ICANN's Africa Strategic Plan July 2016 - June 2020 Version 3.0

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ICANN

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1 Background to the Africa Strategic Plan Version 3.0

On 5 May 2018, the Global Stakeholder Engagement (GSE) Africa team officially released the five-year implementation report of the Internet Corporation for Assigned Names and Numbers (ICANN) Africa Strategy in Dakar, Senegal, on the sidelines of Africa Internet Summit.

The report assessed the implementation of the ICANN Africa Strategic Plan (2012-2015) adopted in 2013.

The strategy forms the cornerstone of ICANN's engagement in Africa. The strategy's overall goal has been the transformation of Africa into a contributor to the Internet and an emerging market for the domain name industry. Eight strategic objectives were identified and translated into more than a hundred projects rolled out over three years.

Two reviews have been held since the adoption of our Africa Strategy. This ensured that the strategy was responding effectively to the changing needs and prevailing circumstances of the community, and to ensure alignment with the overall mission and remit of the ICANN org.

1ST REVIEW – AFRICA STRATEGIC PLAN VER. 1.0 (2012 – 2015) 24-25 NOVEMBER 2014, MAURITIUS

After the launch of the new ICANN FY16-20 Strategic Plan in October 2014, the Africa Strategy needed to align with the overall ICANN strategic focus. To that end, members of the Supporting Organizations (SOs) and Advisory Committees (ACs) from Africa, including some original participants in the Africa Strategy Working Group (WG), convened in Ebene, Mauritius, on the sidelines of African Network Information Centre (AFRINIC) 21st policy meeting.

The meeting led to the adoption of an updated ICANN Africa Strategic plan Ver 2.0 FY16 – 20.

2ND REVIEW - AFRICA STRATEGIC PLAN VER 2.0 (2016-2020) 2 JULY 2018, COTONOU, BENIN

Since the last review, ICANN had undergone important transformations in three years, among which was the IANA stewardship transition (October 2016). The transition led to the adoption of new ICANN Bylaws and the new Empowered Community. Additionally, there has been a robust debate on the flattening overall revenue forecast for ICANN org that requires the global community to further investigate and reprioritize projects and activities of ICANN.

To this end, the GSE Africa team convened for a day-long review meeting of the current strategic plan in Cotonou, Benin, on 2 July 2018. The meeting was held during the Africa DNS Forum 2018 and attended by ten representatives from the original Africa Strategy Working Group (ASWG), SO/AC leaders from Africa -African Regional At-Large Organization (AFRALO), Non-Commercial Users Constituency (NCUC), Country Code Name Supporting Organization (ccNSO), Afregistrars. In the

spirit of diversity and our multistakeholder approach, key community members, pioneers, and youth also participated.

Key Objectives of the 2nd Review meeting:

⊙ Evaluate, review, and amend/reconfirm the current ICANN Africa Strategic plan to ensure it conforms to the current mission and remit of ICANN org.
⊙ Re-evaluate the strategic objectives and projects and prioritize projects accordingly.

The review team noted that ICANN org would be embarking on a review of its strategic FY16-20 plan coming to an end in the next financial year (FY20). As this could have an impact on the Africa strategy, it was recommended to develop a further reviewed and realigned set of ten objectives outlined in the ICANN Africa Strategy Ver 3.0 2016 – 2020. This was shared with the African community for further input.

1.1   Insights from the Review Team

■ The group reiterated that the Africa Strategy document is a strategy for ICANN by Africa, but Africa must also fully take ownership of the strategy. It was also highlighted that this strategy merely addresses the Domain Name System (DNS) industry, and hence does not cover the entire Internet ecosystem in Africa.

■ There should be renewed focus in promoting capacity building initiatives that would ensure the effective participation of the African community in the ICANN ecosystem. This would require application of various approaches including both online and face-to-face sessions.

■ Going forward, more attention and resources should be dedicated to the quality, rather than quantity, of participants.

■ With regards to the DNS industry, the group proposed that ICANN should have a unique approach to Africa.

■ There needs to be additional focus on mentoring youth as well as increased outreach to youth and academia. The group noted that effective participation in ICANN is a process, and the experienced community supported by ICANN org through this strategy should roll out projects and activities to effectively mentor and encourage youth and other new audiences to get involved in ICANN.

■ ICANN should also tap into the diversity of fellowship alumni and Country Code Top Level Domains (ccTLDs) operators and leverage them to further support engagement in their various countries and activities. This way, the community will become more active.

■ While it remains imperative to have a balanced approach to engaging with all the relevant stakeholder groups in Africa, they all possess different strengths, and not every group may be relevant or interested in ICANN's work.

■ There is still very little business community involvement. We need to investigate why and address the challenges.

