
Public Comment Summary Report

Draft ICANN Strategic Plan and Operating Plan Framework for FY26–30

Open for Submissions Date:

Tuesday, 23 July 2024

Closed for Submissions Date:

Tuesday, 17 September 2024

Summary Report Due Date:

Tuesday, 27 November 2024 (extended from Tuesday, 19 November 2024)

Category: Operations

Requester: ICANN org

ICANN org Contact(s): planning@icann.org, Victoria.yang@icann.org

Open Proceeding Link: <https://www.icann.org/en/public-comment/proceeding/draft-icann-strategic-plan-and-operating-plan-framework-for-fy26-30-23-07-2024>

Outcome:

The ICANN organization (org) received 10 Public Comment submissions, reflecting the community's valuable insights and engagement with the draft plans. The ICANN Board of Directors thoroughly reviewed and discussed each comment received, recognizing the community's commitment to ICANN's strategic direction. As a result of this input, the Board identified and recommended revisions to the draft Strategic Plan, ensuring that it reflects a diverse range of perspectives and addresses shared priorities. Some of the comments received will be incorporated into the draft ICANN Five-Year (FY26-30) Operating and Financial Plan and the Annual (FY26) Operating Plan and Budget (scheduled to be published for Public Comment in December 2024). For those comments that did not result in changes to the draft plan, the rationale is provided transparently in the Public Comment Summary Report.

ICANN deeply appreciates the time, expertise, and thoughtfulness the community invested in this process, as it strengthens ICANN's multistakeholder approach. The revised draft Strategic Plan will be presented to the ICANN Board, with planned adoption no later than March 2025.

ICANN org will evolve its strategic outlook program to improve the mechanism of the annual strategy review, to ensure that the Strategic Plan is on track and remains relevant, and to evaluate if any adjustments are necessary.

Section 1: What We Received Input On

The purpose of this Public Comment proceeding was to gather community input on the draft ICANN Strategic Plan and the draft Operating Plan Framework, for FY26-30. Gathering community input on the draft Strategic Plan ensures the Strategic Plan reflects diverse perspectives and aligns with the community’s needs. This included identifying areas for refinement, addressing shared strategic perspectives, and incorporating valuable insights to strengthen ICANN’s strategic direction. Community insights are crucial to enhancing the draft plans, reinforcing ICANN’s commitment to its multistakeholder model.

Section 2: Submissions

Organizations and Groups:		
Name	Submitted by	Initials
Country Code Names Supporting Organization Strategic and Operational Planning Committee	Andreas Musielak	ccNSO SOPC
At-Large Advisory Committee	At-Large Advisory Committee Policy Staff	ALAC
Commercial Business Users Constituency	Tim Smith, Segunfunmi Olajide, David Snead, and Jimson Olufuye	BC
Governmental Advisory Committee	Governmental Advisory Committee (Robert Hoggarth, ICANN org staff)	GAC
Generic Names Supporting Organization Council	Generic Names Supporting Organization Council (Caitlin Tubergen, ICANN org staff)	GNSO
Noncommercial Stakeholder Group	Mesumbe Tomslin Samme-Nlar	NCSG
Registrars Stakeholder Group	Sarah Wyld	RrSG

Individuals:		
Name	Affiliation (if provided)	Initials
Chandana Das	N/A	
Mubashar Ali	The Dayspring	
Daniel Migault	N/A	

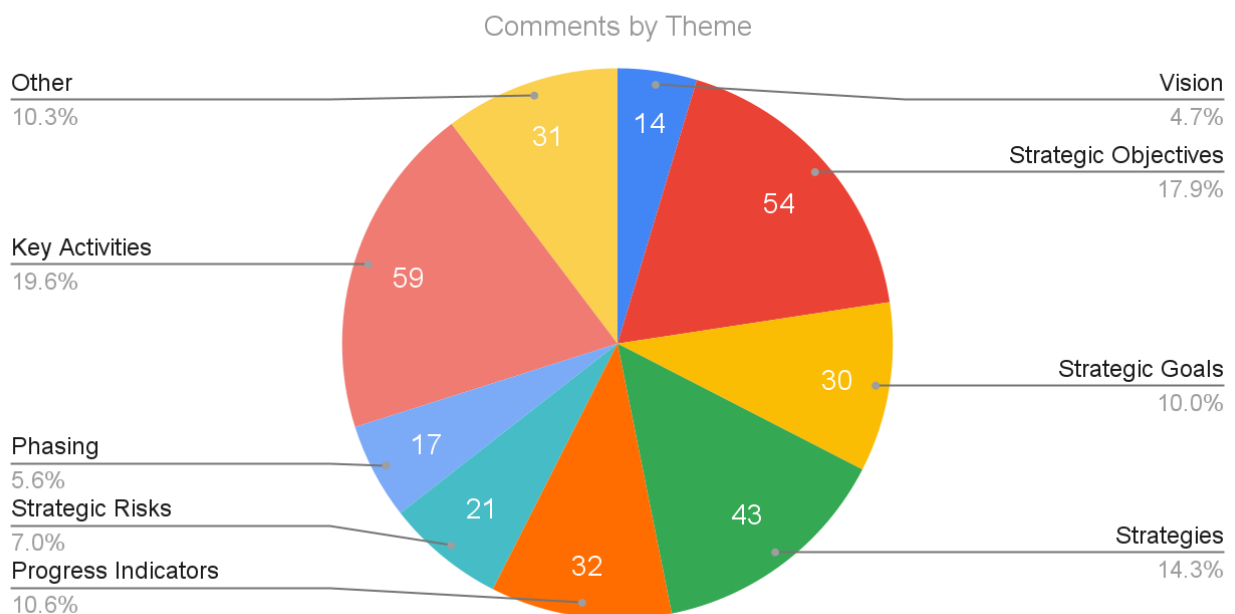
Section 3: Summary of Submissions

Total Number of Public Comments Received by Draft Plan	
Draft FY26–30 Strategic Plan	218
Draft FY26–30 Operating Plan Framework	83

