

Attachment B

Pierre Germeau

To: steve.crocker@icann.org Cc: thomas.schneider@bakom.admin.ch
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Re Panel Decision in Donuts v. ICANN, IRP Case No. 01-14-0001-6263

Dear ICANN Board,

SportAccord over four years ago filed a single community application for the .SPORT string. Despite prevailing in every proceeding provided for in the ICANN Applicant Guidebook and the ICANN bylaws, we have been frustrated by for profit commercial portfolio applicants that applied for hundreds of TLDs and which now operate hundreds of strings.

Legal counsel for Donuts in its most recent last minute communication to the Board is now demanding a new three panel hearing based upon a constructive interpretation of the majority panel decision.

Simple stated, the majority panel ruled in ICANN's favor and did not require any further action. Donuts just seeks to keep its application alive to extract further financial gain for its shareholders. Unlike other community applicant(s) that paid off Donuts to have them withdraw their objections, SportAccord refused to play that game.

SportAccord merely seeks the opportunity to move forward with contractual negotiations for the .SPORT TLD after a multi-year delay.

Thank you for your consideration in this matter.

Best regards,

Pierre Germeau

On behalf of SportAccord

REFERENCE MATERIALS – BOARD SUBMISSION NO. 2016-06-XX-XX

TITLE: **Consideration of Independent Review Panel’s Final Declaration in the *Donuts Inc. vs. ICANN* IRP**

Summary Background:

On 12 May 2016, the parties received the Independent Review Process (IRP) Panel’s (Panel’s) Final Declaration in the IRP filed by Donuts Inc. (Donuts) (see [Final Declaration](#), Attachment A to Reference Materials). The IRP challenged two expert determinations, each upholding community objections brought against Donuts’ applications for .SPORTS and .RUGBY, respectively.

In a 2-1 decision declaring ICANN to be the prevailing party, the Panel stated “Donuts has not met its burden to demonstrate action or inaction by the Board that violated ICANN’s Articles or its Bylaws.” (*Id.* at ¶ 225.) The Panel further declared that Donuts is to bear all the fees and expenses and “reimburse ICANN the sum of US\$83,067.66,” the portion of fees and expenses incurred by ICANN.” (*Id.* at ¶¶ 235-236.)

In addition, the Panel declared that: (i) an IRP panel is limited to declaring whether the Board has acted consistently with ICANN’s Articles and Bylaws (*id.* at ¶ 126), and since the actions of experts appointed by the International Chamber of Commerce (ICC) do not equate to Board action or inaction, they are not reviewable by an IRP panel (*id.* at ¶ 159); (ii) an IRP panel is not permitted to substitute its judgment for that of the Board (*id.* at ¶ 129); (iii) the time for challenging the community objection process has passed (*id.* at ¶¶ 136, 179); (iv) the “Board need not react merely because it has been petitioned to do so by a stakeholder, commentator or other observer” (*id.* at ¶ 170); (v) the Board is not required to, and has not represented that it would, institute training of the ICC-appointed experts (*id.* at ¶ 172); (vi) the lack of an appeal mechanism to contest the merits of expert determinations does not violate ICANN’s Articles or Bylaws (*id.* at ¶¶ 182-183); (vii) the Board has no affirmative duty to individually consider each and every new gTLD application (*id.* at ¶¶ 185, 213); and (viii) ICANN did not discriminate against Donuts by

not implementing a review mechanism of community objections in general or of the community objections at issue here (*id.* at ¶¶ 220-221).

The Panel also made some observations for the Board’s consideration. In particular, the Panel opined that “the community objection process might to [*sic*] advantage employ panels composed of three experts.” (*Id.* at ¶ 229.) The Panel also observed that since applicants may pursue standard applications for strings with relatively open registration policies but which could also be associated with one or more communities, there may be a “predictable conflict of expectations” and “the assumptions and policies that lead to this kind of tension warrant further study.” (*Id.* at ¶ 231.) The Panel further noted that “some sort of appeals mechanism [for community objection determinations] might add predictability of outcome and produce greater satisfaction with the process by some,” and “to do so in a sound fashion after careful study would be consistent with ICANN’s Articles and Bylaws.” (*Id.* at ¶ 181.) Finally, while the Panel did not suggest that ICANN provide for a re-review of SportAccord’s community objection to Donuts’ application for .SPORTS, the Panel did note its belief that a review by a different expert (or three experts) would not be inconsistent with ICANN’s values and principles. (*Id.* at ¶ 230.)

As required, the Board considered the Final Declaration and, for the reasons set forth in the Resolution and Rationale, accepted the findings in the Panel’s Final Declaration.

Document/Background Links

The following attachment is relevant to the Board’s consideration of the Panel’s Final Declaration in the Donuts IRP:

- [Attachment A](#) is the Panel’s [Final Declaration](#), signed on 5 May 2016, and issued to the parties on 12 May 2016.
- [Attachment B is an email from Pierre Germeau to the ICANN Board on behalf of SportAccord, received on 25 June 2016](#)

Other Relevant Materials

The documents submitted during the course of the Donuts IRP are available at: <https://www.icann.org/resources/pages/donuts-v-icann-2014-10-13-en>.

A 21 June 2016 letter from Donuts' counsel to the Board requesting that the Board initiate a re-review of the community objection against Donuts' .SPORTS application is available at: <https://www.icann.org/en/system/files/correspondence/genga-to-icann-board-21jun16-en.pdf>.

The .SPORTS Expert Determination is available at:

<https://newgtlds.icann.org/sites/default/files/drsp/27jan14/determination-1-1-1614-27785-en.pdf>.

The .RUGBY Expert Determination is available at:

<https://newgtlds.icann.org/sites/default/files/drsp/10feb14/determination-1-1-1612-2805-en.pdf>.

Submitted by: Amy A. Stathos, Deputy General Counsel

Date Noted: 10 June 2016

Email: amy.stathos@icann.org

REFERENCE MATERIALS – BOARD SUBMISSION 2016.06.xx.xx

TITLE: **Revised Expected Standards of Behavior**

Below are the revised Expected Standards of Behavior. Note that the paragraph that starts with “Respect . . .” is the newly added paragraph.

Expected Standards of Behavior

Those who take part in ICANN multi-stakeholder process, including Board, staff and all those involved in Supporting Organization and Advisory Committee councils, undertake to:

- **Act** in accordance with ICANN’s Bylaws. In particular, participants undertake to act within the mission of ICANN and in the spirit of the values contained in the Bylaws.
- **Adhere** to ICANN’s conflict of interest policies.
- **Treat** all members of the ICANN community equally, irrespective of nationality, gender, racial or ethnic origin, religion or beliefs, disability, age, or sexual orientation; members of the ICANN community should treat each other with civility both face-to-face and online.
- **Respect** all members of the ICANN community equally, behave in a professional manner and demonstrate appropriate behavior. ICANN strives to create and maintain an environment in which people of many different backgrounds and cultures are treated with dignity, decency, and respect. Specifically, participants in the ICANN process must not engage in any type of harassment. Generally, harassment is considered unwelcome hostile or intimidating behavior -- in particular, speech or behavior that is sexually aggressive or that intimidates based on attributes such as race, gender, ethnicity, religion, age, color, national origin, ancestry, disability or medical condition, sexual orientation, or gender identity.
- **Act** in a reasonable, objective and informed manner when participating in policy development and decision-making processes. This includes regularly attending all scheduled meetings and exercising independent judgment based solely on what is in the overall best interest of Internet users and the stability and security of the Internet’s system of unique identifiers, irrespective of personal interests and the interests of the entity to which an individual might owe their appointment.
- **Listen** to the views of all stakeholders when considering policy issues. ICANN is a unique multi-stakeholder environment. Those who take

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part in the ICANN process must acknowledge the importance of all stakeholders and seek to understand their points of view.

- **Work** to build consensus with other stakeholders in order to find solutions to the issues that fall within the areas of ICANN's responsibility. The ICANN model is based on a bottom-up, consensus driven approach to policy development. Those who take part in the ICANN process must take responsibility for ensuring the success of the model by trying to build consensus with other participants.
- **Facilitate** transparency and openness when participating in policy development and decision-making processes.
- **Support** the maintenance of robust mechanisms for public input, accountability, and transparency so as to ensure that policy development and decision-making processes will reflect the public interest and be accountable to all stakeholders.
- **Conduct** themselves in accordance with ICANN policies.
- **Protect** the organization's assets and ensure their efficient and effective use.
- **Act** fairly and in good faith with other participants in the ICANN process.
- **Promote** ethical and responsible behavior. Ethics and integrity are essential, and ICANN expects all stakeholders to behave in a responsible and principled way.



31 May 2016

To: ICANN Board
From: The SSAC Chair
Via: The SSAC Liaison to the ICANN Board

The purpose of this letter is to bring you up-to-date on proposed changes to the membership of the Security and Stability Advisory Committee (SSAC) and to provide an explanation for the attached request for Board action. In this case the change is necessary because an SSAC member has elected to resign from the Committee.

On 26 June 2009 the ICANN Board approved the appointment of Matt Larson to the SSAC. On 05 August 2010 the ICANN Board approved Bylaws revisions that created three-year terms for SSAC members and assigned initial one-, two-, and three-year terms to all SSAC members. On 05 August 2010 Matt Larson was reappointed to a term beginning 01 January 2011 and ending on 31 December 2013. On 21 November 2013 the ICANN Board reappointed Matt Larson to the SSAC for a term beginning on 01 January 2014 and ending on 31 December 2016. On 18 May 2016 Matt Larson resigned the SSAC when he joined ICANN staff.

Matt Larson has been a valued SSAC member who has made many excellent contributions to the Committee's work. The SSAC requests that the Board should join the Committee in extending its thanks to Matt Larson for his service to the SSAC and the Community.

Patrik Fältström, SSAC Chair

FY17 Adopted Budget By Portfolio

Objective	Goal	Portfolios	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
Objective 1: Evolve and Further Globalize ICANN	1.1 Further globalize and regionalize ICANN functions	1.1.1 Raising Stakeholder Awareness of ICANN Worldwide	14.6	2.4	0.2	0.8	0.2	0.0	3.6
		1.1.2 Engagement Planning	4.5	0.9	0.1	0.0	0.1	0.0	1.2
		1.1.3 Language Services	7.0	0.8	0.1	3.7	0.1	0.0	4.6
	1.1 Further globalize and regionalize ICANN functions Total		26.1	4.1	0.4	4.5	0.4	0.0	9.3
	1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders	1.2.1 Engage Stakeholders Regionally	30.5	5.6	1.3	0.8	0.8	0.0	8.4
		1.2.2 Broadcast and Engage with Global Stakeholders	5.8	1.3	0.1	0.2	0.1	0.0	1.7
	1.2-Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders total		36.3	6.8	1.4	1.0	0.8	0.0	10.0
	1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive	1.3.1 Support Policy Development, Policy Related and Advisory Activities	26.0	4.5	0.9	0.8	0.1	0.0	6.3
		1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	6.0	0.9	3.1	0.1	0.0	0.0	4.1
		1.3.3 Evolving Multistakeholder Model	1.2	0.2	0.0	0.2	0.0	0.0	0.4
1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive		33.2	5.6	4.0	1.1	0.1	0.0	10.7	
Objective 1: Evolve and Further Globalize ICANN Total			95.5	16.5	5.8	6.6	1.3	0.0	30.1
Objective 2: Support A Healthy, Stable, and Resilient Unique Identifier Ecosystem	2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem	2.1.1 IANA Department Operations	18.1	3.0	0.2	0.7	0.4	0.1	4.4
		2.1.2 IANA System Enhancements	1.2	0.3	0.0	0.0	0.0	0.0	0.3
		2.1.3 Advice Registry Management	1.3	0.3	0.0	0.0	0.0	0.0	0.3
		2.1.4 Global Domains Division (GDD) Operations	15.1	2.8	0.8	2.3	0.0	0.0	5.9
		2.1.5 Global Customer Support	15.0	1.5	0.1	0.0	0.2	0.0	1.9
		2.1.6 Product Management	2.0	0.4	0.0	0.0	0.0	0.0	0.5
		2.1.7 Implementation of IANA Functions Stewardship Transition & Enhancing ICANN Accountability	1.0	0.3	0.0	0.9	0.1	0.1	1.4
	2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem Total		53.5	8.5	1.2	3.9	0.7	0.2	14.5
	2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities	2.2.1 WHOIS Core Function/Service & Improvements	0.6	0.3	0.0	0.0	0.0	0.0	0.3
		2.2.2 Identifier Evolution	2.0	0.6	0.0	0.2	0.1	0.0	1.0
		2.2.3 Technical Experts Group	0.3	0.1	0.0	0.0	0.0	0.0	0.1
		2.2.4 Security, Stability, and Resiliency of Internet Identifiers	10.6	2.8	0.3	0.4	0.1	0.1	3.8
	2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities Total		13.5	3.8	0.3	0.6	0.3	0.2	5.1
	2.3 Support the evolution of domain name marketplace to be robust, stable and trusted	2.3.1 WHOIS Coordination & Implementation	1.0	0.2	0.0	0.0	0.0	0.0	0.2
		2.3.2 Placeholder: Projects in this portfolio were moved to 2.1.5 based on feedback received on the draft plans. This placeholder has been retained to minimize reader confusion regarding portfolio numbering.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		2.3.3 GDD Technical Services	3.4	0.6	0.0	0.2	0.0	0.0	0.8
		2.3.4 Internationalized Domain Names	1.0	0.2	0.2	0.8	0.0	0.0	1.2
2.3.5 New gTLD Program		4.4	3.5	0.8	6.2	1.1	0.0	11.7	
2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community		0.0	0.0	0.0	0.1	0.0	0.0	0.1	
2.3.7 Domain Name Services		5.7	1.3	0.1	0.2	0.0	0.0	1.7	
2.3.8 Next gTLD Round Planning		8.3	1.6	0.0	0.8	0.0	0.0	2.5	
2.3.9 Universal Acceptance		0.0	0.0	0.0	1.3	0.0	0.0	1.3	
2.3.10 Registry Services		9.0	1.4	0.2	0.2	0.0	0.0	1.9	
2.3.11 Registrar Services		6.0	1.1	0.1	0.1	0.1	0.0	1.4	
2.3 Support the evolution of domain name marketplace to be robust, stable and trusted Total		38.8	9.9	1.5	9.9	1.3	0.0	22.7	
Objective 2: Support A Healthy, Stable, and Resilient Unique Identifier Ecosystem Total			105.7	22.2	3.1	14.4	2.3	0.4	42.2
Objective 3: Advance Organizational, Technological and Operational Excellence	3.1 Ensure ICANN's long-term financial accountability, stability and sustainability	3.1.1 Strategic and Operating Planning	3.4	0.7	0.3	0.0	0.0	0.0	1.1
		3.1.2 Organizational Excellence and Intelligence	0.9	0.1	0.0	0.0	0.0	0.0	0.2
		3.1.3 Finance and Procurement	17.3	2.8	0.0	0.2	1.3	0.0	4.4
		3.1.4 Enterprise Risk Management	1.0	0.2	0.0	0.2	0.0	0.0	0.4
		3.1.5 Support Operations	31.4	5.8	5.5	2.8	7.0	1.0	22.1
	3.1 Ensure ICANN's long-term financial accountability, stability and sustainability Total		53.9	9.7	5.8	3.2	8.3	1.0	28.2
	3.2 Ensure structured coordination of ICANN's technical resources	3.2.1 Cybersecurity Hardening and Control	17.7	2.6	0.0	0.4	4.6	0.7	8.3
		3.2.2 IT Infrastructure and Service Scaling	32.6	5.6	0.4	1.6	1.2	3.7	12.7
		3.2.3 Root Systems Operations	4.0	0.8	0.1	0.2	0.3	0.0	1.4
	3.2 Ensure structured coordination of ICANN's technical resources Total		54.3	9.0	0.6	2.2	6.1	4.4	22.4
3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders	3.3.1 Talent Management	5.4	1.0	0.0	0.1	0.0	0.0	1.1	
	3.3.2 ICANN Technical University	0.3	0.1	0.0	0.0	0.0	0.0	0.1	
3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders Total		5.6	1.1	0.0	0.1	0.0	0.0	1.2	
Objective 3: Advance Organizational, Technological and Operational Excellence Total			113.8	19.8	6.4	5.5	14.5	5.5	51.7

