



ICANN STRATEGIC PLAN

JULY 2012 – JUNE 2015

DRAFT PLAN

One World. One Internet.

One World. One Internet.

ICANN is ~~a~~the global organization that coordinates the Internet's unique identifier systems for worldwide public benefit, enabling a single, global interoperable Internet. ICANN's inclusive multi-stakeholder model and community-developed policies facilitate the use of the Internet's systems unique identifiers by the billions of computers, phones, and other devices ~~and people connected into that connect people to~~ one Internet ~~and the people who use them~~.

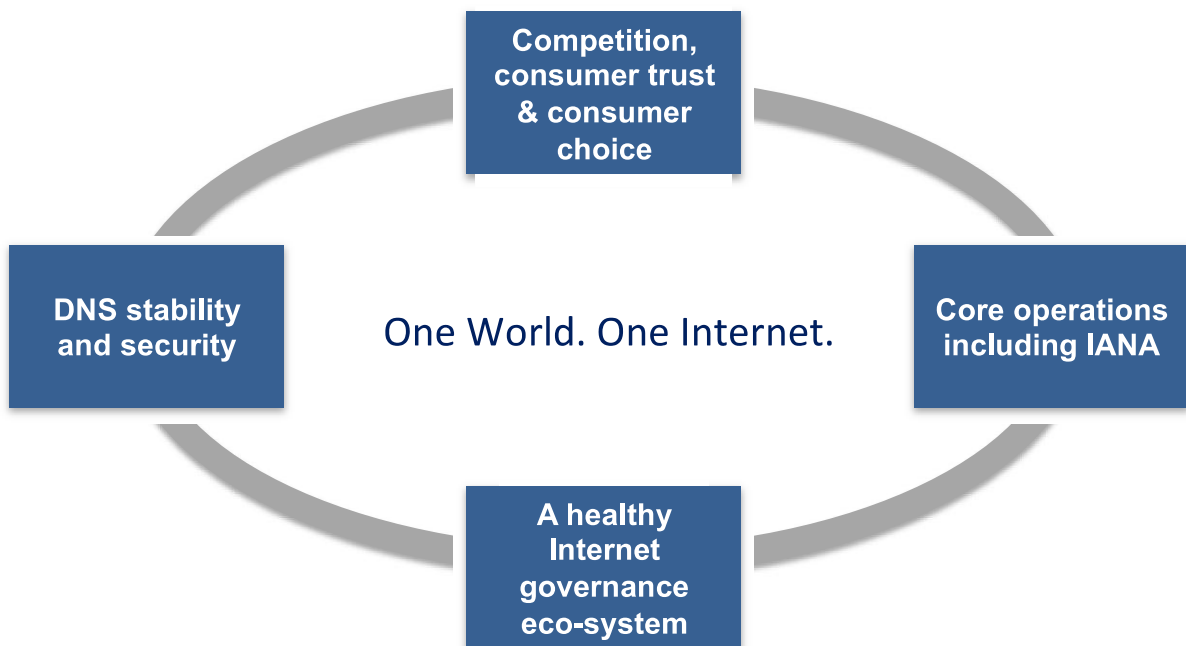
ICANN's **vision**: One world. One Internet.

ICANN's **mission**:

- coordinate, at the overall level, the global Internet's systems of unique identifiers; and
- ensure the stable and secure operation of the Internet's unique identifier systems.

The unique identifier systems are comprised of the Internet's: domain name system (DNS), Internet Protocol (IP) addresses, autonomous system (AS) numbers, and protocol ports & parameter numbers. ~~Additionally,~~ ICANN affirms its commitment to work for the maintenance of a single, global interoperable Internet.

ICANN's vision and mission encompass four strategic focus areas addressed in this plan.



Key themes for this strategic plan are: be an exemplary model for multi-stakeholder governance; global coordination of ~~the~~ security, stability and resiliency (SSR) ~~regime~~; internationalization of ICANN and its relationships; stakeholder diversity and expansion; formulation of policies and enforceable agreements; ~~and serving~~ Internet users ~~the DNS through provision of~~ through renewal of the ~~flawless~~

IANA services;contract and launch of the New gTLD & IDN Programs. ~~ICANN is a non-profit, public benefit corporation with approximately 140 employees globally and supported by thousands of volunteers. Primarily through contracts with gTLD registries and registrars, ICANN receives approximately \$64M in annual funding. ICANN works for the maintenance of a single, interoperable Internet. One World. One Internet.~~



Strategic Plan 2012-2015: Four Strategic Focus Areas

Supporting... One World. One Internet.

