



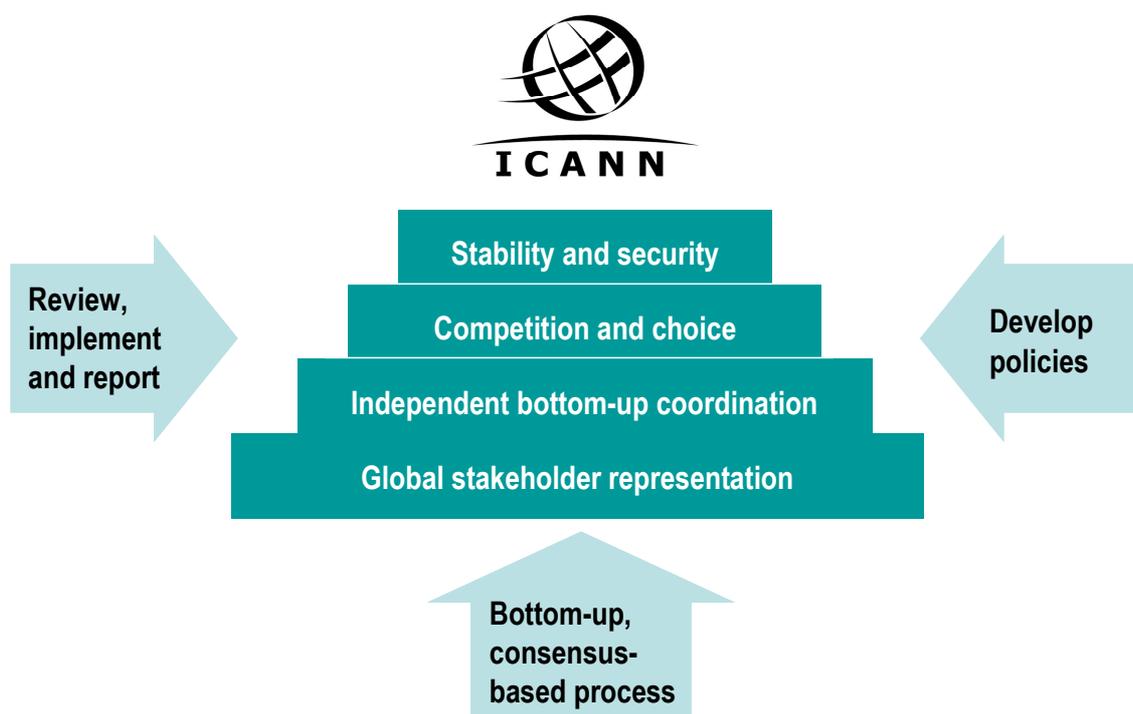
## Strategic Priorities

This part of the Strategic Plan sets out how ICANN will be delivering on its four strategic priorities over the plan period of July 2003 to June 2006. It reviews the functions and initiatives that ICANN is currently pursuing towards each of these priorities. It also proposes new initiatives to further each of the priorities, setting out the rationale for those investments and the resources required.

The four strategic priorities are those set down at ICANN's foundation and embedded in its By-Laws, and have been the basis for all discussions since on ICANN's functions and purpose:

1. Stability and security of the unique identifier systems
2. Competition and choice in the unique identifier systems
3. Independent, bottom-up policy consensus, and
4. Global representation in that policy process.

*Figure 5 ICANN Strategic Process*



For ICANN to fulfil its mission, each of these priorities must be reviewed and pursued. The policies that create stable, competitive unique identifier system must be developed through a bottom-up, consensus-based process that has global representation.

Through ICANN's strategy development process, we have found that those initiatives and processes that best foster and ensure an independent, bottom-up policy consensus, also foster global representation in that process and consensus. Conversely, the initiatives that foster global representation do support the achievement of a bottom-up policy consensus. We therefore present the initiatives for these two priorities in one discussion. The first two priorities (stability and security, and competition and choice) overlap to a lesser extent and so their initiatives are presented independently.



## *Strategic Priority One: Stability and Security*

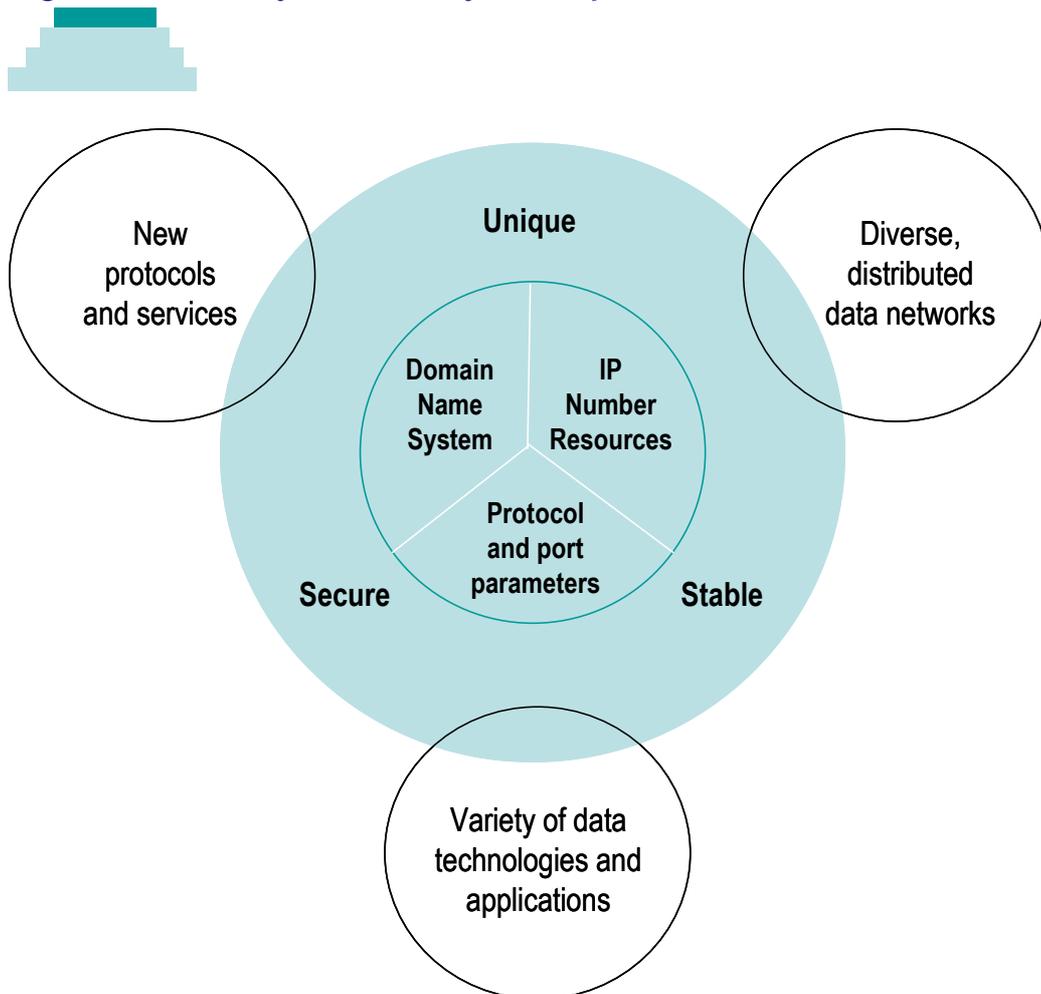
**Provide and improve the resources needed to fulfil ICANN's mission of maintaining stability and security of the unique Internet identifier management systems.**

Preserving the stability and security of the Internet systems of unique identifiers, including the DNS, is a key mission of ICANN.

ICANN's Security and Stability Advisory Committee (SSAC) provided the ICANN Board and community a report on Redirection in the Com and Net Domains in July 2004 that described the complex relationship between protocols and real world implementations that make stability and security such critical issues for the global Internet.

The Internet has been engineered with an open architecture, designed to allow new protocols and services to be readily integrated. It is an aggregate of data networks that can operate over and support varied data technologies and applications. The global Internet community's commitment to supporting the open architecture ideal and real-world diversity of network structure has been enabled by a commitment to maintaining a set of core protocols that are kept very stable. This core includes the Internet Protocol (IP), the routing system, and the domain name system. Through its management of the systems of unique Internet identifiers, ICANN has responsibility for maintaining the integrity of these core protocols.

**Figure 6** *Stability and Security with Open Architecture*



Another fundamental aspect of the global Internet architecture is the division of this architecture into a layered hierarchy. Structuring the complexities of Internet development in this way allows for each layer to provide services (information or data) to the layers above or use the services of the layers below them without needing to know details of other layers. Protocols define the communications between the layers.

