



82 | COMMUNITY FORUM

ICANN Strategic Plan Fiscal Years 2026 - 2030



Webinar Information



This session is recorded



This session is scheduled for 1 hour



Presentation is published on the [wiki page](#) and [ICANN 82 web page](#)



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

Agenda

- Introduction to ICANN's Strategic Plan Development
- Revised Draft ICANN Strategic Plan for FY26–30
- What's Next and Timeline
- Q & A

Introduction to ICANN's Strategic Plan Development

Introduction and Progress Update

- The ICANN Bylaws (Section 22.5) mandate a five-year strategic plan for each fiscal five-year period
- The Board Strategic Planning Committee (BSPC) is responsible for initiating and leading the strategic planning process for ICANN on behalf of the Board



September 2023

Launch

The strategic planning process is launched.

Environmental Scan

Seven brainstorming sessions are held with stakeholders from across the ICANN ecosystem. The objective of the sessions is to identify the internal strengths and weaknesses, as well as the external opportunities and threats, that affect ICANN's ability to fulfill its mission.

October to November 2023



January to May 2024

Strategy Development

The Board uses the ideas and insights collected during the environmental scan to determine where ICANN is now and where the Board would like ICANN to be in the next five years. The resulting strategic objectives, goals, and associated strategies form the basis of the Strategic Plan. The Board holds 13 committee working sessions and three Board Workshop sessions during this time.

Introduction and Progress Update

Community Engagement

The Board conducts community webinars and focused one-on-one engagements throughout the Strategic Plan development to gather community feedback. Eleven sessions are held during this time.

February to June 2024



March to May 2024

Implementation Strategy Development

The Board collaborates with the ICANN Executive Team to determine how ICANN will achieve its strategic objectives and goals. These implementation strategies are used to develop the five-year Operating Plan Framework.

Public Comment Proceeding

The Board solicits community feedback on the Draft Strategic Plan through a Public Comment proceeding. The Draft Five-Year Operating Plan Framework, also published for Public Comment, provides a comprehensive overview of how the Strategic Plan will be achieved.

July to September 2024



October 2024 to March 2025

Revise Draft and Board Consideration

The Board reviews, discusses and revises the draft Strategic Plan to reflect diverse perspectives received from the Public Comment. The revised draft Strategic Plan will be shared with the Community in February. The Board will consider adopting the FY26-30 Strategic Plan at ICANN82.

Empowered Community Period

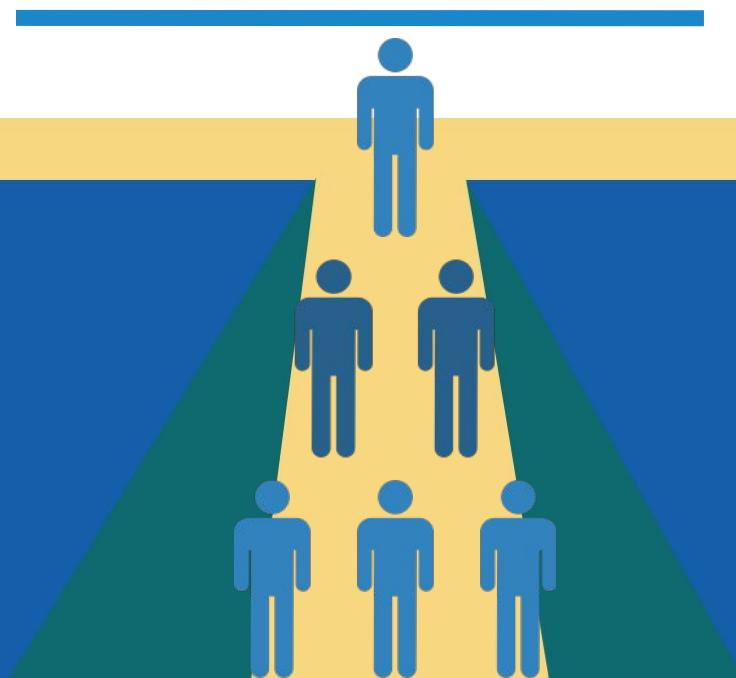
After adoption, the Empowered Community can raise objections if they believe Public Comments were not adequately addressed. If no objections are raised, the plan will take effect on July 1, 2025.

