ICANN's Draft Vision, Mission & Focus Areas
for a Five-Year Strategic Plan
28 October 2013

INTRODUCTION –Vision, Mission & Focus Areas for Public Comment

This document is a working draft to support the creation of ICANN's Vision and Five-Year Strategic Plan. It has been written based on brainstorming that occurred April - September 2013 and reflects input from ICANN's Board of Directors, community and staff.

In line with ICANN's commitment to the multistakeholder model, this working draft is provided for community discussion and public comment. It proposes a new **Vision**, reiterates ICANN's existing **Mission**, and describes five proposed **Focus Areas with goals**. At this stage of development, ICANN is seeking general feedback, as well as input on measurable outcomes for these Focus Area Goals:

> **Overall** –*Does this draft appropriately outline ICANN's future? Are we missing a strategic element you see as critical for ICANN to address in the next five years?*

> **Focus Area Goals** –*What specific outcomes or achievements should we target for each of the Focus Area Goals? What quantitative / qualitative elements should we consider in measuring progress / results for each Focus Area Goal?*

Your responses will help inform additional aspects that are not yet included, but will be elements of ICANN's final strategic and/or operating plans and budget, including: prioritization, timing/staging over five years, critical success factors, outcomes, resources, and metrics and monitoring. All feedback and input will be carefully considered for the proposed Vision and Five-Year Strategic Plan that will be posted for public comment.

VISION

ICANN's vision is that of an independent, global organization trusted world-wide to coordinate the global Internet's systems of unique identifiers to support a single, open globally interoperable Internet. ICANN builds trust through serving the public interest, and incorporating the transparent and effective cooperation among stakeholders worldwide to facilitate its coordination role.

MISSION

ICANN's founding mission, as stated in its Bylaws, is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of these related systems. This includes:

1. Coordinating the allocation and assignment of the following three sets of unique identifiers for the Internet (the IANA function):
   a. Domain names (used in a system referred to as "DNS").
   b. Internet protocol ("IP") addresses and autonomous system ("AS") numbers; and
   c. Protocol port and parameter numbers.
2. Coordinating the operation and evolution of the DNS root name server system.
3. Coordinating the community's policy development reasonably and appropriately related to these technical functions.

In performing its mission, ICANN is guided by core values enumerated in its Bylaws. These general principles and values continue to guide the activities of ICANN's Board, staff and community (of which ICANN is comprised).

FOCUS AREAS FOR THE NEXT FIVE YEARS

Taking into account the external forces and international growth and evolution of the Internet and the domain name system, ICANN has made success in five key areas a priority to continue to fulfill its stated mission and realize its vision by 2019. These Focus Areas are derived from extensive public input received thus far on ICANN's key challenges and opportunities and on the eight strategic areas highlighted by ICANN's Board of Directors, as well as input on related initiatives.

The Focus Areas are:

I. Evolving ICANN's implementation of the **multistakeholder** approach for coordination
II. Developing a world-class **public responsibility** framework
III. Supporting a healthy **unique identifier ecosystem**
IV. Striving towards **technical and operational excellence**
V. Defining role clarity for ICANN in the **Internet governance ecosystem**

I. Evolving ICANN's implementation of the **multistakeholder approach** for coordination

In 1998 when ICANN was formed, 4 percent of the world's population was online with half of those users in the United States. There were three million websites, only seven gTLDs (generic top-level domains), and just three RIRs (Regional Internet Registries) for the entire planet – and no ccNSO (Country Code Names Supporting Organization).

In 2013, 35 percent of the world's population is online, with almost half in Asia. There are 635 million websites accessed through more than 200 million domain names. There are now five RIRs with the addition of Africa and Latin America managing their own regions, and 285 ccTLDs (including 36 IDN ccTLDs in non-Latin scripts) – and the ccNSO membership has spread across the globe.

By the time ICANN's Five-Year Strategic Plan is complete, it is estimated that 63 percent of the world's population will be online (five billion users), many of who won't use Latin keyboards. This growth and development brings more users, expectations and dependency – from a more international and diverse community of stakeholders.

In order to meet the needs of this changing global landscape, ICANN will continue to evolve its multistakeholder processes and structures—both face to face and online— to enable: broad, inclusive, multilingual, engagement; new forms of participatory, consensus-based decision making; and internationalized, institutional frameworks to support such enhanced functions.

We seek to:

- Further <u>internationalize</u> ICANN to be more inclusive by becoming more multilingual and providing tools for connection and collaboration worldwide.
- Bring ICANN to the world through greater <u>regional engagement</u> to reinforce our international role.
- Evolve our <u>Supporting Organization and Advisory Committee structures</u> to meet the changing needs of our diverse, global stakeholders.
- Evolve <u>ICANN Meetings</u> to better support the global community's changing needs.
- Evolve <u>policy development and decision-making processes</u> to be more inclusive, efficient and effective.
- {Considered additions or changes from the community and Strategy Panels, as appropriate}

II.   Developing a world-class **public responsibility** framework

The Internet is a shared global resource unlike anything the world has ever had. It drives continuous change in everything it touches: business, education, government, technology, and society.

As the Internet grows worldwide and society increases its dependency on it for all manner of activity, ICANN seeks to develop a public responsibility framework for promoting the global public interest vis-à-vis ICANN's mission and core values.

The framework will clarify ICANN's roles, objectives and milestones in promoting the public interest through capacity building, and increasing the base of internationally diverse, knowledgeable, and engaged ICANN stakeholders.

