



ICANN 5-year Strategic Planning

Strategic planning process, and Draft Strategic Plan for fiscal years 2021 - 2025

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Prepared by MSSl (Multistakeholder Strategy and Strategic Initiatives) and ICANN Board
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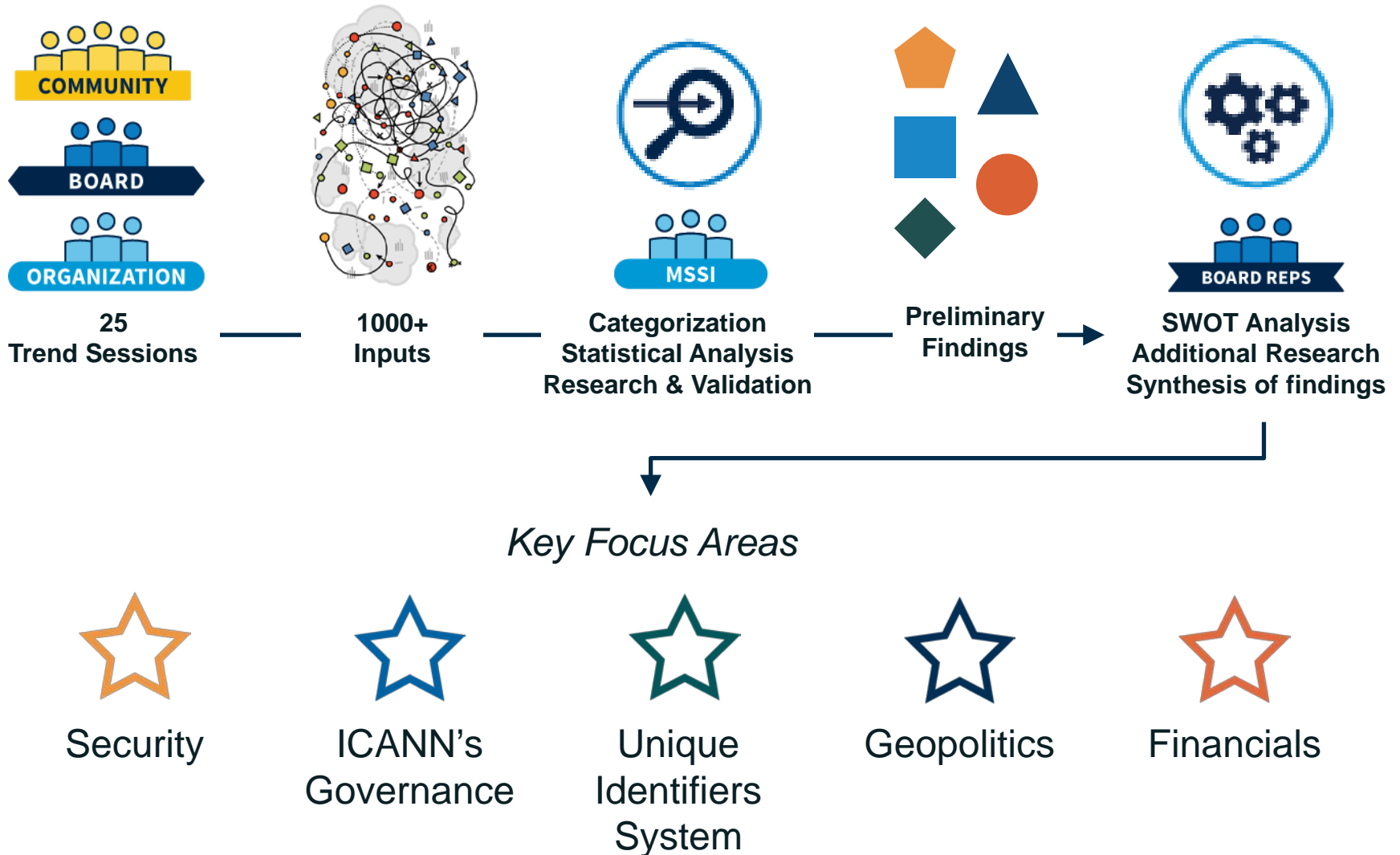
Purpose of this presentation



- Present the content of the Draft ICANN Strategic Plan for fiscal years 2021 – 2025
- *Invite you all to contribute to the strategic planning by providing feedback to the draft plan*

Process to Arrive at Key Focus Areas

1,500 collective hours to-date



3. Resulting proposed strategic objectives towards 2025

ICANN is proposing the following five strategic objectives over the fiscal years 2021 – 2025 to enable it to continue to fulfill its mission and achieve its new vision:

1. **Strengthen the security of the Domain Name System and the DNS Root Server System.**
2. **Improve the effectiveness of ICANN's multistakeholder model of governance.**
3. **Evolve the unique identifier systems to continue to serve the needs of the global Internet user base.**
4. **Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.**
5. **Ensure ICANN's long-term financial sustainability.**

Strategic focus area #1: Security

“The exponential growth in security issues is challenging the stability of the domain name system and the root server system, as well as ICANN’s ability to finance increasing investments required to ensure continued stability.”