Objective	Goal	Portfolios	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
Objective 4: Promote ICANN's Role and Multistakeholder Approach	4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels	4.1.1 Coordination of ICANN participation in Internet Governance	0.7	0.2	0.1	0.0	0.2	0.0	0.5
	4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels Total		0.7	0.2	0.1	0.0	0.2	0.0	0.5
	4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem	4.2.1 Support Governmental Advisory Committee (GAC) Engagement	0.2	0.1	0.0	0.0	0.0	0.0	0.1
	4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem	4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	4.6	1.1	0.1	0.2	0.1	0.0	1.5
	4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem Total		4.7	1.2	0.1	0.2	0.1	0.0	1.6
	4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues	4.3.1 Support Internet Governance Ecosystem Advancement	1.7	0.6	0.1	0.0	0.0	0.0	0.7
	4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total		1.7	0.6	0.1	0.0	0.0	0.0	0.7
	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4.1 Contractual Compliance Functions	24.1	3.3	0.2	1.0	0.1	0.0	4.5
	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4.2 Contractual Compliance Initiatives & Improvements	1.0	0.2	0.0	0.1	0.0	0.0	0.3
	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4.3 Contractual Compliance and Safeguards	1.0	0.5	0.0	0.0	0.0	0.0	0.5
	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4.4 Strategic Initiatives	0.5	0.1	0.0	0.2	0.0	0.0	0.3
4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest Total		26.5	4.0	0.2	1.3	0.1	0.0	5.6	
Objective 4: Promote ICANN's Role and Multistakeholder Approach Total			33.5	6.1	0.4	1.4	0.4	0.0	8.4
Objective 5: Develop and Implement a Global Public Interest Framework Bounded by ICANN's Mission	5.1 Act as a steward of the public interest	5.1.1 Legal Advisory Function	2.9	0.8	0.0	0.0	0.0	0.0	0.8
		5.1.2 Public Interest Decision Making	0.1	0.0	0.0	0.0	0.0	0.0	0.0
		5.1.3 Legal Internal Support	8.5	2.0	0.1	2.1	0.1	0.0	4.3
		5.1.4 Support ICANN Board	9.5	1.9	1.5	1.6	0.1	0.0	5.0
	5.1 Act as a steward of the public interest Total		21.0	4.7	1.6	3.7	0.1	0.0	10.2
	5.2 Promote ethics, transparency and accountability across the ICANN community	5.2.1 Affirmation of Commitments (AoC) Reviews	3.3	0.7	1.4	1.4	0.0	0.0	3.5
		5.2.2 Organizational Reviews	2.1	0.3	0.0	0.0	0.0	0.0	0.3
		5.2.3 Conflicts of Interest and Organizational Ethics	0.2	0.1	0.0	0.0	0.0	0.0	0.1
		5.2.4 IANA Functions Stewardship Transition & Enhancing ICANN Accountability	9.8	2.5	0.5	5.1	0.0	0.6	8.6
		5.2.5 Accountability and Transparency Mechanisms	1.1	0.3	0.0	0.1	0.1	0.0	0.4
	5.2 Promote ethics, transparency and accountability across the ICANN community Total		16.5	3.7	2.0	6.6	0.1	0.6	12.9
5.3 Empower current and new stakeholders to fully participate in ICANN activities	5.3.1 Development and Public Responsibility Tools	1.7	0.3	0.0	0.1	0.0	0.0	0.4	
	5.3.2 Development and Public Responsibility Programs	3.5	0.5	0.3	0.2	0.0	0.0	1.1	
	5.3.3 Development and Public Responsibility Collaborations	1.8	0.3	0.3	0.5	0.2	0.0	1.4	
	5.3.4 Development and Public Responsibility New Program Development	1.1	0.2	0.5	0.0	0.0	0.0	0.7	
5.3 Empower current and new stakeholders to fully participate in ICANN activities Total		8.0	1.3	1.1	0.9	0.3	0.0	3.6	
Objective 5: Develop and Implement a Global Public Interest Framework Bounded by ICANN's Mission Total			45.5	9.7	4.6	11.2	0.5	0.6	26.6
Unallocated	Unallocated	Bad Debt and Depreciation	0.0	0.0	0.0	0.0	7.1	0.0	7.1
		Allocation to New gTLD	0.0	(2.8)	(0.7)	(0.8)	(0.8)	0.0	(5.1)
		Contingency	0.0	0.4	0.0	4.0	0.0	0.0	4.4
		Staff Attrition	(7.3)	(0.9)	0.0	0.0	0.0	0.0	(0.9)
Unallocated total			(7.3)	(3.3)	(0.7)	3.2	6.3	0.0	5.5
Grand Total			386.7	71.0	19.6	42.3	25.3	6.4	164.5

*FTE Full-time staff equivalent

FY17 Adopted Budget By Portfolio and Project

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total			
1-Evolve and further globalize ICANN	1.1-Further globalize and regionalize ICANN functions	1.1.1 Raising Stakeholder Awareness of ICANN Worldwide	125385	FY17 Speakers Bureau	The speakers bureau looks after speaking engagements that ICANN is invited to.		0.0	0.0	0.1	0.0	0.0	0.1			
			125388	FY17 Communications Social Media	To manage ICANN's social media and digital platforms.		0.1	0.0	0.0	0.1	0.0	0.0	0.3		
			125391	FY17 Communications Content Management	Ongoing management of content creation and management.		0.3	0.0	0.2	0.0	0.0	0.0	0.4		
			125394	FY17 GDD Communications	Ongoing Global Domains Division communications planning and support.		0.2	0.0	0.4	0.0	0.0	0.0	0.7		
			125398	FY17 Latin America & Caribbean Communications	To support the region in communications activities and support the regional engagement strategy.		0.1	0.0	0.0	0.0	0.0	0.0	0.1		
			125401	FY17 Asia Pacific Communications Support	To support the region in communications activities which supports the regional engagement strategy.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
			125405	FY17 Europe Middle East Africa Communications Support	To support the region in communications activities which supports the regional engagement strategies.		0.2	0.0	0.0	0.0	0.0	0.0	0.3		
			125408	FY17 North America Communications Support	To support the region in communications activities which supports the regional engagement strategy.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
			125413	FY17 ICANN57 Meeting Communications Support	To support communications for ICANN57 including materials awards photographers and other freelance support.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125418	FY17 ICANN58 Meeting Communications Support	To provide communications support for ICANN Meeting including materials photographers and other freelance support as required.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125421	FY17 ICANN59 Meeting Communications Support	To support communications for ICANN Meeting including materials photographers and other freelance support as needed.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125424	FY17 Ongoing General Communications	Ongoing general communications for ICANN.		0.4	0.1	0.1	0.0	0.0	0.0	0.6		
			125427	FY17 Ongoing Crisis Planning	To develop a communications plan for crisis situations and supporting business continuity planning.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125432	FY17 New gTLD Communications	To support the new gTLD Program on ongoing communications activities.		0.4	0.0	0.0	0.0	0.0	0.0	0.4		
			125437	FY17 Quarterly Stakeholder Call Communications	To produce Quarterly Stakeholder Calls and support communications including creating presentations and overall production of the event.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125440	FY17 Ongoing Internal Communications	To develop plan and execute the internal communications strategy and plan for ICANN.		0.1	0.0	0.0	0.0	0.0	0.0	0.2		
			125443	FY17 Ongoing Media Relations	To develop plan and execute the media relations strategy and plan for ICANN.		0.1	0.0	0.0	0.0	0.0	0.0	0.1		
					1.1.1 Raising Stakeholder Awareness of ICANN Worldwide Total				14.6	2.4	0.2	0.8	0.2	0.0	3.6
					1.1.2 Engagement Planning	124659	FY17 GSE Planning & Coordination	This project covers cross-regional and functional coordination activities for GSE in FY17 (budget event tracking allocation of resources contributions to Strategic & Operational planning inputs to Enterprise Risk Management inter-departmental collaboration). This also covers oversight of GSE hub and engagement center activity.		0.9	0.1	0.0	0.1	0.0	1.2
					1.1.2 Engagement Planning Total				4.5	0.9	0.1	0.0	0.1	0.0	1.2
					1.1.3 Language Services	124216	On-going Language Services Support (All Services) - FY17	Provision of translations transcription teleconference interpretation and scribing support throughout the organization. Including Scribing support for Board meetings retreats and workshops. FY16 Administrative work and department management * Process contracts and PO request		0.8	0.0	2.8	0.0	0.0	3.6
						124260	On-Going Administrative and Management of LS Dept - FY17	* Process of monthly invoices generation of services reports metrics * Equipment rental * LS Department training certifications seminars etc.		0.0	0.0	0.0	0.0	0.0	0.0
						124261	Language Support for Regional Meetings - FY17	Provide LS support for the GSE Team Regional VPs AGs and SOs * Regional Meetings * Outreach efforts * Webinars * etc.		0.0	0.0	0.0	0.0	0.0	0.0
						124262	Language Services Department - Team Work and Growth - FY17	On-Going team work and continue enhancing and expanding the Language Services Department. * Work on contracting additional resources to assist in the PM tasks * Assess produce and implement program to enhance document production and writing capabilities across the organization * Research produce and deploy Plain English Program (include courses and webinars) * Complete and implement Language Services style guide for all languages * On-Going work on terminology platform to deploy continuous updates throughout the organization to ensure consistency and quality in all written forms		0.0	0.1	0.0	0.0	0.0	0.1
						124263	ICANN in Your Language (Web-site and Culture) - FY17	Be aligned with ICANN in its internationalization tasks and efforts: Research best methodology plan and deploy translation management platform and structure for: * Localization of new.icann.org * Crowd-sourcing program/platform for inclusion of community in the translation process. * MT feasibility for e-mail threads discussion forums public comment periods * Work on integrating the web-development team into our plan for the multilingual new.icann.org Only for Po icy Dept.		0.0	0.0	0.5	0.0	0.0	0.6
						124264	VERIZON Support FY17	The services covered by the money in this budget line is solely for transcriptions from VERIZON.		0.0	0.0	0.3	0.0	0.0	0.3
					1.1.3 Language Services Total				7.0	0.8	0.1	3.7	0.1	0.0	4.6
					1.1-Further globalize and regionalize ICANN functions Total				26.1	\$4.1	\$0.4	\$4.5	\$0.4	\$0.0	\$9.3
			1-Evolve and further globalize ICANN	1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders	1.2.1 Engage Stakeholders Regionally	124668	FY17 Ongoing Regional Engagement: Asia	This project covers the ongoing engagement activities for the GSE Asia team.		0.8	0.3	0.0	0.2	0.0	1.3
						124873	FY17 Ongoing Regional Engagement: Africa	This project covers the ongoing engagement activities for the GSE Africa team.		0.5	0.1	0.0	0.1	0.0	0.7
						124933	FY17 Ongoing Regional Engagement: Europe	This project covers the ongoing engagement activities for the GSE Europe team.		0.8	0.1	0.0	0.0	0.0	1.0
						124934	FY17 Ongoing Regional Engagement: Middle East	This project covers the ongoing engagement activities for the GSE Middle East team.		0.2	0.1	0.0	0.0	0.0	0.3
						124937	FY17 Ongoing Regional Engagement: Eastern Europe/Central Asia	This project covers the ongoing engagement activities for the GSE EE/CA team.		0.3	0.1	0.0	0.1	0.0	0.6
						124938	FY17 Ongoing Regional Engagement: Latin America & The Caribbean	This project covers the ongoing engagement activities for the GSE LA/CA team.		0.6	0.1	0.0	0.0	0.0	0.7
						124940	FY17 Ongoing Regional Engagement: North America	This project covers the ongoing engagement activities for the GSE North America team.		0.3	0.0	0.0	0.0	0.0	0.4
						124941	FY17 Ongoing Regional Engagement: Oceania	This project covers the ongoing engagement activities for the GSE Oceania team.		0.2	0.1	0.0	0.0	0.0	0.3
124945	FY17 Ongoing Civil Society Engagement	This project covers the ongoing engagement activities for Civil Society.					0.3	0.0	0.0	0.0	0.0	0.3			
124946	FY17 Ongoing Technical Engagement	This project covers the ongoing engagement activities for the Technical Community					0.4	0.1	0.0	0.2	0.0	0.7			
124948	FY17 Asia Regional Strategy	This project covers the FY17 Asia Regional Strategy implementation					0.4	0.0	0.0	0.0	0.0	0.4			
124949	FY17 Ongoing Business Engagement	This project covers Ongoing business Engagement					0.3	0.1	0.1	0.0	0.0	0.4			
124950	FY17 Middle East Regional Strategy Implementation	This Project covers the FY17 Middle East regional strategy implementation					0.0	0.0	0.0	0.0	0.0	0.1			
124951	FY17 Oceania Regional Strategy Implementation	This Project covers the FY17 Oceania regional strategy implementation					0.1	0.0	0.0	0.0	0.0	0.1			
124952	FY17 LAC Regional Strategy Implementation	This Project covers the FY17 LAC regional strategy implementation					0.2	0.0	0.0	0.1	0.0	0.4			
124954	FY17 DNS Entrepreneurship Center - Egypt	This project covers the activities in support of the DNS Entrepreneurship Center in Cairo Egypt.					0.1	0.0	0.0	0.0	0.0	0.1			
125242	FY17 Africa Regional Strategy	This Project covers the FY17 Africa regional strategy implementation					0.1	0.0	0.1	0.0	0.0	0.2			
128307	FY17 IPv6 initiative	Multi-year initiative in support of IPv6 deployment by contracted parties with ICANN and in ICANN systems.					0.0	0.2	0.4	0.0	0.0	0.6			
		1.2.1 Engage Stakeholders Regionally Total							30.5	5.6	1.3	0.8	0.8	0.0	8.4
		1.2.2 Broadcast and Engage with Global Stakeholders				111814	ICANN.org FY16 Enhancements	Iterate enhancements to the www.icann.org website		0.2	0.0	0.0	0.0	0.0	0.2
						124306	Digital Services - Operations	General operations of the Digital Services team.		0.4	0.1	0.0	0.1	0.0	0.6
						124307	Digital Services - Websites	Work to define implement deploy and manage ICANN principal and subsidiary websites as well as SO/AC websites.		0.4	0.0	0.1	0.0	0.0	0.5
						124308	Digital Services - Community Services	Work to define implement and deploy digital services that increase or facilitate user engagement and participation within ICANN policy development activities.		0.3	0.0	0.1	0.0	0.0	0.4
		1.2.2 Broadcast and Engage with Global Stakeholders Total							5.8	1.3	0.1	0.2	0.1	0.0	1.7
		1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders Total							36.3	\$6.8	\$1.4	\$1.0	\$0.8	\$0.0	\$10.0
						10957	GNSO PDP - IGO/INGO Protections in gTLDs - FY14-FY15-FY16-FY17	Provide policy and secretariat support to IGO-INGO PDP Working Group.		0.0	0.0	0.0	0.0	0.0	0.0