From the SSAC report:

The stability at the core supports innovation both above and below this set of core protocols. Below it is where new transmission technologies and new signalling protocols have been introduced, including the Ethernet...and the use of both wired and wireless transmission media. Above it are the new protocols, new applications and new services, such as the World Wide Web and many other innovations large and small, such as search engines, ecommerce, voice over IP (VoIP) and so on.... [M]aking changes to the centre is necessarily done slowly, carefully and relatively infrequently.

[To make those changes]...., there has arisen a careful process of review, discussion, testing and refinement. This is part of the popular notion of the Internet's "open" character: That these discussions take place publicly and with broad input from concerned communities within the framework of the IETF and the resulting protocol reflects consensus among those concerned. The process serves the highly practical purpose of enabling change to occur in a heterogeneous technological environment in a way that preserves both heterogeneity and stability. The results of these consensus deliberations are protocols that set forth the agreed upon conditions that an implementation must meet to work.

ICANN's role is to work with others to maintain the cooperative practices and processes that enable the core services of the Internet – the DNS and other unique identifiers – to operate reliably and predictably, to preserve the equitable distribution of IP numbering resources, and to manage the protocol port number and parameter designations. These include the IANA functions – administration and management of the Root zone file – and ICANN's role in authorising new gTLDs.

ICANN has two objectives in maintaining a stable, secure DNS and appropriate management of the other sets of unique identifiers:

- 1a Provide robust core services (the IANA functions) to support the coordination of the global Internet's systems of unique identifiers, and their stable and secure operation, and
- 1b Continue a strong and appropriate role in supporting the security of the Internet .

### **1a Provide robust core services to support the coordination of the global Internet systems of unique identifiers, and their stable and secure operation**

The heart of ICANN's technical mission is the IANA functions that were contracted to ICANN upon ICANN's inception. These services include root zone management services, including updating ccTLD delegation information; IP address allocations to the Regional Internet Registries and reserved networks; and protocol parameter and port number assignments as defined by the IETF.

In consultations, ICANN's community confirmed the centrality of the IANA functions and expects them to be performed professionally and efficiently. Many of the improvements suggested to ICANN have been incorporated in this Plan, and will benefit the entire Internet community. These improvements will also help ICANN meet the requirements of the MoU.

In light of these consultations, ICANN has developed several proposals to strengthen these core IANA services and its support services for the communities that use them. The proposals affect most the areas of:

- i) request tracking and response systems
- ii) operating capacity (including redundancy)
- iii) ICANN's reporting to the community
- iv) root zone management services, and
- v) DNS root server operations.

#### **1a.i) Utilise efficient request tracking and response systems to enhance ICANN's effectiveness**

The developers and users of the Internet's unique identifier systems and their broader communities perform crucial innovation, development, deployment and allocation functions that allow local networks to interconnect and operate effectively on a global scale. This interoperability in turn enables the growing use and development of the Internet.

To innovate and develop, these stakeholders depend on reliable access to a single and authoritative source of services and information on the unique identifiers. ICANN is that source. ICANN must provide timely, reliable, and accurate responses to their operational requests, and be ever responsive to their evolving needs. Request tracking and response systems improve ICANN's ability to perform this essential function effectively.

ICANN has commenced a work program that will better systematise many of its processes and activities. This will enable faster, more efficient and more accurate performance of its IANA functions. The immediate priorities are to:

- Streamline existing procedures and resource allocation through the IANA
- In parallel, commence the implementation of a professional request tracking and response management system to improve turnaround times across the operation

Significant investment in technical resources and expertise will be needed to meet these priorities. Additional personnel, consulting and review services will be needed to develop, support, and improve the management system. ICANN staff will continually refine that system, capitalising on feedback from stakeholders, to maintain ICANN's effectiveness as the single and authoritative source.

**1a.ii Ensure reliable operating capacity (including redundancy) to support all operational transactions and processes**

Several relatively small capital projects are planned for the next three years to dramatically improve ICANN's IT Systems, DNS support and the "L" root name server. These projects target system redundancy and carrying capacity to provide more reliable services to ICANN's clients and stakeholders. In many cases, redundancy systems will be sited at different locations to protect against natural or man-made disaster.

The performance period for these projects has commenced, and the last of them will be completed in 2006/7. The projects are in response to ICANN's review of demands on the technical infrastructure, conducted in consultation with its stakeholders.

- To determine the effects that proposed service changes may have upon the DNS, ICANN will cooperate with the technical community to build a DNS test-bed. The test-bed will enable the global technical community to corroborate data and conclusions of technical studies performed by other entities.
- To better protect the ICANN/IANA network and ensure continuity of operation, ICANN will move the network from its current secure facility to another secure location with improved redundancy facilities and infrastructure. ICANN will also use the new installation as an opportunity to improve its backup network system. The new primary location will also place ICANN's core systems closer to peering points so that ICANN can interconnect with other networks (such as ISPs) more efficiently.
- To improve monitoring and understanding of operational activity on the ICANN network, ICANN will deploy improved network management tools for its internal systems, including the "L" root server system. The information provided will also allow ICANN to further improve systems reliability. In addition, ICANN will install more adept denial-of-service mitigation tools and traffic analysis equipment. These dedicated systems will reside within the ICANN network to help mitigate attacks.
- To minimise support costs in smaller regional offices, ICANN will contract with technical service providers for information technology support.

**1a.iii) Enhance ICANN's reporting to the community on operational activities**

As ICANN's systems reporting continues to improve, it will be able generate data on the quality and level of service of various operational activities, and data related to functions performed by ICANN and its structures.

Access to this data is essential for ICANN's stakeholders to assess the security and stability of the Internet. They rightfully expect sophisticated, multilingual on-demand reporting mechanisms to be available on the web, as well as and regular reports initiated by ICANN. These are in addition to the quick and effective responses to individual stakeholder requests contemplated in section 1a.i above.

These reports will also offer greater insight into ICANN's work and responsibilities, and a better understanding of where ICANN's resources are directed. To these ends, ICANN will:

- Provide secure access to statistics related to fulfilment of individual stakeholder requests through a professional request tracking and response system
- Provide access to UDRP, statistical, and other data through a web portal
- Present statistical data and other information at ICANN general meetings
- As appropriate, attend and report to interested communities and forums
- Publish a report that includes statistical and narrative information on community experiences with the InterNIC Whois Data Problem Reports system
- Publish a report that includes statistical and narrative information on the implementation and efficacy of the ICANN Whois Data Reminder Policy

#### **1a.iv) Professional Root Zone Management services**

ICANN maintains the root zone and related Whois information on behalf of the Top Level Domain (TLD) managers and the larger Internet community. New TLDs are added to the root zone, and data for existing TLDs modified. For a modification, for example, ICANN must first verify the requestor's authority and the technical accuracy of the request. On fulfilling the request, it must publish the revised authoritative data in the root zone file, Whois, and other appropriate locations.

ICANN provides the trusted, unique, and authoritative source of root zone information that is needed to maintain the integrity of the hierarchical Domain Name System. It is a source that is capable of adapting to the implementation requirements of emerging technologies such as IPv6, IDNs, and the DNSSEC protocol. ICANN works closely with the technical community to ensure that the community's innovations are integrated into the DNS while maintaining stability and security. A recent example is the inclusion of the first IPv6 name server records in the root-zone for the .jp and .kr ccTLDs.

To continue to meet that need, ICANN will:

- With input from relevant stakeholders, develop and implement tools and systems to automate performance of the root zone editing function where appropriate
- Implement an increasingly secure, robust, and redundant infrastructure for distribution of the root zone to the root server operators
- Publish appropriate registration information in the Whois database

#### **1a.v) Robust DNS Root Server options (including the "L" root name server)**

The root servers provide the crucial first step in resolving unique names and addresses, allowing end users to successfully navigate the Internet. The community has entrusted ICANN with the responsibility of operating the "L" root name server.

As with all the root name servers, it is critical that "L" is operated in accordance with the highest standards of technical and operational excellence, and located in a secure facility.

