

DRAFT LAC Regional Strategic Plan

Fiscal Years 2026—2030

Latin America and the Caribbean Stakeholder Engagement
Team, ICANN

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Mission

The mission of the LAC Regional Strategic Plan is to bring ICANN closer to the Latin American and Caribbean region and support regional stakeholders in advancing their goals related to the development, stability, and security of the Domain Name System (DNS). This strategy aligns with ICANN's global mission and Strategic Plan, fostering a more inclusive, resilient, and interoperable Internet across the region.

Strategic Objectives

In previous editions of the LAC Strategic Plan, our priorities were organized under Key Areas of Interest (KAI). To ensure alignment with ICANN's Strategic Plan for Fiscal Years 2026–2030, we are now adopting the term Strategic Objectives. This change strengthens the connection between our regional priorities and ICANN's global objectives, allowing for more consistent planning, reporting, and measurement of results.

The LAC Strategic Plan identifies three out of the four strategic objectives as the drivers for ICANN's engagement in the LAC region. Each strategic goal under each strategic objective defines activities to be undertaken, and the desired outcomes from undertaking these activities.

The LAC Strategy Council and the GSE LAC team agreed that the second strategic objective for FY2026–30 “Enhance organizational excellence” should be excluded from the LAC Strategic Plan, as it is primarily focused on ICANN internal matters rather than a region-specific priority.

The LAC GSE team drafted the LAC Regional Strategic Plan (FY2026–2030) drawing on ICANN's global strategic objectives and prior regional engagement. The GSE LAC team circulated the draft Plan to the LAC Strategy Council to seek its written input and suggestions.

The LAC Strategy Council is a community-based group composed of representatives from different ICANN structures across the Latin American and Caribbean region. Its primary role is to provide guidance and input for the development of the LAC Regional Strategic Plan. Members of the Council contribute their perspectives and expertise to ensure that the plan reflects the diversity of the region and aligns with ICANN's overall strategic objectives.

Implementation, Monitoring, and Reporting

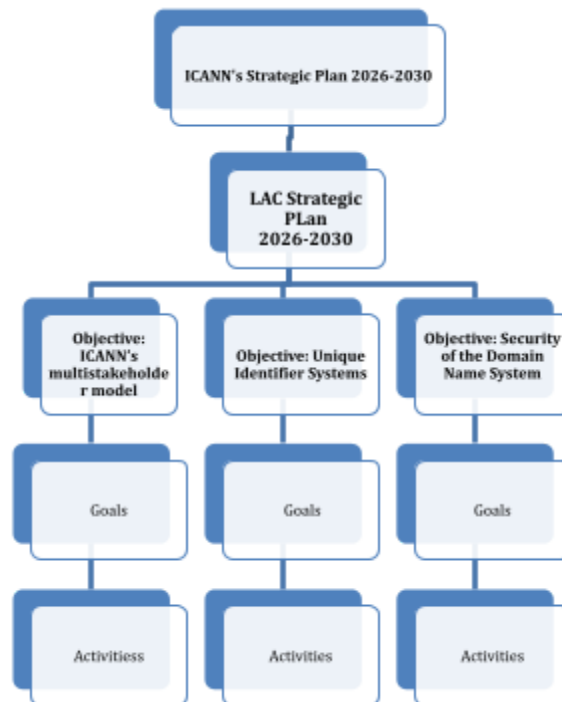
To ensure transparent execution and measurable progress, the LAC GSE team will implement this Plan through the following mechanisms:

1. **Ongoing Delivery and Tracking.** Activities will be managed using ICANN's project management practices.
2. **Community Updates.** Progress highlights will be shared quarterly through short updates (e.g., blogs, webinars).
3. **Annual Regional Report.** A year-end public report will present achievements against KPIs, notable outcomes

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4. **Periodic Reporting Feedback.** The LAC Strategy Council will be briefed periodically.

