

Draft ICANN Strategic Plan for FY2026-2030

ICANN 81 Prep Week Webinar

Presented by: ICANN Planning Team



Webinar Information



This session is recorded.



This session is scheduled to last 1 hour.



Presentation is published on the [wiki page](#).



Q&A will be during and at the end of the presentation.

Agenda

- Introduction
- Draft Strategic Plan and the Public Comment Submission Overview
- Q&A

The Board Strategic Planning Committee, on behalf of the ICANN Board, initiated and led the strategic planning process for FY26–30



Maarten Botterman
(Co-Chair)



Chris Chapman
(Co-Chair)



Alan Barrett



Chris Buckridge



Becky Burr



Edmon Chung



James Galvin



Wes Hardaker



Danko Jevtović



Christian
Kaufmann



León Sánchez

Introduction

- The ICANN Board Strategic Planning Committee led the development of the draft Strategic Plan for FY 26-30 from January 2024 through June 2024
 - The ICANN org Executive team developed the draft Operating Plan Framework, which complements the draft Strategic Plan
- The draft plans were published for public comments on the 23 July 2024, and the public comment proceeding closed on 17 September, 2024
 - The public comment summary report is planned to be published on 19 November 2024
- Community participation is crucial for the Strategic Planning process, to ensure ensuring that we all have a comprehensive understanding of what the future holds for ICANN
- The objective of this session is to share with the community an update on the public comments received including:
 - The statistics of the comments
 - The themes and feedback categories of the comments

How We Got Here



Public Comment Proceeding Timeline



Open for Public Comment

23 July 2024

- Draft ICANN Strategic Plan for FY26-30
- Draft Operating Plan Framework for FY26-30



Closed for Submissions

17 September 2024 | 23:59 UTC



Summary Report Due

19 November 2024 | 23:59 UTC

Public Comment

Public Comment is a vital part of our multistakeholder model. It provides a mechanism for stakeholders to have their opinions and recommendations formally and publicly documented. It is an opportunity for the ICANN community to effect change and improve policies and operations.

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Draft ICANN Strategic Plan and Operating Plan Framework for FY26-30

[Get alerts about this proceeding](#)

Category: Operations

Requesters: ICANN org

ICANN org Contact(s): planning@icann.org, victoria.yang@icann.org

What We Received Input On

As the ICANN Board finalizes the draft Strategic Plan for FY26-30, your insights are crucial to ensuring its success and alignment with community needs. The Board and org need your feedback on the clarity and relevance of our vision, the appropriateness of the strategic objectives, and the detailed goals and strategies designed to achieve them. Additionally, we seek

CLOSED: REPORT DUE IN 23 DAYS

Timeline (UTC)

- **Open for Submissions**
23 July 2024
- **Closed for Submissions**
17 September 2024 | 23:59
- **Report Due**
19 November 2024 | 23:59

Submissions to this Proceeding



[Link to ICANN Public Comment Page](#)

click '**Get alerts about this proceeding**' to be notified

ICANN's Mission and Vision Statement

Mission

To ensure the stable and secure operation of the Internet's unique identifier systems

ICANN's Mission is stated in ICANN Bylaws Section 1.1

Vision for 2030

As the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all

FY26-30 Strategic Objectives

Strategic Objective

1

Evolve and promote **ICANN's Multistakeholder Model** to sustain **its** inclusive Internet governance model

Strategic Objective

2

Enhance **organizational excellence**

Strategic Objective

3

Collaborate with relevant stakeholders to evolve the Internet's **unique identifier systems**

Strategic Objective

4

Strengthen the **security** of the Internet's unique identifier systems

Strategic Objectives: Current vs. Draft

FY21–25 Strategic Plan

Improve the effectiveness of ICANN's multistakeholder model of **governance**

Address **geopolitical issues** impacting ICANN's mission to ensure a single and globally interoperable internet

Ensure ICANN's long-term **financial** sustainability

Evolve the **unique identifier systems** in coordination and collaboration with relevant parties to continue to serve the needs of the global internet user base

Strengthen the **security** of the Domain Name System and the DNS Root Server System

FY26–30 Strategic Plan

Evolve and promote **ICANN's Multistakeholder Model** to sustain its inclusive Internet governance model

Enhance **organizational excellence**

Collaborate with relevant stakeholders to evolve the Internet's **unique identifier systems**