Total	301
--------------	-----

Total Number of Comments by Submitter by Theme									Total by Theme
	ALAC	BC	GNSO	RrSG	GAC	ccNSO SOPC	NCSG	Individuals	
Vision	4	1	-	-	-	1	1	7	14
Strategic Objective	12	5	-	2	1	4	4	26	54
Strategic Goal	6	3	1	-	3	2	1	14	30
Strategy	5	10	1	-	-	11	2	14	43
Progress Indicators	3	1	-	-	2	3	2	21	32
Strategic Risks	-	4	-	-	-	4	2	11	21
Other – Strategic Plan	2	3	-	1	2	6	2	8	24
Phasing	1	1	1	-	-	4	-	10	17
Key Activities	6	7	1	-	-	7	1	37	59
Other – Operating Plan Framework	1	1	-	-	-	1	2	2	7
Total by Submitter	40	36	4	3	8	43	17	150	301

Draft ICANN Strategic Plan and Operating Plan Framework for FY26–30



Section 4: Analysis of Submissions

4.1 Strategic Plan

4.1.1 Vision

Most respondents indicated that the vision aligns well with their expectations or the needs of the community. There was general satisfaction with the vision, though there may be room for refinement.

The draft vision statement is: **As the trusted steward of the Internet’s unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all.** Proposed feedback and rewording from the respondents are noted in the following table:

#	Feedback	Response
1	There is a proposal to include a stronger emphasis on human rights and diversity, as the respondents indicated that ICANN’s role is to make the Internet safe and accessible to all without discrimination. The suggested vision statement is: “As the trusted steward of the Internet’s unique identification systems, ICANN is dedicated to strengthening a single, interoperable and resilient Internet that respects human rights and diversity on a global scale for all.”	<p>The notions of “respects human rights” and “diversity” describe the principles that guide ICANN’s actions and decision-making process; they define how ICANN conducts its operations and achieves its goals, but they are not specific strategic goals themselves.</p> <p>ICANN org will consider potentially only adding the word “inclusive” to the vision statement to address “diversity” and some other related comments under the feedback for Strategic Objective 1.</p> <p>Some of the language of the draft vision statement will be revised to align with the comments and recommendations received.</p>
2	There is also a suggestion to include the commitment to a multistakeholder process to achieve the vision, rather than being mentioned solely in a strategic objective.	<p>The vision statement intends to focus on a future state or goal to be achieved.</p> <p>Similar to the feedback above, the multistakeholder process is part of “who we are,” it defines ICANN’s fundamental beliefs and the principles that guide ICANN’s actions and decision-making process, and it describes how ICANN operates. ICANN’s commitment to multistakeholder processes is enshrined in Section 1.2 of the Bylaws; as such, it is not necessary to include in the vision statement.</p> <p>After thorough consideration of the feedback,</p>

#	Feedback	Response
		the Board determined that no adjustments to the draft vision statement are necessary.

4.1.2 Strategic Objectives

There was strong agreement that the strategic objectives are clearly stated and easy to understand, with all respondents giving positive feedback on this point. While most respondents felt the objectives address key issues, one respondent expressed concerns, which are described below. There were also mixed feelings about whether additional objectives should be added or modified, indicating that a few adjustments might be beneficial.

The respondents appreciated the following:

- The evolution of the strategic objectives from FY21–25 is well articulated, showing continuity while addressing future challenges.
- Broad and essential areas such as evolving the multistakeholder model, organizational excellence, stakeholder collaboration, and security are well covered.
- The consolidation of FY21–25 Strategic Objectives 2 and 4 into FY26–30 Strategic Objective 1 is appreciated.
- The revisions of Objectives 3 and 5 are more concise and much appreciated.
- The strategic objectives are clear, generally easy to understand, and well-aligned with ICANN’s mission and long-term vision.

The respondents proposed some enhancements to the draft strategic objectives:

Strategic Objective 1: Evolve and promote ICANN’s multistakeholder model to sustain its inclusive Internet governance model.

#	Feedback	Response
3	Respondents suggest that the current wording focuses too much on ICANN's internal processes and does not sufficiently reflect ICANN's broader role in the global Internet governance ecosystem. The suggestion is to reword and emphasize both internal and external responsibilities, address the need for ICANN to actively promote and defend its MSM globally, especially in important discussions such as the WSIS+20 review. respondent’s suggestion to revise to “Evolve and promote ICANN’s	As mentioned under the “vision” statement feedback, ICANN org will consider potentially adding “inclusive” to the vision statement. Additionally, ICANN org will evaluate and avoid repeating the word “model” twice in one sentence. Some of the language of Strategic Objective 1 will be revised to align with the comments and recommendations received.

#	Feedback	Response
	multistakeholder model to sustain a global and inclusive model for Internet governance.”	
4	An additional suggestion for consideration is “Evolve and promote ICANN’s Multistakeholder Model to sustain its inclusive and transparent Internet governance model.”	<p>A strategic objective usually represents an overarching, broad, but significant area of focus, and is usually based on a thorough analysis, like a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis, which ensures the objective is grounded in real challenges and opportunities. Then, once the objective is set, clear goals and strategies are developed to achieve the objective. Knowing the specific challenges around transparency in order to develop strategic goals and strategies is necessary in order to add it to the objective.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Objective 1 is necessary.</p>

Strategic Objective 3: Collaborate with relevant stakeholders to evolve the Internet’s unique identifier systems.

#	Feedback	Response
5	Respondents suggest that the current wording is vague and lacks direction. By changing “collaborate” to “enhance through collaboration,” the objective becomes more actionable and measurable, giving it greater impact. Respondent’s suggestion to revise to: “ Enhance through collaboration with relevant stakeholders to evolve the Internet’s unique identifier systems.”	<p>The wording of the draft Strategic Objective 3 more effectively captures the key focus on “evolving” the unique identifier systems.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Objective 3 is necessary.</p>

Strategic Objective 4: Strengthen the security of the Internet’s unique identifier systems.

