FY24 Strategic Outlook Trend Impact Assessment

Strategic Objective	Trend #	FY24 Trend Proposal	New or evolved trend?	Notable Shift in trend	New Impacts on ICANN / Impacts of Shifts from previous years	Related Targeted Outcomes	Enhance/impede the targeted outcomes?	auto-filled	Related Strategic risks	Lessen/exacerbate the strategic risks?	auto-filled	Validate/strengthen or undermine/impede the vision and/or mission?	auto-filled	Actual value (sum of 3 criteria)	Absolute value	Materiality of New Impact	Immediacy of New Impact	auto-filled	Decision Matrix
Enter Strategic Objective: - Security - Geopolitics - ICANN's Governance - Unique Identifier Systems - Financials	Enter overarching trend number	Update trend language (from column C) to address feedback received from Execs and from BSPC	Indicate the direction of the trend: - New - Evolved - Unchanged - Removed	Enter most notable shift (from trend analysis document)	Enter main impacts (from trend analysis document)	Identify in the Strategic Plan the Targeted Outcomes that are related to the shift in trend.	*Evaluate if/how the shift affects the targeted outcome:* - *Enhance: +1* - *Neutral: 0* - *Impede: -1*	*auto-filled*	Identify in the Strategic Plan the Strategic Risks that are related to the shift in trend.	*Evaluate if/how the impact of the shift affects the strategic risk:* - *Lessen: +1* - *Neutral: 0* - *Exacerbate: -1*	*auto-filled*	*Evaluate if/how the impact of the shift affects the vision:* - *validate/strengthen: +1* - *neutral: 0* - *Undermine/impede: -1*	*auto-filled*	Actual value (sum of 3 criteria)	Absolute value	auto-filled The framework automatically determines the materiality of the Impact: . low: -1 to 1 . medium: -2,2 . high: -3, 3 Review and adjust prior columns if you disagree with the result.	*Evaluate the immediacy of the impact:* - *Short: <1 yr* - *Medium: 2-5 yrs* - *Long: >5 yrs*	*auto-filled*	auto-filled, based on the materiality and immediacy (see decision matrix tab for a view of the matrix)
Security	1.15	The topic of DNS abuse and DNS security threats continues to be widely discussed within the ICANN community. Progress within the community to agree on the definition of the problem and the correct mechanism toward solutions has been slow. Items listed as DNS security threats are within ICANN's remit; however, many other examples of abuse discussed in some sectors of the community, while malicious, are outside of ICANN's remit as they pertain to content.	Evolved	Certain stakeholder groups' attention on DNS abuse increased, mainly at the regulatory / government level. In particular, there is increased concern in the African and Middle East regions about DNS abuse.	No new impacts or impact on ICANN is minimal.	- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse. - ICANN maintains a reputation as the source of unbiased, reliable, and factual information on DNS health.	Impede	-1	- Domain name abuse continues to grow.	Exacerbate	-1	Undermine/impede	-1	-3	3	high	Less than a year	short	Evaluate short term action
Security	2.2	Issue relating to Domain Name System security threats remains a topic of focus. This includes the issue of any potential to erode the public trust in the Internet.	Unchanged	Last year's trend remained consistent. No notable shifts.	No new impacts or impact on ICANN is minimal.	- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse. - ICANN maintains a reputation as the source of unbiased, reliable, and factual information on DNS health.	Neutral	0	- Successful cyberattacks and information warfare undermine trust in the DNS. - Inability to mitigate security threats undermines confidence in institutions responsible for the security and stability of the DNS.	Neutral	0	Neutral	0	0	0	low	Less than a year	short	No change to action
ICANN's Governance	3.1	The continued challenges associated with complex policy development and implementation work are testing the ability of ICANN's multistakeholder model to support efficient and effective decision-making process.	Evolved	There is a sense of urgency to address the complex policy development and implementation work.	No new impacts or impact on ICANN is minimal.	- The ICANN community establishes mechanisms, such as an accurate measure of community participation, to equitably distribute workload among the pool of stakeholder representatives. - Improved multistakeholder model processes... -Decision-making processes ensure that input from all stakeholders is considered.	Impede	-1	- Limited resources could impact the ability for stakeholders to participate, which could compromise the credibility and integrity of the multistakeholder model.	Exacerbate	-1	Undermine/impede	-1	-3	3	high	Less than a year	short	Evaluate short term action
ICANN's Governance	1.01	Inclusiveness, transparency, accountability, and openness remain the key elements of the ICANN's multistakeholder model. The prolonged, mainly virtual settings challenge the process of attracting and onboarding active and effective volunteers in ICANN's technical and policy work. Ensuring a truly inclusive and accessible model remains critical to ICANN's multistakeholder model within the current landscape.	Unchanged	Last year's overarching trends remain consistent; but there is a sense of urgency to address how to attract, onboard, and retain the next generation and for the multistakeholder model to maintain a truly inclusive model.	No new impacts or impact on ICANN is minimal.	- ICANN community enhances their transparency practices to increase cross-community accountability and trust. - ICANN Board and org continue enhancing transparency initiatives and upholding accountability. - Continued efforts of ICANN Board, community, and org facilitate the inclusion and participation of all stakeholders.	Impede	-1	- Stakeholder-specific interests preempt Internet policy or governance discussions, impairing the ICANN multistakeholder model.	Exacerbate	-1	Neutral	0	-2	2	medium	2 to 5 years	medium	Consider updating plans

