ICANN

ICANN Africa Strategic Plan

July 2016 – June 2020

Version 3.0

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Contents

Background

On May 5, 2018, the Global Stakeholder Engagement (GSE) Africa team officially released the 5-Year implementation report of the ICANN Africa strategy in Dakar, Senegal in the sidelines of Africa Internet Summit (AIS) 2018. It has been five years since the first Internet Corporation for Assigned Names and Numbers (ICANN) **Africa Strategic Plan 2012 – 2015** was adopted and its implementation began in earnest in the year 2013. The strategy forms the cornerstone of ICANN's engagement in Africa.

The strategy identified 8 strategic objectives, which were eventually, translated into more than a hundred projects to be rolled out in a period of three years. The overall goal of the strategy being a transformation of Africa into a contributor to the Internet and an emerging market for the domain name business and industry.

1st Review held in November 24-25, 2014: Mauritius

In 2014, GSE Africa team convened members of the Supporting Organisations (SOs) and Advisory Committees (ACs) leaders from Africa including some original participants in the Africa Strategy Working Group (WG) in Ebene, Mauritius, in the sidelines of African Network Information Centre (AFRINIC) 21st policy meeting to review and take stock of this initial Strategy document. This was necessitated by the launch of the new ICANN FY16-20 Strategic plan in in October 2014. It was therefore imperative that the Africa Strategy aligned with the overall ICANN strategic focus. The result of the review meeting was the adoption of an updated *ICANN Africa Strategic plan Ver2.0 FY16 – 20*.

2nd Review meeting held on July 2, 2018 : Cotonou, Benin

As we all know, ICANN has since undergone important transformations in the last 3 years such as the Internet Assigned Numbers Authority (IANA) stewardship transition (October 2016) that led to the adoption of new ICANN-bylaws and the new Empowered Community of ICANN. There has also been a robust debate on the flattening overall revenue forecast for ICANN Org that requires the global community to further interrogate and re-prioritize projects and activities of ICANN.

The strategy document itself is a living document and should be flexible enough to respond to the changing needs and prevailing circumstance of the community. Hence the need for this regular review and appraisal to ensure that ICANN Org, and indeed the Africa Strategy is responsive to the community in conformance to the overall Mission and remit of ICANN org.

To this end, the GSE Africa team convened a one-day review meeting of the current strategic plan in Cotonou, Benin on July 2, 2018. The meeting was held alongside the Africa DNS Forum 2018 edition and attended by ten representatives drawn from the original Africa Strategy Working Group

(ASWG), SO/AC / leaders from Africa -African Regional At-Large Organization (AFRALO), Non-Commercial Users Constituency (NCUC), Country Code Name Supporting Organization (ccNSO, Afregistrars, as well as selected key community members/pioneers and youth for diversity and in the spirit of bottom-up multistakeholder approach.

Meanwhile, the review team also noted that ICANN rg would soon be embarking on a review of her strategic FY16-20 plan that is coming to an end in next financial year (Fy20) and hence remained open to adapting the expected changes. The result of the meeting was coming up with a reviewed and realigned set of ten (10) objectives, deemed the ***ICANN Africa Strategy Ver 3.0 2016 – 2020***, to be further on disseminated for additional input from the African community.

Key Objectives of the 2nd Review meeting:

- Evaluate, Review and Amend / reconfirm the current ICANN Africa Strategic plan to ensure it conforms to the current mission and remit of ICANN org.
- Re-Evaluate the Strategic objectives and projects and prioritize projects accordingly

Insights from the review team

- The group reiterated that the Africa Strategy document is a strategy for ICANN by Africa, but Africa must also fully take its ownership. It was also highlighted that this strategy is merely dealing with the Domain Name System (DNS) industry, and hence does not cover the entire Internet ecosystem in Africa.
- There should be renewed focus in promoting Capacity Building initiatives that would ensure Africa as a community fully and effectively participates in the ICANN ecosystem. This would require application of various approaches including both online and face-to-face sessions.
- Going forward, more attention and resources should be dedicated to quality of the participants and not necessarily quantity.
- In regard to the DNS industry, the group proposed that ICANN should have a differentiated approach to Africa owing to its uniqueness and in the spirit of public interest.
- There needs to be additional focus on mentoring the youth with increased outreach to youth and academia. The group noted that effective participation in ICANN is a process and the experienced

community, supported by ICANN Org through this strategy should roll out projects and activities that would effectively mentor and encourage youth and new audience to get involved in ICANN.