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total			
1. Evolve and further globalize ICANN	1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive		124483	SSAC - Policy Support Program Management - FY17	Provide administrative support for a ongoing SSAC activities including support for the SSAC Administrative Committee and Membership Committee. Activities include developing SSAC work plans and priorities; managing the logistics content and reports of a SSAC meetings and the FY17 meetings; and preparing and publishing SSAC work products.		1.0	0.1	0.0	0.0	0.0	1.1			
			124511	SSAC - Work Party Support - FY17	Provide support for all SSAC work parties identified in the SSAC's work plan including meetings notes document development and document publication (if a document is approved by the SSAC for publication).		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124535	SSAC - DNSSEC Workshop Support - FY17	Supporting the development, planning and execution of the DNSSEC workshops held at ICANN meetings. Activities include supporting weekly meetings, developing programs, soliciting participants, gathering slides, and managing all workshop logistics.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124617	New gTLD Auction Proceeds CCWG	New gTLD Auction Proceeds Drafting Team / CCWG		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124638	ASO AC Policy Development Support - FY17	Substantive and procedural advice to the ALAC and the ALT on the At-Large Review process. Overall management of the process and serving as liaison with the Strategic Initiatives Department		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124662	At-Large Review - Overall Management - FY17	Overall Management and substantive and procedural advice to At-Large Working Groups		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124667	ALAC - Working Group Support - FY17	Substantive and procedural advice to the ALAC and the ALT on Implementation; Follow-up on specific action items.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124685	ALAC - At-Large at ICANN Meetings - Substantive Support - FY17	General Program Management for the ALAC, ALT and At-Large for FY17		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124688	ALAC Policy Support Program - FY17	Administration and management of all core internal management processes and liaison efforts for department (e.g. finance, HR, etc.) This project is budget home for all general Policy Team Admin expenses.		1.1	0.1	0.6	0.1	0.0	0.0	1.9		
			124859	Policy - General Management Administration - FY 17	Secretariat and administrative support to the ALAC and ALAC Leadership Team		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124914	ALAC - Secretariat Support to the ALAC and ALT- FY17	Coordination of activities and management related to At-Large Social Media Website and Wiki Management		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124923	ALAC - At-Large Communication Coordination FY17	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124924	AFRALO and At Large Structure support	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124925	AFRALO and At Large Structure support	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124926	NARALO and At Large structure support	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124927	EURALO and At Large structure support	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			124928	LACRALO and At Large structure support	Substantive and procedural advice support to the RALO and ALSes		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125133	General support ccNSO and ccTLD community FY17	AI major support (secretariat) activities relating to support of ccNSO and ccTLD community		0.4	0.0	0.1	0.0	0.0	0.0	0.5		
			125134	ccNSO Council Support FY 2017	AI Activities and Tasks in support of the ccNSO Council		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125357	RSSAC Caucus Policy Advisory Development Support - FY17	Provide administrative support for a ongoing RSSAC Caucus activities. Activities include developing RSSAC Caucus work plans and priorities; managing the logistics content and reports of all RSSAC Caucus meetings; preparing and publishing RSSAC Caucus work products.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			125361	RSSAC Caucus Work Party Policy Advisory Development Support - FY17	Provide administrative support for a ongoing RSSAC Caucus Work Party activities. Activities include developing RSSAC Caucus Work Party work plans and priorities; managing the logistics content and reports of all RSSAC Caucus Work Party meetings; preparing and publishing RSSAC Caucus Work Party work products.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			126070	ALAC and Secretariat Support to the At-Large Working Groups FY17	Secretariat and administrative support to the At-Large Working Groups		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			128869	FY17 SO/AC Additional Budget Requests	FY17 SO/AC Additional Budget Requests		0.0	0.6	0.0	0.0	0.0	0.0	0.6		
			1.3.1 Support Policy Development, Policy Related and Advisory Activities Total						26.0	4.5	0.9	0.8	0.1	0.0	6.3
						20187	Geo Regions Review WG Recs Support - FY14-FY15-FY 6-FY17	This Board-chartered cross community WG has consulted with ICANN stakeholders regarding the definition and applications of ICANN's Geographic Regions. Changes could have broad impact so this WG has representatives from most SOs and AGS.		0.0	0.0	0.0	0.0	0.0	0.0
						124181	Travel Support for ICANN 57	Travel support for ICANN 57		0.1	1.1	0.0	0.0	0.0	1.1
						124182	Travel Support for ICANN 58	Support for travelers to ICANN 58		0.1	0.9	0.0	0.0	0.0	1.0
						124183	Travel Support for ICANN 59	Support for travelers to ICANN 59		0.1	1.0	0.0	0.0	0.0	1.0
						124594	SO-AC GNSO PDP WG F2F Meetings FY17	Due to progress exhibited in FY15 and FY16 moved to core budget. Budgeted for in Policy Team FY17 510 budget - see Space Catering Expenses		0.0	0.0	0.0	0.0	0.0	0.0
						124600	SO-AC GNSO Council Development Session FY17	Due to pilot program success exhibited in FY14 and FY15 moved to core budget. Budgeted for in Policy Team FY17 510 budget - see Space Catering Expenses		0.0	0.0	0.0	0.0	0.0	0.0
						124610	SO-AC ICANN Mtg travel FY17	Previous pilot program to expand travel opportunities for GNSO leaders was deemed successful. Three leadership slots for each public meeting have become part of the core budget. This level of support will continue in FY17. Budgeted for by Constituency Travel Team FY17 1030.		0.0	0.0	0.0	0.0	0.0	0.0
						124780	SO-AC Interseasonal Mtg for GNSO NCPH FY17	Annual meeting of GNSO Non Contract Community		0.0	0.1	0.0	0.0	0.0	0.1
						124782	Public Input - Management and Improvements FY17	Efforts to maintain and improve ICANN public input channels including Public Comment Forums etc.		0.1	0.0	0.0	0.0	0.0	0.1
						124862	SO-AC Program Management FY17	Management of SO-AC community support programs and initiatives.		0.5	0.0	0.0	0.0	0.0	0.5
						124863	SO-AC Budget Management FY17	Management of FY17 community project and operational resource allocations.		0.0	0.0	0.0	0.0	0.0	0.0
						124864	Community Governance and Process Support FY17	Tasks and activities related to management of existing community governance documents (e.g. charters, bylaws etc.) and development of new ICANN communities (i.e. in particular development advice and support during organization and compliance with formation and recognition processes).		0.0	0.0	0.0	0.0	0.0	0.0
						124865	SO-AC Communications Management and Support FY17	Effective and regular communications are critical to improved community collaboration and engagement. This project identifies a number of specific "task" activities that support the development and management of a number of core communications tools made available to the community.		0.1	0.0	0.0	0.0	0.0	0.1
					1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	124866	Document Production Pilot Program FY17	Embark on second phase of FY16 pilot program to assess the potential practical processes and mechanisms for providing ICANN community groups with support for the research development, collaboration, drafting and editing of documents for submission within the policy development processes of ICANN.		0.0	0.0	0.0	0.0	0.0	0.0
						124868	SO-AC GNSO Secretariat Support Program FY17	Staff will continue the existing program effort for a new 12-month period. ICANN staff will provide and manage part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support per community) in FY17. Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff (i.e. specific staff assigned to specific functions like elections, telephone support, etc.). Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner.		0.0	0.0	0.1	0.0	0.0	0.1
						124869	SO-AC Regional Outreach - CROPP FY17	The CROPP program has been in place over two years and is showing steady growth in community interest and usage for certain communities. Staff has recommended that the program be continued for one additional year in its now mature phase to see if the substantial benefits realized by a number of community groups can be so identified. But all eligible communities are not utilizing the program equally. By potentially exploring other outreach and engagement options, individual communities may be able to maximize their outreach and engagement strategies in a more tailored way. For FY17, Staff will again administer a more comprehensive Regional Outreach Program that will permit eligible communities that have developed a strategic outreach and engagement plan (and posted that plan on the ICANN Community wiki) to choose to continue to employ the CROPP program or instead to pursue a more activity-focused strategy. In recognition of their specific requests for this type of support (and as a pilot effort) the BC, IPC, ISPC, NCUC and NPOC may choose to avail themselves of a community outreach event rather than the CROPP program itself. This decision will allow an individual community to elect to use the CROPP program OR to host, co-host or sponsor a targeted community outreach/engagement event at one point during the fiscal year. To confirm their eligibility, the potentially eligible communities must produce a clear plan explaining their FY17 outreach goals and planned expectations so that the selected activities can be coordinated with the appropriate ICANN Regional engagement teams. Staff to develop/modify program parameters and calendars to effectively manage the provision of these resources.		0.0	0.0	0.0	0.0	0.0	0.0

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
3-Advance organizational, technological and operational excellence	3.1 Ensure ICANN's long-term financial accountability, stability and sustainability	3.1.2 Organizational Excellence and Intelligence Total				0.9	0.1	0.0	0.0	0.0	0.0	0.2		
		3.1.3 Finance and Procurement	125541	FY17 Financial Planning and Analysis	Recurring FY17 Financial Planning and Analysis activities		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			127517	FY17 Finance and Procurement Operational Activities	A I FY17 finance & procurement ongoing operational activities		2.8	0.0	0.0	0.2	1.3	0.0	4.4	
		3.1.3 Finance and Procurement Total				17.3	2.8	0.0	0.2	1.3	0.0	4.4		
		3.1.4 Enterprise Risk Management	127852	FY17 - ERM Operating Activities	ERM activities include 1) Perform Quarterly Enterprise Risk Assessment and 2) Support Insurance Renewal Process		0.2	0.0	0.2	0.0	0.0	0.0	0.4	
		3.1.4 Enterprise Risk Management Total					1.0	0.2	0.0	0.2	0.0	0.0	0.4	
		3.1.5 Support Operations	10558	ICANN 57 MEETING COSTS TRACKING	Finance Cost tracking		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			19900	ICANN 57 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 57. This includes a travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.6	0.9	0.3	0.0	0.0	2.8	
			19902	ICANN 58 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 58. This includes a travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.8	0.9	0.3	0.0	0.0	3.0	
			20404	ICANN 59 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 59. This includes a travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.6	0.5	0.2	0.0	0.0	2.3	
			122055	FY17 - Ongoing - Operations Leadership	Leadership & management of ICANN Operations.		0.8	(0.0)	0.0	0.0	0.0	0.0	0.7	
			124172	FY17 - Ongoing - APAC Operations	Operational support activities of the APAC Hub		0.1	0.0	0.0	0.0	0.0	0.0	0.2	
			124174	FY17 - Ongoing - Administrative Operations - Engagement Offices	Administration of the ongoing operations of the Engagement Offices		0.1	0.0	0.0	1.4	0.0	0.0	1.5	
			124175	FY17 - Ongoing - Administrative Operations - General	Administration of the ongoing and general operations of the ICANN offices.		0.6	0.0	0.0	0.0	0.0	0.0	0.6	
			124176	FY17 - Ongoing - Administrative Services - Hub Offices	Administration of the ongoing operations of the Hub Offices		0.2	0.0	0.0	4.5	0.0	0.0	4.7	
			124177	FY17 - Ongoing - HR Development - Staff Morale & Rewards	Activities to engage and motivate staff morale and teamwork		0.1	0.1	0.1	0.1	0.1	0.0	0.3	
			124178	FY17 - Ongoing - HR Operations	Ongoing HR Operations activities including compensation benefits payroll HR transactions and HR policies and compliance		0.8	0.0	0.1	0.1	0.1	0.0	1.0	
			124179	FY17 - Ongoing - Talent Acquisition	A I work related to Talent Acquisition for the organization		0.2	0.0	0.1	0.0	0.0	0.0	0.3	
			124184	FY17 - Ongoing - Talent Acquisition	Maintain travel vendor relationships and support miscellaneous meetings		0.2	0.0	0.1	0.0	0.0	0.0	0.2	
			124185	FY17 - LA Office Construction	Expansion into additional space on fourth floor - furniture and adjustments to third floor as needed		0.0	0.0	0.0	0.0	1.0	1.0	1.0	
			124942	FY17 Office of the CEO Management	Central coordinating point for activities related to the President and CEO's Office.		1.4	0.4	0.2	0.1	0.0	0.0	2.0	
			126072	ICANN Meeting 57 - North America	Manage ICANN 57 in North America. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			126247	ICANN Meeting 58 - Europe	Manage ICANN 58 in Europe. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			126334	ICANN Meeting 59 - Africa	Manage ICANN 59 in Africa. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			126421	FY2017 Meetings Team Ongoing Operations and Coordination	FY2017 Meetings Team Ongoing Operations and Coordination		1.5	0.1	0.0	0.0	0.0	0.0	1.6	
			126494	FY2017 - Manage other conferences and events	Manage conferences and events requested by ICANN staff		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			126495	FY2017 - Implement New ICANN Meetings Strategy	Manage planning and execution		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			126496	FY2017 - Meetings Team Retreat	Meetings Team Retreat		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			3.1.5 Support Operations Total				31.4	55.8	55.5	52.8	57.0	51.0	522.1	
			3.1 Ensure ICANN's long-term financial accountability, stability and sustainability Total				53.9	59.7	55.8	53.2	58.3	51.0	528.2	
		3-Advance organizational, technological and operational excellence	3.2 Ensure structured coordination of ICANN's technical resources	3.2.1 Cybersecurity Hardening and Control	120427	FY17 Infrastructure projects and Services Ongoing	A I on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations.		2.0	0.0	0.0	4.2	0.6	6.8
					120453	FY17 Ongoing Security & Infrastructure support	A I on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations.		0.6	0.0	0.4	0.4	0.1	1.5
				3.2.1 Cybersecurity Hardening and Control Total				17.7	2.6	0.0	0.4	4.6	0.7	8.3
					31441	Operations - Enterprise Resource Planning (ERP)	Operationalize the Enterprise Resource Planning (ERP) system.		0.6	0.0	0.5	0.4	0.9	2.4
					31442	Operations - Intranet	Following the completion of the Leidos recommended Top 16 Security Improvements ICANN IT has determined another 12 measures (Leidos and non-Leidos recommended) to improve cyber security.		0.2	0.0	0.0	0.0	0.0	0.2
					110764	Top 12 CyberSecurity Projects	Project Highrise is the ICANN Reboot Realization Workplan. It's goal is to rebuild ICANN's Salesforce.com CRM service and Force.com platforms with a more declarative scalable and secure framework. This includes developing a blueprint for integration and consolidation of various ICANN systems outside of Salesforce. This project will take a multi-phased approach towards migrating existing data and functionality to a new org and data model.		0.0	0.0	0.0	0.0	0.0	0.0
					120147	SFDC - Highrise (31444)			0.4	0.0	0.0	0.0	0.1	0.5
				3.2.2 IT Infrastructure and Service Scaling	120401	FY17 Outsourcing	Ongoing development testing and content management as provided by our outsource partner in India in support of the ICANN community		0.0	0.0	0.8	0.0	1.6	2.3
					120428	FY17 Meeting Team Support (IT)	IT support for ICANN meetings during FY17.		0.3	0.0	0.0	0.0	0.4	0.7
					120429	FY17 General Administration Activities & Personnel	FY16 General Administration expenses - travel training stationary etc.		3.8	0.4	0.3	0.7	0.7	5.9
					120432	FY17 Backoffice Solutions support	Ongoing support for BI Reologic Great Plains etc.		0.0	0.0	0.1	0.1	0.0	0.2
	121365			Jam Tart Implementation	Implementation of content management and document management systems as they relate to redesign of icann.org.		0.4	0.0	0.0	0.0	0.0	0.4		
	121417			Ricart Review Implementation	In 2013 Glenn Ricart reviewed the ICANN IT team and came up with a set of 56 recommendations. Many have been implemented. In September 2015 he returned and reviewed the status on the changes. This project covers the outstanding items.		0.0	0.0	0.0	0.0	0.0	0.0		
	3.2.2 IT Infrastructure and Service Scaling Total						32.6	5.6	0.4	1.6	1.2	3.7	12.7	
	3.2.3 Root Systems Operations			120433	FY17 DNS Tactical Engineering	FY17 ongoing support for L-Root services.		4.0	0.8	0.1	0.2	0.3	0.0	1.4
	3.2.3 Root Systems Operations Total						4.0	0.8	0.1	0.2	0.3	0.0	1.4	
	3.2 Ensure structured coordination of ICANN's technical resources Total						54.3	59.0	50.6	52.2	56.1	54.4	522.4	
3-Advance organizational, technological and operational excellence	3.3 Develop a globally diverse culture of knowledge and expertise	3.3.1 Talent Management	124180	FY17 - Ongoing - HR Development	HR Development projects for staff including training needs assessment business partners and succession planning		1.0	0.0	0.1	0.0	0.0	1.1		
		3.3.1 Talent Management Total				5.4	1.0	0.0	0.1	0.0	0.0	1.1		
		3.3.2 ICANN Technical University	32004	ICANN Technical University	Providing a mechanism to improve the technical understanding of the technology ICANN coordinates.		0.1	0.0	0.0	0.0	0.0	0.1		
		3.3.2 ICANN Technical University Total				0.3	0.1	0.0	0.0	0.0	0.0	0.1		
	3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders Total				5.6	1.1	0.0	0.1	0.0	0.0	1.2			
4-order approach	4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels	4.1.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels Total				113.8	119.8	56.4	55.5	114.5	55.5	551.7		
		4.1.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels Total	124628	FY ICANN IGF Participation and Supporting activities	Coordination of ICANN participation in IGF (international regional and national) and support for IGF activities (IGF Secretariat IGSA IGF MAG Donors group etc.)		0.2	0.1	0.0	0.2	0.0	0.5		
		4.1.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels Total				0.7	0.2	0.1	0.0	0.2	0.0	0.5		
		4.1.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels Total				0.7	50.2	50.1	50.0	50.2	50.0	50.5		
		4.2.1 Support Governmental Advisory Committee (GAC) Engagement	124624	FY17 GE GAC Engagement	Project for GE staff engagement with the GAC - includes monthly calls with leadership the creation and delivery of activity reports ATR deliverables collaboration with GAC Secretariat staff and participation in working groups as requested for initiatives		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
		4.2.1 Support Governmental Advisory Committee (GAC) Engagement Total				0.2	0.1	0.0	0.0	0.0	0.0	0.1		
		4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	124626	FY17 Ongoing Government Engagement - Global	Work with the country missions (permanent representatives and trade missions) in Geneva and New York in coordination with the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet		0.5	0.1	0.0	0.1	0.0	0.6		
		4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	124627	FY17 Ongoing Government Engagement - North America	Ongoing engagement with the governments of North America in coordination with the work of GE and GSE in the IGOs and IOs and with the country missions (permanent representatives and trade missions) in Geneva and New York in coordination with the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet		0.0	0.0	0.2	0.0	0.0	0.2		
		4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	124629	FY17 Government Engagement Coordination and Operations	Coordination and operations work to support GE department and collaboration with other departments (GSE Strategic Initiatives ATR) departments within ICANN (Finance Legal HR) to further ICANN's work with the country missions IGO IO and the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet		0.7	0.0	0.0	0.0	0.0	0.8		
		4.2.2 Engagement with Governments and International Governmental Organizations (IGOs) Total				4.6	1.1	0.1	0.2	0.1	0.0	1.5		

