# ICANN Strategic Plan

## July 2008 – June 2011

Table of contents

**[TO BE UPDATED]**

## Letter from the President and CEO

December 2007

To All Interested Parties:

[to be included in final plan]

Sincerely,

Paul Twomey, President and CEO

## ICANN's Mission and Values

ICANN is the international non-profit, multi-stakeholder organization that is the globally authoritative body to coordinate the Internet systems of Unique Identifiers, including to ensure the stability and interoperability of those Identifiers.  The Internet requires a stable and secure system of unique identifiers if it is to serve its global community efficiently and reliably. ICANN has been established to serve the Internet community in maintaining the stability and security of the Internet's unique identifier systems, while fostering competition where appropriate to give Internet users greater choice. While the core functions were in the early years of the Internet (and its predecessors) performed under auspices of the US Government, ICANN marks the transition of these services from the responsibility of one national government to the global Internet community. In ICANN's self-governance model, the policies that create stable processes for IP address allocation and protocol parameter recordation, as well as a stable, competitive domain name system are able to be developed in a manageable, bottom-up, consensus-based process involving global, multi-stakeholder representation. In short, a key to accomplishing the strategic principles supporting ICANN's mission:

- ensuring the stability and security of the Internet's system of Unique Identifiers,

- allowing market mechanisms to support the management of the DNS in a manner that promotes competition and choice for users and registrants,

- facilitating the bottom-up, transparent policy development process, and

- engaging the participation of the global stakeholder community in the ICANN process

is the inter-relation among those principles. ICANN's work supporting bottom-up coordination involving global stakeholder interests also facilitates stability and competition. Similarly, facilitation of competition and practices promoting stability and security will attract global participants to the ICANN model and its policy development forums.

## ICANN's Mission

Since its creation, the Internet community has vigorously discussed and reviewed the mission and values that guide ICANN's actions. This extensive, inclusive and bottom up discussion has been encapsulated in ICANN's Bylaws, its Mission and Core Values.

The limited and distinct mission of ICANN is clearly set out in Article I of its Bylaws.

The mission of The Internet Corporation for Assigned Names and Numbers ("ICANN") is to coordinate, at the overall level, the global Internet's systems of unique identifiers, and in particular to ensure the stable and secure operation of the Internet's unique identifier systems. In particular, ICANN:

1. Coordinates the allocation and assignment of the three sets of unique identifiers for the Internet, which are:

   a. Domain names (forming a system referred to as "DNS");

   b. Internet protocol ("IP") addresses and autonomous system ("AS") numbers; and

   c. Protocol port and parameter numbers.

2. Coordinates the operation and evolution of the DNS root name server system.

3. Coordinates policy development reasonably and appropriately related to these technical functions.

ICANN is an international, non-profit, multi-stakeholder organisation. It has become the globally authoritative body on the technical and organisational means to ensure the stability and interoperability of the DNS, the continued equitable distribution of IP addresses, and accurate recordation of protocol parameters.

## ICANN's Core Values

ICANN's Bylaws detail ICANN's core values as part of its Mission. In performing its mission, the following core values should guide the decisions and actions of ICANN:

1. Preserving and enhancing the operational stability, reliability, security, and global interoperability of the Internet.

2. Respecting the creativity, innovation, and flow of information made possible by the Internet by limiting ICANN's activities to those matters within ICANN's mission requiring or significantly benefiting from global coordination.

3. To the extent feasible and appropriate, delegating coordination functions to or recognising the policy role of other responsible entities that reflect the interests of affected parties.

4. Seeking and supporting broad, informed participation reflecting the functional, geographic, and cultural diversity of the Internet at all levels of policy development and decision-making.

5. Where feasible and appropriate, depending on market mechanisms to promote and sustain a competitive environment.

6. Introducing and promoting competition in the registration of domain names where practicable and beneficial in the public interest.

7. Employing open and transparent policy development mechanisms that (i) promote well-informed decisions based on expert advice, and (ii) ensure that those entities most affected can assist in the policy development process.

8. Making decisions by applying documented policies neutrally and objectively, with integrity and fairness.

9. Acting with a speed that is responsive to the needs of the Internet while, as part of the decision-making process, obtaining informed input from those entities most affected.

10. Remaining accountable to the Internet community through mechanisms that enhance ICANN's effectiveness.

11. While remaining rooted in the private sector, recognising that governments and public authorities are responsible for public policy and duly taking into account governments' or public authorities' recommendations.

