

**Draft FY26-30 Strategic Plan
Strategic Objectives**

1	1. Evolve and promote ICANN's multistakeholder model to sustain its inclusive Internet governance model.
2	2. Enhance Organizational Excellence.
3	3. Collaborate with relevant stakeholders to evolve the Internet's unique identifier systems.
4	4. Strengthen the security of the Internet's unique identifier systems.

**Draft FY26-30 Strategic Plan
Strategic Goals**

1	1.1 Ensure inclusive stakeholder representation and integrated collaboration.
2	1.2 Enhance the agility and effectiveness of policy and advice development.
3	1.3 Expand strategic alliances to advocate for the multistakeholder model of Internet governance.
4	2.1 Pursue a sustainable future.
5	2.2 Enhance ICANN's global presence and impact.
6	3.1 Facilitate digital inclusion.
7	3.2 Evolve the assessment of, and responsiveness to, technological developments.
8	3.3 Deliver and enhance the IANA functions to meet evolving community needs.
9	4.1 Strengthen partnership with relevant stakeholders to reinforce the shared responsibility of ensuring a secure and stable Internet's unique identifier systems.
10	4.2 Strengthen DNS root server operations governance.

**Draft FY26-30 Strategic Plan
Strategies**

- 1 1.1.1 Integrate new stakeholders into ICANN community groups as needed.
- 2 1.1.2 Enable integrated collaboration among community groups.
- 3 1.1.3 Foster an appealing environment for the next generation.
- 4 1.1.4 Develop a new generation of leaders.
- 5 1.1.5 Increase and broaden participation, particularly from underrepresented communities.
- 6 1.2.1. Reduce complexity and create incentives to encourage active participation.
- 7 1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.
- 8 1.2.3 Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.
- 9 1.2.4 Incorporate flexibility and agile methodologies into the policy and advice development and implementation life cycle.
- 10 1.3.1 Demonstrate that ICANN's multistakeholder model of governance remains the right model for delivering ICANN's mission.
- 11 1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.
- 12 2.1.1 Improve institutional agility and adaptability.
- 13 2.1.2 Preserve ICANN's financial sustainability.
- 14 2.2.1 Evolve the hybrid workforce model and optimize regional office utilization.
- 15 2.2.2 Embed ecological responsibility into ICANN's operations.
- 16 3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.
- 17 3.1.2 Proactively collaborate with all relevant external parties to promote Universal Acceptance.
- 18 3.1.3 Cultivate consumer choice, competition, inclusivity, and innovation.
- 19 3.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.
- 20 3.2.2 Collaborate with technical community entities, such as the Internet Engineer Task Force, Regional Internet Registries, and root server operators, to understand new technologies.
- 21 3.3.1 Continue to reliably deliver the IANA functions.
- 22 3.3.2 Ensure that the IANA functions are properly resourced.
- 23 4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.
- 24 4.1.2 Identify and mitigate security threats to the Internet's unique identifier systems.
- 25 4.1.3 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.
- 26 4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.
- 27 4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.
- 28 4.2.3 Support coordinated plans to address DNS Root Server System attacks.

