Initial Report of Public Comments

Title:	ICANN Draft Five-Year Strategic Plan (FY16 – FY20)

Publication Date:	18 July 2014
Prepared By:	Larisa Gurnick

<table>
<tr><td colspan="2">Comment Period:</td><td colspan="2">Important Information Links</td></tr>
<tr><td>Comment Open Date:</td><td>9 April 2014</td><td colspan="2">Announcement</td></tr>
<tr><td>Comment Close Date:</td><td>27 June 2014 – 23:59 UTC</td><td colspan="2">Public Comment Box</td></tr>
<tr><td>Reply Close Date:</td><td>n/a</td><td colspan="2">View Comments Submitted</td></tr>
<tr><td>Time (UTC):</td><td>n/a</td><td colspan="2">Report of Public Comments</td></tr>
</table>

Staff Contact:	Denise Michel	**Email:**	denise.michel@icann.org

Section I: General Overview and Next Steps

Next Steps

Comments are being carefully considered for incorporation in the final Five-Year Strategic Plan. The Final Plan is expected to be considered for adoption by the ICANN Board in the next two months.

Beginning with the fiscal year 2016 annual planning process, the Five-Year Strategic Plan will inform the annual planning process, illustrated here.

General Overview

The Draft ICANN Five-Year Strategic Plan (FY16 – FY20) is the result of an extensive, collaborative, bottom-up, multistakeholder process that began in April 2013 at the ICANN meeting in Beijing. Built on community input received throughout the strategy conversation, the Draft Strategic Plan includes: the Mission, which remains as reflected in the bylaws; the Vision, which has been updated from the previous draft; and the Five Focus Areas containing Strategic Objectives (listed below) and Goals, which have been streamlined and revised, factoring in public comments on the previous draft.

Strategic Objectives

1. Evolve and further internationalize and regionalize ICANN's implementation of the multistakeholder approach.
2. Continue to support a healthy, stable and resilient unique identifier ecosystem.
3. Advance technical and operational excellence.
4. Clarify and establish ICANN's role in the Internet governance ecosystem.
5. Develop and implement a global public responsibility framework.

Each of the above Strategic Objectives includes Strategic Goals with the following proposed details: outcomes (key success factors); potential risks; measurements (key performance indicators); and high-level phasing of work over the course of five years (fiscal year 2016 through fiscal year 2020).

The fiscal impact of the strategies, as well as impact on the security, stability or resiliency of the DNS and the necessary risk mitigation actions will be addressed during the development of subsequent multi-year implementation, operational and budget plans.

The Draft Strategic Plan: incorporates community feedback on the previously posted "Mission, Vision and Five Strategic Focus Areas; is informed by work and input on related initiatives, such as the Security, Stability & Resiliency Framework, and the Regional Engagement Strategies; and reflects broad themes highlighted by the community (on which the Strategy Panels provided recommendations that are posted for public comment through 30 April.)

Beginning with fiscal year 2016, the Five-Year Strategic Plan will inform the annual planning cycle. Additional details on how this will work will be provided when we reach this phase of planning later in 2014. As illustrated, the Five-Year Strategic Plan will inform the multi-year planning of activities, and these activities will be defined by annual plans and budgets. The progress of work, accomplishments toward goals and effectiveness of strategies will be managed and reported through ICANN's Managements Systems, including through a set of key success factors (KSFs) and key performance indicators (KPIs). These will inform an annual check of the Strategic Plan to validate that the organization is on-track, or that adjustments are needed.

Section II: Contributors

At the time this report was prepared, a total of 6 community submissions had been posted to the Forum. The contributors, both individuals and organizations/groups, are listed below in chronological order by posting date with initials noted. To the extent that quotations are used in the foregoing narrative (Section III), such citations will reference the contributor's initials.

Organizations and Groups:

Name	Submitted by	Initials
Commonwealth Telecommunications Organization	Lasantha De Alwis	CTO
ccNSO Strategic & Operational Planning WG	Roelof Meijer	ccNSO
DotConnectAfrica	Gideon Rop	DCA
Registries Stakeholder Group	Paul Diaz	RySG
At-Large Advisory Committee	Policy Staff in Support of the ALAC	ALAC

Individuals:

Name	Affiliation (if provided)	Initials
Thomas Lowenhaupt		TL

Section III: Summary of Comments

General Disclaimer: This section is intended to broadly and comprehensively summarize the comments submitted to this Forum, but not to address every specific position stated by each contributor. Staff recommends that readers interested in specific aspects of any of the summarized comments, or the full context of others, refer directly to the specific contributions at the link referenced above (View Comments Submitted).

This document has been updated and contains a summary of the comments received on the ICANN Draft Five-Year Strategic Plan (FY16 – FY20) during the April – June 2014 public comment period ("Comment" column), **and responses to each comment**, **noting inclusion in the final Strategic Plan or other action, as appropriate** ("ICANN's Response" column). The comments are summarized in order of submission for each Strategic Plan section, as applicable. General comments are summarized in the "General Comments" section. Even though this summary was drawn up to reflect as accurately and objectively as possible the views expressed by participants, it does not substitute in any way the original contributions.