To meet these standards, ICANN will continue to:

- Provide bandwidth, hardware, expertise, personnel, and other necessary resources
- Continually improve and modernise the “L” root system to meet the requirements and challenges of a dynamic Internet/DNS environment
- Deploy advanced monitoring and denial of service mitigation technologies in the proximity of the “L” root system
- Maintain a secure facility for “L” root operations
- Work closely through the RSSAC and the DNS community to ensure that issues relating to the DNS, including interactions with new developments and technologies, are understood and reacted to in a timely manner
- Provide meeting coordination, secretarial, and other support services to the RSSAC, and
- Participate in the root server operators community

## **1b Continue a strong and appropriate role in supporting the security of the Internet**

As the Internet has evolved from an experimental academic network to become a backbone for the modern global economic system, the need for a secure and stable operating environment has become increasingly clear. The growth and popularity of the Internet has led to an increase in the quantity, sophistication, and potency of the security threats aimed at Internet users, systems and core infrastructure. Natural disasters, as well as the business or technical failure of key Internet infrastructure operators, could also cause major disruptions to essential Internet communications. The global Internet is very robust, resisting the spread of local network outages through good engineering and planning. Yet its interconnectedness means that seemingly local problems may have serious global repercussions. For that reason, Internet security requires globally accessible solutions. With its international, accessible and public-private structure, ICANN is uniquely placed to coordinate the efforts of the Internet community in this arena.

All members of the Internet community – research, business, individual consumers, and others – benefit from security efforts that improve the global network as a whole. That community expects ICANN, with its international, inclusive and public-private structure, to play an essential part in keeping the Internet’s unique identifier systems secure. The means by which ICANN should fulfil this part of its MoU mandate remains an open and active discussion within the ICANN community.

### **1b.i) Coordinate ICANN’s ongoing security and stability initiatives**

ICANN has a mandate through the MoU to work with the Internet’s technical community to develop and implement improvements to the secure and stable operation of the domain name and numbering systems.

New protocols such as IPv6 (dramatically increasing the available pool of Internet Protocol address numbers) and DNS Security (DNSSEC, promising to bring greater security to the domain name system) are vital innovations in Internet resource technology.

ICANN shares a responsibility with the wider technical community to assess whether, despite their promise, these innovations pose an unreasonable threat to Internet stability or security.

To this effect, ICANN has created the Security and Stability Advisory Committee (SSAC), for which ICANN coordinates meetings and provides secretarial and other support services. The SSAC will continue to:

- Provide timely reports and analysis on security and stability issues to both the ICANN and wider Internet communities
- Hold open public meetings to allow for a broad airing of facts and opinions
- Engage in ongoing threat assessment and risk analysis
- Participate in discussions with other interested community members on the development of a security framework for Internet naming and address allocation services

Each of these continuing initiatives will require dedicated resources and attention from ICANN's staff and executive.

#### **1b.ii) Establish special restricted fund for security**

There is productive debate within ICANN's community regarding the role ICANN should play in fulfilling its security obligations. As outlined above, ICANN has a specific mandate to maintain the stability of the Internet's systems of unique identifiers, specifically as their stability supports the core services underlying the global Internet's operations. Determining ICANN's appropriate role in promoting and facilitating security of the global Internet, specifically in regard to maintaining a stable and reliable DNS must be a global Internet community effort. As described above, the Stability and Security Advisory Committee provides ICANN with advice and analysis for specific technical situations. ICANN believes that there are additional, pro-active security responsibilities entailed in its mission. This Strategic Plan proposes establishing ICANN as a significant and active facilitator of network security research that directly enhances the stability of the DNS.

Numerous security initiatives already exist within the global Internet community, bringing together leading experts in business, industry, and governments. ICANN has no intent to supplant these initiatives, or to presume to match their experience and expertise. Through its fundamental connection to the ccTLD and root-server manager communities, ICANN is particularly well-situated to enable those from developing nation Internet communities to fully participate in these security initiatives. Participation by these relative newcomers to the global Internet is essential to ensuring that security solutions address all Internet users, especially those from locations where bandwidth is limited and relatively expensive. ICANN envisions providing resources for the development or support of existing security initiatives aimed at increasing the security and stability of the global Internet's systems of unique identifiers, including the DNS. To this end, ICANN will:

- Consult with the ICANN community regarding the appropriate purpose, scope, and uses of a Special Restricted Fund for Internet Security.
- Obtain formal outside counsel legal opinion on the appropriate acquisition, maintenance, oversight and use of the moneys in the Special Restricted Fund.
- Establish the specific purpose Special Restricted Fund for Internet Security. This Fund will be dedicated to further assessment and helping stimulate improvements in the core network technologies and other related security issues. The moneys of the Fund will not be used for ordinary ICANN operational expenses. The Fund's modus operandi will include supporting work done by technical organisations (for instance the IETF) or collaborative teams (such as the Internet Security Alliance). The Special Restricted Fund will be a global fund and will sponsor global initiatives.

#### **1b.iii) Establish stable relationships with all necessary and relevant participants in the management of the systems of Internet identifiers (registries, registrars, gTLD and ccTLDs registrars, RIRs, and Root server operators).**

Formal agreements, executed among key participants of the Internet community, will maintain and promote the Internet's stability and interoperability. Accordingly, ICANN, the gTLDs and the

gTLD registrars executed formal agreements some years ago. They lend legitimacy to processes and operations co-managed by ICANN and the client organisation, and also define processes and responsibilities to better manage the expectations of all parties. In every case, formal agreements provide a consensus model for that portion of Internet governance.

Over the next 3 years, ICANN will continue to formalise its agreements with all participants. ICANN executed an agreement with RIR's and their Number Resource Organisation in 2004 and continues to seek appropriate agreements with ccTLD managers. Progress with these participants is discussed below. ICANN is also fully staffing the Global Partnerships organisation and engaging the additional services of a contracts administrator.

### **Agreements with RIRs**

The Regional Internet Registries (RIRs) each have a share in a global responsibility, delegated to them by IANA, to manage Internet address space.. The IANA policies for allocation of IPv4 address blocks and other number resources to the RIRs are applied fairly and transparently, based purely on the documented need for address space. Addresses and other number resources are distributed in a coordinated fashion from a single global pool, with no pre-allocation to different countries or regions. Apart from ensuring fairness, the distribution system ensures that isolated "shortages" will not occur.

The stability and fairness of this allocation system and the management of the unallocated address pool would be further secured by formal agreements between ICANN and the RIRs, and through the policy processes of the ASO. Formal bottom-up agreements polices and/or agreements are being prepared to define the strategies for distributing IPv6 blocks and other IANA-related functions.

### **Formalised relationships with ccTLD managers**

Oversight of ccTLDs is delegated to recognised managers, who operate according to the interests of the local Internet community, including governments. These interests reflect local policies that are adapted to best meet the economic, cultural, linguistic, and legal circumstances of the country or territory involved.

Both ICANN and ccTLD managers have an interest in ensuring the stable, secure, and proper functioning of the domain name system, and each have a distinctive role to play in that goal. At the global level, ccTLDs managers participate through the ccNSO in ICANN's policy development process to contribute to global policy regarding ccTLD management.

A formalised relationship is desired between ICANN and ccTLD managers, acting as the trustee for the ccTLD on behalf of the local Internet community, to help to maintain stability for the single root, and to confirm accountability for the ccTLD operations. An agreement would identify where authoritative decision rights lie concerning ccTLDs, and the history of that authority, to help maintain accountability for operations. Under an agreement, ICANN would work to make appropriate resources available to ccTLD managers, from a variety of sources, to promote the use of best global practices in the management of their ccTLDs.

Significant progress has been made in the past year with ccTLD managers on the process and theory of redelegations and the establishment of frameworks for accountability for ccTLD operations. These frameworks of accountability follow the recommendations contained in the February 2000 Governmental Advisory Committee principles for the administration and delegation of ccTLDs.

**Standardised relationships with Root server operators**

ICANN is working towards developing standardised relationships with the Root server operators through direct discussions with the root server operators and by regular participation in Root server operator meetings. While each Root server operator manages their server(s) in a unique manner, ICANN's goal is to formalise and standardise their participation in key root zone issues, including development of minimal root server provisioning and reporting standards.