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total				
4-Promote ICANN's role and multistakeholder approach	4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem Total	4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem Total														
		4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total	4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total													
		4.3.1 Support Internet Governance Ecosystem Advancement	4.3.1 Support Internet Governance Ecosystem Advancement Total	124630	FY17 Ongoing IGO and IO engagement	Work with IGO and IO staff as well as the country missions (permanent representatives and trade missions) in Geneva and New York to support the IG ecosystem (maintenance and evolution); to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet	4.7	\$1.2	\$0.1	\$0.2	\$0.1	\$0.0	\$0.0	\$1.6		
				4.3.1 Support Internet Governance Ecosystem Advancement Total												
				4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total												
				4.3.1 Support Internet Governance Ecosystem Advancement Total												
				4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total												
				4.3.1 Support Internet Governance Ecosystem Advancement Total												
				4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total												
				4.3.1 Support Internet Governance Ecosystem Advancement Total												
				4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total												
				4.3.1 Support Internet Governance Ecosystem Advancement Total												
		4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest												
				4.4.1 Contractual Compliance Functions	4.4.1 Contractual Compliance Functions Total	122104	Contractual Compliance for Registrars & Registries	To capture staff efforts to address and resolve non-comp issue by using the informal and formal contractual compliance process. This activity covers complaints submitted to ICANN and internal efforts identified through monitoring.		2.2	0.0	0.0	0.0	0.0	0.0	2.2
						122106	Contractual Compliance Administration & Training	To capture staff development and administrative activities; Administrative refers to non-direct project activities for example: recruiting meetings management support activities training travel etc.		0.6	0.0	0.0	0.1	0.0	0.0	0.7
						122108	Contractual Compliance Annual Report	To capture the efforts from planning to publishing the contractual compliance 2016 Annual Report in FY17.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
						122109	Contractual Compliance Reporting and Outreach	To develop and deliver outreach activities related to community and contracted parties for information purposes training or improvements. This project includes travel and metric updates and reporting		0.2	0.1	0.2	0.0	0.0	0.0	0.6
						122113	Contractual Compliance Audit Program	To proactively identify deficiencies manage the remediation process to ensure contracted parties comply with the Agreement between ICANN publish the audit report findings and provide an update to the community.		0.3	0.0	0.7	0.0	0.0	0.0	1.0
				4.4.1 Contractual Compliance Functions Total												
				4.4.2 Contractual Compliance Initiatives & Improvements	4.4.2 Contractual Compliance Initiatives & Improvements Total	122110	Contractual Compliance System Improvements	To plan document and implement process & system metrics reporting improvements as it relates to enhanced requirements contract and/or policy updates and process improvements.		0.0	0.0	0.1	0.0	0.0	0.0	0.2
						122111	Contractual Compliance Online Learning	To deliver on line learning modules (eLearning) to the community in an effort to improve knowledge and awareness of contractual compliance.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
						122112	Contractual Compliance Contract & Policy Work	To support and contribute to activities related to contract Policy and working groups effort.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
		4.4.2 Contractual Compliance Initiatives & Improvements Total														
		4.4.3 Contractual Compliance and Safeguards	4.4.3 Contractual Compliance and Safeguards Total	31665	Outreach to constituents	Outreach to ICANN constituents and interested parties re compliance. Establish regular channels of communication with a number of parties to understand their concerns and consider how those concerns may be addressed within compliance.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
				31666	Cooperation and Coordination in Areas Outside Contract Terms	Develop ways to implement safeguards that are outside the scope of pure contract enforcement through coordination and cooperation with diverse parties in the Internet ecosystem to tackle difficult problems.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
31667	Refinement of Compliance Functions			Develop more nuanced analytic approach to compliance enforcement applying more analysis and nuance to ICANN's philosophical approach to compliance.		0.2	0.0	0.0	0.0	0.0	0.0	0.2				
4.4.3 Contractual Compliance and Safeguards Total																
4.4.3 Contractual Compliance and Safeguards Total																
4.4.4 Strategic Initiatives	4.4.4 Strategic Initiatives Total	26006	Strategy High Level	Strategy High Level		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		26146	I* Engagement	Work on I* Engagement project		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		26229	Strategic Initiatives - Public Data	Make useful data publicly available in machine-readable form and in interactive accessible summaries		0.0	0.0	0.1	0.0	0.0	0.0	0.1				
		31501	Institutional Confidence Index	Establish framework for indexing trust within the multistakeholder environment and conduct the first assessment.		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		31651	Public Communication and Reporting	Enhance public communication and reporting of Strategic Initiative Department projects; coordinate with the Communications Department and other departments as needed to improve public and staff awareness of status and progress on key initiatives; improve messaging develop templates for effective delivery and tools to be able to do a more effective communication and reporting job on a go forward basis.		0.0	0.0	0.1	0.0	0.0	0.0	0.1				
		33250	Development of KPI to Measure ICANN's Mechanisms to Increase Public Trust	The KPI will report progress of the project to develop a further KPI that will provide a composite measure of how ICANN's accountability mechanisms are working. It will provide a clear summary of the steps ICANN is taking to find a methodology that can measure the mechanisms that are intended to increase public trust. It is therefore a clear first stage in achieving the Goal 4.4.		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		123553	Ongoing Guidance and Interaction for BGC	Guidance and interaction for activities of the Board Governance Committee.		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		123555	Ongoing Strategic Initiatives Briefings	Guidance and support for activities for internal departments and committees.		0.0	0.0	0.0	0.0	0.0	0.0	0.0				
		4.4.4 Strategic Initiatives Total														
		4.4.4 Strategic Initiatives Total														
4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest Total																
4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest Total																
interest framework bounded by ICANN's mission	5.1 Act as a steward of the public interest	5.1 Act as a steward of the public interest														
		5.1.1 Legal Advisory Function	5.1.1 Legal Advisory Function Total	122865	FY17 - General Advice to Senior Leadership	Providing general advice to the ICANN Senior Leadership.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
				122884	FY17 - Stakeholder Services (Legal Support)	Provide legal advice and support to the Communications New gTLDs Policy Registrar Registry GDD Operations and Security Teams.		0.3	0.0	0.0	0.0	0.0	0.0	0.3		
				123190	FY17 - Global Stakeholder Engagement (Legal Support)	Provide legal advice and support to the Global Stakeholder Engagement team.		0.3	0.0	0.0	0.0	0.0	0.0	0.3		
				123264	FY17 - Strategy (Legal Support)	Provide legal advice and support to Strategic Initiatives Department		0.1	0.0	0.0	0.0	0.0	0.0	0.1		
				31571	FY16 ATRT2 Recommendation 9 Implementation	FY16 ATRT2 Recommendation 9 Implementation		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
				5.1.1 Legal Advisory Function Total												
				5.1.2 Public Interest Decision Making	5.1.2 Public Interest Decision Making Total	123334	Inclusion of Public Interest in Decision-Making	Develop & implement process for ensuring inclusion of public interest in decision-making.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
						122491	FY17 - Internal Services (Legal Support)	Successful management of all legal aspects of internal facing work including finance HR security etc.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
						122665	FY17 - Litigation Management	Monitor and Manage ICANN Litigation matters and issues.		0.1	0.0	2.0	0.0	0.0	0.0	2.1
						123304	FY17 - Legal Administrative Support	Provide administrative support to ICANN General Counsel's Office and Legal Department: Staffing Budget and Invoicing Administrative Support.		0.3	0.1	0.0	0.1	0.0	0.0	0.5
		5.1.2 Public Interest Decision Making Total														
		5.1.3 Legal Internal Support	5.1.3 Legal Internal Support Total	123369	FY17 - GDD/new gTLD (Legal Support)	Provide support for various aspects of GDD operations including as it relates to registries registrars etc. Provide support for New gTLD Operations; establish legal and contractual processes for review negotiation and execution of New gTLD Registry Agreements; work with New gTLD program team and operations teams to coordinate legal processes with their processes; participate in discussions regarding agreements with legal business and operations managers to assist and support program.		1.1	0.0	0.0	0.0	0.0	0.0	1.1		
				123425	FY17 - Contractual Services	Overall enterprise wide support for contracting matters: Contract Administration Contract Support for the Organization Renewal of Registry Agreement Review of RAA Applications and related issues etc.		0.3	0.0	0.0	0.0	0.0	0.0	0.3		
				5.1.3 Legal Internal Support Total												
				5.1.3 Legal Internal Support Total												
				5.1.3 Legal Internal Support Total												
		5.1.4 Support ICANN Board	5.1.4 Support ICANN Board	121571	2016 - 2017 NomCom Operation Selection Process - Project	Support the work of NomCom 2016 with selection and announcement of NCAs for Board ALAC GNSO and ccNSO Council through early September 2016 and prepare for close out of 2016 NomCom at conclusion of 2016 NomCom term on 4 November 2016. - Support the work of the 2017 NomCom with selection of NCAs for Board ALAC GNSO and ccNSO Council through 30 June 2017		0.3	0.4	0.2	0.0	0.0	0.0	0.9		
				123036	FY17 - Board (Legal Support)	Provision of Legal dept staff support to the Board and all of its Committees as well as support as needed to the Board Support Group.		0.3	0.3	0.1	0.0	0.0	0.0	0.6		
				123184	FY17 - Secretary Functions	Performing Secretary's duties including but not limited to those related to Secretary's Notices Board and Committee meetings Annual General Meetings corporate records and implementation of decisions made by the Board of Directors and its Committees as appropriate.		0.1	0.0	0.0	0.0	0.0	0.0	0.1		
				123921	FY17 - Board Support Ongoing Administrative and Department Operations Processes - Project	Ongoing day to day Board Support Administrative and Operation Processes include but not limited to: Board Support Staff Training Board Administrative Support Cross Functional Administrative Support...		0.2	0.0	0.0	0.1	0.0	0.0	0.3		
				123956	FY17 - Logistical Coordination and Execution of FY17 Board Workshops Board Regular and Telephonic meetings (NOT TO INCLUDE BOARD TRAVEL SUPPORT) - Project	Logistical Coordination of all FY17 Board Meetings and Board Workshops - To include but not limited to: Venue Selection and Contract processing Event Catering Coordination AV/IT Contract Negotiation and Processing Event Ground Transportation Contract Selection Processing Board Hosted Event Coordination Board Outside Venue Event Coordination and Contract Processing		0.1	0.2	0.1	0.0	0.0	0.0	0.5		
				123967	FY17 - Board Meeting and Board Workshop Coordination and Meeting Content Support - Project	Coordination of FY17 Board Workshops Board Regular and Telephonic meeting agenda items materials notices meeting facilitation post-meeting exercises such as required posting of meeting prelim report meeting minutes translations resolutions etc.		0.2	0.0	0.0	0.0	0.0	0.0	0.2		