#	Submitted By	Strategic Plan Section	Comment	ICANN's Response
	General Comments			
1	Policy Staff in Support of the ALAC	General	The ALAC acknowledges the efforts by ICANN to incorporate the various comments from "ICANN's Draft Vision, Mission & Focus Areas for a Five-Year Strategic Plan" in this document and suggests an attempt to summarize the strategic plan on one page be kept.	Strategic Plan format has evolved to make it more user- friendly by adding interactive features and ability to move from summary to detailed information. When the Plan is finalized, ICANN will consider various formats to make the Plan accessible to a global audience.
2	Policy Staff in Support of the ALAC	General	The ALAC wonders if any analysis was done for previous ICANN Strategic Plans as to whether the objectives from prior Strategic Plans were achieved or not.	Previous plans were assessed and factored into the new approach ICANN is taking. The Five-Year Strategic Plan will inform the Five-Year Operating Plan and the related multi-year planning of activities, and these activities will be defined by annual plans and budgets. The progress of work, accomplishments toward goals and effectiveness of strategies will be

				managed and reported through ICANN's Management Systems, including through a set of key success factors (KSFs) and key performance indicators (KPIs). These will inform an annual check of the Strategic Plan to validate that the organization is on-track, or that adjustments are needed.
3	Policy Staff in Support of the ALAC	General	The ALAC notes the lack of translated versions of this document from the beginning of this public comment.	Translations were provided and are available for the ICANN Draft Five-Year Strategic Plan (FY16 – FY20) and ICANN's Draft Vision, Mission & Focus Areas for a Five-Year Strategic Plan. See links to translations.
4	Paul Diaz for RySG	General	The RySG notes that much of the development of this Strategic Plan was done prior to the NTIA announcement regarding the IANA function. As this announcement has resulted in two significant streams of work relating to the IANA Transition and ICANN Accountability, we believe it is important that this be factored into the next iteration of the Strategic Plan to the extent that this is possible, given the timing of the respective processes.	The Strategic Plan has been updated to reflect the work associated with the transition of stewardship of the IANA function. This work is represented by the 4 tracks discussed by ICANN President and CEO. See Key Success Factors for Strategic Goal 2.1 – "Successful transition of the IANA functions stewardship to ICANN as announced by the NTIA" and for Strategic Goal 5.2 – "Shared agreement on an accountability framework for the ICANN community". The Five-Year Operating Plan will further address the work associated with the transition of stewardship of the IANA function, at the Portfolio level, including key success factors (outcomes), key performance indicators (metrics), dependencies, and phasing over five years (through FY2020).
5	Paul Diaz for RySG	General	With regard to the reference that the "Strategy Panels informed the Plan", we find this surprising considering that the plan was posted before the comment period ended on the draft reports of the panels.	Community suggested key themes addressed by the Strategic Panels, and these are reflected in the Plan. In general, the Panels' work produced recommendations that were more Operating in nature and will be considered, as appropriate, (along with public comments), during development of operating plans and other implementation efforts.
6	Paul Diaz for RySG	General	One key focus area is missing: fiscal responsibility. While it is mentioned indirectly in Goal 3.4 it should be a primary focus area, particularly given the exponential growth of ICANN's revenue stream in recent years.	Fiscal responsibility is addressed directly in Goal 3.1 *Ensure ICANN's long-term financial accountability, stability and sustainability*. Additionally, a Five-Year Revenue Model and related assumptions will be a part of the Five-Year Operating Planning process.
7	Gideon Rop For DotConnectAfrica	General	ICANN has grown and its core mandate, though unchanged, must also evolve and strategize a way forward which preserves the stability of the root as well as expand to suit the globalization concept.	Stability of the root is addressed in **Strategic Objective 2 *Support a healthy, stable and resilient unique identifier ecosystem.***
8	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	The SOP WG commends ICANN for strong improvements of the Strategic Plan in terms of structure, clarity and presentation.	This comment has been noted.
9	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	The SOP WG views the overall strategic direction as preliminary focused on "continuity". It does not, as yet, take into account some of the key strategic issues ICANN is already facing or may be facing, such as: • The impact of the IANA Stewardship Transition Process and the related review of accountability processes on ICANN's structure and business model • The impact the global market trend of decreasing net growth of domain names registrations may have on ICANN (See also the specific comments relating to: Strategic Area 3, Evolution of the domain name marketplace) In the view of the SOP WG these two elements are critical in assessing the strategic direction of travel reflected in the plan, and signal that ICANN is at a critical	ICANN agrees with ccNSO SOP that the referenced two elements are critical in determining the strategic direction of ICANN and has modified the Strategic Plan to incorporate these elements. For impact of the IANA Stewardship Transition Process and the related review of accountability process – please see response to comment #4. The impact of global market trends of decreasing net growth of domain name registrations is addressed in strategic goal ***2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities***.

			juncture.	
10	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	ICANN is advised to understand the statistics and targets of the activities under its management to be able to measure and report to the community on improvement. Further, the phasing (or time lines) in which these Measures should be achieved also needs to be more precise to ensure that the targets are realistic and progress can be measured over time.	ICANN has noted ccNSO SOP comment and has developed a planning framework in which the Five-Year Strategic Plan is complemented by a Five-Year Operating Plan, which details—for each Strategic Objective and Goal—portfolios of key activities, key success factors (outcomes), key performance indicators (metrics), risks, dependencies, and phasing over five years (through FY2020). The new Five-Year planning framework, the ICANN Portfolio Management System and the Dashboard project are all aligned to ensure that ICANN staff is able to measure and report to the community on progress toward meeting its strategic goals. ICANN will plan its work for FY16-FY20 as part of the Five-Year Operating Plan, which will then feed into the one year operating plan and budget.
11	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	The WG notes that customer and/or stakeholder satisfaction is not used as a key metric at the level of objectives. In the view of the WG, monitoring of customer and stakeholder satisfaction should be a key metric, specifically for the following objectives: 3.1: measure customer/stakeholder satisfaction with ICANN's technical services/operations, 4.1: measure stakeholder recognition of ICANN's role in the (evolving) Internet ecosystem, 4.3: measure stakeholders' satisfaction with ICANN's contributions, and, 5.2: measure stakeholders' satisfaction with ICANN's ethics, transparency and accountability.	Customer and/or stakeholder satisfaction is included in the Five-Year Operating Plan, in strategic goal *2.3 Support the evolution of domain name marketplace to be robust, stable and trusted* as a measure - Satisfaction with ICANN survey scores – targets (to be defined) and trend over time. Additional measures of satisfaction will be developed and implemented as appropriate, based on defined service level agreements.
12	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	The plan lacks any information about planned resource allocations and key underlying assumptions: to assess and enable feedback about the plan's effectiveness and efficiency at a minimum an estimation of growth rate on each strategic priority in terms of human resources or external costs would be necessary.	Planned resources allocations, fiscal impacts, key underlying assumptions and the means of assessing plan's effectiveness and efficiency for each goal, in terms of a return on investment will be addressed during the development of subsequent multi-year implementation, Operating and budget plans.
13	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	General	This vision statement contains an inherent contradiction between the words "accountable" and "independent". In the view of the WG it would greatly benefit from further clarification of the relation between these terms and to whom they apply (Accountable to whom, and, Independent from whom?).