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ICANN's Governance	1.04	The public's trust in the legitimacy of the multistakeholder model (MSM) can be affected by the influence of parties who oppose it. There continues to be a need to create greater awareness of ICANN's role and remit and the legitimacy of the ICANN MSM through public communications.	Unchanged	There is a shift from lack of understanding of ICANN's role to the public's trust of the MSM model.	No new impacts or impact on ICANN is minimal.	- Widespread understanding of the ICANN multistakeholder model is established through increased communication with relevant organizations and institutions.	Impede	-1	- Trends toward multilateralism, as well as changing economic, societal, and governmental interests, result in increased pressures on the ICANN multistakeholder model. - Divergence of interests inherent to the	Neutral	0	Neutral	0	-1	1	low	Less than a year	short	No change to action
Unique Identifier Systems	1.07	There is a perception that alternative namespaces could potentially threaten the relevance of DNS and the IANA functions are putting pressure on ICANN and requiring ICANN to be more responsive to the emerging identifier technologies.	Evolved	The perception that alternative namespaces could potentially threaten the relevance of DNS and the IANA functions have increased.	No new impacts or impact on ICANN is minimal.	- Mechanisms are established with which ICANN assesses new technologiesand, when appropriate, embraces them.	Impede	-1	- Failure of the DNS to evolve threatens the single, interoperable Internet, andtechnical coordination becomes more complex.	Exacerbate	-1	Undermine/impede	-1	-3	3	high	2 to 5 years	medium	Update plans
Unique Identifier Systems	1.13	As ICANN is getting closer to launch the next round of New gTLDs, pressure to address UA issues continues to increase to support a multilingual Internet.	Unchanged	This year, it seems the pressure to increase uptake IDN and UA comes from the readiness of launching the New gTLD Subsequent Procedures (SubPro) rather than the diversity of online participants.	No new impacts or impact on ICANN is minimal.	- Universal Acceptance readiness measurably increases.	Neutral	0	- Insufficient readiness for Universal Acceptance, IDN implementation,and IPv6 could result in a failure to serve Internet users' needs.	Neutral	0	Neutral	0	0	0	low	2 to 5 years	medium	No change to action
Unique Identifier Systems	1.16	There are perceived concerns of whether the New gTLD SubPro can solve some of the outstanding issues, such as inclusivity, affordability, geographical diversity and security for the benefit of the global internet users and public interest.	Unchanged	Last year's trend remained consistent. No notable shifts.	No new impacts or impact on ICANN is minimal.	- Good stewardship of the New gTLD Program continues to be demonstrated, as shown by financial reporting, good risk management, and the availability of measures to support sustained operations of new gTLDs in the namespace. - Interest and participation in the New gTLD Program measurably increase, as indicated by inquiries and new entrants in the round.	Neutral	0	- A new gTLD round may not achieve its objectives. - Technical failures within the domain name space expansion could affect the stability of the unique identifier systems and underlying infrastructure.	Neutral	0	Undermine/impede	-1	-1	1	low	2 to 5 years	medium	No change to action
Geopolitics	3.7	Efforts to regulate or legislate the Internet continue to intensify, and the current geopolitical landscape has added pressure. This could lead to policy fragmentation within the internet ecosystem.	Unchanged	Mostly unchanged. But the Russia-Ukraine war intensified the geopolitical landscape and may put more pressure on some countries or IGOs to take actions that could accelerate the risk of policy fragmentation on the internet ecosystem, including ICANN.	No new impacts or impact on ICANN is minimal.	- ICANN plays an important role in raising awareness among legislators, regulators, and stakeholders about its mission and the effect of various regulatory and other proposals on the Internet ecosystem - ICANN org continues to develop and mature systems to detect and monitor legislative initiatives and other governmental or intergovernmental actions or initiatives that could impact ICANN's mission or operations.	Neutral	0	- Internet infrastructure, security, and government control continue to vary by region or nation. - ICANN's inability to establish itself as a key player in Internet governance results in increased external interventions by nation states or other entities.	Exacerbate	-1	Undermine/impede	-1	-2	2	medium	Less than a year	short	Consider evaluating short term action
Financials	1.02	Although ICANN's current financial position is promising, the shift of user behavior to rely on online platforms, the uncertainty of the global economic climate, and upcoming implementation costs may impact ICANN's long-term funding.	Evolved	While last year's trends remain mostly true, it seems important to underline a few important shifts: - Temporary financial confidence may not remain long term in the face of the current global economic climate. - Interest surrounding the gTLD name space and its impact on financials has	No new impacts or impact on ICANN is minimal.	- ICANN has reliable and predictable five-year funding projections, based on a sound understanding of the evolution in the domain name marketplace and realistic assumptions. - ICANN utilizes data about the directions and trends in the market to effectively guide the	Neutral	0	- ICANN is unable to adjust to changes in the domain name marketplace that impact funding, and becomes unable to fulfill its mission. - The DNS industry evolves in a manner or at a speed that makes it difficult for ICANN to make reliable predictions about the future of the	Neutral	0	Neutral	0	0	0	low	2 to 5 years	medium	No change to action

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Financials	1.14	Prioritization and implementation is becoming more critical to continue supporting the needs and demands of ICANN's global community.	Unchanged	Last year's overarching trends remain consistent, but there is the perception that policy development and implementation is progressing slowly, and there is a sense of urgency to address issues in a timely manner.	No new impacts or impact on ICANN is minimal.		Impede	-1	- Lack of alignment or consensus on priorities and goals among ICANN stakeholders results in conflicts about resource allocation. - Unclear community and organizational priorities compete for scarce resources.	Exacerbate	-1	Undermine/impede	-1	-3	3	high	Less than a year	short	Evaluate short term action