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ICANN82 | Prep Week – ICANN Five-Year Strategic Plan Update  
Tuesday, February 25, 2025 – 08:30 to 09:30 PST

KELLY MEDINA

Hello and welcome to the ICANN Five-Year Strategic Plan Update. My name is Kelly Medina, and I am one of the participation managers for this session. Please note that this session is being recorded and is governed by the ICANN Expected Standards of Behavior and ICANN Community Anti-Harassment Policy.

During this session, questions or comments will only be read aloud if submitted with question or comment posted in front of the text. Interpretation for this session will include English, French, and Spanish. The interpretation option is located in the Zoom toolbar. If you would like to speak during this session, please raise your hand in Zoom. When called upon, unmute your microphone to speak. Please state your name for the record, the language you will speak if speaking a language other than English, and speak at a reasonable pace. I will now hand it over to Becky Nash.

BECKY NASH

Thank you very much, Kelly. Welcome everybody to this webinar, and I really want to thank everyone for joining us today. This webinar is to present the revised Draft FY26-30 Strategic Plan, which the Board Strategic Planning Committee is recommending to the ICANN Board to consider for adoption next month at a Board meeting at ICANN82.

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So, the agenda here is a short introduction to the planning process for the development of the strategic plan. Then we will cover the revised draft strategic plan, reflecting public comments and updates that were received during the collaborative process for development. And then we have just a short update on the next steps and enough time for Q&A for sure.

So, if we could go to the next slide. This is just a short introduction to the process that was taken for the development of the strategic plan. Next slide, please. So, ICANN's bylaws mandates a five-year strategic plan for each fiscal five-year period. So, it is the Board Strategic Planning Committee that's responsible for initiating and leading the strategic planning process on behalf of the ICANN Board. And this process was launched in September, 2023 with a significant amount of development that included collaboration with the community.

So, community members participated in an environmental scan, which sessions ran from October through November, 2023, where we also had public collaboration in a public session at the ICANN meeting in Hamburg. It was then after that, that the Board Strategic Planning Committee started the process to develop the strategies. So, taking into consideration all the information from the various environmental scans and the analysis, the Board then began to develop strategies.

And if we could then go to the next slide, that then took us through a period of community engagement from February to June, 2024.

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And then there was also the implementation strategy development that took place from March to May, 2024. And that's really where the ICANN org executive team reviews how to implement the strategy that's been developed by the Board.

We then had a public comment period from July to September, 2024. And following that, we had published the summary public comment report. And then we moved into the phase of revising the draft and the Board Strategic Planning Committee then presented that to the Board.

And again, the decision has been made and there's a recent blog by the co-chairs of the Board Strategic Planning Committee, Maarten Botterman and Chris Chapman, indicating that the Board Strategic Planning Committee did recommend to the Board for adoption at the next ICANN meeting. And we just would like to highlight that the revised draft has been published on our strategic planning page. And we've also provided a summary table that we will be referencing throughout this presentation today.

So, then the next key steps from March to April is should the Board consider adopting? That will take place at ICANN82. And then we have the empowered community period. So, after adoption, the empowered community can raise objections if they believe public comments were not adequately responded to. And if no objections are raised during the empowered community period, then the plan will be available to go in effect at the beginning of the next five fiscal year period for FY 26-30, so July 1st, 2025.

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Next slide, please. So, ICANN's vision for 2030 remains the same as it was published in the draft strategic plan. And this is the long-term aspirational goal for ICANN, where the vision is as the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single global interoperable Internet for all. And this is the vision that is the long-term aspirational goal for ICANN. And all of the strategies then are pointing to making this an achievable vision statement.

So now we're going to move into the next part of our presentation, where we're going to cover all of the changes that we've outlined in the table that accompanies the revised strategic plan that has been published. So, I'm going to pass the microphone to my colleague, Victoria Yang, who's going to take us through these next slides.

VICTORIA YANG

Excellent. Thank you very much, Becky. And hello, everyone. My name is Victoria. I am the senior manager at the planning team and also the project manager for this strategic plan development supporting the Board. So, thank you for being here today.

So, I'm going to take us through the revised draft. So, let's move on to the next slide. First, I do want to take a moment and acknowledge how we get here. This revised draft reflects valuable input from the community through the public comment process, along with some thoughtful suggestions from our SMEs within the

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organization. The Board carefully considered all of this feedback before finalizing this revision.

The revised draft is published as of last week, as Becky mentioned, following the BSPC's recommendation during their last committee meeting. Perhaps Maarten can share the blog again in the chat for those who just joined us. We also published the revision summary for transparency so that you can see what exactly has revised when compared to the draft.

