

STRATEGY MATRIX

	DNS stability and security	Core operations including IANA	Competition, consumer trust and consumer choice	Healthy governance ecosystem
Strategic objectives	<ol style="list-style-type: none"> 1. Strengthen ccTLD Development in Africa , Build Capacity in DNS technical operations and provide assistance and support as requested. Reference ICANN Strat Obj 1-1/2 2. Enhance regional and international cooperation DNS stakeholders and Promote best practices of DNS operations Reference ICANN Strat Obj 1-2 3. Promote adoption of DNSSEC Reference ICANN Strat Obj 1-3 4. Enhance cooperation with CERTs for better handling of DNS related incidents. Reference ICANN Strat Obj 1-5 	<ol style="list-style-type: none"> 1. Regionalization of IANA operations in Africa. Reference Strat Obj 3/1-2-4-5 2. Regionalization of other CORE ICANN operations in Africa. Reference Strat Obj 3/1-2-5-63- 3. Effective communication / Outreach on ICANN operations including IANA Reference Strat Obj 3/4-5 4. Promote Anycast Root-servers deployment in Africa Reference Strat Obj 3/3 	<ul style="list-style-type: none"> • Support and facilitate competition in Domain Name business. • Strengthen ccTLDs in Africa • Build business environment that favour customer trust and choice (Technology solution, Legal and regulation Framework). • Encourage resiliency of local DNS infrastructure (IXP, Copy of Root, Anycast DNS) • Deploy more root servers in Africa • Promote new gTLD registries, registrars • Introduce gTLDs in African languages and IDNs • Build African entrepreneurship programmes in the DNS area • Promote research and development to foster innovation in Internet related technologies and businesses • Promote strategic partnerships between global and local entrepreneurs in the DNS industry 	<ul style="list-style-type: none"> • Promote the multi-stakeholder model and platform in Africa at the government, civil society and private sector levels to enrich participation in ICANN constituencies. • Support capacity building and development of Internet governance in Africa • Support policy development process to create conducive environment for the internet economy in Africa • Ensure internationalisation of ICANN using outreach programme. • Ensure physical presence in Africa to conduct outreach to help reflect ICANN’s global image • Expand a Multi-Stakeholder platform to increase participation and engagement in collaboration with I* organisations and ICANN constituencies • Encourage Industry development by setting up an Internet foundation for DNS industry in developing countries (Africa)

				<ul style="list-style-type: none"> • Ensure ongoing commitment of ICANN and constituencies to act in Africa's public interest. • Promote globalisation of ICANN and its operations through a phased internationalisation of IANA functions.
Strategic projects	<p>1- Increase domain name penetration in Africa Ref. AFRICAN Strat Obj 1-1 / 1-2</p> <p>1-1 African ccTLD Operations and Support Training.</p> <p>1-2 Business Best Practices and Marketing Support for AfTLD, ccTLDs and Registrars</p> <p>1-3 Consumer/Community Capacity Building</p> <p>2- Develop and Improve African Security Expertise Ref. AFRICAN Strat Obj 1-3 / 1-4</p> <p>2-1 Promote and Support Cooperation between African CERTs and DNS Operators Ref. AFRICAN Strat Obj 1-4</p> <p>2-2 Promote DNSSEC Ref. AFRICAN Strat Obj 1-3</p>	<p>1- Establish ICANN operations in Africa, including IANA operations. Ref. AFRICA Strat Obj 3-1 / 3-2</p> <p>1-1 - IANA Operations</p> <p>1.2 - Registrar liaison functions</p> <p>1-3 - Registry liaison functions</p> <p>1-4 - Compliance function</p> <p>1-5 - Legal Advice and Support</p> <p>1-6 - Regional meetings</p> <p>1-7 - Institutionalize IDN support</p> <p>2- Produce Targeted Documents in appropriate languages regarding ICANN operations Ref AFRICAN Strat. Obj 3-3</p> <p>3- Deploy Anycast Instances of L-Root in cooperation with Regional</p>	<ul style="list-style-type: none"> • WHOIS program for DNS • Anycast workshops (A,C) • Conduct registry, registrar business development model workshops (A,C) • a support programme for accreditation of registrars • Create a foundation to support development of African registrars • ccTLD business Model workshops • Commit and conduct a study on business feasibility of growing DNS industry in Africa • An observatory to develop new indices for DNS industry growth in Africa • Set up an Internet foundation for innovative funding mechanisms for the DNS industry development in developing countries (Africa) • Review delegation and re-delegation procedure in support of strengthen African ccTLDs 	<ul style="list-style-type: none"> • A programme for enhancing cooperation with I* organisations and IGFs to promote regional events for multi-stakeholder engagement • Participate in African meetings (C,D,G) • Establish a programme for inclusion of African academic community in Internet Governance ecosystem (C,I,J) • Continued support for African participation at ICANN meetings through the fellowship programmes (E, H) • Expand AFRALO (C,F) • Support African government participation in ICANN high level meetings • Sub regional Africa ICANN meetings to contribute to global meetings. • An ICANN academy to help in capacity building and HR development in Africa • An ICANN ambassador

