



ICANN Strategic Plan

July 2008 – June 2011

ICANN Strategic Plan July 2008-June 2011

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ICANN's Mission

Since its creation, the Internet community has vigorously discussed and reviewed the mission and values that guide ICANN's actions. This extensive, inclusive and bottom up discussion has been encapsulated in ICANN's Bylaws, its Mission and Core Values.

The limited and distinct mission of ICANN is clearly set out in Article I of its Bylaws.

The mission of The Internet Corporation for Assigned Names and Numbers ("ICANN") is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of the Internet's unique identifier systems. In particular, ICANN:

1. Coordinates the allocation and assignment of the three sets of unique identifiers for the Internet, which are:
 - a. Domain names (forming a system referred to as "DNS");
 - b. Internet protocol ("IP") addresses and autonomous system ("AS") numbers; and
 - c. Protocol port and parameter numbers.
2. Coordinates the operation and evolution of the DNS root name server system.
3. Coordinates policy development reasonably and appropriately related to these technical functions.

ICANN is an international, non-profit, multi-stakeholder organisation. It has become the globally authoritative body on the technical and organisational means to ensure the stability and interoperability of the DNS, the continued equitable distribution of IP addresses, and accurate recording of protocol parameters.

ICANN's Core Values

ICANN's Bylaws detail ICANN's core values as part of its Mission. In performing its mission, the following core values should guide the decisions and actions of ICANN:

- 1 Preserving and enhancing the operational stability, reliability, security, and global interoperability of the Internet.
- 2 Respecting the creativity, innovation, and flow of information made possible by the Internet by limiting ICANN's activities to those matters within ICANN's mission requiring or significantly benefiting from global coordination.
- 3 To the extent feasible and appropriate, delegating coordination functions to or recognising the policy role of other responsible entities that reflect the interests of affected parties.
- 4 Seeking and supporting broad, informed participation reflecting the functional, geographic, and cultural diversity of the Internet at all levels of policy development and decision-making.
- 5 Where feasible and appropriate, depending on market mechanisms to promote and sustain a competitive environment.
- 6 Introducing and promoting competition in the registration of domain names where practicable and beneficial in the public interest.
- 7 Employing open and transparent policy development mechanisms that (i) promote well-informed decisions based on expert advice, and (ii) ensure that those entities most affected can assist in the policy development process.
- 8 Making decisions by applying documented policies neutrally and objectively, with integrity and fairness.
- 9 Acting with a speed that is responsive to the needs of the Internet while, as part of the decision-making process, obtaining informed input from those entities most affected.
- 10 Remaining accountable to the Internet community through mechanisms that enhance ICANN's effectiveness.
- 11 While remaining rooted in the private sector, recognising that governments and public authorities are responsible for public policy and duly taking into account governments' or public authorities' recommendations.

Letter from the Chairman and the President and CEO

December 2007

To all interested parties

This document sets out ICANN's strategic direction for the next three years. It is the product of hard work by the Board and the whole ICANN community. Work on this plan began with consultations in June 2007 in San Juan and has been refined through extensive consultation with the community, including our first ever session with simultaneous interpretation in English, French, Russian and Spanish. We are extremely grateful to all of those individuals and organizations who have contributed to this important planning effort.

ICANN stands for a single interoperable global Internet, in part enabled through ICANN's effective coordination of unique identifiers, and the development of policies necessary to make that coordination work. Fundamental to this vision is that ICANN's organization and decision-making must reflect the global nature of the Internet in its multi-stakeholder model, and its accountability to a worldwide constituency.

Within the timeframe covered by this plan (by mid-2011), there will be significant changes in the Internet, and in ICANN itself. This strategic plan sets out ICANN's response to the opportunities and challenges that we expect to face over the next three years and describes ICANN's vision for its development in a number of important areas.

By the end of the life of this plan, broad deployment of new generic top-level domains, and domain names in the world's scripts/languages will be a reality. ICANN will create scalable systems to allow for this growth. We will support a global network of registries and registrars who in turn will provide domain name services in a variety of scripts in a way that provides user confidence in the domain name market place. ICANN will make policy efficiently and effectively with a well supported, truly representative, global multi-stakeholder community through consensus based, bottom up processes strengthened by the learnings from the review process.

Another significant change to the Internet itself will be the growth of IPv6 as a common addressing standard. ICANN will work with the Internet community to have in place robust and equitable processes for managing the allocation of remaining IPv4 addresses and we will provide leadership in and support for practices that enable the accelerated adoption of IPv6.

Security and stability will remain a top priority and ICANN will work effectively with other Internet stakeholders to enhance and protect the security and stability of the Internet, paying particular attention our own mission to protect the security and stability of the Internet's systems of unique identifiers.

ICANN Strategic Plan July 2008-June 2011

At the end of the life of this plan, ICANN will be a global organization that has completed all the requirements set out in the Joint Project Agreement with the United States Department of Commerce for transition to full private sector management. It will be well regarded by its stakeholders and peer organizations and will be recognized as a best practice organization in terms of accountability and transparency. ICANN will be financially secure with sufficient reserves to ride out shocks and with a diverse range of secure revenue sources.