#	Feedback	Response
6	One respondent suggests including “stability” in this objective and they proposed rewording	The suggestion of adding “stability” to the draft wording of Strategic Objective 4 is

#	Feedback	Response
	<p>this objective as: “Strengthen the stability and security of the Internet’s unique identifier systems.” In their opinion, this wording ensures that the objective aligns with public interest and sustainable development goals.</p>	<p>reasonable, as Strategic Goal 4.1, “strengthen partnerships with relevant stakeholders to reinforce the shared responsibility of ensuring security,” also includes a focus on stability, consistent with the Bylaws. ICANN org will change the language to “stability” and “security” when revising the plan.</p> <p>The language of Strategic Objective 4 will be revised to align with the comments and recommendations received.</p>
7	<p>The Additional feedback indicates that while strategic objective 4 deals with strengthening the security of the unique identifier systems, a respondent suggests that addressing DNS abuse in its broadest sense could be considered its own strategic objective and they cited that in their opinion domain abuse is continuing to grow. The respondent’s suggestion is to create an additional strategic objective for DNS abuse.</p>	<p>Maintaining the DNS abuse related goal under the overarching objective of “strengthening the security of the Internet’s unique identifier systems” effectively demonstrates the relevance of this goal into the broader area of focus.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Objective 4 is necessary.</p>

4.1.3 Strategic Goals

The majority of respondents indicated that the strategic goals align well with the objectives, and respondents found the breakdown of goals helpful in understanding how the objectives will be achieved. However, there was some feedback suggesting that certain goals may need to be revised or added.

The respondents appreciated the following:

- The structure breakdown of strategic objectives into goals is well received. One respondent commented that this structure aids in understanding how objectives will be achieved and how specific goals are aligned with the broader objectives.
- Several stakeholders recognized how goals like enhancing agility, policy development, and institutional effectiveness align with ICANN’s mission, particularly the goals under Strategic Objectives 1 and 2.
- The strategic goals are clearly defined and aligned with the strategic objectives. Each goal directly supports the corresponding strategic objective, offering actionable steps to achieve the broader vision.
- Respondents appreciate the detailed approach, which provides a clear roadmap of actionable steps required to meet each objective.

The respondents proposed some enhancements to the draft strategic goals:

Goals for Strategic Objective 1: Evolve and promote ICANN’s multistakeholder model to sustain its inclusive Internet governance model.

#	Feedback	Response
8	Concerns about ICANN’s slow implementation pace, suggesting adding a more focused goal that can lead to quicker results.	<p>Strategic Goal 1.2, “enhance the agility and effectiveness of policy and advice development,” is aimed at ensuring that the full policy life cycle, from scoping and initiation through development, adoption, and implementation, is flexible, adaptable, and agile, to expedite implementation and facilitate more effective outcomes.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to Strategic Goal 1.2 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>
9	“Inclusion” is overlooked under the goals under Strategic Objective 1. However, no specific suggestions were offered to address the comment above.	<p>The concern raised by this comment is addressed by several strategies. Strategic Goal 1.1 is aimed at ensuring inclusive stakeholder representation, and there are several strategies under this goal that emphasize “inclusion,” such as:</p> <ul style="list-style-type: none"> ● Strategy 1.1.1 is to ensure that ICANN’s model evolves and has the mechanisms to incorporate new stakeholders as needed. ● Strategy 1.1.3 is to ensure that ICANN continues to attract and retain the interest of next-generation volunteers. ● Strategy 1.1.5 is to encourage greater participation from stakeholders from underrepresented communities. <p>Moreover, as discussed under the vision statement feedback, ICANN will evaluate whether to add “inclusion” or “inclusivity” to the vision statement.</p> <p>Some of the language of the draft vision statement will be revised to align with the comments and recommendations received.</p>
10	ICANN needs to clearly articulate how it will educate and advocate for the multistakeholder model, and ensure that	The word “advocate” is sufficient, as in many contexts “advocate” encompasses activities like raising awareness, influencing others, and

#	Feedback	Response
	<p>“transparency” and “public interest” are emphasized in relevant sections of the plan. Suggest rewording Goal 1.3: “expand strategic alliances to educate & advocate for the multistakeholder model of Internet governance.”</p> <p>And “transparency” and “public interest” should be mentioned in the relevant strategies of this objective.</p>	<p>sometimes educating others about the topic.</p> <p>Please see the response to similar feedback on Strategic Objective 1.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to the Strategic Goal 1.3 is necessary.</p>
11	<p>Concerns about undervaluing processes in Strategic Objective 1 highlights that some important aspects (like process agility) are not adequately recognized. Suggest moving Goal 1.2 under Strategic Objective 2 (enhance organizational excellence) to give equal weight to process-oriented objectives.</p>	<p>The feedback received suggests that Goal 1.2, “enhance the agility and effectiveness of policy and advice development,” should be moved from Strategic Objective 1, “evolve and promote ICANN’s multistakeholder model to sustain its inclusive Internet governance model,” to Strategic Objective 2, “enhance organizational excellence.” However, Goal 1.2 directly supports the overarching objective of evolving and promoting ICANN’s multistakeholder model. Achieving this goal will not only improve how efficiently policy and advice are developed, but also it strengthens the credibility and legitimacy of ICANN’s multistakeholder model itself.</p> <p>As such, it demonstrates the success of ICANN’s multistakeholder model in the broader Internet governance ecosystem. The more agile and effective ICANN’s multistakeholder model becomes, the better positioned ICANN is to advocate for its value in global internet governance.</p> <p>Regarding the concern of undervaluing process: Strategy 2.1.1, “improve institutional agility and adaptability,” is intended to identify and address ways to enhance policy-development processes, operations, and governance.</p> <p>After thorough consideration of the feedback, the</p>

#	Feedback	Response
		Board determined that no adjustment to Strategic Goal 1.2 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.

Goals for Strategic Objective 2: Enhance Organizational Excellence.

