



ICANN STRATEGIC PLAN
JULY 2010 – JUNE 2013

ICANN

One world. One Internet. Everyone connected.

ICANN is a global multi-stakeholder organization that coordinates the Internet domain name system (DNS) and addressing for the benefit of Internet users worldwide, enabling a single, interoperable Internet. ICANN's community-developed policies govern over 180 million domain names, the allocation of more than four and a quarter billion network addresses, and support a trillion daily DNS look-ups across 240 countries and territories, connecting billions of computers, phones, and other devices, across the Internet. DNS cybersecurity is a top priority. ICANN also administers the network protocol and parameter registries for the IETF that support the operation and orderly evolution of the Internet. ICANN's leadership and credibility derives from collaborating with thousands of companies, individuals and government participants in global Internet governance and policy development. Working largely in the background, ICANN's centralized coordination mission is fundamental to the continued success of the Internet.

ICANN is a non-profit organization with 140 employees and annual funding of \$64 million.

ICANN Strategic Plan 2010 to 2013 - Four Strategic Focus Areas

Supporting... One World. One Internet. Everyone Connected.

	DNS stability and security	Consumer choice, competition and innovation	IANA and core operations	A healthy Internet eco-system
Strategic objectives	<ul style="list-style-type: none"> •100% DNS uptime •Lower DNS abuse •More secure top level domain (TLD) operations •Improved DNS resilience to attacks 	<ul style="list-style-type: none"> •Everyone connected •Increased TLD options in more languages •Lower registration abuse •Increased industry competition •Increase valid registrations 	<ul style="list-style-type: none"> •Flawless Internet Assigned Numbers Authority (IANA) operations •Improved resilience •Enter into a long term IANA functions contract 	<ul style="list-style-type: none"> •One unified, global Internet •All stakeholders have a voice •Improved accountability and transparency •Enhanced trust in ICANN's stewardship
Community work	<ul style="list-style-type: none"> •Domain name system security extensions (DNSSEC) •Whois/ International Registration Data •Addressing 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 •Review SOs and ACs
Strategic projects	<ul style="list-style-type: none"> •DNSSEC implementation •Establish DNS CERT •Contingency planning & exercises •IPv4 and IPv6 adoption 	<ul style="list-style-type: none"> •Implement Internationalized Domain Names (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 •Strengthen SO and AC Support 	<ul style="list-style-type: none"> •Implement Community Reviews, including the Affirmation of Commitment reviews •Efforts to meet commitments •Implement impact reporting •Participate in Internet governance dialogues including Internet Governance Forum (IGF)
Staff work	<ul style="list-style-type: none"> •Contingency planning •Training for ccTLDs •Collaborative response •ccTLD and risk management education in developing countries 	<ul style="list-style-type: none"> •Compliance •Supporting Organization (SO) and Advisory Committee (AC) support 	<ul style="list-style-type: none"> •IANA •Board support •Financial operations •Security & contingency ops •L Root operations 	<ul style="list-style-type: none"> •Thought leadership •International forum participation •Build capacity & strengthen partnerships across eco-system •Strengthen regional engagement

Multi-stakeholder – Collaborative – International – Transparent – Accountable

DNS Stability and Security

The stability and security of the Domain Name System (DNS) are important priorities for the ICANN community and for Internet users globally. They form the core elements of ICANN's mission. Misuse of and attacks against the DNS and other Internet infrastructure are steadily increasing. To ensure the security, stability and resiliency that are crucial to the DNS, ICANN must work in partnership with others involved in the broader aspects of these issues.

Since its inception, the ICANN community has been working to improve the security, stability and resiliency of the DNS. In the next few years this ongoing activity will include work on Domain Name System Security Extensions (DNSSEC) implementation.

Over the life of this plan, ICANN will focus on a core set of strategic initiatives.

ICANN will continue to support the implementation of DNSSEC. DNSSEC provides a mechanism for authentication of DNS requests and reduces the risk of some malicious behavior. The progress of ICANN's work can be found at <http://www.root-dnssec.org/>.

ICANN will work in partnership with other organizations to develop an approach to the establishment of a DNS CERT in order to address one of the broader issues of Internet security. This system would enable a more coordinated and effective response to incidents and attacks on the DNS. In addition, ICANN will be working with the Internet community to enhance contingency planning and exercises to address risks and threats to the DNS.

ICANN will continue to strengthen the security, stability and continuity of its own operations. It will continue to work with others to protect the integrity of the global DNS through initiatives such as training for ccTLD operators. It will also enhance collaboration with the global computer security and incident response community.

Under this goal, ICANN's objectives will be:

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

Competition, Trust, Choice and Innovation

During this plan period, a targeted list of strategic initiatives will bolster ICANN's work to promote competition, trust, choice and innovation

ICANN's mission includes coordinating the operation and evolution of the DNS root name server system so when access exists, everyone has the ability to be connected. One of ICANN's core values is introducing and promoting competition in the registration of domain names where practicable and beneficial to the public interest.