These are ambitious goals, but important and achievable. We look forward to working with the ICANN community and other stakeholders from the Internet community to deliver these important outcomes for all Internet users.

Yours sincerely

Peter Dengate-Thrush
Chairman

Paul Twomey
President and CEO

Context for the ICANN plan

This strategic plan sets out priorities for ICANN over the next three years. These priorities have been developed in consultation with the community in response to what the community believes are the major challenges and opportunities that will face the organization. This planning context is set out here in terms of environmental and organizational challenges.

The major changes from last year's strategic plan are the increased significance given to the impact of the imminent introduction of IDNs and new gTLDs and the awareness of the impact of the depletion of the IANA unallocated IPv4 pool within the life of this plan.

Key environmental challenges

- i. The continued rise of the Internet as a truly global means of communication and the need for ICANN to meet the needs of a truly global stakeholder base
- ii. The increasing importance of the infrastructure of the Internet for a broad range of critical commercial and communication applications
- iii. Ensuring stability and security of the DNS and other Unique Identifiers in an environment of more frequent and more sophisticated attacks and the utilization of unique identifiers to facilitate and disguise these attacks
- iv. A wide range of abusive and malicious behaviours in the Internet environment that are important but not within ICANN's responsibility.
- v. Maintaining stability given expected increases in scale driven by the number of devices using the Internet, the number of users and the growth in number of domain names brought about by the introduction of IDNs and the new gTLD process
- vi. Changes to the makeup of the ICANN community flowing from the implementation of IDNs, including increased numbers of registrars and registrants from all parts of the globe
- vii. The depletion of the pool of IANA unallocated IPv4 addresses to the RIRs by 2011.
- viii. Continuous evolution of commercial applications and business models that use the Internet, including the domain

name market place and online advertising algorithms

- ix. Possible fracturing of the current system perhaps brought about by dissatisfaction with perceived restrictions imposed by technical protocols or through actions of a government or governments
- x. ICANN taking an appropriate role in the broad group of international and other global governance entities involved in Internet functions

Key organizational challenges

- i. ICANN's evolution to private sector management and related issues of structure
- ii. Maintaining high standards of transparency and accountability
- iii. The organizational obligation as set out in the Bylaws to regularly review ICANN structures
- iv. An ongoing obligation to review and renew ICANN processes in order to operate efficiently and effectively
- v. Significant increases in the volume of policy and management work that needs to be done
- vi. Successfully managing timely development of policy in a largely volunteer organization
- vii. Maintaining effective communication with a global audience of ICANN stakeholders with different levels of knowledge about how the DNS works

Strategic Priorities for the Next Three Years

Having considered the challenges and opportunities that are most likely to present themselves over the next three years, the following priorities have been developed by and for the ICANN community. These priorities reflect the organization's ongoing role and responsibilities and also the particular opportunities that present themselves at this point in time.

1. Implement IDNs and new gTLDs

A major priority for ICANN over the next three years is the implementation of two of the most significant changes that have been made in the name space: the introduction of Internationalized Domain Names (IDNs) at the top level and the implementation of a process for the introduction of new gTLDs. The introduction of IDNs could open the door for billions of people in the global Internet community to use top level domains in their native script. The new gTLD process will significantly increase competition and choice for consumers in the gTLD marketplace and, offer the potential of innovative, creative and valuable applications of TLDs for internet users. Key outcomes for this priority will be to:

- a. Complete the policy process for IDN ccTLDs associated with the ISO 3166-1 two-letter codes (IDNC) domains within this plan period, and support the fast track process with a goal to get first country code IDNCs in the root by late 2008/early 2009.
- b. Implement the first of the new generic TLD strings in the root by late 2008/early 2009.
- c. Ensure processes for approving and implementing new gTLDs (including management of objections) are routine and run according to a published process map with predictable time frames that are acceptable to the community by 2010.

2. Enhance security and stability of the Internet's unique identifiers

The secure and stable operation of the Internet's unique identifier systems is a core part of ICANN's mission. As the frequency and sophistication of attacks and other malicious behaviour increases, ICANN and its community must continue to improve the resilience of the DNS and strengthen its capability to deal with these events. As the nature of attacks and malicious behaviour broadens, ICANN must work with other stakeholders in this arena to clarify ICANN's role and to work together to find solutions to problems that are broader than the mission of any one entity. Key outcomes for this priority will be to:

- a. By late 2008, deliver a plan that sets out ICANN's role in Internet security; identify appropriate partners and commence joint work by early 2009 at the latest. Define ICANN's role so that scope, costs and deliverables are well understood and agreed to by community and the Board.
- b. Complete and implement ICANN's own security plan by the end of 2008 and conduct a successful audit by the end of 2009.
- c. In consultation with stakeholders, be prepared to digitally sign the root using DNSSEC technology by late 2008.