■ Lastly, it is also important to appreciate the progress made so far in the overall DNS and Internet ecosystem in Africa. This includes the many functional Research and Educational Networks (RENs), the increase in number of ICANN accredited registrars, and overall ICANN visibility across Africa. Though some of the developments may not be within ICANN's purview, they are still relevant.

2 Introduction

In June 2012, the African community had a historic meeting in Prague, Czech Republic, chaired by Steve Crocker (then Chairman of ICANN Board), Fadi Chehade (ICANN's incoming CEO at that time) and Moctar Yedaly from the African Union Commission. The outcome was a [new approach](#) to Africa that would focus on the following action lines:

○ Develop a framework for ICANN's Africa strategy

○ Support stronger presence for ICANN in Africa

○ Increase Africa's participation in ICANN

The Africa Strategy Working Group (ASWG), set up during the meeting, produced the Africa Strategy document (2012 - 2015) and presented it during ICANN45 in Toronto. The document has now become the cornerstone of ICANN's engagement in Africa. Implementation of the strategy started in 2013 with a few key flagship projects, including the recruitment of the Vice President (VP) for Africa. The Africa team has now grown further with recruitment of two more staff members.

The initial three-year Africa Strategic Plan encompassed ICANN's overall delivery in Africa. To summarize, this involves: capacity development in the DNS industry and business, enabling African ccTLDs, and securing the DNS system in Africa. Equally important is deepening and broadening engagement with all stakeholders in Africa - including governments, private sector, academia, and civil society.

ICANN recently reviewed its global strategic plan and produced a new **ICANN 2016 – 2020 Strategic plan** focused on five key pillars / strategic objectives:

○ Evolve and further globalize ICANN

○ Support a healthy, stable and resilient unique identifier ecosystem

○ Advance organizational, technological and operational excellence

○ Promote ICANN's role and multistakeholder approach

○ Develop and implement a global public interest framework bounded by ICANN's mission

These objectives have been further broken down into sub-pillars considering internal and external forces, international growth, and Internet and the domain name system evolution. The African community will need to come together once again and review at the Africa Strategic Plan with the aim of realigning it with the new ICANN strategy.

3 Methodology

For a comprehensive review of the current strategic plan, the Africa Strategy Review team conducted a review of the following key documents:

- The ICANN Strategic plan 2016 – 2020

- Comprehensive Africa Strategy Implementation Report (produced by ICANN Africa staff and released in June 2018)

- Current Africa Strategic Plan 2012 – 2015

- ICANN's previous Global Strategy Document 2012 – 2015

- ICANN Global Operational Plan 2016 – 2020

4 Steering Committee

The Strategy Review Team also identified the need to establish a Steering Committee that would work closely with the ICANN org staff to support and monitor the implementation of the Strategic Plan. Ideally, this committee would work independently based on its own charter.

5 Strategic Objectives

The Africa Strategy Review team was in general agreement that Africa deserves a tailor-made approach. They agreed ICANN is in a position to contribute to the development of an indigenous Internet industry, specifically, the domain name services. In order to identify specific objectives relevant to the Africa community, the team relied on the following key questions that guided the original version of the Africa Strategy:

- What has ICANN not done well in Africa in the eyes of the ICANN's African community?

- What do you wish the most for ICANN to do in the interest of Africa?

- How can the African community in ICANN best help ICANN?

- What are barriers to ICANN in Africa?

- How best to improve African participation in ICANN?

- What are the strengths, opportunities and weaknesses of ICANN in Africa?

It was concluded that the current objectives were still valid in the new global ICANN strategic plan 2016 – 2020, but could be consolidated to be more practical. Additional objectives were also formulated. The resulting ICANN Africa Strategic Objectives are as follows:

1. Strengthen ccTLD development in Africa, build capacity in DNS technical operations and provide assistance and support as requested. Ref ICANN SOb 2.1/2/3; 3.1/2

    a. Promote adoption of The Domain Name System Security Extensions (DNSSEC). Ref ICANN SOb 2; 3.2; 4.

    b. Strengthen ccTLDs in Africa. Ref ICANN SOb 1.3, 2.1, 2.3, 4, 5.3

2. Enhance local, regional and international cooperation with DNS stakeholders and promote best practices for DNS operations. Ref ICANN Sob 1.2; 3.3; 4.1; 4.3

    a. Promote best practices for DNS operations in Africa. Ref ICANN Sob 2; 3.2; 4.4;5.3

    b. Promote strategic partnerships between global and local entrepreneurs in the DNS industry. Ref 1, 2.2, 2.3, 3.2, 3.3, 4.1, 4.3, 4.4, 5.3