#	Feedback	Response
12	Add an additional goal, e.g., Goal 2.3, to strengthen the recognition and understanding of ICANN’s role globally.	<p>The draft plan includes several strategic goals under Strategic Objective 1, which focus on raising awareness and enhancing understanding of ICANN’s role. For example:</p> <ul style="list-style-type: none"> • Goal 1.2.3 – Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders. • Goal 1.3.1 – Demonstrate that ICANN’s multistakeholder model of governance remains the right model for delivering ICANN’s mission. • Goal 1.3.2 – Strengthen collaborative efforts to promote the multistakeholder model of Internet governance. <p>These goals involve enhancing understanding of ICANN’s remit, enhancing ICANN’s critical role in Internet governance, etc., and are considered sufficient in addressing this comment.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Goal 2.3 is necessary.</p>
13	Add an additional goal, e.g., Goal 2.4 – Implementing technological tools to enhance more meaningful participation by stakeholders, such as tools that enable increased engagement and participation by stakeholders with limited bandwidth.	<p>It seems the objective of the suggested new strategic goal is to enhance more meaningful stakeholder participation; as such, instead of adding it as a strategic goal under the strategic objective of "enhancing operational excellence," ICANN org will consider incorporating it as part of the execution activities for Strategy 1.1.5 – “increasing and broadening participation, especially from underrepresented communities.” These execution activities will be detailed in the Operating and Financial Plan for FY26–30, scheduled for Public Comment in December 2024.</p>

#	Feedback	Response
		After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Goal 2.4 is necessary; but ICANN will consider the suggestion for the draft Operating and Financial Plan.

Other overarching comments about the strategic goals:

#	Feedback	Response
14	The Strategic Plan should adapt continuously to rapid technological change. One respondent suggested that the strategic goals should evolve annually to address new challenges and opportunities, especially in underrepresented regions.	The suggestion aligns with ICANN's planning process. The annual strategy review program is designed to ensure that the Strategic Plan stays on track and remains relevant, and assesses whether any strategic adjustments are needed. To enhance communication and awareness, ICANN org will ensure that this review mechanism is highlighted in the draft plan. After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Goals are necessary.
15	Overlapping or irrelevant goals should be revised or removed to streamline the plan. However, there is no indication of which goals are irrelevant or overlapping.	This appears to be a general directional comment without additional context provided. ICANN org will review and evaluate it during the revision of the draft Strategic Plan. After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Goals are necessary.

4.1.4 Strategies

Most of the respondents felt the strategies are clear, actionable, appropriate, and effective. Progress indicators and strategic risks were generally viewed as adequate, though there was some feedback suggesting that additional improvements or adjustments to strategies and progress indicators could be made.

The feedback included the following:

- The respondents strongly supported the strategies under Strategic Objective 1, particularly under Goal 1.2 – enhancing the agility and effectiveness of policy development.

- Strategy 1.1.4, on the importance of developing new leaders and creating pathways for participation, mentorship, and resourcing, aligns with ICANN’s long-term goals of sustainability and governance and emphasizes the need for ICANN to foster emerging talent while retaining experienced volunteers.
- The risk of Strategy 2.1.2 was well-articulated in a concise, effective, and accessible way, without overuse of jargon.
- Strategy 2.2.2, starting with an audit and expert input, is a sound approach to ensuring that the ecological responsibility strategy is data-driven and realistic.
- The inclusion of Strategy 3.1.1 and 3.1.2 to support Universal Acceptance and Strategy 4.1.2 to proactively identify and mitigate security risks is well appreciated.
- Overall, the strategies accompanied by measurable indicators support a stronger framework for accountability and performance evaluation.
- The respondents appreciated the detailed structure of the plan with objectives, goals, and strategies. The inclusion of progress indicators and risk assessments further reinforces this alignment, ensuring clarity and accountability.
- The respondents appreciated and acknowledged the improved progress indicators. Some also commented that there is more room for improvement.
- The respondents appreciated and praised the mix of quantitative and qualitative measures in the progress indicators.

The respondents proposed some enhancements to the draft strategies, and their associated progress indicators or risks:

Strategy 1.1.4: Develop a new generation of leaders.

#	Feedback	Response
16	<p>Lack of strategies or progress indicators tied to overcoming strategic risks.</p> <p>For instance, the Strategic Risk 1.1, “hindered leadership progression due to the rotation of community members,” lacks a plan to mitigate or overcome the issue. ICANN should develop and communicate strategies to address such risks, including progress metrics to track improvement over time.</p>	<p>Strategic risks are potential threats or challenges that may impact the successful execution of a strategy. Addressing these risks usually requires control or mitigation plans during the execution phase of the strategy, and it’s usually part of the project plan. The execution plan for the strategies is usually documented in the Operating Plan.</p> <p>Regarding the specific example mentioned in this comment – the strategic risk of hindered leadership progression due to the rotation of community members – the corresponding execution plan already includes several key activities, mentioned in the draft Operating Plan Framework, such as:</p> <ul style="list-style-type: none"> ● Collaborate with SOs and ACs to create and implement mentorship opportunities for potential leaders. ● Collaborate with the community, develop

#	Feedback	Response
		<p>criteria for identifying high-potential community members who exhibit leadership qualities and are ready for more responsibilities, then develop plans for advancement to leadership roles.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategic Risk 1.1 is necessary.</p>

Strategy 1.1.5: Increase and broaden participation, particularly from underrepresented communities.