Additionally, for ICANN "to be trusted by all stakeholders" is far less ambitious than an alternative form, which would be "serving and advancing the interest of the public". Being trusted is vague and merely passive, a state of perception, and it lacks any indication about the direction ICANN intends to undertake.

In the view of the SOP WG the vision statement is work in progress and should be further clarified. | The vision statement has been revised to read: *"ICANN's vision is that of an independent, global organization trusted worldwide 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."* |
| 14 | Roelof Meijer For ccNSO Strategic & Operating Planning Working Group | General | We use this opportunity to strongly urge ICANN (again) to improve its planning and scheduling of this and similar processes, including the related comment periods. | ICANN staff continues to improve and refine its planning process, including a dependable and repeatable schedule of activities and events. A Five-Year Planning Calendar will be developed and published as part of the planning process, clarifying roles and responsibilities and related timing of activities. |
| 15 | Thomas Lowenhaupt | General | The Introduction states, "The core value of ICANN is our commitment to the bottom-up, multistakeholder approach." This seems like an incomplete thought. Perhaps "to the decision making process" should be added. | The introduction has been revised for greater clarity. |

16	Lasantha De Alwis for Commonwealth Telecommunications Organization	General	The strategic plan appears to be based on the assumption that the current unique identifier system of the Internet will remain as it is, possibly with incremental changes. However the notion that the identifier and routing system may change drastically or a completely new system may come into play, cannot be overlooked. ICANN may wish to provide for such an eventuality as well as the processes for leading, tracking and actively engaging in the development of such new systems.	Strategic Goal *2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities* has been expanded to include research and development associated with the evolution of the unique identifier system. This information will be detailed in the Five-Year Operating Plan, which includes portfolios of work planned in support of strategic goals.
17	Lasantha De Alwis for Commonwealth Telecommunications Organization	General	Though ICANN's mandate is managing the Internet's system of unique identifiers, its influence on the Internet makes ICANN also a key influencer of the way tomorrow's online, and physical, world will be shaped. In that sense the strategic plan may need to take account of the manner in which ICANN will contribute to the end-benefits of the Internet and spell out how that would be leveraged to promote the aims and objectives of the organization.	The comment was noted and has informed the Five-Year Strategic Plan.
18	Lasantha De Alwis for Commonwealth Telecommunications Organization	General	The strategic plan has correctly identified the need to earn the trust of all stakeholders. ICANN could create more opportunities for stakeholder engagement including providing financial support for those who are less endowed. Strengthening intermediary organizations is an economical, yet efficient way to improve inclusiveness. Sensitivity to social, economical, cultural and political issues, whose value is context specific, is a critical component in building trust.	This is addressed, in particular in the following sections of the Five-Year Strategic Plan: *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;* and *5.3 Empower current and new stakeholders to fully participate in ICANN activities*.
	Strategic Objective 1: Evolve and further globalize ICANN			
19	Gideon Rop For DotConnectAfrica	1.0	The increasing user population from a more international and diverse community requires that ICANN continue to evolve its multistakeholder processes and structures both face-to-face and online.	This has been addressed in **Strategic Objective 1** *Evolve and further globalize ICANN.*
20	Gideon Rop For DotConnectAfrica	1.0	ICANN should create a "proper awareness" for itself and to ensure that its place in the Internet ecosystem is understood by all. Part of creating this awareness will be the involvement of more young people in the decision making process and for them to be mentored.	This topic is addressed in **Strategic Objective 5** *Advance ICANN's global public responsibility within its mission and commitment to the public interest* and **Goal 5.3** *Empower current and new stakeholders to fully participate in ICANN activities*.
21	Gideon Rop For DotConnectAfrica	1.0	ICANN must create a proper institutional human resource mechanism to identify individuals with true passion for the advancement of the Internet development, especially from the developing regions of the world. Additionally, ICANN must create proper oversight mechanisms to enable its activities to receive a critical audit at all times.	This topic is addressed in **Goal 3.3** *Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff and stakeholders* and **Goal 5.2** *Promote ethics, transparency and accountability across the ICANN community.* See comment 4 regarding inclusion of the ICANN Accountability process.
22	Gideon Rop For DotConnectAfrica	1.0	ICANN must strengthen the SOs/ACs and continually analyze the Policy Development Process so as to ensure that it meets the challenge of the ever-changing Internet platform.	This topic is addressed in *Goal 1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive.* Staff is developing a community services inventory to deliver, improve and expand the policy support resources that are available to the community.
23	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	1.0	It is the view of the SOP WG that all 3 objectives are worth pursuing, however they are not at the same level. The SOP WG believes that the third objective (evolving policy-developing and decision-making processes and structures) is an essential feature of the ICANN's multi-stakeholder approach and makes it different from the other institutions such as the ITU, IGF, NETmundial and IETF.	Five-Year Operating Plan addresses planning elements that clarify how ICANN intends to accomplish its strategic goals, including dependencies and phasing. ICANN has identified strategic risks, which in part address the comment that strategic goals are not at the same level.
24	Roelof Meijer For ccNSO Strategic & Operating	1.1	Internationalization and regionalization of ICANN should not solely imply hiring more international staff and setting up more offices and engagement centers across the globe, but more importantly, should focus on greater global	This is consistent with ICANN's focus and is reflected in *Strategic Objective 1 Evolve and further globalize ICANN*. For example, see Key Success Factors defined in Strategic Goal 1.2.