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total	
5-Develop and implement a global public interest framework bounded by ICANN's mission	5.1 Act as a steward of the public interest Total	5.1.4 Support ICANN Board Total	124329	FY17 - Board Operations Budget Management	The Development tracking and reporting of the FY17 Board Operations Adopted Budget - To include but not limited to: Processing of all Board member expenses Process of Board Operations Vendor contracts and invoices Monthly Budget Reconciliations quarterly adopted budget review and forecasting as required.		0.2	0.0	0.0	0.0	0.0	0.2	
			124330	FY17 - Board Advice Tool	Develop the Board Advice Tool and Develop the Board Advice Process		0.1	0.0	0.1	0.0	0.0	0.0	0.2
			125135	FY17 - Board Process Development	Support activities for the Board including but not limited to Board Training activities Board Master calendar Board tools upgrades and purchase		0.3	0.0	0.1	0.0	0.0	0.0	0.4
			125199	FY17 - Administrative Support for Board Travel and Expense Report for All ICANN and Non-ICANN Events	Coordination of all Board travel costs both domestic and international (ICANN Meetings Board Workshops and Non-ICANN Events) - including airfare lodging meals and incidentals.		0.0	0.5	1.1	0.0	0.0	0.0	1.7
			9.5	1.9	1.5	1.6	0.1	0.0	5.0				
21.0	\$4.7	\$1.6	\$3.7	\$0.1	\$0.0	\$10.2							
5-Develop and implement a global public interest framework bounded by ICANN's mission	5.2 Promote ethics, transparency and accountability across the ICANN community	5.2.1 Affirmation of Commitments (AoC) Reviews	14550	WHOIS Implementation Follow-up	Manage ICANN's implementation of the 3 November 2012 Board Resolution in response to the recommendations of the WHOIS Review Team's Final Report related to the review of the WHOIS policy under the Affirmation of Commitments.		0.0	0.0	0.0	0.0	0.0	0.0	
			25912	AoC Review: SSR2	Prepare for the upcoming work for the second SSR Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced; facilitate development of recommendations to be submitted to the Board.		0.2	0.0	0.0	0.0	0.0	0.0	0.2
			25914	AoC Review: WHOIS2	Prepare for the upcoming work for the second WHOIS Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
			25919	AoC Review: Competition Consumer Choice and Consumer Trust	Prepare for the upcoming work for the CCT Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced.		0.2	0.0	0.0	0.0	0.0	0.0	0.2
			30151	ATRT2 Recommendation 5 Implementation	This recommendation states The Board should review redaction standards for Board documents Document Information Disclosure Policy (DIDP) and any other ICANN documents to create a single published redaction policy. Institute a process to regularly evaluate redacted material to determine if redactions are still required and if not ensure that redactions are removed.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31458	SSR Review Implementation Coordination	Oversee and provide strategic direction on the cross-functional activities related to SSR Review Team Recommendations.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31514	ATRT2 Recommendation Implementation Coordination	Oversee the progress of implementation work (in conjunction with PMO) ensuring alignment with Enhancing ICANN Accountability. Provide regular updates to the Board and ICANN stakeholders.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31650	TEG Activities that Relate to SSR Review Implementation	Support TEG activities that intersect Strategic Initiative Department initiatives including AoC SSR Review implementation projects and evolving the multistakeholder model.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			32008	SSR Recommendation Implementation	Support for the completion of the implementation of the first Security Stability and Resiliency Review Team recommendations		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			123516	AoC Review: Accountability and Transparency Review 3	Prepare for the upcoming work for the third ATRT Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced; facilitate development of recommendations to be submitted to the Board.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			123552	Competition Consumer Choice and Consumer Trust Implementation	Oversee and provide strategic direction on the cross-functional activities related to CCT Review Team Recommendations.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			127164	Strategic Initiatives: Reviews - Base line	For budget planning purposes only.		0.1	0.4	0.8	0.0	0.0	0.0	1.2
			127165	Strategic Initiatives: Reviews - Incremental	For budget planning purposes only.		0.0	1.0	0.6	0.0	0.0	0.0	1.7
			3.3	0.7	1.4	1.4	0.0	0.0	3.5				
			123665	Ongoing FY17 Guidance and Support for OEC	Guidance and support for activities of the Structural Improvements Committee of the Board.		0.0	0.0	0.0	0.0	0.0	0.0	0.1
			12918	Board Guidance for GNSO Review	Provide guidance and support to the Structural Improvements Committee and the Board in connection with the GNSO Review started in 2014.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			12920	Structural Reviews: SSAC	Plan and conduct SSAC review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			25918	Structural Reviews: RSSAC	Plan and conduct RSSAC review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			26003	Structural Reviews: At Large	Plan and conduct At Large review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
			26004	Structural Reviews: NomCom	Plan and conduct NomCom review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
			31517	GNSO Review: Implementation of Recommendations	Oversee implementation of recommendations by Westlake.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31523	At Large Review: Implementation of Recommendations	Oversee implementation of recommendations.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			2.1	0.3	0.0	0.0	0.0	0.0	0.3				
			123286	FY17 - Institutionalize Organizational Ethics Practices	Develop ethics policy taking into consideration external best practices and recommendations from expert group review.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
			0.2	0.1	0.0	0.0	0.0	0.0	0.1				
26005	Track 2 - Strengthen ICANN Governance and Accountability	Enhancing ICANN Accountability & Governance including : 1. Facilitate and support process on strengthening ICANN Governance & Accountability; 2. Manage substantive issues on accountability in relation to the IANA transition USG; 3. Adopt and implement report and recommendations out of the process; and 4. As relevant adopt time line and mechanisms to address accountability recommendations not related to the IANA transition		0.8	0.4	0.6	0.0	0.0	0.0	1.8			
27000	Track 1 - Transition of U.S. Government Stewardship of IANA functions at ICANN	NTIA Stewardship Transition Track of the IANA Transition including : 1. Facilitate and support process for the NTIA IANA Stewardship Transition 2. Ensure link to Strengthening ICANN Accountability process as relevant to the transition 3. Track dialogues among affected and other parties including input to the ICG. 4. Ensure proposal preparations consistent to meeting criteria set forth by NTIA 5. Adoption of proposal formalize conclusion of the IANA contract		1.1	0.1	4.4	0.0	0.0	0.0	5.7			
28350	IANA Transition - General Cost Tracking	IANA Transition - General Cost Tracking Document strengthened relationship with policy and advisory bodies including: 1. Strengthen MoU/develop mutual commitments documentation with IETF Administrative Oversight Committee (IAOC) / Internet Architecture Board (IAB) 2. Strengthen MoU/develop mutual commitments documentation with Number Resources Organization (NRO) for Address Supporting Organization (ASO) 3. Develop mutual commitments documentation with the ccNSO 4. Revise/strengthen documentation with individual ccTLD managers to include mutual commitments and reflect post-transition relationship 5. Identify terms for inclusion in gTLD Registry Agreements allowing for continued recognition of ICANN's role in the event of post-transition change		0.0	0.0	0.0	0.0	0.0	0.0	0.0			
28351	Track 4 - Document strengthened relationship with policy and advisory bodies	Document strengthened relationship with policy and advisory bodies including: 1. Strengthen MoU/develop mutual commitments documentation with IETF Administrative Oversight Committee (IAOC) / Internet Architecture Board (IAB) 2. Strengthen MoU/develop mutual commitments documentation with Number Resources Organization (NRO) for Address Supporting Organization (ASO) 3. Develop mutual commitments documentation with the ccNSO 4. Revise/strengthen documentation with individual ccTLD managers to include mutual commitments and reflect post-transition relationship 5. Identify terms for inclusion in gTLD Registry Agreements allowing for continued recognition of ICANN's role in the event of post-transition change		0.1	0.0	0.0	0.0	0.0	0.0	0.1			
28352	Track 3 - Maintain Security and Stability of Implementation of Root Zone Updates	Maintain Security and Stability of Implementation of Root Zone Updates in post-Stewardship Transition environment.		0.5	0.0	0.0	0.0	0.0	0.0	0.5			

Obj.	Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
5-Develop and implement a global public interest framework bounded by	5.2 Promote ethics, transparency and accountability across the ICANN community	5.2.4 IANA Functions Stewardship Transition & Enhancing ICANN Accountability Total	129052	RZMS Development	Maintain Security and Stability of Implementation of Root Zone Updates in post-Stewardship Transition environment.		0.0	0.0	0.0	0.0	0.6	0.6		
			123187	FY17 - Ombudsman (Legal Support)	Support Ombudsman as requested to assist with interactions with Board staff and community	9.8	2.5	0.5	5.1	0.0	0.0	0.6	8.6	
		5.2.5 Accountability and Transparency Mechanisms	123337	FY17 - Transparency Mechanisms (Legal Support)	Oversee and manage implementation of transparency mechanisms such as the Documentary Information Disclosure Policy (DIDP) and implementing any adopted changes to the DIDP resulting from community-based accountability work.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			123347	FY17 - Accountability Mechanisms (Legal Support)	Manage and maintain Bylaws-mandated accountability mechanisms operations and implement any adopted changes to Bylaws-mandated accountability mechanisms resulting from community-based accountability work.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
			124689	FY17 Ombudsman Office On-going project	Ombudsman Office On-going operations		0.2	0.0	0.1	0.1	0.0	0.0	0.4	
		5.2.5 Accountability and Transparency Mechanisms Total					1.1	0.3	0.0	0.1	0.1	0.0	0.4	
		5.2 Promote ethics, transparency and accountability across the ICANN community Total						16.5	\$3.7	\$2.0	\$6.6	\$0.1	\$0.6	\$12.9
		5.3 Empower current and new stakeholders to fully participate in ICANN activities	5.3.1 Development and Public Responsibility Tools	124152	FY17 Remote Hubs	Simulating an "in room" ICANN Meeting experience for larger groups of individuals in their regional setting.		0.0	0.0	0.1	0.0	0.0	0.0	0.1
				124156	FY17 Remote Participation	Providing support and equal access and participation to a open and public ICANN Meetings		0.0	0.0	0.0	0.0	0.0	0.0	0.0
				124159	FY17 ICANN Learn	ICANN Learn is an online learning platform designed to help the global community better understand how ICANN and the Internet work. Courses are built for various skill levels, nationalities, and languages.		0.2	0.0	0.1	0.0	0.0	0.0	0.3
	5.3.1 Development and Public Responsibility Tools Total					1.7	0.3	0.0	0.1	0.0	0.0	0.4		
	5.3.2 Development and Public Responsibility Programs		124153	FY17 Ongoing Fellowship Program	Fast Track immersion into the ICANN multistakeholder Community for continued engagement.		0.1	0.0	0.1	0.0	0.0	0.0	0.2	
			124154	FY17 Ongoing Newcomer Program Operations	Providing ICANN information resources and tools for those new to the ICANN Community to promote their future participation		0.0	0.0	0.0	0.0	0.0	0.0	0.1	
			124160	FY17 NextGen@ICANN	The NextGen@ICANN program's goal is to help unlock new opportunities and understanding for members of the next generation of internet users.		0.2	0.2	0.0	0.0	0.0	0.0	0.4	
	5.3.2 Development and Public Responsibility Programs		124162	FY17 Internship Framework	Strengthening the framework for internship program to serve broader international engagement goals under DPRD.		0.0	0.0	0.1	0.0	0.0	0.0	0.1	
			124167	FY17 DPRD Administration	DPRD Admin Costs Tracking		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
			124619	FY17 Leadership Training Program (LTP)	Continuation of the annual Leadership Training Program (LTP) for SO/ACs and staff.		0.0	0.0	0.0	0.0	0.0	0.0	0.1	
	5.3.2 Development and Public Responsibility Programs Total					3.5	0.5	0.3	0.2	0.0	0.0	1.1		
	5.3.3 Development and Public Responsibility Collaborations	124155	FY17 SO/AC Engagement Work	Engaging with Community on work to enhance and support their volunteer experience		0.1	0.0	0.0	0.0	0.0	0.0	0.1		
		124157	FY17 Ongoing Collaborations	Strengthen collaborations with partners across the IC ecosystem.		0.2	0.2	0.5	0.2	0.0	0.0	1.1		
		124161	FY17 Academic Outreach Support	In an effort to help members of the next generation of internet users and leaders ICANN regularly organizes in-person and online meetings for the academic community.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	5.3.3 Development and Public Responsibility Collaborations Total					1.8	0.3	0.3	0.5	0.2	0.0	1.4		
	5.3.4 Development and Public Responsibility New Program Development	124151	FY17 Stakeholder Journey Mentors	Collaboration between staff and community to more effectively onboard new community members through peer mentorship		0.0	0.2	0.0	0.0	0.0	0.0	0.2		
		124158	FY17 Invest in the DNS Ecosystem Across Developing Regions	Pilot: Enable the creation of distributed groups that will further knowledge about ICANN and its mission in developing regions.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
		124163	FY17 Strengthening Development Projects	Further strengthen new projects and research on gaps.		0.0	0.1	0.0	0.0	0.0	0.0	0.1		
5.3.4 Development and Public Responsibility New Program Development	124165	FY17 Gender Diversity Project	Enhancing multistakeholder representation by tailored projects and programs that identify underrepresented target groups participation.		0.0	0.2	0.0	0.0	0.0	0.0	0.2			
	124166	FY17 Multistakeholder Gaps Project	Enhancing multistakeholder representation by tailored projects and programs that identify underrepresented target groups participation.		0.0	0.0	0.0	0.0	0.0	0.0	0.1			
	5.3.4 Development and Public Responsibility New Program Development Total					1.1	0.2	0.5	0.0	0.0	0.0	0.7		
5.3 Empower current and new stakeholders to fully participate in ICANN activities Total						8.0	\$1.3	\$1.1	\$0.9	\$0.3	\$0.0	\$3.6		
5-Develop and implement a global public interest framework bounded by ICANN's mission Total						45.5	\$9.7	\$4.6	\$11.2	\$0.5	\$0.6	\$26.6		
Unallocated	Unallocated	FY17 Bad Debt and Depreciation	108428	FY17 Bad Debt and Depreciation	FY17 Bad Debt and Depreciation		0.0	0.0	0.0	0.0	7.1	0.0	7.1	
		FY17 Bad Debt and Depreciation Total					0.0	0.0	0.0	0.0	7.1	0.0	7.1	
		Allocation to New gTLD Program			128867	FY17 New gTLD Allocation	A location of ICANN shared services for New gTLD program and reimbursement of direct costs paid by ICANN Ops on behalf of New gTLD		(2.8)	(0.7)	(0.8)	(0.8)	0.0	(5.1)
		Allocation to New gTLD Program Total						0.0	(2.8)	(0.7)	(0.8)	(0.8)	0.0	(5.1)
		Contingency			128868	FY17 Contingency	FY17 Contingency		0.4	0.0	4.0	0.0	0.0	4.4
		Contingency Total						0.0	0.4	0.0	4.0	0.0	0.0	4.4
		Attrition			Attrition	Staff Attrition	The estimated reduction in staff and employees through normal means such as retirement and resignation.		(0.9)	0.0	0.0	0.0	0.0	(0.9)
		Attrition Total						(7.3)	(0.9)	0.0	0.0	0.0	0.0	(9.9)
		Unallocated Total						(7.3)	(53.3)	(50.7)	\$3.2	\$6.3	\$0.0	\$5.5
		Grand Total						386.7	\$71.0	\$19.6	\$42.3	\$25.3	\$6.4	\$164.5

*FTE: Full-time staff equivalent

**\$0.6m of contingency allocated to 2.1.7 Implementation of IANA Functions Stewardship Transition & Enhancing ICANN Accountability for IANA/ PTI

ICANN Operations Baseline Cash Expenses	357.8	\$61.9	\$16.3	\$21.5	\$ 6.6	\$5.3	\$121.5
ICANN Operations Multiyear projects	7.1	\$1.1	\$1.7	\$1.7	\$0.4	\$1.0	\$5.9
FY 17 Contingency	0.0	\$0.4	\$0.0	\$4.6	\$0.0	\$0.0	\$5.0
ICANN Operations Resource Utilization	365.0	\$63.4	\$ 8.0	\$27.7	\$17.0	\$6.3	\$132.4
New gTLD Program Resource Utilization	11.0	\$4.9	\$1.0	\$9.2	\$1.1	\$0.0	\$16.2
Total ICANN Resource Utilization	376.0	\$68.3	\$19.0	\$36.9	\$18.1	\$6.3	\$148.6
Depreciation and Bad Debt	0.0	\$0.0	\$0.0	\$0.0	\$7.1	\$0.0	\$7.1
USG Transition	10.8	\$2.7	\$0.6	\$5.4	\$0.1	\$0.1	\$8.8
FY17 Adopted Budget by Portfolio and Project	386.7	\$71.0	\$19.6	\$42.3	\$25.3	\$6.4	\$164.5

FY17 Adopted Budget By Portfolio and Project
1-Evolve and further globalize ICANN

