



DRAFT

# ICANN Draft Five-Year Strategic Plan (FY16–FY20)

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## Introduction

The core value of ICANN is our commitment to the bottom-up, multistakeholder approach. It defines our community and its activities. We are committed to this approach because we believe global inclusivity, transparency and accountability are critical to being trusted by stakeholders worldwide to fulfill our Mission.

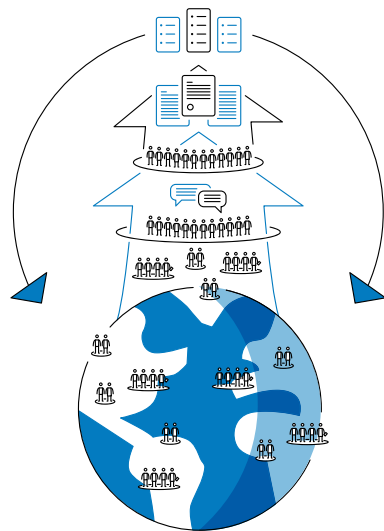
ICANN works to be a proficient, responsive and respected steward of the public interest by ensuring open and effective cooperation and collaboration among our stakeholders. These collective efforts culminate in a common shared goal: *a single, interoperable Internet supported by stable, secure and resilient unique identifier systems.*

The Internet remains a globally shared resource unlike anything the world has ever had. It drives nearly continuous change in everything it touches in society. The impact of those changes are magnified by their ever-increasing rate and reach. We, the ICANN community, must be ready to not

only meet these changes, but to be ahead of them with respect to their impact on the Internet's *unique identifier systems*. This Five-Year Strategic Plan seeks to enable us to do just that. A key aspect of the strategic planning process, therefore, has included deliberate attention to the major environmental shifts that ICANN should consider in focusing its resources.

This Five-Year Strategic Plan was created in accordance with ICANN's commitment to the multistakeholder approach. Beginning in April 2013, ICANN sought and incorporated extensive community input. Over the fourteen-month process, related initiatives such as the Affirmation of Commitments Reviews, the Regional Engagement Strategies, and Strategy Panels informed the Plan.

The end result is this document. It includes a **Vision**, reiterates ICANN's **Mission**, and describes five focus areas as **Strategic Objectives and Goals**.



## Vision

ICANN's vision is to be an accountable and independent organization coordinating the global Internet's systems of unique identifiers. ICANN strives to be trusted by all stakeholders for its inclusive, effective and consensus-based operations.

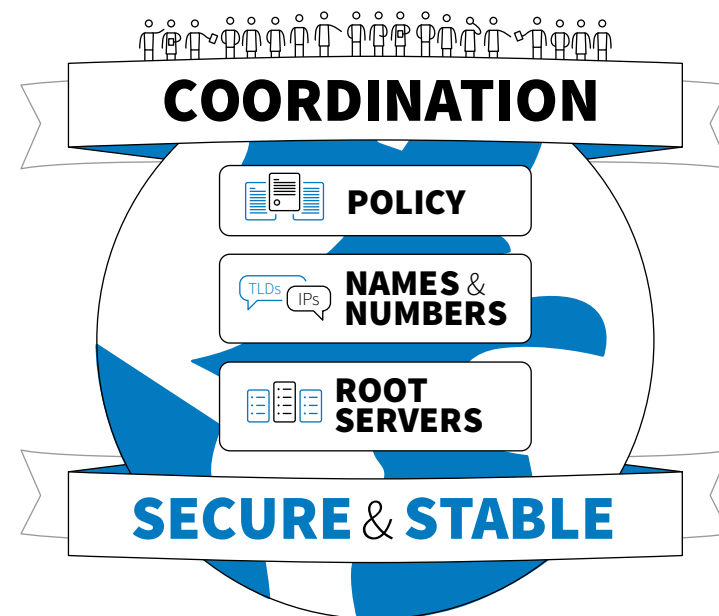


## Mission

ICANN's founding Mission, as stated in its Bylaws, 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 these related systems. This includes:

1. Coordinating the allocation and assignment of the following three sets of unique identifiers for the Internet (the IANA function):
  - a. Domain names (used in a system referred to as "DNS")
  - b. Internet protocol ("IP") addresses and autonomous system ("AS") numbers
  - c. Protocol port and parameter numbers
2. Coordinating the operation and evolution of the DNS root name server system
3. Coordinating the community's policy development reasonably and appropriately related to these technical functions

In performing its mission, ICANN is guided by core values enumerated in its Bylaws. These general principles and values continue to guide the activities of ICANN's Board, staff and community (of which ICANN is comprised).