The three Strategic Objectives that will guide ICANN's work in the LAC region for FY26–FY30 are:

- Ensure Inclusive Stakeholder Representation and Enhance Collaboration
- Ensure the Stability, Security, and Interoperability of the Internet's Unique Identifier Systems
- Strengthen DNS Security and Resilience in the Face of Evolving Threats



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

In Latin America and the Caribbean, a region marked by social, economic, and linguistic diversity, it is essential that Internet governance reflects the voices and priorities of all sectors, including governments, academia, the private sector, civil society, the technical community, and end users. Promoting ICANN's multistakeholder model in the LAC region means creating inclusive and accessible pathways for regional participation in policy development processes and governance discussions.

Aligned with ICANN's Core Value II, the LAC strategy places special emphasis on outreach initiatives that promote broader participation across sectors and ensure geographic balance when engaging stakeholders and organizations in the region. While overall participation from the LAC region in ICANN processes has grown in recent years, this has not translated into a proportional increase in active contributors or sustained involvement in ICANN's Policy Development Processes (PDPs).

To address this gap, the strategy seeks to deepen regional understanding of the multistakeholder model, reduce barriers to engagement, and strengthen local leadership within ICANN's ecosystem. This includes tailored outreach efforts, regional capacity-building activities, and the integration of new and underrepresented stakeholders – especially from small island developing states (SIDS), indigenous groups, and youth communities.

By fostering a culture of collaboration, transparency, and consensus, and by equipping stakeholders with the tools needed for effective participation, the LAC region can play an increasingly active role in shaping global Internet policies while addressing local and regional priorities. This objective supports ICANN's broader vision by contributing to a unified, inclusive, and globally interoperable Internet, rooted in the meaningful engagement of all stakeholders across Latin America and the Caribbean.

The following section demonstrates the strategic goals and related engagement areas and activities to achieve this strategic objective in the LAC region:

1.1 Ensure Inclusive Stakeholder Representation and Enhance Collaboration.

1.1.1 Integrate new stakeholders into ICANN community groups as needed and broaden participation from underrepresented communities in the LAC region.

Promote the inclusion of new stakeholder groups from across the Latin America and Caribbean region, particularly those not yet represented in ICANN's community groups. Encourage participation from communities and sectors that have been historically underrepresented, helping ensure the regional perspective reflects the full diversity of voices and interests across the LAC region.

1.1.2 Enhance collaboration among community groups

Strengthen collaboration and information sharing within the regional community by enhancing engagement channels, fostering regular exchanges, and ensuring stakeholders remain informed about key policy and operational developments. This will promote active participation, open dialogue, and stronger alignment between regional priorities and ICANN's global initiatives.

1.1.3 Foster an appealing environment for the next generation

Encourage the active participation of young people across Latin America and the Caribbean by creating an inclusive and motivating environment that attracts new

community members, nurtures fresh perspectives, and supports leadership development. Promote generational renewal through opportunities that inspire long-term commitment and strengthen the region's capacity to contribute to the multistakeholder model.

LAC Proposed Engagement Areas and Activities

1.1.1 Integrate new stakeholders into ICANN community groups as needed

- Conduct outreach through *ICANN Cerca de Ti/ICANN Near You/ICANN Perto de Voce* and other in-country engagement activities to introduce ICANN to stakeholder groups not yet represented in the community.
- Use regional events and sector specific conferences to identify and connect with emerging actors in the Internet ecosystem.
- Facilitate introductory sessions for new stakeholders to understand ICANN's mission, structure, and opportunities for participation.
- Develop a regional participation map to identify existing stakeholders, representation gaps, and underrepresented sectors across the LAC region. Use this map to strategically plan outreach and engagement activities, prioritize target audiences, and track progress in expanding community diversity and participation.

