**Vision & Mission**

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| **Vision Feedback**  *What are your thoughts on the Vision as stated above?* |
| The Business Constituency believes that ICANN’s vision should focus on its core role in establishing a system of unique identifiers to support a single, open, globally interoperable Internet. Therefore, we believe that the vision statement should be truncated to focus specifically on that particular goal, as set forth here:  ~~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.~~  In particular, we suggest that adding a reference to the public interest may add an unneeded layer of complexity, as the precise meaning of that term is much-debated in the ICANN community.  ICANN’s previous vision --‘One World – One Internet’ -- had the benefits of simplicity, and we also suggest that ICANN consider retaining this language, either as a stand-alone phrase or in addition to the new language. |

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| **Mission Feedback**  *What are your thoughts on the Mission as stated above (and copied from existing* [*Bylaws*](http://www.icann.org/en/about/governance/bylaws)*)?* |
| The Business Constituency believes that the limited mission currently articulated in the Bylaws is the best defense for ICANN against its detractors.  We would be interested in community views as to whether the mission as written needs further elaboration on how to best implement it. |

**Focus Area: I. Evolving ICANN’s implementation of the multistakeholder approach for coordination**

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| The multistakeholder approach is fundamental to ICANN’s history and success.  In many ways, the model defines ICANN. While the model will (and should) continue to evolve, the fundamental cornerstones of ICANN’s structure – with a leading role for the private sector and the ability for all sectors to participate – must be preserved. |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Outcomes**  *What are the specific outcomes or achievements we should target for this effort?* | **Measures**  *What quantitative / qualitative elements should we consider in measuring progress / results?* |
| Further internationalize ICANN to be more inclusive by becoming more multilingual and providing tools for connection and collaboration worldwide. | * Greater meeting participation from non-OECD participants * Increased availability and use of translation at ICANN meetings * More translation for key documents, including working documents | * *Use of translation services* * *More key documents available in multiple languages* |
| Bring ICANN to the world through greater regional engagement to reinforce our international role. | * Greater regional awareness of what exactly ICANN is and does * Clearer role for new regional offices and ICANN regional Vice Presidencies * Clearer relationship with and participation in regional IGFs and similar forums * Engagement in regional media relating to ICANN’s role | * Expanded ICANN staff and press visibility in different regions, with a special focus on Africa, Latin America and developing economies |
| Evolve our Supporting Organization and Advisory Committee structures to meet the changing needs of our diverse, global stakeholders. | * Clarified roles for ACs, especially GAC and ALAC * Consider new ways to represent the interests of the global user community. |  |
| Evolve ICANN Meetings to better support the global community’s changing needs. | * Improve engagement by local/regional actors, especially members of the local private sector and civil society. * Consider establishing pre-ICANN meetings to educate local actors regarding policy development within ICANN. * Increase press outreach around (and pre-) meetings to explain the issues at hand and encourage participation. | * Begin engagement with regional actors well in advance of ICANN meetings, and establish metrics for local engagement (e.g., target a certain number of local Internet businesses to participate in each meeting). |
| Evolve policy development and decision-making processes to be more inclusive, efficient and effective. | * Streamlines processes and improve opportunities for participation. * Create “snapshot” documents that show current state of policy debate and historical views, allowing newer actors to come up to speed more quickly. | * Reduce decisionmaking times. * Enable improved remote participation in policy development |

**Focus Area: II. Developing a world-class public responsibility framework**

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| While it is hard to object to ICANN’s development of a “public-responsibility” framework, this particular section needs some elaboration if both the community and staff are to understand what it means. The public responsibility should be clearly defined if used in the strategic plan, particularly because there has been much debate in the community regarding the term ‘public interest.’ To the extent both terms may be useful, the community should understand what each means and how they are different. To date, we are not aware of an agreed-upon definition of either.  Moreover, the three focus areas outlined in this section highlight outreach and engagement, rather than public responsibility. We note the linkage in the document “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.”  It would be in this ‘focus area’ that the previous strategic plan’s (2012-2015) objectives, projects and work included within the focus area called “competition consumer trust and consumer choice’ are included.  Finally, the BC suggests ICANN change the phrase “world-class,” as it is idiomatic and may not be familiar non-native English speakers. We suggest replacing the term with “high-caliber” or “robust” or ‘first-rate.’ |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Outcomes**  *What are the specific outcomes or achievements we should target for this effort?* | **Measures**  *What quantitative / qualitative elements should we consider in measuring progress / results?* |
| Support developing communities through programs that will enable them to understand and participate in the ICANN process and the multi-stakeholder model. | Support in general through outreach program. | Difficult to quantify, perhaps benchmark business and user survey in different regions from time to time. |
| Address the challenges faced by developing countries seeking inclusion and development, consistent with ICANN’s mission and core values. | Support in general through outreach program. | Measure participation through tracking ICANN meeting and remote attendance, as well as public comment analysis. |
| Engage in capacity building at a regional level to engage and develop the community globally for ICANN involvement. | Is this a contradiction? Regional level is only a channel of communication. BC has reservations of the frequent and varied use of the word ‘regional’ at ICANN. It will need to be carefully explained. | Record and report on capacity building activity and number of participants. |

