

FINAL: EXTERNAL ICANN FY25 Trend Impact Assessment (Appendix C)

Strategic Objective	Trend #	FY25 Trend Language	Evolved Trend Language?	Notable Shift in trend	Related Targeted Outcomes	Enhance/impepe the targeted outcomes?	Related Strategic risks	Lessen/exacerbate the strategic risks?	Validate/strengthen or undermine/impepe the vision and/or mission?							Materiality of New Impact	Immediacy of New Impact		Decision Matrix	Assessment		
Enter Strategic Objective: - Security - Geopolitics - ICANN's Governance - Unique Identifier Systems - Financials	Enter overarching trend number	Update trend language (from column C) to address feedback received from Execs and from ESPC	Indicate the direction of the trend: - New - Evolved - Unchanged - Removed	Enter most notable shift (from trend analysis document)	Identify in the Strategic Plan the Targeted Outcomes that are related to the shift in trend.	Evaluate <i>how</i> the impact of the shift affects the targeted outcome: - Enhance: +1 - Neutral: 0 - Impede: -1	Identify in the Strategic Plan the Strategic Risks that are related to the shift in trend.	Evaluate <i>how</i> the impact of the shift affects the strategic risk: - Lessen: +1 - Neutral: 0 - Exacerbate: -1	Evaluate <i>how</i> the impact of the shift affects the vision: - validate/strengthen: +1 - neutral: 0 - Undermine/impepe: -1	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	Actual value (sum of 3 criteria)	Absolute value	The framework automatically determines the materiality of the impact: low: -1 to 1 medium: -2,2 high: -3, 3  Review and adjust prior columns if you disagree with the result.	Evaluate the immediacy of the impact: - Short: <1 yr - Medium: 2-5 yrs - Long: >5 yrs	auto-filled	auto-filled, based on the materiality and immediacy (see decision matrix tab for a view of the matrix)	Enter main impacts (from trend analysis document)
Security	1.15	DNS abuse and DNS security threats are topics that continue to be widely discussed among the ICANN community. Recent efforts have further raised awareness and strengthened ICANN's approach to DNS Abuse across several dimensions, as it is a threat to Internet users' security and safety online. Items listed as DNS security threats are within ICANN's remit; however, many other examples of abuse that are discussed in some sectors of the community, while malicious, are outside of ICANN's remit because they pertain to content.	Evolved	Positive comments surrounding the proposed amendments to the Base Generic Top-Level Domain (gTLD) Registry Agreement and Registrar Accreditation Agreement to modify contractual obligations related to DNS abuse have surfaced.	- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse. - ICANN continues to provide a trusted forum that effectively convenes relevant parties for discussions on the security, stability, evolution, and interoperability of the DNS. - ICANN maintains a reputation as the source of unbiased, reliable, and factual information on DNS health.	Enhance	1 - Domain name abuse continues to grow.	Lessen	1 Validate/strengthen	1	3	3	high	Less than a year	short	Evaluate short term action	Evaluate short term action	Ongoing activities aimed at addressing DNS abuse, including the Base gTLDs Registry Agreement and Registrar Accreditation contract amendment process and discussions on DNS abuse at the ICANN DNS Symposium show ICANN's progress toward achieving targeted outcomes laid out in the FY21-25 Strategic Plan, such as "ICANN, in partnership with relevant stakeholders, establishing and promoting a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse."				
Security	2.2	DNS security threats remain a topic of focus. The realization of possible threats or actions could erode the public's trust in the Internet.	Evolved	Trend remains consistent with the previous year.	- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse. - ICANN maintains a reputation as the source of unbiased, reliable, and factual information on DNS health.	Neutral	0 - Successful cyberattacks and information warfare undermine trust in the DNS. - Inability to mitigate security threats undermines confidence in institutions responsible for the security and stability of the DNS.	Neutral	0 Neutral	0	0	0	low	Less than a year	short	No change to action	No change to action	There are multiple streams of work involved in the launch of KindDNS, a program supported by ICANN and relevant stakeholders to develop and promote a framework that focuses on the most important operational best practices or concrete instances of DNS security best practices.				