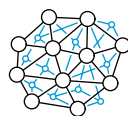


## Focus areas for the next five years

Taking into account the external forces and international growth and evolution of the Internet and the domain name system, ICANN has made success in five key areas a priority to continue to fulfill its stated Mission and realize its Vision by 2020. These focus areas are derived from extensive public input received thus far on ICANN's key challenges and opportunities and on the eight strategic areas highlighted by ICANN's Board of Directors, as well as input on related initiatives. The focus areas are:



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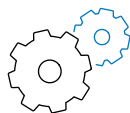
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## 1 Evolve and further **internationalize and regionalize** ICANN's implementation of the **multistakeholder approach**.

In 1998 when ICANN was formed, four percent of the world's population was online with half of those users in the United States. There were three million websites, only seven gTLDs (generic top-level domains), just three RIRs (Regional Internet Registries) for the entire planet, and no ccNSO (Country Code Names Supporting Organization) to represent 243 ccTLDs.

In 2013, 35 percent of the world's population is online, with almost half in Asia. There are 635 million websites accessed through more than 200 million domain names. There are now five RIRs with the addition of Africa and Latin America managing their own regions, and 285 ccTLDs (including 36 IDN ccTLDs in non-Latin scripts) – and the ccNSO membership has spread across the globe. While RIRs are regionalized and individual ccTLDs run localized policy development, current gTLD policy development topics are mostly of interest to first world

countries, which may account for low participation from some other parts of the world.

By the time ICANN's Five-Year Strategic Plan is complete, it is estimated that 63 percent of the world's population will be online (five billion users), many of who won't use Latin keyboards. This growth and development brings more users, expectations and dependency – from a more international and diverse community of stakeholders.

In order to meet the needs of this changing global landscape, ICANN will continue to evolve its multistakeholder processes and structures – both face-to-face and online – to enable: broad, inclusive, multilingual, engagement; new forms of participatory, consensus-based decision making; and internationalized and regionalized institutional frameworks to support such enhanced functions.

### ICANN SEEKS TO:

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## 1.1 Further **internationalize and regionalize** ICANN to be more relevant, inclusive, connected and collaborative worldwide.

### OUTCOMES

- Broad and effective participation from around the world in ICANN's programs and initiatives.
- ICANN's communications allow for connection and engagement by the community in major languages/scripts.
- Maximized engagement of countries and stakeholder groups worldwide.
- Globalized ICANN's operational functions.

### RISKS

- Gaps persist in participation by specific stakeholder groups; participation not seen as diverse enough by global community or governments.
- Tools may not be perceived as inclusive or collaborative, or may negatively affect policy development and engagement.
- Cost of internationalization not sustainable with incoming resources to meet community demand.
- Change in global environment prevents internationalization, or internationalization is not perceived as mission-driven.

### MEASURES

- Regional/national participation statistics from attendance at ICANN meetings and online forums, participation in working groups and initiatives.
- Number of documents, meeting sessions available in multiple languages; languages/scripts represented in ICANN community participation.
- Geographic spread of media coverage of ICANN.
- Tracking expansion of the Fellowship Program (by region / language; by involvement in ICANN initiatives).
- Number of governments and international entities endorsing ICANN's globalized functions.

### PHASING

- Year 1: Plan based on gap assessment
- Years 2 – 4: Phased implementation
- Year 5: Review and assess





## 1.2 Bring ICANN to the world by creating a balanced and proactive approach to **regional engagement** with relevant stakeholders.

### OUTCOMES

- Recognized hubs and engagement office presence supporting the regional engagement strategies; local community participation in ICANN.
- Diversification of ICANN functions across hub and engagement offices.
- Successful implementation of regional engagement strategies across all relevant ICANN regions.
- Practice of capacity-building.

