

ICANN DRAFT STRATEGIC PLAN JULY 2010-JUNE 2013

ICANN manages the coordination of the Domain Name System and Internet addressing for the benefit of Internet users around the globe.

ICANN stands for a single, interoperable global Internet. ICANN is a multi-stakeholder private sector, non-profit organization that administers the Internet's naming and numbering system with our partners. Working with the IETF, ICANN also administers the network protocol and parameter registries that support the operation and orderly evolution of the Internet. We provide a key forum for global Internet governance, involving thousands of companies, individuals and government participants. We support the cybersecurity of the domain name system (DNS) that links Internet names and numbers. Our policies govern 180,000 million domain names and one billion network addresses across 252 countries and territories. Although our work is mostly unseen by the 1.5 billion Internet users, our small, centralized service is essential to the unity of the Internet. We have 140 employees and annual funding of \$64 million.

Our vision is a unified global Internet that works for everyone. In five years, we hope that ICANN's work is virtually invisible because we have built up high levels of trust in our stewardship of names, numbers and protocol parameters.

ICANN manages the coordination of the Domain Name System and Internet addressing for the global public benefit of Internet users. We have four areas of focus:

Preserve DNS stability and security

Promote competition, trust, choice and innovation

Excel in IANA and other core operations

Contribute to shaping a healthy Internet eco-system

For the 2010-2013 planning period, this means:

Strategic objectives	<ul style="list-style-type: none"> •[100% DNS uptime] •[Lower DNS abuse] •[More secure TLD operations] •[Improved DNS resilience to attacks] 	<ul style="list-style-type: none"> •[Increased TLD options in all languages] •[Lower registration abuse] •[Increased industry competition] •[Increase valid registrations] •[Everyone connected] 	<ul style="list-style-type: none"> •[Flawless IANA operations] •[Improved resilience] •[High levels of customer satisfaction] 	<ul style="list-style-type: none"> •[All stakeholders have a voice at the table] •[Improved accountability and transparency] •[One unified, global Internet]
Community work	<ul style="list-style-type: none"> •DNSSEC •Whois/ International Registration Data •Registration abuse 	<ul style="list-style-type: none"> •IDNs •New gTLDs •IPv4/ IPv6 work •Registrar Accreditation •Registrant Rights Charter 	<ul style="list-style-type: none"> •Monitoring of performance •Root scaling study 	<ul style="list-style-type: none"> •Increasing participation •Contributing to international forums •Reviews of SOs and ACs
Strategic projects	<ul style="list-style-type: none"> •DNSSEC implementation •DNS CERT concept development 	<ul style="list-style-type: none"> •Implement IDNs •Implement new TLDs •IPv4 monitoring/IPv6 leadership •Improve policy processes 	<ul style="list-style-type: none"> •IANA infrastructure upgrade •Monitor Root scaling •Strengthen International operations and presences 	<ul style="list-style-type: none"> •Implement Community Reviews •Implement impact reporting •Participate in Internet governance discussions •Successful participation in ITU Plenipot 2010 and IGF
Staff work	<ul style="list-style-type: none"> •Contingency planning •Training for ccTLDs •Collaborative response 	<ul style="list-style-type: none"> •Compliance •Supporting Organisation and Advisory Committee support 	<ul style="list-style-type: none"> •IANA •Board support •Financial operations •L Root operations •Support services 	<ul style="list-style-type: none"> •Thought leadership •Participation in international forums •Strengthen partnerships across the eco-system •Strengthen regional engagement

Multi-stakeholder – Collaborative – International – Transparent – Accountable

Preserve DNS stability and security

The stability and security of the Domain Name System (DNS) is an important priority for the ICANN community and for Internet users globally. It is a core element of ICANN's mission. More than ever, we find ourselves in an environment of growing threats and increasing attacks on the DNS and other Internet infrastructure. ICANN can address some stability and security issues on its own. However, for many things it must work in partnership with others who have a role in the broader aspects of Internet security.

Over the life of this plan, ICANN will continue to support the implementation of DNSSEC. DNSSEC improves the level of authentication of DNS requests and reduces the risk of some malicious behaviour.

