ICANN Strategic Plan Feedback:

Thank you for the opportunity to provide feedback on the 5 year strategic plan, as a long standing member of the ICANN community I have some areas which I feel required further thought and consideration before approval.

Strategic Goals:

Section	Feedback
1.1 Strengthen DNS coordination in partnership with the DNS stakeholders to improve the shared responsibility for upholding the security and stability of the DNS.	No comment on the substance however I would suggest reworking the outcomes and risks to have planer language, in vogue phrases such as thought leadership and cyber warfare should be avoided in long term strategic planning as these phrases can evolve over time.
1.2 Strengthen DNS root server operations governance in coordination with the DNS root server operators.	The association of DNSSEC deployment and alternative roots is not grounded in any strong factual basis that I am aware of. Alt roots are certainly an area that needs to be tracked and root server cooperation is important however the strategic risks associated with 1.2 should be revisited.
1.3 Understand and mitigate security threats to the DNS through greater engagement with DNS hardware, software, and service vendors	No comment.
1.4 Increase the robustness of the DNS root zone key signing and distribution services and processes to meet growing security needs.	I agree that more strategic focus on the KSK and KMF processes is a appropriate. Close integration of this area with the RZM is extremely important, I suggest that a separate paper on this topic is likely warranted to define the RZM and Root Zone Key strategy for the same time period due to the tri party arrangement (ICANN, PTI, VRSN)
2.1 Address the increasing needs of inclusivity, accountability and transparency, while at the same time ensuring that work gets done and policies are developed in an	No comment.

effective and timely manner.	
2.2 Strengthen ICANN's multistakeholder decision-making process.	No comment.
2.3 Strengthen the inclusivity and openness of ICANN's multistakeholder model by improving and sustaining diverse representation and active, effective participation.	No comment.
3.1 Encourage readiness for Universal Acceptance, IDN implementation and IPv6 by increasing awareness to enable more end users to use the Internet.	Given the timescale currently being experienced within IPv6 deployment, ICANN should and must have a more defined strategic goal on its expected future investments vs pushing further adoption via 3rd parties
3.2 Improve understanding of and responsiveness to new technologies by greater engagement with industry, academia, standards development organizations, and other relevant parties	Emerging Technologies requires definition, ICANN has a limited remit to ensure coordination of the DNS and internet identifiers. Where emerging technologies intersect with that must be defined at this strategic level or we risk this document becoming a tactical plan.
3.3 Continue to deliver and enhance the IANA functions with operational excellence.	ICANN does not deliver the IANA functions, this section should be moved to a PTI document.
3.4 Plan a properly funded, managed, and risk-evaluated new round of gTLDs	The outcomes for this section are statement of fact or hope, with no SMART aspects, this section needs to be rewritten to be actual objectives in order to be operationalised.
4.1 Further develop early warning systems, such as ICANN org's Legislative/Regulatory Development Reports, to identify and address global threats, demonstrating ICANN's trustworthiness in resolving the challenges within its remit in a timely manner.	If this goal is to be achieved it needs to be understood that this function and goal needs to be targeted by professionals as their core responsibility. The current approach of reusing existing staff members without experience in this area has resulted (Despite their works) in a fragmented and unstructured approach that is largely ineffective. If this is to be a strategic goal in the org then this needs to be reflected in budgeting (Which it has not been for the current FY2020 documents available)

4.2 Continue to build alliances in the Internet ecosystem and beyond to raise awareness about a single, global, interoperable Internet.	Please see above comments on 4.1
5.1 Enhance ICANN's understanding of the domain name marketplace.	No comment.
5.2 Strengthen cost management and financial accountability mechanisms	No comment.
5.3 Enhance ICANN's financial planning model to better balance economic changes and stakeholders' needs.	This objective seems at odds with itself. ICANN needs to become more agile and flexible, however a move to a 2 year planning cycle is proposed. I would in fact suggest the opposite, design more agile planning methods to move to an agile strategic management plan where financial changes can be processed within a less than 12 month timeframe.

Summary
I think that some changes are required to the strategic plan as defined in my comments above. Most notably i will comment overall that the strategic plan is lacking some of the core aspects of strategic plans such as basic analysis, PESTER/SWOT, and that there is a strong lack of strategic narrative across the document (I suspect that this document was created by asking the department heads to generate their own risks and objectives and not created in a cross functional manner.) This has resulted in a strongly tactical focus within what should be a strategic document, and given some of the enduring fundamental misunderstandings that are present (ICANN vs PTI) I suggest a rework and resubmit for public comment is likely warranted.

Regards,
James Gannon