Latin America and the Caribbean
Strategic Plan
2013-2016

INTRODUCTION

The core value of ICANN is our commitment to the bottom-up, multistakeholder approach. It defines our community and its activities. We are committed to this approach because we believe global inclusivity, transparency and accountability are critical to be trusted by stakeholders worldwide to fulfill our Mission. ICANN works to be a proficient, responsive and respected steward of the public interest by ensuring open and effective cooperation and collaboration among our stakeholders. These collective efforts culminate in a common shared goal: a single, interoperable Internet supported by stable, secure and resilient unique identifier systems. The Internet remains a globally shared resource unlike anything the world has ever had. It drives nearly continuous change in everything it touches in society. The impact of those changes is magnified by their ever-increasing rate and reach.

We, the ICANN community, must be ready to not only meet these changes, but to be ahead of them with respect to their impact on the Internet's unique identifier systems.

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RECITALS

October 17th, 2012, Community members from Latin America and the Caribbean met at the ICANN45 meeting in Toronto to discuss a strategic plan for the region.

For the first time ever, regional representatives from each constituency or stakeholder group got together to discuss a draft plan that was conceived during the ICANN meeting in Prague.

This document is the result of community input and consultation with all relevant stakeholders in Latin America and the Caribbean region. Useful input and guidance came from At-Large structures working in the LACRALO, Governments participating in the GAC, the private sector represented at the gNSO, past Board Members, and leaders of regional organizations such as LACNIC and LACTLD and, also known as the Steering Committee.
Six months later on April 10th 2013 during ICANN46 meeting in Beijing, the final version of the LAC Strategic Engagement Plan wan presented by the Steering Committee.

At the end of the Steering Committees presentations, Fadi Chehadé ICANNs CEO said the fallowing about the LAC Strategic Engagement Plan:

"What is fundamentally great about the work that you have done is that this was bottom up work. This is not ICANN coming to the region and saying, "Here is our idea of what you should do." As if we know. It's your plan. It's what the region gets together and decides is the plan. So when Sally, and Tarek, and I embarked on a global engagement activity, we said this activity must start from the regions, not from Los Angeles, from the regions.
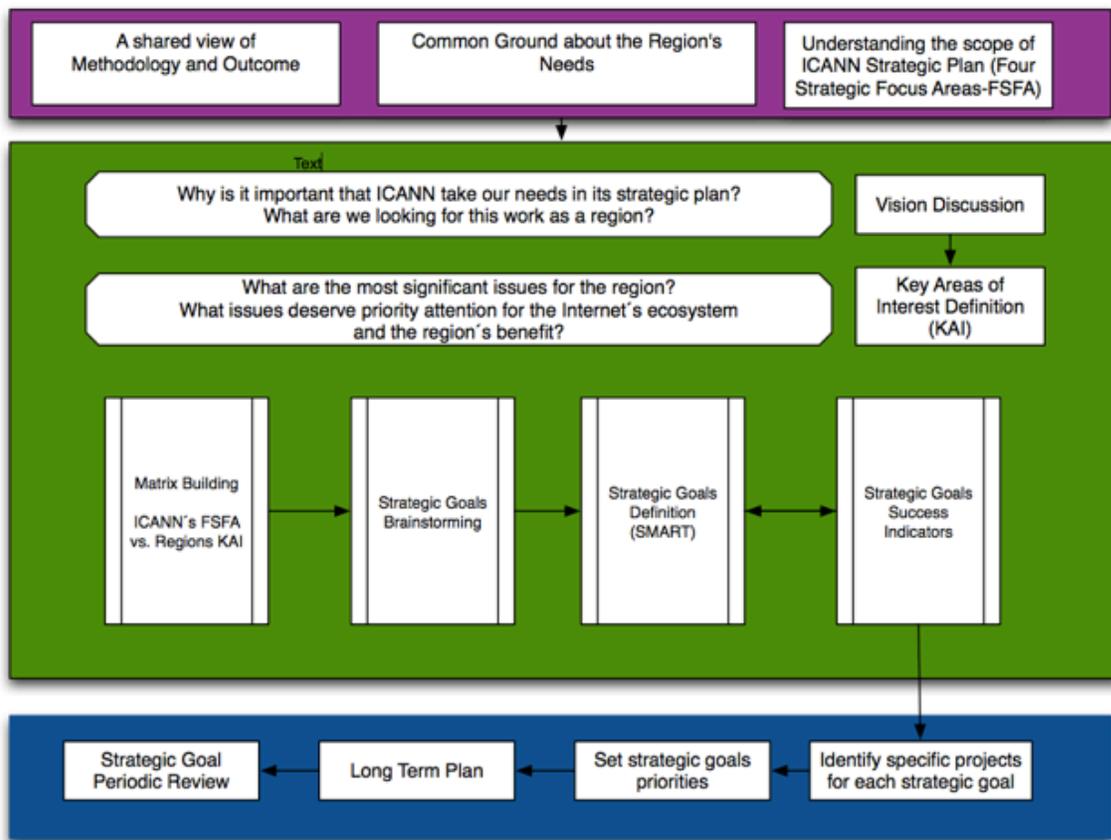
And from there, we develop our global plan. And therefore this effort that you did, is another validation that bottom up is the right way to go.