	DNS stability and security	Competition, consumer trust & consumer choice	Core operations including IANA	A healthy Internet governance eco-system
Strategic Objectives	<ul style="list-style-type: none"> Maintain & drive DNS availability Enhance risk management & resiliency of the DNS, IP addresses & parameters Promote Broad DNSSEC adoption Enhance international DNS cooperation Improve response to DNS security incidents 	<ul style="list-style-type: none"> Maintain single authoritative root Increase TLD options in more languages Rollout new gTLDs including IDNs Lower registration abuse Increase industry competition 	<ul style="list-style-type: none"> Flawless IANA operations Continue long-term IANA functions responsibility Resilient L-Root operations Continual improvements (EFQM) Internationalization ICANN meeting evolution 	<ul style="list-style-type: none"> Strive to be an exemplary international multi-stakeholder organization Increase stakeholder diversity and cross-stakeholder work World-class accountability and transparency (ATRT actions) Act in global public interest Enhance trust in ICANN's stewardship Ease of global participation
Strategic Projects	<ul style="list-style-type: none"> Promote DNSSEC training and adoption Facilitate work on DNS, IP address & parameter security Implement best practices for DNS business continuity planning Facilitate IPv6 adoption Explore Internet Number Resource Certification Facilitate Whois Evolution 	<ul style="list-style-type: none"> Expand IDNs Implement new gTLDs & measure impact Whois program improvements Improve policy development processes Enhance registrant protection Implement rights protection mechanisms Expand stakeholders 	<ul style="list-style-type: none"> Define internationalization principles Continue IANA infrastructure upgrade Publish reports on IANA services Monitor performance of root zone management IANA excellence (EFQM) OEI - Organizational Effectiveness Initiative Improve enterprise systems 	<ul style="list-style-type: none"> Complete Affirmation of Commitments & organizational reviews Retain & support existing community while attracting new & diverse community members Build global support for single authoritative root Enhance cooperation in Internet Governance Increase technical community communication & collaboration
Community Work	<ul style="list-style-type: none"> Local DNSSEC adoption Facilitate new DNS risk management working group & initiate study IDN variant management Develop standards for DNS & IP protocol security Promote IPv6 deployment Facilitate law enforcement engagement 	<ul style="list-style-type: none"> Promote IDNA protocol implementation Facilitate new gTLD & IDN rollout Support Registrar Accreditation Agreement amendments Expand inclusion & orientation of new stakeholders 	<ul style="list-style-type: none"> Strengthen regional presence Engage with Staff on performance Increase participation in key committees Expand engagement within technical community 	<ul style="list-style-type: none"> Increase multi-stakeholder participation Onboarding of participants Increase contribution to international forums Review SOs and ACs Promote continuing education/orientation in ICANN programs Continue Root Zone Management
Staff Work	<ul style="list-style-type: none"> Enhance business continuity & risk management Increase collaboration with RIRs & technical groups Promote DNSSEC operations & education Facilitate IPv4 & IPv6 engagement Advance cooperative capability building in developing countries Increase business outreach 	<ul style="list-style-type: none"> Improve compliance Enhance SO & AC support work Contract party customer service Enhance global outreach Support IDN ccTLD Fast Track Facilitate new gTLD & IDN TLD implementation Expand ICANN regional footprint 	<ul style="list-style-type: none"> IANA request processing Root zone DNSSEC operations Facilitate Board support Enhance security and contingency operations Continue L-Root operations Improve enterprise systems/processes/controls Improve staff training, retention and engagement 	<ul style="list-style-type: none"> Expand thought leadership Widen international engagement Strengthen corporate, government & other stakeholder partnerships Continue to improve decision impact analysis & reporting Enhance communications, accessibility & participation via improved tools Enhance multi-lingual strategy

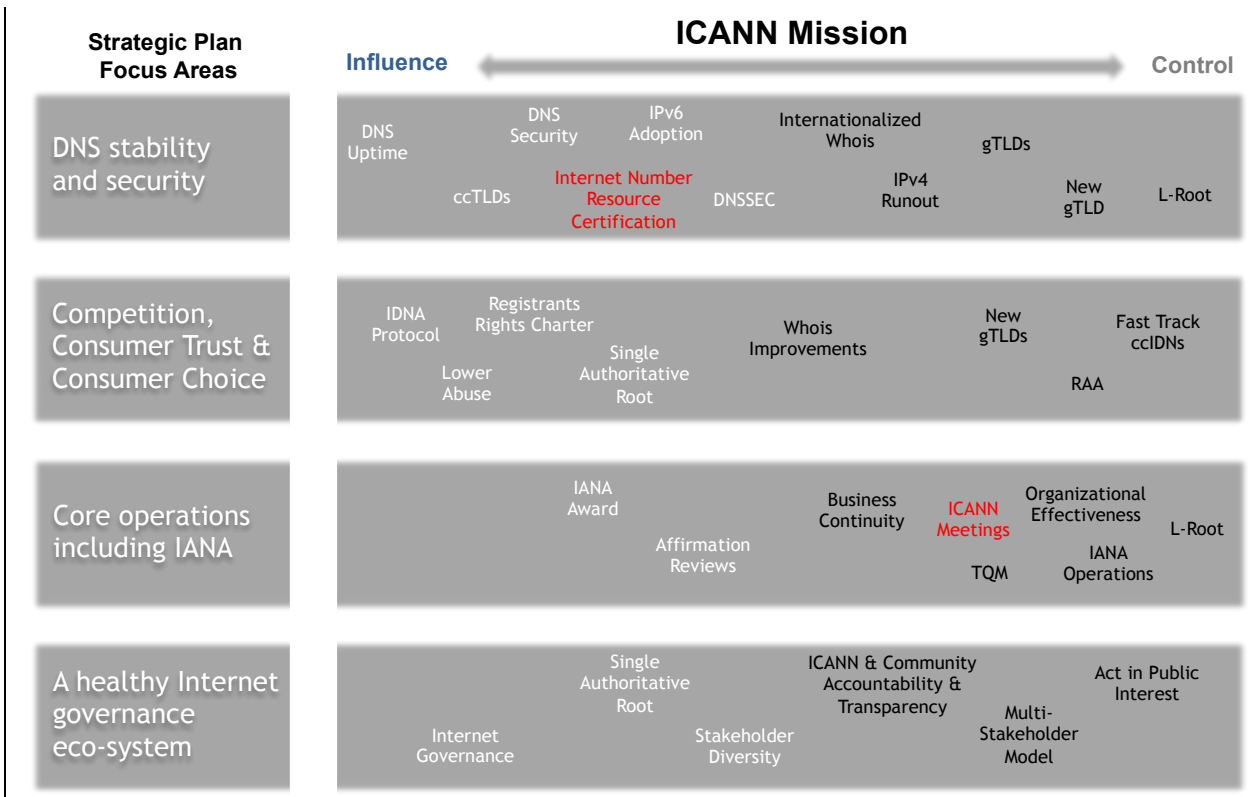
Multi-stakeholder – Collaborative – International – Transparent - Accountable

