

auDA Strategic Plan

2010-2012

auDA is the administrator for the .au country code top level domain (ccTLD) and its associated second level domains. From its foundation in 2000, auDA has successfully developed as an effective administrator of the .au ccTLD to the point where it is regarded as a leading example of a well managed ccTLD.

auDA is committed to maintaining its position as one of the world's best practice ccTLD managers. This plan sets out the work that will be needed over the next three years for auDA to maintain that position by supporting a healthy and sustainable self-regulatory environment in a rapidly changing world.

Key Influencing Factors

auDA operates in a complex environment. Technology is evolving rapidly, driving changes in the way that the Internet is used which in turn creates opportunities for innovation in the marketplace as well as opportunities for new forms of malicious behaviour. Furthermore, while auDA is responsible for the .au domain space, this domain space is tightly bound to the global Internet. Actions of individuals, governments and regulators in other parts of the world influence global Internet governance. auDA needs to remain abreast of these global developments and take its place in global debates that may influence its future.

Given the complexity of this environment, it is therefore important to understand the key challenges and opportunities that auDA is likely to face over the life of this plan.

Key external challenges and opportunities

- i. The increased awareness of the Internet as critical for Australian businesses and consumers for ever more important tasks in their lives
- ii. Ensuring stability and security given expected increases in the use of the Internet by a wider range of devices, and in an environment of more sophisticated attempts to attack it
- iii. The continuing need to demonstrate the value and validity of the industry self regulatory model

- iv. The increasing importance of maintaining the .au brand as an indicator of quality to Australian consumers operating in a global marketplace
- v. Development of relevant policy and monitoring of policy breaches in an environment where commercial models in the domain name market place drive ever more sophisticated ways of testing policy boundaries and interpretation
- vi. Managing risks associated with industry business failure
- vii. Possible changes in the size and nature of auDA's stakeholder groups
- viii. The continued development of Internet technologies such as DNSSEC and filtering
- ix. Managing the increase in demand for IPv6 addresses due to the global exhaustion of IPv4 address space
- x. The convergence of communication media and the implications that this has for regulation
- xi. Uncertainty about the future structure of global Internet governance

Key internal (organisational) challenges

- i. Maintaining a structure that allows auDA to remain relevant to stakeholders in a changing industry environment
- ii. An ongoing obligation to review and renew auDA processes in order to operate efficiently and effectively
- iii. Maintaining effective communication with the industry, with registrants and with the Australian community about how the DNS is managed by auDA and how policy is set and reviewed
- iv. Maintaining sustainable staff levels that allow auDA to meet the needs of stakeholders

Overview of the plan

This plan has four sections which reflect the three major streams of auDA's work as well as the initiatives that needs to be undertaken with people and process to strengthen auDA's operations:

1. Regulatory
2. Security and stability
3. Outreach
4. People and processes

1. Regulatory

The auDA Constitution clearly sets out the responsibilities that auDA has to establish a policy framework for the development of the .au ccTLD, as well as its responsibilities for complaint handling and dispute resolution. During the period covered by this plan, auDA will:

a. Review and develop relevant policy

Over the last decade, auDA has developed a policy development and review process based on an industry self-regulatory approach. This is now well established and there is a clear process and schedule for policy reviews. Policy reviews will be undertaken according to the agreed schedule.

b. Strengthen Industry engagement

Over the life of this strategic plan auDA will strengthen its regulatory processes and improve the services offered to Registrars. At the start of this planning period a new Registrar agreement will be introduced after consultation with the industry. Shortly after, auDA will develop and implement support services for Registrars to make it easier for them to understand and meet their regulatory obligations. This will include a Registrar portal and other services in consultation with Registrars.

c. Improve complaints management and dispute resolution

In the last strategic plan, auDA reviewed its complaint handling mechanisms. On the basis of that review, auDA will implement a number of measures. Early in the life of this plan, auDA will implement a Registrar Review Panel which will provide an improved process for handling complaints from and resolving disputes with Registrars. A Registrant Review Panel will also be developed and implemented. auDA will also implement a number of internal process improvements to more effectively handle complaints received from members of the public.