### RISKS

- Governments and / or international organizations reject model of ICANN as a stand-alone global organization, push for absorption into UN or other system.
- Not all regions adopt a regional strategy; regional strategies not successful in creating a balanced and proactive approach to regional engagement (gaps persist due to economic factors, inertia, refusal to participate, etc.).
- Inability to scale the volunteer model.
- Increasing cost vs benefit of continued expanse of regional presence.
- Failure or disruption of existing organizations in the Internet ecosystem.
- Lack of qualified resources to promote this strategy.

### MEASURES

- Percentage of ICANN organizational functions performed across ICANN's hub and engagement offices.
- Recognition of ICANN's international status by X governments, territories or international organizations.
- Partnerships and Memorandums of Understanding with regional and global organizations and entities.
- Geographic spread of participants in ICANN.
- Percentage or number of regional engagement initiatives completed.

### PHASING

- Year 1: Regional penetration baseline and address critical engagement gaps
- Years 2 – 4: Address priority engagement needs and continuous improvements
- Year 5: Assess and plan for evolution







### 1.3 Evolve **policy development and decision-making processes, structures and meetings** to be more inclusive, efficient, effective and responsive to the changing needs of our diverse, global stakeholders.

#### OUTCOMES

- Clear, effective and predictable policy development and decision-making processes that allow for greater inclusion by diverse global stakeholders resulting in implementable ICANN policies and advice.
- Wide use of improved tools and mechanisms for enhancing global participation and representation, including the use of remote participation to engage stakeholders from emerging regions.
- Meeting and engagement program supporting the global multistakeholder model.
- ICANN's SO/AC structures evolved to increase efficiencies and effectiveness and meet the needs of a broad and inclusive global community.
- Decision-making is seen as open, transparent, inclusive and legitimate.
- Evolved processes that allow under-represented countries and communities to identify topics of interest to them.

#### RISKS

- Lack of agreement on how to improve processes.
- Inability to effectively engage stakeholders in all regions.
- An increase in numbers and complexity of potential policy issues in an expanded new gTLD environment.
- Fail to reach agreement on framework for evolving structure and ability to execute.
- Unable to break out of siloed policy development with current SO/AC structures; existing SO/AC participants resistant to new pathways for engagement and participation; new participants disillusioned with opportunities and decide to take their interests elsewhere.
- ICANN decisions, processes and structures viewed as not transparent or responsive to community demands, or not effective.

- National laws (e.g. in privacy and cyber security areas) adversely affect ICANN policy development and implementation.

#### MEASURES

- Regular measurements of the duration of the policy/decision-making processes.
- Regular measurement of the participation of the globally diverse stakeholders in the policy/decision-making processes (face-to-face and online).
- Regular measurement of the implementability of policies and policy advice.
- Executing the implementation of the framework and meeting the identified milestones.
- Demonstrated increased participation and engagement.
- Execute framework and milestones, and percentage of reviews executed, and outputs implemented, on time.
- Evolution of baseline statistics on participants in SO/AC working groups and structures.
- Percentage of consensus recommendations directed to Board by SO/ACs.
- Number of policy recommendations from SO/AC adopted by Board.
- Increased numbers, diversity and pathways for engagement by participants in ICANN.

#### PHASING

- Years 1 – 2: Assess and plan and propose new structures
- Years 3 – 4: Implement and continuous improvement
- Year 5: Reassess and plan





## 2 Continue to support a healthy, stable and resilient **unique identifier ecosystem.**

The unique identifier ecosystem of cooperating parties faces immense change while seeking to define itself and mature. The activity on the Internet reflects the full range of human motivations and conduct. In part, such activity reflects the open nature of the Internet that has made it successful, enabled innovation at its edge, and allowed for the sharing of knowledge, creativity and commerce in a global commons.

By the end of 2013, there were more mobile devices than people on the planet. By the end of 2020, it is estimated there will be as many as one trillion “things” connected to the Internet, using the DNS as a platform for a range of services for the world’s users. This will expand the very nature of the Internet from an on-demand human service to an always on, near continuous use service for sensors and machines.

New uses of domain names, including the availability of new gTLDs, are driving change and expansion – inspiring new Internet applications, but also with the possibility of creating consumer confusion, as well

as introducing new challenges in security and stability at all levels of the hierarchical DNS system. A challenge will be to concentrate on the ecosystem’s resilience and ability to maintain its structure and function over time in the face of external stress.

