



ICANN

Draft ICANN Operating Plan Framework

FOR FISCAL YEARS 2026–2030
July 2024

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Introduction

The ICANN five-year Operating Plan Framework outlines the high-level activities necessary to deliver on the five-year Strategic Plan effectively. This framework serves as a roadmap, detailing the key actions that ICANN will undertake over the next five years to achieve the ICANN FY26–30 Strategic Plan.

To guide the planning and prioritization of these activities, the Board has identified a phasing approach for each strategy, categorized by the level of attention and resources required. The phases are:

GREEN = ONGOING COMMITMENT, NO CHANGE

The phasing of these strategies implies that the associated action plan represents ongoing activities that do not require significant changes or additional resources. They are the foundation of our operations, and ensure stability and consistency without the need for a shift in direction.

BLUE = INCREMENTAL IMPROVEMENTS, MODERATE ATTENTION

The phasing of these strategies implies that the associated action plan involves enhancing current activities and potentially introducing new initiatives or projects. They require moderate resources and attention, and aim to build upon existing efforts with incremental improvements.

ORANGE = STRATEGIC INTENSITY, HEIGHTENED ATTENTION

The phasing of these strategies implies that the associated action plan demands intensive efforts or substantial resources. They are likely to involve launching high-impact initiatives or projects that require significant focus and investment, and reflect a considerable shift in direction or scale.

The activities outlined for each strategy reflect the phasing identified by the Board. This structured approach enables ICANN to allocate its attention effectively, and balance ongoing operations with new and intensive initiatives.

The Five-Year Operating Plan Framework will be supplemented by the development of ICANN's Five-Year Operating and Financial Plan and One Year Operating Plan and Budget that the community is used to seeing as part of ICANN's annual planning process. While this Operating Plan Framework highlights activities directly linked to the Strategic Plan, there are other continuing operations activities carried out by each function that ICANN must ensure are completed. Although there is significant intersection between continuing operations activities and activities directed toward delivering on the Strategic Plan, this five-year Operating Plan Framework focuses only on strategic activities. The continuing operations, along with the activities outlined for each strategy, will be set out in the Five-Year Operating and Financial Plan and the One-Year Operating Plan and Budget that will be released for Public Comment later in 2024. Additionally, while the phasing occurs at the strategy level, the specific details of prioritization and resource allocation will be defined during that annual Operating Plan and Budget process. This approach ensures that we maintain a consistent strategic direction while remaining flexible and adaptive, allowing us to respond effectively to the progress made each year and to allocate resources appropriately for the coming year.

Through this phased and detailed planning approach, ICANN will execute its five-year Strategic Plan, five-year Operating Plan, and annual Operating Plan and Budget.

Linkage to the Five-Year Strategic Plan



MISSION

The core purpose and reason for existing.

VISION

The long-term aspirational goal.

STRATEGIC OBJECTIVE

A broad, overarching, significant area of focus that aligns with the mission and vision. Each strategic objective can include several strategic goals.

STRATEGIC GOAL

A breakdown of the broad strategic objectives into more detailed and actionable components. Each strategic goal can include several strategies.

STRATEGIES

Approaches that allow the achievement of the strategic goal. Each strategy has a set of progress indicators and associated strategic risks.

PROGRESS INDICATORS

Specific indicators used to assess the effectiveness of a strategy and the progress towards a strategic goal.

STRATEGIC RISKS

Potential threats or challenges that may impact the successful execution of a strategy, or potential consequences if the strategy is not achieved.

PHASING

A structured approach to guide the planning and prioritization of activities, categorized by the level of attention and resources required for each strategy.

KEY ACTIVITIES

Tasks or initiatives that are strategically important and directly linked to the Strategic Plan, ensuring alignment with its overarching strategy.

How to Read the Five-Year Operating Plan Framework




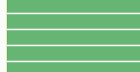



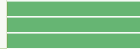
Phasing

Each strategic objective begins with a summary page that provides an overview of the strategic goals and their associated strategies. This page includes color-coded representation of the phasing of each strategy, allowing readers to quickly understand the level of attention required. This summary helps readers grasp the priority at a glance.