ICANN's Governance	3.1	Policy development is a foundational outcome of ICANN's multistakeholder community. Effective and efficient implementation support continues to be an ongoing activity to fulfill the policy-development process.	Evolved	Complex policy development and implementation work continues, including the challenge of consensus.	- Process and tools are in place and consistently utilized to reach consensus, resolve impasses, and make timely, informed, and effective decisions there are in the global public interest, take policy advice into account, and ensure consistency with ICANN's mission and bylaws. - Decision-making processes ensure that input from all stakeholders is considered. - Improved multistakeholder model processes, such as Policy Development Process (PDP) 3.0 or streamlined Organizational and Specific Reviews, and other evolutions of ICANN's governance and cross-community working methods help produce timely and relevant results. The ICANN community establishes mechanisms, such as an accurate measure of community participation, to equitably distribute workload among the pool of stakeholder representatives.	Impede	-1 - Limited resources could impact the ability for stakeholders to participate, which could compromise the credibility and integrity of the multistakeholder model. - Perceived or actual delays in decision-making fuel doubts about ICANN's ability to address serious global issues in a timely fashion.	Exacerbate	-1 Undermine/impepe	-1	-3	3	high	Less than a year	short	Evaluate short term action	Evaluate short term action	The ICANN multistakeholder model continues to face challenges including building consensus and engagement and participation within the policy-development process, as well as the implications of increased linkage to geopolitical risks. Nevertheless, the use of small teams like the Generic Names Support Organization (gNSO) Small Team and the efforts of the community led planning prioritization process show positive progress.				
ICANN's Governance	1.01	Inclusiveness, transparency, accountability, and openness are key elements to the multistakeholder model and its legitimacy. Attracting, onboarding, and retaining active and effective volunteers in ICANN's technical and policy work remains critical.	Evolved	Trend remains consistent with the previous year.	- ICANN community enhances their transparency practices to increase cross-community accountability and trust. - ICANN Board and org continue enhancing transparency initiatives and upholding accountability. - Continued efforts of ICANN Board, community, and org facilitate the inclusion and participation of all stakeholders.	Impede	-1 - Stakeholder-specific interests preempt internet policy or governance discussions, impairing the ICANN multistakeholder model. - Limited resources could impact the ability for stakeholders to participate, which could compromise the credibility and integrity of the multistakeholder model.	Neutral	0 Neutral	0	-1	1	low	2 to 5 years	medium	No change to action	No change to action	Engagement Programs at ICANN provides the community with support and tools, including supporting stakeholder participation through ICANN for Beginners, NextGen@ICANN, the Fellowship Program, the Internet Access Reimbursement Program, and the Community Childcare Grants Pilot Program, among others.  In addition, updates have been made to the ICANN org website through the Information Transparency Initiative (ITI). Additional enhancements are planned to govern, preserve, organize, and secure ICANN's public content and continue promotion of transparency and accountability.				
ICANN's Governance	1.04	The public's trust in the legitimacy of the multistakeholder model can be affected by the influence of parties who oppose it. There continues to be a need to create greater awareness of ICANN's role and remit.	Unchanged	Trend remains consistent with the previous year.	- Widespread understanding of the ICANN multistakeholder model is established through increased communication with relevant organizations and institutions.	Impede	-1 - Trends toward multilateralism, as well as changing economic, societal, and governmental interests, result in increased pressures on the ICANN multistakeholder model. - Divergence of interests inherent to the multistakeholder model and a perceived lack of global representation fuel doubts about ICANN's effectiveness.	Neutral	0 Neutral	0	-1	1	low	Less than a year	short	No change to action	No change to action	Given the consistent and stable nature of this trend when compared to last year, and as evidenced by the data collected, no significant shifts have been observed.				

