

I C A N N
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ICANN 5-year Strategic Planning

Challenges and Opportunities, Strategic Directions, and Community Input

Ram Mohan & Theresa Swinehart

Community Session
October 2018



Session Panel



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Board member
Strategic Planning Board
lead



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SVP, Multistakeholder
Strategy and Strategic
Initiatives
Strategic Planning Org lead



Matthew Shears

Board member



Becky Buhr

Board member



Leon Sanchez

Board member



Maarten Botterman

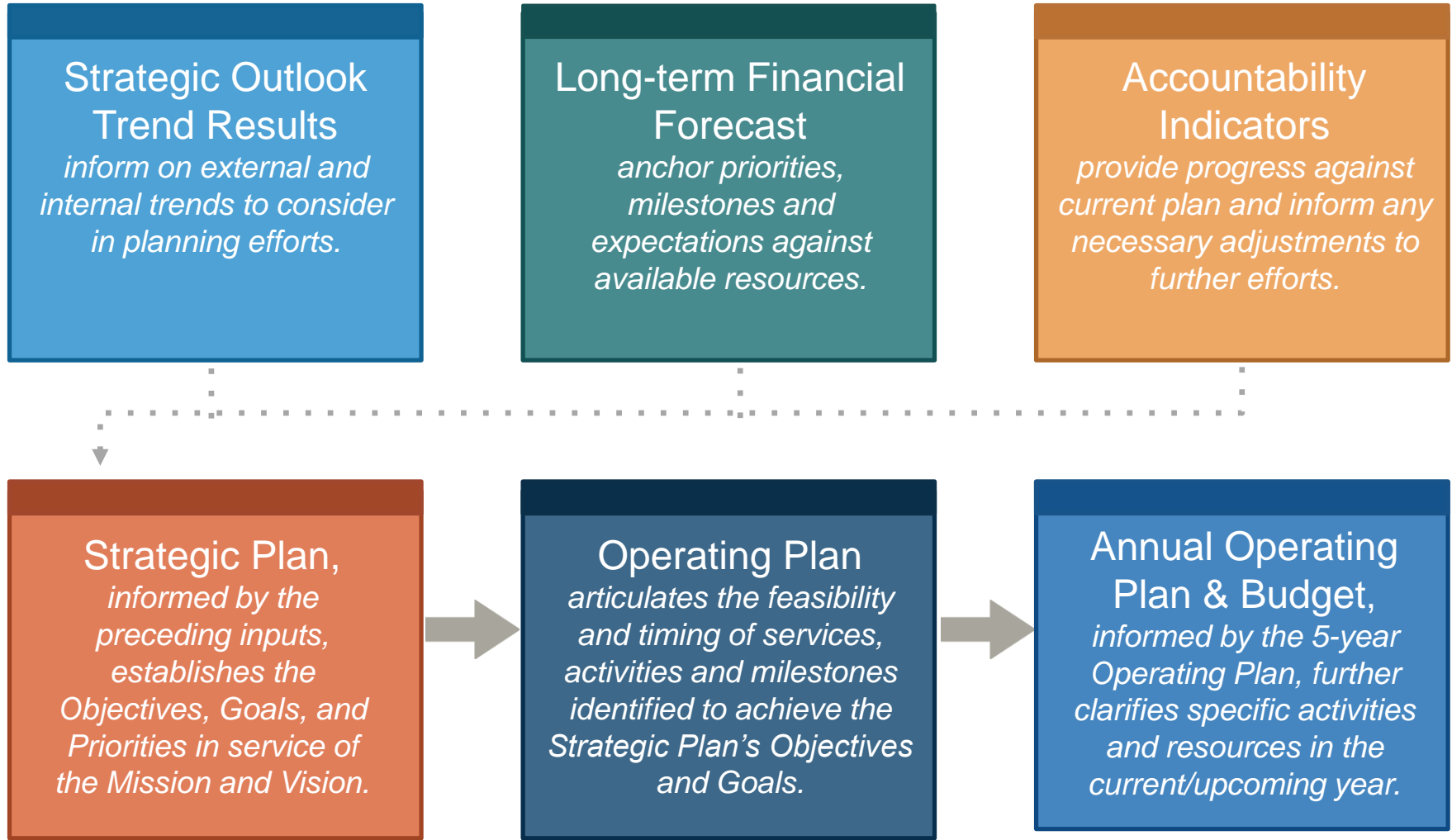
Board member

Purpose of this Session



- Provide an overview of the strategic planning process
- Clarify changes to the strategic planning framework for FY2021-FY2025
- Present the findings from the strategic outlook trend sessions and subsequent analysis by the Board and org
- Community to provide input on challenges and opportunities, and strategic directions