## *Strategic Priority Two: Competition and Choice*

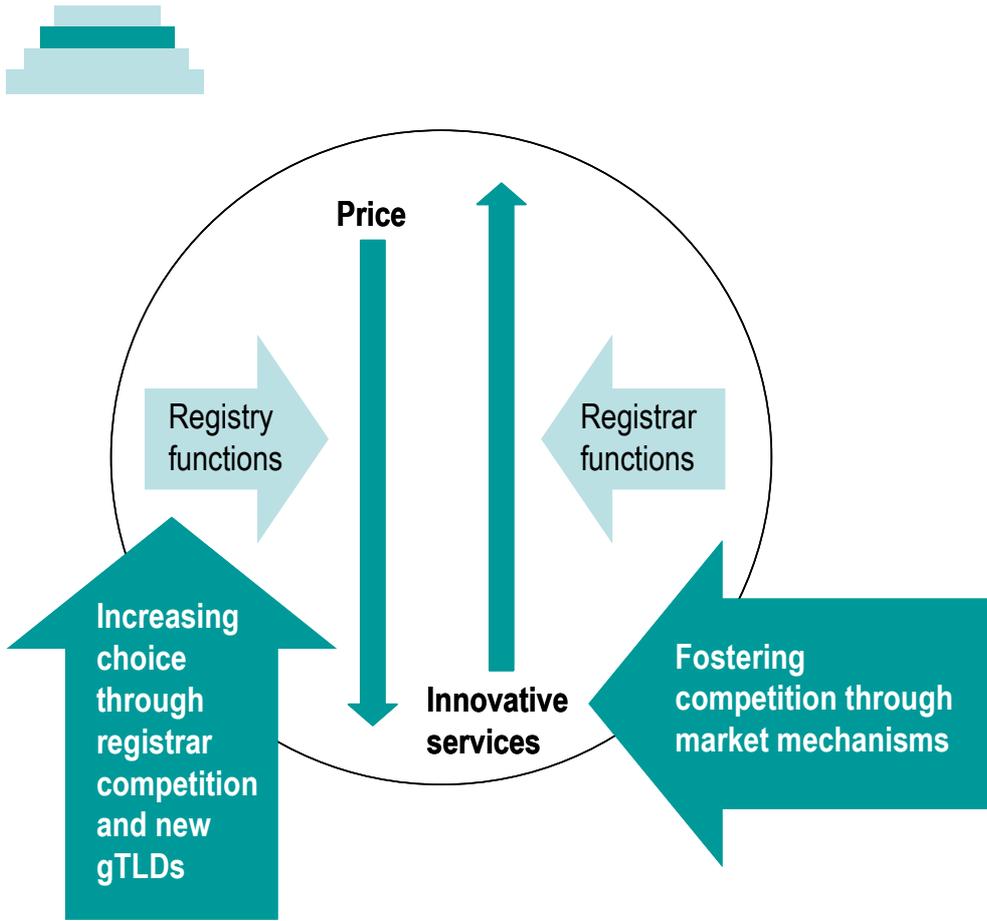
**Develop and manage initiatives that foster competition and consumer choice, while supporting compliance with existing policies and contracts.**

Among ICANN's most noted successes to date have been establishing and fostering competition within the domain name registration arena. The OECD has reported that "ICANN's reform of the market structure for the registration of generic Top Level Domain names has been very successful. The division between registry and registrar functions has created a competitive market that has lowered prices and encouraged innovation. The initial experience with competition at the registry level, in association with a successful process to introduce new gTLDs, has also shown positive results."<sup>1</sup> The ICANN community and Board decisions have led to greater choice for consumers, with an expansion of the domain name space to include 7 new Top Level Domains. Over 360 accredited registrars are now able to assist registrants with 10 gTLDs. As a result, annual registration fees have fallen from US\$50 in 1998, when there was only 1 registrar, down to an average of US\$8.95 by mid-2004. ICANN has also seen new technologies and protocols introduced for the registries and registrars to enable them to better service the growing number of registrants, who are better protected through transfer options and redemption grace periods.

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<sup>1</sup> OECD, Working Party on Telecommunication and Information Services Policies, *Generic Top Level Domain Names: Market Development and Allocation Issues*, July 2004, p. 4.

Figure 7 Establishing and fostering competition and choice



To continue fostering the benefits of competition within the global DNS, without risking its stability and security, ICANN will pursue two key objectives through the term of this Strategic Plan:

- Fostering innovation, competition, agreement compliance, and growth in the registration of Internet resources to benefit providers and users of registration services.
- Defining and implementing a predictable strategy for selecting new gTLDs, and providing support for their successful launch so that the stability of the Internet is maintained

These objectives also meet specific requirements of the MoU.

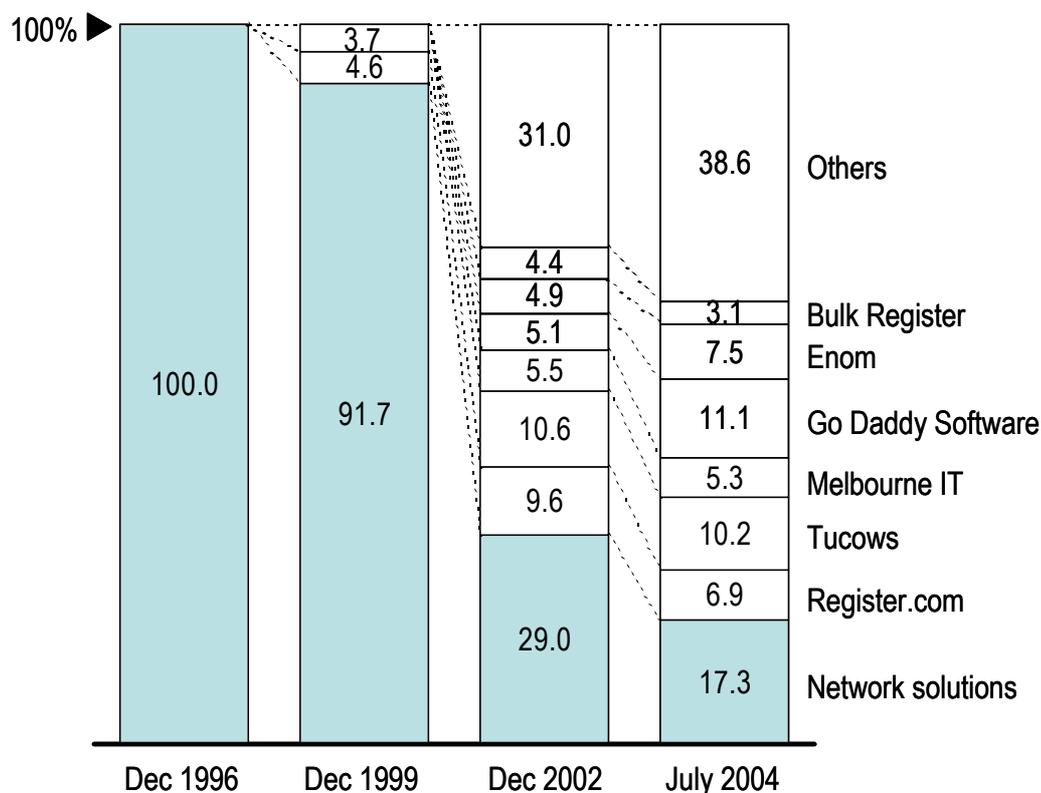
Meeting the many diverse needs of registration providers and consumers is already a significant element of ICANN's budget, but there are many activities that are under-funded and under-staffed in light of the demand for services. To appropriately fulfil ICANN's service goals will require substantial investments in systems, infrastructure, regional presence and personnel. The following specific goals and objectives will need to be resourced.

**2a Fostering innovation, competition, agreement compliance and growth in the registration of Internet resources to benefit providers and users of registration services**

**2a.i) Responsive support to domain name and IP number registration providers and consumers**

Registration providers offer an invaluable service to the global Internet community by registering domain names and IP number assignments and publishing the information that ensures stable mapping of names to Internet resources. This service has opened up considerably: “Traditionally, the registration of domain names was a one dimensional service. The opening of the gTLD registrar market has, however, brought tremendous innovation in terms of new services and seamlessly linking value added services to domain name registration.”<sup>2</sup>

**Figure 8 Market share of registrars for .com / .net . org, 1996-2004 (Percent)**



To maintain that innovation, as well as their core services, registration providers rely on unique access to the global Internet domain name system and associated technical coordination. ICANN and its structures fulfill that need by providing the following services to registration providers:

- Ongoing development and implementation of the framework of technical rules, standards and agreed procedures (which the Internet community refers to as "policies") that together facilitate the effective management of the domain space and IP address allocations
- Facilitating the introduction of new technologies (e.g. IPv6, IDNs, etc.)
- Preparing for and assisting the introduction of new gTLDs
- Responding to inquiries and complaints from individual users and other registration providers
- Providing data escrow coordination, and services where appropriate
- Issuing accreditations
- Coordinating dispute resolution policies and services

<sup>2</sup> OECD, *op cit*, p 27.