2. Security and stability

The stability and security of the .au name space is important to all stakeholders. Given the increased sophistication of attack attempts that can be expected during the life of this plan, investing in and planning for security must be a high priority. The following are the strategic initiatives that will be undertaken to enhance stability and security:

a. Implementation of IPv6

The global free pool of IPv4 address space is almost exhausted. To continue providing resolution to the next generation of users auDA must ready itself for IPv6. To achieve this, auDA will research and acquire IPv6 connectivity, perform testing and begin a staged implementation during the life of this plan.

b. Implementation of DNSSEC

The implementation of DNSSEC is an ongoing issue for the global Internet community. auDA will continue to explore the impact of implementing DNSSEC in the .au space, noting that .au is amongst a small number of ccTLDs that use second level domains with real time updates.

c. Formalise the Security and Stability Advisory Committee

auDA will review the charter and develop a meeting schedule for the Security and Stability Advisory Committee to enable it to contribute most effectively to the robustness of the .au space.

d. Server management

Management of servers is one of the most critical aspects of the stability and security of the .au space. To maintain best practice standards in this area, auDA will undertake a number of initiatives including an evaluation of sites that provide .au resolution (both nodes owned and operated by auDA and those operated by trusted third parties) and the introduction of the anycast protocol across the auDA owned and controlled nodes to increase stability, security and resilience.

e. Contingency plans

To ensure effective processes are in place to deal with attacks and other threats, contingency plans will be tested and updated.

f. Internal security review

auDA will conduct a review of processes for all staff including physical and remote access and their ability to impact the .au space with the objectives of identifying vulnerabilities and educating users about sensitivity of data, data compromise and methods of avoidance.

3. Outreach

auDA needs to raise awareness of its role if it is to do its work effectively. To do this, it reaches out to four broad stakeholder groups: Industry (Registry, registrars and resellers), Government (politicians and officials at Federal, State and local levels), the Australian community (Registrants, Australian Internet users, auDA members and community groups) and International (organisations and fora related to Internet governance).

To engage effectively with these stakeholders, auDA will:

a. Administer the auDA Foundation

Through the Foundation, auDA will continue to promote education and research activities that will enhance the utility of the Internet for the benefit of the Australian community. The Foundation will award grants of between \$5,000 and \$20,000 to eligible applicants.

b. Develop and implement an improved awards event

In late 2011, auDA will convene the inaugural .au Internet Awards, a pinnacle event that will become the annual culmination of all outreach activities. The Awards will recognise and reward organisations, businesses, community groups and individuals that have made a significant contribution towards the development and use of the Internet in Australia.

c. Engage Government stakeholders

In 2010, auDA will execute a dedicated government engagement plan to improve relationships with both parliamentarians and officials at Federal, State and local levels. This will improve knowledge of auDA's activities, establish efficient working relationships and conduits for the promotion of auDA's work and develop advocates for auDA within government.

d. Engage industry stakeholders

In order to support the principles of .au's industry self-regulatory model, it is critical for auDA to maintain effective relationships with key industry stakeholders such as AusRegistry, registrars and resellers. In 2010, auDA will

execute a dedicated industry engagement plan that will facilitate stronger 1-on-1 relationships and cross-industry collaboration.

e. Conduct a public education and engagement program

Through a dedicated community engagement plan, auDA will refine its education and awareness-raising efforts to ensure effective, efficient engagement with the Australian Internet community. In addition, it will provide messages targeted at .au registrants to improve understanding of the .au regulatory environment and the roles and responsibilities of those actively engaged in the sector.

f. Participate in international activities

auDA will continue its active participation in, and contribution to, international internet fora. A review of existing commitments to, and expectations from, these fora will be undertaken to ensure auDA is aware of global internet issues, is an effective participant in international Internet discussions, and is positioned to actively promote .au policy priorities and initiatives.

4. People and processes

auDA is a small organisation with a dedicated and highly skilled staff. It has matured significantly over the last decade and it is now appropriate to strengthen the human resource systems that are critical to auDA's ongoing success. Over the life of this plan, auDA will:

a. Strengthen knowledge management

auDA will continue to update its knowledge management practices over the life of this plan. The foundation for this work was built over the course of the previous planning period. The knowledge management processes that have been put in place will be built upon and information will be continuously updated.

b. Implement succession and capacity planning

Like any organisation, auDA needs to invest in its people to maintain their skills and their engagement. auDA will continue to invest in its staff through training and other development activities. In addition, auDA will develop a succession and capacity plan that will include identified external sources of expertise who would be available to assist with critical resource issues.