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Enter Strategic Objective: Security, Geopolitics, ICANN's Governance, Unique Identifier Systems, Financials		Update trend language (from column C) to address feedback received from Execs and from BSFC	Indicate the direction of the trend: - New - Evoked - Unchanged - Removed	Enter most notable shift (from trend analysis document)	Identify in the Strategic Plan the Targeted Outcomes that are related to the shift in trend.	Evaluate if/how the impact of the shift affects the targeted outcome: - Enhance: +1 - Neutral: 0 - Impede: -1	Identify in the Strategic Plan the Strategic Risks that are related to the shift in trend.	Evaluate if/how the impact of the shift affects the strategic risk: - Lessen: +1 - Neutral: 0 - Exacerbate: -1	Evaluate if/how the impact of the shift affects the vision: - validate/strengthen: +1 - neutral: 0 - Undermine/impepe: -1	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled	auto-filled, based on the materiality and immediacy (see decision matrix tab for a view of the matrix)	Enter main impacts (from trend analysis document)
Unique Identifier Systems	1.07	Alternative names are an evolution of the internet that may have relevance to the Domain Name System and ICANN's unique role with unique identifiers. ICANN will continue to build awareness and engagement with the community regarding alternative name spaces and emerging identifier technologies.	Evolved	Trend remains consistent with the previous year.	- Mechanisms are established with which ICANN assesses new technologies and, when appropriate, embraces them.	Impede	-1	- Failure of the DNS to evolve threatens the single, interoperable Internet, and technical coordination becomes more complex. - New layers added to a stagnant DNS core technology and the growing visibility of alternate DNS roots and alternative infrastructures add more complexity to the internet ecosystem.	Neutral	0	Undermine/impepe	-1	-2	2	medium	Less than a year	short	Consider evaluating short term action	ICANN has established mechanisms to assess and provide unbiased insights on emerging technologies and alternative identifiers that extend beyond the DNS in alignment with the targeted outcome. "Mechanisms are established with which ICANN assesses new technologies and, when appropriate, embraces them."  The Special Interest Forum on Technologies (SIFT) allows a space to share, discuss and assess new technologies.  ICANN has also published papers, e.g. OCTO-034 to discuss the challenges with alternative name systems and has open dialogue with alternative naming entities to discuss potential impacts to the DNS.  ICANN will continue to raise awareness and engage with the community regarding alternative namespaces and emerging technologies through the planned activities, and the effort led by the Board Technical Committee.	
Unique Identifier Systems	1.13	Awareness of Universal Acceptance (UA) and Internationalized Domain Names (IDN) implementation helps to increase digital inclusivity through a multilingual internet.	Evolved	Trend remains consistent with the previous year.	- Universal Acceptance readiness measurably increases.	Neutral	0	- Insufficient readiness for Universal Acceptance, IDN implementation, and IPv6 could result in a failure to serve Internet users' needs.	Neutral	0	Neutral	0	0	0	low	2 to 5 years	medium	No change to action	Working off the momentum created from UA Day to rally local, regional, and global stakeholders to spread awareness and encourage UA adoptions. ICANN is working with various groups, including USAG and UNESCO to track and measure progress. ICANN has also created a "Make your systems UA-Ready" webpage that shares UA test Frameworks and Materials, a EA-Readiness Check, and Additional Resources and Case Studies.	
Unique Identifier Systems	1.16	The New gTLD Program: Next Round is a community-driven internet initiative enabling the continued expansion of the DNS through the introduction of new gTLDs. Among other goals, the program aims to foster diversity, encourage competition, and enhance the utility of the DNS. As it reaches the operationalization phase, efforts will continue to address open issues, such as continuing to build community contribution to policy development, ensuring a timely and transparent roll-out, the financial impact on ICANN's funds, the details of the applicant support program, and program demand.	Evolved	There is much discussion surrounding the launch and implications of the New gTLD Program, to ensure the community needs are met.	- Good stewardship of the New gTLD Program continues to be demonstrated, as shown by financial reporting, good risk management, and the availability of measures to support sustained operations of new gTLDs in the namespace. - Interest and participation in the New gTLD Program measurably increase, as indicated by inquiries and new entrants in the round.	Neutral	0	- A new gTLD round may not achieve its objectives. - Technical failures within the domain name space expansion could affect the stability of the unique identifier systems and underlying infrastructure.	Neutral	0	Validate/strengthen	1	1	1	high	Less than a year	short	No change to action	Collectively, the ICANN org, Board, and community have achieved significant milestones throughout FY23 and FY24 and there are many tasks ahead for FY25. ICANN org has outlined plans to implement recommendations, develop new services relating to gTLD registry and ICANN accredited registrars, produce domain name marketplace indicators, and conduct other supporting analysis, etc.	
