

# At-Large ICANN Draft Five-Year Strategic Plan (FY16 – FY20) Workspace

Comment Close Date	Statement Name	Status	Assignee (s) and RALO(s)	Call for Comments Open	Call for Comments Close	Vote Announcement	Vote Open	Vote Reminder	Vote Close	Date of Submission	Staff Contact and Email
27.06.2014	<a href="#">ICANN Draft Five-Year Strategic Plan (FY16 – FY20)</a>	ADOPTED 11Y, 0N, 1A	Dev Anand Teelucksingh Rafid Fatani	15.05.2014	18.06.2014 23:59 UTC	22.06.2014 00:00 UTC	22.06.2014 00:00 UTC	26.06.2014	27.06.2014 20:00 UTC	28.06.2014	Denise Michel <a href="mailto:denise.michel@icann.org">denise.michel@icann.org</a>

For information about this PC, please click [here](#) >>

## Comment / Reply Periods (\*)

Comment Open Date:

9 April 2014

Comment Close Date:

31 May 2014 - 23:59 UTC

## Important Information Links

[Public Comment Announcement](#)

[To Submit Your Comments \(Forum\)](#)

[View Comments Submitted](#)

## Brief Overview

Originating Organization:

ICANN

Categories/Tags:

- Operating Plan and Budget
- Planning
- Strategic Planning
- Strategy

## Purpose (Brief):

Join us in creating ICANN's new, overarching vision and long-term strategic plan. Your input and perspectives are critical to our process. Public comment is invited on the [Draft ICANN Five-Year Strategic Plan \(FY16 – FY20\)](#) [PDF, 1.62 MB] through May 2014. Built on community input received throughout an extensive, public strategy conversation, the Draft Strategic Plan proposes a new **Vision**, reiterates ICANN's existing **Mission**, and describes five focus areas with **Strategic Objectives and Goals**. Each goal includes proposed, strategic outcomes, risks, measures and phasing over five years. ICANN is seeking general feedback, as well as input on the proposed measurable outcomes for the Focus Area Goals. Your comments will help inform the final ICANN Five-Year Strategic Plan.

## Current Status:

[Draft ICANN Five-Year Strategic Plan \(FY16 – FY20\)](#) [PDF, 1.62 MB] for public comment

## Next Steps:

Input received will be carefully considered and then the [ICANN Five-Year Strategic Plan \(FY16 – FY20\)](#) [PDF, 1.62 MB] will be finalized for Board consideration and action.

Staff Contact:

Denise Michel

[Email Staff Contact](#)

#### Detailed Information

##### Section I: Description, Explanation, and Purpose:

The [Draft ICANN Five-Year Strategic Plan \(FY16 – FY20\)](#) [PDF, 1.62 MB] is the result of an extensive, collaborative, bottom-up, multistakeholder process that began in [April 2013](#) at the ICANN meeting in Beijing. Built on community input received throughout the [strategy conversation](#), the Draft Strategic Plan includes: the **Mission**, which remains as reflected in the bylaws; the **Vision**, which has been updated from the previous [draft](#); and the Five Focus Areas containing **Strategic Objectives**(listed below) and **Goals**, which have been streamlined and revised, factoring in [public comments](#) on the previous draft.

1. Evolve and further **internationalize and regionalize** ICANN's implementation of the **multistakeholder approach**.
2. Continue to support a healthy, stable and resilient **unique identifier ecosystem**.
3. Advance **technical and operational excellence**.
4. Clarify and establish ICANN's role in the **Internet governance ecosystem**.
5. Develop and implement a global **public responsibility** framework.

Each of the above Strategic Objective includes Strategic Goals with the following proposed details: outcomes (key success factors); potential risks; measurements (key performance indicators); and high-level phasing of work over the course of five years (fiscal year 2016 through fiscal year). The fiscal impact of the strategies, as well as impact on the security, stability or resiliency of the DNS and the necessary risk mitigation actions will be addressed during the development of subsequent multi-year implementation, operational and budget plans.

The Draft Strategic Plan: incorporates [community feedback](#) on the previously posted "Mission, Vision and Five Strategic Focus Areas; is informed by work and input on related initiatives, such as the Security, Stability & Resiliency Framework, and the Regional Engagement Strategies; and reflects broad themes highlighted by the community (on which the [Strategy Panels](#) provided recommendations that are posted for public comment through 30 April.)

The community has been actively engaged throughout this important strategic planning process. A variety of opportunities and tools have been used by the community to share opinions, and the feedback received since Beijing has been highly valuable in informing the strategic plan. Previously, a draft "Vision, Mission & Focus Areas for a Five-Year Strategic Plan" was posted for [public comment](#) 29 October 2013 – 31 January 2014, and discussed at a [public session](#) during ICANN's November 2013 Buenos Aires meeting. Comments received ranged from general endorsement of the text to suggestions of key success factors. To a great extent, this input has been incorporated in the Draft Strategic Plan. Measurable outcomes and additional details were developed for each Strategic Goal in light of the community input received.

Beginning with fiscal year 2016, the Five-Year Strategic Plan will inform the annual planning process. Additional details on how this will work will be provided when we reach this phase of planning later in 2014, but as a preview, this [graphic](#) shows at a high level the expected annual planning cycle for FY16-20. As illustrated, the Five-Year Strategic Plan will inform the multi-year planning of activities, and these activities will be defined by annual plans and budgets. The progress of work, accomplishments toward goals and effectiveness of strategies will be managed and reported through ICANN's [Managements Systems](#), including through a set of key success factors (KSFs) and key performance indicators (KPIs). These will inform an annual check of the Strategic Plan to validate that the organization is on-track, or that adjustments are needed.