See the following example:

Strategic Objective 4:

Strengthen the Security of the Internet’s Unique Identifier Systems

STRATEGIC GOAL / STRATEGIES	PHASING
4.1 Strengthen Partnership with Relevant Stakeholders to Reinforce the Shared Responsibility of Ensuring a Secure and Stable Internet’s Unique Identifier Systems.	
4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.	
4.1.2 Identify and mitigate security threats to the Internet’s unique identifier systems.	
4.1.3 Increase ICANN’s coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	
4.2 Strengthen DNS Root Server Operations Governance.	
4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.	
4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.	
4.2.3 Support coordinated plans to address DNS Root Server System attacks.	

 **ONGOING COMMITMENT, NO CHANGE**

Strategies that require no changes to ongoing activities, and do not require significant additional resources or shift in direction.

 **INCREMENTAL IMPROVEMENTS, MODERATE ATTENTION**

Strategies that require enhancing current activities, potentially introducing new initiatives or projects with moderate resource needs.

 **STRATEGIC INTENSITY, HEIGHTENED ATTENTION**

Strategies that require intensive efforts and significant resources, such as launching specific high-impact initiatives or projects with substantial attention, and considerably more resources.

How to Read the Five-Year Operating Plan Framework *(continued)*

Key Activities

For each strategy, the plan outlines a series of key activities planned for the next five years. These activities are presented with colored boxes that reflect the phasing and level of attention identified by the Board. This visual format aids readers in connecting the intensity and priority for each strategy, to gain insights into ICANN’s planned efforts and priorities in the coming years.

See the following example:

1.3 Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance

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

This strategy reflects the fundamental nature of ICANN’s governance model. It is critical to continue to reaffirm and consistently showcase how it provides the optimal framework to fulfill ICANN’s mission.

To implement this strategy, ICANN will:

- Create additional materials to effectively communicate the value and benefit of ICANN’s multistakeholder model of governance.
- Showcase success stories and highlight specific examples where the ICANN’s governance model has successfully contributed to the delivery of ICANN’s mission, demonstrating its effectiveness through case studies, testimonials, and endorsements.
- Leverage social media platforms to share success stories, case studies, and articles about ICANN’s multistakeholder model of governance.
- Design a survey to solicit feedback from the community, Board, and org to understand their perspectives on ICANN’s governance model. Share the survey findings and planned improvements.

→ The highlighted area illustrates heightened attention for Strategy 1.3.1.

Strategic Objectives

for Fiscal Years 2026–2030

Central to ICANN’s vision over the next 5 years is the commitment to fostering an inclusive governance model, where diverse voices from across the globe shape policies and decisions that impact the very essence of the Internet ecosystem.

Concurrently, ICANN aims to continue build a culture of continuous improvement and commitment to excellence. This will enable ICANN to better serve the global Internet community.

In addition, ICANN’s commitment to evolving the Internet’s unique identifier systems underscores its dedication to adaptability, which ultimately ensures that the infrastructure that underpins the Internet remains responsive to the demands of innovation and expansion.

Last, but not least, as cyber threats continue to escalate in complexity and frequency, it is paramount to safeguard the integrity and stability of the Internet’s fundamental architecture through collaboration and coordination with stakeholders at all levels.

1

Evolve and promote ICANN’s multistakeholder model to sustain its inclusive Internet governance model.

[CLICK FOR MORE >](#)

2

Enhance organizational excellence.

[CLICK FOR MORE >](#)

3

Collaborate with relevant stakeholders to evolve the Internet’s unique identifier systems.

[CLICK FOR MORE >](#)

4












Strengthen the security of the Internet’s unique identifier systems.

[CLICK FOR MORE >](#)



Strategic Objective 1:

Evolve and Promote ICANN's Multistakeholder Model to Sustain Its Inclusive Internet Governance Model

STRATEGIC GOAL / STRATEGIES	PHASING
1.1 Ensure Inclusive Stakeholder Representation and Integrated Collaboration.	
1.1.1 Integrate new stakeholders into ICANN community groups as needed.	
1.1.2 Enable integrated collaboration among community groups.	
1.1.3 Foster an appealing environment for the next generation.	
1.1.4 Develop a new generation of leaders.	
1.1.5 Increase and broaden participation, particularly from underrepresented communities.	
1.2 Enhance the Agility and Effectiveness of Policy and Advice Development.	
1.2.1 Reduce complexity and create incentives to encourage active participation.	
1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.	
1.2.3 Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.	
1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.	
1.3 Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance.	
1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission.	
1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.	