- d. Establish a program in partnership with regional ccTLD organizations and other relevant bodies for working with ccTLD operators in developing countries on security and stability issues by early 2009.
- e. Work with the ICANN community to ensure the DNS remains robust in the face of more sophisticated attacks over the life of the plan, with ICANN contributing broadly to this goal.

3. Monitor the depletion of IPv4 address space and provide leadership towards IPv6 adoption

During the life of this plan, the pool of IANA unallocated IPv4 addresses will be exhausted. Some parts of the Internet community have already begun to adopt IPv6. The Internet must soon become fully compatible with both IPv4 and IPv6. ICANN will need to work with the Internet community to manage the depletion of IPv4 addresses, encourage the uptake of IPv6 addressing and ensure the interoperability of IPv4 and IPv6 in the DNS. ICANN's role in this area will be under active consideration by the Board and the community during the life of this plan, and ICANN will be supporting initiatives of other stakeholders and coordinating activity where appropriate. Key outcomes for this priority will be to:

- a. Work with the NRO and the RIRs to determine the mix of monitoring and policies appropriate for the imminent depletion of IPv4 addresses globally and within each region, with a goal to describe policies and approaches by the end of 2008.
- b. Provide leadership regarding IPv6 adoption, including making all ICANN services available via IPv6 by the mid- 2009 (with many services transitioned earlier)
- c. Identify major technical and market gaps in networking hardware and software standing in the way of IPv6 adoption during the life of this plan.
- d. Encourage a production-level solution to IPv6 roll-out by persuading some major Internet services to become fully available via IPv6 (such as a search or other consumer service) by the end of this plan period.

4. Maintain and enhance confidence in the gTLD marketplace

ICANN has the responsibility to build user confidence in the gTLD marketplace by ensuring that Registries and Registrars operate in accordance with their contracts and with ICANN policies, including the protection of registrant data in the event of Registry or Registrar failure. The introduction of new gTLDs and IDNs will provide the opportunity for growth of Registries and Registrars around the globe. ICANN must ensure that its business processes are adapted to meet this growth and to provide confidence for registrants in new markets. Key outcomes for this priority will be to:

- a. Continue compliance work to ensure all Registries and Registrars are in full compliance and successfully completing audits by the end of this plan period (and non-compliant registries and registrars have been deregistered).
- b. Have all Registrars in data escrow compliance by the end of 2008.
- c. Increase the global diversity of registries and registrars over this plan period, with a goal to contract with at least 50 entities outside North America during this plan period.

5. Strive for excellence in core operations

Although significant improvements have been made in performance of core operational activities in recent years, ICANN is committed to seeking continual refinement of processes to achieve further improvement in the performance of its core functions. Key outcomes for this priority will be to:

- a. Maintain IANA service levels during the life of the plan, including managing increasing workload coming from new gTLDs and IDNs
- b. Maintain service levels for gTLD registry and registrar tasks during the life of the plan, including managing increasing workload coming from new gTLDs and IDNs

6. Strengthen ICANN's multi-stakeholder model to manage increasing demands and changing needs

ICANN is always striving to improve its efficiency and effectiveness. Over the period of this plan, ICANN will face additional challenges as it seeks to refine and strengthen its processes to deal with the changes flowing from the introduction of IDNs and new gTLDs. Important areas of focus will be the strengthening of the ICANN multi-stakeholder model through the completion of reviews and implementation of agreed changes, the globalization of ICANN processes, further improvements in the policy process and increasing participation in ICANN. Key outcomes for this priority will be to:

- a. Develop metrics for evaluating participation in ICANN and establish targets for improving participation where needed by late 2008; implement plans to achieve these targets over the remainder of the life of this plan.
- b. Fully implement an agreed translation policy by the end of this planning period.
- c. Complete reviews according to schedule and implement changes.
- d. Design and implement a development program for ICANN participants by late 2008; train 20 community members for volunteer leadership positions by the end of 2009.
- e. Develop the ability to work globally (including the availability of all relevant business information and processes) in the languages indentified by the translation policy by the end of 2010.

7. Strengthen accountability and governance

Over the life of this plan, ICANN will implement further improvements in accountability and transparency and consider structural changes that are part of the next phase of its evolution as an organization. In addition, it will work with other stakeholders in the international arena to advance issues of Internet governance and facilitate continued understanding of the Internet's ecosystem. Key outcomes for this priority will be to:

- a. Pursue transition to private sector management and enhance internationalization during the life of this plan.
- b. Complete successful annual audits of accountability and transparency during the life of this plan.
- c. Successfully participate in IGF during the life of this plan.

8. Ensure financial stability and responsibility

ICANN has a responsibility to its community to continue to manage its finances in a transparent and responsible manner. This means that planning and budgeting should be open and transparent to the community. It should be clear what work is being planned, what the outcomes of this work will be and what this work will cost. Further, ICANN should work towards a robust financial future with a diverse range of revenue sources and a financial reserve to ensure ongoing execution of its mission in the face of financial challenges. Key outcomes for this priority will be to:

- a. Fully fund a financial reserve equivalent to one year's operating expenses within three to five years.
- b. By the end of 2008, determine the viability of alternate revenue sources, including auctions of resources where appropriate, changing revenue mix, and any other avenues the community may evaluate.
- c. Develop financial plans—revenue and expense – and long term volume projections to manage a variety of scenarios resulting from the introduction of new gTLDs and IDNs by late 2008, and initially as part of the FY2009 budgeting/planning process.

