning (BCP) • Collaboration with RIRs & technical groups • DNSSEC operations & propagation • IPv4 & IPv6 engagement • Cooperative TLD training in developing countries	• Compliance improvements • Support SO & AC work • Global outreach • IDN ccTLD Fast Track • New gTLD implementation • ICANN regional footprint	• IANA request processing • Board support • Security and contingency operations • L-Root operations • Improve financial system and controls • Staff retention and engagement	• Thought leadership • Widen international engagement • Strengthen corporate, government & other stakeholder partnerships • Decision impact analysis & reporting • Enhance communications & accessibility via improved web site • Enhance translation strategy

Multi-stakeholder – Collaborative – International – Transparent - Accountable

Mapping of ICANN Charter Documents to 2012 Strategic Plan Focus Areas

	DNS stability and security	Competition, consumer trust and consumer choice	Core operations including IANA	A healthy internet governance eco-system
Articles of Incorporation	3(i) Coordinate the assignment of Internet technical parameters to maintain universal connectivity 3(iii) Coordinating the internet DNS 3(iii) Develop policies for determining circumstances under which new TLDs are added 3(iv) Overseeing operation of the authoritative Internet DNS root server system	3(iii) Develop policies for determining circumstances under which new TLDs are added 4. Operate through open & transparent processes that enable competition and open entry in internet-related markets.	3(i) Coordinate the assignment of Internet technical parameters to maintain universal connectivity 3(ii) Performing and overseeing functions for coordinating the IP address space 3(iv) Overseeing operation of the authoritative Internet DNS root server system	4. ICANN shall operate for the benefit of the Internet community as a whole. 4. Cooperate as appropriate with relevant international organizations
ByLaws	I.1 Ensure the stable and secure operation of the internet's unique identifier systems. I.1.2 Coordinate operation and evolution of the DNS root name server system	I.1 Coordinate, <u>at the overall level</u>, the global internet's system of unique identifiers 6 Core Value: Introducing & promoting competition in the registration of domain names where practicable and beneficial in the public interest	I.1 Coordinate, at the overall level, the global internet's <u>system of unique identifiers</u> I.1.1 Coordinate allocation and assignment of three sets of unique identifiers (DNS, IP, Ports & Parameters)	I.1 Coordinate, at the overall level, the <u>global internet's system</u> of unique identifiers I.1.3 Coordinate policy development reasonably and appropriately related to these technical functions
Affirmation of Commitments	1. Technical coordination of the Internet's domain name & addressing system (DNS) 3(b) Preserve security, stability and resiliency of the DNS 8(a) Maintain the capacity and ability to coordinate the Internet DNS at the overall level and work for the maintenance of a single, interoperable internet 3(d) Facilitate international participation in DNS technical coordination	3(c) Promote competition, consumer trust and consumer choice in DNS marketplace	1. Technical coordination of the Internet's domain name & addressing system (DNS) 7 Adhere to transparent & accountable budgeting processes 7 Publish Annual Report of progress to ByLaws responsibilities, strategic & operating plans 8(a) Maintain the capacity and ability to coordinate the Internet DNS at the overall level and work for the maintenance of a single, interoperable internet	3(a) Ensure that decisions are made related to the global technical coordination of the DNS are made in the public interest and are accountable and transparent 7 Adhere to transparent and accountable fact-based policy development and cross-community deliberations 8(c) Operate as a multi-stakeholder, private sector led organization with input from the public, for whose benefit ICANN shall in all events act.

Apply to All Focus Areas

3. ICANN is a nonprofit public benefit corporation and is not organized for the private gain of any person. 3(v) Engage in any other related lawful activity in furtherance of 3 (i) through (iv)	I.2 Core Values 1-11	4. Perform & publish analyses of the positive and negative effects of ICANN decisions on the public, including public financial impact and the impact on the systemic security, stability and resiliency of the DNS	7. Adhere to responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy considerations	7. Provide thorough and reasoned explanation of decisions taken, the rationale and sources of data 8(b) Remain a non-profit, headquartered in the US with offices around the world to meet the needs of a global community

A look into the future:

- Describe ICANN 3-5 years from now

- What external global events have shaped the future?

- What ICANN changes have occurred?

- How is the Internet impacting the world differently than today?

- How have the Internet Unique Identifier Systems evolved?

- Metrics: How should progress on the plan be measured?
  Assess if what we currently have is the correct metric that is
  meaningful and relevant both internally and to the Community

2012-2015 Strategic Plan Draft Timeline

May 2011
Kick-Off Development Process

Jun 2011
Collect Input @ Singapore Meeting

Jul 2011
Open Public Comment Forum for Input

Sep 2011
Post Draft Strategic Plan

Nov 2011
Post Proposed Plan

Dec 2011
Submit for Board Approval

May-Jun 2011
Request SO/AC Consultations

Jun-Jul 2011
Exec & Board Workshops on Strategic Plan

Sep 2011
SO/AC Consultations

Oct 2011
Collect Feedback @ Dakar Meeting

Dec 2011
Post Approved Strategic Plan