Fiscal Year 2015 is transitional in that the work currently underway to develop the FY2015 Operational Plan and Budget is separate from the Five-Year Strategic Planning process, which will impact Fiscal Years 2016 - 2020. Overall, however, there is a substantial alignment between the goals expressed in the Draft Strategic Plan and the work already underway.

##### Section IV: Additional Information:

Please refer to the [strategic planning portal](#) for more information. The portal contains the milestones on the path to building the Draft Strategic Plan, outlines the conversations held with the Community throughout the process, and provides links to background information and Strategy Panel work.

(\*) Comments submitted after the posted Close Date/Time are not guaranteed to be considered in any final summary, analysis, reporting, or decision-making that takes place once this period lapses.

## FINAL VERSION TO BE SUBMITTED IF RATIFIED

[Please click here to download a copy for the pdf below.](#)

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## FINAL DRAFT VERSION TO BE VOTED UPON BY THE ALAC

*The final draft version to be voted upon by the ALAC will be placed here before the vote is to begin.*

The ALAC has reviewed the Five Year Strategic Plan and acknowledges the efforts by ICANN to incorporate the various comments from "[ICANN's Draft Vision, Mission & Focus Areas for a Five-Year Strategic Plan](#)" in this document.

We note the difference in layout from previous ICANN strategic plans and suggest for easier reference, an attempt to summarise the strategic plan on one page be kept, as was done in previous strategic plans.

With the mention of suggested outcomes for each of the strategic objectives in this draft plan, we wonder if any analysis was done for previous ICANN Strategic Plans as to whether the objectives from prior Strategic Plans were achieved or not. Such an analysis posted for review before the drafting of this strategic plan would be beneficial to ICANN and the ICANN multi-stakeholder community and would demonstrate to the global public of ICANN's proposed vision " ICANN strives to be trusted by all stakeholders for its inclusive, effective and consensus-based operations."

We also note the following:

- The lack of translated versions of this document from the beginning of this public comment to allow more of the global multi-stakeholder community to effectively review and comment on the strategic plan. This lack of translated versions of accessible policy documents in a timely fashion undermines the stated Focus Area #1, "Evolve and further internationalize and regionalize ICANN's implementation of the multi-stakeholder approach."
- Under Focus Area #2, "Continue to support a healthy, stable and resilient unique identifier ecosystem", ICANN needs to add a focus on improving the technical universal acceptance of Internationalised Domain Names (IDNs) at the application level (browsers, email clients, etc)". This must be a strategic priority for ICANN by taking a more prominent role in collaborating and coordinating with the relevant technical communities. IDNs are only mentioned once in passing in this strategic plan and this lack of attention to IDNs is insufficient.

- Under Focus Area #3 “Advance technical and operational excellence”, ICANN should include a focus on improving the logistical support needed for ICANN's Board, Staff and the various ACs and SOs to be able to fulfill their work in a timely, coordinated manner. There is a real concern that the ICANN Policy Staff are being stretched too thin to accommodate the ever growing needs of the Advisory Committees and Supporting Organisations.
- Under Focus Area #4.1 “Ensure ICANN's role in the evolving Internet ecosystem is clear, recognized, and well understood worldwide.” places too much emphasis on ICANN the corporation and not the multi-stakeholder communities in ICANN. This should be reworded to also include “Ensure ICANN's stakeholder groups' role in the evolving Internet ecosystem is clear, recognized, and well understood worldwide.”

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## FIRST DRAFT SUBMITTED

*The first draft submitted will be placed here before the call for comments begins.*

The ALAC has reviewed the Five Year Strategic Plan and acknowledges the efforts by ICANN to incorporate the various comments from [“ICANN's Draft Vision, Mission & Focus Areas for a Five-Year Strategic Plan”](#) in this document.

We note the difference in layout from previous ICANN strategic plans and suggest for easier reference, an attempt to summarise the strategic plan on one page be kept, as was done in previous strategic plans.

With the mention of suggested outcomes for each of the strategic objectives in this draft plan, we wonder if any analysis was done for previous ICANN Strategic Plans as to whether the objectives from prior Strategic Plans were achieved or not.

However, we note the following:

- The lack of translated versions of this document to allow more of the global multi-stakeholder community to effectively review and comment on the strategic plan. This lack of translated versions of policy documents in a timely fashion undermines the stated Focus Area #1, “Evolve and further internationalize and regionalize ICANN's implementation of the multistakeholder approach.”.
- Under Focus Area #2, “Continue to support a healthy, stable and resilient unique identifier ecosystem”, ICANN needs to focus on improving the technical universal acceptance of Internationalised Domain Names (IDNs) at the application level (browsers, email clients, etc) a strategic priority by taking a more prominent role in collaborating and coordinating with the relevant technical communities. IDNs are mentioned once in passing in this strategic plan and this is insufficient.
- Under Focus Area #3 “Advance technical and operational excellence”, ICANN should include a focus on improving the logistical support needed for ICANN's Board, Staff and the various ACs and SOs to be able to fulfill their work in a timely, coordinated manner.
- Under Focus Area #4.1 “Ensure ICANN's role in the evolving Internet ecosystem is clear, recognized, and well understood worldwide.” places too much emphasis on ICANN the corporation and not the multi-stakeholder communities in ICANN. This should be reworded to also include “Ensure ICANN's stakeholder groups' roles in the evolving Internet ecosystem are clear, recognized, and well understood worldwide.”