ICANN seeks to:

- Support developing communities through programs that will enable them to understand and participate in the ICANN process and the multistakeholder model.
- Address the challenges faced by developing countries seeking inclusion and development, consistent with ICANN's mission and core values.
- Engage in <u>capacity building</u> at a regional level to engage and develop the

community globally for ICANN involvement.
- {Considered additions or changes from the community and Strategy Panels, as appropriate}

III. Supporting a healthy **unique identifier ecosystem**

The unique identifier ecosystem of cooperating parties faces immense change while seeking to define itself and mature.

By the end of 2013, there will be more mobile devices than people on the planet. By the end of 2020, it is estimated there will be as many as one trillion "things" connected to the Internet. This will expand the very nature of the Internet from an on-demand human service to an always on, near continuous use service for sensors and machines.

The New gTLD Program is driving change and expansion across the industry both positive and negative—inspiring new business models, but also with the possibility of creating consumer confusion, as well as introducing new challenges in security and stability at all levels of the hierarchical DNS system.

By contrast, the rise of apps for mobile devices (having reached 45 billion downloads in 2013 and expected to reach 350 billion by 2018) is putting the future and even relevance of domain names in question.

The growing and evolving unique identifier industry is operating within that changing landscape. ICANN will engage stakeholders to help support and plan for the industry's evolution, and empower a global and responsible industry that fosters growth and innovation.

ICANN seeks to:

- Foster and coordinate a <u>secure, stable and resilient</u> identifier ecosystem, including the stable, secure, trusted operation of the DNS.
- Plan for emerging changes in the <u>use of domain names</u> and other identifiers.
- Develop a <u>technology roadmap for domain names</u> and other identifiers to help guide ICANN activities and inform the Internet ecosystem.
- Develop a <u>technology roadmap for ICANN and security operations</u> to support the operational stability, reliability, resiliency, security, and global interoperability of the DNS.
- Coordinate a responsible <u>opening of the DNS</u> for "creative disruption" and innovation.
- Support the evolution of the domain name marketplace to be robust, stable and trusted.
- Support the attainment of broad-scale adoption and operation of IPv6 throughout the Internet.
- {Considered additions or changes from the community and Strategy Panels, as appropriate}

IV.   Striving towards **technical and operational excellence**

"*If the rate of change on the outside exceeds the rate of change on the inside, the end is near*" - Jack Welch

As the Internet and world around us changes, so too must ICANN. We will not change *Why* we do what we do. We will not change *What* we do. But to respond to the many and varied external forces that our global stakeholders face, we must continue to perfect *How* we do what we do.

ICANN seeks to mature our organization—to improve the skill set, processes, and technology through which we operate to deliver services to the ICANN community. We seek to develop a greater ability to meet the speed and scale of innovation happening around us, and deliver with excellence in everything we do.

ICANN seeks to:

- Improve the technical sophistication of ICANN staff and stakeholders, and ensure structured coordination of ICANN's technical resources.
- Develop a culture of knowledge and expertise by attracting top talent to staff and the community.
- Create role clarity for the Board, staff and stakeholders.
- Ensure ICANN's long-term financial stability and sustainability.
- Ensure a strong linkage between ICANN's Strategic Plan, Operating Plan (with measurable objectives), and Budget.
- {Considered additions or changes from the community and Strategy Panels, as appropriate}

V.   Defining role clarity for ICANN in the **Internet governance ecosystem**

Role clarity is a key challenge for the Internet governance ecosystem, as both the Internet and global geopolitical landscapes are in a near-constant state of change. As a byproduct of this continuous change, organizational overlaps and gaps among the administrative and governing groups emerge. The result can be unhealthy competition, misunderstood intentions, or strained relations. Or worse, the result can mean critical issues facing the Internet go unaddressed or unmanaged, exposing the world to their risks.

ICANN seeks this role clarity for itself. We strive to clarify the linkages and frameworks that underlie ICANN's responsibilities in the current Internet ecosystem. We commit to developing ways to maintain and enhance ICANN's stewardship in an evolving ecosystem. We also pledge to cultivate thought leadership on ways in which ICANN can serve a complex set of Internet constituencies.

By extension of this effort, ICANN commits to contributing to creating greater role

clarity for the entire Internet governance ecosystem. We see opportunity for the ecosystem to be stronger together through greater cooperation and coordination. In this, we pledge open, transparent communications to foster a single, open, global Internet for worldwide benefit.

ICANN seeks to:

- Clarify <u>ICANN's role</u> with respect to the coordination of the global Internet's systems of unique identifiers to ensure we keep pace with an evolving Internet ecosystem, including in key areas relating to: consumers, security, compliance / regulatory, public interest, business innovation, and intellectual property rights.
- Ensure ICANN's <u>role</u> is clear, recognized, and well understood worldwide.
- Create a balanced and proactive approach to engagement with communities dependent on the domain name system.
- Create a balanced and proactive approach to <u>engagement with governments</u>.
- Facilitate an <u>issues-based cooperation</u> and problem-solving environment.
- Develop a stable framework for Internet governance.
- Foster cooperation, fairness, communication and trust among the Internet Governance ecosystem.
- Engage in and <u>highlight complementary relationships</u>; be stronger together.
- {Considered additions or changes from the community and Strategy Panels, as appropriate}

Tell Us What You Think

Your feedback and input is critical. For your convenience, we've created simple templates for you to use as you send us your thoughts on the overall Vision and Mission as well as the five Focus Area Goals. Simply click on the links below to access the templates.

Click here to comment on the **Vision/Mission**
Click here to comment on I) Evolving ICANN's implementation of the **multistakeholder approach** for coordination
Click here to comment on II) Developing a world-class **public responsibility** framework
Click here to comment on III) Supporting a healthy **unique identifier ecosystem**
Click here to comment on IV) Striving towards **technical and operational excellence**
Click here to comment on V) Defining role clarity for ICANN in the **Internet governance ecosystem**

Click here to provide general comments without using the templates.

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