- ICANN should also tap in the diversity of fellowship alumni and Country Code Top Level Domains (ccTLDs) operators and leverage them to further support engagement in their various countries and activities. This way, the community will be more active.

- While it remains imperative to have a balanced approach to engaging all the relevant stakeholder groups in Africa noting they all possess different strengths, not everybody maybe relevant or interested in ICANN work.

- There still exists very little business community involvement. We need to find out why and address the challenges.

- Lastly, it is also important to appreciate the progress made so far in the overall DNS and Internet ecosystem in Africa. These ranges from the many functional Research and Educational Networks (RENs), increase in number of ICANN accredited registrars and overall ICANN visibility across Africa, some of the developments may not be in the purview of ICANN, but relevant.

Introduction

In June 2012, the African community had a historic meeting in Prague, Czech Republic (ICANN 44) that was chaired by Steve Crocker (chairman of ICANN Board), Fadi Chehade (ICANN's incoming CEO at that time) and Moctar Yedaly from the African Union Commission. The outcome was a [new approach](#) to Africa that would focus on the following action lines:

> ➢ Develop a framework for ICANN's Africa strategy
> ➢ Support stronger presence for ICANN in Africa
> ➢ Increase Africa's participation in ICANN

The Africa Strategy Working Group (ASWG) which was set up during the meeting came up with the Africa Strategy document (2012 - 2015) which was presented during ICANN 45 in Toronto. The document has now become the cornerstone of ICANN's engagement in Africa. Implementation of the strategy started in 2013, with the recruitment of the Vice President (VP) for Africa and with a few key flagship projects. The Africa team has now grown with further recruitment of two more managers.

The initial 3-year Africa Strategic Plan encompassed ICANN's overall delivery in Africa, which boils down to capacity development in the DNS industry and business, capacitating African ccTLDs, securing the DNS system in Africa and equally important is deepening and broadening engagement with all stakeholders including governments, private sector, academia and civil society in Africa.

ICANN recently reviewed her global strategic plan to a new **ICANN 2016 – 2020 Strategic plan** focused on 5 key pillars / Strategic Objectives namely:

- Evolve and further **globalize** ICANN
- Support a healthy, stable and resilient **unique identifier ecosystem**
- Advance **organizational**, **technological** and **operational excellence**
- Promote ICANN's role and **multistakeholder** approach
- Develop and implement a **global public interest** framework bounded by ICANNs mission

These objectives have been further broken down into sub pillars taking into account internal and external forces and international growth and evolution of the Internet and the domain name system. This has necessitated the need for the African community to once again come together and relook at the Africa Strategic Plan with the aim of realigning it to the new ICANN strategy.

Methodology

In order to carry out a comprehensive review of the current strategic plan, the Africa Strategy Review team conducted a review of the following key documents:

- The ICANN Strategic plan 2016 – 2020
- Comprehensive Africa Strategy Implementation Report (produced by ICANN Africa staff and released in June 2018)
- Current Africa Strategic Plan 2012 – 2015
- ICANN's previous global Strategy document 2012 – 2015
- ICANN global operational Plan 2016 – 2020.

Steering Committee

The strategy review team also identified the need for the establishment of a steering committee that will work closely with the ICANN staff to support and monitor the implementation of the strategic plan. This committee will work independently based on own charter.