	Planning Working Group		participation in ensuring and overseeing ICANN's optimal performance.	
25	Paul Diaz for RySG	1.1	Under 'Measures', the fourth bullet should be changed as follows: "Tracking expansion of the Fellowship Program (by region / language; by involvement in ICANN initiatives; by stakeholder area)."	This measure has been included in the Five-Year Operating Plan.
26	Paul Diaz for RySG	1.1	Another useful measure of the Fellowship Program would be to understand how fellowship participants have integrated into the ICANN mainstream of policy development and are engaged in activities. It would also be useful to understand the extent to which ICANN is required to subsidize activities to enable continued participation.	Measures such as this will continue to be refined as part of the Five-Year Operating Plan process.
27	Paul Diaz for RySG	1.1	With regard to "Number of governments and international entities endorsing ICANN's globalized functions", this measure is meaningless without a base to start from and an understanding of what is meant by 'globalized functions'.	The measures for 1.1 were clarified and updated and this comment will be kept in mind as metrics are developed for the operating plans.
28	Paul Diaz for RySG	1.1	Under 'Phasing', the first bullet "Year 1: Plan based on gap assessment" - The gap has been known to the community and ICANN for years so it seems odd that it will take another year for planning. This phase should be shortened otherwise ICANN risks being in a perpetual state of assessing gaps and planning when real actions are required.	This comment has been noted. See response to comment #10. Phasing, prioritization and resource allocation will be addressed in the Five-Year Operating Plan.
29	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	1.2	The proposed strategic projects within the "Engage Stakeholder Regionally" portfolio display a different degree of elaboration and implementation. It is not clear, however, whether they all are subject to deployment of equal volume of attention and resources, specifically with regard to all the regions where regional engagement strategies have been developed. It would therefore be appropriate, both from an effort- and costs - perspective to articulate that the priority is placed either on implementation of the most advanced strategies to build the pool of best practices, or, vice versa, on ongoing projects in the underperforming/underserved regions.	See response to comment #10. Phasing, prioritization and resource allocation will be addressed in the Five-Year Operating Plan.
30	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	1.2	The WG also notes that if business (Registrars and Registries) is not diversified geographically, the multi-stakeholder model is not working for everybody, just for developed countries. Thus, one can expect lack of confidence in the model from developing countries.	See response to comment #10. Phasing, prioritization and resource allocation will be addressed in the Five-Year Operating Plan. Geographic spread of participants in ICANN, including accredited Registrars and Registries has been added as Measure within the Five-Year Operating Plan.
31	Paul Diaz for RySG	1.2	Under 'Measures', the second bullet "Recognition of ICANN's international status by X governments, territories or international organizations" - It is unclear what this actually means and how it is linked to Goal 1.2.	See response to comment #10. Phasing, prioritization and resource allocation will be addressed in the Five-Year Operating Plan.
32	Paul Diaz for RySG	1.3	Suggest changing the third bullet under 'Outcomes' as follows: "Meeting and engagement program supporting the global bottom-up multistakeholder model."	The term "bottom-up" was not added in this section because a general definition of the bottom-up processes has been added to the Introduction section of the Strategic Plan.
33	Paul Diaz for RySG	1.3	It is not clear what "identify topics of interest to them" means relative to policy development. It must be recognized that the policy development undertaken within the ICANN construct is generally narrow in focus and in the GNSO impacts the operations of registries and registrars; and within the ccNSO is even more constrained and ultimately non-binding. It is important to ensure that 'policy' discussions within ICANN relate to ICANN and are not expanding into the	The phrase in question has been removed and other edits made in order to clarify.