#	Feedback	Response
17	<p>In general, all progress indicators throughout the plan should have clearer definitions of measures, metrics, data sources, and annual reviews. For example, the progress indicator for 1.1.5 – participation barriers are identified and addressed. The respondents recommend breaking this down into specific steps, including identifying barriers, developing responses, setting targets, and measuring and reviewing progress. This highlights the need for actionable and transparent indicators.</p>	<p>There are a broad range of indicators that can be used to measure progress. ICANN uses different indicators for the Strategic Plan and Operating Plan. For example:</p> <ul style="list-style-type: none"> • Progress indicators for the Strategic Plan are broader and reflect long-term goals; they can include leading indicators, which are measures that identify issues or predict future success, or lagging indicators, which are measures that focus on the impact of the strategy after its being implemented. • Progress indicators for the Operating Plan are a little more specific and reflect short-term goals; they can include process indicators, which are measures that focus on completion of milestones and how well the process is executed, or output indicators, which are measures of deliverables or resources. <p>Regarding the feedback on progress indicators for Strategy 1.1.5, the draft indicator is broad and reflects the long-term goal, contains both leading and lagging indicators, and is viewed as sufficient.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 1.1.5 is necessary.</p>

#	Feedback	Response
18	Other proposals for progress indicators and risk of this strategy include: The barrier to nonparticipation is assessed based on a diverse and large pool of participants who participate only partially or on a limited basis in on-site meetings, as well as potential stakeholders who do not participate in ICANN. The risk for this strategy should include, shareholder representation and integrated collaboration are influenced by the participant pool on which the analysis is based. As such, when discussing or addressing the nonrepresentation, it's important to focus on specific communities or groups that lack adequate representation within ICANN.	<p>The feedback highlights a common limitation inherent to any survey – the participant pool naturally shapes and influences the outcomes. The demographic or stakeholder representation of those surveyed will impact the results, which is why documenting this as a potential limitation is essential when designing and developing the survey. Rather than adjusting the strategic risk on this basis, it would be more appropriate to note this limitation within the strategy's execution phase.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 1.1.5 is necessary; but ICANN will consider the suggestion during the execution of the Operating Plan.</p>

Strategy 1.2.3. Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.

#	Feedback	Response
19	Potential overlap with strategy 1.3.2 – Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.	<p>These two strategies have a different focus and are intended to achieve different strategic goals:</p> <ul style="list-style-type: none"> • Strategy 1.2.3 – “Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.” This strategy is focused on enhancing the “agility and effectiveness of the policy development process (PDP).” Its primary objective is to streamline and improve how ICANN proactively engages with key regulatory and public policy bodies to ensure a responsive and effective PDP. • Strategy 1.3.2 – “Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.” This strategy is focused on expanding ICANN’s strategic alliances. The purpose for the strategic

#	Feedback	Response
		<p>alliance is to collaborate with other multistakeholder models within the Internet governance ecosystem. This effort may involve creating advocacy materials, supporting, attending, and presenting at relevant conferences and forums to promote and sustain the multistakeholder model within the broader context of Internet governance.</p> <p>After thorough consideration of the feedback, the Board concluded that whereas there is a relationship between these two strategies, the nature of the two strategies is clearly different. Therefore, the Board determined that no adjustments to Strategy 1.2.3 or Strategy 1.3.2 are necessary.</p>

Strategy 1.2.4. Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.

#	Feedback	Response
20	<p>About the adoption of agile methodologies (if that’s the intention) requiring substantial resources for education, coaching, and supervision. This shift would likely need dedicated budget lines, and ICANN should anticipate and plan for this level of organizational change. Without this, efforts to implement agile methods may falter.</p>	<p>One of the key activities in the Operating Plan Framework already includes providing training and resources to staff on agile methodologies and best practices. ICANN org recognizes the importance of proper education and support for successful implementation and will also evaluate extending these training and resources to the community to ensure broader understanding and alignment.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to Strategy 1.2.4 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>

Strategy 1.3.2. Strengthen collaboration efforts to promote the multistakeholder model of Internet governance.

#	Feedback	Response
21	Adding progress indicator “developing Memorandums of Understanding (MOUs) with at least five international educational and library organizations to expand outreach.”	<p>MOUs are often the starting point of a partnership, and the value of the progress occurs when there are ongoing activities and collaborations after the establishment of the partnership. Thus, the progress indicators in the draft Strategic Plan focus on the number of joint projects undertaken and the number of relevant events covering Internet governance issues where ICANN participates, as well as the successful co-promotional activities advocating for the multistakeholder model of Internet governance.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 1.3.2 is necessary.</p>

Strategy 2.1.1. Improve institutional agility and adaptability.

#	Feedback	Response
22	Suggest integrating advanced data analytics and AI to enhance decision-making and efficiency. As for progress indicators, suggest adding metrics for technology adoption, innovation success, organizational resilience, and data integration across departments for better progress tracking.	<p>ICANN org acknowledges and recognizes the potential benefits of artificial intelligence (AI) and is actively responding to both organizational and community interests in advanced technologies like AI. Several efforts are already underway. For example, ICANN org is exploring the use of AI tools in several use cases, accompanied by a strong focus on data protection. Additionally, ICANN org plans to leverage AI capabilities embedded in applications already in use, as its vendors continue to enhance their products with AI. Overall, ICANN org is committed to positively embracing advanced technologies, such as AI, while ensuring responsible and secure implementation.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 2.1.1 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>

Strategy 2.1.2. Preserve ICANN’s financial sustainability.

#	Feedback	Response
23	Suggest ICANN to consider not only measuring expenses, but also funding generation to ensure the ICANN's long-term financial health. Developing financial indicators should be a priority to track ICANN's fiscal stability.	<p>One of the progress indicators in the draft plan for Strategy 2.1.2, "preserve ICANN's financial sustainability," is the delivery of mechanisms and processes to evaluate ICANN's funding structure and sources as the unique identifier industry evolves. Additionally, another indicator includes the development of a five-year financial plan with funding projections.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 2.1.2 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>

Strategy 2.2.1. Evolve the hybrid workforce model and optimize regional office utilization.

	Feedback	Response
24	The term "hybrid workforce model" lacks specificity. To be effective, ICANN needs to clarify how this model will function across regions, balancing remote and in-person work with cultural and logistical considerations.	<p>In general, the specific details will be outlined in the Operating Plan. The intent of the Operating Plan is to provide a clear roadmap for implementation, ensuring that key activities are well-defined and aligned with the strategic goal.</p> <p>After thorough consideration and discussion of the feedback, the Board determined that no adjustment to Strategy 2.2.1 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>

Strategy 2.2.2. Embed ecological responsibility into ICANN's operations.