Now, once you review the revised draft, you might notice that there isn't many change. And I think that's not actually a bad thing. It does tell us that the draft already captured key shared insights from the community. As Becky shared in the previous two slides, we had extensive brainstorming sessions, consultations, working sessions during each of the development phase when we put the draft together. So, as a result, the update the Board has made to the revision of the draft focused on improving clarity and consistency in the language and the intent so that the strategies are understood well.

So most importantly, this process and the process of us publishing the revision and here engaging with the community really reinforce ICANN's commitment to transparency, inclusivity, and responsiveness. Public comment process like this, a great example of how we collaborate with the communities to ensure that everyone's voice is heard and reflected, especially for process like the strategic plan, which set our work for the next five years, and

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it's very important work for not just the organization, not just the Board, but we want to make sure that it does reflect the community's shared insight as well. And for that, we truly appreciate everyone who took the time to provide input for the draft strategic plan. Your feedback was very important and instrumental in shaping this revision, and we couldn't do this without you. So, thank you all.

Moving on to the next slides. With that in mind, let's take a look at the bigger picture of the four strategic objectives. On these slides, you will see the four strategic objectives that guide our work for the next five years. Objective 1 and 4 have been revised based on public comment feedback. Again, these changes reflect community's input, mostly to ensure that the language and the intent are as clear and aligned as possible. In the next few slides, I'm going to take us through each of these objectives and we can look at it closely.

So next slide, please. On Objective 1 in general, Strategic Objective 1 focus on ICANN's multi-stakeholder model, and also more broadly, the multi-stakeholder approach for internet governance. There are three goals under this objective. Goal 1.1 here, you see on the slides, focus on ICANN's multi-stakeholder model. How do we ensure our model continue to be inclusive as the environment and the internet ecosystem continue to evolve? There are five strategies for this goal, as you can see on these slides, and I did highlight some of the key words for each of the strategies.

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For example, how do we ensure new stakeholders can be integrated into ICANN's community structure? How can we further enhance collaboration? How can we make our environment more interesting for the next generation so that we can have new voices in our policy and advice development? How do we develop the new generation of leaders? Again, this is to make sure that we keep evolving as the internet ecosystem evolves, new stakeholders merge, and how do we make sure that our model continues to be inclusive, right? And finally, for inclusivity, how do we increase and broaden participations from underrepresented communities?

These five strategies from your voice, and that's what I really want to highlight here. We heard the input from the community when we gathered input for the SWOT, the Strengths, Weakness, Opportunity, and Threat analysis. These are the key input received to ensure ICANN's multi-stakeholder model continues to be sustainable and to adapt as the internet ecosystem continues to evolve.

I also want to highlight on these slides, we put an icon on strategies that need significant community contribution to be successful. ICANN org has identified and will carry out key strategic initiatives to implement these strategies. As we plan to work on these initiatives, community will be involved along the way. Our progress depends on working together.

So now on that note, I do want to recognize that some community groups like to plan their work in advance and proactively identify

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areas where they can contribute, and we truly appreciate that, and it's always good to see community take that kind of initiatives. For those groups, we encourage you to reach out to the planning team, as we are here to support you in aligning your effort with the strategic initiative that ICANN org has already identified.

By working together in a more coordinated way, we can improve efficiency and make even greater progress towards to these shared goals. So, if your group is looking and planning ahead and thinking about how to contribute to the success of our next strategic plan, let's connect. We'd love to collaborate and help to align as smooth, as effective as possible about your work aligned with ICANN org's strategic initiative that we have identified.

Moving on to Goal 1.2, which focuses on policy and advice development, and this is core to ICANN's mission beside the IANA function. As you can see on these slides, each of the strategies for this goal require community contribution. We need experienced voice in helping guide the way, but we also need fresh perspective in challenging assumptions, bringing new ideas and new perspective to the table. If our process are too complicated or overwhelming, we risk losing engagement with those who could bring valuable contributions. We need to strike a balance, ensure our process are effective, agile, and flexible so the success of this strategic goal will contribute very positively to the success of ICANN's multi-stakeholder model in general.

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Moving to Goal 1.3, there are two strategies for achieving this goal and they are very much linked. The first strategy is to demonstrate and showcase ICANN's multi-stakeholder model, remain the right model to deliver ICANN's mission, show and tell the success and benefits of our model. The second strategy really focuses on collaboration. Collaborate with others in the internet ecosystem to promote the multi-stakeholder approach of internet governance, this goes beyond the ICANN's multi-stakeholder model. For example, one of the key initiatives for this strategy is the WSIS+20.