# Development of the July 2008 - June 2011 Strategic Plan

**[TO BE UPDATED]**

This initial draft of the plan is based on a bottom up, multi-phase consultation with the ICANN community. It attempts to set out the community's views of the major opportunities and challenges that face ICANN in the next three years as it continues to evolve as a global organisation serving the Internet community in maintaining the stability and security of the Internet's unique identifier systems.

Development of this strategic plan began at the ICANN meeting in San Juan in June 2007. Consultation with the community was undertaken at that meeting and sessions were conducted in English, French and Spanish, including a session for the Caribbean community. An online forum was established with questions set out in Arabic, English, French and Spanish. For the first time, the strategic planning online forum received responses in languages other than English.

In July, senior ICANN staff met to discuss strategic issues for consideration as part of the planning process. The Board also considered strategic issues at its retreat in August. Issues raised in these discussions have been included in the planning discussion.

Input from the public forum, the Board, the staff and the San Juan sessions was collated into an issues paper which was published in September 2007. Comments were sought through a public forum on the ICANN website. Telephone consultations based on this issues paper were conducted with constituency groups. From this input, this draft version of the plan was written.

The draft version of the plan will be discussed in consultation sessions at the Los Angeles meeting. An online forum has been established to allow all members of the ICANN community to contribute to the planning discussion.

Based on the feedback received through this consultation process, the plan will be redrafted. It is hoped that the plan will be approved by the ICANN Board at its meeting in December.

[This page will be updated for the final version of the plan to reflect consultation that takes place between mid October and the final approval of the plan.]

Draft for consultation

## Key challenges and opportunities for ICANN

This strategic plan sets out priorities for ICANN over the next three years. These priorities have been set in consultation with the community in response to what the community believes are the major challenges and opportunities that will face the organization. These challenges and opportunities are summarized here.

The major environmental change from last year's strategic plan is the increased significance given to the impact of the imminent introduction of IDNs and new gTLDs.

*Key environmental challenges*

i. The continued rise of the Internet as a truly global means of communication and the need for ICANN to meet the needs of a truly global stakeholder base

ii. The increasing importance of the infrastructure of the Internet for a broad range of critical commercial and communication applications

iii. Ensuring stability and security of the DNS and other Unique Identifiers in an environment of more frequent and more sophisticated attacks and the utilization of unique identifiers to facilitate and disguise these attacks

iv. A wide range of abusive and malicious behaviours in the Internet environment that may be placed at ICANN's doorstep

v. Maintaining stability given expected increases in scale driven by the number of devices using the Internet, the number of users and the growth in number of domain names brought about by the introduction of IDNs and the new gTLD process

vi. Changes to the makeup of the ICANN community flowing from the implementation of IDNs, including increased numbers of registrars and registrants from non-English speaking areas

vii. Multiple complicated changes to Internet operations or protocols that need to be managed in parallel, including possible paradigm changes not yet anticipated

viii. Continuous evolution of commercial applications and business models that use the Internet, including the domain name market place and online advertising algorithms

ix. Possible fracturing of the current system perhaps brought about by dissatisfaction with perceived restrictions imposed by technical protocols or through actions of a government or governments

x. ICANN taking an appropriate role in the broad group of international and other global governance entities involved in Internet functions

*Key organizational challenges*

    i.    ICANN's evolution to independence and related issues of structure

   ii.    The organizational obligation as set out in the Bylaws to regularly review ICANN structures

  iii.    An ongoing obligation to review and renew ICANN processes in order to operate efficiently and effectively

  iv.    Significant increases in the volume of policy and management work that needs to be done

   v.    Successfully managing timely development of policy in a largely volunteer organization

  vi.    Maintaining effective communication with a global audience of ICANN stakeholders with different levels of knowledge about how the DNS works

## Strategic Priorities for the Next Three Years

Having considered the challenges and opportunities that are most likely to present themselves over the next three years, the following priorities have been identified by and for the ICANN community. The identified priorities are both specific (point 1 below) and general (points 2-5). This reflects the organization's ongoing role and responsibilities and also the particular opportunities that present themselves at this point in time.