 ONGOING COMMITMENT,
NO CHANGE

 INCREMENTAL IMPROVEMENTS,
MODERATE ATTENTION

 STRATEGIC INTENSITY,
HEIGHTENED ATTENTION

1.1 Ensure Inclusive Stakeholder Representation and Integrated Collaboration

1.1.1 Integrate new stakeholders into ICANN community groups as needed.

As the macro environment evolves, new stakeholder groups not yet represented in the ICANN's existing community structure may be essential. This strategy ensures that ICANN's model evolves and has the mechanisms to incorporate new stakeholders as needed.

To implement this strategy, ICANN will:

- Support the completion of the Pilot Holistic Review, and implement adopted recommendations accordingly.
- Support the completion of the Continuous Improvement programs for Advisory Committees (ACs) and Supporting Organizations (SOs).
- Develop procedures to identify gaps in stakeholder representation. Evolve and improve the procedures as needed over time.
- Develop a framework or mechanisms to address gaps in stakeholder representation.

1.1.2 Enable integrated collaboration among community groups.

As the ICANN community addresses more complex issues, seamless cross-community interactions and clear communications are vital. This strategy seeks to enhance collaboration and engagement channels within the ICANN community.

To implement this strategy, ICANN will:

- Establish a baseline survey for Year 0 to collect feedback and understand the current conditions of community collaboration, then identify areas for improvement and implement necessary changes in collaboration with the community.
- Repeat surveys annually to continue to identify and implement areas of improvement.

1.1.3 Foster an appealing environment for the next generation.

This strategy seeks to improve ICANN's ability to attract new and motivated community members using innovative methods to capture and retain the interest of next-generation volunteers.

To implement this strategy, ICANN will:

- Collect feedback from NextGen@ICANN, Fellowship program participants, and new members of SOs and ACs, conduct research, and develop appropriate platforms to encourage participation from newer volunteers.
- Collect, assess, and understand demographic and geographic data about volunteers. Demonstrate how the data is helping in identifying areas for improvement in outreach and engagement.
- Monitor volunteer retention rates and conduct surveys to understand if volunteers feel valued and supported in their roles. Seek feedback on how their participation in ICANN contributes to their personal and professional development.
- Continue to implement the newly revised academic engagement strategy, which is aimed at enhancing expanding engagement with institutions of higher learning, as well as research institutions whose primary mission is to educate. The updated academic engagement strategy will include a focus on the next generation of ICANN stakeholders to enhance their participation in the ICANN ecosystem but also provide them with valuable experience for their future careers.

1.1 Ensure Inclusive Stakeholder Representation and Integrated Collaboration *(continued)*

1.1.4 Develop a new generation of leaders.

This strategy emphasizes succession planning; introducing new perspectives, ideas, and leadership approaches; offering leadership development opportunities; and demonstrating a commitment to the growth of community volunteers.

To implement this strategy, ICANN will:

- Implement enhancements to the leadership onboarding, training, and Chairing Skills programs.
- Collaborate with SOs and ACs to create and implement mentorship opportunities for potential leaders.
- In collaboration with the community, develop 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.

1.1.5 Increase and broaden participation, particularly from underrepresented communities.

By better understanding the changing demographics around the world, ICANN will be better able to encourage greater participation from stakeholders regardless of their region or location.

To implement this strategy, ICANN will:

- Collect, assess, track, and monitor data of community participation in events, meetings, working groups, etc.
- Continue to develop detailed reports with geographical demographic data on meeting participants in order to better understand the baseline and gaps, then develop plans to fill gaps.
- Evolve and strengthen the Fellowship and NextGen@ICANN programs to help increase the diversity of ICANN's multistakeholder model; focus on the seven elements of diversity as identified by Work Stream 2.
- Conduct surveys to understand participation barriers and commit to remove the identified barrier (when reasonably possible) to enhance participation.

1.2 Enhance the Agility and Effectiveness of Policy and Advice Development

1.2.1 Reduce complexity and create incentives to encourage active participation.

This strategy focuses on making the ICANN policy- and advice-development processes less complex, easier to understand, and more relevant to the needs and interests of the global Internet community.