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
1.1-Further globalize and regionalize ICANN functions	1.1.1 Raising Stakeholder Awareness of ICANN Worldwide	125385	FY17 Speakers Bureau	The speakers bureau looks after speaking engagements that ICANN is invited to.		0.0	0.0	0.1	0.0	0.0	0.1		
		125388	FY17 Communications Social Media	To manage ICANN's social media and digital platforms.		0.1	0.0	0.0	0.1	0.0	0.0	0.3	
		125391	FY17 Communications Content Management	Ongoing management of content creation and management.		0.3	0.0	0.2	0.0	0.0	0.0	0.4	
		125394	FY17 GDD Communications	Ongoing Global Domains Division communications planning and support.		0.2	0.0	0.4	0.0	0.0	0.0	0.7	
		125398	FY17 Latin America & Caribbean Communications	To support the region in communications activities and support the regional engagement strategy.		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
		125401	FY17 Asia Pacific Communications Support	To support the region in communications activities which supports the regional engagement strategy.		0.2	0.0	0.0	0.0	0.0	0.0	0.2	
		125405	FY17 Europe Middle East Africa Communications Support	To support the region in communications activities which supports the regional engagement strategies.		0.2	0.0	0.0	0.0	0.0	0.0	0.3	
		125408	FY17 North America Communications Support	To support the region in communications activities which supports the regional engagement strategy.		0.2	0.0	0.0	0.0	0.0	0.0	0.2	
		125413	FY17 ICANN57 Meeting Communications Support	To support communications for ICANN57 including materials awards photographers and other freelance support.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		125418	FY17 ICANN58 Meeting Communications Support	To provide communications support for ICANN Meeting including materials photographers and other freelance support as required.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		125421	FY17 ICANN59 Meeting Communications Support	To support communications for ICANN Meeting including materials photographers and other freelance support as needed.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		125424	FY17 Ongoing General Communications	Ongoing general communications for ICANN.		0.4	0.1	0.1	0.0	0.0	0.0	0.6	
		125427	FY17 Ongoing Crisis Planning	To develop a communications plan for crisis situations and supporting business continuity planning.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		125432	FY17 New gTLD Communications	To support the new gTLD program on ongoing communications activities.		0.4	0.0	0.0	0.0	0.0	0.0	0.4	
		125437	FY17 Quarterly Stakeholder Call Communications	To produce Quarterly Stakeholder Calls and support communications including creating presentations and overall production of the event.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		125440	FY17 Ongoing Internal Communications	To develop plan and execute the internal communications strategy and plan for ICANN.		0.1	0.0	0.0	0.0	0.0	0.0	0.2	
		125443	FY17 Ongoing Media Relations	To develop plan and execute the media relations strategy and plan for ICANN.		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
	1.1.1 Raising Stakeholder Awareness of ICANN Worldwide Total					14.6	2.4	0.2	0.8	0.2	0.0	3.6	
	1.1.2 Engagement Planning	1.1.2 Engagement Planning Total	124659	FY17 GSE Planning & Coordination	This project covers cross-regional and functional coordination activities for GSE in FY17 (budget event tracking allocation of resources contributions to Strategic & Operational planning inputs to Enterprise Risk Management inter-departmental collaboration). This also covers oversight of GSE hub and engagement center activity.		0.9	0.1	0.0	0.1	0.0	1.2	
			1.1.2 Engagement Planning Total					4.5	0.9	0.1	0.0	0.1	1.2
	1.1.3 Language Services	1.1.3 Language Services Total	124216	On-going Language Services Support (A I Services) - FY17	Provision of translations transcription teleconference interpretation and scribing support throughout the organization. Including Scribing support for Board meetings retreats and workshops. FY16 Administrative work and department management * Process contracts and PO request		0.8	0.0	2.8	0.0	0.0	3.6	
			124260	On-Going Administrative and Management of LS Dept - FY17	* Process of monthly invoices generation of services reports metrics * Equipment rental * LS Department training certifications seminars etc.		0.0	0.0	0.0	0.0	0.0	0.0	
			124261	Language Support for Regional Meetings - FY17	Provide LS support for the GSE Team Regional VPs ACs and SOs * Regional Meetings * Outreach efforts * Webinars * etc.		0.0	0.0	0.0	0.0	0.0	0.0	
			124262	Language Services Department - Team Work and Growth - FY17	On-Going team work and continue enhancing and expanding the Language Services Department. * Work on contracting additional resources to assist in the PM tasks * Assess produce and implement program to enhance document production and writing capabilities across the organization * Research produce and deploy Plain English Program (include courses and webinars) * Complete and implement Language Services style guide for all languages * On-Going work on terminology platform to deploy continuous updates throughout the organization to ensure consistency and quality in all written forms Be aligned with ICANN in its Internationalization tasks and efforts: Research best methodology plan and deploy translation management platform and structure for:		0.0	0.1	0.0	0.0	0.0	0.1	
			124263	ICANN in Your Language (Web-site and Culture) - FY17	* Localization of new.icann.org * Crowd-sourcing program/platform for inclusion of community in the translation process. * MT feasibility for e-mail threads discussion forums public comment periods * Work on integrating the web-development team into our plan for the multilingual new.icann.org		0.0	0.0	0.5	0.0	0.0	0.0	0.6
			124264	VERIZON Support FY17	Only for Policy Dept. The services covered by the money in this budget line is solely for transcriptions from VERIZON.		0.0	0.0	0.3	0.0	0.0	0.0	0.3
			1.1.3 Language Services Total					7.0	0.8	0.1	3.7	0.1	0.0
	1.1-Further globalize and regionalize ICANN functions Total					26.1	\$4.1	\$0.4	\$4.5	\$0.4	\$0.0	\$9.3	
	1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders	1.2.1 Engage Stakeholders Regionally	124668	FY17 Ongoing Regional Engagement: Asia	This project covers the ongoing engagement activities for the GSE Asia team.		0.8	0.3	0.0	0.2	0.0	1.3	
			124873	FY17 Ongoing Regional Engagement: Africa	This project covers the ongoing engagement activities for the GSE Africa team.		0.5	0.1	0.0	0.1	0.0	0.7	
			124933	FY17 Ongoing Regional Engagement: Europe	This project covers the ongoing engagement activities for the GSE Europe team.		0.8	0.1	0.0	0.0	0.0	1.0	
			124934	FY17 Ongoing Regional Engagement: Middle East	This project covers the ongoing engagement activities for the GSE Middle East team.		0.2	0.1	0.0	0.0	0.0	0.3	
			124937	FY17 Ongoing Regional Engagement: Eastern Europe/Central Asia	This project covers the ongoing engagement activities for the GSE EE/CA team.		0.3	0.1	0.0	0.1	0.0	0.6	
124938			FY17 Ongoing Regional Engagement: Latin America & The Caribbean	This project covers the ongoing engagement activities for the GSE LAC team.		0.6	0.1	0.0	0.0	0.0	0.7		
124940			FY17 Ongoing Regional Engagement: North America	This project covers the ongoing engagement activities for the GSE North America team.		0.3	0.0	0.0	0.0	0.0	0.4		
124941			FY17 Ongoing Regional Engagement: Oceania	This project covers the ongoing engagement activities for the GSE Oceania team.		0.2	0.1	0.0	0.0	0.0	0.3		
124945			FY17 Ongoing Civil Society Engagement	This project covers the ongoing engagement activities for Civil Society.		0.3	0.0	0.0	0.0	0.0	0.3		
124946			FY17 Ongoing Technical Engagement	This project covers the ongoing engagement activities for the Technical Community		0.4	0.1	0.0	0.2	0.0	0.7		
124948			FY17 Asia Regional Strategy	This project covers the FY17 Asia Regional Strategy implementation		0.4	0.0	0.0	0.0	0.0	0.4		
124949			FY17 Ongoing Business Engagement	This project covers Ongoing business Engagement		0.3	0.1	0.1	0.0	0.0	0.4		
124950			FY17 Middle East Regional Strategy Implementation	This Project covers the FY17 Middle East regional strategy implementation		0.0	0.0	0.0	0.0	0.0	0.1		
124951		FY17 Oceania Regional Strategy Implementation	This Project covers the FY17 Oceania regional strategy implementation		0.1	0.0	0.0	0.0	0.0	0.1			
124952		FY17 LAC Regional Strategy Implementation	This Project covers the FY17 LAC regional strategy implementation		0.2	0.0	0.0	0.1	0.0	0.4			
124954		FY17 DNS Entrepreneurship Center - Egypt	This project covers the activities in support of the DNS Entrepreneurship Center in Cairo Egypt.		0.1	0.0	0.0	0.0	0.0	0.1			
125242		FY17 Africa Regional Strategy	This Project covers the FY17 Africa regional strategy implementation		0.1	0.0	0.1	0.0	0.0	0.2			
128307		FY17 IPv6 Initiative	Multi-year initiative in support of IPv6 deployment by contracted parties with ICANN and in ICANN systems.		0.0	0.2	0.4	0.0	0.0	0.0	0.6		
1.2.1 Engage Stakeholders Regionally Total					30.5	5.6	1.3	0.8	0.8	0.0	8.4		
1.2.2 Broadcast and Engage with Global Stakeholders		1.2.2 Broadcast and Engage with Global Stakeholders	111814	ICANN.org FY16 Enhancements	Iterate enhancements to the www.icann.org website		0.2	0.0	0.0	0.0	0.0	0.2	
	124306		Digital Services - Operations	General operations of the Digital Services team.		0.4	0.1	0.0	0.1	0.0	0.6		
	124307		Digital Services - Websites	Work to define implement deploy and manage ICANN principal and subsidiary websites as well as SO/AC websites.		0.4	0.0	0.1	0.0	0.0	0.5		

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
		124308	Digital Services - Community Services	Work to define, implement and deploy digital services that increase or facilitate user engagement and participation within ICANN policy development activities.		0.3	0.0	0.1	0.0	0.0	0.4
	1.2.2 Broadcast and Engage with Global Stakeholders Total				5.8	1.3	0.1	0.2	0.1	0.0	1.7
1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders Total					36.3	\$6.8	\$1.4	\$1.0	\$0.8	\$0.0	\$10.0
		10957	GNSO PDP - IGO/INGO Protections in gTLDs - FY14-FY15-FY16-FY17	Provide policy and secretariat support to IGO-INGO PDP Working Group. Cross-Community Working Groups Framework Drafting Team		0.0	0.0	0.0	0.0	0.0	0.0
		10966	GNSO Non-PDP CWG Principles Cross Community Working Group - FY14-FY15-FY16-FY17	The CWG Framework Drafting Team was formed to develop a charter for a Working Group that will further refine the principles for the formation, operation and termination of cross-community working groups. Staff will provide policy and secretariat support to the CWG DT to support its efforts to create a cross community WG to develop principles for the operation of cross-community WGs		0.0	0.0	0.0	0.0	0.0	0.0
		19908	ccNSO Council Support FY 2016	All Activities and Tasks in support of the ccNSO Council Translation/Transliteration of Internationalized Registration Data PDP WG		0.0	0.0	0.0	0.0	0.0	0.0
		19955	GNSO PDP - Translation & Transliteration of Internationalized Data - FY14-FY15-FY16-FY17	The Council approved the initiation of a PDP on translation and transliteration of contact information on 13 June 2013. Staff will provide policy and secretariat support for the GNSO Policy Development Process on Translation and Transliteration of Contact Data Issue Report on the purpose of collecting and maintaining gTLD registration data and on solutions to improve accuracy and access to gTLD registration data.		0.0	0.0	0.0	0.0	0.0	0.0
		19957	GNSO PDP - Purpose of gTLD Registration Data Services - FY14-FY15-FY16-FY17	Staff will provide policy and secretariat support for the GNSO Policy Development Process on the Purpose of gTLD Registration Data Services Privacy & Proxy Services Accreditation Issues PDP WG Chair: Don Blumenthal Council Liaison: Maria Farrell Staff: M. Wong, M. Konings		0.0	0.0	0.0	0.0	0.0	0.0
		19958	GNSO PDP RAA Privacy & Proxy Services Accreditation Issues FY14-FY15-FY16-FY17	The Registrar Accreditation Agreement (RAA) the contract governing the relationship between ICANN and accredited registrars has been in place since 2001. The Board initiated negotiations for a new RAA in October 2011 and requested an Issue Report from the GNSO at the same time. The final version of the new RAA was approved by the Board in June 2013 thereby signifying that the RAA negotiations were concluded. Per the Board's 2011 request the remaining issues which have been identified as those relating to privacy & proxy services and their accreditation will be examined in this PDP. Staff will provide policy and secretariat support for the GNSO Policy Development Process on the Registrar Accreditation Agreement Policy & Implementation WG		0.0	0.0	0.0	0.0	0.0	0.0
		19961	GNSO Non-PDP - Policy & Implementation WG - FY14-FY15-FY16-FY17	The WG is tasked to provide the GNSO Council with a set of recommendations on: •A set of principles that would underpin any GNSO policy and implementation related discussions •A process for developing gTLD policy perhaps in the form of "Policy Guidance" including criteria for when it would be appropriate to use such a process (for developing policy other than "Consensus Policy") instead of a GNSO Policy Development Process; •A framework for implementation related discussions associated with GNSO Policy Recommendations; •Criteria to be used to determine when an action should be addressed by a policy process and when it should be considered implementation; and; •Further guidance on how GNSO Implementation Review Teams are expected to function and operate. Staff will provide policy and secretariat support for the GNSO Non-PDP Working Group on Policy & Implementation		0.0	0.0	0.0	0.0	0.0	0.0
		20184	Policy - PDP Improvements - FY14-FY15-FY16-FY17	GNSO PDP Improvements Implementation Discussion Group The GNSO Council agreed to form a small committee of interested Council members to work with staff on the implementation of the GNSO PDP Improvements (see http://gns0.icann.org/en/drafts/pdp-improvements-table-16jan14-en.pdf) particularly items 3 (Increase pool of PDP volunteers) and 5 (Improved online tools & training). Tasks and activities intended to improve ICANN and SO-AC policy development and advisory efforts. Including development, management and operations of overall strategy, methodologies, processes and implementation improvements.		0.0	0.0	0.0	0.0	0.0	0.0
		25916	GNSO PDP IGO-INGO Access to Curative Rights Protection Mechanisms - FY15-FY16-FY17	PDP IGO-INGO Access to Curative Rights Protection Mechanism This effort determines whether the curative rights protection mechanisms in place for both pre-2012 and new gTLDs should be amended to permit their use by International Governmental Organizations (IGOs) and International Non-Governmental Organizations (INGOs).		0.0	0.0	0.0	0.0	0.0	0.0
	1.3.1 Support Policy Development, Policy Related and Advisory Activities	27652	GAC-GNSO Consultation Group on GAC Early Engagement in GNSO PDP - FY14-FY15-FY16-FY17	The Governmental Advisory Committee (GAC) and the Generic Names Supporting Organization (GNSO) have jointly established a consultation group to explore ways for the GAC to engage early in the GNSO Policy Development Process (PDP) and to improve overall cooperation between the two bodies (for example, by exploring the option of a liaison). This project is associated with ATRT2 Recommendation #6. This Project is to be associated with AITask Project No. 31562 - GL Internal Initiative No. 5. ICANN staff mapping of implementation activities by the GAC, BGRI and ICANN staff regarding the various elements of the GAC-related ATRT2 Recommendation 6		0.0	0.0	0.0	0.0	0.0	0.0
		30250	ATRT2 Recommendation 6 Implementation Mapping FY16-FY17	The GNSO Council deferred commencement of a PDP on reviewing the UDRP, except with regard to the lock issue. Instead, an Issue Report reviewing all rights protection mechanisms (current and developed for the New gTLD Program) including the UDRP and URS was requested by the GNSO Council. It to be delivered eighteen months after the first delegation of new gTLDs (which occurred in October 2013). Staff has most recently requested that the Council grant an extension of the deadline for the Issue Report to October 2015.		0.0	0.0	0.0	0.0	0.0	0.0
		31423	GNSO PDP - UDRP & RPMs - FY16-FY17			0.0	0.0	0.0	0.0	0.0	0.0
		31438	GNSO non-PDP - GNSO Review Implementation - FY16-FY17	Support implementation of GNSO Review recommendations		0.0	0.0	0.0	0.0	0.0	0.0