We start from the bottom. And in this case, the bottom is the region itself, it's the members of the region. I am not only committed to the work that you've done to write the plan, I am committed to the implementation of the plan.
And this is very important because we can come up with 20 plans that look very nice in PowerPoint and on paper, but unless we put the necessary resources, and focus, and commitment behind the plan, it's just a plan. So I want to reaffirm to you today, as I did on the day you started, that ICANN is 100% supportive of what you need, we are looking forward to make this plan a reality with you. With you. Not to you, with you.[1] "
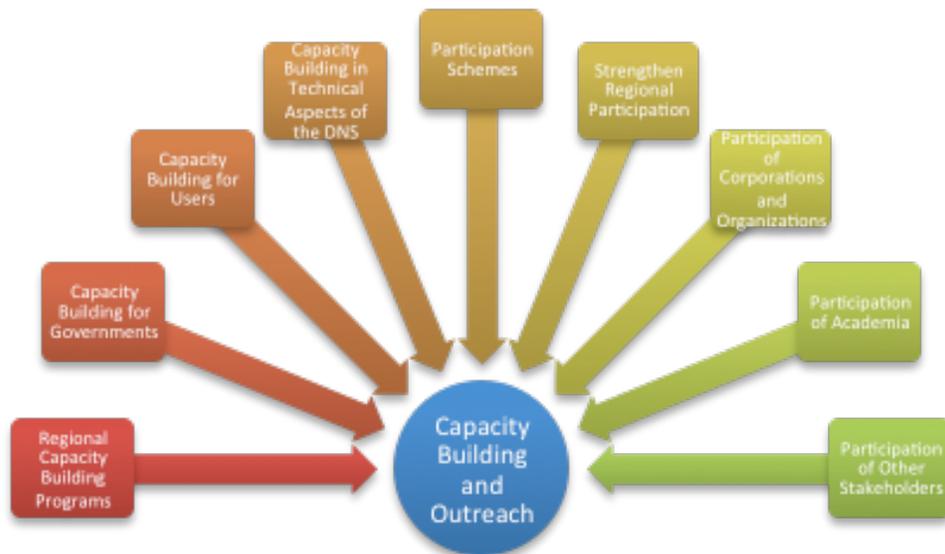
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1   http://audio.icann.org/meetings/toronto2012/lac-stakeholders-17oct12-en.mp3

METHODOLOGY

A shared view of Methodology and Outcome	Common Ground about the Region's Needs	Understanding the scope of ICANN Strategic Plan (Four Strategic Focus Areas-FSFA)

Text

Why is it important that ICANN take our needs in its strategic plan? What are we looking for this work as a region?	Vision Discussion
What are the most significant issues for the region? What issues deserve priority attention for the Internet´s ecosystem and the region´s benefit?	Key Areas of Interest Definition (KAI)

Matrix Building ICANN´s FSFA vs. Regions KAI	→	Strategic Goals Brainstorming	→	Strategic Goals Definition (SMART)	↔	Strategic Goals Success Indicators

Strategic Goal Periodic Review	←	Long Term Plan	←	Set strategic goals priorities	←	Identify specific projects for each strategic goal