To implement this strategy, ICANN will:

- Collaborate with ICANN's community to identify specific challenges relating to the complexity of and lack of incentives for consensus in existing policy- and advice-development processes, and develop and implement a plan for proposed improvements that address these challenges.
- Collaborate with the community to ensure that meetings (including ICANN Public Meetings) are focused appropriately on advancing policy- and advice-development work, particularly for important milestones and to maintain project timelines.

1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.

The system of checks and balances among the ICANN community, Board, and org is invaluable. This strategy seeks to improve the process and further clarify the roles and responsibilities to ensure that the ICANN community, Board, and org can engage meaningfully in the community's policy- and advice-development processes, as appropriate.

To implement this strategy, ICANN will:

- Design a survey tailored to each key phase of the policy-development process and advice-development work to gather specific feedback from the community, Board, and ICANN org about the efficacy of each phase of work.
- Collect and analyze survey data to identify patterns, strengths, and areas needing improvement in community, Board, and ICANN org involvement. Share the survey findings and planned adjustments with all stakeholders, and monitor and report on the progress of improvement activities.
- Assess the effectiveness of the improvements to the advice consideration process.
- Identify and address process gaps in the full policy lifecycle.

1.2 Enhance the Agility and Effectiveness of Policy and Advice Development *(continued)*

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

Provide timely and accurate information to mitigate risks that threaten the interoperability of a single Internet.

To implement this strategy, ICANN will:

- Continue to publish detailed reports on legislative and regulatory activity that could impact ICANN's mission.
- Continue to actively participate in public consultations and provide expert input on legislative and regulatory proposals that may affect ICANN.
- Hold workshops, webinars, and briefings to raise awareness among policymakers and regulators about the technical and practical aspects of ICANN's mission and the potential impact of their decisions.

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

This strategy underscores the importance of 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.

To implement this strategy, ICANN will:

- Continue to implement uniform program and project management tools to ensure that project scopes and deliverables are clear, and timelines are predictable.
- Evaluate and utilize additional project management tools and or new technologies to track progress, manage tasks, and facilitate more effective collaboration.
- Provide training and resources to staff on agile methodologies and best practices.
- Investigate the use of other tools and techniques, including artificial intelligence, to test policy ideas and proposed solutions, to facilitate speedy identification of potential feasibility or implementation issues.

1.3 Expand Strategic Alliances to Advocate for the Multistakeholder Model of Internet Governance

1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model to deliver ICANN's mission.

This strategy reflects the fundamental nature of ICANN's governance model. It is critical to continue to reaffirm and consistently showcase how it provides the optimal framework to fulfill ICANN's mission.

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- Design a survey to solicit feedback from the community, Board, and org to understand their perspectives on ICANN's governance model. Share the survey findings and planned improvements.

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

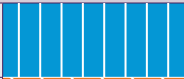



Focus on enhancing collaborative initiatives to promote and advance the multistakeholder model of Internet governance.

To implement this strategy, ICANN will:

- Create advocacy materials in collaboration with other organizations within the Internet governance ecosystem to amplify ICANN's support.
- Continue to support, attend, and present at relevant conferences, forums, and symposia to highlight the advantages and success of the multistakeholder model of Internet governance.
- Engage influencers and thought leaders within the Internet ecosystem to endorse and promote the benefit of the multistakeholder model of Internet governance.

Strategic Objective 2:

Enhance Organizational Excellence

STRATEGIC GOAL / STRATEGIES	PHASING
2.1 Pursue a Sustainable Future.	
2.1.1 Improve institutional agility and adaptability.	
2.1.2 Preserve ICANN's financial sustainability.	
2.2 Enhance ICANN's Global Presence and Impact.	
2.2.1 Evolve the hybrid workforce model and optimize regional office utilization.	
2.2.2 Embed ecological responsibility into ICANN's operations.	

 ONGOING COMMITMENT,
NO CHANGE

 INCREMENTAL IMPROVEMENTS,
MODERATE ATTENTION

 STRATEGIC INTENSITY,
HEIGHTENED ATTENTION



2.1 Pursue a Sustainable Future

2.1.1 Improve institutional agility and adaptability.

Identify and address ways to enhance policy development processes, operations, and governance.