Goal	Portf I os	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive		124868	SO-AC GNSO Secretariat Support Program FY17	Staff will continue the existing program effort for a new 12-month period. ICANN staff will provide and manage part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support per community) in FY17. Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff (i.e. specific staff assigned to specific functions like elections telephone support etc.). Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner.		0.0	0.0	0.1	0.0	0.0	0.1		
		124869	SO-AC Regional Outreach - CROPP FY17	The CROPP program has been in place over two years and is showing steady growth in community interest and usage for certain communities. Staff has recommended that the program be continued for one additional year in its now mature phase to see if the substantial benefits realized by a number of community groups can be solidified. But all eligible communities are not utilizing the program equally. By potentially exploring other outreach and engagement options individual communities may be able to maximize their outreach and engagement strategies in a more tailored way. For FY17 Staff will again administer a more comprehensive Regional Outreach Program that will permit eligible communities that have developed a strategic outreach and engagement plan (and posted that plan on the ICANN Community wiki) to choose to continue to employ the CROPP program or instead to pursue a more activity-focused strategy. In recognition of their specific requests for this type of support (and as a pilot effort) the BC IPC ISPCP NCUC and NPOC may choose to avail themselves of a community outreach event rather than the CROPP program itself. This decision will allow an individual community to elect to use the CROPP program OR to host co-host or sponsor a targeted community outreach/engagement event at one point during the fiscal year. To confirm their eligibility the potentially-eligible communities must produce a clear plan explaining their FY17 outreach goals and planned expectations so that the selected activities can be coordinated with the appropriate ICANN Regional engagement teams. Staff to develop/modify program parameters and calendars to effectively manage the provision of these resources.		0.0	0.0	0.0	0.0	0.0	0.0		
		1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities Total				6.0	0.9	3.1	0.1	0.0	0.0	4.1	
		1.3.3 Evolving Multistakeholder Model	12889	Research Related to MS Model	Facilitate the development and publication of a scholarly work that validates the multi-stakeholder model		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			26459	Strategic Planning - Integration & Systems Enhancements	Strategic Planning - Integration & Systems Enhancements including developing a centralized tracking mechanism for monitoring findings recommendations and implementation status of recommendations from all reviews (AoC and Organizational).		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31459	Evolve Reviews as Accountability and Improvement Mechanisms	Develop and socialize a means of improving and evolving reviews taking into consideration diverse points of view and work streams. Leverage findings from organizational and ATRT reviews and related work to foster a productive discussion on how ICANN structures could evolve.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31500	Multistakeholder Engagement Best Practices and Shared Understanding Roles	Frame and prepare best practices on roles and responsibilities of stakeholders in the multistakeholder engagement including principles around accountability and responsibilities of respective stakeholders. Begin dialogue with the community on this framework and next steps.		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			32454	Evolve Approach to Organizational Reviews	Provide SIC/Board with support for and assessment of organizational review processes and proposals for new approach to reviews		0.1	0.0	0.2	0.0	0.0	0.0	0.2
			123557	Evolution of Multistakeholder Model Post-IANA Transition	Ongoing evolution of ICANN's multistakeholder model in a post-transition environment.		0.1	0.2	0.0	0.2	0.0	0.0	0.4
		1.3.3 Evolving Multistakeholder Model Total				1.2	0.2	0.0	0.2	0.0	0.0	0.4	
		1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive Total				33.2	\$5.6	\$4.0	\$1.1	\$0.1	\$0.0	\$10.7	
						95.5	\$16.5	\$5.8	\$6.6	\$1.3	\$0.0	\$30.1	

FY17 Adopted Budget By Portfolio and Project
2-Support a healthy, stable and resilient unique identifier ecosystem

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem	2.1.1 IANA Department Operations	120426	FY17 IT support for IANA	Any costs related to the support of IANA by the IT team		0.7	0.0	0.0	0.0	0.0	0.7		
		122883	FY17 - IANA Functions Legal Cost Tracking	Track ICANN Legal Department's shared and allocated costs for IANA functions. Does not include the personnel.		0.0	0.0	0.3	0.0	0.0	0.3		
		124173	FY17 IANA KMF Maintenance	Evaluate plan and implement enhancements to the Key Management Facilities (KMF) and the related security system setup.		0.3	0.0	0.0	0.3	0.1	0.7		
		124209	FY17 IANA Key Signing Ceremonies	Hold four key signing ceremonies per year; review and revise policy and procedures documents; select TCRs for each of the key ceremonies; update scripts for the ceremonies and other administrative tasks related to signing of the root zone.		0.3	0.0	0.1	0.0	0.0	0.4		
		124210	FY17 IANA External SysTrust Audits	This is a project to engage a third party auditor to execute the SysTrust audit for DNSSEC the IANA functions and Protocol Parameter registration processes.		0.2	0.0	0.2	0.0	0.0	0.4		
		124212	FY17 IANA Customer Service Survey	This is a project to develop and conduct the fourth annual IANA customer service survey about performance of the IANA functions. This is an annual project to identify areas for improvement based on customer feedback.		0.0	0.0	0.0	0.0	0.0	0.0		
		124214	FY17 IANA General Operations	Ongoing day-to-day activities for IANA department. Processing requests; creating monthly reports; responding to correspondence; and other recurring activities.		1.0	0.0	0.0	0.0	0.0	0.0		
		124215	FY17 IANA Customer Engagements	Customer related activities in which individuals in the department participate such as Public Speaking Conferences Meetings and other community events.		0.4	0.1	0.0	0.0	0.0	0.0		
		124620	FY17 IANA EFQM Continuous Improvement	Conduct internal assessment and identify opportunities for improvement. Participate in EFQM training and staff development.		0.2	0.0	0.0	0.0	0.0	0.0		
		124621	FY17 IANA Immigration Services	Plan necessary steps to maintain the ability for staff to work in the US or the appropriate ICANN office.		0.0	0.0	0.0	0.0	0.0	0.0		
		124622	FY17 IANA Staff Development	Plan schedule and complete security EFQM audit and other relevant training programs.		0.1	0.0	0.0	0.0	0.0	0.0		
		124623	FY17 IANA CCOE Exercise	Plan and execute a Continuity and Contingency Table Top Exercise		0.0	0.0	0.0	0.0	0.0	0.0		
		2.1.1 IANA Department Operations Total					18.1	3.0	0.2	0.7	0.4	0.1	4.4
		2.1.2 IANA System Enhancements	124213	FY17 IANA System Development	Root Zone Management System Enhancements as defined by recommendations from the community. Based on the CWG definitions of Service Level Expectations implement the ability to collect the measurements from the Root Zone Management System (RZMS). After collection of several months of data analyze the data to establish Service Level Agreements for delivery of the IANA naming function.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
	31504		IANA Website Improvements	Overarching design update Improved search functionality General IANA Notification Service Customer API Migration to CDN Stand alone technical checks Knowledge Base Registry change tracking. Project with multiple phases over a couple of years.		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
	31505		Registry Workflow Systems	Analyze and enhance automation systems to support the common registry workflow used for protocol parameter assignments and other IANA registries.		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
	2.1.2 IANA System Enhancements Total					1.2	0.3	0.0	0.0	0.0	0.0	0.3	
	2.1.3 Advice Registry Management	32003	Advice Registry	Supporting the development deployment and operation of the Board Advice Registry including helping to revise processes for entering implementing updating and documenting the final disposition of advice to the Board.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		124122	FY17 Board Advice Registry Operations	Implementation of a methodology and system to receive track and measure progress to projects based on advice or formal recommendations provided to the ICANN Board from the ICANN Community.		0.2	0.0	0.0	0.0	0.0	0.0	0.2	
	2.1.3 Advice Registry Management Total					1.3	0.3	0.0	0.0	0.0	0.0	0.3	
	2.1.4 Global Domains Division (GDD) Operations	32551	FY16 - Office of CTO Ongoing Operations	Project for day-to-day operation of Office of CTO		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
		124126	FY17 WHOIS ARS Operations	Maintain the Operation of the WHOIS Accuracy Reporting System by conducting accuracy testing and publishing reports of the results of the testing.		0.1	0.0	0.6	0.0	0.0	0.0	0.6	
		124187	EBERO Administrative Management FY17	Administrative support to expand operate and support the EBERO program		0.0	0.0	0.4	0.0	0.0	0.0	0.4	
		124191	Registry Service Delivery FY17	Operational Service Delivery on behalf of Registry Services		0.8	0.0	1.1	0.0	0.0	0.0	1.9	
		124193	Registrar Service Delivery FY17	Operational Service Delivery on behalf of Registrar Services		0.6	0.0	0.1	0.0	0.0	0.0	0.7	
		124195	Technical Services Service Delivery FY17	Operational Service Delivery on behalf of Technical Services		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
		124349	GDD Summit Meetings FY17	Costs for staff and travel for Operations to support GDD Summit sessions		0.0	0.4	0.0	0.0	0.0	0.0	0.4	
		124939	FY17 Office of President GDD Operations	Office of president GDD Operations daily activities		0.9	0.1	0.2	0.0	0.0	0.0	1.2	
		127446	FY17 - Office of CTO Ongoing Operations	Project for day-to-day operation of Office of CTO		0.0	0.3	0.0	0.0	0.0	0.0	0.3	
		127510	FY17 Registrant Services	FY17 Registrant Services		0.2	0.0	0.0	0.0	0.0	0.0	0.2	
	2.1.4 Global Domains Division (GDD) Operations Total					15.1	2.8	0.8	2.3	0.0	0.0	5.9	
	2.1.5 Global Customer Support	124579	FY17 Ongoing GSC Operations	Day-to-day contact center operations and activities		0.7	0.1	0.0	0.1	0.0	0.0	0.8	
		124580	FY17: GSC Service Delivery and Performance Enhancements	Implementation of new services and performance enhancements that improve the overall experience interacting with ICANN Global Support.		0.2	0.1	0.0	0.0	0.0	0.0	0.3	
		128256	FY17: GDD Registrant Support & Service Delivery Enhancements	Implementation of new services and performance enhancements that improve the Registrant experience interacting with ICANN Global Support.		0.2	0.0	0.0	0.0	0.0	0.0	0.2	
		128264	FY17: Ongoing GSC Registrant Support Operations	Day-to-day contact center operations and activities related to supporting Registrants		0.5	0.0	0.0	0.1	0.0	0.0	0.6	
	2.1.5 Global Customer Support Total					15.0	1.5	0.1	0.0	0.2	0.0	1.9	
	2.1.6 Product Management	32059	Highrise Launch Plan	Provide overall direction and guidance on Global Domain Division Webportal program. Determine priorities of feature addition and integration with other tools. Create and maintain good user feed-back system for ongoing enhancements.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		128303	Dreamforce 2016	Prepare and launch the new GDD Portal.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		128304	GDD Product Management Administration	Participation in training at Dreamforce 2016.		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
		128305	GDD Product Management -Contracted Parties	Administration activities in support of ICANN product management efforts.		0.3	0.0	0.0	0.0	0.0	0.0	0.3	
		128306	GDD Product Management -Technical Services	Product management activities in support of tools and services to support contracted parties.		0.1	0.0	0.0	0.0	0.0	0.0	0.1	
	2.1.6 Product Management Total					2.0	0.4	0.0	0.0	0.0	0.0	0.5	
	2.1.7 Implementation of IANA Functions Stewardship Transition & Enhancing ICANN	120625	3.4 Accountability Enhancements	Implement processes and mechanisms in support of the empowered community.		0.3	0.0	0.3	0.1	0.1	0.1	0.8	
		120625a	3.4 Accountability Enhancements	Implement processes and mechanisms in support of the empowered community.		0.0	0.0	0.6	0.0	0.0	0.0	0.6	
	2.1.7 Implementation of IANA Functions Stewardship Transition & Enhancing ICANN Accountability Total					1.0	0.3	0.0	0.9	0.1	0.1	1.4	
	2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem Total					53.5	\$8.5	\$1.2	\$3.9	\$0.7	\$0.2	\$14.5	
	2.2.1 WHOIS Core Function/Service & Improvements	11913	Next Generation PDP	Supervise the GNSO WHOIS PDP requested by the Board addressing the purpose access and accuracy of WHOIS		0.0	0.0	0.0	0.0	0.0	0.0	0.0	
26119		Expert Working Group Follow-Up	Follow-up work on the Expert Working Group		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
31461		Strategic Support on WHOIS Issues and Evolution of WHOIS	Oversee and provide strategic direction on the cross-functional activities related to WHOIS and the evolution or replacement of WHOIS.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
123558		Ongoing Guidance and Interaction for WHOIS RDS	Guidance and interaction for activities of WHOIS RDS.		0.0	0.0	0.0	0.0	0.0	0.0	0.0		
128203		FY17 WHOIS Product Management	Cross-organizational coordination of all Whois-related initiatives at all stages (policy development implementation contract implementation).		0.2	0.0	0.0	0.0	0.0	0.0	0.2		
2.2.1 WHOIS Core Function/Service & Improvements Total					0.6	0.3	0.0	0.0	0.0	0.0	0.3		