Appendix 1: Timeline for major outcomes

The diagram below shows the timeline for key elements of the plan. The text summarizes the outcomes described in pages 7-10. Shading indicates times when work will be underway. The circle at the beginning of an arrow indicates when initial deliverables will be visible, and final key milestones are marked with a diamond. If an activity is not marked with a diamond, it is an ongoing activity.

	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009	Jan-Jun 2010	Jul-Dec 2010	Jan-Jun 2011
1. Implement IDNs and new gTLDs						
1a. Policy process for IDN ccTLDs associated with ISO 3166-1 two letter codes		●				◆
1a. Fast track process to get first country code IDNCs in the root		◆				
1b. First of the new generic TLD strings in the root		◆				
1c. Routine approval and implementation of new gTLDs (including management of objections)		●				◆
2. Enhance security and stability of the Internet's unique identifiers						
2a. Deliver plan that sets out ICANN's role in Internet security	◆					
2a. Commence joint work on security with partners		◆				
2b. Complete ICANN security plan	◆					
2b. Audit security plan			◆			
2c. Be prepared to sign the root using DNSSEC	◆					
2d. Establish security program in partnership with regional ccTLD organizations		◆				

	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009	Jan-Jun 2010	Jul-Dec 2010	Jan-Jun 2011
3. Monitor the depletion of IPv4 address space and provide leadership towards IPv6 adoption						
3a. Work with the NRO and RIRs to describe policies and approaches to IPv4 depletion	◆					
3b. Make all ICANN services available via IPv6		◆				
3c. Encourage a production level solution to IPv6 rollout	●	—————				◆
4. Maintain and enhance confidence in the gTLD marketplace						
4a. All Registries and Registrars successfully completing audits (or deregistered)	●	—————				◆
4b. All Registrars in data escrow compliance	◆					
4c. Increase global diversity of Registrars and Registries by contracting at least 50 from outside North America		●	—————			◆
5. Strive for excellence in core operations						
5a. Maintain IANA service levels including managing increasing workload for new gTLDs and IDNs						
5b. Maintain gTLD Registry and Registrar service levels including managing increasing workload for new gTLDs and IDNs						

	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009	Jan-Jun 2010	Jul-Dec 2010	Jan-Jun 2011
6. Strengthen ICANN’s multi-stakeholder model to manage increasing demands and changing needs						
6a. Develop metrics for evaluating participation in ICANN	◆					
6a. Implement to achieve these targets		■	■	■	■	■
6b. Fully implement an agreed translation policy	●	■				◆
6c. Complete reviews according to schedule and implement changes		■	■	■	■	■
6d. Develop and implement a development program for ICANN participants	◆					
6d. Train 20 community members for volunteer leadership positions		■	◆			
6e. Develop the ability to work globally in the languages identified by the translation policy	●	■				◆

	Jul-Dec 2008	Jan-Jun 2009	Jul-Dec 2009	Jan-Jun 2010	Jul-Dec 2010	Jan-Jun 2011
7. Strengthen accountability and governance						
7a. Pursue transition to private sector management and enhance internationalization						
7b. Complete successful annual audits of accountability	◆		◆		◆	
7c. Successfully participate in IGF						
8. Ensure financial stability and responsibility						
8a. Fully fund a financial reserve equivalent to one year's operating expenses						
8b. Determine the viability of alternative revenue sources	◆					
8c. Develop financial plans and long term volume projections to manage a variety of scenarios resulting from new gTLDs and IDNs	◆					

Appendix 2: Activities and initiatives for each strategic priority

This Strategic Plan identifies priorities and outcomes for the ICANN community. Achieving these outcomes requires an implementation plan, which is embodied in ICANN's annual Operating Plan. While the strategic plan has a three year view, the Operating Plan looks at what work will be accomplished during the next year, and what budget is required to accomplish that work.

Listing these tasks in this Appendix serves two purposes. First, the task list helps to paint a more specific picture of the activities that will be executed in support of the priorities and outcomes identified in the Strategic Plan. Second, they form a link between the Strategic Plan and forthcoming annual Operating Plans, ensuring that ICANN's work plan and budget can be tied back to the Strategic plan. In the Operating Plan, these ongoing activities are also described in terms of what outcomes can be expected in a single year.