Strategic Objectives

The Africa Strategy Review team was in general agreement that Africa should deserve a special treatment and that ICANN is in a position to contribute to the development of an indigenous industry on Internet and most specifically, the domain name services. In order to identify specific objectives relevant to the Africa community, the team relied on the following key questions that guided the original version of the Africa Strategy. These include:

- What has ICANN not done well in Africa in the eyes of the African community within ICANN?
- What do you wish the most for ICANN to do in interest of Africa?
- How can the African community in ICANN best help ICANN?
- What are barriers to ICANN in Africa?
- How best to improve African participation in ICANN?
- What are the a) strengths b) opportunities and c) weaknesses of ICANN in Africa?

And the outcome was a re-evaluation of the current strategic objectives. The team arrived at the conclusion that the current objectives were indeed still valid in the new ICANN strategic plan 2016 – 2020 but could be consolidated to be more practical. Additional objectives were also formulated. The resultant ICANN Africa Strategic Objectives were then agreed as follows:

1. **Strengthen ccTLD Development in Africa**, Build Capacity in DNS technical operations and provide assistance and support as requested. Ref ICANN SOb **2.1/2/3; 3.1/2**

    a. Promote adoption of The Domain Name System Security Extensions (DNSSEC) Ref ICANN SOb 2; 3.2; 4.

    b. Strengthen ccTLDs in Africa Ref ICANN SOb 1.3, 2.1, 2.3, 4, 5.3

2. Enhance local, regional and international cooperation with DNS stakeholders and Promote best practices of DNS operations **Ref ICANN Sob 1.2; 3.3; 4.1; 4.3**

    a. Promote best practices for DNS Operations in Africa. **Ref ICANN Sob 2; 3.2; 4.4;5.3**

    b. Promote strategic partnerships between global and local entrepreneurs in the DNS industry Ref 1, 2.2, 2.3, 3.2, 3.3, 4.1, 4.3, 4.4, 5.3

3. Support and facilitate competition in Domain Name business. Ref ICANN SOb 2.3; 3.1, 2.1

    a. Promote new Top-Level Domain (TLD) registries and registrars Ref ICANN SOb 1, 2.3, 4.3,

    b. Build business environment that favour customer trust and choice (Technology solution, Legal and regulation Framework) .Ref ICANN SOb 1, 2, 3, 4, 5.2, 5.3

    c. Introduce TLDs in African languages and Internationalized Domain Names (IDNs) Ref ICANN SOb 2, 3.3, 5.3

    d. Build African entrepreneurship programmes in the DNS area Ref ICANN SOb 1.2, 4.3, 5.2, 5.3

4. Encourage resiliency of local DNS infrastructure (Internet Exchange Point (IXP) and Anycast servers, Ref ICANN SOb 2, 3, 4.4

    a. Deploy more root servers in Africa Ref 2, 3.2, 5.3

    b. Promote Anycast Servers deployment in Africa; Ref ICANN SOb 2,3.2;

5. Regionalization of Internet Assigned Numbers Authority (IANA) and ICANN operations in Africa. **Ref ICANN SOb 1; 3.2/3; 4.2; 5.3**

    a. Regionalization of other core ICANN operations in Africa. **Ref ICANN SOb 1; 3.2/3; 4.2; 5.3**

    b. Strengthen the physical presence in Africa to conduct outreach to help reflect ICANN's global image Ref ICANN SOb1, 2

    c. Promote globalization of ICANN and its operations through a phased internationalization of IANA functions Ref ICANN SOb 1, 2, 3, 4, 5

6. Effective communication / Outreach on ICANN operations **Ref ICANN SO 1; 2; 3; 4; 5**
   a. Ensure Effective awareness and outreach on ICANN operations and stakeholder activities, Ref ICANN SOb 4.3

7. Promote the multi-stakeholder model and platform in Africa at the government, civil society and private sector levels to enrich participation in ICANN constituencies. Ref ICANN Sob1, 2.1, 3, 4.2, 5.3
   a. Support policy development process to create conducive environment for the Internet economy in Africa Ref ICANN SOb 1, 2.2, 4, 5.2,5.3
   b. Expand a Multi-Stakeholder platform to increase participation and engagement in collaboration with I* and Af* organisations and constituencies Ref ICANN SOb 1, 2, 3, 4, 5.2, 5.3
   c. Ensure ongoing commitment of ICANN and constituencies to act in Africa's public interest. Ref 1,5

