

2012 – 2015 ICANN Strategic Plan Development Update

23 October 2011

Agenda

- Steps in Strategic Plan process
- 2012-2015 Draft Strategic plan posted
- Emerging themes
- Strategic Focus Area comparison
- Metrics review
- Next Steps



Steps in Strategic Plan process

- Process began with community exchange in Singapore
- Received community Input on formulation of the plan in July
- Held internal brainstorm sessions, reviewed and updated strategic metrics
- SO/AC consultations
- Posted draft [2012-2015 Strategic Plan](#) for 45 day public comment period

2012-2015 Draft Strategic plan posted

- Clean version of the draft plan:

<http://www.icann.org/en/strategic-plan/draft-strategic-plan-2012-2015-clean-03oct11-en.pdf>

- Redline version, which reflects changes made from the 2011-2014 Strategic Plan, can be found at:

<http://www.icann.org/en/strategic-plan/draft-strategic-plan-2012-2015-redline-03oct11-en.pdf>

- New gTLD Program is raising awareness and profile of ICANN around the globe
- DNS Stability & Security message moves beyond DNS to include IP addresses and parameters
- Law Enforcement is engaging more with ICANN community
- Provide for effective and constructive early participation of the GAC in the policy development process

- Better define principles for internationalization to steer decisions and expansion
- Engage new stakeholders into the multi-stakeholder model
- Increase focus on Whois database policy and procedures
- Better enterprise-wide processes and systems
- Continue to evolve ICANN meetings

ICANN Strategic - One of the Four Strategic Focus Areas

DNS stability and security .

Approved version
2011-2014

Updated, for discussion
2012-2015

Strategic Objectives

- Maintain & drive DNS uptime
- Enhance DNS risk management
- Broad DNSSEC adoption
- Enhanced international DNS cooperation
- Improved DNS resiliency

- Maintain & drive DNS **availability**
- Enhance risk management **& resiliency of the DNS, IP addresses & parameters**
- **Promote** Broad DNSSEC adoption
- Enhance international DNS cooperation
- **Improve response to DNS security incidents**

Community Work

- DNSSEC propagation
- Facilitate work on DNS security
- Full business continuity planning
- IPv4 exhaustion risk management
- Advocate IPv6 adoption
- RPKI deployment

- **Promote DNSSEC training and adoption**
- Facilitate work on DNS, **IP address & parameter security**
- **Implement best practices for DNS business continuity planning**
- **Facilitate IPv6 adoption**
- **Explore Internet Number Resource Certification**
- **Facilitate Whois Evolution**

Strategic Projects

- Local DNSSEC adoption
- Whois Internationalized Registration Data
- Develop solutions for DNS security
- IPv6 rollout

- Local DNSSEC adoption
- **Facilitate new DNS risk management working group & initiate study**
- **IDN variant management**
- Develop **standards for DNS & IP protocol security**
- **Promote IPv6 deployment**
- **Facilitate law enforcement engagement**

Staff Work

- Collaborative business continuity planning (BCP)
- Collaboration with RIRs & technical groups
- DNSSEC operations & propagation
- IPv4 & IPv6 engagement
- Cooperative TLD training in developing countries

- **Enhance business continuity & risk management**
- **Increase collaboration with RIRs & technical groups**
- **Promote DNSSEC operations & education**
- **Facilitate IPv4 & IPv6 engagement**
- **Advance cooperative capability building in developing countries**
- **Increase business outreach**

What we collectively
achieved in 2011

Community
Consultation

ICANN Strategic - One of the Four Strategic Focus Areas

Consumer choice, competition and innovation.