Strengthen the **security** of the Internet's unique identifier systems

Overview of the Strategic Plan Structure



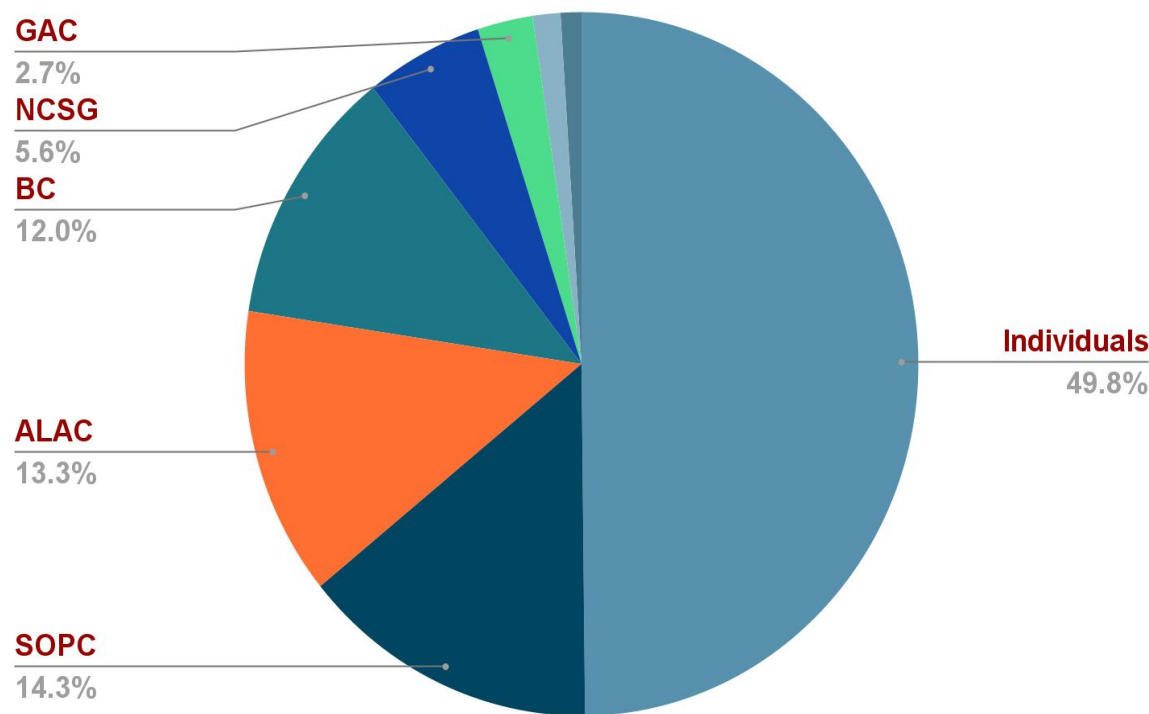
Draft Strategic Plan And Public Comment Overview

Submissions Received on the Draft Plans

10 Submissions

301 Specific Comments

- 218 - Strategic Plan
- 83 - Operating Plan Framework



- Country Code Names Supporting Organization Strategic and Operational Planning Committee (ccNSO SOPC)
- At-Large Advisory Committee (ALAC)
- Commercial Business Users Constituency (BC)
- Governmental Advisory Committee (GAC)
- Generic Names Supporting Organization (GNSO) Council
- Non-Commercial Stakeholder Group (NCSG)
- Registrar Stakeholder Group (RrSG)
- Three (3) Individuals

Total Comments by Submitters by Themes

The majority of respondents are **satisfied** with the draft Strategic Plan. The overall sentiment towards the draft plan is **very positive**.

Total Comments by Submitter by Themes									Total by Theme
	ALAC	BC	GNSO	RrSG	GAC	SOPC	NCSG	Individuals	
Vision	4	1	-	-	-	1	1	7	14
Strategic Objective	12	5	-	2	1	4	4	26	54
Strategic Goal	6	3	1	-	3	2	1	14	30
Strategy	5	10	1	-	-	11	2	14	43
Progress Indicators	3	1	-	-	2	3	2	21	32
Strategic Risks	-	4	-	-	-	4	2	11	21
Other - Strategic Plan	2	3	-	1	2	6	2	8	24
Phasing	1	1	1	-	-	4	-	10	17
Key Activities	6	7	1	-	-	7	1	37	59
Other - Operating Plan Framework	1	1	-	-	-	1	2	2	7
Total by Submitter	40	36	4	3	8	43	17	150	301

Draft Strategic Plan Community Feedback

Vision Statement: Feedback

100% of the respondents feel the vision statement is aligned with expectations and the needs of the community

Draft Vision Statement in the Strategic Plan

As the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all

Strategic Objectives: Feedback

Are the strategic objectives clearly stated?

100% Agree the strategic objectives are clear

Do the strategic objective adequately address the key issues and challenges facing ICANN?

85% Feel the objective are relevant, but the SOPC thinks a few key issues are not fully addressed

Are there any additional strategic objectives that need to be added, removed, or modified?

