|   | Draft FY26-30 Strategic Plan  
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<th>Strategic Objectives</th>
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<td>1. Evolve and promote ICANN's multistakeholder model to sustain its inclusive Internet governance model.</td>
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<td>2. Enhance Organizational Excellence.</td>
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<td>3. Collaborate with relevant stakeholders to evolve the Internet's unique identifier systems.</td>
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## Draft FY26-30 Strategic Plan
### Strategies

1. **1.1.1** Integrate new stakeholders into ICANN community groups as needed.
2. **1.1.2** Enable integrated collaboration among community groups.
3. **1.1.3** Foster an appealing environment for the next generation.
4. **1.1.4** Develop a new generation of leaders.
5. **1.1.5** Increase and broaden participation, particularly from underrepresented communities.
6. **1.2.1.** Reduce complexity and create incentives to encourage active participation.
7. **1.2.2.** Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.
8. **1.2.3.** Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.
9. **1.2.4.** Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.
10. **1.3.1.** Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN’s mission.
11. **1.3.2.** Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.
12. **2.1.1.** Improve institutional agility and adaptability.
13. **2.1.2.** Preserve ICANN's financial sustainability.
14. **2.2.1.** Evolve the hybrid workforce model and optimize regional office utilization.
15. **2.2.2.** Embed ecological responsibility into ICANN's operations.
16. **3.1.1.** Promote the advancement of Universal Acceptance and Internationalized Domain Names.
17. **3.1.2.** Proactively collaborate with all relevant external parties to promote Universal Acceptance.
18. **3.1.3.** Cultivate consumer choice, competition, inclusivity, and innovation.
19. **3.2.1.** Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.
20. **3.2.2.** Collaborate with technical community entities, such as the Internet Engineer Task Force, Regional Internet Registries, and root server operators, to understand new technologies.
21. **3.3.1.** Continue to reliably deliver the IANA functions.
22. **3.3.2.** Ensure that the IANA functions are properly resourced.
23. **4.1.1.** Continue to provide and participate in trusted forums that convene relevant stakeholders.
24. **4.1.2.** Identify and mitigate security threats to the Internet's unique identifier systems.
25. **4.1.3.** Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.
26. **4.2.1.** Continue to enhance the governance and technical evolution of DNS root server operations and services.
27. **4.2.2.** Increase the robustness of the root zone generation, distribution services, and processes.
28. **4.2.3.** Support coordinated plans to address DNS Root Server System attacks.
1.1.3.2 Strengthen collaborative efforts to promote the multi-stakeholder model of governance.

1.2.1.2 Enable integrated collaboration among community groups.

1.2. Enhance the agility and effectiveness of policy and advice development.

1.3.2 Promote the advancement of Universal Acceptance and Internationalized Domain Names.

1.1.2.4 Incorporate flexibility and agile methodologies in the policy advice development and implementation lifecycle.

1.2.1.1 Develop a new generation of leaders.

1.3. Strengthen collaborative efforts to promote the multi-stakeholder model of internet governance.

1.3. Expand strategic alliances to advocate for the multi-stakeholder model of internet governance.

1.1.1.2 Establish mechanisms to identify, prioritize, and resource issues that require immediate attention and have the potential for increasing the overall resilience of the registry system.

1.3.1.1 Promote the advancement of Universal Acceptance.

1.2.3.5 Conduct an audit to understand the baseline and gain insight from experts about reducing the carbon footprint for offices, data centers, meetings, travel, and org-wide products and purchases.

1.4.1.2 Evaluate and foster decentralized decision-making processes within the organization to empower teams and individuals at the appropriate level to make decisions. This approach will streamline processes and cultivate a culture of trust and collaboration.

1.4. Establishing the current context of community collaboration, key issues for improvement and recommended actions in collaboration with the community.

4.1.1.5 Provide training and resources to staff on agile methodologies and best practices.

4.1.1.4 Develop a framework or mechanisms to address gaps in stakeholder representation.

4.2. Strengthen DNS root server operations governance.

4.2.1.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.

4.2.2.2 Increase the robustness of the root zone database, availability, and security in DNS root server operations.

4.3. Enhance ICANN’s coordination and collaboration with the numbers community for secure, stable, and reliable routing and addressing.