By contrast, the rise of apps for mobile devices (having reached 45 billion downloads in 2013 and expected to reach 350 billion by 2018) is putting the future and even relevance of domain names in question, while heightening the importance of IP addresses in the background as unique identifiers to connect users to their intended destination in a global interoperable Internet.

The growing and evolving unique identifier industry is operating within that changing landscape. ICANN will engage stakeholders to help support and plan for the industry’s evolution and empower a global and responsible industry that fosters growth and innovation.

### ICANN SEEKS TO:



## 2.1 Foster and coordinate a healthy, **stable and resilient** identifier ecosystem.

### OUTCOMES

- Successful collaboration that maintains security, stability and resiliency of the unique identifier ecosystem (LRoot, etc.).
- Overall Internet ecosystem has measures of health, enabling community to see how the system is handling change and where areas of weakness/instability are present.
- Ecosystem is able to withstand attacks without loss of confidence in the operation of the unique identifier system.
- Unquestionable, globally recognized legitimacy as coordinator of unique identifiers.

### RISKS

- Major attack or event results in failure of TLD(s) of substantial size that causes loss of confidence in the administration of the IANA functions, Internet ecosystem or internationalization of ICANN.
- Ecosystem members' resistance to collaboration leads to gaps in DNS administration best practices.

### MEASURES

- Measurements for DNS/unique identifier health developed allowing community to track progress of operation of the overall identifier ecosystem.
- Regular measurement of implementation of SSAC recommendations adopted by the Board.

### PHASING

- Maintain consistent and steady pace throughout five years and make adjustments as needed





## 2.2 Proactively plan for changes in the **use of unique identifiers**, and develop **technology roadmaps** to help guide ICANN activities.

### OUTCOMES

- Evolved DNS to maintain relevance as a digital identifier.
- An assessment of the current and emerging state of the unique identifiers, and a process for regularly reviewing and updating the assessment.
- Mechanism(s) for visibility and accountability to the community in understanding ICANN's point of view, plans and activities in response.

### RISKS

- Failure to respond to changes occurring outside ICANN's control.
- Unanticipated threat of hacking and system attacks from new technologies.

### MEASURES

- Number of documented use cases for each key identifier, and measure of the degree of utilization of each use case.

### PHASING

- Years 1 – 2: Assess and plan; develop a roadmap
- Year 3 – 4: Implement based on roadmap
- Year 5: Reassess and plan





## 2.3 Support the evolution of domain name marketplace to be robust, stable and trusted.

### OUTCOMES

- Credible and respected industry that is compliant with its responsibilities, as demonstrated by clear systems, policies, procedures and good practices.

### RISKS

- Internal or external market disruption.
- Conflicting agendas of key players thwart cooperation and evolution of marketplace.

### MEASURES

- Satisfaction with ICANN survey scores from DN industry.
- Percentage growth of DN industry segments.
- Numbers of new entrants, parties leaving the market, and total in the market.
- Number of publicly listed companies and the total value of publicly listed companies in the market.
- Regular measurement of stakeholders' confidence in the compliance function.
- Regular measurement of compliance function performance.

### PHASING

- Year 1: Assess, collaborate and plan
- Year 2: Align stakeholders
- Years 3 – 4: Implement
- Year 5: Reassess and plan





### 3 Advance **technical and operational excellence.**

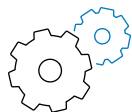
As the Internet and world around us changes, so too must ICANN. We will not change *Why* we do what we do. We will not change *What* we do. But to respond to the many and varied external forces that our global stakeholders face, we must continue to perfect *How* we do what we do.

ICANN seeks to mature our organization – to improve the skillset, processes, and technology through which we operate to deliver services to the ICANN community. We seek to develop a greater ability to meet the speed and scale of innovation happening around us and deliver with excellence in everything we do.

## ICANN SEEKS TO:

Figure 1 consists of a 3x3 grid of scatter plots. The rows represent different countries: USA (top), Canada (middle), and UK (bottom). The columns represent different years: 1990 (left), 2000 (middle), and 2010 (right). Each plot shows the relationship between the number of children (x-axis) and the number of children in the household (y-axis). The x-axis ranges from 0 to 10, and the y-axis ranges from 0 to 10. The plots show a positive correlation between the number of children and the number of children in the household. The slope of the relationship increases over time, and the relationship is steeper in the USA than in Canada and the UK. The relationship is also steeper in 2010 than in 2000 and 1990. The plots are labeled with the country and year in the top right corner.

