ICANN 5-year Strategic Planning

Community discussion towards finalization of the plan

ICANN64 (Kobe)
Monday 11 March 2019
Session Presenters

Maarten Botterman
ICANN Board member
Strategic Planning Board lead

Matthew Shears
ICANN Board Chair
Strategic Planning Board lead

Theresa Swinehart
SVP, Multistakeholder Strategy and Strategic Initiatives
Strategic Planning Org lead

Nathalie Vergnolle
Senior Project Manager, Multistakeholder Strategy and Strategic Initiatives
Session outline & purpose

• Provide clarification on the process and methodology used to develop this draft strategic plan, and next steps

• Provide community with overview of comments received, and get additional inputs
Agenda

1. Presentation (15’)
   - Review of the strategic planning process
   - Overview of public comments

2. Discussion (65’)
   - Vision
   - Mission
   - Strategic Objectives
     - Security
     - Governance
     - Unique Identifier System
     - Geopolitics
     - Financials

3. Wrap-up (10’)
   - Wrap-up
   - Next steps
   - Thank you & Close
Strategic planning process, and public comments received

- Review of the strategic planning process
- Overview of public comments received
The first step towards a costed action plan

The strategic plan will be complemented by a 5-yr operating and financial plan, which will be developed over the next few months in interaction with the community.

- Strategic planning is a core element of ICANN's threefold planning process cycle:
  - 5-year Strategic Plan
  - 5-year Operating and Financial Plan
  - Annual Operating Plan & Budget
- The process of developing an operational and financial plan may lead to calibration of the strategic plan, in terms of “realistic ambitions”
- The planning cycle ends with ongoing achievement and progress reporting
Steps towards next Strategic Plan – where are we in the process?

A Draft Strategic Plan for fiscal years 2021 - 2025 was posted for public comments from 21 December 2018 to 25 February 2019

Public comments – by the numbers

15 submissions received
• 5 from individuals
• 10 from organizations and groups

Broken down into 145 comments for analysis

60% of statements indicating support
• 48 expressions of support
• 38 support, with proposed edits
• 7 concerns
• 52 other suggestions
Public comments - summary

◉ Broad acknowledgement that this plan was created with the input of community members

◉ Mostly comfortable with the five trends that have been identified

◉ Overall support of both the proposed vision for ICANN and the five overarching strategic objectives

◉ Some questions around the process that was followed to develop the plan, and the methodology that was adopted for prioritizing strategic goals, and for identifying outcomes and risks

◉ Many constructive feedback on specific strategic goals, targeted outcomes and risks

“...a diligent outreach and information gathering process”

“The five primary trends synthesized from stakeholder input are largely acceptable...”

“We agree that updating the vision statement post IANA transition is necessary”
Process to Arrive at Strategic Objectives and Goals

PHASE 1 – TRENDS IDENTIFICATION

- 25 Trend Sessions
  COMMUNITY, BOARD, ORGANIZATION
- 1000+ Inputs
- Categorization
  Statistical Analysis
  Research & Validation
  MSSI
- Preliminary Findings
- Additional Research
  Synthesis of findings
  ORG, BOARD REPS

Security
ICANN’s Governance
Unique Identifiers System
Geopolitics
Financials

PHASE 2 – PRIORITIZATION AND ANALYSIS

- Trend analysis
- Marketplace analysis
- SWOT analysis

Strategic Objectives and Goals for Fiscal Years 2021-2025
Community discussion

- Vision
- Mission
- Strategic Objectives
  - Security
  - Governance
  - Unique Identifier System
  - Geopolitics
  - Financials
New Vision Statement

Vision

To be a champion of the single, open, and globally interoperable Internet, by being the independent, trusted, multistakeholder steward of the Internet’s unique identifiers, and by providing an open and collaborative environment where diverse stakeholders come together in the global public interest to:

- Secure Ensure operational excellence in the stewardship of the IANA functions;
- Continuously improve the unique identifier systems;
- Strengthen the security of the Domain Name System and the DNS Root Server System;
- Evolve ICANN’s governance model to remain be increasingly effective, transparent, and accountable;
- Improve the effectiveness and inclusiveness of ICANN’s multistakeholder policy development processes;
- Anticipate and manage the impact of legislation and regulation; and
- Ensure ICANN is technically robust and financially sustainable."

15 comments received:
- 8 support / 5 edits / 2 other suggestions

"ICANN should be commended for acknowledging a drastically evolved external environment, which necessitates a revision of its strategic priorities"

Board facilitator: Cherine Chalaby
The mission of the Internet Corporation for Assigned Names and Numbers ("ICANN") is to ensure the stable and secure operation of the Internet’s unique identifier systems as described in this Section 1.1(a) (the “Mission”).

ICANN shall not act outside its Mission.

ICANN shall not regulate (i.e., impose rules and restrictions on) services that use the Internet’s unique identifiers or the content that such services carry or provide, outside the express scope of Section 1.1(a). For the avoidance of doubt, ICANN does not hold any governmentally authorized regulatory authority.

For the avoidance of doubt and notwithstanding the foregoing [...]
Strategic Objective on Security: 1. Strengthen the security of the Domain Name System and the DNS Root Server System

**Strategic Goals**

1.1 Strengthen DNS coordination in partnership with DNS stakeholders to improve the shared responsibility for upholding the security and stability of the DNS.

1.2 Strengthen DNS root server operations governance in coordination with the DNS root server operators.

1.3 Understand and mitigate security threats to the DNS through greater engagement with DNS hardware, software, and service vendors.