Influence versus Control

ICANN's mission describes broad goals across the DNS: ensuring the stability and security of the Internet's unique identifier systems; promoting competition and choice for consumers; and supporting an independent, broad-based, bottom-up policy development process. Setting appropriate, achievable strategic objectives consonant with the mission requires the organization to understand what things it can and should influence versus what things it can and should control. ~~ICANN's strategic plan is chartered (and bounded) by its Bylaws, mission and Affirmations of Commitments.~~ For example, ICANN cannot ensure 100% DNS uptime, however, through forums, outreach and thought leadership ICANN can influence actions of key participants to ensure security, stability and resiliency within their Internet areas of control. ICANN's strategic plan is chartered (and bounded) by its Bylaws, mission, Articles of Incorporation and Affirmations of Commitments.

Therefore, ICANN's strategic plan includes objectives where it can and should wield influence to achieve goals not within its direct control – in order to provide benefit to the broad Internet community. The plan will also include objectives to achieve elements of the mission statement within ICANN's direct control. Often, there are objectives where ICANN has some control and also can exert influence. It is important that goals are written to appropriately reflect this environment.

While the one-page version of the Strategic Plan does not reflect the differences between areas of influence and control, the goals are written with this consideration in mind. The one-page version of the plan above ~~are~~ is combined with the following graphic depicting the spectrum of ICANN's influence to control across the four Strategic Plan Focus Areas to create achievable goals targeted at the Mission statement and benefit the community.



Each focus area of the Plan has a different distribution of influence versus control. As an example, ICANN has a high degree of control over objectives falling within its operations (including IANA), some control but substantial influence regarding the successful maintenance of the ICANN’s policy development process; and more influence than control over broad DNS issues – often related to security aspects and protocol development and deployment.

Last year ICANN published an initial list of strategic metrics related to each focus area. The community is invited to participate in the development of the measurement and reporting methods for the metrics since the range of ICANN’s influence versus control varies for each metric. The community has raised the challenge of ICANN’s ability to report on annual performance while preparing next year’s objectives. ICANN looks forward to working with the community to improve strategic metric reporting.

DNS stability and security

Focus Area Definition: ICANN is chartered to: (i) ensure the stable and secure operation of the Internet's unique identifier systems, (ii) facilitate international participation in the DNS technical coordination, and (iii) coordinate operation and evolution of the DNS root name server system. This area focuses on external security and stability activities ([compare and contrast](#) the IANA & Core Operations [section that addresses](#) internal activities). ICANN's role DNS stability and security can be accomplished in certain circumstances through direct control, or limited in other circumstances to using its position to influence other stakeholders. Examples of these circumstances include root name servers (where ICANN has direct relationships), gTLD name servers (direct control via contract), ccTLD name servers (direct relationships), second and lower level domain name servers (millions of these, influenced by IETF standards, SSAC best practices and education).

Environmental Scan: The stability, security and resiliency (SSR) of the Internet's global unique identifier systems (DNS, IP addresses & AS numbers, Parameters & Ports) are important priorities for ICANN, industry and Internet users globally. SSR form the core elements of ICANN's mission. Misuse of and attacks against the DNS and other Internet infrastructures challenge overall unique identifier security. Cyber security attacks continue to grow in size and sophistication, targeting individuals, corporations and governments. [Law enforcement continues to engage more.](#) Business continuity planning (BCP) is gaining traction as more organizations plan and perform business interruption simulation testing. Additionally, [the significant expansion of](#) new TLDs (including IDNs) and overall growth of domain names will continue to provide opportunities and challenges as ICANN and new TLD [operators](#) cooperate to maintain stability, security and resiliency. IDNs and their variants could also increase the vulnerabilities on the Internet by increasing phishing, thus [jeopardizing the security and posing](#) stability [issues of the root servers](#). The last IPv4 address blocks [have been](#) [are being](#) allocated in an ICANN / RIR guided manner while the [international community network operations community](#) is adopting IPv6 [addresses networks](#). To ensure the security, stability and resiliency that are crucial to the unique identifier systems, ICANN must work in partnership with others on these issues.