To implement this strategy, ICANN will:

- Evaluate and foster decentralized decision-making processes within the organization to empower teams and individuals at the appropriate level to make decisions. This approach will streamline processes and cultivate a culture of trust and collaboration.
- Adopt lean and agile methodologies to streamline processes and increase responsiveness.
- Review organizational structure and assess how the structure is impacting the organization's agility, and plan activities to improve the organizational structure.
- Utilize independent auditors or evaluators to review ICANN's operations and governance model and provide objective assessments of their effectiveness.
- Implement scenario planning into the annual strategy evaluation.

2.1.2 Preserve ICANN's financial sustainability.

Re-evaluate ICANN's funding structure to ensure it adapts effectively and responsibly as the domain name industry continues to change.

To implement this strategy, ICANN will:

- Establish a mechanism and process to review, evaluate, and revise ICANN's funding structure as needed, as the unique identifier industry evolves.
- Evolve the funding projections process to ensure it is formulated to address market changes effectively.
- Continue to produce the five-year financial plans with funding and expense projections.
- Implement ongoing cost control measures and regularly review expenses to identify and eliminate inefficiencies.

2.2 Enhance ICANN's Global Presence and Impact

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

Strengthen ICANN's operations by leveraging a hybrid workforce model and maximizing the use of regional offices to meet the needs of the community, Board, and org. Embrace tools that enhance collaboration and employee satisfaction across diverse geographical locations.

To implement this strategy, ICANN will:

- Develop and implement a new org-wide hybrid working model and update staff policies as needed.
- Identify and implement appropriate changes to offices (e.g., size, layout, configuration, etc.) to promote and support productive and collaborative hybrid working.
- Conduct periodic evaluations of the hybrid working model (e.g., staff feedback, performance management, etc.) to identify opportunities for improvement or support.

2.2.2 Embed ecological responsibility into ICANN's operations.

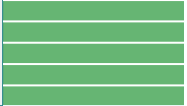

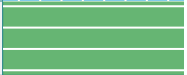


This strategy aims to reduce ICANN's ecological footprint, achieve a balance between multistakeholder effectiveness and ecological impact, and lead by example in the industry. This initiative underscores ICANN's dedication to sustainability and demonstrates ICANN's proactive approach to minimizing its environmental impact while continuing to fulfill its mission.

To implement this strategy, ICANN will:

- Conduct an audit to understand the baseline and gain insight from experts about reducing the carbon footprint for offices, data centers, meetings, travel, and org-wide products and purchases.
- Incorporate learning and design programs and initiatives aimed at reducing ICANN's ecological footprint across all areas of operation.
- Develop training and awareness programs to educate staff, vendors, and stakeholders about sustainability practices and their role in achieving ICANN's goals.
- Establish metrics and benchmarks for measurement, and monitor and report progress regularly.
- Stay adaptive to new technologies and methodologies that support sustainability.

Strategic Objective 3:

Collaborate with Relevant Stakeholders to Evolve the Internet's Unique Identifier Systems

STRATEGIC GOAL / STRATEGIES	PHASING
3.1 Facilitate Digital Inclusion.	
3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.	
3.1.2 Proactively collaborate with all relevant external parties to promote Universal Acceptance.	
3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation.	
3.2 Evolve the Assessment of, and Responsiveness to, Technological Developments.	
3.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.	
3.2.2 Collaborate with technical community entities, such as the Internet Engineering Task Force, Regional Internet Registries, and root server operators, to understand new technologies.	
3.3 Deliver and Enhance the IANA Functions to Meet Evolving Community Needs.	
3.3.1 Continue to reliably deliver the IANA functions.	
3.3.2 Ensure that the IANA functions are properly resourced.	

 ONGOING COMMITMENT,
NO CHANGE

 INCREMENTAL IMPROVEMENTS,
MODERATE ATTENTION

 STRATEGIC INTENSITY,
HEIGHTENED ATTENTION

3.1 Facilitate Digital Inclusion

3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.

Highlighting the ICANN org and community's efforts to advance Universal Acceptance (UA) and Internationalized Domain Names (IDNs). This strategy aims to ensure ICANN's systems are UA-ready and sets a precedent, as well as ensuring sufficient representation within ICANN's stakeholder groups to advocate for UA and IDN initiatives.