			territory of Internet Governance.	
34	Paul Diaz for RySG	1.3	There seems to be an assumption that policy development is siloed. Those assumptions are not accurate—anyone can join a policy development working group, but as pointed out above, it needs to be recognized that 'policy topics' will be narrowly contained. There is definitely a need to improve cross-community collaboration so it would be appropriate to have as an outcome "improve cross community collaboration."	"Cross-community collaboration" has been added to the first outcome.
35	Paul Diaz for RySG	1.3	The third to last bullet under 'Measure' says: "Percentage of consensus recommendations directed to Board by SO/ACs." This seems to assume that it is always possible to reach consensus, which is a very naïve assumption in the global environment we operate in, especially for highly contentious issues where there are very divergent points of view.	Noted. Measures will continue to be refined as part of the Five-Year Operating Plan process.
36	Paul Diaz for RySG	1.3	The second to last bullet under 'Measure' says: "Number of policy recommendations from SO/AC adopted by Board." To be a meaningful measure, this should be a relative, not an absolute number.	Noted. Measures will continue to be refined as part of the Five-Year Operating Plan process.
37	Paul Diaz for RySG	1.3	This goal should be changed as follows: "Evolve *bottom-up multistakeholder* policy development and decision-making processes, structures and meetings to be more inclusive, efficient, effective and responsive to the changing needs of our diverse, global stakeholders."	See response to comment #32.
Strategic Objective 2: Support a healthy, stable and resilient unique identifier ecosystem				
38	Gideon Rop For DotConnectAfrica	2.0	ICANN must ensure that its own ecosystem is enriched with transparent mechanisms so that it can be trusted an accountable. To achieve this goal, there should be a continuous and progressive analysis into ICANN's processes and decision-making mechanisms to ensure that they are consistent with acceptable standards. There should be a review of staffing and board composition so as to ensure that the ICANN Board is not affected by any conflicts of interest that would compromise the decisions being more. Mechanisms to audit and sure that public comments have been factored into the actual policy making process should be created.	This topic is addressed within **5.2 *Promote ethics, transparency and accountability across the ICANN community.***
39	Paul Diaz for RySG	2.0	It is unclear what this objective is serving to address. Is it the purely technical aspect of the operation of the domain name system or is it related to the growth of the domain name industry? We believe it is important when referencing the domain name system that this not be conflated with other terms such as 'ecosystem' as this creates the perception of a risk of mission creep beyond names and numbers. Ecosystem has become a 'catchall' phrase that is overused and can be misleading.	See revised Strategic Objective 2 and related Strategic Goals for clarification. The introductory narrative for this strategic objective also has been revised and indicates "ICANN will engage stakeholders to help support and plan for the industry's evolution and empower a global and responsible industry that fosters growth and innovation."
40	Roelof Meijer For ccNSO Strategic & Operating	2.0	The new uses of domain names, the massive introduction of new top level domains and the importance of IP addresses are all factors that should be carefully monitored and assessed over the next decade.	This comment has been noted. The Five-Year Strategic Plan is complemented by a Five-Year Operating Plan, which details—for each Strategic Objective and Goal—portfolios of key activities, key success factors (outcomes), , key performance indicators (metrics),

	Planning Working Group			dependencies, and phasing over five years (through FY2020). The Five-Year Planning Cycle includes a validation step at which point the progress achieved would be checked against original plans and strategies and significant changes in the environment may need to be considered. These considerations may impact the remainder of the Five-Year Planning Cycle, as appropriate.
41	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	2.0	We believe that the preamble contains certain elements which deserve more attention by ICANN and would like to see objectives that seek to deliver: • Measures to avoid consumer confusion and ensure protection of their interest; and • Measures to strengthen security mechanisms that may anticipate, prevent and fight misuse of the Internet unique identifiers.	Noted. These measures will be addressed in the Five Year Operating Plan.
42	Paul Diaz for RySG	2.1	The third to last bullet under 'Measure' - It is not clear how measuring the implementation of SSAC Recommendations adopted by the Board is a useful measure, particularly as the Board has no binding authority to compel ccTLD operators to comply with SSAC recommendations.	Noted. Measures will continue to be refined as part of the Five-Year Operating Plan process.
43	Paul Diaz for RySG	2.1	The RSSAC is expected to release a report regarding DNS capabilities and this should be factored into this section when this becomes available.	Noted. The RSSAC report will be considered as appropriate within the Five-Year Operating Plan.
44	Paul Diaz for RySG	2.1	There needs to be some kind of benchmarking attached to these measures with regard to what constitutes 'healthy, stable and resilient'.	Benchmarks and metrics are addressed in the Five Year Operating Plan and subsequent annual operating plans.
45	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	2.1	We would appreciate clarification of the first sentence that states "Major attack or event results in failure of TLD(s) of substantial size that causes loss of confidence in the administration of the IANA functions, Internet ecosystem or internationalisation of ICANN". In addition, we suggest that measures of stability and resilience should be included, in order that performance can be benchmarked over time.	Strategic risk has been clarified as follows: "Major attack or event results in failure of the DNS root name server system, TLD(s) of substantial size, routing system, or other significant identifier systems in which ICANN plays a role that causes loss of confidence in the administration of the IANA functions, Internet identifier ecosystem, or internationalization of ICANN."
46	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	2.2	The text here could usefully explain the kind of roadmaps envisaged. With regard to the risk section, we believe that any mature international organisation should have in place adequate policies and procedures that help to cope with unexpected contingencies that are out of its direct control.	Further details will be included in the Five-Year Operating Plan.
47	Policy Staff in Support of the ALAC	2.2	The ALAC suggests ICANN add a focus on improving the technical universal acceptance of Internationalized Domain Names (IDNs) at the application level.	The Five-Year Operating Plan will include a measure associated with indicators and trends derived from reports of universal acceptance issues.
48	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	2.3	It is suggested that a survey of current levels of trust, robustness and stability could be introduced, which would be used for future year benchmarking over time. With the introduction of the new gTLDs and the launch of many new IDN TLDs in the generic and country code space, the domain name marketplace will need more and more support, not only at the registry and registrar level, but also and mainly at the end user level. The outcome section should take the aforementioned changes into more account and therefore, the achievement should be not only to have a credible and respected industry that is compliant with its responsibilities, but also to have an industry that is able to cope with faster changes and challenges, that is able to meet the multilingual and multicultural	ICANN's plans call for continuing support for benchmarking survey and metrics efforts that are under way within the community. ICANN will consider additional measures to address ICANN support or facilitation of continuing evolution of the industry, marketplace, and end user needs. ICANN will consider additional measures to address ICANN support or facilitation of continuing evolution of the industry that is able to cope with faster changes and challenges, that is able to meet the multilingual and multicultural needs of the end-users, that is a mirror of a continuously evolving society, within ICANN's remit.