40% Suggest that modifications could be made to the draft strategic objectives. The suggestions come from two individuals and the SOPC

Strategic Objectives: Comments Received

- The evolution of the strategic objectives from FY21-25 is well articulated, showing continuity while addressing future challenges.
- The strategic objectives are clear, generally easy to understand, and are well-aligned with ICANN's mission and long-term vision.
- Broad and essential areas such as evolving the MSM, organizational excellence, stakeholder collaborations, and security are well covered.
- The consolidation of FY21-25 Strategic Objective #2 and #4 into FY26-30 Strategic Objective #1 is appreciated.

Improve the effectiveness of ICANN's multistakeholder model of **governance**

Address **geopolitical issues** impacting ICANN's mission to ensure a single and globally interoperable internet

Evolve and promote **ICANN's Multistakeholder Model** to sustain its inclusive Internet governance model

- The revision of objective #3 and #5 is more concise and appreciated.

Evolve the **unique identifier systems** in coordination and collaboration with relevant parties to continue to serve the needs of the global internet user base

Strengthen the **security** of the Domain Name System and the DNS Root Server System

Collaborate with relevant stakeholders to evolve the Internet's **unique identifier systems**

Strengthen the **security** of the Internet's unique identifier systems

Strategic Goals: Feedback



Are the strategic goals clearly defined and aligned with the strategic objectives?

83%

A mostly positive reception, though the NCSG sees room for alignment improvements



Is the breakdown of strategic objectives into strategic goals helpful to understand how the objectives will be achieved?

100%

All respondents find the breakdown of goals helpful



Are there any strategic goals that need to be added, removed, or modified?

67%

ALAC, BC, NCSG, and an individual, indicated room for adding, or revising the strategic goals

Strategic Goals: Feedback

- The structure breakdown of strategic objectives into goals is well received and appreciated. Respondent commented that this structure aids in understanding how objectives will be achieved and how specific goals are aligned with the broader objectives.
- Several stakeholders recognized how goals like enhancing agility, policy development, and institutional effectiveness align with ICANN's mission, particularly the goals under strategic objectives one and two.
- The strategic goals are clearly defined and aligned with the strategic objectives. Each goal directly supports the corresponding strategic objective, offering actionable steps to achieve the broader vision.
- Respondents appreciate the detailed (Objective -> Goal) approach, which provides a clear roadmap of actionable steps required to meet each objective.

Strategies: Feedback

Are the strategies provided for each strategic goals clear and actionable?

67%

respondents feel the strategies are actionable; but SOPC and BC feel they need more clarity

Are the strategies appropriate and effective for achieving the strategic goals?

100%

respondents feel the strategies are appropriate and effective for achieving the strategic goals

Are the progress indicators associated with each strategy adequate for tracking progress?

83%

respondents consider the progress indicators are adequate; the SOPC feels there is room for improvement

Do the strategic risks identified for each strategy seem comprehensive and realistic?

100%

respondents feel that the risks identified are realistic and comprehensive

Do you have any suggestions for additional strategies, progress indicators, or improvements to the existing ones?

67%

including the SOPC, BC, NCGS and an individual who indicated that there could be further improvements or additions to the strategies and provided feedback

Strategies: Comments Received

- Strong support for the strategies under strategic objective 1, particularly under goal 1.2 - enhancing the agility and effectiveness of policy development.
- Strategy 1.1.4, the importance of developing new leaders and creating pathways for participation, mentorship, and resourcing. This aligns with ICANN's long-term goals of sustainability and governance and emphasizes the need for ICANN to foster emerging talent while retaining experienced volunteers.
- The risk for strategy 2.1.2 was well articulated in a concise, effective and accessible way, without over use of jargon.
- Strategy 2.2.2, starting with an audit and expert input is a sound approach to ensuring that the ecological responsibility strategy is data-driven and realistic.

Strategies: Comments Received

- The inclusion of strategy 3.1.1 and 3.1.2 to support Universal Acceptance and strategy 4.1.2 to proactively identify and mitigate security risks are well appreciated.
- Overall, the strategies accompanied by measurable indicators supports a stronger framework for accountability and performance evaluation.
- The respondents appreciate the detailed structure of objective -> goal -> strategies. The inclusion of progress indicators and risk assessments further reinforces this alignment, ensuring clarity and accountability.
- The respondents appreciate and acknowledge the improved progress indicators. Also commented there is more room for improvement.
- The respondents appreciate and praise the mix of quantitative and qualitative measures in the progress indicators.

Additional Comments Received

- **Strategic Objectives**

- Most of the feedback on Strategic Objectives are related to improve the wording

- **Strategic Goals**

- There are few wording suggestions to further clarify the language of some strategic goals
- Other suggestions are related to the concerns that some key issues might be overlooked, e.g.: pace of implementation, inclusion, transparency and public interest were mentioned as examples of the concerns that should be addressed by Strategic Goal 1.