1.      **Implementing IDNs and new gTLDs:** As part of its mission, ICANN coordinates the operation and evolution of the DNS root name server system. The top priority for ICANN over the next three years is the implementation of two of the most significant changes that have ever been made in the name space: the introduction of Internationalized Domain Names (IDNs) at the top level and the implementation of a process for the introduction of new gTLDs. The introduction of IDNs could open the door for billions of people in the global Internet community to use top level domains in their native script. The new gTLD process will significantly increase competition and choice for consumers in the gTLD marketplace and, offer the potential of innovative, creative and valuable applications of TLDs for internet users. These tasks are extremely challenging, both in terms of technical issues and policy issues, and will require engagement of the entire ICANN community to reach successful closure. The implications for Internet users and for the ICANN community may be profound.

2.      **Continuing to improve core operations:** Although significant improvements have been made in performance of core operational activities in recent years, ICANN is committed to seeking continual refinement of processes to achieve further improvement in the performance of the IANA function, gTLD Registry tasks, gTLD Registrar tasks and contractual compliance.

3.      **Strengthening ICANN's multi-stakeholder model to manage increasing demands and changing needs:** Like any responsible organization, ICANN is always striving to improve its efficiency and effectiveness. Over the period of this plan, ICANN will face additional challenges as it seeks to refine and strengthen its processes to deal with the changes flowing from the introduction of IDNs and new gTLDs. In addition to ongoing improvements in operations, important areas of focus will be the strengthening of the ICANN multi-stakeholder model through the completion of reviews and implementation of agreed changes, the globalization of ICANN processes, further improvements in the policy process and increasing participation in ICANN.

4.      **Enhancing security and stability of the Internet's unique identifiers:** The secure and stable operation of the Internet's unique identifier systems is a core part of ICANN's mission. The nature of attacks on the security and stability of the DNS is changing. IP addresses and Domain Names are being used to originate and disguise attacks and to build botnets that are used for malicious purposes including DDOS attacks. These types of activities are the foundation of malware concerns broadly held by CERTS, financial services organizations, ISPs, Governments and others. As the frequency and sophistication of attacks and other malicious behaviour increases, ICANN must improve the resilience of the DNS and strengthen its capability to deal with these events. As the nature of attacks and malicious behaviour broadens,

ICANN must work with other stakeholders in this arena to clarify ICANN's role and to work together to find solutions to problems that are broader than the mission of any one entity.

5.      **Strengthening accountability and governance:** As the international, multi-stakeholder organization that is the globally authoritative body on the technical and organizational means to ensure the stability and interoperability of the DNS, ICANN has a responsibility to its stakeholders to maintain the highest standards of accountability and governance.  Over the life of this plan, ICANN will implement further improvements in accountability and transparency and consider structural changes that are part of the next phase of its evolution as an organization.  In addition, it will work with other stakeholders in the international arena to advance issues of Internet governance and facilitate continued understanding of the Internet's ecosystem.

## 1. Implementation of IDNs and new gTLDs

1. Continue to facilitate the delegation of Internationalised Domain Names (IDNs) and ensure positive user experiences by creating forums for exchange of information, integrating the technical, policy, government-related and communications aspects into a program plan, and through collaboration, execute according to the plan objectives.

   1.1. Address the technical issues required for seamless delegation and use of IDNs through facilitation of: testing and analysis of trial IDNs; creation of standards and guidelines by the technical community, and enable testing and correction of software applications using IDNs.

   1.2. Coordinate the activities of all ICANN's Supporting Organisations and Advisory Committees in order to facilitate the creation of policy to address each community's IDN-related needs.

   1.3. Plan for technical coordination of a more multi-lingual top level domain name system where linguistic expertise will be required for effective coordination. Build internal ICANN-wide capacity and use outside experts to deal with disputes and analysis of language-related issues.

   1.4. Develop and implement a communications strategy to ensure the benefits of IDN introduction are realised in all regions. Conduct outreach and education regarding the planned deployment of IDN TLDs.

   1.5. Develop IANA processes and other safeguards to ensure that IDNs are delegated into the root-zone in a consistent manner that ensures the ongoing stability and security of the DNS.

   1.6. Support ccNSO policy development efforts so that ccTLDs can realize benefits of this development for their communities.

2. Continue the execution of the strategy and program plan to delegate new gTLDs.

   2.1. Develop a program plan to implement consensus policy that meets the policy goals developed by ICANN's Supporting Organisations and introduces new TLDs into the root zone in a timely, predictable, safe process.

   2.2. Develop and implement a communications strategy that effectively informs Internet users in all regions of the new TLD policy and the process for applying for a new top-level domain.

   2.3. Develop ICANN process and procedures for addressing community questions and demand for participating in the new gTLD process. Use initial experiences with the application, evaluation, and delegation procedures to continually improve applicant and user experience.  Determine appropriate levels of automation in the new gTLD process as well as necessary increases in staff to support demand for new gTLDs.