**Focus Area: III. Supporting a healthy unique identifier ecosystem**

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| Given the stated Vision and Mission, both of which talk first and foremost about the ‘secure and stable operation of the global system of unique identifiers’, the BC cannot imagine an operating plan of any kind where this did not remain a priority. Additionally, a word like “Supporting” implies that ICANN has a secondary role. This focus area is clearly ICANN’s primary role. So a more active word like “Maintaining” or “Enabling” may be better here. |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Business Constituency Comments**  *What are the specific outcomes or achievements we should target for this effort?* |
| Foster and coordinate a secure, stable and resilient identifier ecosystem, including the stable, secure, trusted operation of the DNS. | We suggest making this goal more precise by replacing it with specifi goals around security, stability, and resiliency. With respect to concrete steps to implement these goals, ICANN should consider:  -- Improved training for constituencies (DNS providers, registries, registrars, hosting companies) regarding best practices; and  -Increased enforcement actions against those who fail to comply with security and stability policies.  --Hiring additional staff with expertise in this area.  --Publishing compliance metrics in this area. |
| Plan for emerging changes in the use of domain names and other identifiers. | The BC suggests that this goal should be clarified, as it is not clear what is meant by “emerging changes.” However, one important component of meeting this goal will be to forecasting actual use-changes are for domain names, IP Addresses and protocol ports. The BC suggests that ICANN execute a forecasting study and use those results to refine this goal and the tactics for implementing it. |
| Develop a technology roadmap for domain names and other identifiers to help guide ICANN activities and inform the Internet ecosystem. | The Business Constituency believes that this roadmap will be a component of developing a plan for emerging changes in the domain space, as such, should be subsumed in the discussion of the previous goal. |
| Develop a technology roadmap for ICANN and security operations to support the operational stability, reliability, resiliency, security, and global interoperability of the DNS. | The Business Constituency strongly supports this goal and suggests that it should be the first priority under this focus area. Note that an important part of both this roadmap and the overall plan for adapting to emerging changes in the domain name space is building a contingency plan for breaches and failures. . |
| Coordinate a responsible opening of the DNS for “creative disruption” and innovation. | The advent of new gTLDs is a big change in the DNS. The impact of this change on the stability and resiliency of the DNS should be studied and assessed. |
| Support the evolution of the domain name marketplace to be robust, stable and trusted. | The BC is not sure that this goal requires a separate subsection. |
| Support the attainment of broad-scale adoption and operation of IPv6 throughout the Internet. | The BC agrees that IPv6 adoption should be a key priority for ICANN. |

**Focus Area: IV. Striving towards technical and operational excellence**

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| The Business Constituency believes this focus area is vital to support ICANN’s role to coordinate, at the overall level, the global Internet’s systems of unique identifiers and ensure the stable and secure operation these systems. As the Internet grows and evolves, ICANN, its staff and the community must learn and adapt to direct and support changes in a structured, organised and predictable manner. |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Outcomes**  *What are the specific outcomes or achievements we should target for this effort?* | **Measures**  *What quantitative / qualitative elements should we consider in measuring progress / results?* |
| Improve the technical sophistication of ICANN staff and stakeholders, and ensure structured coordination of ICANN’s technical resources. | * Continuous improvement of systems, processes, and people. * Support of operational growth and evolution, underpinned by technology (i.e. minimum effort in, maximum value out).   *Note: the level of sophistication required will differ between ICANN staff as well as stakeholders. This should be balanced by the need to perform specific roles and the level of knowledge required to manage governance aspects and future developments/innovation.* | * Operational performance against SLAs. * Usage of educational tools and feedback regarding same. * Adoption of standards and best practices (e.g DNSSEC). * Identification of new solutions to improve systems, tools, processes to support priorities. * Post-implementation reviews, including comparisons of actual implementation against implementation plans. |
| Develop a culture of knowledge and expertise by attracting top talent to staff and the community. | * Motivation and people development.   *Note: ICANN should not ignore opportunities for organic growth within the organization, through staff development, motivation and progression planning. It’s not just about attracting top talent, it must also be about ‘retaining’ talent.* | * Recruitment successes. * Staff retention/turnover. * Community engagement/input (particularly new engagement). |
| Create role clarity for the Board, staff and stakeholders. | * Clear roles, responsibilities and accountabilities to maximize productivity and develop optimal structures. * Encourage the right people to fulfill the right roles. | * Defined roles and responsibilities. |
| Ensure ICANN’s long-term financial stability and sustainability. | * Stable foundation with forward-looking approach and capabilities. * Support operational growth and evolution. * Maintain secure and stable operations. | * Financial plans for medium-long term, aligned to operational plans and strategy. * Positive balance sheet. * Periodic review of progress against plans. |
| Ensure a strong linkage between ICANN’s Strategic Plan, Operating Plan (with measurable objectives), and Budget. | * Ensure that staff and community efforts align with the operating plans, budget and overall strategy. | * Periodic reporting of progress against strategic plan. * Transparent processes defined, documented and followed to achieve goals. |

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

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| **General Feedback**  *What are your thoughts on this Focus Area?* |
| The BC supports greater role clarity for ICANN. In particular, a limited mission for ICANN is its best defense against detractors. However, through the efforts of all participants in the ICANN community, ICANN can and should serve as an example and model for transparent, bottom-up, multistakeholder decision-making. |

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| **Focus Area Goals**  *As listed in the Focus Area section of the draft* | **Outcomes**  *What are the specific outcomes or achievements we should target for this effort?* | **Measures**  *What quantitative / qualitative elements should we consider in measuring progress / results?* |
| Clarify ICANN’s role 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 role 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 engagement with governments. |  |  |
| Facilitate an issues-based cooperation and problem-solving environment. |  |  |
| Develop a stable framework for Internet governance. |  |  |
| Foster cooperation, fairness, communication and trust among the IG ecosystem. |  |  |
| Engage in and highlight complementary relationships; be stronger together. |  |  |