**Vision & Mission**

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| **Vision Feedback***What are your thoughts on the Vision as stated above?* |
| The Business Constituency believe that the new vision is too complex as written. It is still a work in progress to define some of the parts such as Public interest.We are concerned that it will be another layer for the community/staff to remember and adhere to.The previous vision is more of a tag line than a vision but its simplicity and double meaning is good. ‘One World – One internet’If there is a need for a more explanative vision we suggest this cropped version, which is much more crisp and avoids unnecessary modifying language that weighs down the Vision Statement. ~~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.~~ |

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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 believe that a limited mission is the best defense for ICANN against its detractors. We believe it is best to keep to the same mission as written in the ICANN Bylaws and not make any change at this time.We ask if there is any community opinion that the mission as written needs guidance on its implementation. |

**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 other developing regions
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| 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
* Look at new ways to represent the interests of the global user community?
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| Evolve ICANN Meetings to better support the global community’s changing needs. | * More engagement by local/regional actors, especially members of the local private sector and civil society
* Possible pre-ICANN meetings to help local actors learn and participate better
* More press outreach around (and pre-) meetings to explain the issues at hand and encourage participation
 | * More pre-meeting notice aimed at regional actors
* Some sort of training for people wishing to attend?
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| Evolve policy development and decision-making processes to be more inclusive, efficient and effective. | * Processes that are less bureaucratic (same amount of input but fewer process steps) – is this possible?
* More ability to participate remotely in policy formulation
* More “snapshot” documents which show “where we are now”, permitting newer actors to come up to speed sooner?
 | * Somewhat quicker decisionmaking processes?
* More remote participation in policy development
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**Focus Area: II. Developing a world-class public responsibility framework**

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| **General Feedback***What are your thoughts on this Focus Area?* |
| The BC suggests ICANN change the phrase “world class” it is strange to non-native English speakers and said to be condescending to some cultures. Suggested replacement “high caliber” or “robust” or ‘first rate’ Public responsibility would need to be clearly defined if used in the strategic plan. There is much debate in the community on ‘public interest’ and we are not aware that any definition or role has ever been agreed. We highlight the need to differentiate between ‘public responsibility’ and ‘public interest’ which is the term picked up several times in the community summary input material. Generally the term is used in a call for it to be defined. Three focus area goals are more about Outreach than public responsibility. Perhaps the goals of this focus area are confusing when the key is to develop the public responsibility framework. 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.  |

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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. | Metrics of: ICANN Meeting & Remote attendance. 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 “Evolving” may be better here.  |

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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?* |
| Foster and coordinate a secure, stable and resilient identifier ecosystem, including the stable, secure, trusted operation of the DNS. | -this is the same as the overall Focus Area statement above. Goals need to be more actionable and measurable. This statement is neither and should be removed. -Suggest replacing it with a Goal around testing for each of: 1. Security, 2. Stability, and 3. Resiliency.- Can also replace or add a Goal around training constituencies (DNS providers, Registries, Registrars, Hosting Companies, etc in best practices to achvies these three goals.-Continue to increase enforcement efforts on security and stability, as per those efforts to shut down non-compliant Registrars. | -first: define what each of these terms means to ICANN, so we have a framework for measurement (and understanding, note the plethora of community comments about what these terms actually mean)-second: hire more staff with specific experience in these three areas.-third: these experts in security, stability and resiliency should develop quantifiable measures of each. And then those measure should be inserted here.-Compliance metrics, published. |
| Plan for emerging changes in the use of domain names and other identifiers.  | -again, this is a weak Goal because it is so generic and unmeasurable.-see my comment in the box below.-only suggestion would again be to forecast what the actual use-changes are for domain names, IP Addresses and protocol ports. | -execute the forecasting study and use it to drive implementation of resulting tactics to drive this Goal. |
| Develop a technology roadmap for domain names and other identifiers to help guide ICANN activities and inform the Internet ecosystem.  | -this accomplishes something very similar to the Focus Area Goal above, but is much more specific. -the outcome is: build the roadmap ! -but it starts with a study on what the expected evolution of the use of domain names is. And by that, it will accomplish the implied goal in Focus Area Goal #2 above. | -build the roadmap |
| Develop a technology roadmap for ICANN and security operations to support the operational stability, reliability, resiliency, security, and global interoperability of the DNS. | -This should be the first Focus Area Goal. It directly aligns with the overall Focus Area. It is specific, actionable, and measurable-the outcome is: build the roadmap!-question: is the first domain name roadmap noted above, part of this overall roadmap? Should we suggest roadmaps for each of: domain names, IP Addresses and Port protocols? Because this seems redundant with the Goal above it. | -build the roadmap-build a contingency plan for breaches or failures |
| Coordinate a responsible opening of the DNS for “creative disruption” and innovation. | -The advent of new gTLDs is a big opening of the DNS. The impact of this sea-change should be studied before we attempt yet another ‘creative disruption’, in order to defend our responsibilities for security and stability. | -adoption of new gTLDs as measured by registrations and DNS requests.-measure impacts on security and stability as decided in Goal #1 above. |
| Support the evolution of the domain name marketplace to be robust, stable and trusted.  | -this is already happening today with the new RAA among other things, is there currently a problem here such that it needs to be a Focus Area Goal? -Is this a responsibility of ICANN or something that ICANN feels is critical to DNS? Can’t we just strike this Goal? | -growth in overall domain name registration-value of secondary market domain transactions per quarter, over time. |
| Support the attainment of broad-scale adoption and operation of IPv6 throughout the Internet. | -in constrast to some of the initial Goals in this section, this Goal is very specific and measurable – a good Goal.-The BC agrees there needs to be another directed effort at IPV6 adoption. It’s not happening fast enough on its own. | -measure adoption of IPV6 across TLD zones and RIRs. |

**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, it’s 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.
* Implementation vs plan.
* Educational tools usage & feedback.
* Adoption of standards and best practices (e.g DNSSEC).
* Identification of new solutions to improve systems, tools, processes to support priorities.
* Post implementation reviews.
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| 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).
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| 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.
* Optimal structure.
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| 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 – no surprises.
 | * 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.  | * The underlying efforts of the staff and community must align with the operating plans, budget and overall strategy.
 | * Periodic reporting of progress against strategic plan.
* Processes defined, documented and followed to achieve goals – transparent to staff, Board and community.
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**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?* |
| We definitely need to define role clarity for ICANN. Many of the input comments stated this. Most comments also stated that ICANN should not expand its role. The BC agrees with this and adds that a Limited Mission is the best defense for ICANN against its detractors. BC also suggest that we are clear about the difference between ‘role’ and ‘mission’ the latter being defined in the by-laws.  |

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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. |  |  |