March to April 2025



VISION

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



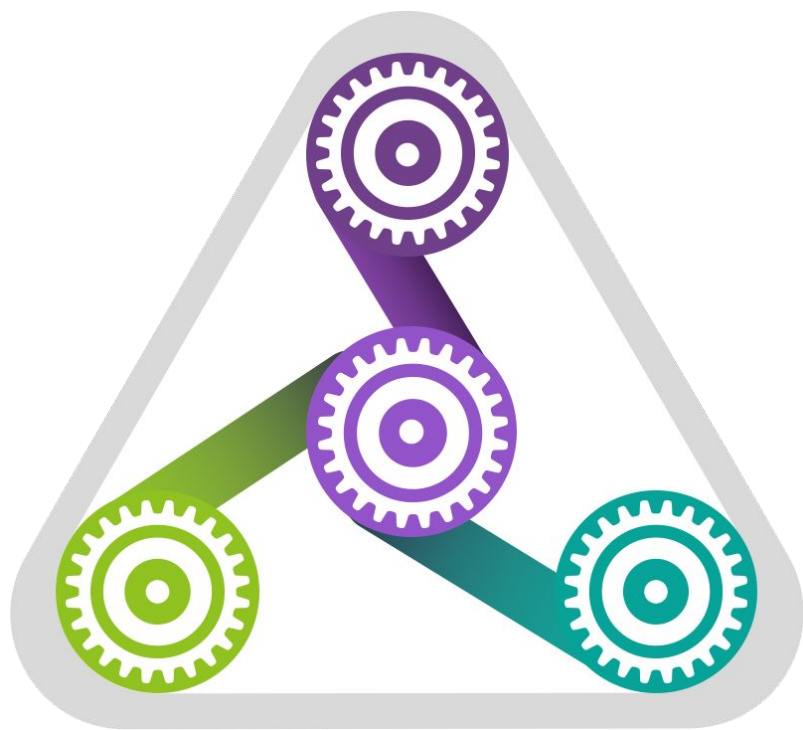
The Revised Draft ICANN Strategic Plan for FY26–30

Summary of the Revised Draft

- The revised draft reflects valuable input from the Community through public comments, along with suggestions from ICANN org, all considered by the Board prior to inclusion in the revised draft
- While there aren't many changes, that's a good thing - it confirms that the draft captured key shared insights with the community
- The revisions are aimed at making things clearer and more consistent in language and intent
- This Public Comment proceeding highlights ICANN's commitment to transparency, inclusivity, responsiveness and collaboration to the community's input
- The feedback from the community's was instrumental in shaping this revision. We truly appreciate everyone who contributed



ICANN FY26-30 Strategic Objectives



Strategic Objective

1*

Evolve and promote **ICANN's Multistakeholder Model** to sustain its inclusive approach to Internet Governance

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 **stability and security** of the Internet's unique identifier systems

** changes made from the draft version due to Public Comments*

Strategic Objective: ICANN's Multistakeholder Model

Strategic Goal 1.1* Ensure Inclusive Stakeholder Representation and Enhance Collaboration



1.1.1 Integrate **new stakeholders** into ICANN community groups as needed



1.1.2* Enhance **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**

** changes made from the draft version due to Public Comments*

Strategic Objective: ICANN's Multistakeholder Model

Strategic Goal 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.

Strategic Objective: ICANN's Multistakeholder Model

Strategic Goal 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.

Strategic Objective: Organizational Excellence

Strategic Goal 2.1 Pursue a Sustainable Future.

2.1.1 Improve **institutional agility and adaptability**.

2.1.2 Preserve ICANN's **financial sustainability**.

Strategic Goal 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.

** changes made from the draft version due to Public Comments*

Strategic Objective: Evolve the Internet's Unique Identifier Systems

Strategic Goal 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.**

Strategic Objective: Evolve the Internet's Unique Identifier Systems

Strategic Goal 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.



Strategic Goal 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**.

Strategic Objective: Stability and Security

Strategic Goal 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.

** changes made from the draft version due to Public Comments*



Strategic Objective: Stability and Security

Strategic Goal 4.2* Strengthen DNS Root Server System.