Approved version
2011-2014

Updated, for discussion
2012-2015

Strategic Objectives

- Maintain single authoritative root
- Increased TLD options in more languages
- New gTLDs including IDNs
- Lower registration abuse
- Increased industry competition

- Maintain single authoritative root
- Increase TLD options in more languages
- **Rollout** new gTLDs including IDNs
- Lower registration abuse
- Increase industry competition

Community Work

- Internationalized Domain Name (IDNs) expansion
- Implement new gTLDs
- Whois program improvements
- Improve policy processes
- Registrant protection

- **Expand** IDNs
- Implement new gTLDs & **measure impact**
- Whois program improvements
- Improve policy **development** processes
- **Enhance** registrant protection
- **Implement rights protection mechanisms**
- **Expand stakeholders**

Strategic Projects

- IDNA protocol implementation
- New TLD rollout
- Registrar Accreditation Agreement amendments
- gTLD Registrant Rights Charter

- **Promote** IDNA protocol implementation
- **Facilitate** new gTLD & IDN rollout
- **Support** Registrar Accreditation Agreement amendments
- **Expand inclusion & orientation of new stakeholders**

Staff Work

- Compliance improvements
- Support SO & AC work
- Global outreach
- IDN ccTLD Fast Track
- New gTLD implementation
- ICANN regional footprint

- **Improve** compliance
- **Enhance** SO & AC **support** work
- **Contract party customer service**
- **Enhance** global outreach
- **Support** IDN ccTLD Fast Track
- **Facilitate** new gTLD & IDN TLD implementation
- **Expand** ICANN regional footprint

What we collectively
achieved in 2011

Community
Consultation

ICANN Strategic - One of the Four Strategic Focus Areas

Core operations including IANA

Approved version
2011-2014

Updated, for discussion
2012-2015

Strategic Objectives

- Flawless IANA operations
- Resilient L-Root operations
- Continual improvements (TQM)
- Internationalization
- Long-term IANA functions responsibility

- Flawless IANA operations
- **Continue** long-term IANA functions responsibility
- Resilient L-Root operations
- Continual improvements (**EFQM**)
- Internationalization
- **ICANN meeting evolution**

Community Work

- IANA infrastructure upgrade
- IANA services outreach
- Monitoring root zone performance
- IANA excellence efforts
- Organizational Effectiveness Initiative (OEI)

- **Define internationalization principles**
- **Continue** IANA infrastructure upgrade
- **Publish reports on IANA services**
- Monitor performance of root zone management
- IANA excellence (**EFQM**)
- OEI - Organizational Effectiveness Initiative
- **Improve enterprise systems**

Strategic Projects

- Strengthening regional presence
- Monitoring performance
- Key committee participation
- Engagement within technical community
- Final IPv4 address allocation
- Root Zone Management

- Strengthen regional presence
- **Engage with Staff on** performance
- **Increase participation in** key committees
- **Expand** engagement within technical community

Staff Work

- IANA request processing
- Board support
- Security and contingency operations
- L-Root operations
- Improve financial system and controls
- Staff retention and engagement

- IANA request processing
- **Root zone DNSSEC operations**
- **Facilitate** Board support
- **Enhance** security and contingency operations
- **Continue** L-Root operations
- Improve **enterprise** systems/**processes**/controls
- **Improve** staff **training**, retention and engagement

What we collectively
achieved in 2011

Community
Consultation

ICANN Strategic - One of the Four Strategic Focus Areas

A healthy Internet ecosystem.

Approved version
2011-2014

Updated, for discussion
2012-2015

Strategic Objectives

- Continuing role in internet governance
- Stakeholder diversity
- World-class accountability and transparency
- Enhanced trust in ICANN's stewardship
- Act in global public interest
- Cross-stakeholder work

Community Work

- Affirmation of Commitments & organizational reviews
- Retain & support existing community while attracting new & diverse community members
- Build global support for single authoritative root
- Enhanced cooperation in Internet Governance

Strategic Projects

- Increased multi-stakeholder participation
- Contributing to international forums
- Review SOs and ACs

Staff Work

- Thought leadership
- Widen international engagement
- Strengthen corporate, government & other stakeholder partnerships
- Decision impact analysis & reporting
- Enhance communications & accessibility via improved web site
- Enhance translation strategy