Strategic Objectives: ICANN has identified four strategic objectives in the focus area Stability, Security & Resiliency. Each objective has related projects, staff and community work to support the achievement of the strategic objectives over the life of this plan. The strategic objectives are:

[Maintain and drive DNS availability uptime.](#) Since its inception, ICANN has been working with the community to ensure the security, stability and resiliency of the DNS. Of course, this is an area where ICANN has a strong strategic objective (maintain 100% DNS uptime) without the means to assure its achievement. There are certain aspects that ICANN controls, certain aspects ICANN can materially influence, and certain areas where ICANN can more directly drive communications to achieve common community understanding. For example, ICANN can work to control and ensure stable, continuous L-root operations. ICANN also has contractual and other strong relationships with TLDs and registrars to leverage in this area. Strategic projects to support DNS uptime include Business Continuity Planning for Registries and Registrars, [IPv4 Exhaustion Communications](#) and facilitation of IPv6 Adoption. ICANN will work for RIR interests to advocate (through its constituency groups) for IPv6 adoption by ISPs, and consumer and business entities. Staff and community work will focus on building DNS capacity and better integration of global efforts.

[Increase security of the overall systems of unique identifiers Promote broad DNSSEC adoption.](#) Domain

Name System Security Extensions (DNSSEC) implementation will continue to be a strategic objective for ICANN. DNSSEC provides a mechanism for authentication of DNS requests and reduces the risk of some malicious behavior. ICANN will work with the community to monitor and improve DNS resiliency ~~to~~ against attacks. ~~In 2011 ICANN saw will continue to work with the community for DNSSEC deployment at all DNS levels with a achievement of its the numerical goal that of DNSSEC signings for 30 new TLDs in developing countries. For 2012 ICANN continues to facilitate TLD adoption of DNSSEC. will have signed their zone by the by the end of calendar year 2011 and~~ DNSSEC will be broadly adopted by the end of this plan period. Also, ICANN will coordinate the development of an Internet number resource certification Resource Public Key Infrastructure (RPKI) as a means to increase Internet Protocol (IP) security.

Increase international participation in unique identifier security Enhance international DNS cooperation. Attacks on the unique identifier system can come from anywhere around the globe. Strong international security systems and skills are first line deterrents to bad behavior. Staff and community work will focus on global security outreach and collaboration with Regional Internet Registries (RIR) operators to influence the improvement of overall security and support regional and local organizations to become leaders in stability, security and resiliency promotion. ICANN will follow the lead of its community working groups to develop an approach to the establishment of solutions, such as coordination of an emergency response team (DNS CERT), solutions for IDN variant management challenges, or other appropriate solutions to address of the issues of Internet security. ICANN will work with the community to explore cost effective approaches to SSR solutions. Also, community work needs to facilitate the acceptance of internationalized evolved develop registration data in the Whois database to address accommodate internationalized registration data and related privacy policies. ICANN also seeks continued engagement with the Internet community and law enforcement agencies to deter malicious conduct. ICANN staff will work to cooperatively to build unique identifier SSR capability in developing countries.

Coordinate DNS global Enhance risk management and resiliency of the three unique identifiers. This is an area where ICANN's efforts will directly influence the improvement of the overall DNS and other unique identifiers (IP, AS numbers, ports & parameters) security and stability through international participation in continuity exercises, training and emergency simulations. ICANN will coordinate improved global DNS risk management through registry and registrar continuity planning and performance of business interruption simulation exercises. ICANN will work with others to protect the integrity of the global DNS through initiatives such as training for TLD operators. ICANN will also encourage collaboration with the global computer security and incident response community to improve and seek to promote work in the community to develop BCP and testing to address risks and threats. ICANN will seek to work with others to develop objective risk management models.

Improve responses to DNS security incidents. Security threats to the Internet continue to increase and with this increase comes the need for improvements in the processes and systems organizations use to respond to security incidents. ICANN will continue the program for annual DNS risk assessment and systemic contingency planning and work with the community to develop effective and efficient methods of response to DNS security incidents. ICANN will support the formation and planning efforts of a new working group on DNS risk management. ICANN will also help initiate a DNS risk management study with community and outside experts.

Strategic Metrics: In summary, the strategic metrics for the Focus Area of DNS Stability and Security are:

- 100% L-Root availabilityuptime
- Initiate community development of key performance indicators for measuring “100% DNS availabilityuptime”
- ~~100% contract compliance to TLD uptime service level agreements~~Contract enforcement of TLD uptime service level agreements
- Number of ~~global business~~global business continuity ~~exercises~~exercises
- ~~Range of~~Measure of progress toward certification participation infor a global business continuity ~~exercises~~standard
- Number of DNSSEC TLD signings ~~∴ 30 new in developing countries in 2011~~ and broadly adopted by end of plan period
- ~~No Internet stability issues due to IPv4 exhaustion~~Number of IPv6 awareness raising engagements in which ICANN participates
- Initiate an ~~RPKI security effort in 2011 and~~Internet number resource certification security effort and collaborate with the community on implementation ~~complete the policy~~ within the plan period
- Define metrics to ensure that appropriate percentage of the ICANN budget is dedicated to DNS stability, security and resiliency

Competition, consumer trust and consumer choice

Focus Area Definition: ICANN is chartered to: (i) operate through open and transparent processes that enable competition and open entry in Internet-related markets, (ii) develop policies for determining circumstances under which new TLDs are added, (iii) introduce competition in the registration of domain names where practicable and beneficial in the public interest and (iv) promote consumer trust and choice in DNS the marketplace. ICANN's role in this focus area is to facilitate the multi-stakeholder model by working with the community to identify, develop, adopt and implement policies that will promote through influence or control the behaviors of trust, choice, competition, innovation and mitigation of abuse. ICANN maintains a portfolio of projects that move these new policies forward in the community.