		Organisations. Ref AFRICAN Strat. Obj 3-4	<ul style="list-style-type: none"> • Include African experts in the new gTLDs evaluation panels • Motivate African leaders by creating awards to celebrate best practices in DNS industry • Set up business development incubators for the DNS business in Africa • Research and development programme for Africa for promoting innovation and increased participation in IETF forums. • DNS resiliency workshops for African ccTLDS. 	<p>programme to promote global ICANN values</p> <ul style="list-style-type: none"> • Increase African representation in leadership positions at ICANN management • Leadership development programme in multi-stakeholder Internet governance. • Strengthen African participation in ICANN AoC review teams • Identify policy gaps and support policy advocacy processes
Key Measures	<p>Term - Definition - Metric - Target</p> <p>1- Domain Name Indicators</p> <p>1-1 Number of Domain Names Registered</p> <p>1-2 Penetration</p> <p>1-3 Complaints / UDRP</p> <p>1-4 DNS Availability / Failure</p> <p>1-5 Incidents on DNS operations</p>	<ol style="list-style-type: none"> 1. Regional Implementation of Operations 2. Number of Appropriate Documents produced In Appropriate African languages targetted to various stakeholders 3. Number of L-root instances Deployed 4. Number of other root-servers instances Deployed 	<ul style="list-style-type: none"> • Accurate and available WHOIS Data • Number of workshops • Number of workshops conducted for potential registry and registrars • Number of accredited Registers • Number of Workshops for ccTLD business models • Research report on DNS business in Africa • An observatory • A foundation for DNS Industry in Africa • Revised delegation and re-delegation procedures • African experts on new gTLD 	<ul style="list-style-type: none"> • Number of African participants in ICANN constituencies. • ICANN participation in African meetings • An ICANN Academy and number of Academic participants • Number of African participants and the quality of participation and contributions • Number of ALS's from the African region and umber of workshops organised by AFRALO • Number of government participants contributing to GAC and high level meetings • Number of participants

	<p>1-6 Domain Name Pricing</p> <p>2 Security Indicators</p> <p>2.1 DNSSEC Operations signed in Africa.</p> <p>2.2 CERT Operations in Africa</p> <p>2.3 CERT Training Certified People</p>		<p>evaluation panel</p> <ul style="list-style-type: none"> • An African leaders award • Number of start up companies being incubated • Innovative ideas and patents and increased number of African participants in IETF forums. • Number of ccTLDs benefiting from resiliency workshops • Increased copy of root servers • ccTLD Whois performance • Registries & Registrars 	<p>contributing to global ICANN meetings</p> <ul style="list-style-type: none"> • Number of Africans trained by the ICAN academy. • Increased number of African staff members • Number of Africans leading IG processes • Increased number of Africans participating in AoC review teams • Number of policy documents/strategies • Af* growth • Support for Af* • New Internet communities • Adoption of multi-stakeholder model • Visibility of ICANN at African fora • Communications in French
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