Business Constituency FEEDBACK & INPUT

Vision & Mission

Vision Feedback
What are your thoughts on the Vision as stated above?

The Business Constituency believes that ICANN's vision should focus on its core role in establishing a system of unique identifiers to support a single, open, globally interoperable Internet. ICANN has a duty as established in its founding principles, to act in the public interest in its decisions. How this is incorporated into its mission and bylaws deserves more discussion with the ICANN community. Therefore, we believe that the vision statement should be focus specifically on that overarching goal, as set forth here:

~~ICANN's vision is that of~~ **ICANN is an independent, globally recognized organization trusted world-wide to coordinate the global Internet's systems of unique identifiers to support a single, open globally interoperable Internet.** ~~ICANN builds trust through serving the public interest, and incorporating the transparent and effective cooperation among stakeholders worldwide to facilitate its coordination role.~~

ICANN's previous vision --'One World – One Internet' -- had the benefits of simplicity, and we also suggest that ICANN consider retaining this language, either as a stand-alone phrase or in addition to the new language.

Mission Feedback
What are your thoughts on the Mission as stated above (and copied from existing [Bylaws](#))?

The Business Constituency believes that the limited mission currently articulated in the Bylaws is the best defense for ICANN against its detractors.

We would be interested in community views as to whether the mission as written needs further elaboration on how to best implement it.

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Authored by Chris Chaplow on behalf of the **Business Constituency,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.

Focus Area: I. Evolving ICANN's implementation of the multistakeholder approach for coordination

General Feedback
What are your thoughts on this Focus Area?
The bottom up, consensus based multi-stakeholder approach within ICANN's processes, and policy development are fundamental to ICANN's history and success. In many ways, the model defines ICANN. While the model of multi-stakeholder engagement within ICANN will (and should) continue to evolve, the fundamental cornerstones of ICANN's structure – with a leading role for the private sector and the ability for all sectors to participate – must be preserved.

Focus Area Goals *As listed in the Focus Area section of the draft*	Outcomes *What are the specific outcomes or achievements we should target for this effort?*	Measures *What quantitative / qualitative elements should we consider in measuring progress / results?*
<u>Further internationalize</u> ICANN to be more inclusive by becoming more multilingual and providing tools for connection and collaboration worldwide.	• Greater meeting participation from non-OECD participants • Increased availability and use of interpretation at ICANN meetings • More translation for key documents, including working documents	• Use of translation and interpretation services • More key documents available in multiple languages
Bring ICANN to the world through greater <u>regional engagement</u> to reinforce our international role.	• Greater regional awareness of what exactly ICANN is and does • Clearer role for new regional offices and ICANN regional Vice Presidencies • Clearer relationship with and participation in regional and national IGF Initiatives and similar forums	• Expanded ICANN staff and press visibility in different regions, with a special focus on Africa, Latin America and developing economies

	• Engagement in regional media relating to ICANN's role and activities • Significantly improved easy to understand materials for 'laypersons'	
Evolve our <u>Supporting Organization and Advisory Committee structures</u> to meet the changing needs of our diverse, global stakeholders.	• Clarified roles for AC and SOs, especially GAC and ALAC • Consider new ways to represent the interests of the global user community, especially to support engagement and participation by business associations from developing countries to assist user awareness and familiarity with ICANN.	
Evolve <u>ICANN Meetings</u> to better support the global community's changing needs.	• Improve engagement by local/regional actors, especially members of the local private sector and civil society. • Consider establishing pre-ICANN meetings to educate local actors regarding policy development within ICANN. • Increase press outreach around (and pre-) meetings to explain the issues at hand and encourage participation.	• Begin engagement with regional actors well in advance of ICANN meetings, and establish metrics for local engagement (e.g., target a certain number of local Internet businesses to participate in each meeting). •
Evolve <u>policy development and decision-making processes</u> to be more inclusive, efficient and effective.	• Streamlines processes and improve opportunities for participation. • Create "snapshot" documents that show	• Reduce decision making times. • Enable improved remote participation in policy development

	current state of policy debate and historical views, allowing newer actors to come up to speed more quickly.	

Authored by Andrew Mack on behalf of the **Business Constituency,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.