1.4 Increase the robustness of the DNS root zone key signing and distribution services and processes to meet growing security needs.

18 comments received:
- 6 support / 9 edits / 3 other suggestions

Topics where we would welcome added community input:

- DNS Root Service
  - Emphasize accountable governance structure to discourage alternative roots
  - Decouple alternative root system from deployment of DNSSEC

- Community engagement to understand and mitigate security threats
  - Acknowledge RrSG comment to help with outreach and education

Board facilitator: Merike Kaeo
Strategic Objective on ICANN’s Governance: 2. Improve the effectiveness of ICANN’s multistakeholder model of governance

Strategic Goals

2.1. Address the increasing needs of inclusivity, accountability and transparency, while at the same time ensuring that work gets done and policies are developed in an effective and timely manner.

2.2 Strengthen ICANN’s multistakeholder decision-making process.

2.3 Strengthen the inclusivity and openness of ICANN’s multistakeholder model by improving and sustaining diverse representation and active, effective participation.

31 comments received:
- 8 support / 7 edits / 16 other suggestions

Topics where we would welcome added community input:
- Need for / commitment to cooperation and compromise:
  - Efficiency vs inclusivity
  - Efficiency vs bottom-up multistakeholder model
  - Efficiency vs burn-out
- Need for adequate resources to do the work community groups are charged to do

Board facilitator: Becky Burr
Strategic Objective on Unique Identifier System: **3. Evolve the unique identifier systems to continue to serve the needs of the global Internet user base.**

### Strategic Goals

3.1 Encourage readiness for Universal Acceptance, IDN implementation, and IPv6 by increasing awareness to enable more end users to use the Internet.

3.2 Improve understanding of and responsiveness to new technologies by greater engagement with industry, academia, standards development organizations, and other relevant parties.

3.3 Continue to deliver and enhance the IANA functions with operational excellence.

3.4 Plan a properly funded, managed, and risk-evaluated new round of gTLDs.

26 comments received:
- 2 support / 13 edits / 11 concerns & other suggestions

Topics where we would welcome added community input:

- Evolution of new identifier systems to ensure universal resolution
- Support the adoption of IDNs
- Worldwide deployment of IPv6

Board facilitator: **Tripti Sinha**
Strategic Objective on Geopolitics: 4. Address geopolitical issues impacting ICANN’s mission to ensure a single, globally interoperable Internet.

4.1 Further develop early warning systems, such as ICANN org’s Legislative/Regulatory Development Reports, to identify and address global needs and threats, demonstrating ICANN’s trustworthiness in resolving the challenges within its remit in a timely manner.

4.2 Continue to build alliances in the Internet ecosystem and beyond to raise awareness, and equip stakeholders from around the world to become active participants in ICANN’s policy making.

16 comments received:
• 8 support / 1 edit / 7 other suggestions

Topics where we would welcome added community input:
• Relationships with regional organizations:
  o collaboration with country code registries
• Credibility and global acceptability of the multistakeholder system

Board facilitator: Leon Sanchez
Strategic Objective on Financials: 5. Ensure ICANN’s long-term financial sustainability.

5.1 Enhance ICANN’s understanding of the domain name marketplace.

5.2 Strengthen cost management and financial accountability mechanisms.

5.3 Enhance ICANN’s financial planning model to better balance economic changes and stakeholders’ needs.

16 comments received:
• 6 support / 10 concerns & other suggestions

Topics where we would welcome added community input:
• Funding assumptions and long term trends
• Reducing expenditures
• Managing / prioritizing resources
• 2yr vs. more agile financial management

Board facilitator: Ron da Silva
Wrap-Up

- Summary of discussions
- Next steps
- Thank you & Close
Summary of discussions
Next steps and opportunities for community participation

- **Mar-Apr 2019**: Summary of public comments posted, and finalization of strategic plan including community feedback from ICANN64 (Kobe)

- **May-Jun 2019**: Board consideration and conditional adoption of ICANN’s Strategic Plan, subject to adjustments after the adoption of ICANN’s 5-yr Operating Plan
Closing

Visit the ICANN strategic planning web page
www.icann.org/Resources>Governance>Planning>Strategic Plan

Email: strategic-planning@icann.org
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slideshare/icannpresentations
soundcloud/icann
Appendix
Strategic Planning terminology

**What’s in the Bylaws (not time-bound):**

- **Mission**: why the organization exists, its purpose
- **Core values**: the beliefs / behaviors that are central to the organization's existence

**What’s in the Strategic Plan (time-bound):**

- **Vision**: what the organization aims for (the North star, our direction). A (realistic) desired future state of the organization (time-bound)
- **Strategic objectives**: critical outcomes identified as necessary to successfully serve the mission and fulfill the vision.
- **Strategic goals**: specific accomplishments necessary to achieve the corresponding strategic objective.
- **Targeted outcomes**: what success looks like. Simple statements to illustrate what achieving a strategic goal looks like.
- **Strategic risks**: external or internal factors that may impact pursuit of a strategic goal.

**Subtext:**

- The **Strategic Plan** indicates a desired future (also known as “the vision”), and translates this vision into broadly defined objectives and goals (the “what”).
- **Strategic objectives and goals** are articulating the path from where we are to where we want to be.
- **Targeted outcomes and strategic risks** are determining conditions for success.
- The **Operating Plan** provides a sequence of actions and/or activities needed to fulfill the goals (the “how”).
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## Appendix - Statistical analysis of comments received

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