◉ KEY AREAS OF INTEREST

Political Issues

Engagement with Regional Organizations

Strengthen the Multistakeholder Model

Security, Stability and Resiliency of ccTLDs

Accountability of organizations with ICANN funding

Political Issues

Capacity Building and Outreach

Capacity Building in Technical Aspects of the DNS

Participation Schemes

Strengthen Regional Participation

Participation of Corporations and Organizations

Capacity Building for Users

Capacity Building for Governments

Participation of Academia

Regional Capacity Building Programs

Participation of Other Stakeholders

Capacity Building and Outreach

Operations

Adequate deployment of IPv6

Operational Capacity of ccTLDs

Security, Stability and Resiliency of the DNS

Implementation of the new gTLD program

Operations

Economic Issues

Registries and Registrars

New Related Services

Reduce participation barriers

Sustainability model for ccTLDs

A better design of ICANN meetings

UDRP regional supplier

Economic Issues
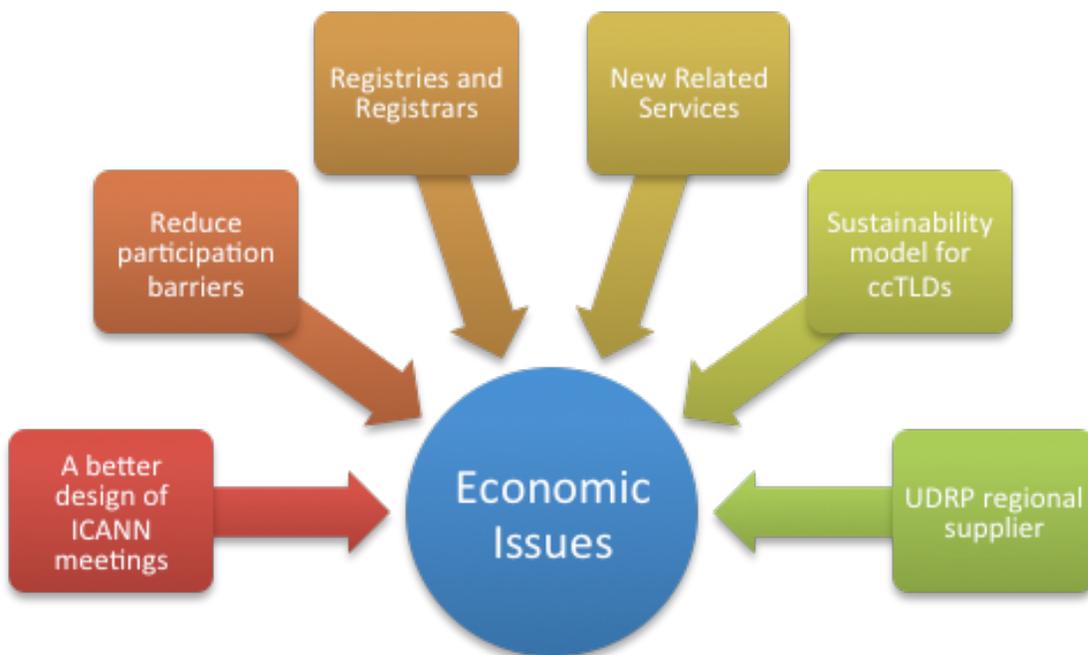
THE LAC STRATEGY STEERING COMMITEE

STAKEHOLDER	PARTICIPANT	AFFILIATION	COUNTRY
Ex - Board	Alejandro Pisanty Baruch	ISOC México	México
ASO	Andres Piazza	LACNIC	Argentina
gNSO	Anthony Harris	CABASE	Argentina
ccNSO	Carolina Aguerre	LACTLD	Uruguay
gNSO	Celia Lerman	einstituto	Argentina
At - Large	Dev Anand Teelucksingh	LACRALO	Trinidad & Tobago
ccNSO	Eduardo Santoyo	.CO Internet S.A.S.	Colombia
At - Large	Fatima Cambronero	LACRALO	Argentina
gNSO	Gabriela Szlak	eintituto	Argentina
NOMCOM	Hartmut Richard Glaser	CGI.BR	Brazil
GAC	Olga Cavalli	Ministry of Foreign Affairs	Argentina
ASO	Oscar Robles	LACNIC	México
Ex - Board	Raimundo Beca	PIR	Chile
GAC	Tracy F. Hackshaw	Ministry of Science and Technology	Triinidad & Tobago
Ex - Board	Vanda Scartezini	Polo Consultores	Brazil
GAC	Victor Manuel Martinez Vanegas	SCT- México	México

ALIGNING LAC STRATEGIC PLAN AND ICANN'S 4 FOCUS AREAS.