Environmental Scan: ~~As of June 30, 2011~~Calendar year 2010 ended with there are over 21500,000,000 domain names globally. ~~On June 20, 2011 the ICANN Board voted to authorize and launch the new gTLD program with the application window opening January 12, 2012. Country code top-level domains (ccTLDs) presently represent the fastest growing segment of this environment. Several internationalized top-level domain names (IDN) will were continue to be added to the Internet. For the first time, new language characters are "right of the dot". The number of contracted parties with ICANN will significantly increase as new gTLD applicants successfully become ICANN registry contract signees. The new gTLD program will also bring greater attention to ICANN and with that attention, greater scrutiny of ICANN's performance. There will be continued expansion of new stakeholders and shifting priorities among stakeholders.~~

~~The .com generic top-level domain (TLD) was established in 1985; total TLDs have grown to over 290 in number.~~The Internet registry and registrar markets are still maturing and are comprised of many different and evolving business models. Many new TLD (including IDN) applicants will have innovative businesses models and high expectations. As with any maturing market: competition increases, some business models will survive and be emulated, and others will fail and fade away. Importantly, ICANN has focused significant attention on continuity and registrant and rights holder protections as new processes are implemented. Community feedbackComments indicates the increasing importance of DNS security, improved compliance mechanisms, and earned consumer trust. Consumer trust includes, but is not limited to, the concept that unique identifiers work all the time, and deliver consistent results when used. Consumer choice includes, but is not limited to, the concept that users can access unique identifiers in their own languages and language scripts. By the end of this plan, over 100,000,000 new names may exist, in many innovative areas and international languages.

Strategic Objectives: ICANN has identified five strategic objectives in this focus area.

Maintain single authoritative root. ICANN is chartered with operating through open and transparent processes that enable competition and open entry in Internet-related markets. ICANN pursues introducing competition while also maintaining the integrity of a single authoritative root for the Internet. Root zone scaling studies and other analyses have been and will continue to be performed to evaluate the impact of new gTLD, IDNs and other market opening programs on the technical integrity of the single authoritative root. ICANN will continue to collaboratively work with the multi-stakeholder community to maintain a single authoritative root.

More TLDs available in multiple languages (IDNs).Increase TLD options in more languages. ICANN has

a strategic goal to continue to open the Internet up to more languages and cultures around the globe. Strategic projects are to continue the implementation of IDNs, through the Fast Track, new gTLDs, and IDN Policy Development Process currently conducted in the ccNSO. New gTLDs offer the opportunity for more communities and languages to be represented on the Internet and for expanded customer choice for domain name registrations. ICANN will encourage the ccTLD community to provide awareness programs on the added-value of introducing ccIDNs and will also provide effective program management for the successful deployment of IDNs through the New gTLD and ccTLD Programs. ICANN will work with the ccTLD community and the IETF to introduce mechanism (e.g., IDN email standards, IDN regional consultants, blogs, IDN application forums) that will assist in expanding the deployment and success of IDNs globally.

~~Rollout new gTLDs including IDNs. Increase regional participation in the industry~~ After several years of policy development, the ICANN Board approved and launched the new gTLD program in June 2011. ICANN is now focused on the execution phase of the new gTLD (and IDN) program. ICANN is building the necessary capacity to process between several hundred to a few thousand new gTLD applications. This will require expanded capacity in almost all functional areas of ICANN. One important element of the new gTLD program will be benchmarking the effect of new gTLDs on competition, consumer choice, malicious conduct, rights protection and other considerations. Also, ~~e~~Expanding the global DNS skillset for technology and operations is a key ~~goal for ICANN~~. The IDN and New gTLD Programs will result in more registries and registrars across all international regions. ICANN will build capacity to serve contracted parties and the interests of registrants and users across all regions. The new gTLD program brings the opportunity to increase the underrepresented regions of the world within the multi-stakeholder model. Specific strategic projects include conducting education and training programs in partnership with ISOC, local TLD operators, and the local Internet communities.

~~Mitigate malicious conduct~~Lower registration abuse. ICANN's goal is to reduce the incidence and impact of registration abuse and malicious conduct by supporting projects that have the potential to affect the behaviors of global Internet participants. Related projects are to improve the contractual compliance regime for gTLD registrars and registries; develop options to address internationalized registrant data in Whois and related Whois policies; and secure predictable environments for users by encouraging the development of best practices for registries and registrars to address the abusive registration of domain names.~~registration abuse and malicious conduct by using projects to influence the behaviors of global Internet participants. Related projects are to improve the contractual compliance regime for registrars & and registries; and pursue the implementation of an expanded~~evolve Whois program to address internationalized registrant data and related proxy/privacy policies; and secure, predictable environments for users through a registrant's rights charter and incorporation of Registrar Accreditation Agreement amendments. Staff and community will continue to work with WIPO and other authoritative bodies to design and implement rights protection policies that protect and enforce intellectual property rights on the Internet.