1. Implement IDNs and new gTLDs

Internationalized Domain Names

- 1.1. Continue to facilitate the delegation of Internationalized Domain Names (IDNs) and ensure positive user experiences by creating forums for exchange of information, integrating the technical, policy, government-related and communications aspects into a program plan, and through collaboration, execute according to the plan objectives.
- 1.2. Address the technical issues required for seamless delegation and use of IDNs through facilitation of: testing and analysis of trial IDNs; creation of standards and guidelines by the technical community, and enable testing and correction of software applications using IDNs.
- 1.3. Coordinate the activities of all ICANN's Supporting Organisations and Advisory Committees in order to facilitate the creation of policy to address each community's IDN-related needs.
- 1.4. Plan for technical coordination of a more multi-lingual top level domain name system where linguistic expertise will be required for effective coordination. Build internal ICANN-wide capacity and use outside experts to deal with disputes and analysis of language-related issues.
- 1.5. Develop and implement a communications strategy to ensure the benefits of IDN introduction are realised in all regions. Conduct outreach and education regarding the planned deployment of IDN TLDs.
- 1.6. Develop IANA processes and other safeguards to ensure that IDNs are delegated into the root-zone in a consistent manner that ensures the ongoing stability and security of the DNS.
- 1.7. Support ccNSO policy development efforts so that ccTLDs can realize benefits of this development for their communities.
- 1.8. Continue the execution of the strategy and program plan to delegate new gTLDs.

New gTLDs

- 1.9. Develop a program plan to implement consensus policy that meets the policy goals developed by ICANN's Supporting Organisations and introduces new TLDs into the root zone in a timely, predictable, safe process.
- 1.10. Develop and implement a communications strategy that effectively informs Internet users in all regions of the new TLD policy and the process for applying for a new top-level domain.
- 1.11. Develop ICANN process and procedures for addressing community questions and demand for participating in the new gTLD process. Use initial experiences with the application, evaluation, and delegation procedures to continually improve applicant and user experience. Determine appropriate levels of automation in the new gTLD process as well as necessary increases in staff to support demand for new gTLDs.
- 1.12. Develop and implement a plan for increasing IANA staffing and resources to assure efficiency in adding new gTLDs to the root zone, and ongoing support for root zone change requests.
- 1.13. Coordinate IDN and new gTLD implementations so that users realise the full benefits of these two programs.
- 1.14. Integrate new gTLDs and, in particular, IDN top-level domains, into the set of customers for whom the ICANN registry liaison function provides services.

2. Enhance security and stability of the Internet's unique identifiers

- 2.1. Work with the ICANN community and other stakeholders to develop a more comprehensive view of overall Internet security; clarify ICANN's role and capability and determine what part ICANN plays. Develop further plans based on this work.
- 2.2. Work with ccTLD operators, especially in developing countries, to provide skill development to enhance security. Consider options for funding to support this.
- 2.3. Strengthen security of the identifier system by focusing on infrastructure elements directly related to the system of identifiers:
 - 2.3.1. Provide mechanisms that permit users of ICANN-maintained unique identifiers to independently validate those identifiers, e.g., through the use of DNSSEC, digital signatures, data checksums, etc.
 - 2.3.2. Track security technologies as they evolve, including DNSSEC, RPKI, and others. Raise issues and make recommendations as appropriate.
- 2.4. Continue to strengthen DNS stability and resiliency:
 - 2.4.1. Implement L-Root anycasting
 - 2.4.2. Undertake more detailed and thorough analysis of root operations and scaling
 - 2.4.3. Deploy reliable secondaries for IANA-administered zones (eg .ARPA, .IP6.ARPA, .URN.ARPA, etc.)
- 2.5. Work with Governments, the private sector and the ICANN community to explore how the ICANN community and related stakeholders could best mobilise resources and skills to address security, stability and resiliency concerns that extend across the interests and mission boundaries of Internet constituencies.

3. Monitor the depletion of IPv4 address space and provide leadership towards IPv6 adoption

- 3.1. Working with the addressing community, ICANN and the Regional Internet Registries will collaborate in providing leadership to publicize the depletion of previously unallocated IPv4 addresses and the steps needed to encourage adoption of IPv6.
- 3.2. Conduct a review of all ICANN's internal and external systems and develop a plan to enable all relevant systems to operate over IPv6.
- 3.3. Work with stakeholders to develop and monitor address allocation procedures and policies for IPv6 addresses, including processes for keeping track of who has which addresses and what AS numbers they are associated with in order to build a basis for checking source addresses to improve security.
- 3.4. Engage the broad Internet community in discussions about IPv6 to better understand issues which inhibit the uptake of IPv6. Where appropriate, work with stakeholders to find ways of addressing these issues.
- 3.5. Coordinate the efforts of Supporting Organizations and Advisory Committees to promote awareness and uptake of IPv6.