Strategic Planning Framework Elements



ICANN's Strategic Plan structure

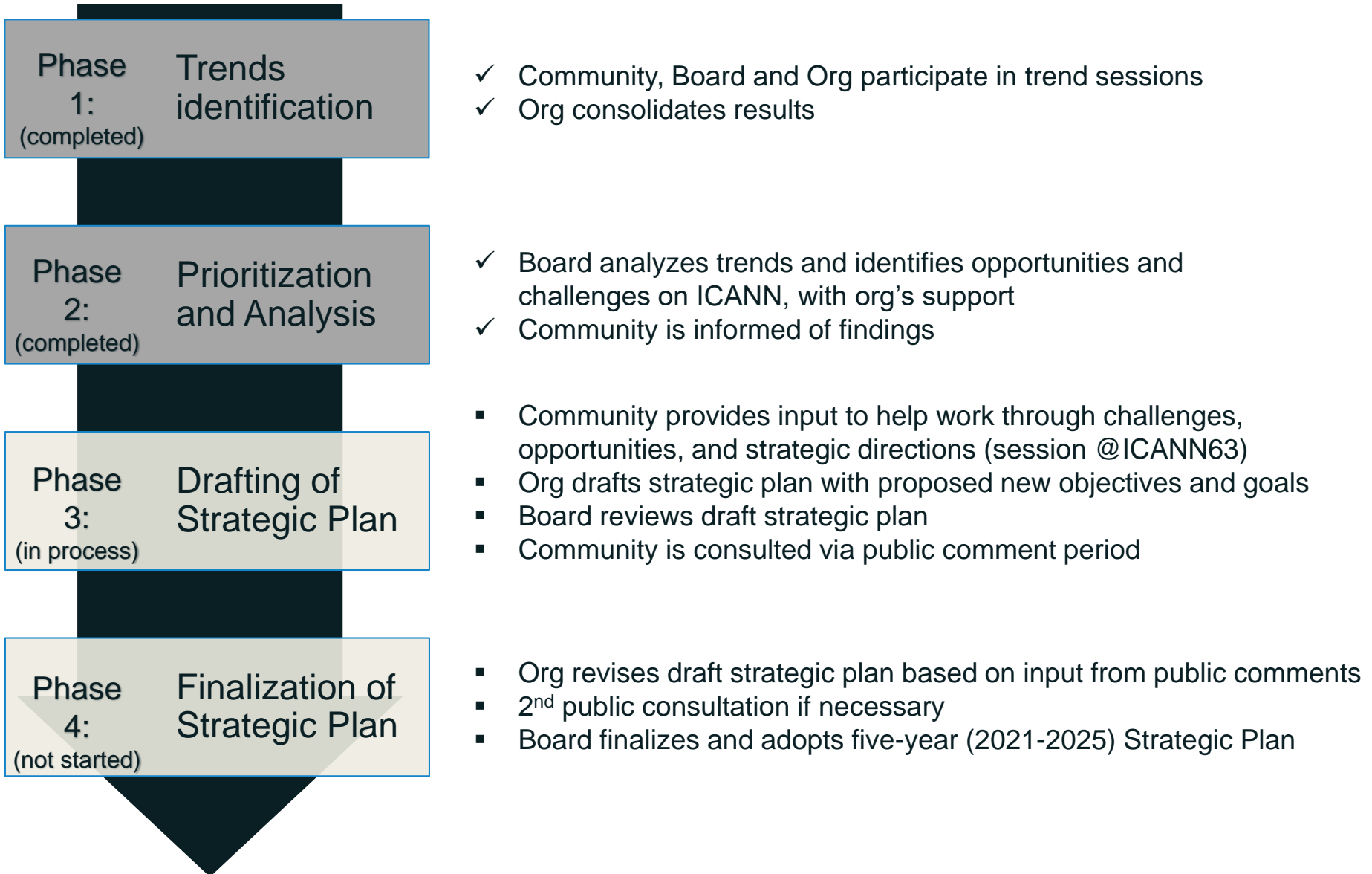
The structure of the strategic plan remains mostly unchanged:

- ⦿ The strategic plan is composed of three main components:
 1. Vision
 2. Mission
 3. Strategic objectives & goals

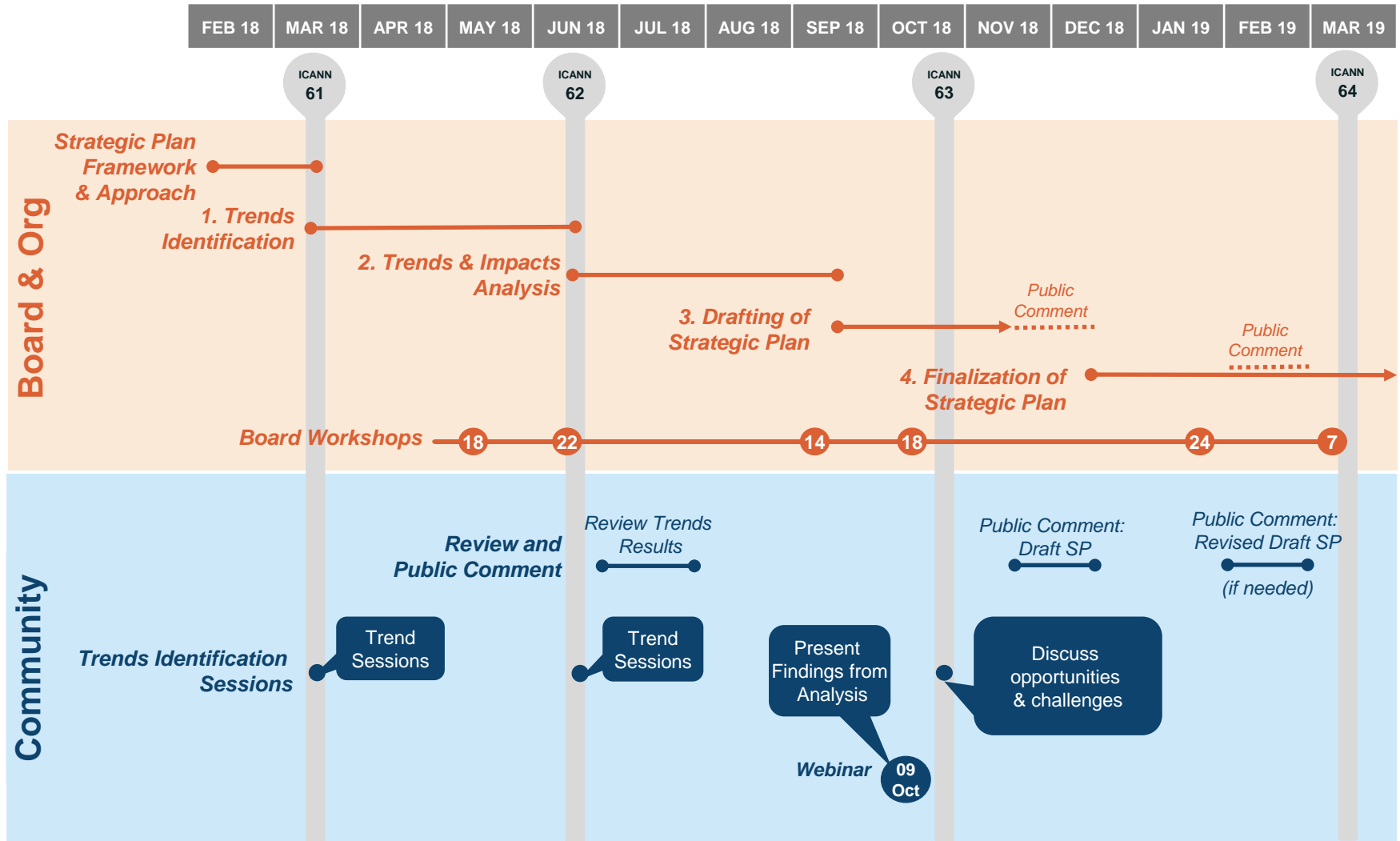
- ⦿ New : fully costed five-year operating plan

- ⦿ Link to [ICANN's current strategic plan \(covering fiscal years 2016 to 2020\)](#)

Steps towards next Strategic Plan – where are we in the process?