~~Foster industry innovation~~Increased industry competition. The Internet is a target and source of significant business and technological innovation. Competition is a key characteristic within an industry that can spur innovation. One of ICANN's goals is to see ~~has a goal to see similar~~ innovation brought to the stable evolution of the unique identifier system ~~by~~ —pPromoting inge fair opportunities to facilitate and support open entry to Internet-related markets around the globe. ICANN's projects related to this objective are to continue to support the development and implement of open and transparent policies and processes that will enable competition. ICANN will promote the implementation and deployment of the IDNA protocol to ensure that IDNs operate as expected. ICANN will work with the community to

address potential assistance for disadvantaged organizations. Staff and community work will focus on capturing, evaluating and incorporating input for open entry programs such as IDNs and new gTLDs.

Strategic Metrics: In summary, the strategic metrics for the Focus Area of Competition, consumer trust and consumer choice are:

- Launch of the new gTLD program and timely processing of applications
- Number of IDN ccTLDs delegated ~~during the period of the plan~~ annually
- New gTLDs and IDN Fast Track: Implementation of measures of success that align with ICANN core values and original program objectives
- Measure effectiveness of Rights Protection Mechanisms in New gTLD Program
- ~~Publish an expanded~~ Describe the priorities of the regional education program ~~plan~~ and report progress ~~to the plan~~
- Build, publish and execute a contractual compliance regime for addressing the new expanded TLD space
- Launch and timely progress of the Whois program enhancements, especially to address internationalized data
- ~~2011 Completion of the Registrant's Rights Charter~~
- ~~100% application of the approved RAA amendments into relevant contract renewals~~
- ~~Launch and implement the IDNA protocol during the period of the plan, encourage implementation of the new protocols in the DNS community, and measure the implementation penetration and its effectiveness in making IDNs "work."~~ Document and publish IDN guidelines in 2012
- Address the domain names that are not compliant with IDNA 2008 protocol

Core operations including IANA

Focus Area Definition: ICANN is chartered ~~—through its IANA function—~~ to (i) coordinate the assignment of Internet technical parameters to maintain universal connectivity, (ii) perform and oversee functions for coordinating the IP address space and operation of the authoritative Internet DNS root server system, and (iii) coordinate allocation and assignment of three sets of unique identifiers (DNS, IP, Ports & Parameters); and also to: (iv) adhere to transparent & accountable budgeting & operational processes and (v) publish annual report of progress against Bylaws, strategic and operating plans. ICANN's role in this focus area is characterized by direct control over its functional operations and highlights the way in which ICANN performs through processes, reporting, compliance, transparency and accountability.

This focus area provides for continuous improvement and excellence by, in each area:

1. Assessing the current environment
2. Creating a plan for specific improvements
3. Measuring the value of those improvements when implemented

Environmental Scan: ICANN's core operations are focused on building the capacity and ability to provide services and coordinate the Internet's unique identifier systems of: DNS, internet protocols IP addresses, asynchronous AS numbers and ports & parameters. ~~DNS.~~ ICANN operates the L-root sever and has significant skills and documentation to share with the international community. Operations excellence is required to support the IDN Fasttrack and nNew gTLD Programs. As the Internet continues to grow and evolve, technical advancements (e.g., Internet number resource certification RPKI, new standards) should be considered as they relate to the evolution of ICANN services and operations. Over the life of this plan, there are many factors that will increase the load on operations, among them: the introduction of new top-level domains, an increasingly connected global community, and the rapidly growing number of mobile and other devices. ICANN began performing the IANA operations in 1998 through an agreement with the US Government. The current multi-year contract expires September 30, 2014 in 2012. ICANN ~~will submit a proposal for the IANA contract renewal or its replacement,~~ is well positioned to compete for the award, and expects to continue to operate the IANA function. ICANN, including its IANA function, also effectively participates with other global organizations to work for the maintenance of a single, interoperable Internet. As part of Core Operations, ICANN also coordinates three annual meetings around the globe that brings the multi-stakeholder group together to advance the goals of ICANN.

Strategic Objectives: Below are the strategic objectives for the IANA and Core Operations focus area.

Continued flawless Flawless IANA operations and continued long-term IANA functions responsibility. ICANN is committed to continued excellence in the Internet Assigned Numbers Authority (IANA) function and other core operations. The continuation of neutral delivery of IANA services will be secured through the anticipated award of a long-term IANA functions contract. ICANN continues to invest in the IANA infrastructure, and process improvements through the European Foundation for Quality Management (EFQM) model to support meeting or exceeding IANA service level agreements. During the term of this plan, ICANN will develop advancements in security (specifically, deploy RPKI) uch as an Internet number resource certification) and continue to upgrade its processes through automation (specifically, the root-zone management tool). The IANA function will remain focused on the timely processing of unique identifier requests, including —and— DNSSEC management. We will

respond to community monitoring of IANA performance but also implement our own measurements and feedback mechanisms.

*L-Root operational excellence**Resilient L-Root operations. Operating the L-Root e*Enables ICANN to lead by example and provides the international Internet community a transparent and collaborative model for root server operations. ICANN will look for opportunities to share this knowledge through international outreach. ICANN will be recognized as a top-tier root zone manager.