4. Maintain and advance confidence in the gTLD marketplace

Contractual compliance

- 4.1. Continue to improve contractual compliance through the ongoing development of the compliance function based on feedback from the gTLD community. Provide routine reporting of activities, audit results, and investigations.
- 4.2. Collaborate (through workshops, public meetings and on-line fora) with gTLD registrars, gTLD registries, registrants and end users to identify additional compliance program elements that best serve ICANN's mission and challenges.
- 4.3. Develop changes, as indicated by feedback mechanisms, into the accreditation process and relevant policy processes.
- 4.4. Establish processes and collect data in order to effectively direct registrants and other complainants towards proper problem resolution. Collect and analyse data to recognize trends and identify potential problems areas associated with ICANN's technical coordination role, and inform the community of this information. Partner with gTLD registrars, and consult with other relevant stakeholders, to create protections and choice for registrants and clear description of market choices.

gTLD Registrar tasks:

- 4.5. Facilitate the activities of the registration market to promote competition and choice for consumers in all regions of the world; foster innovation to develop additional markets.
- 4.6. Develop tools for registrars so that they can readily interact with ICANN as required by agreement, including exchange of performance metrics with ICANN and access to information and data meaningful to the operation of the registration business.
- 4.7. In consultation with relevant stakeholders (including registrants), identify and implement improvements in the accreditation process and Registrar Accreditation Agreement, including developing appropriate criteria for registrar accreditation and improving processing times for applications.
- 4.8. Partner with gTLD registrars to create protections and choice for registrants such as escrow of data and clear description of market choices.
- 4.9. Conduct outreach efforts to enhance relations with the global community of gTLD registrars to improve understanding of their unique concerns and circumstances while also improving their understanding of ICANN and ICANN policies.
- 4.10. Identify all key elements in the delivery of name and address services and work internally and with key stakeholders to ensure that adequate emergency procedures exist. These include the ICANN corporation, the root zone publisher, Root Server operators, Registries, Registrars, RIRs and others.
- 4.11. With potential growth of Registries and Registrars, place particular focus on ways that Registrant data can be maintained in the face of business failure.
- 4.12. Continue to implement technical failover plans for ICANN with a goal to have robust business failover systems fully operational by the end of this strategic planning period.

5. Strive for excellence in core operations

IANA operations

- 5.1. Collaborate with customers (e.g. through working groups) to establish acceptable year-by-year performance targets and meet all of those targets; continue to improve so those targets can be reset by mutual agreement as new performance levels are achieved.
- 5.2. Automate IANA processes where appropriate to enhance productivity and efficiency.
- 5.3. Collaborate with customers to augment IANA operations to include validation services to customers in accordance with evolving community security standards.
- 5.4. Publish IANA processes and practices and engage with customers to introduce revisions and adaptations where appropriate.
- 5.5. Provide public statistical information on IANA performance, and provide access to individual request status through public or confidential means as appropriate.

gTLD Registry operations

- 5.6. Address new registry services requests in accordance with the consensus policy implementation, and provide information to the GNSO council to lead to improvements in the policy based upon experiences.
- 5.7. Develop and implement effective feedback reporting methodologies on all implemented consensus policies to enable the GNSO to improve the effectiveness of consensus policies.
- 5.8. Implement Board approved consensus policies in a timely, effective manner. This includes anticipated policies for Registry Contractual Provisions and Whois, and facilitation of the delegation of new gTLDs and IDNs.
- 5.9. Develop a methodology to negotiate and execute new gTLD contracts and the renewal of existing gTLD contracts in a timely, predictable, standard way and in accordance with new consensus policies for the delegation of new gTLDs and for registry contractual provisions.

Organizational systems

- 5.10. Selectively manage internal and external processes with software (as opposed to paper or ad hoc methods) to improve information flow and transparency.
- 5.11. Where possible, use technology that will make it easy to access ICANN information and meetings around the globe.
- 5.12. For appropriate kinds of information, use automatic translation tools to make information immediately available in multiple languages.
- 5.13. Ensure ICANN's internal IT infrastructure can provide modern and reliable tools for supporting its global, distributed stakeholders.
- 5.14. Implement management processes that align individual performance with ICANN strategic and operational objectives. Continue to enhance reporting and monitoring, with a vision of ever increasing on-line performance information available to the community. Continue to grow ICANN's community-wide ability to manage significant work efforts with time-proven project management techniques.

- 5.15. Continue to develop and implement procedures for dealing with emergency situations and potential business failure of key operational entities.

6. Strengthen ICANN's multi-stakeholder model to manage increasing demands and changing need.

Participation

- 6.1. Work with the ICANN community to develop metrics and goals for participation.
- 6.2. In partnership with constituency groups and building on regional representation and outreach, develop and implement plans to improve ease of participation for each stakeholder group.
- 6.3. Implement a program to enhance and develop relevant skills and knowledge in existing participants and in the next generation of ICANN leadership.
- 6.4. Establish information and education program to familiarize new participants on important aspects of ICANN, including technical and business components.
- 6.5. Undertake an ongoing review of ICANN's meetings program to ensure it facilitates achievement of ICANN's mission and encourages participation in the ICANN process, including support for remote participation. Determine ICANN's appropriate model, both goals and implementation strategy, in holding regional meetings for outreach. Consider what ICANN should lead and support directly, and what should be undertaken in concert with or support of other organizations.
- 6.6. Continue to work with the ICANN stakeholder community to implement programs and activities (such as the Fellowships Program) to improve stakeholder participation, particularly to encourage potential participants in least developed countries.
- 6.7. Continue to encourage ccTLD participation in the ccNSO.
 - 6.7.1. In partnership with the ccNSO, identify areas of concern in the ccTLD community, and develop and implement plans for including broad-based discussion and support of ICANN and ccNSO activities to address those concerns.
 - 6.7.2. Continue providing technical training in regional workshops to encourage effective ccTLD management, and educate participants in the ccNSO's role in developing ICANN and IANA policy.
 - 6.7.3. Identify, in partnership with the ccNSO, the policy development process that should be used to implement changes in IANA processes, particularly regarding root zone change requests and other ccTLD-related requests
- 6.8. Continue to improve the ability of stakeholders to participate in ICANN processes, including participation in languages other than English by:
 - 6.8.1. Implementing a translation policy designed to effectively meet the objectives of the organisation that takes into account stakeholder requirements, the need for effective and economic programs, and the goal of facilitating and simplifying participation by non-English speakers.
 - 6.8.2. Working with the community to redesign ICANN business and policy development support practices and processes to meet the needs of a global audience.
- 6.9. Better inform the community and the policy development process through economic and other analysis of the domain name market where that research is not readily available from others, building on work begun in FY08. Publish