#	Feedback	Response
25	Suggest setting clear, measurable long-term goals such as achieving "Net-Zero by 2028," "creating a Sustainability Advisory Committee," and "improving the remote participation experience for better inclusivity."	While setting clear targets is a valuable practice, effective target-setting requires first measuring a baseline to ensure the target is realistic and achievable. Therefore, before establishing specific targets, one of the key activities of this strategy will include conducting a baseline study, to provide a solid foundation for setting meaningful and attainable goals to embed ecological responsibilities into ICANN's

#	Feedback	Response
		operations. After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 2.2.2 is necessary.
26	Add a risk about the concern that focusing too much on ecological responsibility without balancing it with organizational cohesion could create dissatisfaction. The feedback also calls for a balanced approach when executing this strategy, adding this risk to the risk management framework to ensure mitigation is in place, and ensure that ICANN remains cohesive while pursuing sustainability goals.	This proposal will be incorporated into the Strategic Plan. ICANN will revise the draft Strategic Plan to align with the comments and recommendations, to reflect this strategic risk.

Strategy 4.1.1. Continue to provide and participate in trusted forums that convene relevant stakeholders.

#	Feedback	Response
27	Suggest highlighting the needs for stronger regional engagement, particularly with the ccTLD communities and regional organizations like CENTR, APTLD, AFTLD, and LACTLD. The suggestions include increasing cooperation with these groups. This would prevent misunderstandings that have occurred in the past and improve cooperation, benefiting overall regional and global Internet governance efforts.	One of the key activities for this strategy is to "redesign regional events for greater impact by combining or co-locating them with larger global initiatives, creating more cohesive and impactful outcomes." This feedback on enhancing engagement with ccTLD communities will be taken into consideration during the implementation of this strategy. After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 4.1.1 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.

Strategy 4.1.2. Identify and mitigate security threats to the Internet's unique identifier systems.

#	Feedback	Response

28	The strategy does not adequately address the critical issue of data integrity protection. Suggest including “data origin authentication” in the strategy and propose specific progress indicators to track the adoption and popularity of mechanisms ensuring DNS data authenticity.	<p>While "data origin authentication" is an important element of security, it is only one aspect, and as such, not called out specifically. Such issues are, however, covered by Strategy 4.1.2, through the KINDNS program and practices including developing DNS Security Extensions (DNSSEC) tools to simplify the deployment of DNSSEC technologies.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustment to Strategy 4.1.2 is necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>
----	--	--

Additional strategies proposed:

#	Feedback	Response
29	Adding a strategy regarding “attracting and retaining talent.” Or add details to Strategy 2.2.1 of how ICANN will implement changes like hybrid working models and workplace adjustments to retain top talent. More concrete actions or phases are needed to make this strategy actionable and measurable. Staff is the key to achieving organizational excellence, attracting and retaining talent are crucial.	<p>Attracting and retaining talent is already a key focus within HR’s ongoing operations, supported by initiatives such as the annual staff engagement survey and monitoring staff turnover. With relatively low levels of attrition and high average seniority across the organization, a separate initiative is not deemed necessary at this time. However, as always, ICANN org continues to monitor progress in this key area to ensure ICANN remains competitive and effective in attracting and retaining top talent</p> <p>While reviewing and discussing this comment, the Board Strategic Planning Committee also considered whether the comment might refer to attracting and retaining talent within the community. Upon further reflection, if the comment indeed relates to community talent, it is already well addressed under Objective 1.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Plan are necessary.</p>
30	Adding a strategy under Strategic Goal 3.1 to support IPv6	While IPv6 is important, ICANN org has determined that this specific goal does not align with the current priorities; however, ICANN org will continue to evaluate its strategic directions and address the needs through the annual strategy review program.

		After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Plan are necessary.
--	--	---

4.1.5 Other Overarching Comments About the Strategic Plan

#	Feedback	Response
31	The explanation and visualization of the evolution of strategic objectives from the previous plan was appreciated.	Thank you for the positive note.
32	Many strategies remain too high-level, making it difficult to track progress or take concrete actions. For instance, in Strategy 1.1.1, while the strategy and progress indicators are useful, they don't delve into the specifics of implementation, making it hard to evaluate the success of ensuring ICANN's model evolves.	<p>Although strategies can be high-level, they are usually broken down into more specific, measurable action plans within the Operating Plan. This plan will include clear activities, milestones, and progress indicators to ensure effective implementation and tracking.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Plan are necessary.</p>
33	Each strategy should include "measurable outcomes" and "clear timelines" to enhance clarity and effectiveness. This feedback stresses the importance of setting concrete milestones to assess whether strategies are moving in the right direction.	Please see the response above.
34	It's important to have ongoing assessment to keep strategies relevant and impactful.	<p>Agreed. The suggestion aligns with ICANN's planning process. The annual strategy review program is designed to ensure that the Strategic Plan stays on track and remains relevant, and assesses whether any strategic adjustments are needed. To enhance communication and awareness, ICANN org will ensure that this annual strategy review mechanism is highlighted in the draft plan.</p> <p>Some of the language of the draft Strategic Plan will be revised to align with the comments and</p>

#	Feedback	Response
		recommendations received.
35	Concern regarding the overreliance on surveys and the possibility of survey fatigue over time. Respondent suggests that surveys should not solely determine the achievement of the strategy and noting the need for more robust, scientific measurement tools, alternative methods such as independent audits can be considered.	<p>While surveys do appear frequently in the progress indicators within the draft Strategic Plan, in practice, ICANN org plans to strategically consolidate them. This means the community will only be surveyed one or two times per year to minimize the burden.</p> <p>Additionally, these surveys serve multiple purposes, such as identifying key issues, establishing baseline measures for setting targets, and gathering valuable feedback for continuous improvement.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Plan are necessary.</p>
36	The strategic risks should include identification or relevant risk categories and detailed risk mitigation plans. Provide risks relevant to the ICANN organization, e.g., operational risk, funding risk, volunteer burnout, etc.	<p>Managing risks is crucial. The Strategic Plan should primarily focus on identifying high-level strategic risks that could impact the achievement of organizational goals. The detailed categorization and management of risks, including specific types such as operational or funding risks, are addressed through ICANN's established Risk Management Framework.</p> <p>After thorough consideration of the feedback, the Board determined that no adjustments to the draft Strategic Plan are necessary; but ICANN will consider the suggestion for the draft Operating Plan.</p>

4.2 Operating Plan Framework

4.2.1 Phasing

Upon the development of the draft strategies, the Board has identified a phasing approach for each strategy, to guide the planning and prioritization of executing the strategies. The phasing of each strategy is categorized by the level of attention and potential resources required.