4.3.1.2 Implement improvements to the Internet’s unique identifier systems.

4.3.1.4 Develop and implement strategies to address gaps in stakeholder representation.

4.3.1.5 Continue to improve the Internet’s unique identifier systems.

4.3.2.1 Ensure that all of ICANN’s internal systems and platforms are fully UA-ready, demonstrating a commitment to UA and leading by example.

4.4.1.3 Collect, assess, track, and monitor data of community participation in events, meetings, working groups, etc.

4.5.1.2 Establish metrics and benchmarks for measurement, monitor and report progress regularly.

4.5.3.4 Develop training and awareness programs to educate staff, vendors, and stakeholders about sustainability practices and their role in achieving ICANN’s goals.

4.5.3.5 Support the completion of the Pilot Holistic Review, and implement adopted recommendations accordingly.

4.6. Strengthen partnerships with relevant stakeholders to reinforce the shared responsibility of ensuring a secure and stable domain name system.

4.6.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.

4.6.1.3 Promote the advancement of Universal Acceptance and Internationalized Domain Names.

4.6.2.1 Collaborate with the RIRs to work on projects of mutual interest for the security and stability of the Internet’s unique identifier systems.

4.6.2.3 Establish a mechanism to monitor the progress of each strategy and the key activities associated with it.

4.7. Strengthen ICANN’s coordination and collaboration with the numbers community for secure, stable, and reliable routing and addressing.

4.7.2.1 Enhance collaboration with the RIRs to promote and measure routing security.

4.7.3.2 Briefer for feedback from stakeholders through surveys and public consultation on University Diversity perspectives.

4.8.3.1 Support coordinated plans to address DNS Root Server System attacks.

4.9. Strengthen DNS root server operations governance.

4.9.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.

4.9.3.2 Increase the robustness of the root zone database, availability, and security in DNS root server operations.

5.1. Key Activities

5.1.1.2 Ensure that key activities are tracked and reported on a quarterly basis, or as needed, to the ICANN Board, along with the progress of each strategy.

5.1.1.3 Continue to support ICANN’s senior leadership team and CIO in ensuring that the ICANN ecosystem is fulfilling its mission.

5.1.2.2 Support the completion of the Continuous improvement program for Advisory Committees (ACs) and Supporting Organizations (SOs).

5.1.2.3 Develop procedures to identify gaps in stakeholder representation, evaluate and improve the procedures as needed over time.

5.1.2.5 Establish a mechanism to address gaps in stakeholder representation.

5.2. Ensuring a secure and stable numbering and routing system.

5.2.1.1 Implement improvements to the Internet’s unique identifier systems.

5.2.1.2 Collaboration with the community to ensure that key activities (including ICANN-PAC Steering) are focused appropriately on enhancing policy and advice development, as well as reducing the burden on the community.

5.2.1.3 Ensure that all of ICANN’s internal systems and platforms are fully UA-ready, demonstrating a commitment to UA and leading by example.

5.2.3.2 Incorporate flexibility and agile methodologies in the development process and advice development work to garner key feedback from the community Board, and ensuring the efficacy of each phase of work.

5.3. Research, establish, and implement additional distribution mechanisms to enhance the redundancy and accessibility of root zone generation and distribution.

5.3.1.1 Research, establish, and implement additional distribution mechanisms to enhance the redundancy and accessibility of root zone generation and distribution.

5.3.2.2 Convene key stakeholders to explore potential new distribution mechanisms.

5.3.2.3 Develop and implement a plan for proposed improvements that address these challenges.

5.3.3.1 Collaborate with the RIRs to work on projects of mutual interest for the security and stability of the Internet’s unique identifier systems.

5.4. Enhance ICANN’s global presence and impact.

5.4.2.2 Embed ecological responsibility into ICANN’s operations.

5.4.3.1 Collect, assess, track, and monitor data of community participation in events, meetings, working groups, etc.

5.5.1.2 Establish metrics and benchmarks for measurement, monitor and report progress regularly.

5.5.2.1 Engage influencers and thought leaders within the Internet ecosystem to promote and bring the benefits of the multi-stakeholder model of internet governance.

5.5.3.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.

5.5.3.2 Conduct and publish ongoing research and market studies to stay informed about how new technologies can impact the identifier systems.

5.5.3.3 Document the progress in the annual Universal Acceptance report.

5.5.3.4 Track and promote the adoption of internationalized email addresses by major email providers.