	DNS Security and Stability	Core Operations including IANA	Competition, Consumer Trust and Consumer Choice	Healthy Internet Ecosystem
KAI 1 Political Issues	1.3 To facilitate the allocation of resources to guarantee the stability, security, and resiliency of ccTLDs.	1.4 To ensure accountability of organizations that receive ICANN Funding		1.1 To Strengthen ICANN's Engagement with Regional Organizations 1.2 To create regional interest groups to strengthen the Multistakeholder Model in Latin America and the Caribbean
KAI 2 Capacity Building and Outreach	2.6 To promote capacity building in technical aspects of the DNS to ensure an adequate level of stability, security and resiliency.	2.8 To strengthen capacity building for governments in the region in ICANN related matters. 2.9 To promote participation of other stakeholders in the region.	2.7 To train final users for a better understanding of ICANN related Internet ecosystem aspects.	2.1 To strengthen regional participation to increase relevant and active engagement in ICANN's activities and groups 2.2 To promote the participation of corporations and organizations in ICANN's multistakeholder model 2.3 To promote the participation of regional academia representatives in ICANN 2.4 To deepen and support the diffusion of participation schemes in regional and global events 2.5 To develop new and support existing capacity building programs in the region
KAI 3 Operations	3.1 To join efforts for an adequate deployment of IPv6 in the region. 3.2 To strengthen the operational capacity of ccTLDs. 3.4 To promote security, stability, and resiliency of the DNS.		3.3 To achieve ICANN's regional community active participation to identify incentives and establish the required connections amongst relevant stakeholders to ensure an adequate implementation of the new gTLD program.	
KAI 4 Economic Issues			4.1 To reduce participation barriers for regional economic stakeholders. 4.3 To promote the accreditation of Registrars and Back-End Registries in the region. 4.4 To allow the emergences of new related services in companies in the region. 4.5 To create a regional dispute resolution provider based in the region and responsive to the region's needs. 4.6 To support ccTLDs in the development of self-sustaining models and in the sale of domain names.	4.2 To promote a greater relevance for economic stakeholders from the region through the design of ICANN meetings

POLITICAL ISSUES

Objective 1.1

To strengthen ICANN's engagement with regional organizations.

Projects

1.1.1.   To plan and develop joint programs between ICANN and regional organizations to act as copartners within each organization's interest and scope.

1.1.2.   To design a special tailored support program to help regional organizations attend ICANN meetings, both financially and providing them an appropriate participation scheme to help them engage with organization from other regions.

Indicators

- Number of ICANN meetings and events in the region.
- Number of resources involved.
- Number of Board Resolutions that mention the region.
- Number of people from the region that are members of a SO, AC, WG, Review Team, Board or NOMCOM.

Objective 1.2

To create regional interest groups to strengthen the multistakeholder Model in Latin America and the Caribbean.

Projects

1.2.1. To engage with ISPs, national and regional IP associations, Industry Associations in collaborative fashion between ICANN and the local Internet technical community.

1.2.2. To deepen the participation in International and Regional Fora (CITEL, eLAC, LACIGF) in coordination with other regional Internet related organizations.

Indicators

• Number of new active interest groups.
• Number of people from the region participating in such new groups.

Objective 1.3

To facilitate the allocation of resources to guarantee the stability, security, and resiliency of ccTLDs.

Projects

1.3.1. To create an available and stable emergency response team to address crisis situations in vulnerable registries in the region, where ICANN may provide fund and LACTLD could coordinate the execution of the deployments.

1.3.2. To establish a program of creation and transfer of knowledge regarding the technical operation of ccTLDs, with the participation of organization of the Internet technical community.

Indicators

- Number of allocated resources to ensure stability, security and resiliency of ccTLDs.
- Amount of financial resources allocated to ensure stability, security and resiliency of ccTLDs.

Objective 1.4

To ensure accountability of organizations that receive ICANN Funding

Projects

1.4.1. To create a scheme where organizations are required to publish information regarding the results of the projects funded by ICANN.