Business Constituency FEEDBACK & INPUT

Focus Area: **II. Developing a world-class public responsibility framework**

General Feedback
What are your thoughts on this Focus Area?
While it is hard to object to ICANN's development of a "public-responsibility" framework, this particular section needs some elaboration if both the community and staff are to understand what it means. The public responsibility should be clearly defined if used in the strategic plan, particularly because there has been debate in the community regarding the term 'public interest.' To the extent both terms may be useful, the community should understand what each means and how they are different. More discussion is needed within the broad community.

Moreover, the three focus areas outlined in this section highlight outreach and engagement, rather than public responsibility.

It would be in this 'focus area' that the previous strategic plan's (2012-2015) objectives, projects and work included within the focus area called "competition consumer trust and consumer choice' are included.

Finally, the BC suggests ICANN change the phrase "world-class," as it is idiomatic and may not be familiar non-native English speakers. We suggest replacing the term with "high-caliber" or "robust" or 'first-rate.' |

Focus Area Goals	**Outcomes**	**Measures**
As listed in the Focus Area	*What are the specific*	*What quantitative /*

section of the draft	outcomes or achievements we should target for this effort?	qualitative elements should we consider in measuring progress / results?
Support developing communities through programs that will enable them to understand and participate in the ICANN process and the multi-stakeholder model.	Support in general through outreach program, with a focus on engagement with users, not only suppliers of registry and registrar services.	Difficult to quantify, perhaps benchmark business and user survey in different regions from time to time.
Address the challenges faced by developing countries seeking inclusion and development, consistent with ICANN's mission and core values.	Support in general through outreach program. Provide support to participation of business users from developing countries within the existing fellowship program, or develop specialized support to the user constituencies with specific targets to build sustainable participation from developing countries.	Measure participation through tracking ICANN meeting and remote attendance, as well as public comment analysis.
Engage in <u>capacity building</u> at a regional level to engage and develop the community globally for ICANN involvement.	Engage in capacity building at all levels. The BC has reservations of the frequent and varied use of the word 'regional' at ICANN. It will need to be carefully explained. At present, there is extremely limited interaction by the new Regional VPs with the current structures of Constituencies/SGs.	Record and report on capacity building activity and number of participants.

Authored by Chris Chaplow on behalf of the **Business Constituency,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.

Business Constituency FEEDBACK & INPUT

Focus Area: III. Supporting a healthy unique identifier ecosystem

General Feedback
What are your thoughts on this Focus Area?
Given the stated Vision and Mission, both of which talk first and foremost about the 'secure and stable operation of the global system of unique identifiers', the BC cannot imagine an operating plan of any kind where this did not remain a priority. Additionally, a word like "Supporting" implies that ICANN has a secondary role. This focus area is clearly ICANN's primary role. So a more active word like "Maintaining" or "Enabling" may be better here.

Focus Area Goals	Business Constituency Comments
As listed in the Focus Area section of the draft	*What are the specific outcomes or achievements we should target for this effort?*
Foster and coordinate a <u>secure, stable and resilient</u> identifier ecosystem, including the stable, secure, trusted operation of the DNS.	We suggest making this goal more precise by replacing it with specific goals around security, stability, and resiliency. With respect to concrete steps to implement these goals, ICANN should consider: -- Support for training and informational sessions for communities of relevance (DNS providers, registries, registrars, hosting companies, ISPs, IXPs) in collaboration with community experts and resources regarding best practices; and -Increased enforcement actions against those who fail to comply with security and stability policies. --Hiring additional staff with expertise in this area. -Focus on developing country ICT associations and consortia that can demonstrate sustainable collaboration initiatives --Publishing informational and compliance metrics in this area. --To Improve the uniformity and consistency of implementation of the UDRP across UDR providers and to eliminate bias". For the measurement criteria - conducting an outside,