## 2a.ii) **Develop and implement an appropriate plan for responding to the needs of registrants**

Registrants benefit from their association with ICANN on many levels:

- the increased competition in the domain name space through the formation of multiple registrars and TLDs, and the resulting lower registration prices and greater choice in services and TLDs
- the protections of the UDRP,
- protection afforded through a corporate compliance program,
- the protections of Domain Name Transfer policy and the Redemption Grace Period Service, and
- fair and appropriate management of the IP number resources through their allocation from IANA to the RIRs

However, to date, registrants do not have an independent, authoritative reference point for information on DNS or IP number resource registration, usually having to rely on their registration provider. While supporting that primary relationship and working with the appropriate stakeholders, ICANN will develop and implement a plan to respond more effectively to registrant needs that relate to ICANN's mission.

ICANN handles 10,000-20,000 emails per day, along with a commensurate number of phone calls. These contacts arise from registrants and everyday users of the Internet who have little understanding of ICANN's role or function, but who need straightforward answers to their questions and direction towards resolving their problems. The current volume of contacts is a burden on ICANN's staff and resources, and must be handled more efficiently and effectively.

ICANN will address these communication needs through a variety of mechanisms, including client-specific email boxes, web-based comment solicitation and statistical analysis of comments. ICANN will work to further improve its effectiveness in responding to user needs by:

- Encouraging resolution of disputes between and among registrants and registrars
- Promoting consumer interests through information and service tools
- Educating consumers on how to obtain resources for dispute resolution, consumer protection and law enforcement
- Improving Whois accuracy through ICANN's Whois Data Problem Reports system
- Providing mechanisms for facilitating the channelling and resolution of customer service issues
- Improving consumer protection through liaison with appropriate national consumer protection agencies.

## 2a.iii) **Review and augment, as appropriate, the corporate compliance program, including the system for auditing registry and registrar contracts for compliance by all parties to such agreements**

While competition brings with it innovation and cost benefits, it also requires effective compliance programs to protect the integrity and stability of the systems of unique Internet identifiers. These programs ensure that services are provided to users by the registrar/registry communities in accordance the terms of the various contracts binding registrars, registries, registrants and ICANN. Because many of the contractual terms span the entire community, compliance programs also monitor consistency across the communities in order to provide users and other community members with a predictable experience.

While the existing, constructive relationships between ICANN and the registrar and name and number registry communities have provided an effective informal basis for compliance, ICANN plans to institute a formal compliance program for greater clarity, consistency and effectiveness as further parties join its communities. The initial elements of program will consist of:

- Establishing technical and non-technical audit functions to review, on a regular basis, registry/registrar operations to ensure compliance with contracts and appropriate standards
- Enhancing the statistical tracking and analysis of registrant and user complaints/comments regarding specific registries/registrars
- Coupling that statistical tracking and analysis with the audit function to make economical use of resources
- Working constructively with registries/registrars to implement and complete corrective action plans
- Implementing a planned escalation of actions, including legal and specific performance remedies, to correct ongoing harm and to provide greater flexibility and legitimacy for the compliance function.

## **2b Defining and implementing a predictable strategy for selecting new gTLDs and providing support for their successful launch so that the stability of the Internet is maintained**

### **2b.i) Develop and implement a detailed plan for a long-term process to introduce new gTLDs into the domain name system using predictable, transparent and objective procedures**

The development of an appropriate process and policy for the creation of new generic top-level domains (gTLDs) is central to fostering choice and competition in the provision of domain registration services. New gTLDs have been a topic of discussion within ICANN and the broader Internet community since the creation of ICANN in 1998. A Year 2000 round of proof-of-concept gTLDs led to the introduction of seven new gTLDs. Using the experiences learned from that process, ICANN has embarked on the implementation of a strategy which will lead to a predictable, transparent, and straightforward allocation process for new gTLDs.

Adding new gTLDs to the root system falls within ICANN's core mission of coordinating the global Internet's systems of unique identifiers. It is also in keeping with ICANN's core values, including the use of market mechanisms and the promotion of competition in the registration of domain names. The questions to be addressed in the implementation of a new gTLD strategy are complex and draw on technical, economic, operational, legal, public policy and other elements. ICANN's goal as a non-profit public benefit organisation is to maximise public benefit derived from the Internet's system of unique identifiers. A properly executed strategy for opening the root-level domain-name registry will in turn provide increased public benefit to the global Internet community through increased competition and user choice.

ICANN is committed to developing and implementing a comprehensive strategy for selecting new gTLDs using predictable, straightforward, transparent, and objective procedures that preserve the stability and security of the Internet. This process has already begun with a round of sponsored TLD applications which commenced in 2004. The results of this round are expected to be announced shortly.



## *Strategic Priorities Three & Four: Bottom-up Consensus and Stakeholder Representation*

**Priority Three: Support and encourage a policy development process that fully engages the principle of private-public governance and bottom-up coordination of multiple stakeholder interests.**

**Priority Four: Facilitate participation from the global community of Internet stakeholders to ensure that policy development incorporates all relevant perspectives and stakeholder values for the security and stability of the global Internet.**

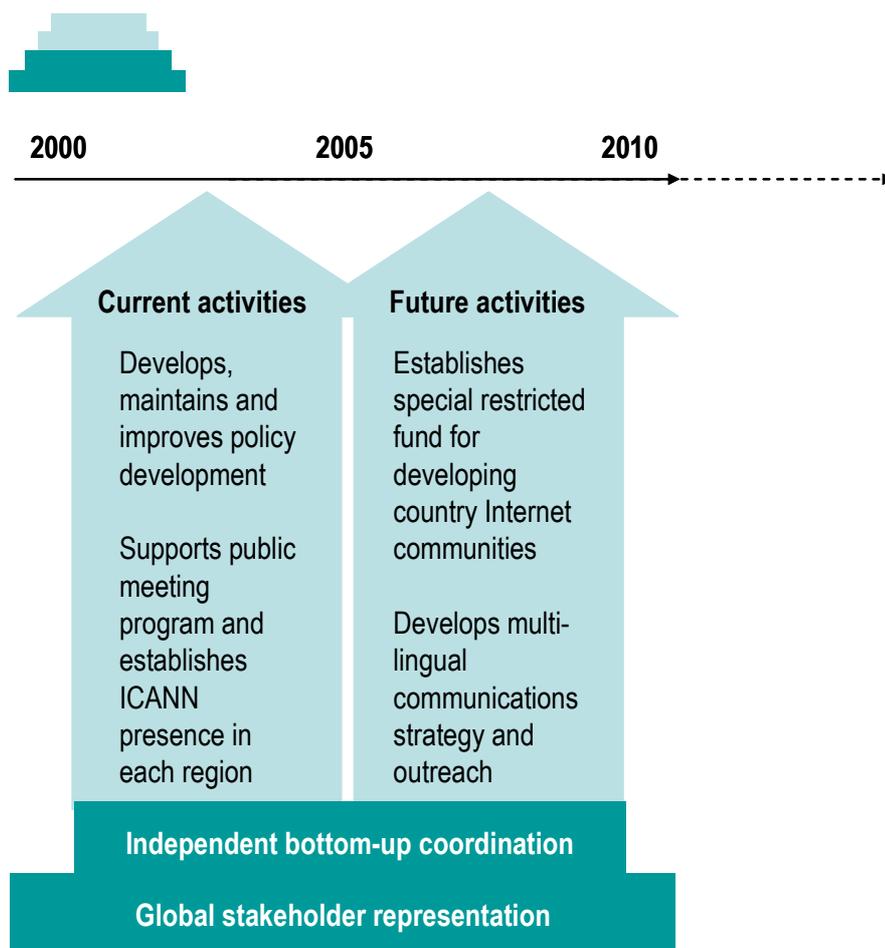
Cooperative and open development of shared standards and practices have been the hallmark of Internet development, right from the earliest days of research-based networks and commercial uses of that research. This has allowed the Internet to rapidly incorporate improvements in technology, software, and business practices that improve service and broaden the reach of the physical infrastructure, while also ensuring global interoperability so all portions of the network function similarly and can communicate effectively. Without such cooperative efforts, it's likely that we wouldn't enjoy such a universally accessible and reliable Internet.

ICANN believes strongly in this principle of self-governance in Internet policy development, and has embedded it in the structure of its organisation and ICANN's policy development processes. Complementary to it is ICANN's principle to seek and support broad, informed participation that reflects the functional, geographic, and cultural diversity of the Internet at all levels of policy development and decision-making. With the Internet reaching and relied upon by all corners of the globe, finding means to include participants from throughout the Internet community has become ever more important. The initiatives that support a broad-based self-governing policy development process overlap heavily with those that ensure that process is open to truly global participation. For that reason, they are dealt with in the one section of this Strategic Plan.