2.4. Develop and implement a plan for increasing IANA staffing and resources to assure efficiency in adding new gTLDs to the root zone, and ongoing support for root zone change requests

3. Coordinate IDN and new gTLD implementations so that users realise the full benefits of these two programs.

## 2. Continuing to improve core operations

### IANA operations

4. Collaborate with customers (e.g. through working groups) to establish acceptable year-by-year performance targets and meet all of those targets; continue to improve so those targets can be reset by mutual agreement as new performance levels are achieved.

5. Automate IANA processes where appropriate to enhance productivity and efficiency.

6. Collaborate with customers to augment IANA operations to include validation services to customers in accordance with evolving community security standards.

7. Publish IANA processes and practices and engage with customers to introduce revisions and adaptations where appropriate.

8. Provide public statistical information on IANA performance, and provide access to individual request status through public or confidential means as appropriate.

### gTLD Registry operations

9. Address new registry services requests in accordance with the consensus policy implementation, and provide information to the GNSO council to lead to improvements in the policy based upon experiences.

10. Develop and implement effective feedback reporting methodologies on all implemented consensus policies to enable the GNSO to improve the effectiveness of consensus policies.

11. Implement Board approved consensus policies in a timely, effective manner. This includes anticipated policies for Registry Contractual Provisions and Whois, and facilitation of the delegation of new gTLDs and IDNs.

12. Develop a methodology to negotiate and execute new gTLD contracts and the renewal of existing gTLD contracts in a timely, predictable, standard way and in accordance with new consensus policies for the delegation of new gTLDs and for registry contractual provisions.

13. Integrate new gTLDs and, in particular, IDN top-level domains, into the set of customers for whom the ICANN registry liaison function provides services.

## gTLD Registrar operations

14. Facilitate the activities of the registration market to promote competition and choice for consumers in all regions of the world; foster innovation to develop additional markets.

15. Develop tools for registrars so that they can readily interact with ICANN as required by agreement, including exchange of performance metrics with ICANN and access to information and data meaningful to the operation of the registration business.

16. In consultation with relevant stakeholders (including registrants), identify and implement improvements in the accreditation process and Registrar Accreditation Agreement, including developing appropriate criteria for registrar accreditation and improving processing times for applications.

17. Partner with gTLD registrars to create protections and choice for registrants such as escrow of data and clear description of market choices.

18. Conduct outreach efforts to enhance relations with the global community of gTLD registrars to improve understanding of their unique concerns and circumstances while also improving their understanding of ICANN and ICANN policies.

## Contractual compliance:

19. Continue to improve contractual compliance through the ongoing development of the compliance function based on feedback from the gTLD community. Provide routine reporting of activities, audit results, and investigations.

20. Collaborate (through workshops, public meetings and on-line fora) with gTLD registrars, gTLD registries, registrants and end users to identify additional compliance program elements that best serve ICANN's mission and challenges.

21. Develop changes, as indicated by feedback mechanisms, into the accreditation process and relevant policy processes.

22. Establish processes and collect data in order to effectively direct registrants and other complainants towards proper problem resolution. Collect and analyse data to recognize trends and identify potential problems areas associated with ICANN's technical coordination role, and inform the community of this information. Partner with gTLD registrars, and consult with other relevant stakeholders, to create protections and choice for registrants and clear description of market choices.

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**3. Strengthening ICANN's multi-stakeholder model to manage increasing demands and changing needs**

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## Participation

23. In partnership with constituency groups and building on regional representation and outreach, develop and implement plans to improve ease of participation for each stakeholder group.

24. Establish information and education program to familiarize new participants on important aspects of ICANN, including technical and business components.

25. Undertake an ongoing review of ICANN's meetings program to ensure it facilitates achievement of ICANN's mission and encourages participation in the ICANN process, including support for remote participation. Determine ICANN's appropriate model, both goals and implementation strategy, in holding regional meetings for outreach. Consider what ICANN should lead and support directly, and what should be undertaken in concert with or support of other organizations.

26. Continue to work with the ICANN stakeholder community to implement programs and activities (such as the Fellowships Program) to improve stakeholder participation, particularly to encourage potential participants in least developed countries.

27. Continue to encourage ccTLD participation in the ccNSO.

   27.1.    In partnership with the ccNSO, identify areas of concern in the ccTLD community, and develop and implement plans for including broad-based discussion and support of ICANN and ccNSO activities.