Indicators

- Percentage of organization that received funds with updated and available information.

Objective 2.1

To strengthen regional participation to increase relevant and active engagement in ICANN's activities and groups

Projects

2.1.1.   To implement a Communications Plan that explains in a simple and clear manner the economic and social benefits of engaging with ICANN.

2.1.2.   To create ad-hoc educational and informative materials (online and offline) in the different languages of the region to explains ICANN's Vision and Mission.

2.1.3.   To organize regional event and produce outreach materials in those countries with the smaller representation in ICANN.

2.1.4.   To support existing outreach events related to ICANN, particularly those with focus in the region.

2.1.5.   To create a working group to collaborate with the Manager of Stakeholder Engagement in the Caribbean aimed at achieving a greater engagement of countries and small islands in the Caribbean in ICANN's structure.

2.1.6.   To create awarding programs (Hall of Fame style) to motivate regional leaders in the development of outreach best practices and empowerment of regional members.

2.1.7.   To promote high level dialogue among governments in the Caribbean in ICANN related matters.

Indicators

- Increase in the numbers of countries and stakeholders in the region that participate at the different AC, SO, WG, RT, Board and NOMCOM.

Objective 2.2

To promote the participation of corporations and organizations in ICANN's multistakeholder model

Projects

2.2.1.	To create an observatory to develop growth indexes of the number of participating business organizations.

2.2.2.	To create a program aimed at raising awareness amongst regional economic stakeholders regarding the impact of ICANN's policies in their businesses.

Indicators

- Number of corporation and organization from the region participating at ICANN meetings.
- Number of corporation and organization from the region participating in the different AC, SO, WG, Board and NOMCOM.

Objective 2.3

To promote the participation of regional academia representatives in ICANN

Projects

2.3.1.   To establish a program for the inclusion of the academic community from Latin America and the Caribbean in ICANN's ecosystem.

2.3.2.   To establish programs for the promotion of ICANN within academic activities of Universities in Latin America and the Caribbean.

2.3.3.   To create a mechanism that allows to keep an inventory of stakeholders from the region involved in academic and capacity building activities with focus in ICANN and Internet Governance, in order to benefit from their experience and include them to actively participate in outreach and capacity building activities in the region.

Indicators

•   Number of academia representatives from the region participating in the different AC, SO, WG, Board and NOMCOM.

Objective 2.4

To deepen and support the diffusion of participation schemes in regional and global events.

Projects

2.4.1.   To create a dedicated web page for the LAC region with ICANN community to centralize all information from the region.

2.4.2.   To develop webinars to inform members from the region about the different available tools for remote participation in ICANN´s related activities.

2.4.3.   To create a Regional Remote Participation Center to assist participants during ICANN related events.

Indicators

- Number of participants at alternative spaces to face to face meetings.

Objective 2.5

To develop new and support existing capacity building programs in the region.

Projects

2.5.1.   To build an inventory of existing capacity building initiatives related to ICANN identifying those with a regional focus.

2.5.2.   Following the results in 2.5.1 create or strengthen capacity building programs focusing on the needs and in the different stakeholders in the region.

2.5.3.   To create an Ambassadors Program to promote ICANN global values.

Indicators

- Number of trained people through these programs.
- Number of supported existing programs.
- Number of the capacity building programs.

Objective 2.6

To promote capacity building in technical aspects of the DNS to ensure an adequate level of stability, security and resiliency.

Projects

2.6.1. To articulate and deepen the organization of stability, security and resiliency of the DNS capacity building workshops in coordination with ccTLDs, LACTLD and LACNIC.

2.6.2. To create an observatory dedicated to monitor DNS security and stability incidents in the region.

Indicators

• Number of incident of security and stability of the DNS thought reports of ccTLDs, LACTLD.

• Number of people trained in subjects of security and stability of the DNS.

Objective 2.7

To train final users for a better understanding of ICANN related Internet ecosystem aspects.

Projects

2.7.1. To create surveys, contests and rewards to Internet users from the region to determine the level of knowledge of ICANN related matters.

2.7.2. To organize webinar designed for different knowledge level of ICANN related matter.

2.7.2. To coordinate with LACRALO in the development of current capacity building programs.

Indicators

- Number of trained users in the region.