Country	Year	Relationship
USA	1990	Positive correlation, slope ~1.5
USA	2000	Positive correlation, slope ~2.5
USA	2010	Positive correlation, slope ~3.5
Canada	1990	Positive correlation, slope ~1.0
Canada	2000	Positive correlation, slope ~1.5
Canada	2010	Positive correlation, slope ~2.0
UK	1990	Positive correlation, slope ~0.5
UK	2000	Positive correlation, slope ~1.0
UK	2010	Positive correlation, slope ~1.5



### 3.1 Ensure structured **coordination of ICANN's internal technical and operational resources.**

#### OUTCOMES

- Global IT infrastructure performing at 99.999% uptime (5 minutes or less of unplanned downtime anywhere in the world, in a year) in FY 2020 through effective resource management and best practices.
- Support functions operate in a standardized and harmonized manner to increase efficiency and quality of output and support long-term growth.
- A mindset of continuous improvement.

#### RISKS

- Data breach; system failure.
- Resource constraints and leadership / management focus.
- Growth rate hampers ability to maintain quality services.

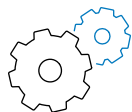
#### MEASURES

- Percentage of global IT infrastructure uptime (scaling from 99.9% in FY 2015 to 99.999% in 2020).
- Performance management metrics for on-time projects and overdue tasks to deliver timely services.
- Process efficiency measured by ratio of transactions following exception process in total transaction.

#### PHASING

- Year 1: Implement, build foundation; performing at 99.9% uptime
- Years 2 – 4: Continuous improvement to achieve target performance level; performing at 99.99% uptime
- Year 5: Reassess and plan; performing at 99.999% uptime





### 3.2 Develop a globally diverse **culture of knowledge, expertise and technical sophistication** within ICANN's Board, staff and stakeholders that attracts top talent.

#### OUTCOMES

- Organization has established systems to attract and retain the very best talent globally, and to develop and motivate Board, staff and stakeholders to achieve their highest potential and contributions to ICANN.

#### RISKS

- Resource constraints and leadership / management focus.
- Community diversity, political and cultural differences are not successfully accommodated.
- Inability to recruit and retain talent.
- Inability to maintain expertise to keep pace with technical changes.

#### MEASURES

- Performance management metrics.
- Benchmarks against high-performing organizations.
- Organizational development programs.
- Survey results.

#### PHASING

- Three years to achieve solid foundation
- Then continuous refinement
- Critical path: foundation building in years 1 and 2 to gain momentum







### 3.3 Create **role clarity** for the Board, staff and stakeholders.

#### OUTCOMES

- Shared understanding of the roles of the Board, staff and stakeholders.
- Regular successful assessment and confirmation of the roles as ICANN evolves.

#### RISKS

- Community diversity, political and cultural differences are not successfully accommodated.
- Reluctance to align on a common framework.
- As ICANN grows, inability to manage potential conflicts of interest within the Board, stakeholders or staff.
- Conflict caused by differing views of what is the bottom-up approach and when it is / is not appropriate.

#### MEASURES

- Survey results.
- Documented roles and responsibilities.
- Good practice benchmark metrics.

#### PHASING

- Three years to achieve solid foundation
- Then continuous refinement
- Critical path: foundation building in years 1 and 2 to gain momentum





### 3.4 Ensure ICANN's long-term financial accountability, stability and sustainability.

#### OUTCOMES

- Established stable financial discipline with proper controls, accountability, and transparency.
- The organization has a long-term sustainable financial model with predictable revenue stream and cost models.
- Achieved financial system efficiency to provide financial insights, minimized resource requirements and with flexibility to support organizational changes.
- Maintain appropriate financial reserves.

#### RISKS

- Resource constraints to support building good practices and addressing community requests.
- Disruption of revenue model.
- Program risks that result in financial losses.
- Lack of planning and visibility.
- Lack of cost control.
- Perception that ICANN is driven by desire to maximize profit rather than good stewardship.

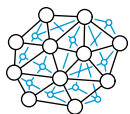
#### MEASURES

- Best practice assessment metrics.
- Long term financial models with target achievements.
- System review metrics.
- Resource efficiency comparisons to benchmarks.