Now let's move on to Objective 2, organizational excellence. Thank you. So, this objective largely focuses on ICANN org, with the exception of one strategy, which is to embed ecological responsibilities into ICANN's operation. This one touched up on the community, especially when it comes to engagement and how we meet. So, we understand that some of the work already kicked off, and we understand that there is a session tomorrow to discuss work that's related to this area. So, we look forward to collaborate with the community on that.

Moving on to Objective 3, which focuses on the unique identifier system. On these slides, Goal 3.1 focuses on digital inclusion, and of course this is within ICANN's limit. As such, the key focus here are UA and IDN, and the Next Round, all of which will require community participation and contribution.

On the next slide, Goal 3.2 focuses on evolving ICANN's understanding of the identifier system landscape, and collaborate

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with the technical communities to support the development and evolution of emerging technology that may impact identifier systems.

And this one, specifically, will need collaboration with the technical community, such as the IETF and the number community, as ICANN will not be able to achieve the success in this area by ourselves. Goal 3.3 focuses on IANA function, and I want to highlight that there is also a strategic plan for PTI, highlighting all the strategic direction that we outlined for the next five years for the IANA function. So, I encourage you to look at the PTI strategic plan as well.

Now moving on to Strategic Objective 4, which focuses on stability and security of the unique identifier system. Goal 4.1 emphasizes the importance of mitigating DNS security by coordinating and collaborating with all relevant stakeholders within the internet ecosystem. ICANN, for sure, plays a crucial role to ensure stability and security of the DNS, but ultimately the internet is a shared effort, and our progress depends on working together with all relevant parties.

Goal 4.2 on the next slide focuses on DNS root server system, the governance aspect of DNS root server operation, the potential possibilities of adding root zone distribution mechanisms, and the continuous improvement of root server emerging coordination plan. So, I'm not sure if you have a sense of how many strategies we have for the next five years, and if anyone did count how many

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strategies, but as I mentioned that for all strategies that we anticipate heavy community involvement has icon in front of the strategy. So roughly at least 70% of the strategies in the next strategic plan will require community contributions.

This simply tells us that the next strategic plan highlights something really fundamental for the multi-stakeholder model of ICANN is that we cannot achieve the mission alone. We all have to work together to make progress and be successful, so we very much look forward to collaborate with the community progressing on the strategic plan for the next five years. So, what's next?

Move on to the next slides at ICANN82. If we can move on to the next slide, thank you, Kelly. The Board will consider the adoption of the plan. Again, for transparency, please review the plan that the Board will adopt. It is published via the blog posted by the BSPC co-chair last week, and as I mentioned, we did also include a revision summary so that you can compare and see exactly what's changed when compared to the draft. Upon Board adoption, the plan will go through the Empower Community process. This is another accountability mechanism that we have in place. This process will take about 21 days. If the Empower Community period concludes prior to the fiscal year, then this strategic plan will go into effect on July 1st, 2025.

The following slides show you similar information but with a little bit additional steps showing you the steps that we have taken up to today. As mentioned, that upon the conclusion of the public

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comment, we did review all the comments and revised the draft. The BSPC first reviewed the revision and also brought it to the Board during the January Board workshop. We then finalized the revision and the BSPC had the committee meeting of which they agreed to recommend to the Board for consideration of adoption. And here we are today sharing with you the revised draft. So, we look forward to complete the remaining steps in this process.

Moving on to the next step. And here I just want to do a quick update about the annual evaluation program. Many of you know and participated in the Strategic Trend Identification session in the past few years. That is a program we run every year of which we gather input from the ICANN ecosystem about trends that may impact ICANN's strategic plan.

Moving forward, we will be evolving this program to an annual strategy evaluation program. So, the evaluation will include not only the trend identification which we do every year, but also, we are going to embed progress measurement into this evaluation to measure ourselves using the progress indicator in the strategic plan to see how well are we progressing against the strategic plan and also embed forward-looking scenario planning. So, this is going to be more comprehensive. This evaluation is also one of the strategic initiatives under Strategy 2.1.1 which is to improve institutional agility. So, we're very much looking forward to this initiative.

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I know we usually hold brainstorming sessions with many of the community groups around this time of the year. So, for this year, we are not going to run the sessions because the Board is about to consider the adoption of this strategic plan. Starting next year, we will roll out the annual strategy evaluation program and we look forward to collaborating with you by then. If you have more questions about this program, you can either ask during the session or we'll be happy to reach out at ICANN82 or via email.

So, that is the update for today. I want to leave you with a couple of resources where you can learn more about the upcoming strategic plan. The best place is our webpage. You will see all the key documents we have shared along the way and how we got here today, including all the communications from the Board members who are leading the development of this work.