   27.2.    Continue providing technical training in regional workshops to encourage effective ccTLD management, and educate participants in the ccNSO's role in developing ICANN and IANA policy.

   27.3.    Identify, in partnership with the ccNSO, the policy development process that should be used to implement changes in IANA processes, particularly regarding root zone change requests and other ccTLD-related requests

28. Continue to improve the ability of stakeholders to participate in ICANN processes, including participation in languages other than English by:

   28.1.    Implementing a translation policy designed to effectively meet the objectives of the organisation that takes into account stakeholder requirements, the need for effective and economic programs, and the goal of facilitating and simplifying participation by non-English speakers.

28.2.    Working with the community to redesign ICANN business and policy development support practices and processes to meet the needs of a global audience

29. Better inform the community and the policy development process through economic and other analysis of the domain name market where that research is not readily available from others, building on work begun in FY08. Publish papers (with translations where appropriate) to help the community better understand technical issues, economic issues, user and registrant needs, market expectations and behaviour, business models and the implications of these factors on ICANN policy development, and also the implications of ICANN policies on Internet users.

30. Implement and refine a communications plan that clearly explains ICANN's mission and communicates ICANN's activities and achievements.

## Reviews

31. Consider the Nominating Committee review report and develop and implement recommendations to improve ICANN's ability to recruit for key leadership positions.

32. Consider the Board review report and develop and implement recommendations to further improve the effectiveness of ICANN's Board.

33. Improve the efficiency and effectiveness of Supporting Organizations and Advisory Committees, including:

33.1.    Conducting independent reviews and working with the community to implement improvements in the processes of all Supporting Organizations and Advisory Committees.  Specifically, in FY 2008, consider the independent review reports for the GNSO, ALAC, RSSAC, and the SSAC, and develop and implement recommendations to improve these entities; and conduct a review of the ccNSO and the ASO.

33.2.    Working with the community to identify and implement improvements in policy support and policy processes, including the Policy Development Process.

33.3.    Developing and implementing an evaluation and review process for all ICANN consensus policy work, including development, implementation and impact.

33.4.    Broadening and deepening capability for policy development work in Supporting Organizations to enable distribution of tasks across a greater number of parties.

33.5.    Supporting regular planning to assist effective resource management for policy work.

33.6. Providing Supporting Organizations and Advisory Committees with the correct level of staff and other support to facilitate efficient and effective policy development.

33.7. Improving cooperation and coordination of the activities of the GAC with the ICANN Board and with other constituencies, especially so as to facilitate effective engagement of the GAC in processes and consideration of GAC advice on policy issues.

## Capacity building

34. In each region, continue to work with country code TLD managers and operators, local Internet communities (including governments, ISOC, private sector and civil society) and regional organizations to develop and monitor outreach programs for their region to improve capabilities in issues relating to the unique identifier system, including IP address, domain name and root management services:

34.1. Build on current work in each region through active ongoing liaison with regional organizations.

34.2. Working with the ccNSO, develop recommended best practices for technical aspects of DNS management in ccTLDs.

34.3. Leverage the skills embedded in ccTLDs to facilitate communications in languages familiar to participants.

## Organizational systems

35. Use information technology as a strategic asset to support ICANN's unique character:

35.1. Selectively manage internal and external processes with software (as opposed to paper or ad hoc methods) to improve information flow and transparency.

35.2. Where possible, use technology that will make it easy to access ICANN information and meetings around the globe.

35.3. For appropriate kinds of information, use automatic translation tools to make information immediately available in multiple languages.

35.4. Ensure ICANN's internal IT infrastructure can provide modern and reliable tools for supporting its global, distributed stakeholders.

36. Implement management processes that align individual performance with ICANN strategic and operational objectives. Continue to enhance reporting and monitoring, with a vision of ever increasing on-line performance information

available to the community. Continue to grow ICANN's community-wide ability to manage significant work efforts with time-proven project management techniques.

37.  Continue to develop and implement procedures for dealing with emergency situations and potential business failure of key operational entities:

38. Identify all key elements in the delivery of name and address services and work internally and with key stakeholders to ensure that adequate emergency procedures exist. These include the ICANN corporation, the root zone publisher, Root Server operators, Registries, Registrars, RIRs and others.

39. With potential growth of Registries and Registrars, place particular focus on ways that Registrant data can be maintained in the face of business failure.