The ICANN forum has brought together stakeholders from across the spectrum of Internet users, including businesses, governments, non-commercial, technical, and individual users. It provides structured and effective mechanisms for the bottom-up coordination of policy development related to ICANN's specific role in the management of the Domain Name System and unique Internet identifiers. While the Internet user communities initiate and guide the policy development process, ICANN sustains their efforts by providing the staff support and resources needed to coordinate their activities, which in turn maintains the valued participation of informed individuals and groups.

Reforms to ICANN from 2002 to 2004 have strengthened the policy processes to be more transparent, participatory, and cleanly drawn, allowing everyone in the community to clearly determine where in the process they may participate, and what stage a given policy has reached. Significantly, ICANN's processes allow timely and relatively swift policy adoption. The development and implementation of the Redemption Grace Period Service, allowing domain name holders to retain their domain names after inadvertent failures to renew them, is just one example of ICANN's inclusive and effective fostering of a new service that directly benefits domain name holders and the wider Internet community. Other examples include the collaborative development with WIPO of the Domain Name Uniform Dispute Resolution Protocol (UDRP); the consensus-based Domain Name Transfer Policy, which allows users to change their registrar as desired; and ongoing work in balancing privacy concerns and data accuracy in the Whois records. The ASO community is currently building global consensus policy governing the allocation of IP number resources from IANA to the Regional Internet number Registries (RIRs).

**Figure 9** *Bottom-up consensus and stakeholder representation*



To fulfil ICANN's role in facilitating bottom-up coordination of fundamental policy regarding the systems of unique Internet identifiers, and ensure that it benefits from truly global participation, this Strategic Plan proposes that ICANN:

- 3a Continue to develop, maintain and improve the policy development processes which foster global broad-based participation.
- 3b Continue to support a public meeting program that unites public, private, and civil society interests in facilitating a stable, interoperable and dynamic Internet.
- 3c Establish an ICANN presence in each ICANN region to better support the needs of regional stakeholders, enhance staff diversity, and enable ICANN staff to attend and support more regional forums.
- 3d Establish a Special Restricted Fund for Developing Country Internet Communities to enable further participation in the ICANN mission by developing country stakeholders.
- 3e Develop a comprehensive and multilingual communications strategy, including a collaborative outreach program and strong media relationships, to ensure that ICANN and its stakeholders are constructively aware of each others' activity, roles, resources and interests.

### **3-4a Bottom-up policy development processes**

#### **Develop, maintain and improve the policy development processes which foster global broad-based participation**

ICANN's organisational structure offers each of its multiple stakeholders a - voice in the policy development process. Its Supporting Organisations and Advisory Committees each manage that process on behalf of their constituencies and with ICANN's administrative, information and structural support.

Each of these bodies acts in its own self-determined way, while striving for global representation and participation. ICANN is learning the strengths and weaknesses of each approach, and ensures that possibilities for improvement are shared between the bodies. In the term of this Strategic Plan, ICANN will work with each body and on its own liaison and administrative capabilities to continue to build the effectiveness and inclusiveness of these policy development processes.

#### **3-4a.i) Support the constituted geographically diverse Supporting Organisations and Advisory Committees**

ICANN provides staff, liaison, technical and administrative support for each of the Supporting Organisations and Advisory Committees. As the number of policies under consideration and the number of global participants increase, so will the resources needed for ICANN to adequately support the different Supporting Organisation policy development processes. While this will be a general need, specific circumstances include:

- Staff support for the GNSO's policy development process, which will have a growing number of policies under consideration.
- Appropriate administrative support to the ccNSO, if requested, as well as staff support for its policy development process. Staff support functions will be determined in conjunction with the ccNSO Council. The ASO has its own secretariat. ICANN staff allocated to the ASO will be responsible for providing any requested assistance to the ASO's Global Policy

Development Process, and will provide support to the ICANN staff and Board regarding ASO policy development.

- While the GAC maintains its own secretariat function, regular and detailed ICANN communication with the secretariat is needed for the GAC to pursue its role in the policy process. This responsibility falls under the Vice President, Policy Development Support. Staff support is anticipated to increase as respective Supporting Organisations and Advisory Committees increase their relationship and coordination with the GAC, and the GAC with them.
- Over the past year, the Security and Stability Advisory Committee has been called upon to address many issues as security becomes of increasing concern to the global community. SSAC held two specially called meetings in response to the concerns surrounding the wildcard service, and recently released their report and recommendations. Increased demands on the Committee, both within the ICANN structure and from the ICANN community, will be met by increasing ICANN staff support and resources.

### **3-4a.ii) Increase the representation of ICANN's network of At-Large Structure and Regional At Large Organisations (RALOs) through the At-Large Advisory Committee (ALAC)**

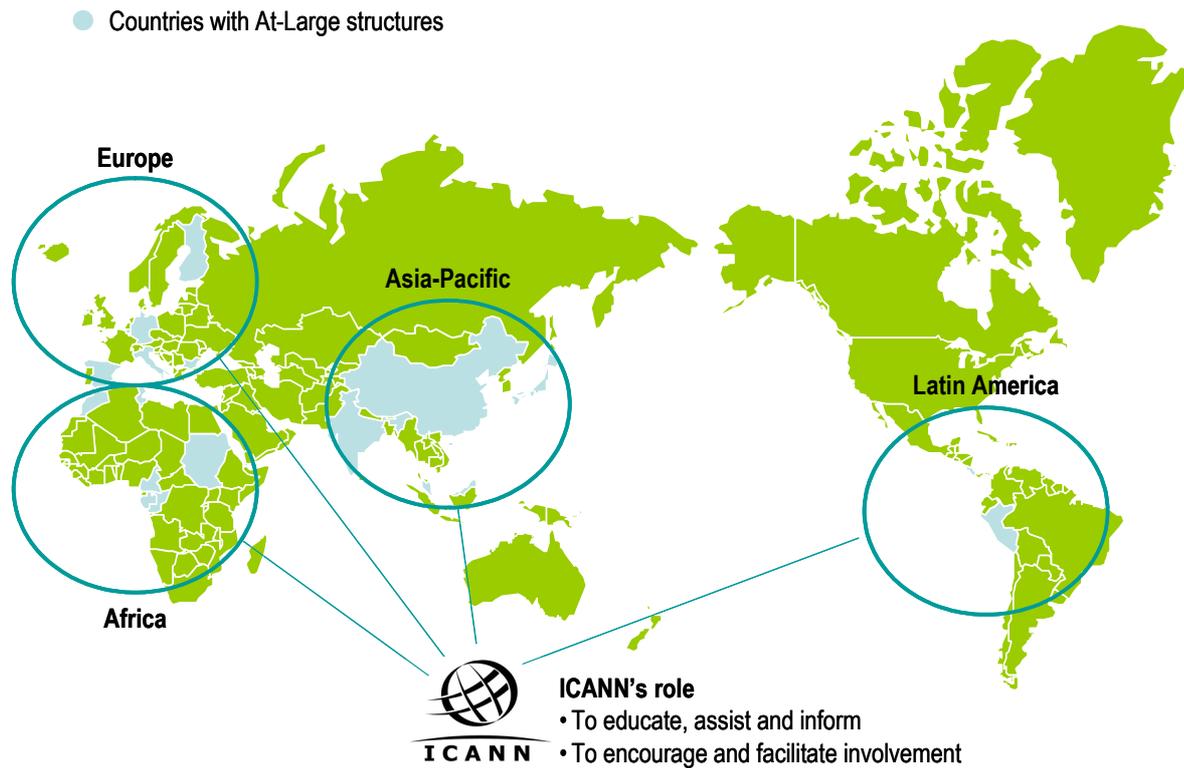
The At-Large Advisory Committee (ALAC) is responsible for considering and providing advice to ICANN on how ICANN's activities may affect the interests of individual Internet users (the "At-Large" community) and for promoting the informed, structured participation of the At-Large community in ICANN. ICANN's technical management responsibilities for the Internet's domain name and address system relies on the ALAC and its supporting infrastructure to involve, and represent in ICANN, a broad set of individual user interests.

Underpinning the ALAC is expected to be a global network of self-organising, self-supporting user groups certified as "At-Large Structures" that involve individual Internet users at the local or issue level. These At-Large Structures (either existing organisations or newly formed for this purpose) are expected to organise into five Regional At-Large Organisations (RALOs – one in each ICANN region of Africa, Asia-Pacific, Europe, Latin America/Caribbean, and North America).