We also have a wiki page where you can listen to all past recordings, all the engagement sessions we had along the way. And of course, we are always happy to see your emails if you have any questions, so please don't hesitate to reach out. With that, I'm going to open the floor for questions and comments. So please feel free to ask questions.

KELLY MEDINA

Hi. I see that Maarten has his hand raised first and, Marita, we will go to you after Maarten speaks. If you could unmute your microphone, please, Maarten, and go ahead.

MAARTEN BOTTERMAN

Yes, thank you. Just to express my appreciation. It's been a good process and also really the feedback session that we had in Kigali, the public session helped a lot. And it was very good to see also the confidence of the community to move forward, and at the AGM meeting also to engage with some of the community groups to see what they can do.

And I would really like to repeat the call from Victoria there. We are there to help and really look forward to see how you're going to implement this within your part of the community. This is something to be done together. And I think this plan is really laying the outline for that. So, looking forward to your questions and your interaction.

VICTORIA YANG

Thank you very much, Maarten.

KELLY MEDINA

Thank you, Maarten. Marita, if you would like to unmute.

MARITA MOLL

Marita Moll speaking, and I'm a member of the At-Large community. Can we go back to that slide of Strategic Goal 1 for a moment? Yeah, 1.1. Yeah, that's it. I just wanted to comment on these, and especially 1.1.2, enhanced collaboration among community groups.

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I was around, maybe it's eight years ago, when we had quite a lengthy engagement with a mediator, or it was called, his name was Brian Cute, and he'd led the community through an investigation about how the multi-stakeholder model was working or not. And one of the things that was really, came out very big at that time was something called silos, that we're all working in silos. And that was totally true for the time, from my observation.

And I just wanted to say, I think, from my observation and in the community I'm working in, the collaboration among community groups has really improved over those years. I just see a lot more collaboration going on among groups and groups working together. So, I did want to point that out. But then, for some of the other things, that doesn't mean we're necessarily working better strategically or more efficient or more effectively.

And so, I'm wondering, when you do your evaluation, the new form of evaluation, how will we measure whether we're improving? And I guess it's up to every community, but that's going to require, I guess, some kind of specific operation to do that, and whether or not you've thought it through in that way. Thank you.

VICTORIA YANG

Thank you, Marita, for your question. And I love how you gave us a piece of the evaluation of the work among community collaboration as well. Yes, indeed, Brian Cute did lead to the community discussion, I believe, in 2019. One of the discussions and things identified is collaboration. And I also want to point out

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that this draft strategy in the draft is enable collaboration, which we agree with you that we have already improved collaboration among community. And that's why, for clarity, we have revised the strategy to enhance collaboration. So, that's a revision to echo your point.

Now, I want to clarify the intent of this strategy. So, this strategy is really to enhance cross-community collaborations. We have definitely seen that the community have come through a long way to improve collaborations among each other. And for the next five years, as we see that the issues that we work on, the policies that we work on are getting more and more complex. So, we think that enhancing cross-community collaborations between the ccNSO groups is going to be very important. And that's why we have this strategy here. And the Board did intend to emphasize the importance of that.

Now, how do we evaluate that moving forward? So, in the operating plan framework, we have some key activities. And one of the key activity mentioned is to establish a baseline survey. This is really a perception, right? Like, how do we know and how do the community feel that we are collaborating well? Part of it is based on perception. So, we are going to work on a community survey, which we intend to carry out on an annual base. The survey is really to understand and also pinpoint barriers or issues that prohibiting us from collaborating better.

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And from the survey, we can identify area we can improve and then implement the necessary changes to collaboration with the community. And then we can repeat this survey annually to continue to identify and implement area for improvement. And of course, we can't do this alone. ICANN org has identified strategic initiative to work on this area, but to carry out this work and to even design the survey, the scope of the survey, that's only the collaboration with the community. So, we do need to establish a baseline first. So, that's going to be something we do in the beginning of the first five years so that we can continue to measure ourselves. I hope that answers your question. If not, please feel free to further elaborate.

MARITA MOLL

Yeah, thanks. Thanks, Victoria. I'm really happy to see that you people are thinking in that way and that we're going to be all responding in some way to how we can improve things. I did want to point out that I did mean cross-community collaboration, not just inter-community collaboration within our own community, but as far as our community is concerned, I feel that we just made enormous leaps and bounds in cross-community collaboration with other groups. So silos, I don't think people are going to be speaking that much about it now. Thank you.

VICTORIA YANG

Thank you. Indeed. Thank you.

MAARTEN BOTTERMAN

If I can add one thing, Marita, you refer back to when we started with Brian Cote and this process. That was a time where it used to be the habit that a community group came to the Board and then the Board went back to the community and then other community members reacted.