The respondents expressed strong appreciation for the phasing approach, emphasizing that it offers valuable insight into how ICANN prioritizes and executes its strategies. They recognized that this method not only clarifies the urgency of each initiative but also provides a structured framework for implementation. Some respondents also commended the phased approach for

enabling a gradual rollout of initiatives, allowing for ongoing assessment, efficient allocation of resources, and necessary adjustments along the way to ensure sustainable progress.

The respondents proposed feedback to some strategies' phasing:

Strategy 1.1.3. Foster an appealing environment for the next generation.

#	Feedback	Response
37	This strategy deserves a higher priority. The current phase is "Incremental improvements, moderate attention," proposed phasing "Strategic intensity, heightened attention."	After thorough discussion, the Board determined that keeping the phasing for this strategy at "incremental improvements with moderate attention" is sufficient.

Strategy 1.2.3. Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.

#	Feedback	Response
38	ICANN's efforts to engage with governments and other stakeholders should be incremental rather than intense, considering the significant risk of the internet governance ecosystem losing confidence in the multistakeholder model.	After thorough discussion, the Board determined that the suggested phasing of this strategy being changed from "strategic intensity with heightened attention" to "incremental improvement with moderate attention" should be incorporated. ICANN will revise Strategy 1.2.3 accordingly to reflect and align with this suggestion.

Strategy 1.3.2. Strengthen collaboration efforts to promote the multistakeholder model of Internet governance.

#	Feedback	Response
39	This strategy deserves a higher priority. The current phase is "Incremental improvements, moderate attention", proposed phasing "Strategic intensity, heightened attention".	After thorough discussion, the Board indicated keeping the phasing for this strategy at "incremental improvements with moderate attention" is sufficient.

4.2.2 Key Activities

The respondents appreciated the clear and actionable steps outlined in the draft Operating Plan Framework, particularly those supported by measurable indicators. The respondents proposed the following changes to some key activities for certain strategies:

Key Activities for Strategy 1.1.2. Enable integrated collaboration among community groups.

#	Feedback	Response
37	<p>The activities planned for this strategy seem overlapping with the activities planned for Strategy 1.3.2 (Strengthen collaborative efforts to promote the multistakeholder model of Internet governance). Suggest consolidate these activities to create more cohesive efforts.</p>	<p>The focus of these two strategies are different, and each of them contribute to different strategic goals:</p> <ul style="list-style-type: none"> • Strategy 1.1.2, “Enable integrated collaboration among community groups,” emphasizes fostering cross-community collaboration among ICANN’s community structures, specifically among the SOs and ACs. In contrast, Strategy 1.3.2, “Strengthen collaborative efforts to promote the multistakeholder model of Internet governance,” focuses on building partnerships with external alliances outside of ICANN’s community structures to collectively advocate for the broader multistakeholder model of Internet governance. • The key activities for Strategy 1.1.2 are centered on continuously assessing how the community collaborates and identifying areas for ongoing improvements. Meanwhile, the key activities for Strategy 1.3.2 prioritize engaging with other stakeholders in the broader Internet governance ecosystem to support, advocate, influence, and endorse the multistakeholder model of Internet governance.

Key Activities for Strategy 1.1.3. Foster an appealing environment for the next generation.

#	Feedback	Response
38	<p>The activities for this strategy seems redundant with the activities planned for Strategy 1.1.4 (Develop a new generation of leaders). Suggest streamlining the activities into a framework or program which could improve efficiency.</p>	<p>These two strategies have distinct purposes and key activities:</p> <ul style="list-style-type: none"> • Strategy 1.1.3, “Foster an appealing environment for the next generation,” focuses on creating an inviting, supportive environment where younger community members feel encouraged and interested in participating. The key activities are aimed not only at attracting newer generations of volunteers, but also improving the retention of these newer generations of volunteers. • Strategy 1.1.4, “Develop a new generation of leaders,” is a more focused effort, aimed specifically at those with an interest in stepping into leadership roles. The key activities planned for

#	Feedback	Response
		<p>this strategy focus on collaborating with the community, particularly SO and AC leadership, to develop approaches to identifying high-potential individuals and equipping them with the skills, knowledge, and experiences they need to become effective leaders.</p> <p>In summary, the activities planned for Strategy 1.1.3 aim to engage and improve retention of the next generation more broadly, and activities planned for Strategy 1.1.4 are aimed at nurturing those with potential and aspirations to take on leadership roles within the community.</p>

Key Activities for Strategy 1.1.4. Develop a new generation of leaders.

#	Feedback	Response
39	The specific details on execution are unclear.	The draft Operating Plan Framework outlines high-level key activities; detailed project plans, including specific actions, milestones, timelines, and high-level resources, will be documented in the Five-Year (FY26–30) Operating and Financial Plan and the Annual (FY26) Operating Plan and Budget, which will be published for Public Comment in December 2024.

Key Activities for Strategy 1.2.4. Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.

#	Feedback	Response
40	Successful adoption of the mentioned methodologies requires a significant cultural shift, both for staff and the broader community, which may face a steep learning curve. This feedback highlights the need for broader engagement and training, beyond just internal staff, for agile methodologies to be effective.	One of the key activities in the draft Operating Plan Framework already includes providing training and resources to staff on agile methodologies and best practices. ICANN org recognizes the importance of proper education and support for successful implementation and will also evaluate extending these training and resources to the community to ensure broader understanding and alignment.

Key Activities for Strategy 1.3.1. Demonstrate that ICANN’s multistakeholder model of governance remains the right model to deliver ICANN’s mission.