	expert audit/white paper reviewing the implementation of the UDRP and then making specific policy changes based on the findings of the audit/white paper review.
Plan for emerging changes in the <u>use of domain names</u> and other identifiers.	The BC suggests that this goal should be clarified, as it is not clear what is meant by "emerging changes." However, one important component of meeting this goal will be to forecasting actual use-changes are for domain names, IP Addresses and protocol ports. The BC suggests that ICANN execute a forecasting study and use those results to refine this goal and the tactics for implementing it, while taking care not to promote, or act as an advoritial /promoter of particular approaches. To maintain its role as a trusted steward of the DNS, ICANN needs to return to a more neutral approach in conveying information, including risks and threats in the information provided, not just 'opportunity' promotion.
Develop a <u>technology roadmap for domain names</u> and other identifiers to help guide ICANN activities and inform the Internet ecosystem.	The Business Constituency believes that this roadmap will be a component of developing a plan for emerging changes in the domain space, as such, should be subsumed in the discussion of the previous goal.
Develop a <u>technology roadmap for ICANN and security operations</u> to support the operational stability, reliability, resiliency, security, and global interoperability of the DNS.	The Business Constituency strongly supports this goal and suggests that it should be the first priority under this focus area. Note that an important part of both this roadmap and the overall plan for adapting to emerging changes in the domain name space is building a contingency plan for risks, threats, breaches and failures.
Coordinate a responsible <u>opening of the DNS</u> for "creative disruption" and innovation.	The advent of such a massive number of new gTLDs is a big change in the DNS. The impact of this change on the stability and resiliency of the DNS should be studied and assessed. ICANN has a duty to undertake such a study when 100 new gTLDs are live in the root. A linkage back to this

	kind of accountability needs to be reflected in the Strategic Plan, including metrics for failure by the staff and Board to fulfill the accountability requirement.
Support the evolution of the domain name marketplace to be robust, stable and trusted.	The BC has long supported this as a core priority for ICANN and has incorporated this in our own mission statement.
Support the attainment of broad-scale adoption and operation of IPv6 throughout the Internet.	The BC agrees that IPv6 adoption should be a key priority for ICANN as should maintaining a stable, predictable IPv4 environment, as IPv4 networks are not disappearing, and must co exist.

Authored by Tim Chen on behalf of the Business Constituency, **,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.

Business Constituency FEEDBACK & INPUT

Focus Area: IV. Striving towards technical and operational excellence

General Feedback
What are your thoughts on this Focus Area?
The Business Constituency believes this focus area is vital to support ICANN's role to coordinate, at the overall level, the global Internet's systems of unique identifiers and ensure the stable and secure operation these systems. As the Internet grows and evolves, ICANN, its staff and the community must learn and adapt to direct and support changes in a structured, organized and predictable manner. BC also notes that IANA has been dropped from the title of the focus area but management of IANA function should remain a key strategic objective.

Focus Area Goals *As listed in the Focus Area section of the draft*	**Outcomes** *What are the specific outcomes or achievements we should target for this effort?*	**Measures** *What quantitative / qualitative elements should we consider in measuring progress / results?*
Improve the <u>technical</u>	• Continuous	• Operational performance

sophistication of ICANN staff and stakeholders, and ensure structured coordination of ICANN's technical resources.	improvement of systems, processes, and people. • Support of operational growth and evolution, underpinned by technology (i.e. minimum effort in, maximum value out). *Note: the level of sophistication required will differ between ICANN staff as well as stakeholders. This should be balanced by the need to perform specific roles and the level of knowledge required to manage governance aspects and future developments/innovation.*	against SLAs. • Usage of educational tools and feedback regarding same. • Adoption of standards and best practices (e.g DNSSEC). • Identification of new solutions to improve systems, tools, processes to support priorities. • Post-implementation reviews, including comparisons of actual implementation against implementation plans.
Develop a culture of knowledge and expertise by attracting top talent to staff and the community.	• Motivation and people development. *Note: ICANN should not ignore opportunities for organic growth within the organization, through staff development, motivation and progression planning. It's not just about attracting top talent, it must also be about 'retaining' talent.*	• Recruitment successes. • Staff retention/turnover. • Staff informational sessions to strengthen understanding about ICANN's functions and unique bottom up multistakeholder processes, including the leading role of the community, versus staff driven approach. • Community engagement/input (particularly new engagement).
Create role clarity for the Board, staff and stakeholders.	• Clear roles, responsibilities and accountabilities to	• Defined roles and responsibilities. • Strengthen the