One of the big steps we've done is that we now see more cross-community talks about policy before they happen. That wasn't the case. It's just one of the many examples of how we've been working on it. And I think with you that has paid off so much that there's more to do and more to win there. And we look forward to progressing that further.

KELLY MEDINA

Thank you, Maarten. I also see that we have another hand raised. Sebastien, if you would like to unmute your microphone and ask your question.

SEBASTIEN BACHOLLET

Sebastien Bachollet for the record. Hello, I will be speaking in French. I wondered how you envisioned the links between the Strategic Goal 1 and the future of the Holistic Pilot Review that was meant to be worked on by the Pilot Holistic Review right now. Can you confirm you hear me in the English channel?

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VICTORIA YANG Yes, we can hear you now, but while Sebastien was talking, we didn't hear English. So, thank you, if you can translate that.

TRANSLATOR Okay, I will repeat the question if that's okay. Sebastien Bachollet was asking, how do you view the link between the Strategic Goal 1 and the Pilot Holistic Review that is being carried out right now?

XAVIER CALVEZ Okay, I can address that.

SEBASTIEN BACHOLLET I can do it in English too if you wish. I can do my own translation. I wanted to know, it may be easier for you to listen. I don't know why it's not working.

XAVIER CALVEZ Sorry, Sebastien, I was on mute, but I offered to answer your question in French because I can deal with the content.

SEBASTIEN BACHOLLET If the people understood my question, it's up to you, but I am not sure that they get the question, but go ahead. You are the boss.

XAVIER CALVEZ Okay, but I have insight on both topics, I think is what helps. So, I'll answer it in English for everyone's ease, but thank you having used

the benefit of the interpretation services. So, the overall objective 1 is clearly in the general scope of also the purpose of the holistic review that you mentioned. This holistic review, for those who do not know, is the subject of a recommendation by the ATRT3 working group, which recommended to the Board to organize a holistic review on a periodic basis, and that recommendation has been adopted by the Board with a suggestion to carry out a pilot.

Because this has not yet been designed or defined, the organization is not necessarily yet using the potential benefit or outcomes of such a holistic review to design the work over the next five years. But as and if this holistic review can be further defined and its outcomes therefore become visible and possible to integrate into the revisions of the five-year operating plan over the next two years, then the impact of that or the benefit or the outcomes of that review will then be taken into account in the work of the organization. But it has not yet been done because that holistic review is not yet defined in terms of what it will do and how it will produce outcomes. So, for now it's not yet been integrated specifically. Thank you.

VICTORIA YANG

Sebastien, go ahead if you have a follow-up comment.

SEBASTIEN BACHOLLET

Yeah, I have a follow-up comment, just for my bad tongue. We spend a lot of time deciding how we will do something and we

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spend a very small time to do things. I really think that we need to reverse the order and not spend time to decide how we will work, but do the work. And frankly, and I know that the Board disagree with that, part of the communities agree with that, but it's time to do the holistic review. It's not time to discuss anymore how we will do a potential holistic review in 5 years, 10 years. It will be another world and we are losing our time and our money. But that's my bad tongue of today. Thank you.

VICTORIA YANG

Thank you, Sebastian, for your comment. And I do want to point out the Pilot Holistic Review is one of the strategic initiatives identified to execute strategy 1.1.1. So, it is indeed in the scope. Do we have any other questions or comments? So, this is your session as well and make it as interactive as you wish to. And we are here to answer questions.

All right. So, I do not see any other questions at this moment. If we can move to slide 23, just once more. As Maarten mentioned in his remark as well, the strategic plan is a plan for the entire ICANN ecosystem. And as I shared, at least 70% of the strategies will involve heavy community contributions in order for us to be successful. So, if your group is planning and thinking ahead about how you can contribute to the strategic plan, we will be very happy to support you to make sure that your effort is aligned with the strategic initiative that's already identified by ICANN org so together we can be more efficient.

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So, feel free to reach out to our email [planning@icann.org](mailto:planning@icann.org). If you are thinking to plan ahead and need some support, we will be sure to help out. With that, I just want to once more saying that the planning team will be at ICANN82, so feel free to reach out and we are happy to engage further. Thank you so much for being here and listening to the session. Have a great ICANN82.

KELLY MEDINA

Thank you, Victoria. Thank you, everyone, for joining. And I believe as a reminder that the strategic plan will go to the Board during ICANN82, which will be very exciting. So please review the revised strategic plan, which is on our ICANN org website. All right. Thank you, everyone. I believe we can go ahead and stop the recording and end the session.

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