To address one of the broader issues of Internet security, ICANN will work in partnership with other organizations to develop a conceptual model for a DNS collaborative security response system. This system would enable a more coordinated and effective response to attacks on the DNS.

In its ongoing work, ICANN will continue to work on strengthening the security and stability of its own operations. It will also continue to work with others to protect the integrity of the global DNS through initiatives such as training for ccTLD operators.

Strategic objectives

- [100% DNS uptime]
- [Lower DNS abuse]
- [More secure TLD operations]
- [Improved DNS resilience to attacks]

Strategic projects

- DNSSEC implementation
- DNS CERT concept development

[Details of staff work will be provided in the final plan.]

Promote competition, trust, choice and innovation

ICANN's mission includes coordinating the operation and evolution of the DNS root name server system. One of ICANN's core values is introducing and promoting competition in the registration of domain names where practicable and beneficial in the public interest. Over the next three years, ICANN will be working on Internationalized Domain Names (IDNs) and new Top Level Domains (TLDs). This will involve significant technical challenges and will raise policy issues. The ICANN community will work through these as they arise.

Another important aspect of ICANN's work over the next three years will be to monitor the depletion of IPv4 addresses and encourage the uptake of IPv6 so that there is access to sufficient address space for users across the globe.

In its ongoing work, ICANN will continue to develop and implement policy to strengthen consumer trust in the domain name registration system. Maintaining a robust compliance function will be important for implementing these policies effectively.

Strategic objectives

- [Increased TLD options in all languages]
- [Lower registration abuse]
- [Increased industry competition]
- [Increase valid registrations]
- [Everyone connected]

Strategic projects

- Implement IDNs
- Implement new TLDs
- IPv4 monitoring/IPv6 leadership
- Improve policy processes

[Details of staff work will be provided in the final plan.]

Excel in IANA and other core operations

Although significant improvements have been made in performance of core operational activities in recent years, ICANN is committed to seeking continual refinement of processes to achieve further improvement in the performance of its core functions.

The first objective for the life of this plan will be enhancements to service capability within the Internet Assigned Numbers Authority (IANA). ICANN has managed the IANA function since 1998 and is committed to continuous improvement in this area. Over the next three years, ICANN will make a significant investment in upgrading the IANA function. This will include further process improvements as well improvements in security. IANA will also benefit from a strengthening of ICANN's core IT infrastructure. With its experience in this area and the benefit of these enhancements, ICANN will be strongly positioned to continue its IANA role.

The second objective is to maintain or improve service standards on all key operational measures during the life of this plan, including managing the impact of new gTLDs and new IDN ccTLDs.

Strategic objectives

- [Flawless IANA operations]
- [Improved resilience]
- [High levels of customer satisfaction]

Strategic projects

- IANA infrastructure upgrade
- Monitor Root scaling
- Strengthen International operations and presences

[Details of staff work will be provided in the final plan.]

Contribute to shaping a healthy Internet eco-system

ICANN is responsible for the coordination of the Domain Name System and IP addressing for the global public benefit of Internet users. As such, it has an important part to play in broader Internet issues. In particular, we seek to cooperate with other organizations on issues that concern Internet users but are broader than ICANN's mission, such as malware and spam.

As a strong multi-stakeholder organization, ICANN also works to make sure that the views of all stakeholders are heard on Internet related issues. We are active participants in debates on Internet governance, bringing the views of our diverse multi-stakeholder community.

ICANN strives for exemplary levels of accountability and transparency, and seeks to bring those same high standards to all aspects of the Internet eco-system.

Through the Affirmation of Commitment that was signed in 2009, ICANN has a number of obligations. Over the life of this plan, we will be honoring those obligations by implementing community reviews and initiating impact reporting on all major decisions.

Strategic objectives

- [All stakeholders have a voice at the table]
- [Improved accountability and transparency]
- [One unified, global Internet]

Strategic projects

- Implement Community Reviews
- Implement impact reporting
- Participate in Internet governance discussions
- Successful participation in ITU Plenipot 2010 and IGF

[Details of staff work will be provided in the final plan.]