1.1.2 Enhance collaboration among community groups

- Promote regular LAC Space sessions at ICANN meetings and ICANN Readouts after each public meeting to share key outcomes and strengthen alignment between regional and global priorities.
- Organize pre-meeting webinars for LAC Governmental Advisory Committee (GAC) representatives to discuss priority topics and provide timely updates ahead of ICANN meetings.
- Support cross-community collaborations by partnering with organizations such as the Latin America and Caribbean Network Information Center (LACNIC), the Internet Society (ISOC) chapters, the Latin American and Caribbean Association of ccTLDs (LACTLD), country code top-level domain (ccTLD) operators, and regional academic networks on events and training.
- Maintain active communication channels for the LAC community to share updates, coordinate joint activities, and discuss policy developments. (Webinars, regional newsletter)

1.1.3 Foster the engagement and leadership of the next generation

- Collaborate with universities and youth tech organizations in the region to promote opportunities like NextGen@ICANN and the Fellowship Program.
- Include youth-focused tracks or sessions at regional events to address topics of interest.
- Encourage and promote informal mentorship opportunities with LAC Global Stakeholder Engagement (GSE) members and emerging leaders to enhance knowledge transfer and support continuity.

Key Performance Indicators

1.1.1 Integrate new stakeholders into ICANN community groups

- Number of new LAC stakeholders (by sector and country) introduced to ICANN community groups annually.
- Percent increase in participation from underrepresented communities (SIDS, indigenous groups, youth) year-over-year.
- Number of in-country engagement activities.
- Number of participants at in-country engagement activities by stakeholder groups.
- Number of first time LAC participants in ICANN public meetings or PDP working groups.

1.1.2 Enhance collaboration among community groups

- Number of LAC Space sessions and Readout sessions delivered annually.
- LAC GAC webinars organized.
- Number of joint initiatives or co-hosted activities with partners (LACRALO, LACNIC, LACTLD, ISOC chapters, ccTLDs, academic networks).

1.1.3 Foster the engagement and leadership of the next generation

- Number of youth-focused sessions or tracks at regional events.
- Number of LAC participants in NextGen@ICANN and Fellowship programs per year.
- Number of mentorship matches established between LAC GSE and emerging leaders.
- Percent of youth participants continuing engagement with ICANN beyond one year.

1.2 Enhance the Agility and Effectiveness of Policy and Advice Development

1.2.1 Promote Participation in Policy Development

Create greater awareness of ICANN's policy and advice development processes among LAC stakeholders, encouraging broader and more active participation from the region in these processes.

1.2.2 Strengthen Engagement with Public Policy Stakeholders

Build stronger relationships with governments, regulators, intergovernmental organizations, and other relevant actors in the LAC region, providing timely and accurate information to address risks to a single, interoperable Internet.

LAC Proposed Engagement Areas / Activities

1.2.1 Simplify and Promote Participation in Policy Development

- Organize regular policy development process explainer webinars to break down complex topics for LAC stakeholders.
- Create simplified policy briefings and infographics summarizing active PDPs and advice processes, highlighting why they matter to the region.
- Provide capacity-building sessions for newcomers on how to join and contribute effectively to ICANN policy work.

1.2.2 Strengthen Engagement with Public Policy Stakeholders

- Participate in regional public policy forums (CITEL, CARICOM, CTU, ECLAC, COMTELCA, etc.) to present ICANN updates and gather feedback.

Key Performance Indicators

1.2.1 Promote Participation in Policy Development

- Number of LAC participants in PDP working groups.
- Number of PDP explainer webinars and policy briefings conducted annually.
- Percent increase in LAC community comments submitted in public comment proceedings.

1.2.2 Strengthen Engagement with Public Policy Stakeholders

- Number of regional public policy forums attended annually where ICANN updates are presented.
- Number of ICANN presentations delivered to public policy stakeholders at regional forums.
- Percentage of events where stakeholder feedback is documented and shared internally for follow-up actions.
- Number of new public policy contacts and organizations engaged through participation in these forums.