- **Strategies**

- There are some suggestions to further improve the progress indicators
- There are feedback about potential overlap of strategies

Next Steps and Timeline

Next Steps

When	What
Oct 31, 2024	ICANN 81 Prep Week Session - Community Engagement
Nov 9, 2024	Board Workshop Session - Review and discuss Public Comment
Nov 11-14	Engagement with Community by SO/AC invitation at ICANN 81
Nov 19	Public Comment Summary Report due
Dec, 2024	Org update the draft Strategic Plan based BSPPC and Board discussion of the Public Comments
Jan 9, 2025	BSPPC review the revised draft Strategic Plan
Jan 24-27, 2025	Board Workshop Session - Board review the revised draft Strategic Plan
Mar, 2025	Board consideration and adoption of the Strategic Plan
Mar - Apr, 2025	Empowered Community Period

Community Participation is Crucial

- As part of ICANN's ongoing commitment to transparency and inclusivity, the community's active participation is crucial during the development of ICANN's Strategic Plan
- The process is designed with ample opportunities for community participation at each phase of the development process
- Taking an active role in this process is a great opportunity to contribute to the continued success and resilience of ICANN, and in shaping ICANN's strategic direction for the next five years and beyond

Engagement at ICANN 81:

- [ccNSO SOPC on November 9th](#)
- [ALAC OFBWG on November 10th](#)
- Please reach out for engagement at planning@icann.org



Learn more ►

[ICANN Strategic Plan webpage](#)



Appendix

Draft Strategic Objective (1/4) - Evolve and promote ICANN's Multistakeholder Model to sustain its inclusive Internet governance model

Goals (3)	Strategies (11)
1.1 Ensure Inclusive Stakeholder Representation and Integrated Collaboration.	1.1.1 Integrate new stakeholders into ICANN community groups as needed. 1.1.2 Enable integrated collaboration among community groups. 1.1.3 Foster an appealing environment for the next generation. 1.1.4 Develop a new generation of leaders. 1.1.5 Increase and broaden participation, particularly from underrepresented communities.
1.2 Enhance the Agility and Effectiveness of Policy and Advice Development.	1.2.1 Reduce complexity and create incentives to encourage active participation. 1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes. 1.2.3 Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders. 1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.
1.3 Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance.	1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission. 1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.

Draft Strategic Objective (2/4) - Enhance organizational excellence

Goals (2)	Strategies (4)
2.1 Pursue a Sustainable Future.	2.1.1 Improve institutional agility and adaptability. 2.1.2 Preserve ICANN’s financial sustainability.
2.2 Enhance ICANN’s Global Presence and Impact.	2.2.1 Evolve the hybrid workforce model and optimize regional office utilization. 2.2.2 Embed ecological responsibility into ICANN’s operations.

This aims to ensure that ICANN has long-term sustainability by promoting financial health, adaptability, and resilience. Enhancing organizational excellence will allow ICANN to effectively meet evolving staff and community needs. Enhancing ICANN’s global presence and impact builds credibility and trust, and ensures compliance with international standards and expectations.

Draft Strategic Objective (3/4) -Collaborate with relevant stakeholders to evolve the Internet's unique identifier systems

Goals (3)	Strategies (8)
3.1 Facilitate Digital Inclusion.	3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names. 3.1.2 Proactively collaborate with all relevant external parties to promote Universal Acceptance. 3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation.
3.2 Evolve the Assessment of, and Responsiveness to, Technological Developments.	3.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed. 3.2.2 Collaborate with technical community entities, such as the Internet Engineering Task Force, Regional Internet Registries, and root server operators, to understand new technologies.
3.3 Deliver and Enhance the IANA Functions to Meet Evolving Community Needs.	3.3.1 Continue to reliably deliver the IANA functions. 3.3.2 Ensure that the IANA functions are properly resourced.

This aims to ensure ICANN continues to assess technological developments to identify potential opportunities, jointly develop solutions, mitigate risks, to ensure the stability and security of the Internet's unique identifier systems. It also focuses on facilitating digital inclusion, to ensure the DNS is accessible and beneficial to all.

Draft Strategic Objective (4/4) - Strengthen the security of the Internet's unique identifier systems

Goals (2)	Strategies (6)
4.1 Strengthen Partnerships with Relevant Stakeholders to Reinforce the Shared Responsibility of Ensuring Secure and Stable Internet's Unique Identifier Systems.	4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders. 4.1.2 Identify and mitigate security threats to the Internet's unique identifier systems. 4.1.3 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.
4.2 Strengthen DNS Root Server Operations Governance.	4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services. 4.2.2 Increase the robustness of the root zone generation, distribution services, and processes. 4.2.3 Support coordinated plans to address DNS Root Server System attacks.

This aims to ensure ICANN enhances coordination with DNS stakeholders to identify and mitigate security threats and combat abuse and promote innovative approaches. It also promotes global adoption of open Internet standards to strengthen the security and stability of Internet infrastructure.