Where are we in the process? And opportunities for participation



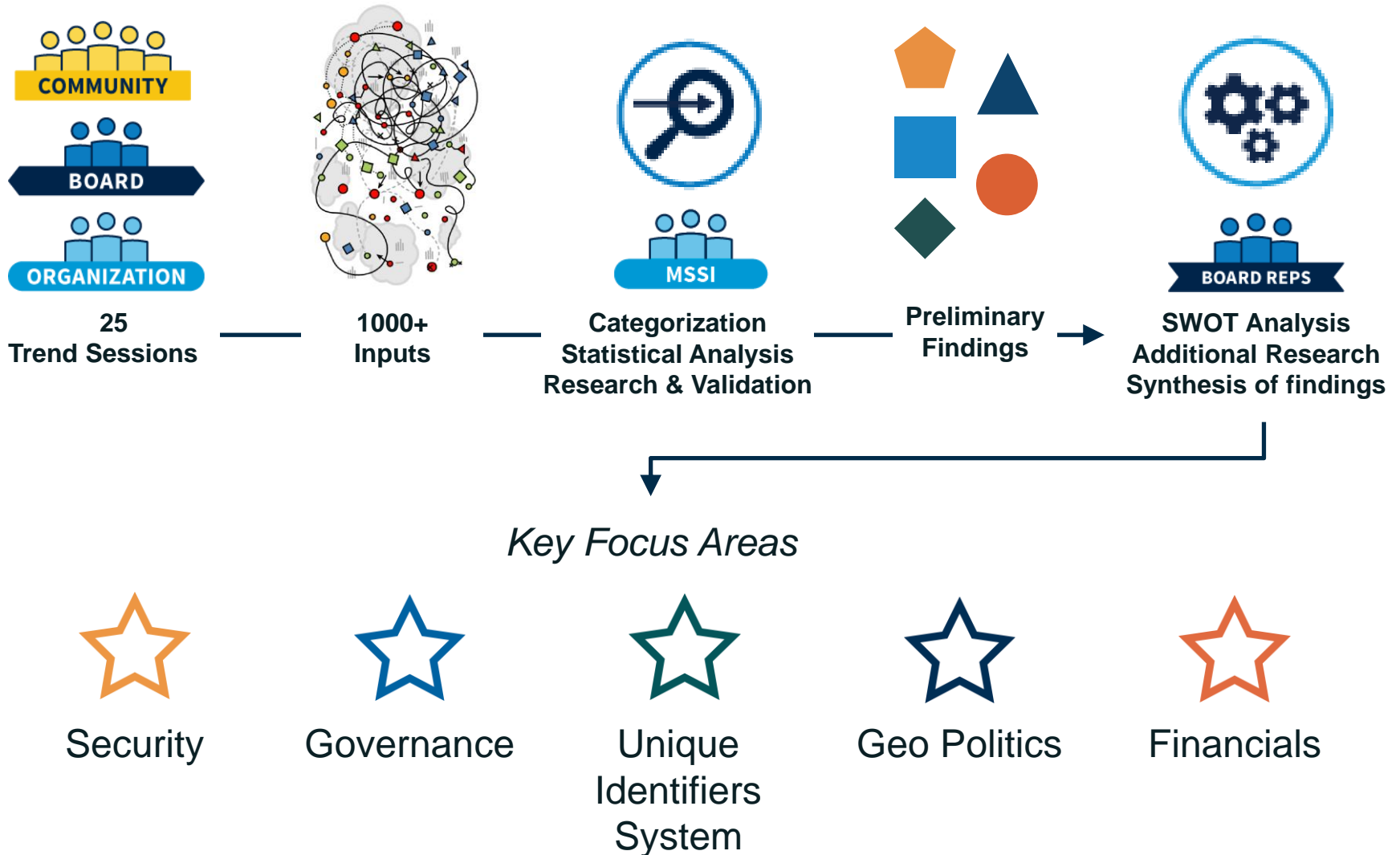
SP – Strategic Plan

Trends analysis, opportunities and challenges for ICANN

Findings from community, Board and organization trend outlook sessions

Process to Arrive at Key Focus Areas

1,400 collective hours to-date



Strategic focus area #1: Security

“The exponential growth in security issues is challenging the stability of the domain name system and the root server system, as well as ICANN’s ability to finance increasing investments required to ensure continued stability.”