Strategic Objective 2: Collaborate with Relevant Stakeholders to Evolve the Internet's Unique Identifier Systems

Ensure the continued stability, security, and interoperability of the Internet's unique identifier systems through capacity building and awareness-raising initiatives in collaboration with regional and national stakeholders. Foster greater understanding, awareness, and adoption of domain names and related Internet resources across Latin America and the Caribbean, ensuring that the DNS remains accessible, inclusive, and beneficial for the region's diverse and growing user base.

2.1 Facilitate Digital Inclusion

2.1.1 Advance Universal Acceptance (UA) and Internationalized Domain Names (IDNs) in the LAC Region

Raise awareness and build capacity on the importance of UA and IDNs to ensure that all valid domain names and email addresses work across all applications. Collaborate with governments, the private sector, academia, civil society, and technical communities to drive regional adoption, bridge the digital inclusion gap, and encourage sustained stakeholder engagement in these efforts.

2.1.2 Foster consumer choice, competition, inclusivity, and innovation in the domain name space

Encourage participation from LAC stakeholders in the New Generic Top-Level Domain (gTLD) Program: Next Round and related initiatives to expand the availability of domain names and foster innovation, inclusivity, and market diversity.

2.1.3 Support the Delivery and Continuous Improvement of the IANA Functions in the LAC Region

Foster collaboration with LAC ccTLD operators to strengthen their engagement with ICANN processes related to the Internet Assigned Numbers Authority (IANA) functions, including root zone management. Provide support and guidance when ccTLDs need to interact with IANA, ensuring smooth and efficient processes. Encourage and facilitate their active participation in the Country Code Names Supporting Organization (ccNSO) and other relevant community groups. Through capacity building, dialogue, and targeted outreach, help ensure that regional ccTLDs are well-informed, able to contribute effectively, and prepared to support any future improvements or changes to the IANA functions.

LAC Proposed Engagement Areas / Activities

2.1.1 Promote the advancement of Universal Acceptance (UA) and Internationalized Domain Names (IDNs)

- Organize awareness sessions, webinars, and workshops on UA and IDN fundamentals for technical and non-technical audiences in the LAC region.
- Support UA Day events and related community-led initiatives across multiple LAC countries.
- Identify training opportunities for developers, system administrators, and Internet service providers (ISPs) in the region to make their systems UA-ready.

2.1.2 Foster consumer choice, competition, inclusivity, and innovation in the domain name space

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- Raise the awareness of LAC stakeholders regarding the New gTLD Program: Next Round and encourage applications through outreach, capacity building, and success story showcases from the region.
 - Organize targeted information sessions for business associations, banking associations, chambers of commerce, fintech entrepreneurs, local governments (cities), and Indigenous communities to highlight the opportunities and benefits of the next round of new gTLDs and the Applicant Support Program (ASP).

2.1.3 Support the Delivery and Continuous Improvement of the IANA Functions in the LAC Region

- Maintain continuous engagement with ccTLD operators in the LAC region to provide timely support and guidance whenever interaction with IANA is required.
- Foster strong working relationships through regular communication to encourage and facilitate their involvement in the ccNSO.

Key Performance Indicators

2.1.1 Advance Universal Acceptance (UA) and Internationalized Domain Names (IDNs) in the LAC Region

- Number of UA/IDN awareness activities organized annually.
- Number of participants reached in each audience segment.
- Participant satisfaction and knowledge improvement based on post-event surveys.
- Number of UA Day events supported or co-organized in the region.
- Geographic coverage of events (number of countries/territories involved).
- Number of training programs or collaborations established for UA readiness.

2.1.2 Foster consumer choice, competition, inclusivity, and innovation in the domain name space

- Number of outreach and capacity-building activities conducted.
- Number of stakeholders reached across different sectors.
- Number of information sessions organized by each target group.
- Number of follow-up engagements or inquiries received post-session.