What we collectively
achieved in 2011

Community
Consultation

- Strive to be an exemplary international multi-stakeholder organization
- Increase stakeholder diversity and cross-stakeholder work
- World-class accountability and transparency (ATRT actions)
- Act in global public interest
- Enhance trust in ICANN's stewardship
- Ease of global participation
- Complete Affirmation of Commitments & organizational reviews
- Retain & support existing community while attracting new & diverse community members
- Build global support for single authoritative root
- Enhance cooperation in Internet Governance
- Increase technical community communication & collaboration
- Increase multi-stakeholder participation
- Onboarding of participants
- Increase contribution to international forums
- Review SOs and ACs
- Promote continuing education/orientation in ICANN programs
- Continue Root Zone Management
- Expand thought leadership
- Widen international engagement
- Strengthen corporate, government & other stakeholder partnerships
- Continue to improve decision impact analysis & reporting
- Enhance communications, accessibility & participation via improved tools
- Enhance multi-lingual strategy

Multi-stakeholder – Collaborative – International – Transparent - Accountable

Strategic Plan 2012-2015: Four Strategic Focus Areas *Supporting...*

One World. One Internet.

DNS stability and security

Competition, consumer trust & consumer choice

Core operations including IANA

A healthy Internet governance eco-system

Strategic Objectives

- Maintain & drive DNS availability
- Enhance risk management & resiliency of the DNS, IP addresses & parameters
- Promote broad DNSSEC adoption
- Enhance international DNS cooperation
- Improve responses to DNS security incidents
- Maintain single authoritative root
- Increase TLD options in more languages
- Rollout new gTLDs including IDNs
- Lower registration abuse
- Increase industry competition
- Flawless IANA operations
- Continue long-term IANA functions responsibility
- Resilient L-Root operations
- Continual improvements (EFQM)
- Internationalization
- ICANN meeting evolution
- Strive to be an exemplary international multi-stakeholder organization
- Increase stakeholder diversity and cross-stakeholder work
- World-class accountability and transparency (ATRT actions)
- Act in global public interest
- Enhance trust in ICANN's stewardship
- Ease of global participation

Strategic Projects

- Promote DNSSEC training and adoption
- Facilitate work on DNS, IP address & parameter security
- Implement best practices for DNS business continuity planning
- Facilitate IPv6 adoption
- Explore Internet Number Resource Certification
- Facilitate Whois evolution
- Expand Internationalized Domain Name (IDNs)
- Implement new gTLDs & measure impact
- Whois program improvements
- Improve policy development processes
- Enhance registrant protection
- Implement rights protection mechanisms
- Expand stakeholders
- Define internationalization principles
- Continue IANA infrastructure upgrade
- Publish reports on IANA services
- Monitor performance of root zone management
- IANA excellence (EFQM)
- OEI - Organizational Effectiveness Initiative
- Improve Enterprise Systems
- Complete Affirmation of Commitments & organizational reviews
- Retain & support existing community while attracting new & diverse community members
- Build global support for single authoritative root
- Enhance cooperation in Internet Governance
- Increase technical community communication & collaboration

Community Work

- Local DNSSEC adoption
- IDN variant management
- Facilitate new DNS risk management working group & initiate study
- Develop standards for DNS, & IP address protocol
- Promote IPv6 deployment
- Facilitate law enforcement engagement
- Promote IDNA protocol implementation
- Facilitate new gTLD & IDN rollout
- Support Registrar Accreditation Agreement amendments
- Expand inclusion & orientation of new stakeholders
- Strengthen regional presence
- Engage with Staff on performance
- Increase participation on key committees
- Expand engagement within technical community
- Increase multi-stakeholder participation
- Onboarding of participants
- Increase contributions to international forums
- Review SOs and ACs
- Promote continuing education/orientation in ICANN programs
- Continue Root Zone Management