papers (with translations where appropriate) to help the community better understand technical issues, economic issues, user and registrant needs, market expectations and behaviour, business models and the implications of these factors on ICANN policy development, and also the implications of ICANN policies on Internet users.

- 6.10. Implement and refine a communications plan that clearly explains ICANN's mission and communicates ICANN's activities and achievements.

Strengthening Supporting Organizations and Advisory Committees

- 6.11. Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees, including:
 - 6.11.1. Conducting independent reviews and working with the community to implement improvements in the processes of all Supporting Organizations and Advisory Committees. Specifically, in FY 2008, consider the independent review reports for the GNSO, ALAC, RSSAC, and the SSAC, and develop and implement recommendations to improve these entities, and conduct a review of the ccNSO and the ASO.
 - 6.11.2. Working with the community to identify and implement improvements in policy support and policy processes, including the Policy Development Process.
 - 6.11.3. Developing and implementing an evaluation and review process for all ICANN consensus policy work, including development, implementation and impact.
 - 6.11.4. Broadening and deepening capability for policy development work in Supporting Organizations to enable distribution of tasks across a greater number of parties.
 - 6.11.5. Supporting regular planning to assist effective resource management for policy work.
 - 6.11.6. Providing Supporting Organizations and Advisory Committees with the correct level of staff and other support to facilitate efficient and effective policy development.
 - 6.11.7. Improving cooperation and coordination of the activities of the GAC with the ICANN Board and with other constituencies, especially so as to facilitate effective engagement of the GAC in processes and consideration of GAC advice on policy issues.

Capacity building

- 6.12. In each region, continue to work with country code TLD managers and operators, local Internet communities (including governments, ISOC, private sector and civil society) and regional organizations (including RIRs) to develop and monitor outreach programs for their region to improve capabilities in issues relating to the unique identifier system, including IP address, domain name and root management services:
 - 6.12.1. Build on current work in each region through active ongoing liaison with regional organizations.
 - 6.12.2. Working with the ccNSO, develop recommended best practices for technical aspects of DNS management in ccTLDs.

6.12.3. Leverage the skills embedded in ccTLDs to facilitate communications in languages familiar to participants.

7. Strengthen accountability and governance

JPA/ Affirmation of Responsibilities requirements

- 7.1. Perform ICANN's obligations described in the Joint Project Agreement and continue to perform ICANN's mission as originally defined, in accordance with the needs of ICANN's global community.
- 7.2. Through the GAC, involve governments in the transition planning.
- 7.3. Continue to formalize relationships with ICANN stakeholder groups.
- 7.4. Maintain close contact with key stakeholders to define progress steps to transition to private sector management of the Internet system of unique identifiers.
- 7.5. As required by the Board resolution of 29 September 2006 adopting the Affirmation of Responsibilities, conduct a review of appropriate administrative structure for ICANN.

Accountability and transparency

- 7.6. Consider the Nominating Committee review report and develop and implement recommendations to improve ICANN's ability to recruit for key leadership positions.
- 7.7. Consider the Board review report and develop and implement recommendations to further improve the effectiveness of ICANN's Board.
- 7.8. Implement mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment:
 - 7.8.1. Produce annual reports to the community.
 - 7.8.2. Embed management operating principles that include governance best practices.
 - 7.8.3. Measure and benchmark ICANN accountability and transparency and implement best practice in accountability and transparency.
 - 7.8.4. Ensure effective accountability to ICANN stakeholders and the community.