Objective 2.8

To strengthen capacity building for governments in the region in ICANN related matters.

Projects

2.8.1.   To use quotas of exiting capacity building programs to contribute in training and induction of new government representatives in ICANN.

2.8.2.   To include in current capacity building programs in the region specific activities and content focusing on training for governments within ICANN and its ecosystem.

Indicators

- Number of trained government officials in the region.

Objective 2.9

To promote participation of other stakeholders in the region.

Projects

2.9.1.   To create an inventory of relevant new stakeholders in the region (who is who). IXPs, Online Service Providers, Telecom operators, etc.

2.9.2.   To implement an outreach Road Show program to reach out to new stakeholders in the region.

Indicators

- Number of new stakeholders participating at ICANN.
- The creation within ICANN of a specific space for active participation of this new segment of stakeholders.

Objective 3.1

To join efforts for an adequate deployment of IPv6 in the region.

Projects

3.1.1.   To design a capacity building program based on e-learning platform with focus on ISPs in all of the regions languages.

3.1.2.   To create an online DNS Observatory for the region.

3.1.3.   To raise awareness to ISPs in the region of the potential problems they may face in the transition of IPv6.

Indicators

•   Percentage of IPv6 traffic (of the total traffic).

Objective 3.2

To strengthen the operational capacity of ccTLDs.

Projects

3.2.1.   To assist LACTLD to conduct a survey to ccTLDs in the region to assess their capacity building need.

3.2.2.   To include in the capacity building e-learning platform a syllabus to support ccTLDs.

Indicators

•   Increase in the number of registrants.
•   Increase (improvements) in security measures.

- Increase in resiliencies.

Objective 3.3

To achieve ICANN's regional community active participation to identify incentives and establish the required connections amongst relevant stakeholders to ensure an adequate implementation of the new gTLD program.

Projects

3.3.1.   To incorporate the subject of new gTLD program awareness and impact in the Capacity building Roadshow.

3.3.2.   To coordinate face-to-face meetings to relevant stakeholders.

Indicators

- Number of events, workshops and webinars.

Objective 3.4

To promote security, stability, and resiliency of the DNS.

Projects

3.4.1.   To include in the Capacity Building Road Show the promotion of SSR of the DNS.

3.4.2.   To support regional organization activities related to SSR.

Indicators

- Number of copies of the root servers in the region.
- Number of regional technical workshops in security, stability and resiliency coordinated by two or more organizations.

Objective 4.1

To reduce participation barriers for regional economic stakeholders.

Projects

4.1.1.   To promote online participation tools for economic stakeholders in the region through newsletters, mailing list and other relevant and efficient means.

4.1.2.   To seek a funding mechanism to assist regional stakeholder with low or null participation in ICANN related meetings.

4.1.3.   To support (travel assistance, materials, speakers) those regional stakeholders that could represent groups before ICANN.

4.1.4.   To create clear and understandable outreach content and materials in the region's languages targeted to economic stakeholder from the region, particularly entrepreneurs and SMEs.

4.1.5.   To publish adequate and timely documents (strategic docs and news releases) in the region's languages.

4.1.6.   To raise awareness amongst leaders of the business sector regarding ICANN's relevance and impact in their business.

4.1.7.   To support/fund sector related workshops particular in those events which usually congregate economic stakeholders from the region.

4.1.8.   To provide support for the production of surveys to the sector leadership.

4.1.9.   To collaborate in the dissemination of metrics and statistics of the private sector with Internet presence in the region between ICANN leaders in the region and other regions.

Indicators

- Number of sessions with Spanish-English interpretation.
- Number of documents (strategic and news releases) in the region´s languages published timely.
- Number of remote participants.
- Number of fellowships granted to regional stakeholders.
- Number of Registries and Registrars from the Region in ICANN.)

Objective 4.2

To promote a greater relevance for economic stakeholders from the region through the design of ICANN meetings.

Projects

4.2.1.   To create a LAC -Space in the main working groups in ICANN meetings in order for regional economic stakeholders to make specific presentation of the business related topics to the region.

4.2.2.   To create a permanent LAC-Space for and about the business community in LAC as a gathering point for economic stakeholders and also as a reference to meet other stakeholders that are not from the region.