Draft ICANN FY26-30 Strategic Plan			#	Key Activities	
Strategic Objectives	Strategic Goals	Strategies			
1. Evolve and promote ICANN's multistakeholder model, an inclusive Internet governance model.	1.1 Ensure inclusive stakeholder representation and integrated collaboration.	1.1.1 Integrate new stakeholders into ICANN community groups as needed.	1	Support the completion of the Pilot Holistic Review, and implement adopted recommendations accordingly.	
			2	Support the completion of the Continuous Improvement programs for Advisory Committees (ACs) and Supporting Organizations (SOs).	
			3	Develop procedures to identify gaps in stakeholder representation. Evolve and improve the procedures as needed over time.	
			4	Develop a framework or mechanisms to address gaps in stakeholder representation.	
			5	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.	
		1.1.2 Enable integrated collaboration among community groups.	6	Repeat surveys annually to continue to identify and implement areas of improvement.	
			7	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.	
			8	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.	
			9	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.	
			10	Continue to implement the newly revised academic engagement strategy, which is aimed at enhancing and 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.	
		1.1.3 Foster an appealing environment for the next generation.	11	Implement enhancements to the leadership onboarding, training, and Chairing Skills programs.	
			12	Collaborate with SO and AC to create and implement mentorship opportunities for potential leaders.	
			13	In collaboration with the community, developing 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.	
			14	Collect, assess, track, and monitor data of community participation in events, meetings, working groups, etc.	
			15	Continue to develop detailed reports with geographic demographic data on meeting participants in order to better understand the baseline and gaps, then develop plans to fill gaps.	
	1.1.4 Develop a new generation of leaders.	16	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.		
		17	Conduct surveys to understand participation barriers and commit to remove the identified barrier (when reasonably possible) to enhance participation.		
		18	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.		
		19	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.		
		20	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.		
	1.2 Enhance the agility and effectiveness of policy and advice development.	1.2.1 Reduce complexity and create incentives to encourage active participation.	21	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.	
			22	Assess the effectiveness of the improvements to the advice consideration process.	
		1.2.2 Establish a proactive framework to ensure early involvement and avoid unexpected outcomes.	23	Identify and address process gaps in the full policy lifecycle.	
			24	Continue to publish detailed reports on legislative or regulatory activity that could impact ICANN's mission.	
		1.2.3 Proactively engage with governments, regulators, intergovernmental organizations, and other public policy stakeholders.	25	Continue to actively participate in public consultations and provide expert input on legislative and regulatory proposals that may affect ICANN.	
			26	Hold workshops, webinars, and briefings to educate 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.	27	Continue to implement uniform program and project management tools to ensure that project scopes and deliverables are clear, and timelines are predictable.	
			28	Evaluate and utilize additional project management tools and or new technologies to track progress, manage tasks, and facilitate more effective collaboration.	
		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.	29	Provide training and resources to staff on agile methodologies and best practices.
				30	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.
	1.3.2 Strengthen collaborative efforts to promote the multistakeholder model of Internet governance.		31	Create additional materials to effectively communicate the value and benefit of ICANN's multistakeholder model of governance.	
			32	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.	
	1.3.3 Leverage social media platforms to share success stories, case studies, and articles about ICANN's multistakeholder model of governance.		33	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.	
			34	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.	
	1.3.4 Create advocacy materials in collaboration with other organizations within the Internet governance ecosystem to amplify ICANN's support.		35	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.	
			36	Engage influencers and thought leaders within the Internet ecosystem to endorse and promote the benefit of the multistakeholder model of Internet governance.	
1.3.5 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.	37		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.		
	38		Adopt lean and agile methodologies to streamline processes and increase responsiveness.		
2. Enhance Organizational Excellence.	2.1 Pursue a sustainable future.	2.1.1 Improve institutional agility and adaptability.	39	Review organizational structure and assess how the structure is impacting the organization's agility, and plan activities to improve the organizational structure.	
			40	Utilize independent auditors or evaluators to review ICANN's operations and governance model and provide objective assessments of their effectiveness.	
		2.1.2 Preserve ICANN's financial sustainability.	41	Implement scenario planning into the annual strategy evaluation.	
			42	Establish a mechanism and process to review, evaluate, and revise ICANN's funding structure as needed, as the unique identifier industry evolves.	
			43	Evolve the funding projections process and system to ensure it is formulated to address market changes effectively.	
	2.2 Enhance ICANN's global presence and impact.	2.2.1 Evolve the hybrid workforce model and optimize regional office utilization	44	Continue to produce the five-year financial plans with funding and expense projections.	
			45	Implement ongoing cost control measures and regularly review expenses to identify and eliminate inefficiencies.	