Continuous Improvement (Total Quality Management – TQM Operational Excellence) Starting in 2010, Efficiency and effectiveness of operations. ICANN *continues to* is implementing a long-term, culturally embedded operational effectiveness initiative to drive process, system and documentation improvements across core operations. ICANN is committed to improving the ongoing efficiency and effectiveness of policy development and implementation processes and the multi-stakeholder model that engages the global community. It will support the ongoing GNSO initiative to improve the policy development process (PDP) and also encourage and support additional initiatives. *Facilitate Government Advisory Council (GAC) early and effective involvement in the policy development process.* ICANN will continue to strengthen the security, stability and continuity of its own operations through an Operational Effectiveness Initiative to ensure: continual operational improvement, and staff retention and engagement. Staff work in these areas (staff retention, internal operating systems, Board support) is necessary to support the primary objectives associated with DNS stability and DNS coordination. Therefore, these objectives too are strategic in nature. *ICANN will continue to i**–improve enterprise-wide**the financial system and controls to realize: increased capacity and scalability of operational workload, increased operational efficiencies, accompanied by relative reduction in operating costs, improved data integrity and availability, faster generation and publication of reports, better accessibility to financial information, improved customer service (both internal and external), greater sustainability of the base technology. ICANN is realizing the benefits of the new financial system that will**ICANN will work to improve the interrelationship between the Strategic and Operating plans and also assist in identification of**the operating budgets allocated to support each of the four Strategic Focus Areas and the rationale for the levels of expenditures.*

*Internationalization. ICANN will work with the community to define principles to help guide ICANN’s internationalization. ICANN’s goal is to s*Strengthen international operations and presences by providing adequate levels of service to stakeholders around the globe, working in multiple languages and in multiple time zones. The Internet is a global, virtual technology, but the people who make the Internet’s unique identifier systems work are located in all geographies around the globe. The introduction of new IDNs and TLDs during the life of this plan will continue to require ICANN to build capability and presence. Another important aspect of strengthened operations 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. ICANN will also engage effectively with the technical community, e.g., the IETF, root server managers, *other network operations groups, and the RIR communities**and the RPKI number resource communities of each of the RIR’s.*

*ICANN Meeting Evolution. ICANN coordinates three global meetings annually that are important gatherings of the**a multi-stakeholder community. ICANN will continue to challenge itself and the community to evolve the ICANN meeting model to more effectively address the shifting mix and priorities of the ICANN multi-stakeholder model.*

–improve the financial system and controls to realize: increased capacity and scalability of operational

~~workload, increased operational efficiencies, reduction in operating costs, improved data integrity and availability, faster generation and publication of reports, better accessibility to financial information, improved customer service (both internal and external), greater sustainability of the base technology. ICANN will work to improve the interrelationship between the Strategic and Operating plans and identify the operating budgets allocated to support each of the four Strategic Focus Areas and the rationale for the levels of expenditures.~~

Strategic Metrics: In summary, the strategic metrics for the Focus Area of Core Operations including IANA are:

- Meet or exceed IANA contract service level agreement performance
- 2011 award of the IANA follow-on contract or replacement
- EFQM [ratings assessment](#) demonstrating improvement over time
- RPKI deployment [in 2011 within the period of the plan](#)
- 100% L-root uptime
- Organizational Effectiveness Program Benchmarks, Metrics and Results
- Definition of global stakeholder service level metrics
- 2011 implementation of a new ICANN finance information technology system
- Develop and publish additional metrics and reporting of contractual compliance performance

A healthy Internet governance eco-system

Focus Area Definition: ICANN is chartered to (i) operate for the global public benefit of the Internet community as a whole, (ii) coordinate cross-community deliberations and policy development that germane to ICANN's mission, (iii) cooperate as appropriate with relevant international organizations, (iv) ensure that DNS technical coordination decisions are made in the public interest and are accountable and transparent, and (v) operate as a multi-stakeholder, private sector led organization with input from the public for whose benefit ICANN shall in all events act. ICANN's role in this focus area is to contribute to the development, deployment and operation of robust mechanisms for good governance of the Internet's unique identifier systems. This requires ICANN to participate in and influence Internet governance fora and other opportunities for community dialogue on the topic and periodically evaluate progress. The multi-stakeholder model includes and provides a voice for many diverse groups such as: geographic, governments, businesses, technical, non-technical, multi-cultural and at-large. Additionally, ICANN developed policies must coincide with beneficial public interest.

Environmental Scan: ICANN is charged to operate for the benefit of the Internet community as a whole. The public is a diverse and disparate collection of communities knitted together by the Internet and operating as a complex eco-system. As the Internet continues to be a greater enabler of gross domestic product, government daily operations and global security activities, the profile of Internet governance has also elevated. In September of 2009 the US Department of Commerce and ICANN signed the Affirmation of Commitments (Affirmation) that affirmed the transition of technical coordination of the Internet's DNS to a private sector led organization – ICANN. Over the past few years, the United Nations and other global bodies have also increased their participation in Internet governance. The community and ICANN completed the Affirmation review for Accountability and Transparency (ATRT) and, at the direction of the ICANN Board, ICANN is in process of implementing the ATRT recommendations. The other Affirmation reviews are ongoing. The multi-stakeholder model of governance is gaining greater visibility recognition globally and ICANN will continue to come under greater scrutiny and review.

Strategic Objectives: ICANN has identified four strategic objectives in the focus area of A healthy Internet governance eco-system. Each objective has related projects, staff work and community work to support the achievement of the strategic objectives over the life of this plan. The strategic objectives are:

Continue to strive to be an exemplary international multi-stakeholder organization

ICANN aspires to continue to be an exemplary model for multi-stakeholder international global governance. ICANN understands that for the Internet governance eco-system to be healthy, there must be open, global and rigorous examination and debate including many global parties. ICANN will also actively participate in a wide range of constructive Internet governance-related debates in partnership with other organizations.