To implement this strategy, ICANN will:

- Ensure that all of ICANN's internal systems and platforms are fully UA-ready, demonstrating a commitment to UA and leading by example.
- Continue to host and actively participate in events such as UA Day.
- Encourage UA readiness among registrars and registries.

3.1.2 Proactively collaborate with all relevant external parties to promote UA.

Emphasizing collaboration with external parties to advance UA and IDN, and endeavoring to bridge the digital inclusion gap.

To implement this strategy, ICANN will:

- Offer training, support, and resources to stakeholders on how to address UA issues, including resolving technical challenges, such as developing and distributing guides, FAQs, and best practice documents that assist in understanding and implementing UA.
- Encourage startups to prioritize UA readiness in their projects and investments.
- Form strategic partnerships with multilateral institutions; launch joint initiatives and projects to collectively drive progress in UA and IDN adoption.
- Track and promote the adoption of internationalized email addresses by major email providers.
- Document the progress in the annual Universal Acceptance report.

3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation.

Ensuring the continuity of the New Generic Top-Level Domain (gTLD) Program, the availability of new gTLDs, and other aspects that aim to create an ecosystem that benefits consumer choice, competition, inclusivity, diversity, and innovation.

To implement this strategy, ICANN will:

- Launch the next round of the New gTLD Program, and support the continuity of the gTLDs after that.
- Identify opportunities to enhance the stable and secure operation of unique identifiers by removing roadblocks to the adoption of applicable technologies.

3.2 Evolve the Assessment of, and Responsiveness to, Technological Developments

3.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.

Enhancing ICANN's understanding of the identifier systems landscape to inform decision-making and strategic planning is crucial for navigating the evolving digital ecosystem effectively and ensuring alignment with emerging trends and user needs.

To implement this strategy, ICANN will:

- Implement technology-scanning processes to identify emerging technologies and practices; utilize advanced analytics and big data to monitor trends and patterns in the use and performance of identifier systems.
- Conduct and publish ongoing research and market studies to stay informed about how new technologies can impact the identifier systems.
- Actively seek feedback from stakeholders through surveys and public consultations to understand diverse perspectives.
- Provide ongoing training for the ICANN org, community and Board to keep everyone updated on the latest developments in the identifier systems.

3.2.2 Collaborate with technical community entities, such as the Internet Engineering Task Force, Regional Internet Registries, and root server operators, to understand new technologies.

Collaborating with the protocols parameters, the numbers community, and the root server operators, supporting their development and evolution to effectively understand and address emerging technologies that may impact the identifier systems.

To implement this strategy, ICANN will:

- Launch pilot programs in partnership with technical community partners, to test new technologies and approaches.
- Allocate funds to support research and development projects by technical community partners that focused on advancing the identifier systems.

3.3 Deliver and Enhance the IANA Functions to Meet Evolving Community Needs

3.3.1 Continue to reliably deliver the IANA functions.

Maintaining the consistent and dependable delivery of the Internet Assigned Numbers Authority (IANA) functions consistent with community service-level agreements are critical to the stability and functionality of the DNS root zone operations. This work relies on conducting continuous-improvement activities to enhance the IANA functions over time.

To implement this strategy, ICANN will:

- Continue to deliver the IANA functions, consistent with the service-level agreements.
- IANA activities are informed and tracked against the FY26-30 Public Technical Identifiers (PTI) strategic plan.

3.3.2 Ensure that the IANA functions are properly resourced.

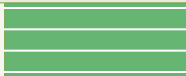

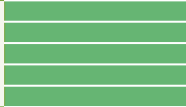

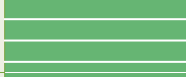

ICANN prioritizes funding and resourcing for the activities to carry out the IANA functions, including through the funding of its affiliate, Public Technical Identifiers (PTI), which performs the IANA functions on ICANN's behalf through a series of contracts.

To implement this strategy, ICANN will:

- Ensure the IANA functions receive adequate budget to support ongoing activities, improvement projects, and initiatives.

Strategic Objective 4:

Strengthen the Security of the Internet’s Unique Identifier Systems

STRATEGIC GOAL / STRATEGIES	PHASING
4.1 Strengthen Partnership with Relevant Stakeholders to Reinforce the Shared Responsibility of Ensuring a Secure and Stable Internet’s Unique Identifier Systems.	
4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.	
4.1.2 Identify and mitigate security threats to the Internet’s unique identifier systems.	
4.1.3 Increase ICANN’s coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	
4.2 Strengthen DNS Root Server Operations Governance.	
4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.	
4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.	
4.2.3 Support coordinated plans to address DNS Root Server System attacks.	

