

At-Large Workspace for the ICANN Strategic Plan 2012-2015

[A copy of the 2012-2015 Strategic Plan Draft Statement \(November 2011\) can be downloaded here.](#)

[ALAC Statement on the 2012-2015 Strategic Plan - November 2011 - Workspace](#)

Request for Community Input on Formulation of 2012-2015 Strategic Plan

As part of the strategic planning process each year and per the [2012-2015 Strategic Plan Draft Development Timeline](#), ICANN is currently (Oct 3rd to Nov 17th) seeking public comment on this years amendments to last year's plan:-

There are many elements that have contributed to this year's draft of the Strategic Plan, including; consultations at the ICANN meeting in Singapore, feedback from the recent public comment forum, ongoing review and input from Staff and Board, ATRT Recommendations report, and phone consultations with the various SO/ACs. Here are the [Clean](#) [PDF, 865 KB] and [Redline](#) [PDF, 934 KB] versions of the Draft 2012-2015 Strategic Plan, [also attached](#).

Next Steps:	ICANN will undertake the following steps in developing the Draft 2012-2015 Strategic Plan: <ol style="list-style-type: none">1. Conduct SO/AC consultations in Dakar2. Continue to review and incorporate Community feedback3. Update the Draft Strategic Plan4. Post 2012-2015 Strategic Plan for Board consideration and approvalSee 2012-2015 Strategic Plan Draft Development Timeline
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[At-Large Statement on the 2012-2015 Strategic Plan](#)

Strategic Plan 2012 -2015 key areas for our comments in the Amendment Review:

(Please see the current redline version below (taken from Page 3 of the report) and the [ICANN Open Public Comments](#) page.)



Strategic Plan 2012-2015: Four Strategic Focus Areas

Supporting... One World. One Internet.

	DNS stability and security	Competition, consumer trust & consumer choice	Core operations including IANA	A healthy Internet governance eco-system
Strategic Objectives	<ul style="list-style-type: none"> Maintain & drive DNS availability Enhance risk management & resiliency of the DNS, IP addresses & parameters Promote Broad DNSSEC adoption Enhance international DNS cooperation Improve response to DNS security incidents 	<ul style="list-style-type: none"> Maintain single authoritative root Increase TLD options in more languages Rollout new gTLDs including IDNs Lower registration abuse Increase industry competition 	<ul style="list-style-type: none"> Flawless IANA operations Continue long-term IANA functions responsibility Resilient L-Root operations Continual improvements (EFQM) Internationalization ICANN meeting evolution 	<ul style="list-style-type: none"> Strive to be an exemplary international multi-stakeholder organization Increase stakeholder diversity and cross-stakeholder work World-class accountability and transparency (ATRT actions) Act in global public interest Enhance trust in ICANN's stewardship Ease of global participation
Strategic Projects	<ul style="list-style-type: none"> Promote DNSSEC training and adoption Facilitate work on DNS, IP address & parameter security Implement best practices for DNS business continuity planning Facilitate IPv6 adoption Explore Internet Number Resource Certification Facilitate Whois Evolution 	<ul style="list-style-type: none"> Expand IDNs Implement new gTLDs & measure impact Whois program improvements Improve policy development processes Enhance registrant protection Implement rights protection mechanisms Expand stakeholders 	<ul style="list-style-type: none"> Define internationalization principles Continue IANA infrastructure upgrade Publish reports on IANA services Monitor performance of root zone management IANA excellence (EFQM) OEI - Organizational Effectiveness Initiative Improve enterprise systems 	<ul style="list-style-type: none"> Complete Affirmation of Commitments & organizational reviews Retain & support existing community while attracting new & diverse community members Build global support for single authoritative root Enhance cooperation in Internet Governance Increase technical community communication & collaboration
Community Work	<ul style="list-style-type: none"> Local DNSSEC adoption Facilitate new DNS risk management working group & initiate study IDN variant management Develop standards for DNS & IP protocol security Promote IPv6 deployment Facilitate law enforcement engagement 	<ul style="list-style-type: none"> Promote IDNA protocol implementation Facilitate new gTLD & IDN rollout Support Registrar Accreditation Agreement amendments Expand inclusion & orientation of new stakeholders 	<ul style="list-style-type: none"> Strengthen regional presence Engage with Staff on performance Increase participation in key committees Expand engagement within technical community 	<ul style="list-style-type: none"> Increase multi-stakeholder participation Onboarding of participants Increase contribution to international forums Review SOs and ACs Promote continuing education/orientation in ICANN programs Continue Root Zone Management
Staff Work	<ul style="list-style-type: none"> Enhance business continuity & risk management Increase collaboration with RIRs & technical groups Promote DNSSEC operations & education Facilitate IPv4 & IPv6 engagement Advance cooperative capability building in developing countries Increase business outreach 	<ul style="list-style-type: none"> Improve compliance Enhance SO & AC support work Contract party customer service Enhance global outreach Support IDN ccTLD Fast Track Facilitate new gTLD & IDN TLD implementation Expand ICANN regional footprint 	<ul style="list-style-type: none"> IANA request processing Root zone DNSSEC operations Facilitate Board support Enhance security and contingency operations Continue L-Root operations Improve enterprise systems/processes/controls Improve staff training, retention and engagement 	<ul style="list-style-type: none"> Expand thought leadership Widen international engagement Strengthen corporate, government & other stakeholder partnerships Continue to improve decision impact analysis & reporting Enhance communications, accessibility & participation via improved tools Enhance multi-lingual strategy

