ICANN 64
COMMUNITY FORUM

KOBE
9–14 March 2019

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 Panel

Cherine Chalaby

ICANN Board Chair

Tripti Sinha

ICANN Board member

Merike Kaeo

ICANN Board member

Leon Sanchez

ICANN Board member

Becky Burr

ICANN Board member

Ron da Silva

ICANN Board member

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	**2**	**3**
15'	65'	10'
Presentation	Discussion	Wrap-up

- Review of the strategic planning process
- Overview of public comments

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

- Wrap-up
- Next steps
- Thank you & Close

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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 three-fold 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

WHERE ARE WE NOW?
Strategic Planning Process

Achievement and Progress Reporting Process
HOW ARE WE DOING?

WHERE DO WE WANT TO BE?

WHO MUST DO WHAT?

HOW WILL WE GET THERE?

5-Year Operating Plan and Annual Plan & Budget Process

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
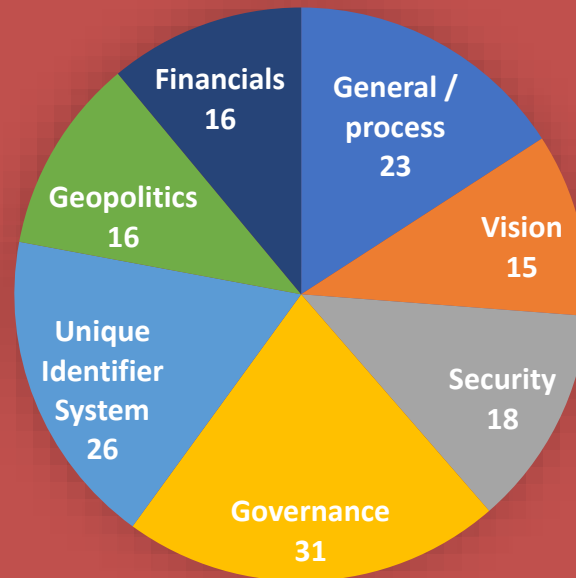(https://www.icann.org/public-comments/strategic-plan-2018-12-20-en)
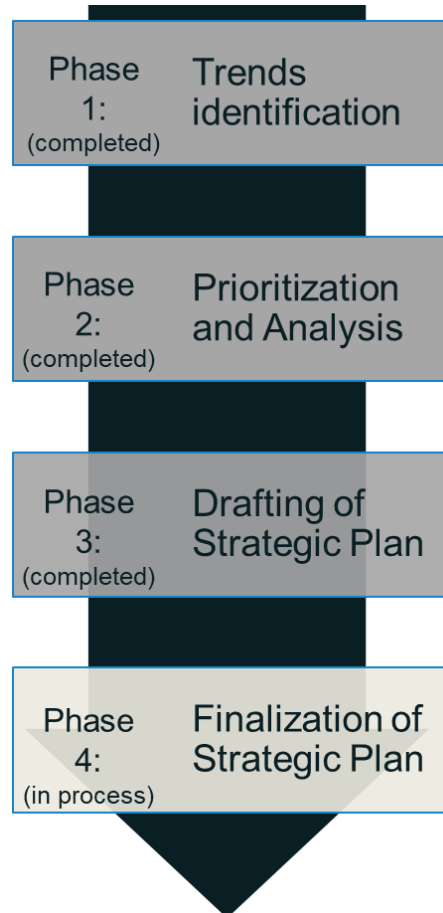
Public comments – by the numbers

15 submissions received

- **5** from individuals
- **10** from organizations and groups

Broken down into **145 comments** for analysis

Pie chart:
- Financials 16
- General / process 23
- Vision 15
- Security 18
- Governance 31
- Unique Identifier System 26
- Geopolitics 16

