

ICANN Strategic Planning

Strategic objectives

2 Dec 2005

Key challenges and opportunities for ICANN

- i. The continued rise of the Internet as a truly global means of communication and the need for ICANN to meet the needs of a truly global stakeholder base
- ii. Ensuring stability and security in an environment of increased threats
- iii. A wide range of abusive behaviours in the Internet environment that may be placed at ICANN's doorstep
- iv. Maintaining stability given expected increases in scale driven by the number of devices using the Internet and the number of users
- v. Multiple complicated changes to Internet operations or protocols that need to be managed in parallel, including possible paradigm changes not yet anticipated
- vi. Significant increases in the volume of policy and management work that needs to be done
- vii. Continuous evolution of commercial applications and business models that use the Internet
- viii. Possible fracturing of the current system perhaps brought about by some users becoming dissatisfied with perceived restrictions imposed by technical protocols or by actions of a government or governments
- ix. ICANN taking an appropriate role in the broad group of international entities involved in Internet functions
- x. Designing appropriate structures and processes for a post-MOU and post-WSIS ICANN

Identifying the strategic objectives for the next 3 years

1. Organizational excellence in Operations
2. Organizational excellence in Policy Development
3. Increasing international participation in ICANN and the use of the Internet system of unique identifiers
4. Increase participation in and efficiency of the ICANN multi-stakeholder environment
5. Work towards a post-MOU ICANN

1. Organizational excellence in operations

1.1 Operations

- b. Operational performance targets for:
 - i. IANA
 - ii. gTLD Registry tasks
 - iii. gTLD Registrar tasks
 - iv. Consumer tasks
 - v. L-Root server operations
- c. Procedures for dealing with potential business failure of key operational entities
- d. Develop and implement an Emergency Response Plan, including:
 - i. Responses for different emergency situations (internal and external)
 - ii. Ensuring agreed processes with key partners
 - iii. Ensuring full operational redundancy
 - iv. Messaging strategies
- e. Further improve accountability of the budget process and ensure regularity of revenue flows consistent with ICANN mission and objectives
- f. Improve access to technical advice and the resolution of technical issues
- g. Develop and implement a workforce planning methodology for ICANN staff to attract and retain the high quality staff

1.2 Key issues to be addressed in this plan

- i. Internationalized Domain Names (eg IDN.IDN)
- j. Security eg DNSSEC deployment, preventing hijacking of network resources (eg network addresses and resolvers)
- k. New TLD process
- l. WHOIS development
- m. Mitigating abusive behaviour (within IP addresses and domain names)

1.3 Sustainability

- Analyse implications of increased demand on ICANN operations and policy processes and develop ways of improving scalability

2. Organizational excellence in Policy Development

- a. Develop capacity to better understand economic issues, consumer needs, market expectations and business models and the implications of these factors on ICANN policy development, and also the implications of ICANN policy on Internet users
- b. Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees, including:
 - i. Identifying the policy work that needs to be done
 - ii. Identifying which groups need to be working on which policy tasks
 - iii. Developing core policies as reference points
 - iv. Improving the policy development process to reduce the burden on community and staff
 - v. Developing a process for policy development where multiple Supporting Organizations and/or Advisory Committees need to be involved
 - vi. Enhancing interaction between Supporting Organizations and Advisory Committees

3. Increasing international participation in ICANN and the use of the Internet system of unique identifiers

- a. Improve the ability of stakeholders to participate in ICANN processes, including in languages other than English
- b. Redesign ICANN business practices and processes to meet the needs of a global audience
- c. In each region, work with cc managers, local Internet communities (including governments, private sector and civil society) and regional organizations to develop and monitor outreach programs for their region to improve capabilities in IP address, domain name and root management services

4. Increase participation in and efficiency of the ICANN multi-stakeholder environment

- a. Improve and deepen participation in the ICANN process by:
 - i. End users
 - ii. Governments
 - iii. The business community
 - iv. Technical and industry experts
 - v. Developers of new business models that use the Internet
- b. Develop and implement a communications plan that clearly explains ICANN's mission and communicates ICANN's activities and achievements
- c. Implement a programme to enhance and develop relevant skills and knowledge in existing participants and in the next generation of ICANN leadership
- d. Develop a knowledge management program to institutionalize corporate memory and communicate core ICANN values
- e. Strengthen relationships with key partners as needed to assist ICANN in carrying out its mission
- f. Identify key forums with which ICANN should interact to assist in dealing with issues that are related to but not in ICANN's ambit
- g. Develop mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment

5. Work towards a post-MOU ICANN

- a. Satisfy remaining MOU objectives
- b. Engage the community in the analysis of issues and scenarios for post-MOU oversight
- c. Review the ICANN structure to determine whether it is appropriate for a post-MOU ICANN, and make the changes that are necessary for stable strong and secure future whilst maintaining the full and meaningful participation of multiple stakeholders including governments, private sector, civil society groups, the broad set of Internet users, the technical community and business users