



## Strategic Plan 2012-2015

AFNIC is the registry for the Internet domain names *.fr* (France) and *.re* (Reunion Island).

AFNIC (French Network Information Center), is a not-for-profit organization. It was created jointly in December 1997 by [INRIA](#) (The French National Institute for Research in Computer Science and Control) and the French Government.

AFNIC is an open, multistakeholder, inclusive membership organisation gathering public and private Internet players: users (legal entities and individuals), domain name registrars (Internet services providers), international entities and representatives of government.

AFNIC is a founding member of CENTR, the European organisation of country-code top level domain managers and fully endorses the comment submitted by CENTR in this consultation.

Afnic welcomes the opportunity to comment on ICANN's Draft Strategic Plan July 2012 – June 2015. The following comments are in line with previous contributions by AFNIC with regards to ICANN's strategic plans, as well as draft budget and operating plans.

Afnic participates, within the ccNSO, to the SOP Working group and fully endorses the comments that were submitted by the WG with regards to the draft Strategic Plan.

We elaborate below on some of the key concerns we have with the current draft.

### 1. The current draft suffers deeply from a lack of focus

The current draft strategic plan enumerates 24 strategic goals, grouped along the 4 major strategic directions. The number itself points to a lack of focus. How can management follow or hold people accountable for 24 goals at the same time ? Considering that ICANN employs 120 staff, it means that, on average, each goal has only 5 staff members involved. This is a clear signal that this strategic plan lacks focus.

Given that ICANN already has faced a number of strategic initiative delays, we strongly advise ICANN to reduce the number of goals, which should not exceed 10 to 12, to be consistent with the size of the organisation and its management maturity.

In annex A, we have placed a list of “strategic projects” we believe ICANN should, in our view focus on in order to achieve its mission.

## 2. More attention should be paid to defining metrics

While there has been improvements compared to previous plans with regards to the definition of metrics, the proposed KPIs remain vague, and more often than not are activity metrics rather than performance metrics. It is also striking that the current plan does not mention whether past objectives have been reached or not.

Unless ICANN sets ambitious, measured goals for itself, how can the organisation define success, or failure ? How can it be held accountable ? How can the organisation motivate its staff ?

It is also striking that some obvious metrics, given the current environment and projects of ICANN, are not even mentioned. For example, while the new gTLD process is expected to be “the biggest change in the Internet”, the plan does not even mention the number of new gtlds applications processed per year or in the root.

We recommend that the Strategic Plan puts emphasis on 3 to 5 key metrics, corresponding to some of the most prominent strategic projects. Annex A suggests some metrics that could drive the organisation forward.

## 3. The healthy Internet governance eco-system focus area should be refined

We would like to support and re-affirm the ccNSO SOP WG proposal to “*restructure and redefine the objectives in this focus area in order to improve the clarity and quality of the content. We suggest the following strategic objectives:*

- *Enhance and expand global participation*
- *Ensure world-class accountability and transparency*
- *Increase engagement and commitment in the international arena*

*In addition we suggest including world-class corporate governance as a strategic objective.”*

In addition, it appears that the metrics proposed for this Focus Area would greatly benefit from a thorough review, in order to better define criteria for success in this Area. We suggest to investigate metrics to measure diversity of participation in meetings or comment periods, number of requests for document disclosure (and share that is eventually disclosed or not), number of decisions challenged through accountability procedures, etc.

We remain committed to working with ICANN on achieving greater transparency and accountability and hope that these comments will be duly taken into account to improve the current draft significantly.

## **Annex A : Proposed focused strategic goals for ICANN's Strategic Plan**

Proposed “focused” strategic projects :

- a) DNS stability and security :
  - a. Facilitate work on DNS, IP Address and Parameters security
  - b. Facilitate IPv6 adoption
- b) Competition, consumer trust, consumer choice
  - a. Implement new gTLDs & measure impact
  - b. Enhance registrant protection
  - c. Implement right protection mechanisms
- c) Core operations including IANA
  - a. Leverage on the IANA rebid process to achieve excellence on IANA
  - b. Transform ICANN (including but not withstanding IANA) into an excellent organisation according to EFQM standards
- d) Healthy Internet Governance eco-system
  - a. Expand global participation
  - b. Ensure world class accountability and transparency
  - c. Increase engagement in the international area

Key strategic metrics proposals :

- Process at least 1000 gTLD applications per year
- Achieve a score of at least 400 in EFQM standards for ICANN as an organisation by 2015
- In yearly satisfaction surveys, more than 90% of IANA customers rate the service as good or excellent