Multi-stakeholder – Collaborative – International – Transparent - Accountable

Particular attention should be addressed to the amendments made to:

1) considerable amendments to the Four Strategic Focus Areas p2 of the Draft Strategic Plan 2012-2015

2) the opportunity for our Community to work with ICANN to improve strategic metric reporting; Building on the initial list of strategic metrics related to each focus area published in 2010. "The community is invited to participate in the development of the measurement and reporting methods for the metrics since the range of ICANN's influence versus control varies for each metric." p5 of the Draft Strategic Plan 2012-2015

3) the plans to 'Enhance International DNS Cooperation' => "ICANN will work with the community to explore cost effective approaches to SSR solutions. Also, community work needs to develop registration data in the Whois database to accommodate internationalized registration data and related privacy policies. ICANN also seeks continued engagement with the Internet community and law enforcement agencies to deter malicious conduct. ICANN staff will work to cooperatively to build unique identifier SSR capability in developing countries." p7 of the Draft Strategic Plan 2012-2015

4) the plans to 'Enhance risk management and resiliency of the three unique identifiers' => "Improve responses to DNS security incidents. Security threats to the Internet continue to increase and with this increase comes the need for improvements in the processes and systems organizations use to respond to security incidents. ICANN will continue the program for annual DNS risk assessment and systemic contingency planning and work with the community to develop effective and efficient methods of response to DNS security incidents. ICANN will support the formation and planning efforts of a new working group on DNS risk management. ICANN will also help initiate a DNS risk management study with community and outside experts." p7 of the Draft Strategic Plan 2012-2015

5) amendments to the strategic objectives in the Competition and Consumer Trust focus area including => "Maintain single authoritative root. ICANN is chartered with operating through open and transparent processes that enable competition and open entry in Internet-related markets. ICANN pursues introducing competition while also maintaining the integrity of a single authoritative root for the Internet. Root zone scaling studies and other analyses have been and will continue to be performed to evaluate the impact of new gTLD, IDNs and other market opening programs on the technical integrity of the single authoritative root. ICANN will continue to collaboratively work with the multi-stakeholder community to maintain a single authoritative root."

"Increased TLD Operations in more Languages" and "Rollout new gTLDs including IDNs. Increase regional participation in the industry After several years of policy development, the ICANN Board approved and launched the new gTLD program in June 2011. ICANN is now focused on the execution phase of the new gTLD (and IDN) program. ICANN is building the necessary capacity to process between several hundred to a few thousand new gTLD applications. This will require expanded capacity in almost all functional areas of ICANN. One important element of the new gTLD program will be benchmarking the effect of new gTLDs on competition, consumer choice, malicious conduct, rights protection and other considerations. Also expanding the global DNS skillset for technology and operations is a key. The IDN and New gTLD Programs will result in more registries and registrars across all international regions. ICANN will build capacity to serve contracted parties and the interests of registrants and users across all regions. The new gTLD program brings the opportunity to increase the underrepresented regions of the world within the multistakeholder model. Specific strategic projects include conducting education and training programs in partnership with ISOC, local TLD operators, and the local Internet communities" as well as "Lower registration abuse. ICANN's goal is to reduce the incidence and impact of registration abuse and malicious conduct by supporting projects that have the potential to affect the behaviors of global Internet participants. Related projects are to improve the contractual compliance regime for gTLD registrars and registries; develop options to address internationalized registrant data in Whois and related Whois policies; and secure predictable environments for users by encouraging the development of best practices for registries and registrars to address the abusive registration of domain names and incorporation of Registrar Accreditation Agreement amendments. Staff and community will continue to work with WIPO and other authoritative bodies to design and implement rights protection policies that protect and enforce intellectual property rights on the Internet." pp9-10 of the Draft Strategic Plan 2012-2015