8. Support capacity building and development of Internet governance in Africa Ref ICANN SOb 1,2,3,4,5

9. **Facilitate an Enabling environment** for the emergence of DNS Industry in Africa. Ref ICANN SOb 2,

10. **Strengthen the Economic Impact** of the DNS Industry in Africa. Ref ICANN SOb 2.
    a. Promote long term financial stability and sustainability of African registries
    b. Promote the development of affordable DNS products in Africa
    c. Promote the adoption of best practices and harmonized polies in the African name space

Projects and KPIs

Strategic Projects	Comments	Key Measures

1. Increase domain name penetration in Africa
 	
  1.1 **A**frican ccTLD Operations and Support Training.
 	
  1.2 Business Best Practices and Marketing Support for AfTLD, ccTLDs and Registars
 	
  1.3 Consumer/Community Capacity Building
 	
2. Develop and Improve African Security Expertise
 	
  2.1 Promote and Support Cooperation between African CERTs and DNS Operators
 	
  2.2 Pr**o**mote DNSSEC
	These projects will be focused on various capacity building initiatives targeted at ccTLDs in Africa in partnership with AFTLD and other organizations with the aim of improving the technical and operational capacity of ccTLDs.
	
	They will also include DNSSEC trainings to ccTLDs
		1. Domain Name Indicators
		  1.1. Number of Domain Names Registered
		  1.2. Penetration
		  1.3. Complaints / UDRP
		  1.4. DNS Availability / Failure
		  1.5. Incidents on DNS operations
		  1.6. Domain Name Pricing
		2. Number of workshops
		  2.1. For potential registry and registrars
		  2.2. Number of Workshops for ccTLDs business models
		  2.3. Number of ccTLDs benefiting from resiliency workshops
		  2.4.
		3. Security Indicators
		  3.1. DNSSEC Operations signed in Africa.
		  3.2. CERT Operations in Africa
		4. CERT Training Certified People

3. Strengthen ICANN operations in Africa
 	
  1-1 - IANA Operations
 	
  1.2 - Registrar liaison functions
 	
  1-3 - Registry liaison functions
 	
  1-4 - Compliance function
 	
  1-5 - Legal Advice and Support
 	
  1-6 - Regional meetings
 	
  1-7 - Institutionalize IDN support
 	
4. Produce Targeted Documents in appropriate languages regarding ICANN operations (AU Languages)
 	
5. Deploy & Support Anycast Instances in cooperation with Regional Organizations.
	This will include ICANN setting up physical presence in Africa
	
	Target to have ICANN documents in all Africa Commission (AU) Languages
		1) Regional Implementation of Operations
		2) Number of Appropriate Documents produced In Appropriate AU languages targeted to various stakeholders
		3) Number of L-root instances Deployed in partnership with other organizations
		  a. Increased copy of root severs
		4) Increased number of African staff members

6. A programme for enhancing cooperation with I*, Af* organizations and IGFs to promote regional events for multi-stakeholder engagement
6.1 Participate in African meetings
6.2 Establish a programme for inclusion of African academic community in Internet Governance ecosystem
6.3 Support African government participation in ICANN high level meetings
6.4 Sub regional Africa ICANN
	Including participation in relevant Africa Union high level events	1) African involvement in ICANN
		  a. Number of participants contributing to global ICANN meetings
		  b. Number of Africans trained by the ICANN academy.
		  c. Number of Africans leading IG processes
		  d. Increased number of Africans participating in ICANN ongoing review processes

meetings to contribute to global meetings.
 	