Key Trend Themes

- Increasing cybersecurity risks (massive DDoS attacks, IoT vulnerabilities, DNS security).
- Increasing threats to root server system, and challenges to root service reliability, resilience and interoperability.
- Continuing concerns about DNS abuse.

Proposed New Strategic Goals

- 1.1. Strengthen DNS coordination in partnership with DNS stakeholders to improve the shared responsibility for upholding the security and stability of the DNS.
- 1.2. Strengthen DNS root server operations governance in coordination with the DNS root server operators.
- 1.3. Understand and mitigate security threats to the DNS through greater engagement with DNS hardware, software, and service vendors.
- 1.4. Increase the robustness of the DNS root zone key signing and distribution services and processes to meet growing security needs.

Strategic focus area #2: Governance

“ICANN’s multistakeholder model of governance, which grew to fit ICANN’s needs, has the potential of becoming less effective and more expensive as it matures and scales up to respond to increasing needs of our community.”

Key Trend Themes

- Efficiency and effectiveness ICANN’s multistakeholder model continue to be questioned.
- Continued necessity of fulfilling transparency and accountability, inclusiveness and openness obligations.
- Increasing pressure to work effectively and to make timely and efficient use of ICANN resources.

Proposed New Strategic Goals

- 2.1. Address the increasing needs of inclusivity, accountability and transparency, while at the same time ensuring that work gets done and policies are developed in an effective and timely manner
- 2.2. Strengthen ICANN’s multistakeholder decision-making process.
- 2.3. Strengthen the inclusivity and openness of ICANN’s multistakeholder model by improving and sustaining diverse representation and active, effective participation.

Strategic focus area #3: Unique Identifiers System

“The rapid evolution of new technologies requires ICANN to be responsive to these changes and ensure that the unique identifiers system evolves and continues to serve the global Internet user base.”

Key Trend Themes

- Alternate roots, alternative infrastructures increasingly threatening the global interoperability of the Internet.
- External technology advancement (such as blockchain, IoT, rise of artificial intelligence etc.) creating both threats and opportunities.

Proposed New Strategic Goals

- 3.1. Encourage readiness for Universal Acceptance, IDN implementation, and IPv6 by increasing awareness to enable more end users to use the Internet.
- 3.2. Improve understanding of and responsiveness to new technologies by greater engagement with industry, academia, standards development organizations, and other relevant parties.
- 3.3. Continue to deliver and enhance the IANA functions with operational excellence.
- 3.4. Plan a properly funded, managed, and risk-evaluated new round of gTLDs.

Strategic focus area #4: Geopolitics

“The increasing importance of the Internet across all sectors increases the possibility of governments intervening to gain control over the DNS through legislation and regulation. At the same time there is an increasing risk of Internet fragmentation as a result of geopolitical, technical, and organizational pressures.”

Key Trend Themes

- More legislation and regulation which risk impacting the Internet’s unique identifier systems and ICANN’s mission.
- Increasing global reliance on the Internet.
- Increasing geopolitical risks of Internet fragmentation.

Proposed New Strategic Goals

- 4.1. Further develop early warning systems, such as ICANN org’s Legislative/Regulatory Development Reports, to identify and address global needs and threats, demonstrating ICANN’s trustworthiness in resolving the challenges within its remit in a timely manner.
- 4.2. Continue to build alliances in the Internet ecosystem and beyond to raise awareness, and equip stakeholders from around the world to become active participants in ICANN’s policy making.

Strategic focus area #5: Financials

“Consolidation in the marketplace, continued uncertainty surrounding the expansion of the gTLD name space, and other factors are putting pressures on ICANN’s ability to support the growing needs and demands of its global community.”

Key Trend Themes

- Funding stabilizing for the foreseeable future.
- Continued growing demands and costs (demands for support from stakeholders, demands for investments to address security and technology requirements, costs of global engagement, costs of transparency and accountability, etc.).
- Financial responsiveness to changing industry economics

Proposed New Strategic Goals

- 5.1. Enhance ICANN’s understanding of the domain name marketplace.
- 5.2. Strengthen cost management and financial accountability mechanisms.
- 5.3. Enhance ICANN’s financial planning model to better balance economic changes and stakeholders’ needs.

Opportunities for community participation

Next steps and opportunities for community participation

- ⦿ Until 11 Feb 2019: Public Consultation on draft strategic plan
 - [Public Comment period is currently open, until 11 February 2019](#)

- ⦿ Feb-March 2019: Org & Board revise strategic plan.
 - *Community session @ICANN64 in Kobe*
 - *2nd public comment period if necessary*

- ⦿ May-June 2019: Board adopts strategic plan



Thank You and Questions

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