			needs of the end-users, that is a mirror of a continuously evolving society.	
49	Paul Diaz for RySG	2.3	From the RySG perspective this is a very important objective. ICANN has a responsibility to support the industry it regulates through its compliance function and the Global Domains Division (GDD).	This comment has been noted.
50	Paul Diaz for RySG	2.3	New entrants to the domain name industry, via the new gTLD program, may not be aware of ICANN processes or unwritten rules about best practices and accepted behavior. Further, the base registry agreement for the new gTLDs contains many new requirements that are untested or subject to multiple possible interpretations. ICANN has an education and outreach obligation to these new entrants with regard to ensuring a trusted domain name industry.	This comment has been noted. The Five-Year Operating Plan will include a measurement of: timely delivery of information to new entrants and timely onboarding activities; conduct regular onboarding surveys and surveys of existing Registries.
51	Paul Diaz for RySG	2.3	Reporting on compliance function's performance against published targets was part of a key recommendation from the WHOIS Policy Review Team in 2012. However, there is no mention of performance targets in ICANN's WHOIS Implementation Chart nor were they published elsewhere by ICANN.	ICANN Compliance function performance against the targets can be found in the Contractual Compliance Update presentation provided on Wednesday at the ICANN International Meeting. Please refer to slide 8 at this link: file:///Users/maguy.serad/Downloads/presentation-compliance-25jun14-en%20(4).pdf The Five-Year Operating Plan will include additional compliance measurements and targets to account for the new RA scope, as well as trend over time.
52	Paul Diaz for RySG	2.3	We would suggest that measures be identified with regard to confidence in the services provided by the GDD. As the number of registry operators increase exponentially, it is critical that GDD services meet the needs of the registry operators and are subject to measurable performance targets.	The Five-Year Operating Plan will include a measure of the ongoing trend of performance relative to Service Level Agreements.
53	Paul Diaz for RySG	2.3	We suggest adding three new bullets under 'Phasing' as part of Year 1 scope: • Develop and publish a code of conduct (modeled on best practices of comparable regulators) and performance targets for ICANN's compliance function • Develop and publish measurable performance targets for the GDD • Fund a body (independent of ICANN) to ensure compliance of ICANN's obligations to the contracted parties and conduct annual audits on compliance and GDD operations We also suggest adding a new bullet under 'Measure' as follows: • Annual audit results showing ICANN's compliance function and the GDD meeting or exceeding their performance targets	See Response to comment #10. The Five-Year Operating Plan will include phasing and annual expected outcomes and deliverables developed based on the current status of GDD building out its services. ICANN commits to measure and report on performance relative to Service Level Agreements, which is envisioned as the logical first phase that can reasonably be defined and implemented. Several aspects mentioned in the comment have significant cost implications and ICANN proposes to consider these recommendations in later phases of evolution of GDD Services, based on a structured cost/benefit, Return on Investment type analysis.
54	Lasantha De Alwis for Commonwealth	2.3	ICANN seeks to support the evolution of domain name marketplace to be robust, stable and trusted. In addition, the domain name market place needs to be fair and	This comment has been noted.

	Telecommunications Organization		transparent as well. That requires minimizing challenges and maximizing opportunities for marginalized and less-endowed stakeholders to benefit from the domain name marketplace, including a proportionate reward on account of ownership, as the concept is understood and accepted today.	
**Strategic Objective 3: Advance organizational, technological and operational excellence**
55	Paul Diaz for RySG	3.0	The RySG strongly supports the introductory paragraph.	This comment has been noted.
56	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	3.0	ICANN's IANA department used the EFQM excellence framework to improve its operations. There have been several discussions within the SOP WG and at various workshops and other meetings, suggesting that this framework could be used to improve ICANN's operations in general. We support such an expansion of the use of the EFQM framework, which, in the view of the SOP WG, would be of great value to ICANN (and hence the community) in the current rapidly changing environment.	ICANN agrees that the EFQM framework is a valuable tool for improving operations. One of the portfolios of work supporting the **Strategic Objective *3 Advance organizational, technological and operational excellence,*** and specifically, ***Goal 3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff and stakeholders*** is "Business excellence applying EFQM Standards." This portfolio can be seen within the Five-Year Operating Plan.
57	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	3.1	Aiming to 99.999% uptime is always a good technical challenge but not a minor financial investment. And it is not always necessary in every technological component. There needs to be a classification of critical services and important (less critical) ones, where five 9's are not needed.	The Five-Year Strategic Plan outcome has been revised to state:" Top tier global IT infrastructure performing at 99.999% uptime (5 minutes or less of unplanned downtime anywhere in the world, in a year) in FY 2020 through effective resource management and best practices." Over the course of time, as the catalog of services becomes clearer, ICANN will create a 3-tier classification, with As being 5-9s; and Cs being 3-9s. As appropriate, we will make investments. The details will be addressed within the Five-Year Operating Plan, in phasing and outcomes.
58	Paul Diaz for RySG	3.1	As the operation of the GDD portal and other ICANN technical infrastructure impacts the ability of new gTLD registry operators to meet their contractual obligations and reporting requirements, it would be useful to have specific outcomes identified for ICANN's internal operations in order to better understand what these are, rather than the blanket statement of "Global IT infrastructure performing at 99.99% uptime …". Some of the infrastructure operated by ICANN is more critical than others and this should be recognized and appropriate measures developed.	See response to comment #57.
59	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	3.2	The Measures and Phases are not clear due to the diverse group of people included in this objective. The strategy aimed for Board Members is very different from that aimed at staff, stakeholders and technical advisors and this should be reflected in the text. At the stakeholder´s level, this objective is very hard to attain, this objective should focus on staff and Board Members. Metrics and timing should be adapted to the different groups involved. Lastly, the retention and training of staff is not a three-year goal or project, but should be a continuous effort from ICANN.	See response to comment #10. Phasing, dependencies, outcomes are addressed within the Five-Year Operating Plan.
60	Paul Diaz for RySG	3.2	Top talent should be recruited through best hiring practices. To this end, we suggest adding a new bullet under 'Measure' as follows: Benchmark ICANN's hiring and recruitment practices against that of comparable global non-profit organizations.	The measure "Benchmark ICANN's hiring and recruitment practices against that of comparable global non-profit organizations" has been included in the Five-Year Operating Plan.
61	Paul Diaz for RySG	3.3	It became evident in Singapore that the processes by which decisions are made, or should be made, are not well-understood or have a common interpretation. We	This comment is noted and will be considered as part of the Five-Year Operating Plan.