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

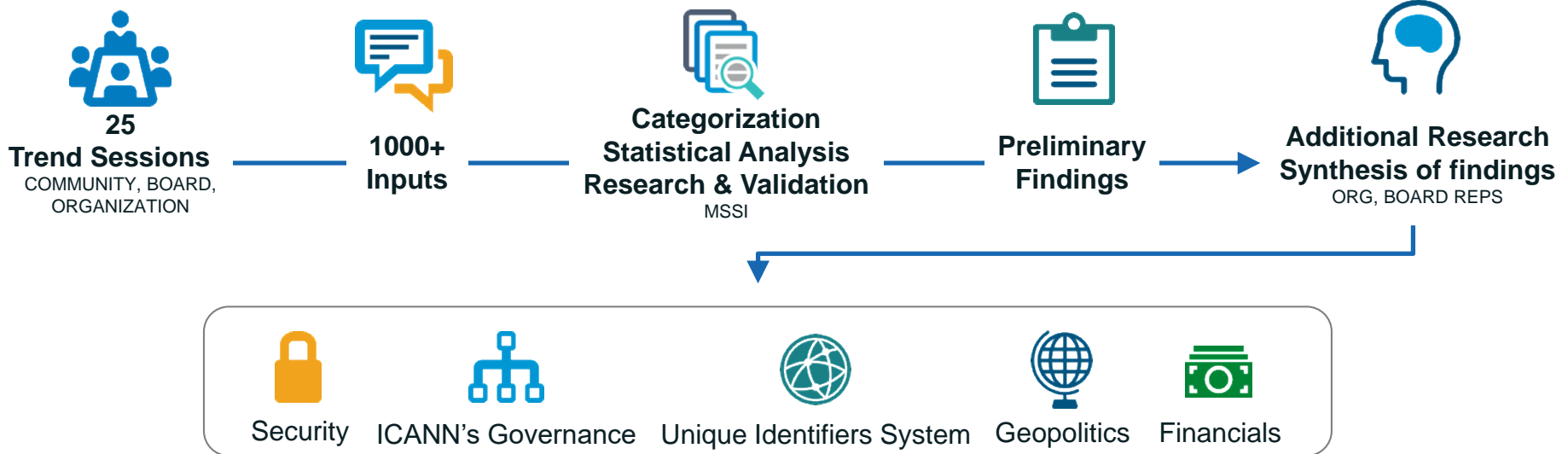- Many constructive feedback on specific strategic goals, targeted outcomes and risks

"...a diligent outreach and information gathering process"

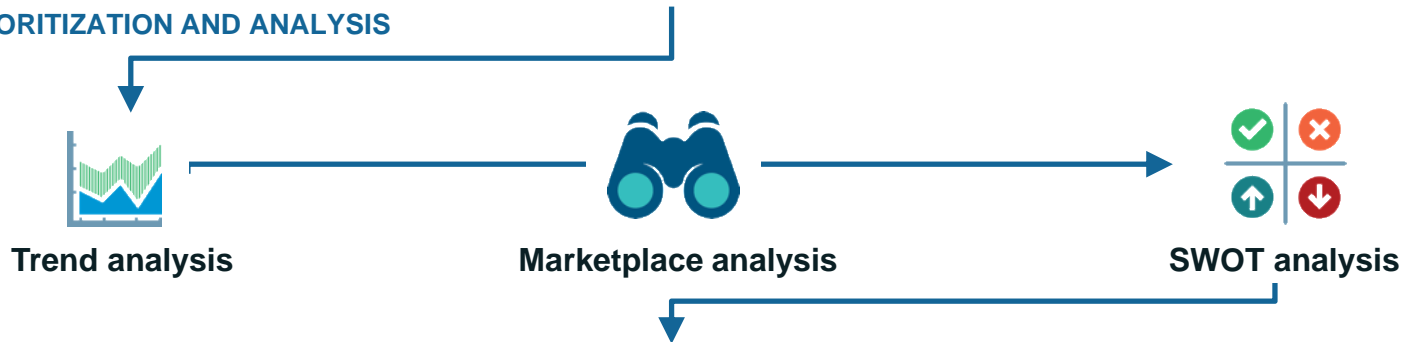*"The five primary trends synthesized from stakeholder input are largely acceptable..."*

"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."