#### PHASING

- Three years to achieve solid foundation
- Then continuous refinement to achieve flexibility
- Critical path: foundation building in years 1 and 2 to gain momentum





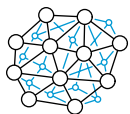
## 4 Clarify and established ICANN's role in the **Internet governance ecosystem**

Role clarity is a key challenge for the Internet governance ecosystem, as both the Internet and global geopolitical landscapes are in a near-constant state of change. As a byproduct of this continuous change, organizational overlaps and gaps among the administrative and governing groups emerge. The result can be unhealthy competition, misunderstood intentions, strained relations, or duplication of effort and inefficient use of resources to solve problems. Or worse, the result can mean critical issues facing the Internet go unaddressed or unmanaged, exposing the world to their risks.

ICANN seeks this role clarity for itself. We strive to clarify the linkages and frameworks that underlie ICANN's responsibilities in the current Internet ecosystem. We commit to developing ways to maintain and enhance ICANN's stewardship in an evolving ecosystem. We also pledge to cultivate thought leadership on ways in which ICANN can serve a complex set of Internet constituencies.

By extension of this effort, and without seeking to expand its role and mandate, ICANN commits to contributing to creating greater role clarity for the entire Internet governance ecosystem. We see opportunity for the ecosystem to be stronger together through greater cooperation and coordination. In this, we pledge open, transparent communications to foster a single, open, global Internet for worldwide benefit.

### ICANN SEEKS TO:



## 4.1 Ensure **ICANN's role** in the evolving Internet ecosystem is clear, recognized, and well understood worldwide.

### OUTCOMES

- ICANN's legitimate role is unquestioned and fully trusted by relevant Internet organizations, governments, international organizations and stakeholders worldwide.
- Frameworks for partnership and engagement with Internet organizations, governments and stakeholders are functioning and supporting more inclusive, collaborative participation in ICANN.
- Global recognition of ICANN five-year strategic plan with clear Vision, Mission, and focus areas.

### RISKS

- Outputs expected from Internet governance discussions do not result in positive changes to the current environment.
- Highly dynamic and changing environment prevents clarification of ICANN's role.
- Imbalance in stakeholder control.
- Perception that ICANN is seeking to expand its role and mandate.

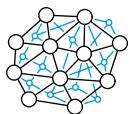
### MEASURES

- Percent of stakeholders participating in decision-making and public comment processes.
- Measure of the number of DNS business representatives that participate in the multistakeholder Internet governance ecosystem.
- Measure of participation from ISPs that use IP addresses.
- Measure of participation at the individual ccTLD level, aggregated.
- Number of fora and discuss lists to which ICANN is actively contributing, both individually and in cooperation with other organizations [organizing workshops, trainings, providing sponsorship, presentations and participation in sessions].
- Geographic spread of media coverage of ICANN accurately reflecting ICANN's role.

### PHASING

- Year 1: Continue to clarify
- Years 2 – 4: Achieve understanding
- Year 5: Recognize





## 4.2 Create a balanced and proactive approach to **engagement with governments and IGOs.**

### OUTCOMES

- ICANN's legitimate role is unquestioned and fully trusted by relevant Internet organizations, governments, international organizations worldwide.
- Frameworks for partnership and engagement with Internet organizations and governments are functioning and supporting more inclusive, collaborative participation in ICANN.

### RISKS

- Environmental change causes governments or other stakeholders to change their involvement and participation in ICANN.
- Perception that particular governments or IGOs are inappropriately influencing ICANN's mandates.

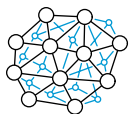
### MEASURES

- Percent of change from baseline in number of government, intergovernmental organization and Internet organization agreements, partnerships, recognition statements and Memorandums of Understanding.
- GAC membership status and level of representation (level of the person listed and actual attendance and representation at ICANN meetings).
- Percent of change from baseline in number of intergovernmental organizations participating in our multistakeholder processes post-Brazil (participation in Brazil conference is the baseline).

### PHASING

- Steady growth in acceptance of ICANN by relevant Internet organizations, governments and IGOs over next five years





### 4.3 Participate in the development of a stable and scalable framework for Internet governance that fosters cooperation, fairness, communication and trust among the Internet governance ecosystem.