			believe that it is important to evaluate the various processes as contained in the ICANN Bylaws and other documents in order to achieve this goal. Therefore, we suggest the inclusion of an outcome related to understanding processes in order to understanding role clarity.	
62	Paul Diaz for RySG	3.3	The last bullet under 'Risks' says: "Conflict caused by differing views of what is the bottom-up approach and when it is / is not appropriate." It is important to note that the opposite of 'bottom-up' is 'top-down'. Making top-down decisions should only be done in rare cases and with great caution because they can seriously compromise the critical multistakeholder model.	This comment has been noted.
63	Policy Staff in Support of the ALAC	3.3	The ALAC suggests ICANN include a focus on improving the logistical support needed for ICANN's Board, Staff and the various ACs and SOs	Logistical support to various SOs and ACs is included in **Strategic Goal *1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive*** and is specifically covered in the portfolio "Support Policy Development, Policy Related and Advisory Activities" that is mapped to this strategic goal.
64	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	3.3	Staff, Board and stakeholders have very different roles and progress needs to be measured in different ways and their timings might differ. These differences need to be reflected in the Strategy Plan.	This comment has been noted. The referenced differences will be considered as measures are developed for the Five-Year Operating Plan.
65	Paul Diaz for RySG	3.4	We suggest adding to goal 3.4: "Ensure ICANN's long-term financial accountability, stability and sustainability while ensuring that value-add justifies the costs incurred."	The spirit of the comment has been incorporated in the Key Success Factor for Strategic Goal 3.1 "New initiatives are introduced with the full understanding and consideration of financial and organizational impact involved."
66	Paul Diaz for RySG	3.4	The continued lack of transparency around the financial accounting process has been an ongoing concern for the RySG and we strongly suggest that one more outcome be added: "Provide transparency of budget detail with enough lead time to allow community input to be acted on before Board action."	See response to comment #14.
67	Paul Diaz for RySG	3.4	We would also note that we believe that ICANN has a public interest responsibility to ensuring that the budget is developed with this consideration in mind, and that it is critical that resources are not diverted or wasted in a way that compromises ICANN's critical mission to ensure the security and stability of the Internet. Therefore we recommend the inclusion of an outcome: ICANN's budget is managed in the public interest.	The concept of public interest has been expanded and clarified throughout the Strategic Plan and specifically within **Strategic Objective 5 *Advance ICANN's global public responsibility within its mission and commitment to the public interest*** and **Goal 5.1 *Act as a steward of the public interest***. The recommended outcome was not included in Strategic Objective 3 because the objectives have been refined to clarify that Objective 3 relates to organizational, technological and operational excellence, while Objective 5 addresses public responsibility within ICANN's mission and commitment to the public interest.
68	Paul Diaz for RySG	3.4	We definitely agree that "Lack of cost control" is a risk.	This comment has been noted and addressed in the Five-Year Operating Plan.
69	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	3.4	This objective should focus on financial matters and move every Accountability & Transparency matter to the Focus Area no. 5. Furthermore, the metrics are vague. The Measures and Phasing of this particular point should be one of the most clear and solid sections. Clear timings, financial objectives (expected reserves, costs, etc.), clear controls, communication strategy of results and transparency practices need to be laid out.	See response to comment #10.
	Strategic Objective 4: Promote ICANN's role and multistakeholder approach			
70	Paul Diaz for RySG	4.0	This must be done in a bottom-up multistakeholder manner. There is some	See response to comment #32.