7. Continued support for African participation at ICANN meetings through the fellowship programmes
 	
8. Localize ICANN academy to help in capacity building in Africa
    8.1 Dedicated programme for Africa
 	
9. Increase African representation in leadership positions in ICANN
    9.1 Leadership development programme in multi-stakeholder Internet governance.
    9.2 Identify policy gaps and support policy advocacy processes
    9.3 An ICANN ambassador programme to promote global ICANN values
    9.4 Expand AFRALO (in close consultation with AFRALO community)
 	
10. Programme to support increased and meaningful participation in ACs / SOs (Coaching, mentorship,)
		e. Number of African participants and the quality of participation and contributions
		    f. Number of ALS's from the African region.
		    g. Number of government participants contributing to GAC and high level meetings
		
		2) ICANN participation in African meetings
		3) Number of policy documents/strategies
		    a. Number of African participants and contributions
		4) Af* growth
		5) Number of Newcomers and New Communities to ICANN Ecosystem
		6) Adoption of multi-stakeholder model Nationally and regionally

11. WHOIS program for DNS [WHOIS program for Africa] 12. A support programme for accreditation of registrars 13. Create a foundation to support development of DNS industry in Africa 14. Set up an Internet foundation for innovative funding mechanisms for	Encourage accurate and complete WHOIS data collection Programme to support underserved regions Partner with various organizations in and outside Africa including financial development	1) Accurate and available WHOIS Data 2) ccTLD Whois performance 3) Number of accredited Registers 4) Research report on DNS business in Africa 5) An observatory 6) A foundation for DNS

the DNS industry development in developing countries (Africa – Long term)	partners	Industry in Africa
		7) Revised delegation and re-delegation procedures
		8) An African DNS award
15. Commit and conduct a study on business feasibility of growing DNS industry in Africa	Commission a DNS industry study project to assess the African DNS industry	9) Innovative ideas and patents and increased number of African participants in IETF forums.
16. Commission An observatory to develop new indices for DNS industry growth in Africa		a. Number of RFCs authored by Africans
17. Review delegation and re-delegation procedure in support of strengthen African ccTLDs		10) Number of Registries & Registrars
18. Support a DNS Award programme in Africa		
19. Commission a DNS Incubator Program in Africa		
20. Research and development programme for DNS in Africa for promoting innovation and increased participation in IETF forums.	Promote active participation from Africa to encourage Africans to develop RFCs	

Annex 1: Summary of ICANN Strategic objectives FY16-FY20

1. Evolve and further **globalize** ICANN	2. Support a healthy, stable, and resilient **unique identifier ecosystem**	3. Advance **organizational**, **technological** and **operational excellence**	4. Promote ICANN's role and **multistakeholder** approach.	5. Develop and implement a **global public interest** framework bounded by ICANN's mission.
1.1 Further **globalize and regionalize** ICANN functions.	**2.1** Foster and coordinate a healthy, secure, **stable, and resilient** identifier ecosystem.	**3.1** Ensure ICANN's **long-term financial accountability**, **stability and sustainability**.	**4.1 Encourage engagement** with the existing Internet governance ecosystem at national, regional and international levels.	**5.1** Act as a **steward of the public interest**.
1.2 Bring ICANN to the world by creating a balanced and proactive approach to **regional engagement** with stakeholders			**4.2 Clarify the role of governments** in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem.	**5.2** Promote **ethics, transparency and accountability** across the ICANN community.
1.3 Evolve **policy development and governance processes, structures and meetings** to be more accountable, inclusive, efficient, effective and responsive.	**2.2** Proactively plan for changes in the **use of unique identifiers** and develop **technology roadmaps** to help guide ICANN activities.	**3.2** Ensure structured **coordination of ICANN's technical resources**.	**4.3** Participate in the evolution of a global, trusted, inclusive multistakeholder **Internet governance ecosystem** that addresses Internet issues.	**5.3 Empower current and new stakeholders** to fully participate in ICANN activities.
	2.3 Support the evolution of domain name marketplace to be **robust, stable and trusted**.	**3.3** Develop a globally diverse **culture of knowledge and expertise** available to ICANN's Board, staff and stakeholders.	**4.4** Promote role clarity and establish mechanisms to **increase trust** within the ecosystem rooted in the public interest.	