6) aspects of the 'Continuous Improvement Operational Excellence' program in general but not limited to the specific additional initiatives amendments "Facilitate Government Advisory Council (GAC) early and effective involvement in the policy development process." and "...continue to improve enterprise-wide system and controls to realize: increased capacity and scalability of operational workload, increased operational efficiencies, accompanied by relative reduction in operating costs, improved data integrity and availability, faster generation and publication of reports, better accessibility to financial information, improved customer service (both internal and external), greater sustainability of the base technology. ICANN is realizing the benefits of the new financial system that will improve the interrelationship between the Strategic and Operating plans and also assist in identification of the operating budgets allocated to support each of the four Strategic Focus Areas and the rationale for the levels of expenditures." p15 of the Draft Strategic Plan 2012-2015

7) Affirmation Review requirements and the focus to 'Strive to be an exemplary international multi-stakeholder organization' => " ICANN will

also actively participate in a wide range of constructive Internet governance-related debates in partnership with other organizations." and "Increase stakeholder diversity and cross-stakeholder work. Over the past year, the community has increasingly used "cross" SO/AC working groups. ICANN commits to maintain and improve robust mechanisms for public input, accountability and transparency so as to ensure that the outcomes of its decision-making will reflect the public interest and be accountable to all stakeholders. Strategic projects include continued refinement of the inclusive multi-stakeholder model that encourages and manages the active collection of views from the global community. ICANN will continue efforts to increase community participation utilizing more remote participation technologies. Importantly, ICANN will work to retain and support existing community members and build upon recent efforts to formalize a cross-stakeholder model (i.e., across the GAC, Supporting Organizations and other Advisory Committees). The multi-stakeholder model recognizes the influence of governments, corporations, not-for-profits and how they fit into the naming and addressing system. The multi-stakeholder community continues to evolve with shifting priorities. ICANN will work to generate more cross-stakeholder interaction to better enable community understandings and streamline policy development." as well as "World-class accountability and transparency. ICANN is charged with fact-based policy development and decision-making. The community and ICANN have completed the ATRT review resulting in 27 recommendations. ICANN will continue to work with the community to implement the ATRT recommendations. ICANN will continue to evolve Board of Director policies to reflect best practices in multi-stakeholder model governance." and "Ease of global participation. As IDNs are deployed in greater numbers, more areas of the world will be able to have a voice to contribute their priorities on Internet governance. This includes outreach and programs to search for more input from the edges of the multi-stakeholder model. ICANN is committed to an integrated approach to outreach and improving our multi-lingual strategy to improve ease of participation in the ICANN multi-stakeholder model. Ease of participation impacts systems, processes, documentation, meetings, communications and many aspects of ICANN. ICANN's goal is to continue to seek methods, technologies, languages and tools that will increase the ease for all people to participate in the multi-stakeholder Internet governance eco-system." pp 15-17 of the Draft Strategic Plan 2012-2015

8) In addition to any other matters regarding the 2012-2015 DRAFT Strategic Plan amendments as published as raised by RALO and At-Large discussions:

ICANN will
also actively participate in a wide range of constructive Internet governance-related debates in
partnership with other organizations.

Strategic Plan key areas for comment on Framework Review. (completed)

- Policy development process (including Whois and IDNs)
- Multi-stakeholder model (including new stakeholders, balancing of input)
- Globalization/Internationalization of ICANN (including the role of governments)
- Underdeveloped nation participation (including how to increase participation)
- DNS stability, security and resiliency (including DNNSEC adoption and RPKI deployment)
- Introducing more competition, building consumer trust and choice (including a stable launch of a timely, predictable, reliable new gTLD process)
- Strategic metrics (to measure performance and ensure project goals are aligned with strategic objectives)

Request for Comments

- The request for comments page can be found [on the Public Comment Section of the main ICANN website](#).

ALAC Statement on Draft Strategic Plan 2010-15

- [Proposed Statement from the ALAC \(Version 1\)](#)
- [Proposed Statement from the ALAC \(Version 2 - Revised & Final\)](#)

Meetings

- The matter was discussed during the [16 August 2011 ALAC Executive Committee Teleconference](#).
 - It was then discussed at length on the [23 August 2011 ALAC Teleconference](#), when Kurt Pritz, Senior Vice President, Stakeholder Relations, was invited to speak to the ALAC. The matter yielded a 30+ minute discussion on this subject.
 - It was discussed again on the [25 August 2011 ALAC Executive Committee Teleconference](#), following-up on the ALAC call.
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Regional Strategic Planning Workspaces

- [AFRALO](#)
 - [APRALO](#)
 - [EURALO](#)
 - [LACRALO](#)
 - [NARALO](#)
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Additional Information

- [Strategic Planning 2010-2013 Workspace](#)
- [Strategic Plan Presentation](#) - This presentation was given by Kurt Pritz, Senior Vice President, Stakeholder Relations, and Carole Cornell, Director, Project Office, to the ALAC and is being presented to the RALOs on calls/meetings.
- [Strategic Plan: Dakar Presentation](#)