3. Support and facilitate competition in Domain Name business. Ref ICANN SOb 2.3; 3.1, 2.1

    a. Promote new Top-Level Domain (TLD) registries and registrars. Ref ICANN SOb 1, 2.3, 4.3,

    b. Build business environment that favor consumer trust and choice (Technology solution, Legal and regulation Framework). Ref ICANN SOb 1, 2, 3, 4, 5.2, 5.3

    c. Introduce TLDs in African languages and Internationalized Domain Names (IDNs). Ref ICANN SOb 2, 3.3, 5.3

    d. Build African entrepreneurship programs in the DNS area. Ref ICANN SOb 1.2, 4.3, 5.2, 5.3

4. Encourage resiliency of local DNS infrastructure (Internet Exchange Point (IXP) and anycast servers. Ref ICANN SOb 2, 3, 4.4

    a. Deploy more root servers in Africa. Ref ICANN Sob 2, 3.2, 5.3

    b. Promote Anycast Servers deployment in Africa. Ref ICANN SOb 2,3.2;

5. Regionalization of Internet Assigned Numbers Authority (IANA) and ICANN operations in Africa. Ref ICANN SOb 1; 3.2/3; 4.2; 5.3

    a. Regionalization of other core ICANN operations in Africa. Ref ICANN SOb 1; 3.2/3; 4.2; 5.3

    b. Strengthen the Engagement Office in Nairobi to conduct outreach to help reflect ICANN's global image. Ref ICANN SOb1, 2

    c. Promote globalization of ICANN and its operations through a phased internationalization of IANA functions. Ref ICANN SOb 1, 2, 3, 4, 5

6. Effective communication / Outreach on ICANN operations. Ref ICANN SO 1; 2; 3; 4; 5

   a. Ensure Effective awareness and outreach on ICANN operations and stakeholder activities. Ref ICANN SOb 4.3

7. Promote the multistakeholder model and platform in Africa at the government, civil society, and private sector levels to enrich participation in ICANN constituencies. Ref ICANN Sob1, 2.1, 3, 4.2, 5.3

   a. Support policy development process, in close collaboration with ICANN Advisory Committees and Supporting Organizations (ACs / SOs) to create conducive environment for the Internet economy in Africa. Ref ICANN SOb 1, 2.2, 4, 5.2,5.3

   b. Expand a multistakeholder platform to increase participation and engagement in collaboration with I*, Af*, ICANN Advisory Committees and Supporting Organizations (ACs / SOs). Ref ICANN SOb 1, 2, 3, 4, 5.2, 5.3

   c. Ensure ongoing commitment of the ICANN org and the respective constituencies to act in Africa's public interest. Ref ICANN SOb 1,5

8. Support capacity building and development of Internet governance in Africa. Ref ICANN SOb 1,2,3,4,5

9. Facilitate an enabling environment for the emergence of DNS Industry in Africa. Ref ICANN SOb 2

10. Strengthen the Economic Impact of the DNS Industry in Africa. Ref ICANN SOb 2

    a. Promote long term financial stability and sustainability of African registries.

    b. Promote the development of affordable DNS products in Africa.

    c. Promote the adoption of best practices and harmonized policies in the African name space.

6   Projects and KPIs

STRATEGIC PROJECTS	COMMENTS	KEY MEASURES
1. Increase domain name penetration in Africa 1.1 African ccTLD operations and support training. 1.2 Business best practices and marketing support for AfTLD, ccTLDs and registrars 1.3 Consumer/Community capacity building 2. Support development and improve African security expertise 2.1 Promote and support cooperation between African CERTs and DNS operators 2.2 Promote DNSSEC	These projects will focus on various capacity building initiatives targeted at ccTLDs in Africa. This will be in partnership with AFTLD and other organizations with the aim of improving the technical and operational capacity of ccTLDs. The initiatives will include DNSSEC trainings for ccTLDs.	1. Domain Name Indicators 1.1. Number of domain names registered 1.2. Penetration 1.3. Complaints / UDRP 1.4. DNS availability / failure 1.5. Incidents on DNS operations 1.6. Domain name pricing 2. Number of workshops 2.1. For potential registry and registrars 2.2. Number of Workshops for ccTLDs business models 2.3. Number of ccTLDs benefiting from resiliency workshops 3. Security Indicators 3.1. DNSSEC operations signed in Africa. 3.2. CERT operations in Africa 4. CERT training certified people
3. Strengthen ICANN operations in Africa 3.1 Managed Root Server operations 3.2 Registrar liaison functions 3.3 Registry liaison functions 3.4 Compliance function	Strengthening and better resourcing the ICANN Africa Engagement.	1. Regional implementation of operations 2. Number of appropriate documents produced in appropriate AU languages targeted to various stakeholders 3. Number of root instances

3.5 Legal Advice and Support 3.6 Regional meetings 3.7 Institutionalize IDN support 4. Produce targeted documents in appropriate languages regarding ICANN operations (AU Languages) 5. Deploy & support Anycast instances in cooperation with Regional Organizations.	Target to have ICANN documents in all Africa Commission (AU) languages.	deployed in partnership with other organization. Increased number of African staff members.