Staff Work

- Enhance business continuity & risk management
- Increase collaboration with RIRs & technical groups
- Promote DNSSEC operations & education
- Facilitate IPv4 & IPv6 engagement
- Advance cooperative capability building in developing countries
- Increase business outreach
- Improve compliance
- Enhance SO & AC support work
- Expand contracted party customer service
- Enhance global outreach
- Support IDN ccTLD Fast Track
- Facilitate new gTLD & IDN TLD implementation
- Expand ICANN regional footprint
- IANA request processing
- Root zone DNSSEC operations
- Facilitate Board support
- Enhance security and contingency operations
- Continue L-Root operations
- Improve enterprise systems/processes/controls
- Improve staff training, retention and engagement
- Expand Thought leadership
- Widen international engagement
- Strengthen corporate, government & other stakeholder partnerships
- Continue to improve decision impact analysis & reporting
- Enhance communications, accessibility & participation via improved tools
- Enhance multi-lingual strategy

Multi-stakeholder – Collaborative – International – Transparent - Accountable

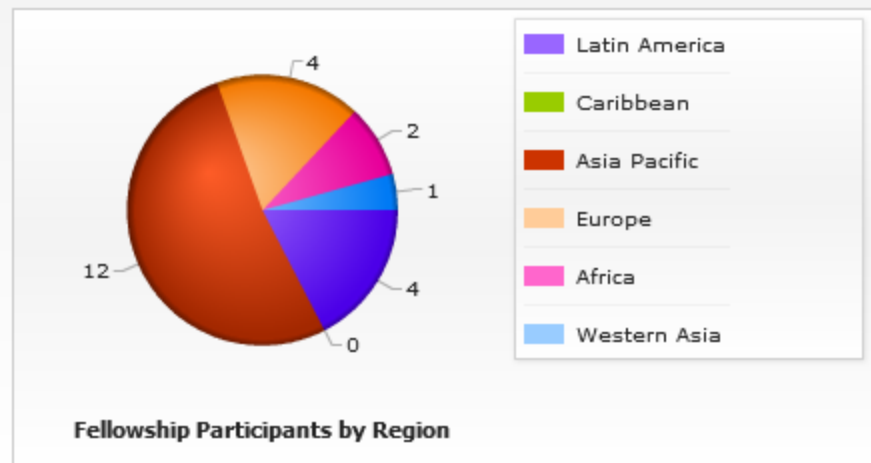
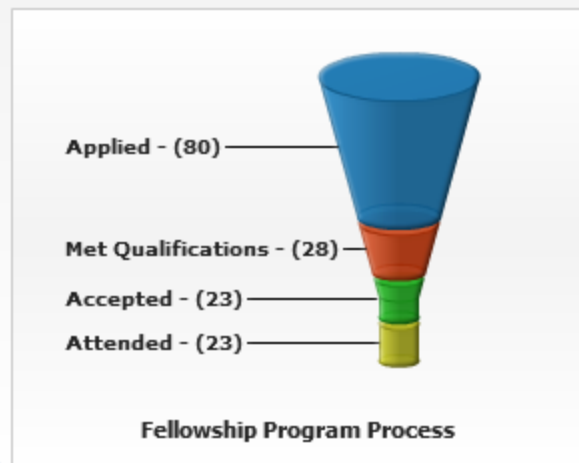
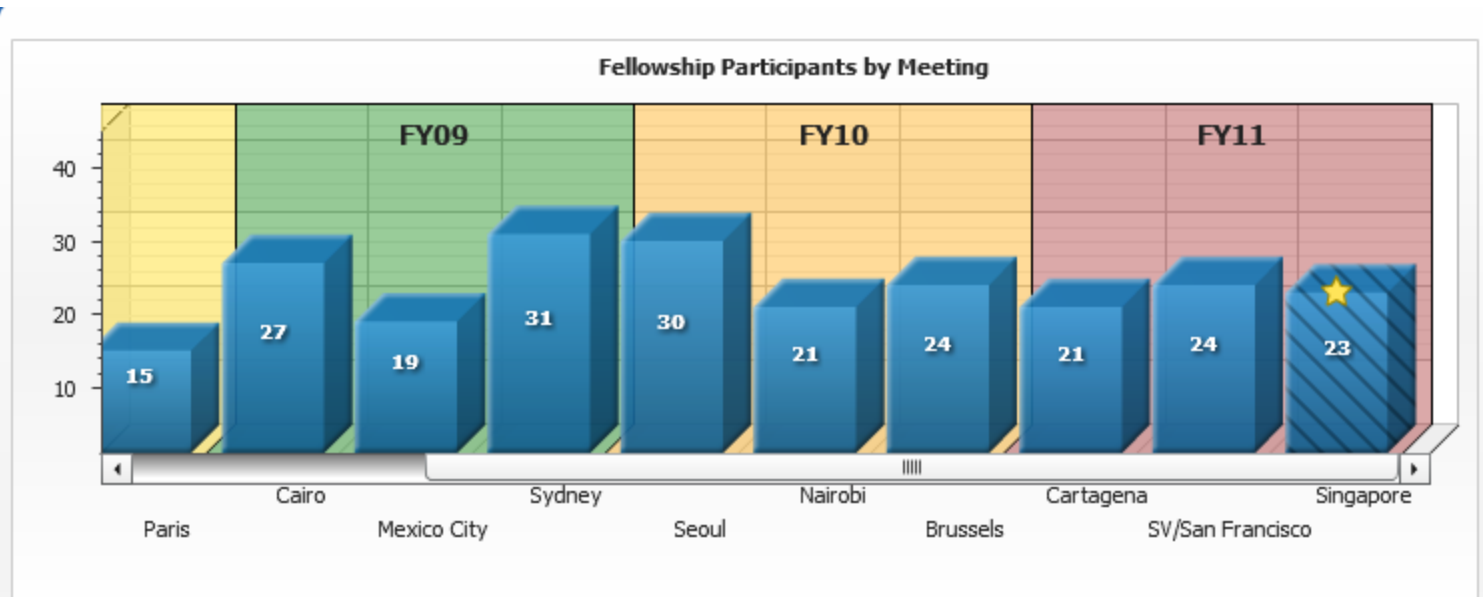
Development of Metrics