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

15 comments received:

- 8 support / 5 edits / 2 other suggestions

- Incorporating all suggested edits

Board facilitator: **Cherine Chalaby**

Mission statement remains unchanged

ICANN Bylaws section 1.1. MISSION

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 [...]

ICANN's mission was refined and incorporated into the Bylaws, which were adopted in 2016, following the transition of the oversight of the IANA functions from the U.S. government to ICANN's multistakeholder community.

"We have no comments regarding ICANN's mission and find it comprehensive and exhaustive"

4 comments received:
- 4 support

Board facilitator: **Cherine Chalaby**

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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**

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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:

  o Efficiency vs inclusivity

  o Efficiency vs bottom-up multistakeholder model

  o 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.**

Strategic Goals

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:
  - collaboration with country code registries

- Credibility and global acceptability of the multistakeholder system

Board facilitator: **Leon Sanchez**

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Strategic Objective on Financials: **5. Ensure ICANN's long-term financial sustainability.**

Strategic Goals

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

Strategic Planning

Visit the [ICANN strategic planning web page](#)
www.icann.org>Resources>Governance>Planning>Strategic Plan

Email: strategic-planning@icann.org

Engage with ICANN

Thank You and Questions

Visit us at **icann.org**
Email: email

@icann

facebook.com/icannorg

youtube.com/icannnews

flickr.com/icann

linkedin/company/icann

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.

- 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").

Appendix - List of (15) comments received

Comment #	Category	Name	Submitted by	Affiliation (where provided)	Initials
1	Individuals	Larry Masinter	Larry Masinter	/	LMM
2	Individuals	Larry Masinter	Larry Masinter	/	LMM
3	Individuals	James Gannon	Nathalie Vergnolle ICANN - MSSI	/	JAG
4	Individuals	Chokri Ben Romdhane	Chokri Ben Romdhane	/	CBR
5	Organizations and Groups	Regional Internet Registries (RIRs)	Alan Barrett, NRO Chair	ASO	RIRs
6	Organizations and Groups	ccNSO Strategic and Operational Planning Committee (SOPC)	Giovanni Seppia	ccNSO	ccNSO
7	Organizations and Groups	At-Large Advisory Committee	ICANN Policy Staff in support of the At-Large Community	ALAC	ALAC
8	Organizations and Groups	gTLD Registries Stakeholder Group	Samantha Demetriou RySG Vice Chair, Policy	GNSO	RySG
9	Organizations and Groups	Registrar Stakeholder Group (RrSG)	Zoe Bonython RrSG Secretariat	GNSO	RrSG
10	Organizations and Groups	GNSO Council	Berry Cobb GNSO Policy Consultant	GNSO	GNSO
11	Organizations and Groups	ICANN's Business Constituency (BC)	Steve DelBianco	GNSO	BC
12	Organizations and Groups	ICANN Governmental Advisory Committee (GAC)	Robert Hoggarth ICANN – Policy Development and GAC Relations	GAC	GAC
13	Organizations and Groups	Non-Commercial Stakeholders Group	Rafik Dammak	GNSO	NCSG
14	Individuals	Mark Svancarek (CELA)	Mark Svancarek (CELA)	GNSO	MSV
15	Organizations and Groups	At-Large Advisory Committee	ICANN Policy Staff in support of the At-Large Community	ALAC	ALAC

Appendix - Statistical analysis of comments received

Total # of comments received	15
# of comments from Individuals	5
# of comments from Organizations & Groups	10

	Total	# of support	# of suggested edits	# of concerns	# of other suggestions
Total # of elementary comments received	**145**	48	38	7	52
General comments	14	5	1		8
Introduction	5	1	2		2
Vision	15	8	5		2
Mission	4	4			
#1 - Security	18	6	9		3
#2 - Governance	31	8	7		16
#3 - Unique Identifier System	26	2	13	5	6
#4 - Geopolitics	16	8	1		7
#5 - Financials	16	6		2	8