6. A program for enhancing cooperation with I*, Af*, ACs / SOs to promote regional events for multistakeholder engagement
 	
6.1 Participate in African meetings
 	
6.2 Establish a program for inclusion of African academic community as well as the business community in Internet Governance ecosystem
 	
6.3 Support African government participation in ICANN high level meetings as well as sub-regional meetings to contribute to global meetings.
 	
6.4 Support increased African business investment in DNS and participation in ICANN.
 	
7. Continued support for African participation at ICANN meetings
	Include participation in relevant Africa Union high level events.	1. African involvement in ICANN
		2. Number of participants contributing to global ICANN meetings.
		   a. Number of Africans trained by the ICANN academy.
		   b. Number of Africans leading IG processes.
		   c. Increased number of Africans participating in ICANN ongoing review processes.
		   d. Number of African participants and the quality of participation and contributions.
		   e. Number of ALS's from the African region.
		   f. Number of government participants contributing to GAC and high-level meetings.
		3. ICANN participation in African

through the fellowship programs.		meetings.
8. Localize ICANN academy to help in capacity building in Africa. 8.1 Dedicated program for Africa.		4. Number of policy documents/strategies. a. Number of African participants and contributions.
9. Support programs to Increase African representation in leadership positions in ICANN.		5. Af* growth. 6. Number of newcomers and new communities to ICANN ecosystem.
9.1 Leadership development program in multistakeholder Internet governance.		7. Adoption of multistakeholder model nationally and regionally.
9.2 Identify policy gaps and support policy advocacy processes.		
9.3 An ICANN ambassador program to promote global ICANN values.		
9.4 Expand AFRALO (in close consultation with AFRALO community).		
10. Program to support increased and meaningful participation in ACs / SOs (Coaching, mentorship).		
11. Support WHOIS awareness program for DNS (WHOIS program for Africa). 12. A support program for accreditation of registrars. 13. Explore creating a foundation to support development of DNS industry in Africa.	Encourage accurate and complete WHOIS data collection. Program to support underserved regions. Partner with various organizations in and outside Africa including financial development	1. Accurate and available WHOIS Data. 2. ccTLD WHOIS performance. 3. Number of accredited registers. 4. A foundation for DNS industry in Africa. 5. Revised delegation and redelegation procedures.

14. Explore setting up an Internet foundation for innovative funding mechanisms for the DNS industry development in developing countries (Africa – long term). 15. Support the Commissioning of an observatory to develop new indices for DNS industry growth in Africa. 16. Review delegation and redelegation procedure in support of strengthen African ccTLDs. 17. Support a DNS Award program in Africa. 18. Support the Commissioning of a DNS Incubator Program in Africa. 19. Research and development program for DNS in Africa for promoting innovation and increased participation in IETF forums.	partners. Based on the outcomes of the Africa DNS study, support the development of an Africa Domain Name Observatory in partnership with relevant I* and AF* organizations. Promote active participation from Africa to encourage Africans to develop RFCs.	6. An African DNS award. 7. Innovative ideas and patents and increased number of African participants in IETF forums. a. Number of RFCs authored by Africans. 8. Number of registries & registrars.

7   CONCLUSION

The initial five years of ICANN's Africa Strategy implementation has yielded substantive results. The strategy helped support increased participation from Africa in the work of ICANN's Supporting Organizations and Advisory Committees. It has also allowed ICANN to be a major contributor to the resources needed for realizing the capacity building activities related to the regional DNS industry.

During the next phase of the strategy (2016-2020), we anticipate a shift in the distribution of resources, with the enhanced involvement of the African community through fostered collaboration and strategic partnership. The community will also work on resource mobilization towards completion of the strategy. ICANN will continue to support the work operationally.

Annex 1: Summary of ICANN Strategic objectives FY16-FY20

1. Evolve and further globalize ICANN	2. Support a healthy, stable and resilient unique identifier ecosystem	3. Advance organizational, technological and operational excellence	4. Promote ICANN's role and multistakeholder approach.	5. Develop and implement a global public interest framework bounded by ICANN's mission.
1.1 Further globalize and regionalize ICANN functions. 1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders. 1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective, and responsive.	2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem. 2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities. 2.3 Support the evolution of domain name marketplace to be robust, stable, and trusted.	3.1 Ensure ICANN's long-term financial accountability, stability, and sustainability. 3.2 Ensure structured coordination of ICANN's technical resources. 3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders.	4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional, and international levels. 4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem. 4.3 Participate in the evolution of a global, trusted, and inclusive multistakeholder Internet governance ecosystem that addresses Internet issues. 4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest.	5.1 Act as a steward of the public interest. 5.2 Promote ethics, transparency, and accountability across the ICANN community. 5.3 Empower current and new stakeholders to fully participate in ICANN activities.