#	Feedback	Response
41	Suggest expanding the key activities by including surveys outside of ICANN to gather diverse perspectives on the multistakeholder model's effectiveness. This feedback encourages ICANN to look beyond its immediate community and engage with a broader audience to assess its governance model.	<p>This feedback pertains to a key activity planned for Strategy 1.3.1, design a survey to gather perspectives from the community, Board, and organization on ICANN's governance model, and the survey findings will be shared along with any planned improvements. A suggestion has been made to expand the scope of the survey beyond the ICANN community, organization, and Board.</p> <p>ICANN org acknowledges the suggestion to broaden the community survey's reach beyond its community groups, and it will carefully evaluate this possibility, as expanding survey reach may require further consideration of resources, logistics, and alignment with the strategic objectives.</p>

Key Activities for Strategy 1.3.2. Strengthen collaboration efforts to promote the multistakeholder model of Internet governance.

#	Feedback	Response
42	The activities lack intensity and urgency. The current key activities focus on publishing blog posts and attending events is viewed as insufficient, and there's a call for more strategic, actionable steps, such as coalition building and leadership in promoting the multistakeholder model.	There are several key activities outlined to execute this strategy, which may respond to the concerns raised by this comment. These include engaging influencers and thought leaders within the Internet ecosystem to endorse and promote the benefits of the multistakeholder model of Internet governance. The progress indicators for this strategy include the number of joint projects undertaken with strategic alliance partners on Internet governance issues and successful co-promotional activities advocating for the multistakeholder model.

Key Activities for Strategy 2.2.1. Evolve the hybrid workforce model and optimize regional office utilization.

#	Feedback	Response
43	The current key activities, such as office changes or hybrid work models, are not seen as sufficient to meet the goal of attracting and retaining top talent for ICANN org.	While this strategy specifically focuses on evolving the hybrid workforce, ICANN org is already actively pursuing several initiatives to attract and retain talent, which are key priorities within HR's ongoing operations. These include the annual staff engagement survey and monitoring staff turnover. The organization's relatively low attrition rates and

		high average seniority are indicators of implemented initiatives. However, ICANN org will continue to closely monitor these efforts to ensure ICANN remains competitive and effective in attracting and retaining top talent.
--	--	---

Key Activities for Strategy 2.2.2. Embed ecological responsibility into ICANN’s operations.

#	Feedback	Response
44	The key activities could be better detailed with clear objectives, timelines and metrics.	The specific, measurable action plans will be documented in the Five-Year (FY26–30) Operating and Financial Plan and the Annual (FY26) Operating Plan and Budget, which will include clear activities, milestones, and progress indicators to ensure effective implementation and tracking. These plans will be published for Public Comment in December 2024.

4.2.3 Other Overarching Comments About the Operating Plan Framework

#	Feedback	Response
45	Linking the five-year Operating Plan Framework to the five-year Strategic Plan with effective visualization and clear phasing was very much appreciated. The approach has reduced the complexity of the Strategic Plan.	Thank you for the comment.
46	The explanation and visualization of the evolution of strategic objectives from the previous plan was appreciated.	Thank you for the comment.
47	The Operating Plan Framework outlines a structured approach to implementing the strategic plan, translating the strategies into actionable steps.	Thank you for the comment.
48	Key activities are well-defined, but could benefit from enhanced clarity to ensure they are fully understandable by all stakeholders.	Thank you for the comment. ICANN org will evaluate the language when developing the FY26–30 Operating and Financial Plan to enhance clarity where needed.

49	The phasing approach is logical, but there may be opportunities for refinement to optimize sequencing based on available resources and timeline.	The FY26–30 Operating and Financial Plan is designed to address the sequencing, resources, and timeline aspect of the key activities. Both the Five-Year (FY26–30) Operating and Financial Plan and the Annual (FY26) Operating Plan and Budget will be published for Public Comment in December 2024.
50	Some key activities may be perceived as too ambitious or unrealistic, perhaps reassess the feasibility within a time frame.	<p>The key activities planned are part of the long-term execution plan of the Strategic Plan. Executing these activities will require careful sequencing and resources planning to ensure maximum strategic impact and financial sustainability. It is neither necessary nor practical for all strategic initiatives to begin in the first year of a five-year long-term plan. Some strategic initiatives will naturally align with early priorities and can be launched immediately, while others may be better suited for initiation and planning in later years.</p> <p>The FY26–30 Operating and Financial Plan is designed to address the sequencing, resources, and timeline aspects of the key activities. Both the Five-Year (FY26–30) Operating and Financial Plan and the Annual (FY26) Operating Plan and Budget are scheduled for publication for Public Comment in December 2024.</p>
51	There may be redundancies or overlaps in key activities that could be streamlined to improve efficiency and reduce duplication.	ICANN org will evaluate potential areas for improvement during the development of the draft Five-Year (FY26–30) Operating and Financial Plan and incorporate changes as needed.

Section 5: Next Steps

The ICANN Board and org sincerely appreciate the community’s engagement, insights, and valuable feedback throughout the Public Comment process. The Board carefully reviewed and analyzed each comment, which played a crucial role in shaping the revision of the draft Strategic Plan. The Board’s consideration and responses to the community’s input are documented in this summary report, underscoring ICANN’s commitment to transparency and collaboration in building a Strategic Plan that reflects the community’s diverse perspectives and needs. Thank you to everyone who contributed their time and expertise to help strengthen ICANN’s strategic direction.

Following the publication of this report, ICANN will take the Board’s insights and feedback into consideration while developing the revised draft Strategic Plan. The intent is to finalize the next version by early 2025. Given the current scope of the contemplated revisions, further Public Comment does not appear necessary before Board consideration. The revised Strategic Plan will be presented to the ICANN Board, with a planned adoption by the Board no later than March 2025.

Following the Board's adoption of the strategic plan, the Empowered Community may consider whether to reject the plan as adopted. If no Empowered Community rejection process remains pending, the proposed plans will go into effect on 1 July 2025.