2.1.3 Support the Delivery and Continuous Improvement of the IANA Functions in the LAC Region

- Number of ccTLD operators supported in IANA-related requests.
- Number of bilateral check-ins or coordination calls with ccTLDs annually.
- Number of LAC ccTLDs participating in the ccNSO or its working groups.

Strategic Objective 3: Strengthen the Stability and Security of the Internet's Unique Identifier Systems in the LAC Region

The stability and security of the Internet's unique identifier systems are essential to maintaining trust in the global DNS. In Latin America and the Caribbean, ICANN will work closely with regional stakeholders to raise awareness of security threats, promote

the adoption of open Internet standards, and encourage the implementation of best practices to safeguard DNS operations. Through capacity building, technical training, and information sharing, ICANN will support governments, ccTLDs, ISPs, network operators, and the technical community in identifying, mitigating, and responding to security threats and DNS abuse. By fostering collaboration across sectors, the region will be better prepared to maintain a secure, resilient, and interoperable Internet infrastructure that serves the needs of its diverse and growing user base.

3.1.1 Continue to convene and participate in trusted regional and global forums on DNS stability and security

Organize, co-organize, and actively participate in forums, workshops, and conferences in the LAC region that address DNS stability, security, and resilience – such as regional DNS Forums, technical symposia, and security-focused events. Use these platforms to exchange knowledge, share best practices, build relationships, and strengthen collaboration among governments, ccTLDs, ISPs, network operators, academia, civil society, and the technical community.

3.1.2 Strengthen collaboration with the numbers and routing community in the LAC region

Enhance engagement with Regional Internet Registries (RIRs), network operators, and other key actors to promote the security, stability, and resilience of numbering and routing systems. Support awareness, training, and adoption of best practices (such as the Knowledge-sharing and Instantiation Norms for DNS and Naming Security (KINDNS) initiative) to safeguard the Internet's core infrastructure across the region.

3.2 Strengthen DNS Root Server System

3.2.1 Promote the robustness and accessibility of root zone services in the LAC region

Support the application and evaluation process when requests for root server instances are submitted.

LAC Proposed Engagement Areas / Activities

3.1.1 Continue to convene and participate in trusted regional and national forums on DNS stability and security

- Organize and co-organize regional security events – host and co-host DNS stability and security sessions during regional DNS Forums, LAC DNS Symposiums, and other technical gatherings.

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- Collaborate with regional organizations and national CERTs, and academic institutions to include DNS security topics in their existing conferences and training agendas.
 - Actively invite governments, ccTLDs, ISPs, network operators, academia, and civil society to participate in security-focused discussions to increase diversity of perspectives.

3.1.2 Strengthen collaboration with the numbers community in the LAC region

- Maintain close collaboration with LACNIC to align on activities that promote secure and resilient Internet.
- Facilitate technical workshops – Partner with network operator groups (NOGs) and technical communities to deliver hands-on sessions on KINDNS.

3.2.1 Promote the robustness and accessibility of root zone services in the LAC region

- Provide support when requests for new L-Root instances deployments arise.
- Assist in upgrading or replacing older equipment as needed to maintain optimal performance and reliability.

Key Performance Indicators

3.1.1 Continue to convene and participate in trusted regional and national forums on DNS stability and security

- Number of DNS stability and security events organized or co-organized annually.
- Number of participants per event, disaggregated by stakeholder group.
- Participant satisfaction ratings based on post-event surveys.

3.1.2 Strengthen collaboration with the numbers community in the LAC region

- Number of collaborations established with CERTs, academia, and other organizations for DNS security content inclusion.
- Number of conferences or training programs in which DNS security topics are incorporated.
- Number of operators willing to participate in the KINDNS assessment

3.2.1 Promote the robustness and accessibility of root zone services in the LAC region

- Number of different stakeholder groups represented in DNS security discussions.
- Percentage increase in participation from underrepresented sectors year over year.