 ONGOING COMMITMENT, NO CHANGE

 INCREMENTAL IMPROVEMENTS, MODERATE ATTENTION

 STRATEGIC INTENSITY, HEIGHTENED ATTENTION



4.1 Strengthen Partnerships with Relevant Stakeholders to Reinforce the Shared Responsibility of Ensuring Secure and Stable Internet's Unique Identifier Systems

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

Reputable and trusted forums, such as ICANN's DNS Symposium, ICANN's regional DNS Forums, and IETF events, serve as platforms for collaboration, information exchange, and decision-making on matters relevant to the DNS. By continuing to organize and actively participate in these forums, ICANN can stay informed, share insights, build relationships, and contribute to collective efforts aimed at addressing the identifier systems security and stability challenges.

To implement this strategy, ICANN will:

- Continue to host the ICANN DNS Symposium, regional DNS Forums, and the ICANN Contracted Parties Summit.
- Continue to actively participate in reputable forums, such as the DNS-Operations Analysis and Research Center, Internet Engineering Task Force, International Telecommunication Union, etc.
- Redesign regional events for greater impact, such as combining or co-locating events by strategically integrating regional events with larger global initiatives or events to create more cohesive and impactful results.

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

Proactively identify potential security risks that could compromise the Internet's unique identifier systems and take measures to address or minimize these threats.

To implement this strategy, ICANN will:

- Work with the technical community and continue to identify and document best practices that are essential for a secure to the Internet's identifier systems ecosystem via the Knowledge-sharing and Instantiation Norms for DNS and Naming Security (KINDNS) initiative.
- Continue to promote and encourage operators to implement KINDNS practices to enhance identifier systems security.

4.1.3 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.

By fostering stronger partnerships with key stakeholders in the numbers community, ICANN can ensure that these critical systems remain robust, reliable, and capable of supporting the ever-evolving demands of the Internet and its security. This strategy underscores ICANN's commitment to maintaining an interoperable Internet infrastructure.

To implement this strategy, ICANN will:

- Increase participation and engagement with the numbers community.
- Increase collaboration with the RIRs to promote and measure routing security.
- Collaborate with the RIRs to work on projects of mutual interest for the security and stability of the Internet's unique identifier systems.

4.2 Strengthen DNS Root Server Operations Governance

4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.

Continue to participate in community-driven efforts to evolve governance of the Root Server System (such as the RSS Governance Working Group). Continue to collaborate with the other root server operators on operational topics. Support the Root Zone Evolution Review Committee.

To implement this strategy, ICANN will:

- As a root server operator, continue to actively participate in the RSS Governance Working Group to help shape and finalize the governance framework.
- Upon the adoption of the governance framework as appropriate, develop a detailed implementation project plan outlining the process, timeline, and responsibilities for implementing the governance framework, in collaboration with other root server operators, technical experts, and relevant stakeholders.
- Collaborate with relevant stakeholders to provide training to ensure all stakeholders understand the new governance model and their roles within it.

4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.

Research and implement improvements to the process of generating and distributing the root zone, including additional distribution mechanisms.

To implement this strategy, ICANN will:

- Continue collaborative discussions with the Root Zone Maintainer to reach an agreement on establishing additional root zone generation and distribution mechanisms.
- Conduct a comprehensive review of current root zone generation and distribution processes to identify areas for enhancement.
- Research, establish, and implement additional distribution mechanisms to enhance the redundancy and accessibility of root zone generation and distribution.

4.2.3 Support coordinated plans to address DNS Root Server System attacks.

Emphasizing the support for the continuous improvement of the root server emergency coordination plan to counter or respond to attacks targeting the DNS Root Server System (RSS), ensuring it remains at the highest level of effectiveness.

To implement this strategy, ICANN will:

- Continue to support the incident reporting efforts by collaborating with the Root Server System Advisory Committee Work Party, to develop and refine processes for reporting and addressing security incidents affecting the RSS.
- Participate in regular security drills and simulations with other root server operators to test and improve the effectiveness of coordinated response plans.