ICANN's role is to educate and inform the At-Large community and encourage and facilitate their involvement in ICANN. The establishment and effective functioning of the ALAC and its five supporting RALOs is expected to provide the structured, informed participation that is needed. Each RALO will be formalised through an MOU with ICANN. The RALOs will elect a majority of ALAC members, manage outreach and public involvement, and will be the main forum and coordination point in each region for public input to ICANN.

In December 2003, the initial six organisations received "At-Large Structure" certification. By September 2004, a total of 18 organisations in four geographic regions have been certified. Certification recognises a group meets ICANN's criteria for involving individual Internet users at the local or issue level in ICANN activities and for promoting individuals' understanding of, and participation in, ICANN. Certified groups are wholly independent of ICANN. The certified organisations to date are:

Figure 10 Certified At-Large structures, September 2004



#### Africa

- Anais.AC
- Internet Society Congo
- Moroccan Internet Society
- Sudan Internet Society

#### Europe

- Catalan Chapter of the Internet Society
- Förderverein Informationstechnik und Gesellschaft e.V (FITUG)
- Internet Society Bulgaria
- Internet Society (ISOC) Luxembourg A.S.B.L.
- Internet Society - Finland
- Societa' Internet

#### Asia-Pacific

- Arab Knowledge Management Society (AKMS)
- At Large@China
- Internet Society Vasudhay Kutumbhkum
- ISOC Taiwan Chapter
- Internet Users Network
- National Information Infrastructure Enterprise Promotion Association

#### Latin America/Caribbean

- Alfa-Redi
- Asociacion Costarricense de Derecho Informatico

The At-Large Advisory Committee has one full time staff support person, and needs significant assistance in supporting the ALAC's outreach and advocacy efforts, keeping the At-Large community in each region informed about relevant ICANN developments, promoting At-Large involvement in ICANN policy-making activities, and developing and maintaining for the regional At-Large communities on-going mechanisms for discussion, collaboration, and education.

#### **3-4a.iii) Conduct reviews of all policy development processes for effectiveness and efficiency and provide feedback for improvement and evolution of such processes**

The policy development processes (PDPs) created through the ICANN 2.0 reform process are currently being put to the test. PDPs are being used within the ICANN structure to develop significant policies across ICANN's diverse constituency base (e.g. Whois issues, new registry services or changes, and IPv4 IANA allocation policy). To keep the PDP framework effective and efficient, ICANN staff will review and analyse processes within three months of the end of each PDP, reporting to the Board and to the supporting organisations involved. Where serious issues or concerns are raised, ICANN staff will work with the Board and the supporting organisations on recommended improvements for future PDPs.

The current ICANN Bylaws also provide for evaluations of the Supporting Organisation and Advisory Committee processes on a regular basis when the ICANN Board deems it appropriate.

#### **3-4a.iv) Actively promote transparent, accountable, cross-constituency policy processes**

The reformed ICANN structure has put in place liaisons between different supporting organisations and committees. These liaisons serve to actively promote transparent, accountable policy processes. Additionally, the new policy development processes have established a greater accountability framework for all policy decisions through their review and reconsideration processes. These policies will be reviewed at least annually to ensure that safeguards for transparency and accountability remain in place, or are adjusted to reflect any changes in conditions.

Additional staff are needed to ensure adequate liaison and communication among the Supporting Organisations and Committees, the ICANN Board, and all other relevant parties. The timing for fulfilling appropriate staff support levels is discussed below in the section on Organisational Foundations.

### **3-4b Public meeting program**

**Continue to support a public meeting program that unites public and private interests in facilitating a stable, interoperable and dynamic Internet.**

Informed participation by Internet stakeholders is essential to a stable, interoperable and dynamic global Internet. All relevant public and private, and civil society interests must be involved in policy discussion, development and implementation. ICANN provides an effective forum for diverse stakeholders to come together for these purposes. ICANN will continue to invest in the institutions that allow bottom-up consensus to be reached on relevant policies that will expand the use, reach and security of the global Internet. These institutions include ICANN's array of stakeholder representative bodies described above, its public meeting program, and its multi-lingual communications initiatives.

ICANN has a strong history of holding public meetings in geographically diverse locations to encourage cross-constituency communications. The meetings rotate through ICANN's five global regions on a regular basis. Since 1999, ICANN has held several meetings a year, attended by as many as 1000 registered participants. Attendance has been a fair representation of ICANN's stakeholder groups, with its latest meeting in July 2004 attracting the largest contingent of Governmental participants to date. Meetings have included themed workshops on Security, Whois, IDNs and other broad-reaching concerns that allow the entire community to share perspectives and solutions.

To enhance the contribution of these meetings towards informed participation in the policy process, ICANN will:

- Continue to hold public meetings in geographically diverse locations;
- Continue to transcribe and webcast public meetings for the benefit of remote participants;
- Promote attendance of stakeholders within the region where the meeting is held;
- Encourage regional participation whenever feasible, working with governments, funding agencies, and others to enable the grant of visas, financial assistance and other resources; and
- Expand the public meeting program to include sub-regional meetings, especially for the benefit of developing nation Internet communities.

Sub-regional meetings will allow local Internet communities to participate directly in the policy discussions and processes, and encourage the awareness of innovations implicit in new and existing technologies, with special consideration given to the needs and interests of developing regions. This emphasis on the local impact of global policy helps to safeguard security, stability and interoperability whenever technical or policy changes are introduced.

*Figure 11 ICANN public meetings*



### 3-4c Regional presence

**Establish an ICANN presence in ICANN's regions to better support countries and local stakeholders in problem solving on Internet related issues under ICANN's mandate, ensure participation by all stakeholders in all regions, and ensure ICANN is truly responsive to the needs of its constituents as it completes the MoU and becomes a truly global organization.**

With increasing participation from all regions of the world, there has been an ongoing demand from all time-zones of the globe on ICANN staff for issues relating to ICANN's responsibilities. These interests in ICANN are a positive reflection of ICANN's progress in emerging into a global organization and reflective of the Internet's global economy. It demonstrates a need no different from that experienced by any other international company or organization. ICANN's commitment to regional presence is similar to that made by other business operations with global responsibilities.

ICANN staff, Board members, and members of the community, have found that regional attention is essential to fulfilling ICANN's responsibilities in a global manner. This means not only addressing language or cultural differences, but also improving how ICANN relates to regional needs and interests that fall within ICANN's mission and areas of responsibility. ICANN's participatory multi-stakeholder model encompasses the representation and involvement of all regions of the world, and it is important that each region is involved in the core structures and technical policy making for the Internet's systems of unique identifiers.

The experience of opening an ICANN presence in Brussels office in January 2004 has demonstrated the value of local presence. Accessibility is a critical key to good communications – the ability to meet locally, without time zone constraints, and the comfort of shared language can make a vast difference to a stakeholder's willingness to contact ICANN staff directly and work on resolving concerns. This includes issues ranging from ccTLD redelegations, to governmental interest to partake in the GAC, to interests on a registry or registrar matter. Often issues are then referred to appropriate ICANN staff, and/or to an expert of a specific issue, but the fact that ICANN is accessible and responsive denotes a seriousness of purpose and commitment to a regional presence, which might be more difficult to demonstrate in other ways.

Addressing these concerns means establishing an appropriate ICANN presence (small, efficient and effective) in respective regions, with a balance of hub offices and outreach offices. It is envisaged that North America, Europe, and Asia/Pacific regions would share staff responsibilities across all operational and policy areas, and provide access to critical services across all time zones. With approximately 50% of accredited registrars in North America, 30% in Europe, and 20% in Asia/Pacific, these hub offices will be able to respond to urgent issues in a timely and appropriate manner. Outreach or regional liaison presence would complement the hub offices, keeping in mind that all ICANN locations must be able to assist countries and stakeholders in identifying appropriate support for their Internet related issues falling under ICANN's mandate. This includes issues arising in regional offices, but also matters relating to ccTLDs, At-Large support, government and regional organization interest in ICANN, and increased communications and participation resources.

ICANN is in the process of identifying how best to address regional needs, in addition to the already established offices in Marina Del Rey and Brussels. ICANN intends to establish an

appropriate presence in each region over the next two years. These offices will vary in staffing and resources based on regional needs, feedback and input from stakeholders, and possible local offers.

While ensuring well thought through management of regional locations to ensure seamless and efficient work flow and communications, staff positions will ultimately be able to be filled anywhere ICANN maintains an office. Staffing the regional offices will offer ICANN a better opportunity to fulfil budgeted staff positions from a broader, more regionally diverse candidate base that reflects the multi-cultural, multi-regional, and multi-stakeholder dynamics of the Internet. It will be able to do so more often without incurring the substantial costs of relocation to the US or Europe. Sharing skill sets across regional cultures and jurisdictions should allow ICANN to be more responsive and adaptive to local Internet community concerns.