		2.2.2 Embed ecological responsibility into ICANN's operations.	46	Develop and implement a new org-wide hybrid working model and update staff policies as needed.	
			47	Identify and implement appropriate changes to offices (e.g., size, layout, configuration, etc.) to promote and support productive and collaborative hybrid working.	
			48	Conduct periodic evaluations of the hybrid working model (e.g., staff feedback, performance management, etc.) to identify opportunities for improvement or org-wide products and purchases.	
	2.3 Collaborate with relevant stakeholders to evolve the Internet's unique identifier systems.	3.1 Facilitate digital inclusion.	3.1.1 Promote the advancement of Universal Acceptance and Internationalized Domain Names.	49	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.
				50	Encourage technology companies and startups to prioritize UA readiness in their projects and investments.
		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.	51	Form strategic partnerships with multilateral institutions; launch joint initiatives and projects to collectively drive progress in UA and IDN adoption.
				52	Track and promote the adoption of internationalized email addresses by major email providers.
			53	Document the progress in the annual Universal Acceptance report.	
3.3 Deliver and enhance the IANA functions to meet evolving community needs.	3.3.1 Continue to reliably deliver the IANA functions.	54	Launch the next round of the New gTLD Program, and support the continuity of the gTLDs after that.		
		55	Identify opportunities to enhance the stable and secure operation of unique identifiers by removing roadblocks to the adoption of applicable technologies.		
3. Collaborate with relevant stakeholders to evolve the Internet's unique identifier systems.	4.1 Strengthen partnership with relevant stakeholders to reinforce the shared responsibility of ensuring a secure and stable unique identifier systems.	4.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.	56	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.	
			57	Conduct and publish ongoing research and market studies to stay informed about how new technologies can impact the identifier systems.	
		4.1.2 Identify and mitigate security threats to the Internet's unique identifier systems.	58	Actively seek feedback from stakeholders through surveys and public consultations to understand diverse perspectives.	
			59	Provide ongoing training for the ICANN org, community and Board to keep everyone updated on the latest developments in the identifier systems.	
			60	Launch pilot programs in partnership with technical community partners, to test new technologies and approaches.	
	4.1.3 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	4.1.3.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	61	Allocate funds to support research and development projects by technical community partners that focused on advancing the identifier systems.	
			62	Continue to deliver the IANA functions, consistent with the service-level agreements.	
	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.	4.2.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.	63	Ensure the IANA functions receive adequate budget to support ongoing activities, improvement projects, and initiatives.
				64	Continue to host the ICANN DNS Symposium, regional DNS Forums, and the ICANN Contracted Parties Summit.
		4.2.2 Increase the robustness of the root zone generation, distribution services, and processes.	4.2.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.	65	Continue to actively participate in reputable forums, such as DNS-Operations Analysis and Research Center, Internet Engineering Task Force, International Telecommunication Union, etc.
				66	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.
				67	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 via the Knowledge-sharing and Instantiation Norms for DNS and Naming Security (KINDNS) initiative.
	4.2.3 Support coordinated plans to address DNS Root Server System attacks.	4.2.3.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	4.2.3.1.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	68	Continue to promote and encourage operators to implement KINDNS practices to enhance identifier systems security.
				69	Increase participation and engagement with the numbers community.
		4.2.3.2 Support coordinated plans to address DNS Root Server System attacks.	4.2.3.2.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	70	Increase collaboration with the RIRs to promote and measure routing security.
71				Collaborate with the RIRs to work on projects of mutual interest for the security and stability of the Internet's unique identifier systems.	
72				As a root server operator, continue to actively participate in the RSS Governance Working Group to help shape and finalize the governance framework.	
4. Strongify the security of the identifier systems.	4.2.1 Continue to enhance the governance and technical evolution of DNS root server operations and services.	4.2.1.1 Continue to provide and participate in trusted forums that convene relevant stakeholders.	73	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.	
			74	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.	4.2.2.1 Evolve ICANN's understanding of the identifier systems landscape, and adapt as needed.	75	Continue collaborative discussions with Root Zone Maintainer to reach an agreement on establishing additional root zone generation and distribution mechanisms.	
			76	Conduct a comprehensive review of current root zone generation and distribution processes to identify areas for enhancement.	
			77	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.	4.2.3.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	4.2.3.1.1 Increase ICANN's coordination and collaboration with the numbers community for secure, stable, and resilient numbering and routing systems.	78	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.	
			79	Participate in regular security drills and simulations with other root server operators to test and improve the effectiveness of coordinated response plans.	

Phasing of each strategy: ■ ONGOING COMMITMENT, ■ INCREMENTAL IMPROVEMENTS, ■ STRATEGIC INTENSITY, HEIGHTENED ATTENTION