ICANN Strategic Planning Process

Draft Key Priorities

July 2006 – June 2009
Strategic Plan for Community Comment
November 2005

Key Challenges and Opportunities for ICANN

- 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

- Ensuring stability and security in an environment of increased threats

- A wide range of abusive behaviours in the Internet environment that may be placed at ICANN's doorstep

- Maintaining stability given expected increases in scale driven by the number of devices using the Internet and the number of users

- Multiple complicated changes to Internet operations or protocols that need to be managed in parallel, including possible paradigm changes not yet anticipated

- Significant increases in the volume of policy and management work that needs to be done

- Continuous evolution of commercial applications and business models that use the Internet

- 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

- ICANN taking an appropriate role in the broad group of international entities involved in Internet functions

- Designing appropriate structures and processes for a post-MoU and post-WSIS ICANN

Identifying the Priorities

1. Organizational Excellence in Operations and Policy

2. Internationalization of the Internet and ICANN

3. Ensuring Multi-Stakeholder Organizational Excellence

4. Work towards a post-MoU ICANN

Organizational Excellence in Operations and Policy

1.1 Operations

- **Operations Performance Targets for:**

  i. IANA
  ii. Registry Tasks
  iii. Registrar Tasks

- **Procedures for Dealing with Potential Business Failure of Key Operational Entities**
- **Develop and Implement an Emergency Response Plan, including:**

  i. Responses from Different Emergency Situations
  ii. Key Contact within ICANN
  iii. Key Partners
  iv. Media/Public Relations Tactics

- **Further Improve Accountability of Budget Process**
- **Monitor Innovations that might Affect Areas Within ICANN's Mission**
- **Improve Access to Technical Advice and the Resolution of Technical Issues**

1.2 Policy

- **Develop Capacity to Better Understand Economic Issues, Consumer Needs, Market Explaination and Business Models and the Implications of These Factors on ICANN Policy**

Organizational Excellence in Operations and Policy (cont.)

1.3 Key Issues to be Addressed in this Plan

- IDN.IDN

- DNSSEC Deployment

- New TLD Process

- WHOIS/CRISP Development

- Preventing Hijacking

- Mitigating Abusive Behavior

1.4 Sustainability

- Analyze Implications of Increased demand on ICANN operations and Policy Processes

- Develop Ways of Improving Scalability

Internationalization of the Internet and ICANN

- Develop and implement policies and processes for translation

- Redesign ICANN business practices and processes to meet the needs of a global audience

- Work with existing communities in each region to develop and monitor outreach programs for their region

Ensuring Multi-Stakeholder Organizational Excellence

- **Improve 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
- **Develop and implement a communications plan that clearly explains ICANN's mission**
- **Strengthen relationships with key partners as needed to assist ICANN in carrying out its mission and identify key forums in which ICANN should participate**
- **Work with partners to find ways of dealing with issues not in ICANN's ambit or for which there is no home**
- **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

Work Towards a Post-MoU ICANN

- Achieve MoU objectives

- Develop and implement a stable and agreed funding model

- Engage the community in the analysis of issues and scenarios for post-MoU oversight

- 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

- Strengthen leadership development to groom new leaders for the community

- Develop a knowledge management program to institutionalize corporate memory and communicate core ICANN values

- Develop and implement a workforce planning methodology for ICANN staff to attract and retain the high quality staff