4.2.3.   To prioritize regional over global issues at ICANN meetings in the region, trying to address firstly subjects that promote the development of economic stakeholders.

Indicators

- Number of copies of the root servers in the region.
- Number of regional technical workshops in security, stability and resiliency coordinated by two or more organizations.

Objective 4.3

To promote the accreditation of Registrars and Back-End Registries in the region.

Projects

4.3.1.   To create a liaison area/office endowed with the ability of producing, processing and distributing information regarding DNS industry market, new gTLDs, regional market and consumer trends to promote the creation of these companies in the region.

4.3.2.   To seek for a joint participation between ICANN and the above mentioned liaison unit in the various events regarding the domain name industry, electronic commerce, technology entrepreneurs, universities, fairs, etc.

4.3.3.   To create an accreditation fast-track program where financial requirements (insurance, guarantees, securities and quarterly rents) are reduced to applicants from the region.

4.3.4.   To promote discounts on the rates charged to those registrars who open a regional office in the region with at least 3 employees FTE.

4.3.5.   To generate clear and understandable material in the languages of the region to business (particularly entrepreneurs and SMEs) with a focus on new gTLDs and on how to benefit from innovation and opportunity this new scheme will bring.

4.3.6. To organize workshops to business   (particularly entrepreneurs and SMEs) with a focus on the new gTLDs and to benefit from innovation and opportunity this new scheme will bring.

Indicators

- Number of registered domains before accredited registrars in the region.
- Number of registerd domains before Back-End services registries in the region.
- Number of accredited registrars in the region
- Number of Back-End Registries in the region.

Objective 4.4

To allow the emergences of new related services in companies in the region.

Projects

4.4.1. To generate a specific regional need seed fund for projects of regional stakeholders for the creation of new related services.

4.4.2. To create fellowships to train entrepreneurs.

4.4.3. To create synergies between suppliers of related services from outside the region and registries and registrars interested in horizontal integration.

Indicators

- Domain Names penetration per country (ccTLDs plus gTLDs).

Objective 4.5

To create a regional dispute resolution provider based in the region and responsive to the region's needs.

Projects

4.5.1.   To create a task force to conduct a state of the art study regarding domain name dispute resolution in the region (ccTLD and gTLD)

4.5.2.   To generate content and material in this subject to raise awareness among regional users.

4.5.3.   To support training to professionals to become panelists or legal representatives before complainants and respondants.

4.5.4.   To create a framework to define best practices standards to be implemented by ccTLDs in the region.

4.5.5.   To identify potential organizations to establish a regional UDRP.

4.5.6.   To provide technical and financial support for the creation of regional providers.

Indicators

•   Number of domains under the resolved dispute by this (ese) provider(s).

Objective 4.6

To support ccTLDs in the development of self-sustaining models and in the sale of domain names.

Projects

4.6.1.	To support a study to develop a business vision of the registry according to each of the ccTLDs needs.

4.6.2.	To support (funding and speakers) training initiatives related to domain names, commercial aspects, such as LACTLD workshops and other relevant events.

4.6.3.	To fund internships of ccTLDs staff to learn best practices from other ccTLDs.

4.6.4.	To observe and support the agenda of the regional organization as established and decided by its membership.

4.6.5.	To promote best practices standards in ccTLDs.

Indicators

- Number of supported ccTLDs.
- Number of self-financed participants from ccTLD at LACTLD and ICANN workshops.
- Increase in voluntary fees by ccTLDs from the region in ICANNs budget.

PRIORITIZATION CRITERIA

Priority should be given to those projects that:

- Have a regional reach.
- Impact a greater number of stakeholder groups.
- Involve the collaboration and interaction among regional organization and initiatives.
- Address the regional implementation of key operations (Security, Stability and Resiliency of the DNS, IPv6, ccTLDs, new gTLDs).
- Address the need of the lees-favored zones or countries and with a smaller representation within ICANN structure and its predominant languages.
- Aim at Capacity Building projects with the greater number of regional stakeholders, users and governments.
- Address and emergency situation.
- Respond to a current juncture issue.
- Have a support of a greater number of regional organizations.
- Intend to reduce participation barriers, from regional economic stakeholders.
- Aim at having a greater presence of ICANN in the region, with adequate financial resources and staff.

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