			concern among the RySG that ICANN staff and the Board are being 'captured' by Internet Governance issues at the expense of Operating excellence and staying true to ICANN's narrow remit. With the recent NetMundial meeting and development of IG principles and roadmap now settled and behind us, we do not believe that ICANN should be seen as the 'defacto' place for broader IG discussions. We believe that the most effective way for ICANN to be recognized and accepted as the organization responsible for coordination of the Internet's unique identifiers is to be exemplary in the manner in which this role is undertaken.	
71	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	4.0	The objective is "Clarify and establish ICANN's role…". The "establish" part is covered, but none of the objectives explains how ICANN will clarify its role vis-à-vis its constituent parts.	The means by which this goal will be accomplished will be refined and explained within the Five-Year Operating Plan. See response to Comment #10.
72	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	4.1	Metrics should measure the outcome, not the means used to get there. It is more important to know if the goals are met than to check if enough effort was spent trying to reach them. Some of the measures specified for this objective are quite general.	See response to Comment #10.
73	Policy Staff in Support of the ALAC	4.1	The ALAC suggests ICANN reword the sentence under Focus Area #4.1 as "Ensure ICANN's stakeholder groups' role in the evolving Internet ecosystem is clear, recognized, and well understood worldwide."	The reference to ICANN's role is intended to include all aspects of ICANN – stakeholder groups, the Board and staff. Making the suggested change would significantly alter and limit the meaning of this goal.
74	Paul Diaz for RySG	4.2	The most important word in this goal is 'balanced'. Being proactive in engaging with governments and IGOs is a good idea. But it must always be remembered that governments and IGOs are just a subset of all stakeholders so engagement with them must be balanced with engagement with other stakeholders.	This comment has been noted.
75	Paul Diaz for RySG	4.2	The first bullet under 'Outcomes' says: "ICANN's legitimate role is unquestioned and fully trusted by relevant Internet organizations, governments, international organizations worldwide." Why are governments and international organizations singled out? ICANN's role must be judged as legitimate and be fully trusted by other stakeholders as well. The fact that governments and international organizations are singled out gives the impression that they are more important than civil society, businesses, infrastructure providers, users, etc.	The Outcome has been edited: "ICANN's legitimate role and ability to meet the public's needs is unquestioned and fully trusted by relevant Internet organizations, governments, international organizations and stakeholders worldwide."
76	Lasantha De Alwis for Commonwealth Telecommunications Organization	4.2	ICANN may wish to work actively to dispel the notion of disproportionate influence exerted by some stakeholders. One of the risks identified in 4.2 is the "perception that particular governments and IGOs are inappropriately influencing ICANN's mandate". However the perception that some governments and IGOs are exercising disproportionate influence poses a higher risk.	This comment has been noted.
**Strategic Goal 5: Advance ICANN's global public responsibility within its mission and commitment to the public interest**			
77	Gideon Rop For DotConnectAfrica	5.0	There must only be one single functional DNS root in the world. If it is not protected, disintegration of the Internet is not only a possibility, but also an unfortunate reality. ICANN should therefore protect its own role by ensuring that its activities and decision-making mechanisms are beyond public question and	This comment has been noted.

			doubt. To achieve this goal, ICANN should ensure that there is a structured separation of roles. Specifically, ICANN must ensure that the technical, administrative, and multistakeholder approaches have distinct and yet complimentary roles.	
78	Paul Diaz for RySG	5.0	The terms 'public responsibility' and 'public interest' are difficult to define because they vary significantly by across jurisdictions and interest groups. That is why it is very critical that efforts to define these terms and implement this objective be done in a fully bottom-up multistakeholder way.	This comment has been noted.
79	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	5.0	The SOP WG welcomes this strategic priority in that it intends to clarify and explain ICANN's role. However, its description remains quite vague. For instance, it remains unclear what responsibility framework means, and what it will deliver. The general description of the priority should be rephrased to clarify that it plans to address some fundamental misunderstandings about ICANN's narrow mission, and how it is kept aligned with the interest of the public.	See revisions made to Strategic Objective 5 of the Five-Year Strategic Plan that address this concern.
80	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	5.0	This section could also be improved by relying on generally accepted notions such as corporate social responsibility (CSR). CSR strategies are a useful framework for identifying priorities when an organization intends to address the needs of stakeholders outside of its customers. Areas such as responsible employer policies, underserved regions support or minimizing environmental impact could be developed within this framework.	This comment has been noted.
81	Paul Diaz for RySG	5.1	Public interest is difficult to define; but to this goal it leaves the question open of 'act as a steward of the public interest' of what? of the management of the domain name system, or world peace?	The outcome has been clarified: "The ICANN community's decision and policy-making structures and processes are driven by a clear understanding of the public interest, including a healthy unique identifier system and marketplace."
82	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	5.1	We recommend to take a more open approach to further work on the topic, as it could lead to a significant reform, and impact the whole Strategic Plan.	Additional details and planning elements will be addressed in the Five-Year Operating Plan.
83	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	5.2	This specific part of the Strategic Plan, while welcome in its principle, seems disconnected from current related developments (enhancing ICANN's Accountability and the IANA Stewardship Transition). Noting that ICANN's accountability is considered part of ICANN's vision statement, this part of the Plan clearly does not meet expectations yet. It gives the impression that ICANN only expects minor changes to its accountability (and governance) mechanisms.	This section has been modified to identify evolution of and/or incorporation of new accountability mechanisms. Further details are available within the Five-Year Operating Plan.
84	Paul Diaz for RySG	5.2	We definitely agree with the first 'Outcome' shown: "Shared agreement on what accountability means in the context of ICANN." In that regard, true accountability must involve both internal and external (independent) accountability. We therefore suggest adding two new bullets under 'Risks' as follows: • Failure to identify or enforce non-compliance with accountability and transparency processes. • Tension between public interest accountability and corporate and legal accountability.	Further details will be included in the Five-Year Operating Plan. Given the development of the ICANN Accountability Process (see Announcement), outcomes, measures, dependencies and phasing of this work will continue to evolve and will be updated as appropriate within the Five-Year Operating Plan.

			To address those risks, we suggest adding a new bullet under 'Measure' as follows: • Employ an Ethics Counsel reporting directly to the Governance Committee of the ICANN Board	
85	Roelof Meijer For ccNSO Strategic & Operating Planning Working Group	5.3	We note a discrepancy between this section's title and the outcomes and measures proposed. In our view the focus of the activities under this objective should be to increase participation from developing countries. Therefore this section of the strategic plan should be aligned with this legitimate goal.	Further details will be included in the Five-Year Operating Plan. For example, measures have been expanded to include: "- Regular measurement of percentage of increase in participation of people from developing countries and communities and from other under-represented groups. - Measure of the increasing impact of the Fellowship and related programs on engagement of under-represented countries and communities."