40. Continue to implement technical failover plans for ICANN with a goal to have robust business failover systems fully operational by the end of this strategic planning period.

## Developing organizational capability

41. Develop appropriate planning methodologies for policy, operations and other workloads.  Monitor workloads, and analyse implications of increased demand on ICANN processes. Identify and develop ways of improving scalability and achieving or deriving economies of scale for operations and policy development support.

42. Implement a program to enhance and develop relevant skills and knowledge in existing participants and in the next generation of ICANN leadership.

43. Continue to implement measures to improve efficiency and effectiveness through enhanced communications across a globally distributed staff.

## 4. Enhancing security and stability of the Internet's unique identifiers

44. Work with the ICANN community and other stakeholders to develop a more comprehensive view of overall Internet security; clarify ICANN's role and capability and determine what part ICANN plays. Develop further plans based on this work.

45. Work with ccTLD operators, especially in developing countries, to provide skill development to enhance security. Consider options for funding to support this.

46. Strengthen security of the identifier system by focusing on infrastructure elements directly related to the system of identifiers:

    46.1.     Provide mechanisms that permit users of ICANN-maintained unique identifiers to independently validate those identifiers, e.g., through the use of DNSSEC, digital signatures, data checksums, etc.

    46.2.     Track security technologies as they evolve, including DNSSEC, RPKI, and others. Raise issues and make recommendations as appropriate.

47. Continue to strengthen DNS stability and resiliency:

    47.1.     Implement L-Root anycasting

    47.2.     Undertake more detailed and thorough analysis of root operations and scaling

    47.3.     Deploy reliable secondaries for IANA-administered zones (e.g., .ARPA, .IP6.ARPA, .URN.ARPA, etc.)

48. Working with the addressing community, ICANN and the Regional Internet Registries will collaborate in providing leadership to publicize the depletion of previously unallocated IPv4 addresses and the steps needed to encourage adoption of IPv6.

49. Work with Governments , the private sector and the ICANN community to explore how the ICANN community and related stakeholders could best mobilise resources and skills to address security, stability and resiliency concerns that extend across the interests and mission boundaries of Internet constituencies.

## 5. Strengthening accountability and governance

### JPA/ Affirmation of Responsibilities requirements

50. Perform ICANN's obligations described in the Joint Project Agreement and continue to perform ICANN's mission as originally defined, in accordance with the needs of ICANN's global community.

51. Through the GAC, involve governments in the transition planning.

52. Continue to formalize relationships with ICANN stakeholder groups.

53. Maintain close contact with key stakeholders to define progress steps to transition to private sector management of the Internet system of unique identifiers.

54. As required by the Board resolution of 29 September 2006 adopting the Affirmation of Responsibilities, conduct a review of appropriate administrative structure for ICANN.

### Accountability and transparency

55. Implement mechanisms to report on ICANN's openness, transparency, inclusiveness and its multilateral and multi-stakeholder environment:

    55.1.    Produce annual reports to the community.

    55.2.    Embed management operating principles that include governance best practices.

    55.3.    Measure and benchmark ICANN accountability and transparency and implement best practice in accountability and transparency.

    55.4.    Ensure effective accountability to ICANN stakeholders and the community.

56. Continue to improve the operating plan and budget process with a goal that it clearly articulates planned ICANN business initiatives, and serves as a basis for reporting on those initiatives to the community. Support community prioritization of ICANN business initiatives and operational excellence.

    56.1.    Perform initial operating plan and budget consultations at the same time, to better align operational priorities/benefits with their costs.

    56.2.    Perform summary-level operational plans and budget estimates with an outlook for several fiscal years.

56.3.      Benchmark aspects of ICANN's expenses and revenues with other organizations to better understand financial performance and efficiency of ICANN.

56.4.      Continue to investigate means of bringing more diversity to ICANN's revenue structure, including new possible sources of revenue and re-examining the current revenue mix.

## ICANN's role in the international arena

57. Continue cooperation and strengthening of relationships with key partners as needed to assist ICANN in carrying out its mission, including through existing mechanisms and forums. Specifically acknowledge and identify the role of technical, policy making, advisory, governmental, regional, service and educational groups with whom ICANN partners as the first step toward enhancing participation in, and awareness of, the ICANN model and mandate.

58. Identify key forums with which ICANN should interact to:

58.1.      Assist in dealing with issues that are related to but not in ICANN's ambit

58.2.      Facilitate ICANN's mission by engaging those not typically involved in ICANN-related forums