	maximize productivity and develop optimal structures. • Encourage the right people to fulfill the right roles.	understanding of the staff at all levels about the roles and functions performed by the multi stakeholder participants in the Internet and within ICANN.
Ensure ICANN's <u>long-term financial stability and sustainability</u>.	• Stable foundation with forward-looking approach and capabilities. • Support operational growth and evolution. • Maintain secure and stable operations.	• Financial plans for medium-long term, aligned to operational plans and strategy. • Improve support to the organizational structures, such as Constituencies/SGs/and GAC. • Positive balance sheet. • Periodic review of progress against plans.
Ensure a strong linkage between ICANN's <u>Strategic Plan</u>, <u>Operating Plan (with measurable objectives),</u> <u>and Budget</u>.	• Ensure that staff and community efforts align with the operating plans, budget and overall strategy.	• Periodic reporting of progress against strategic plan. • Transparent processes defined, documented and followed to achieve goals.

Authored by Martin Sutton on behalf of the Business Constituency, **,** posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.

Business Constituency FEEDBACK & INPUT

Focus Area: V. Defining role clarity for ICANN in the Internet governance ecosystem

General Feedback

What are your thoughts on this Focus Area?
The BC supports a narrowly focused technical coordination role and mission for ICANN. In particular, a limited mission for ICANN is its best defense against detractors. However, through the efforts of all participants in the ICANN community, ICANN can and should serve as an example and model for transparent, bottom-up, multi-stakeholder decision-making. ICANN should also fully support and participate in directly relevant activities, such as the Internet Governance Forum (IGF), national and regional IGF initiatives, and similar activities which affect ICANN's ability to fulfill its mission, drawing on input and collaboration within its own stakeholders.

Focus Area Goals *As listed in the Focus Area section of the draft*	Outcomes *What are the specific outcomes or achievements we should target for this effort?*	Measures *What quantitative / qualitative elements should we consider in measuring progress / results?*
Clarify <u>ICANN's role</u> with respect to the coordination of the global Internet's systems of unique identifiers to ensure we keep pace with an evolving Internet ecosystem, including in key areas relating to: consumers, security, compliance / regulatory, public interest, business innovation, and intellectual property rights.	Develop more useful and clear informational materials that describe ICANN's work and functions. Maintain ongoing engagement with ICANN's community of stakeholders	
Ensure ICANN's <u>role</u> is clear, recognized, and well understood worldwide.	Develop and support the use of approved messages and informational materials	
Create a balanced and proactive approach to engagement with communities dependent on the domain name system.	ICANN will hopefully shift from a supplier focus to a more balanced set of relationships that includes representatives of users of the DNS/	
Create a balanced and proactive approach to <u>engagement with governments</u>.	Increase the participation of governmental representatives in ICANN meetings, Collaborate with its own	

	community of stakeholders regarding engagement with governmental representatives, and in other identified fora where ICANN's functions and roles are discussed or debated	
Facilitate an <u>issues-based cooperation</u> and problem-solving environment.		
Develop a stable framework for Internet governance.	ICANN is not solely responsible for IG, and should strive to be a collaborator, working with others, including its own community, other internationally focused for a, IGOs, ICANN should foster a co-existence and collaborative approach, including helping to support increased participation by all parties in its own mechanisms, and contributing to funding of participation of all stakeholders into other key fora, such as IGF, national and regional IGF initiatives,	
Foster cooperation, fairness, communication and trust among the IG ecosystem.	Increased support by ICANN to participation support for participants from developing countries from all stakeholders, including SMEs and business associations and organizations from developing countries.	
Engage in and <u>highlight complementary relationships</u>; ~~be stronger together.~~	Improve internal consultation with ICANN's stakeholder community. Ensure that mechanisms that ICANN is 'generating' or supporting include sufficient representation from its own community.	Outputs or outcome documents from any initiatives which ICANN advances must include consultation with the ICANN community.

Authored by Marilyn Cade on behalf of the Business Constituency, , posted for member comment on 18th January 2014. BC Member comments incorporated by Chris Chaplow on 31 January 2014.