The ongoing policy development work of the ICANN community and staff is integral to this effort, particularly that which strengthens consumer trust in the domain name registration system. Over the life of this plan, significant topics of community work will include the introduction of new Top Level Domains (TLDs), Internationalized Domain Names (IDNs) (including IDN ccTLD Fast track), Whois and international registration data, addressing registration abuse, registrar accreditation and registrant rights. ICANN staff will assist supporting organizations and advisory committees in these efforts. ICANN's operational planning process further addresses specific community and staff actions in these areas.

ICANN's work on IDNs and new TLDs over the next three years will involve significant technical challenges and policy issues. The ICANN community will work through these as they arise.

ICANN coordinates DNS registries and registrars by means of contracts. Efforts to maintain and enhance ICANN's contractual compliance work will continue in this period.

Another important effort during this plan period will be to monitor the depletion of IPv4 addresses and the uptake of IPv6 addresses, with steps to encourage the uptake of IPv6 so that users across the globe have access to sufficient address space.

Over the life of this plan, ICANN will work with the community to improve policy processes. Crucial aspects will include outreach efforts to improve participation in policy deliberations, to enhance the accessibility of information on policy issues and to increase the use of data in the policy-making process (both to design policy and measure its impact).

Under this goal, ICANN's objectives are:

- Everyone connected
- Increased TLD options in all languages
- Lower registration abuse
- Increased industry competition
- Increased valid registrations
- Robust compliance action

IANA and Core Operations

ICANN is committed to continued excellence in the Internet Assigned Numbers Authority (IANA) function and other core operations. Complacency is not an option; ICANN seeks ongoing improvement in performance and in carrying out its public trust responsibility to the global Internet community.

Continued community and staff work in this area includes monitoring of performance, root scalability, and staff efforts focused on core operations and IANA, Board support, financial operations, L Root operations and general support services.

The first objectives in the life of this plan are enhancements to service capability within the Internet Assigned Numbers Authority (IANA), and entering into a long-term IANA functions contract. ICANN has managed the IANA function since 1998 and is committed to ceaseless 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 as advancements in security. IANA will also benefit from a strengthening of ICANN's core IT infrastructure. ICANN's experience and the benefit of these improvements will strongly enhance ICANN's continued IANA role.

Over the life of this plan, there are many factors that will increase the load on the unique identifier system, among them an increasingly connected global community, a rapidly growing number of devices and the introduction of Internationalized Domain Names (IDNs) and new Top-Level Domains (TLDs). An important responsibility for ICANN will be to monitor the scaling of the root zone as a result of this growth, and provide feedback for the TLD process.

One implication of new gTLDs and IDNs in particular is that ICANN will need to strengthen its international operations and presence in order to provide adequate levels of service to stakeholders around the globe, working in multiple languages and in multiple time zones. Over the next three years, ICANN will strengthen and build capability and presence to enable it to better serve the needs of its global community.

Another important objective is to maintain or improve service standards in all key operational measures during the life of this plan, including managing the impact of new gTLDs and new IDN ccTLDs. By the end of the life of this plan, the aim is that the addition and management of new TLDs is stable and integrated into normal operations.

In all of this, ICANN will seek to manage its resources responsibly with an eye toward reducing costs wherever possible.

Under this goal, ICANN's objectives are:

- Flawless IANA operations
- Improved resilience
- Enter into a long-term IANA functions contract
- Stable TLD processes

A Healthy Internet Eco-system

ICANN is responsible for the technical coordination of the Internet's domain name system (DNS) and addressing for the benefit of Internet users worldwide. As such, it has an important part to play in broader Internet issues. In particular, ICANN seeks to cooperate with other organizations on issues, such as malware and spam that concern Internet users but are broader than ICANN's mission.

ICANN also works to ensure that the views of all of its many stakeholders are heard on Internet-related issues. ICANN actively participates in debates regarding Internet governance and articulates the views of our diverse multi-stakeholder community. ICANN also contributes to a wide range of Internet governance-related debates in partnership with other organizations. ICANN will continue efforts to increase participation, thought leadership and contributions to international forums and discussions on Internet governance, including in the United Nations-organized Internet Governance Forum and other intergovernmental forums. Continuing with current projects and partnerships (e.g., Internet Society and Regional Internet Registries) will be essential given the multiple forums and developments in Internet governance discussions.

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

Through the Affirmation of Commitments, signed in 2009, ICANN has a number of obligations. Over the life of this plan, ICANN seeks to honor these obligations, including the implementation of community reviews and reporting on the impact of all its major decisions.

ICANN's bylaws mandate ongoing review of its respective Supporting Organizations and Advisory Committees to ensure continued improvements to the organization's structure and responsibility to the stakeholders.

ICANN will continue work to strengthen regional engagement in partnership with respective organizations (for examples of Partnership MoUs, see: <http://www.icann.org/en/global-partnerships/mous/>). The fellowship program and capacity-building efforts, through training and in partnership with other organizations, are important areas of community and staff work, particularly for developing countries which will continue in the life of this plan.

Strengthening public participation, including measurements of what this means, is an important part of ICANN's work. This is also reflected in the existence of the ICANN Board Public Participation Committee.

Under this goal, ICANN's objectives will be to ensure:

- One unified, global Internet
- All stakeholders have a voice
- Improved accountability and transparency
- Enhanced trust in ICANN's stewardship