Geopolitics	3.7	Geopolitical and technical risks threaten the single interoperable internet and ICANN's mission. Building awareness and support for the multistakeholder model of internet governance is critical to mitigate the risk of internet-related legislative and regulatory initiatives, as well as top-down proposals for a multilateral replacement.	Evolved	Ongoing IGO processes, initiatives, events, and statements made at the UN and other UN agencies and other relevant IGOs touch on ICANN's mission. There have also been conversations about a possible replacement of the Internet Governance Forum with a multilateral forum. There is a need to continue strengthening relationships with internet ecosystem partners to mitigate risk of conflicting regulation and policy processes.	- ICANN org continues to develop and mature systems to detect and monitor legislative initiatives and other governmental or intergovernmental - ICANN effectively convenes and facilitates discussions with relevant parties to help address relevant global challenges and opportunities. - ICANN plays an important role in raising awareness among legislators, regulators, and stakeholders about its mission and the effect of various regulatory and other proposals on the internet ecosystem	Impede	-1	- Internet infrastructure, security, and government control continue to vary by region or nation. - ICANN's inability to establish itself as a key player in Internet governance results in increased external interventions by nation states or other entities.	Exacerbate	-1	Undermine/impepe	-1	-3	3	high	Less than a year	short	Evaluate short term action	National and regional internet-related legislative and regulatory activity have increased and thus could impact the technical underpinnings of the internet or the multistakeholder model.  To combat these strategic risks, ICANN has increased its focus on the Geopolitics Strategic Objective and implemented a communications and engagement strategy.  ICANN will also work with specific regions to collaborate directly with IGOs, governments and institutions regarding the importance of the technical community on legislation, regulation, policy and standard development. It has also developed and is implementing an ICANN strategy to address the WSIS +20 review process and explain the importance of the technical community.	
Financials	1.02	Although ICANN's current financial position is stable, significant shifts in the global economic climate may impact ICANN's long-term funding.	Evolved	While the trend remains consistent with the previous year, it is important to highlight a few important shifts:  Financial position is stable in terms of funding and expenses. ICANN plans for operating expenses to remain at or lower than budget funding, drawing from designated and available funding sources, as a result of careful cost control, and for ICANN's Reserve Fund to remain above its minimum target level.  Potential future shifts, either in the domain name registration market user behavior or increased expenses/challenges to the economic climate could impact ICANN's long-term financial position.	- ICANN has reliable and predictable five-year funding projections, based on a sound understanding of the evolution in the domain name marketplace and realistic assumptions. - ICANN utilizes data about the directions and trends in the market to effectively guide the organization. - ICANN has process and tools in place to effectively manage and control costs.	Neutral	0	- ICANN is unable to adjust to changes in the domain name marketplace that impact funding, and becomes unable to fulfil its mission. - The DNS industry evolves in a manner or at a speed that makes it difficult for ICANN to make reliable predictions about the future of the marketplace. - Expenditures grow faster than funding, eroding ICANN's reserves	Neutral	0	Neutral	0	0	0	low	2 to 5 years	medium	No change to action	ICANN has successfully concluded two Operating Initiatives related to the Financial Strategic Objectives: improve the depth of understanding of the Domain Name market drivers that impact ICANN's funding, and ensure implementation of reserve fund replenishment to the minimum target level per the Board resolution.  These efforts have led to the realization of several targeted outcomes outlined in the Strategic Plan, including reliable and predictable five-year funding projections, based on a sound understanding of the evolution in the domain name marketplace and realistic assumptions, utilizing data about the directions and trends in the market to effectively guide the organization, and building process and tools in place to effectively manage and control costs.	

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Financials	1.14	Recognition continues that alignment in prioritization is needed across the ICANN ecosystem to enhance implementation and support the needs and demands of ICANN's global community.	Evolved	Trend remains consistent with the previous year.	- ICANN prioritizes its activities to deliver its mission in the global public interest in the most cost-effective way. - ICANN stakeholders collaborate to define prioritization mechanisms, which ensure that cumulative workload is reasonable at any one time, and that ICANN priorities reflect the community's collective needs.	neutral	0	- Lack of alignment or consensus on priorities and goals among ICANN stakeholders results in conflicts about resource allocation. - Unclear community and organizational priorities compete for scarce resources.	Exacerbate	-1	Undermine/impede	-1	-2	2	medium	Less than a year	short	Consider evaluating short term action	The community led planning prioritization framework showcases collaboration between the org, Board, and community, which contributes to the achievement of the strategic plan targeted outcome of "ICANN having the processes and tools in place to effectively prioritize and periodically re-prioritize its work".