#### OUTCOMES

- Establish and strengthen frameworks and partnerships with organizations in the Internet ecosystem (this includes technical community and other entities collaborating in the ecosystem).

#### RISKS

- Failure of Internet related organizations that impact the Internet ecosystem.  
- Failure to reach agreements on partnerships and objectives to serve the broader Internet community.  
- Highly dynamic and changing environment prevents clarification of ICANN's role.

#### MEASURES

- Increased numbers of partnerships and affirmations of agreements with respective Internet organizations, to serve the broader Internet community within missions and mandates of organizations.

#### PHASING

- Years 1 – 2: Heavy activity  
- Year 3: Stabilize  
- Years 4 – 5: Evolution and continuous improvement





## 5 Develop and implement a global **public responsibility** framework.

The Internet is a shared global resource, the greatest platform for knowledge in the history of the world. It drives continuous change in everything it touches: business, education, government, technology, and society.

As the Internet grows worldwide and society increases its dependency on it for all manner of activity, the Internet's systems of unique identifiers become more important and of global public interest. ICANN seeks to develop a public responsibility framework for promoting the global public interest in the coordination of the Internet's unique identifier systems.

The framework will clarify ICANN's roles, objectives and milestones in promoting the public interest through capacity building, and increasing the base of internationally diverse, knowledgeable, and engaged ICANN stakeholders.

### ICANN SEEKS TO:

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## 5.1 Act as a **steward of the public interest.**

### OUTCOMES

- Clear understanding of the public interest applied to ICANN's decision-making and policy-making processes.
- Clear and effective "Guidance" for ICANN's stewardship.
- Recognized as an unquestioned steward of the public interest in coordinating the unique identifiers.

### RISKS

- Lack of consensus within timeline regarding definitions of "public interest" and/or ICANN's role.

### MEASURES

- Produce report synthesizing existing public interest considerations across ICANN by the end of calendar year 2014.
- Following the report, by the end of FY15, create framework for ICANN's bodies to assist them in assessing how their actions can be better aligned with the public interest.
- Assess public interest framework and review its implementation.

### PHASING

- Year 1: Assess and report
- Year 2: Create framework
- Years 3 – 4: Continuous evolution and implementation
- Year 5: Reassess and revise







## 5.2 Promote ethics, transparency and accountability.

### OUTCOMES

- Shared agreement on what accountability means in the context of ICANN.
- Effective accountability mechanisms and transparency procedures.
- Effective and clearly defined ethical framework.
- Demonstrated accountability and legitimacy of ICANN, through the evolution of the Affirmation of Commitments and implementation of review mechanisms.

### RISKS

- Failure to comply with accountability and transparency processes.
- Failure to achieve international agreement on the evolution of the accountability and transparency obligations.
- Policies become too complex or undocumented.
- Insufficient guidance or failure to account for cultural differences that results in inability to achieve ethical behavior.
- Lack of consensus on what constitutes an ethical framework.

### MEASURES

- Board transparency indicators, documents posted on time.
- DIDP and correspondence posted on time.
- Compliance with the conflict of interest policy.
- Compliance with the Board Code of Conduct.
- Clearly define ethical framework.
- Implementation of appropriate accountability metrics and frameworks.

### PHASING

- Year 1: Collect and report
- Years 2 – 4: Continuous evolution and implementation
- Year 5: Reassess and revise





## 5.3 Engage in public responsibility activities.

### OUTCOMES

- Multiple engagement pathways resulting in increased numbers and diversity of participants with special emphasis on under-represented countries and communities.
- Under-represented countries and communities, as well as under-represented groups of people (such as under-privileged and those with special needs), are better able to understand and participate in ICANN.
- Shared understanding of what ICANN's public responsibilities are within its mission.

### RISKS

- Inability to effectively engage stakeholders in particular under-represented countries or communities and other under-represented groups.
- Perception that ICANN's activities are beyond the scope of its mandate.

### MEASURES

- Regular measurement of percentage of increase in participation of people from developing countries and communities and from other under-represented groups.

### PHASING

- Years 1: Engagement baseline for under-represented countries and communities and other under-represented groups; address critical engagement gaps
- Years 2 – 4: Address priority engagement needs and continuous improvements
- Year 5: Assess and plan for evolution