ICANN's regional presence will:

- Enable responsiveness to local needs of Internet related issues that fall under ICANN's areas of responsibility;
- Support and engage local community members, such as At-Large organisations, members of the technical community and Country Code Top Level Domains, governments and organizations, on specific issues of concern to the region;
- Enhance staff work in coordinating and supporting the regional activities and needs of its Advisory Committees and Supporting Organisations that form an essential component of ICANN's bottom-up, consensus-based policy development process, as they relate to ICANN's mission and scope;

In addition to establishing ICANN as a global organization, regional presences contribute towards ensuring a strong understanding on a regional level of what ICANN is and is not responsible for, support demands on a regional level for ICANN expertise in its areas of responsibility, and are a commitment by the organization to preserving the operational stability and security of the Internet, promoting choice and competition for registrants, and achieving broad representation of the global Internet community.

### **3-4d Special Restricted Fund for Developing Country Internet Communities**

**Establish a Special Restricted Fund for Developing Country Internet Communities to enable further participation in the ICANN mission by developing country stakeholders**

Since the earliest days of the Internet's formation, efforts have been made by many to make the Internet an experience and opportunity for everyone. ICANN shares this commitment, and since its inception, participation from the developing world has increased, as have the needs and interests as they relate to ICANN's mission.

Consequently, it is incumbent on ICANN to pursue all available means to address the needs of the developing countries Internet communities. ICANN will take steps to help build a regional presence, fund outreach activities and otherwise ensure that developing countries will continue to increase their participation in the Internet community, through the ICANN community. Promoting awareness and understanding of ICANN's role and mission by governments, media, and community groups will strengthen their informed participation in ICANN's processes.

The current training and educational workshops run by the Regional Internet Registries, local ISOC Chapters, and others are exemplary for their depth of coverage in their specific areas. There is a demonstrated need for training and workshops to accommodate more engineers and

technical people running ccTLDs and other key network infrastructure, and for information on appropriate related technical topics. ICANN occasionally conducts workshops in conjunction with the RIRs, ISOC, and other regional technical groups in developing nations, and has been requested to offer them on a regular basis. Two or three days of travel for a one-day workshop isn't cost or time effective for the network operators with limited resources. Being able to offer several days' worth of collective workshops across many areas of technical expertise will allow more individuals to commit the necessary resources of time, money, and participation.

Additionally, ICANN recognises a need to assist in the promotion of regional forums for technical people from ccTLDs to exchange their experiences and to receive training on some special issues like DNS security. In providing support for these services, ICANN will cooperate with other public and private efforts to bring greater technical resources to the Internet communities of developing nations. ICANN does not seek to duplicate or replace the efforts of others in the Internet community. Rather, its goal is to enhance and expand the availability of technical support and services where they are most needed, and to provide the unique resources and expertise ICANN can offer.

To help fund all of these endeavours, ICANN proposes establishing a Special Restricted Fund for Developing Country Internet Communities. The Special Restricted Fund would be a global fund and would sponsor global initiatives, and would not be used for ordinary ICANN operational expenses. To establish the Fund, ICANN will:

- Consult with the ICANN community regarding the appropriate purpose, scope, and use of a Special Restricted Fund for Developing Country Internet Communities
- Obtain formal outside counsel legal opinion on the appropriate acquisition, maintenance, oversight and use of the moneys in the Special Restricted Fund, and
- Subject to community support and implementation, take administrative actions to establish and implement the Restricted Fund.

### **3-4e Comprehensive communications strategy**

**Develop a comprehensive and multilingual communications strategy, including a collaborative outreach program and stronger media relationships, to ensure that ICANN and its stakeholders are constructively aware of each others' activity, roles, resources and interests.**

ICANN's Strategic Plan and operational objectives aim to build on and improve all aspects of ICANN's operations and service to the global ICANN community. These span both the policy development process and information to the internet community on the policy outcomes of that process.

With myriad interests to be considered and accommodated, the policy development process that ICANN provides is necessarily both complex and thorough. For it to work inclusively and effectively, it is vital that ICANN understands the needs and interests of its stakeholders, and that its stakeholders understand ICANN's role, resources, and organisational foundations.

In addition to being an information resource to others, ICANN needs to have a process for information gathering and analysis, and, through improved processes, develop more effective prioritization of engagement with stakeholder groups. There is also a need for ICANN to play a greater role in education about the Internet and ICANN's role in promoting security and stability.

#### **3-4e.i) Collaborative outreach program**

To facilitate a clear understanding of ICANN's role in promoting stability, security, and interoperability, ICANN will establish collaborative outreach with intergovernmental and local Internet communities.

Development of these collaborative programs with private and intergovernmental parties will be coordinated through the appropriate entities within ICANN's structure, including the Governmental Advisory Committee (GAC) and the Supporting Organisations, and in particular the ALAC and Regional At-Large Organisations (RALOs): see section 1(b) above.

These programs will include structured systems for the gathering of international information relating to ICANN's role, and working with the RALOs to promote public participation in their respective regions.

#### **3-4e.ii) Communications and media capabilities**

To support its role in facilitating Internet policies relating to the systems of unique Internet identifiers, information about ICANN should be conveyed in an accurate and timely manner to the Internet community, and to the public at large. The broad reach of selected media may be more effectively used for this purpose. Through the media and other communications channels, ICANN will build recognition of the particular role ICANN plays in the Internet governance framework, and of ICANN's authoritative knowledge of the relevant policies and their implementation. In particular, communications will emphasise the international, multi-stakeholder, bottom-up and fully participatory model for technical coordination that ICANN embodies.

**Figure 12 ICANN building avenues of communication**



**3-4e.iii) Develop and implement an appropriate and effective strategy for multilingual communications, including a multilingual feedback capacity**

As a global organisation, ICANN needs to provide multilingual communications and materials, a process that has already begun with the publication of an introductory ICANN brochure that has been translated into nine languages, and is available as a PDF on the ICANN web site. ICANN must develop an appropriate and effective strategy to ensure accessibility for Internet communities to relevant expertise, assistance and information.

Additionally, mechanisms for receiving and responding to feedback from ICANN's stakeholders need to be augmented. Online mechanisms to facilitate feedback, respond to inquiries, or provide information related to ICANN's mission and scope, are important to ensure that ICANN as an organisation understands the issues and concerns of the various stakeholders and the broader Internet community.

ICANN's proposed regional presence will also extend the multicultural and multilingual scope of its operations, with direct benefits and opportunities for ICANN and the regional Internet communities alike.

As part of developing and implementing an appropriate and effective multilingual communications strategy, ICANN will, in consultation with the community:

- Identify appropriate languages and materials for translation
- Use new office openings to communicate ICANN's perspective and local, regional and global plans;
- Develop and execute a program aimed at supporting developing country Internet activities and elevating ICANN's profile and role in fostering greater participation in the ICANN process
  - develop information workshops and seminars in developing regions,
  - “sponsor” events related to ICANN At-Large activities and gatherings;
  - create an internship program through the hub and outreach offices;
- Use existing resources and opportunities to implement this strategy as efficiently and as effectively as possible.
- While multilingual staff can assist with translations, they cannot dedicate all their time to the translation of materials and communications. Costs for translations are accounted for in the Strategic Plan, as well as costs for online mechanisms.

#### **3-4e.iv Develop and launch an enhanced ICANN website and collateral materials to engage public participation**

It is in ICANN's interest, both to encourage informed public participation and to fulfil commitments made through the MoU, to develop a more accessible and engaging website. The current ICANN website is not serving these needs as well as possible: its layout is often confusing or intimidating to newcomers, and it can be difficult to find information or comment areas on current topics.

ICANN will launch an additional website geared to address the public participation mandates it serves. With a design specifically aimed at making information and public comment forums for current issues accessible, this website will offer ICANN news and perspectives on issues relevant to the ICANN community. Using many of the rich technologies developed for weblogs, this website will be a source of information for newcomers and long-term participants in ICANN.

Additionally, ICANN has already developed an occasional newsletter, in electronic and physical forms, for distribution during events and meetings where ICANN plays a significant role. The newsletter will publicise current ICANN endeavours and activities, including those of the greater Internet community. By placing ICANN's work in the appropriate context of global Internet activities, ICANN hopes to keep the community informed, and promote greater participation.