Key Trend Themes

- Increasing cybersecurity risks (massive DDoS attacks, IoT vulnerabilities, DNS security).
- Increasing threats to root server system, and challenges to root service reliability, resilience and interoperability.
- Continuing concerns about DNS abuse.

Opportunities and Challenges

- Review the recent advice received from the Root Server System Advisory Committee (RSSAC) in order to propose an action plan in response to the RSSAC037 & RSSAC038 recommendations regarding a proposed governance model for the DNS Root Server System.
- Opportunity to better understand and address security threats to the DNS through greater and more proactive engagement, and stronger alliances with players in the Internet ecosystem.
- Heightened importance to address KSK system and process vulnerabilities.

Strategic focus area #2: Governance

“ICANN’s multistakeholder model of governance, which grew to fit ICANN’s needs, has the potential of becoming less effective and more expensive as it matures and scales up to respond to increasing needs of our community.”

Key Trend Themes

- Efficiency and effectiveness ICANN’s multistakeholder model continue to be questioned.
- Continued necessity of fulfilling transparency and accountability, inclusiveness and openness obligations.
- Increasing pressure to work effectively and to make timely and efficient use of ICANN resources.

Opportunities and Challenges

- Increased focus on bottom-up decision-making structures.
- Need to improve role clarity between community, Board and org.
- Need to increase global diversity and efficacy of participation, and address volunteer and staff fatigue.

Strategic focus area #3: Unique Identifiers System

“The rapid evolution of new technologies requires ICANN to be responsive to these changes and ensure that the unique identifiers system evolves and continues to serve the global Internet user base.”

Key Trend Themes

- Alternate roots, alternative infrastructures increasingly threatening the global interoperability of the Internet.
- External technology advancement (such as blockchain, IoT, rise of artificial intelligence etc.) creating both threats and opportunities.

Opportunities and Challenges

- Increased pressure to improve and promote Universal Acceptance and IDN implementation.
- Need to improve ICANN’s understanding and responsiveness to new technologies.

Strategic focus area #4: Geopolitics

“The increasing importance of the Internet across all sectors increases the possibility of governments intervening to gain control over the DNS through legislation and regulation. At the same time there is an increasing risk of Internet fragmentation as a result of geopolitical, technical, and organizational pressures.”

Key Trend Themes

- More legislation and regulation which risk impacting the Internet’s unique identifier systems and ICANN’s mission.
- Increasing global reliance on the Internet.
- Increasing geopolitical risks of Internet fragmentation.

Opportunities and Challenges

- Highlights a greater need for monitoring of global issues, regulatory or other, and public policy decisions on a global basis.
- Continued need for capacity building, engagement and alliances building with others in the Internet ecosystem and beyond.

Strategic focus area #5: Financials

“Consolidation in the marketplace, continued uncertainty surrounding the expansion of the gTLD name space, and other factors are putting pressures on ICANN’s ability to support the growing needs and demands of its global community.”

Key Trend Themes

- Funding stabilizing for the foreseeable future.
- Continued growing demands and costs (demands for support from stakeholders, demands for investments to address security and technology requirements, costs of global engagement, costs of transparency and accountability, etc.).
- Financial responsiveness to changing industry economics

Opportunities and Challenges

- Opportunity to strengthen cost management and financial accountability mechanisms.
- Opportunity to plan a properly funded, managed and risk-evaluated new round of gTLDs.
- Necessity of funding to address increasing technology and security requirements.
- Need for greater understanding of industry economics, market projections
- Need for increasing proactivity in our financial planning model, including by considering a move to a two-year budgeting cycle.

DISCUSSION AND FURTHER COMMUNITY INPUT

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FOR DISCUSSION:

- Are these opportunities and challenges the right elements to focus on?
- Any missing elements we should include?

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Wrap-up

Next Steps and future opportunities for community participation

- ⦿ Sep-Nov 2018: Org & Board develop draft strategic plan
- ⦿ Nov-Dec 2018: Public Consultation on draft strategic plan
 - *Exact dates to be announced*
- ⦿ Jan-Feb 2019: Org & Board revise strategic plan.
 - *Additional community consultation if necessary*
- ⦿ Mar-May 2019: Board adopts strategic plan



Thank You and Questions

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