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.**



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What's Next and Timeline

What's Next?

- **Board Consideration**

- Board considers the adoption of the ICANN Strategic Plan for FY 2026–2030 at ICANN 82

- **Empowered Community Period**

- The Empowered Community has 21 days after receiving notice of the Board's action within which to initiate a rejection action

- **Plan Effective Date**

- If the Empowered Community process concludes by the start of the new fiscal year, the ICANN Strategic Plan for FY 2026-2030 will go into effect on 1 July 2025

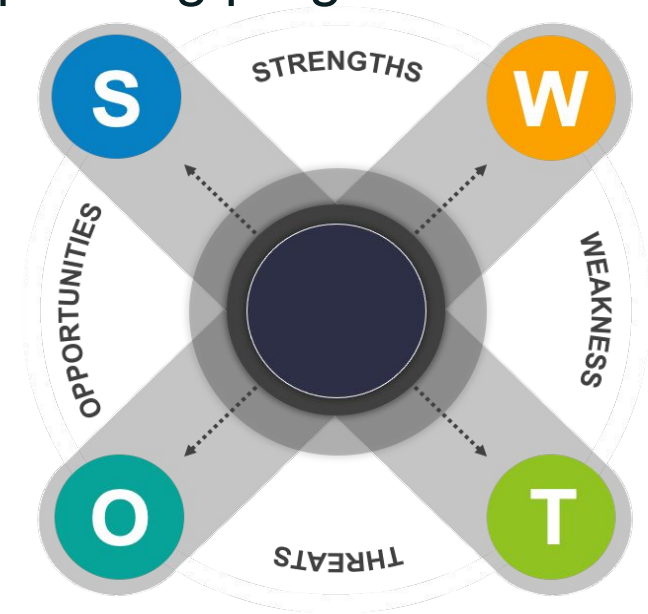


Timeline - ICANN Strategic Plan for FY 26-30

When	What
✓ Dec, 2024	Org updated the draft ICANN Strategic Plan based on public comments
✓ Jan 9, 2025	BSPC reviews the revised draft ICANN Strategic Plan
✓ Jan 24-26, 2025	Board Workshop Session - Board reviews the revised draft ICANN Strategic Plan
✓ Early Feb, 2025	Org produces the final ICANN Strategic Plan
✓ 18 Feb, 2025	BSPC reviews the final ICANN Strategic Plan and consider its recommendation to the Board for adoption
✓ 19 Feb, 2025	BSPC shares/publishes the revised ICANN Strategic Plan for transparency
24 - 27 Feb, 2025	ICANN 82 Prep Week Engagement
13 March, 2025	Board consideration and adoption of the ICANN Strategic Plan @ ICANN 82
Mar / Apr 2025	Empowered Community Period

Annual Strategy Evaluation Program

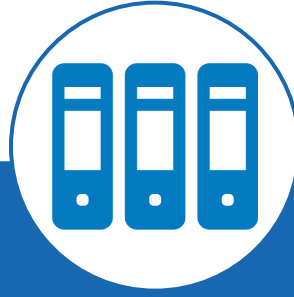
- The Strategic Trend Identification is a program ICANN conducts annually to identify new trends or shifts in existing trends that may affect ICANN's Strategic Plan
- This program will be evolved into an Annual Strategy Evaluation program. This evolution will continue to include the assessment of ICANN's strengths, weaknesses, opportunities, and threats; while also incorporating progress evaluation and scenario planning.
- Since the ICANN Strategic Plan for FY 2026–2030 is expected to be adopted by the ICANN Board at ICANN82 in March 2025, we anticipate to conduct an annual strategy evaluation of the Strategic Plan in FY27, when we plan for FY28.