ICANN's role in the international arena

- 7.9. Continue cooperation and strengthening of relationships with key partners as needed to assist ICANN in carrying out its mission, including through existing mechanisms and forums. Specifically acknowledge and identify the role of technical, policy making, advisory, governmental, regional, service and educational groups with whom ICANN partners as the first step toward enhancing participation in, and awareness of, the ICANN model and mandate.
- 7.10. Identify key forums with which ICANN should interact to:
 - 7.10.1. Assist in dealing with issues that are related to but not in ICANN's ambit
 - 7.10.2. Facilitate ICANN's mission by engaging those not typically involved in ICANN-related forums

8. Ensure financial stability and responsibility

- 8.1. Develop and implement plans for building a reserve fund and investigate appropriate investment strategies for that fund.
- 8.2. Continue to improve the operating plan and budget process with a goal that it clearly articulates planned ICANN business initiatives, and serves as a basis for reporting on those initiatives to the community. Support community prioritization of ICANN business initiatives and operational excellence.
 - 8.2.1. Perform initial operating plan and budget consultations at the same time, to better align operational priorities/benefits with their costs.
 - 8.2.2. Perform summary-level operational plans and budget estimates with an outlook for several fiscal years, including consideration of a range of possible scenarios for the uptake of new gTLDs.
 - 8.2.3. Benchmark aspects of ICANN's expenses and revenues with other organizations to better understand financial performance and efficiency of ICANN.
 - 8.2.4. Continue to investigate means of bringing more diversity to ICANN's revenue structure, including new possible sources of revenue and re-examining the current revenue mix.
- 8.3. Develop appropriate planning methodologies for policy, operations and other workloads. Monitor workloads, and analyse implications of increased demand on ICANN processes. Identify and develop ways of improving scalability and achieving or deriving economies of scale for operations and policy development support.
- 8.4. Continue to implement measures to improve efficiency and effectiveness through enhanced communications across a globally distributed staff.

Appendix 3: Development of the July 2008 - June 2011 Strategic Plan

This initial draft of the plan is based on a bottom up, multi-phase consultation with the ICANN community. It attempts to set out the community's views of the major opportunities and challenges that face ICANN in the next three years as it continues to evolve as a global organisation serving the Internet community in maintaining the stability and security of the Internet's unique identifier systems.

Development of this strategic plan began at the ICANN meeting in San Juan in June 2007. Consultation with the community was undertaken at that meeting and sessions were conducted in English, French and Spanish, including a session for the Caribbean community. An online forum was established with questions set out in Arabic, English, French and Spanish. For the first time, the strategic planning online forum received responses in languages other than English.

In July, senior ICANN staff met to discuss strategic issues for consideration as part of the planning process. The Board also considered strategic issues at its retreat in August. Issues raised in these discussions have been included in the planning discussion.

Input from the public forum, the Board, the staff and the San Juan sessions was collated into an issues paper which was published in September 2007. Comments were sought through a public forum on the ICANN website. Telephone consultations based on this issues paper were conducted with constituency groups. From this input, this draft version of the plan was written.

The draft version of the plan was discussed in consultation sessions at the Los Angeles meeting. Sessions were held with the GNSO, SSAC and with the ISP, Registry, Registrar, Intellectual Property and Non-Commercial constituencies. A public consultation session was conducted with simultaneous interpretation in English, French, Spanish and Russian. Members of the Board provided input during a specially convened consultation session and at the Board meeting. Comments were also received through an online forum.

Based on the feedback received through this consultation process, the plan has been redrafted with several sections added and a stronger focus on outcomes. It was submitted to the ICANN Board for adoption at its meeting in December.

Appendix 4: Mapping of initiatives to key challenges and opportunities

<i>Key environmental challenges</i>		<i>Strategic Priority</i>
i.	The continued rise of the Internet as a truly global means of communication and the need for ICANN to meet the needs of a truly global stakeholder base	1,6
ii.	The increasing importance of the infrastructure of the Internet for a broad range of critical commercial and communication applications	2
iii.	Ensuring stability and security of the DNS and other Unique Identifiers in an environment of more frequent and more sophisticated attacks and the utilization of unique identifiers to facilitate and disguise these attacks	2
iv.	A wide range of abusive and malicious behaviours in the Internet environment that may be placed at ICANN's doorstep	2
v.	Maintaining stability given expected increases in scale driven by the number of devices using the Internet, the number of users and the growth in number of domain names brought about by the introduction of IDNs and the new gTLD process	5
vi.	Changes to the makeup of the ICANN community flowing from the implementation of IDNs, including increased numbers of registrars and registrants from non-English speaking areas	4,6
vii.	The depletion of the pool of IANA unallocated IPv4 addresses by 2011.	3
viii.	Continuous evolution of commercial applications and business models that use the Internet, including the domain name market place and online advertising algorithms	4
ix.	Possible fracturing of the current system perhaps brought about by dissatisfaction with perceived restrictions imposed by technical protocols or through actions of a government or governments	1,2,7
x.	ICANN taking an appropriate role in the broad group of international and other global governance entities involved in Internet functions	7
<i>Key organizational challenges</i>		
i.	ICANN's evolution to independence and related issues of structure	7
ii.	Maintaining high standards of transparency and accountability	7
iii.	The organizational obligation as set out in the Bylaws to regularly review ICANN structures	6
iv.	An ongoing obligation to review and renew ICANN processes in order to operate efficiently and effectively	6
v.	Significant increases in the volume of policy and management work that needs to be done	6
vi.	Successfully managing timely development of policy in a largely volunteer organization	6
vii.	Maintaining effective communication with a global audience of ICANN stakeholders with different levels of knowledge about how the DNS works	6