Objectives: Broad, general areas of review. These generally reflect the end goals based on the mission of a function.

Criteria: Specific areas of accomplishment that satisfy major divisions of responsibility within a function.

Measures: Metrics designed to drive improvement and characterize progress made under each criteria. These are specific goals based on individual expected work outputs.

Sample Metrics - Number and trend of ICANN Fellowships and the related increase and participation in ICANN processes



Metrics - DNS Stability and Security

- Contract enforcement of TLD uptime SLAs
- Number of DNSSEC TLD signings and broadly adopted by end of plan period
- Number of IPv6 awareness raising engagements in which ICANN participates
- Appropriate percentage of the ICANN budget dedicated to DNS stability, security and resiliency

Metrics - Core Operations including IANA

- EFQM assessment demonstrating improvement over time
- RPKI deployment within the period of the plan
- 2011 implementation of a new ICANN finance information technology system
- Develop and publish additional metrics and reporting of contractual compliance performance

Metrics - Competition, consumer trust & choice

- Launch of the new gTLD program and timely processing of applications
- Measure effectiveness of Rights Protection Mechanisms in New gTLD Program
- Launch and timely progress of the Whois program enhancements, especially to address internationalized data
- IDNA 2008 protocol adoption

Metrics - A healthy Internet eco- system

- Timely completion of the Affirmation Reviews
- Formalized cross-stakeholder participation process in the multi-stakeholder model
- Number and trend of ICANN Fellowships and the related increase and participation in ICANN processes
- Effective process for ALAC feedback to Board

2012-2015 Strategic Plan - Next Steps

6 Month Development Process

Jun 2011

Dec 2011

20 - 24 June
41st Meeting
Singapore

23 - 28 Oct
42nd Meeting,
Dakar

29 Jul -29 Aug – Input for
formulation of Plan

Jul - Sept – Draft 2012-2015 Strategic Plan

3 Oct -17 Nov – Draft Plan
Public Comment (45 day)

Nov – Update
Draft Plan

22 Nov – Plan
Board review

Dec – Board
Meeting

Thank You

Questions

One World

One Internet