ICANN FY26-30 Strategic Plan Resources



Visit our ICANN
FY26–30
Strategic Plan
Development
page on [ICANN's
Website](#)



Listen to
recordings
from past
engagement
sessions on the
[wiki page](#)



Email the ICANN
Planning Team
with Questions
[Planning@ICANN.
org](mailto:Planning@ICANN.org)

ICANN Strategic Plan

Fiscal Years 2026 - 2030

Thank You
and Questions



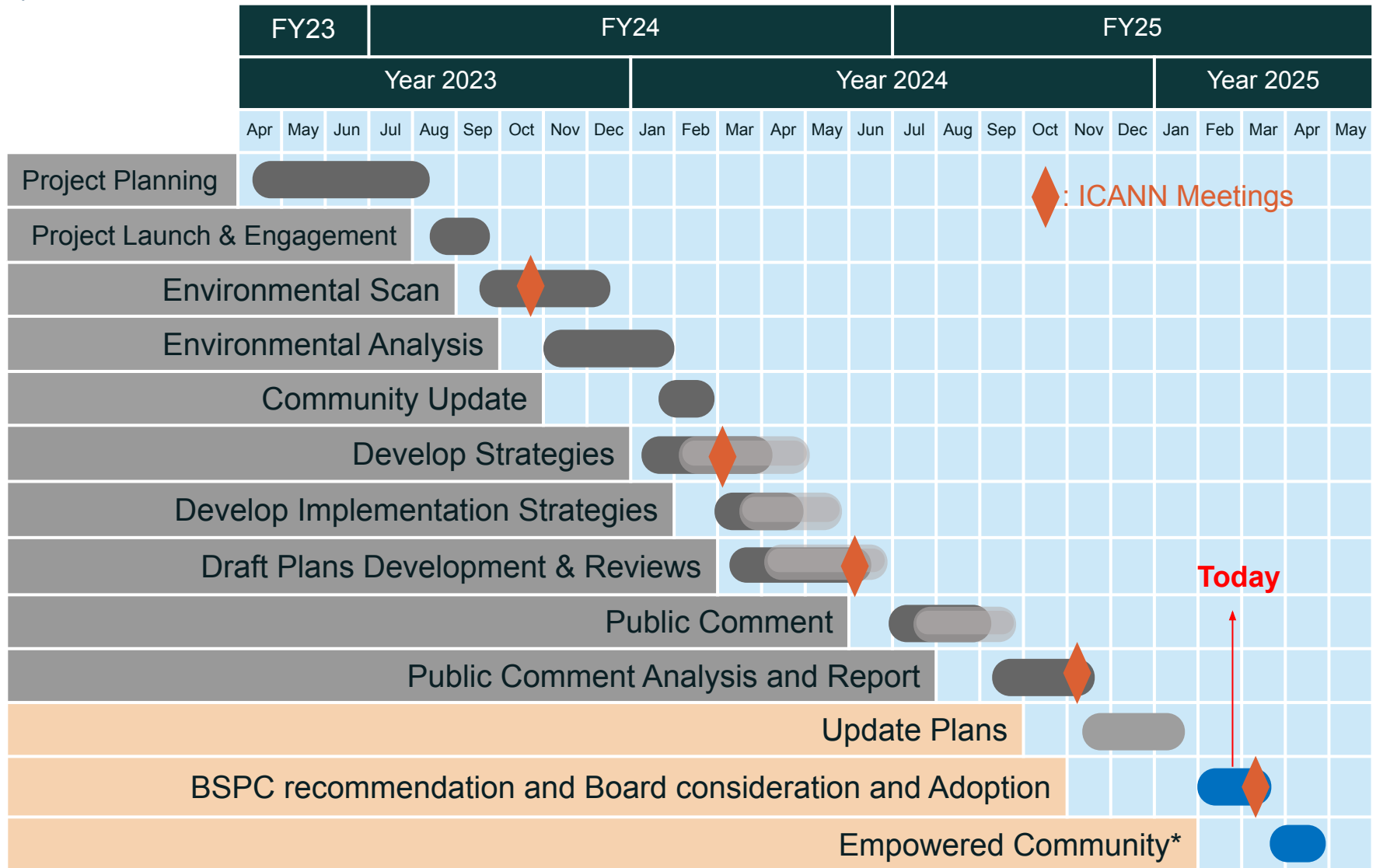
ONE WORLD, ONE INTERNET

Appendix

ICANN Strategic Plan Key Elements



ICANN Strategic Plan Development Timeline



*This timeline assumes that no petition will be raised during the Empowered Community period. If a petition is raised during the 21-day period, this timeline will be extended