One unified, global Internet. To deliver on ICANN's vision of "One World. One Internet." Strategic projects supporting this objective interweave this entire strategic plan. With the potential growth of ccTLDs, IDNs and new gTLDs, continued internationalization of ICANN is crucial to maintaining a single, global interoperable Internet and a single Internet zone file used globally. Staff work will include development of thought leadership on key issues to influence the continuation of a single authoritative root. In particular, preserve the stable management of the naming and addressing system.

~~Increase sBuilding stakeholder diversity and cross-stakeholder work.~~ Over the past year, the community has increasingly used “cross” SO/AC working groups. ICANN commits to maintain and improve robust mechanisms for public input, accountability and transparency so as to ensure that the outcomes of its decision-making will reflect the public interest and be accountable to all stakeholders. Strategic projects include continued refinement of the inclusive multi-stakeholder model that encourages and manages the active collection of views from the global community. ~~ICANN will also actively participate in a wide range of constructive Internet governance related debates in partnership with other organizations.~~ ICANN will continue efforts to increase community participation utilizing more remote participation technologies. Importantly, ICANN will work to retain and support existing community members and build upon recent efforts to formalize a cross-stakeholder model (i.e., across the GAC, Supporting Organizations and other Advisory Committees). The multi-stakeholder model recognizes the influence of governments, corporations, not-for-profits and how they fit into the naming and addressing system. ~~Starting with the new Board seat elected by the At-Large community, we will also work to formalize input from the At-Large community into Board discussions. Improve communications and accessibility through, among other things, web page improvements that facilitate the objectives set out in this strategic plan and addresses community concerns regarding translations, introductions for newcomers, technical and policy navigation and ease of access to information.~~The multi-stakeholder community continues to evolve with shifting priorities. ICANN will work to generate more cross-stakeholder interaction to better enable community understandings and streamline policy development.

~~Ongoing World-class accountability and transparency.~~ ICANN is charged with fact-based policy development and decision-making. The community and ICANN have completed the ATRT review resulting in 27 recommendations. ICANN will continue to work with the community to implement the ATRT recommendations. ICANN will continue to evolve Board of Director policies to reflect best practices in multi-stakeholder model governance. Strategic projects related to this are the implementation of the Affirmation of Commitment reviews, implement impact reporting based upon the results of the reviews, provide Internet governance education to an expanding group of international participants and promote programs that enhance global participation. 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. Staff work will focus on providing a thorough and reasoned explanation of decisions taken, the rational and sources of data.

~~International engagementAct in global public interest.~~ ICANN initiated the Global Partnerships program in 2006 to create a network of international liaisons to improve engagement at the local level. It will continue to evolve the program, possibly engaging local IDN points-of-contact in specific regions, to meet the needs of specific communities and maximize the efficacy of the IDN program. Additionally, ICANN’s goal is to preserve the stability of the unique identifier system and as such recognizes the authority and participation of different actors with different remits such as law enforcement and open access to information. In order to achieve its goals, ICANN will: participate in constructive IGF fora, collaborate with international organizations such as the EU and OECD on standards and best practices, engage in offline discussions, write papers, and otherwise engage with industry participants.All of these activities and others inform ICANN to acts in global public interest in all of these activities.

~~Enhanced tTrust in ICANN’s stewardship.~~ One of ICANN’s goals is to cContributeing to a healthy governance Internet eco-system. The ICANN Board has created the Board Global Relationships Committee to support ICANN’s global capacity- building efforts. ICANN strives to ensure the

independence of the Board and that the Board membership reflects the diversity of the multi-stakeholder model participants. Staff work will provide thought leadership contributions to international forums and discussions on Internet governance, including the United Nations-organized Internet Governance Forum and other intergovernmental forums. Additionally, the ICANN Fellowship program provides training in partnership with other organizations to support the DNS needs in developing countries.

Ease of global participation. As IDNs are deployed in greater numbers, more areas of the world will be able to have a voice to contribute their priorities on Internet governance. This includes outreach and programs to search for more input from the edges of the multi-stakeholder model. ICANN is committed to an integrated approach to outreach and improving our multi-lingual strategy to improve ease of participation in the ICANN multi-stakeholder model. Ease of participation impacts systems, processes, documentation, meetings, communications and many aspects of ICANN. ICANN's goal is to continue to seek methods, technologies, languages and tools that will increase the ease for all people to participate in the multi-stakeholder Internet governance eco-system.

Strategic Metrics: In summary, the strategic metrics for the Focus Area of A healthy Internet ecosystem are:

- Timely completion of the Affirmation Reviews
- Timely Board determination and action to implement Affirmation of Commitments reviews recommendations
- Continuation of a single authoritative root
- Formalized cross-stakeholder participation process in the multi-stakeholder model
- ~~Formalized At-Large community input process for the Board~~Improved ICANN Board of Directors feedback methodology
- Number of international Internet governance events with constructive ICANN participation
- Number and trend of ICANN Fellowships and the related increase and participation in ICANN processes
- Global and skill set diversity of the ICANN Board of directors meet the Bylaws requirements