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities	2.2.2 Identifier Evolution	32009	Applied Research	Research projects aimed at improving the understanding and use of technologies related to the Internet's system of unique identifiers.		0.1	0.0	0.0	0.0	0.0	0.1
		32010	Technology Roadmap Development	In conjunction with the community developing a technology roadmap for the Internet's system of unique identifiers that ICANN coordinates.		0.1	0.0	0.0	0.0	0.0	0.1
		32011	Universal Acceptance Research/Development	Providing research and development support for Universal Acceptance-related efforts		0.2	0.0	0.0	0.1	0.0	0.3
		127449	FY17 Applied Research	Research projects aimed at improving the understanding and use of technologies related to the Internet's system of unique identifiers.		0.0	0.0	0.1	0.0	0.0	0.1
		127452	FY17 Technical Engagement and Support	FY17 Technical Engagement and Support		0.0	0.0	0.0	0.1	0.0	0.1
		127453	FY17 Open Data Pilot	FY17 Open Data Pilot		0.2	0.0	0.1	0.0	0.0	0.3
		2.2.2 Identifier Evolution Total				2.0	0.6	0.0	0.2	0.1	0.0
	2.2.3 Technical Experts Group	32002	TEG Improvements	Supporting and evolving the Technical Experts Group		0.1	0.0	0.0	0.0	0.0	0.1
	2.2.3 Technical Experts Group Total				0.3	0.1	0.0	0.0	0.0	0.0	0.1
		32000	KSK Rollover	Complete the plan and if appropriate execute a root zone key signing key rollover.		0.2	0.0	0.0	0.0	0.0	0.3
		32001	Root Server System Support	Providing technology support for the Root Server System including researching new mechanisms to increase overall root server system security stability and resiliency analyzing the operation of the root server system as a whole and engaging in technical fora in which root server system-related topics are discussed.		0.1	0.0	0.0	0.0	0.1	0.1
		32005	KSK Improvement	Exploring improvements in the policies processes and mechanisms used to manage the root zone DNSSEC Key Signing Key.		0.0	0.0	0.0	0.0	0.0	0.1
		32006	Internet Health Indicators	Developing a set of draft metrics that can be used to establish a baseline for "Internet Health" and subsequently measure improvements or degradation of overall "Internet Health".		0.2	0.0	0.0	0.0	0.0	0.3
		32007	DNS Traffic Analysis	Research project aimed at exploring tools and methodologies for analyzing DNS traffic.		0.2	0.0	0.0	0.0	0.0	0.3
		124203	FY17 Identifier Threat Awareness & Preparedness (ITAP)	Identifier threat awareness and preparedness. Projects in this area fall into two categories: a. Threat Intelligence and Response Preparation involves the exchange of information that reveals or anticipates a threat or an imminent attack of a global nature involving identifier systems and the concomitant preparation of defenses against attack increase in vigilance or countermeasures (e.g. increasing diversity or capacity as a resiliency measure). b. Coordinated Response involves the fulfillment of roles ICANN plays (typically as a facilitator notifier knowledge or information contributor) in response to security events or incidents where identifier systems have been targeted or employed as instruments of attack (e.g. abuse or misuse of domains or the DNS by a globally-distributed botnet).		0.2	0.0	0.0	0.0	0.0	0.2
	2.2.4 Security, Stability, and Resiliency of Internet Identifiers	124204	FY17 - SSR General	This project is to capture and track activities that supports Oversight and to the other projects for the IS-SSR portfolio and to manage the IS-SSR Department		0.2	0.1	0.0	0.0	0.0	0.3
		124205	FY17 - Global Security Engagement	Project for Global Security engagement in collaboration with GSE Identifier SSR Analytics. Projects in this area are intended to develop metrics or analytics for identifier systems and include:		0.5	0.2	0.0	0.1	0.0	0.8
		124206	FY17 - SSR Analytics	a. Root system metrics. Definition of metrics collection conventions and analytics that provide information related to the SSR of root (and by extension TLD) operations. (Note: this is to be coordinated with the root operator and other external communities and will consider SSAC's root scaling recommendations.) b. Innovative uses of data. This initiative will explore ICANN's access to DNS-OARC "L" root or other big DNS data such as Day In The Life (DITL) to observe what effects the increase in delegations IPv6 and DNSSEC usage or new criminal misuses of DNS have on SSR.		0.3	0.0	0.2	0.0	0.0	0.5
		124207	FY17 - Outreach Trust Based Collaboration	Activities related to working with the community that entail providing Subject Matter Expertise (SME) resources. These include participation in panels working groups committees etc.		0.5	0.0	0.0	0.0	0.0	0.5
		124208	FY17 - AOC SSR Review Support	They also include participation at events upon request from GSE the ICANN Speaker bureau or others. Support related to the FY17 AOC SSR Review		0.2	0.0	0.0	0.0	0.0	0.3
	2.2.4 Security, Stability, and Resiliency of Internet Identifiers Total				10.6	\$2.8	\$0.3	\$0.4	\$0.1	\$0.1	\$3.8
	2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities Total				13.5	\$3.8	\$0.3	\$0.6	\$0.3	\$0.2	\$5.1
	2.3.1 WHOIS Coordination & Implementation	129657	WHOIS Coordination & Implementation	To promote trust and confidence in the Internet for all stakeholders ICANN is committed to: • Enforcing its current WHOIS policy • Identifying improvements to the accuracy and reliability of the WHOIS system and • Determining whether there is a better system for providing information about gTLD domain names consistent with applicable data protection and privacy laws.		0.2	0.0	0.0	0.0	0.0	0.2
	2.3.1 WHOIS Coordination & Implementation Total				1.0	0.2	0.0	0.0	0.0	0.0	0.2
	2.3.2 Placeholder: Projects in this portfolio were n/a	n/a	Placeholder for 2.3.2	Placeholder for 2.3.2		0.0	0.0	0.0	0.0	0.0	0.0
	2.3.2 Placeholder: Projects in this portfolio were moved to 2.1.5 based on feedback received on the draft plans. This placeholder has been retained to minimize reader confusion regarding portfolio numbering. Total				0.0	0.0	0.0	0.0	0.0	0.0	0.0
	2.3.3 GDD Technical Services	10343	SLA Monitoring System	Specification 10 of the new gTLD base agreement specifies the Service Level Requirements that Registry Operators need to comply with. In case that the Registry Operator does not comply with the specified SLRs ICANN may designate an Emergency Back-End Registry Operator. A monitoring system called SLA (Service Level Agreement) Registry monitoring system is envisioned as the tool that will measure the compliance of the Registry Operators with the specified SLRs.		0.4	0.0	0.2	0.0	0.0	0.6
	26015	GTLD Technical Compliance Monitoring	Provide periodic monitoring/notification (where it does not already exist) of compliance to control points defined within the registry agreement (Articles 2.6 and all specifications) for all contracted GTLD Registry operators		0.2	0.0	0.0	0.0	0.0	0.2	
2.3.3 GDD Technical Services Total				3.4	0.6	0.0	0.2	0.0	0.0	0.8	
	10753	IDN Variants Project 1 – Label Generation Ruleset Tool	Develop a technical standard and supporting proof-of-concept tools for IDN label generation rulesets (a.k.a. IDN tables)		0.0	0.0	0.1	0.0	0.0	0.1	
	10855	IDN Variant TLD Program - Project 2.2	This project implements the LGR Procedure which was developed in Project 2.1. Project Deliverables: 1. Establish the Integration Panel. 2. Identify Advisors to all Panels. 3. Create infrastructure and support needed for Generation Panels. 4. Support Integration and Community Panels to create the Root IDN LGR		0.0	0.2	0.5	0.0	0.0	0.7	
2.3.4 Internationalized Domain Names	13006	IDN Variant TLD Program - Project 7	The scope of this project is to prepare ICANN systems and processes for allocation of Variant TLD labels. This work is being carried out in preparation for Variant TLD delegation should the Label Generation Rules deem that an applied for variant TLD Label is allocatable. It includes: 1. Identifying updates to ICANN procedures and systems to account for IDN Variants labels if a located. 2. Identifying updates to new gTLD and IDN ccTLD programs to process variants if LGR defines any allocatable variants.		0.1	0.0	0.1	0.0	0.0	0.2	
	31207	IDN ccTLD Evaluations	Evaluation of IDN ccTLDs under the Fast track process or eventually the approved policy.		0.0	0.0	0.1	0.0	0.0	0.1	

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total			
2.3 Support the evolution of domain name marketplace to be robust, stable and trusted	2.3.4 Internationalized Domain Names Total	100454	IDN Tables	To facilitate and improve consistency of testing and stability of registry operations of new gTLDs ICANN intends to develop reference IDN tables in machine readable format ca led Label Generation Rulesets (LGRs) for the second level for use in PDT and the Registry Service Evaluation Process (RSEP).		0.0	0.0	0.0	0.0	0.0	0.0			
		100459	IDN Implementation Guideline	IDN Implementation Guideline		0.0	0.0	0.0	0.0	0.0	0.0			
		100460	IDN Program - Communication Plan	IDN Program - Communication Plan		0.0	0.0	0.0	0.0	0.0	0.0			
						1.0	0.2	0.2	0.8	0.0	0.0	1.2		
				124086	FY17 New gTLD Program Support Activities	Tracks all activities prior to New gTLD Contracting Operations		0.1	0.0	1.9	0.0	0.0	2.0	
				124087	FY17 New gTLD Program Administration & Management	Program Administration and Management operations of the 2012 round of the New gTLD Program for Fiscal Year 2017		0.4	0.1	0.2	0.4	0.0	1.0	
				124090	FY17 New gTLD Contracting and PreDelegation Operations	Program Operations to support New gTLD Contracting as well as prior to delegation operations including Pre-Delegation Testing Registry On-boarding and Transition to Delegation. Module 5 of the AGB.		0.1	0.0	2.8	0.0	0.0	3.0	
			2.3.5 New gTLD Program	124189	TMCH Operational Management FY17	Operate and support Trademark Clearinghouse to enable New gTLD launch processes		0.0	0.0	0.6	0.0	0.0	0.6	
				124347	FY17 New gTLD Allocations from ICANN	Project to Capture FY17 cost allocations from ICANN (Company 1) to New gTLD budget		2.8	0.7	0.8	0.8	0.0	5.1	
				125262	FY17 New gTLD Systems Development and Management	This project is for IT to provide development support and on-going maintenance to Salesforce for the purposes of administering the gTLD program. This project is also for IT to provide on-going maintenance of the various other gTLD systems including: Public Posting Pages (microsite) External Share Drives & Vendor VPNS TAS and SUGAR CRM.		0.0	0.0	0.0	0.0	0.0	0.0	
			2.3.5 New gTLD Program Total					4.4	3.5	0.8	6.2	1.1	0.0	11.7
			2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community	129703	FY17: Outreach and Relationship Management with Existing and new Registry Registrar Community	FY17: Outreach and Relationship Management with Existing and new Registry Registrar Community		0.0	0.0	0.1	0.0	0.0	0.1	
			2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community Total					0.0	0.0	0.0	0.1	0.0	0.0	0.1
				120665	FY17 Program Reviews Implementation Projects	Implements recommendations deriving from CCT or other reviews conducted on the New gTLD Program.		0.0	0.0	0.2	0.0	0.0	0.3	
				121934	Ongoing - Policy Implementation Coordination	Communication scheduling and coordination activities for consensus policy implementation projects within GDD. Support for community dialogue on policy and implementation procedures within ICANN.		0.1	0.0	0.0	0.0	0.0	0.1	
			2.3.7 Domain Name Services	127455	Domain Name Services & Industry Engagement Department Operation	On-going operation of the Domain Name Services & Industry Engagement Department		1.2	0.0	0.0	0.0	0.0	1.2	
				127457	Domain Name Services & Industry Engagement - Regional	Domain Name Service & Industry Engagement regional Travel for site visits and meeting with contracted parties.		0.0	0.0	0.0	0.0	0.0	0.0	
				31900	Domain Name Services & Industry Engagement	Domain Name Services ongoing operations and Industry Engagement		0.0	0.1	0.0	0.0	0.0	0.1	
			2.3.7 Domain Name Services Total					5.7	1.3	0.1	0.2	0.0	0.0	1.7
				12535	New gTLD Program Reviews & Assessment	Coordination of various program reviews and assessments; construction of steps to next application round.		0.3	0.0	0.3	0.0	0.0	0.6	
			2.3.8 Next gTLD Round Planning	25250	CCT Metrics Research & Reporting	This project implements collection analysis and presentation of information in response to the GNSO/ALAC recommended metrics to inform the anticipated AOC review of the New gTLD Program.		0.1	0.0	0.5	0.0	0.0	0.6	
				124120	FY17 Program Review Implementation Projects	Development and implementation of projects resulting from the various reviews of the New gTLD program		1.2	0.0	0.0	0.0	0.0	1.3	
			2.3.8 Next gTLD Round Planning Total					8.3	1.6	0.0	0.8	0.0	0.0	2.5
			2.3.9 Universal Acceptance	19104	Universal Acceptance of TLDs	Promote the technical acceptance of a l TLDs in software so that names that include new TLDs can be used just like those that include old TLDs.		0.0	0.0	1.3	0.0	0.0	1.3	
			2.3.9 Universal Acceptance Total					0.0	0.0	0.0	1.3	0.0	1.3	
				29850	Framework for Handling Security Threats	Define implementation details of the Security checks called for by the NGPC's Proposal for Implementation of GAC Safeguards Applicable to All New gTLD (Resolution 2013.06.25.NG02). Develop a Framework for Registry Operators to conduct periodic security checks and respond to identified security threats in consultation with the community.		0.0	0.0	0.0	0.0	0.0	0.0	
				31769	RyS Department Projects	On-going efforts by Registry Service Owners to define monitor control and optimize the Services they own. Service owners manage their multiple services as sub-projects under this project. Protection of IGO-INGO Identifiers in All gTLDs		0.2	0.0	0.0	0.0	0.0	0.2	
				31787	IGO/INGO Policy Implementation	(1) consider and implement the policy recommendations from the GNSO on protections for IGOs; and (2) consider the policy recommendations from the GNSO as it continues to actively develop an approach to respond to the GAC advice on protections for IGOs;		0.0	0.0	0.1	0.0	0.0	0.1	
			2.3.10 Registry Services	32065	Thick Whois policy implementation	Implement the Thick Whois policy. Define process develop tools and document the procedure. PICDRP Panel management: The Public Interest Commitment Dispute Resolution Panel addresses complaints that a Registry may not be complying with the Public Interest Commitment(s) in Specification 11 of their Registry Agreement.		0.1	0.0	0.0	0.0	0.0	0.1	
				125397	PICDRP Standing Panel	On-going Management of the RSTEP. The Registry Services Technical Evaluation Panel is a group of experts retained by ICANN. The experts are from the area of design management and implementation of the complex systems and standards-protocols utilized in the Internet infrastructure and DNS.		0.0	0.0	0.0	0.0	0.0	0.0	
				125411	RSTEP Standing Panel			0.0	0.0	0.1	0.0	0.0	0.1	
				125416	Policy Development Projects	Monitor development of new policies and plan for potential implementation		0.1	0.0	0.0	0.0	0.0	0.1	
				125430	RyS Department Training	Registry Service Department staff training including annual cross-team training		0.0	0.0	0.0	0.0	0.0	0.1	
				125435	RyS Department Operations	On-going operation of the Registry Services Group within the GDD Domain Name Services and Engagement		0.1	0.0	0.0	0.0	0.0	0.2	
				125446	RyS Service Definition Modification and Launch	Process to create and launch registry services		0.3	0.0	0.0	0.0	0.0	0.3	
				125448	RyS Outreach & Engagement	Create outreach and engagement strategy for Registry Operators. Plan and conduct outreach and engagement activities to promote and cultivate positive and constructive relationship with Registry Operators: among ICANN Staff Registries Registrars and other participants in the DNS industry value chain.		0.5	0.2	0.0	0.0	0.0	0.6	
			2.3.10 Registry Services Total					9.0	1.4	0.2	0.2	0.0	0.0	1.9
				26317	Registrar Whois Address Cross Field Validation Initiative	Collaborative work with Registrar Working Group to develop a technically and commercially feasible approach to cross-field address validation (Whois) as described in the 2013 RAA's Whois Accuracy Program Specification.		0.0	0.0	0.0	0.1	0.0	0.1	
			2.3.11 Registrar Services	111857	Privacy Proxy Accreditation Implementation	Consensus Policy Implementation Project Template for AtTask		0.1	0.0	0.0	0.0	0.0	0.1	
				125378	Registrar Services (FY17)	All Registrar Services team services and functions (and expenses) that take place in Fiscal Year 2017 and are not related to application processing registrar outreach or a project already identified in at-task.		0.6	0.1	0.1	0.0	0.0	0.8	
				125380	Registrar & Community Outreach (FY17)	The ongoing day-to-day operational efforts of the Registrar Services team related primarily to registrar and applicant training and outreach activities in Fiscal Year 2017.		0.3	0.1	0.0	0.0	0.0	0.3	
			2.3.11 Registrar Services Total					6.0	1.1	0.1	0.1	0.0	1.4	
	2.3 Support the evolution of domain name marketplace to be robust, stable and trusted Total					38.8	\$9.9	\$1.5	\$9.9	\$1.3	\$0.0	\$22.7		
						105.7	\$22.2	\$3.1	\$14.4	\$2.3	\$0.4	\$42.2		

FY17 Adopted Budget By Portfolio and Project
3-Advance organizational, technological and operational excellence

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total		
3.1 Ensure ICANN's long-term financial accountability, stability and sustainability	3.1.1 Strategic and Operating Planning	31460	Strategic Initiatives KSF/KPI Development and Reporting	Evolves the reporting mechanism and meaningful measures for monitoring and tracking the Strategic Initiatives team's performance.		0.0	0.0	0.0	0.0	0.0	0.0		
		123559	Strategic Plan Update	Consider significant internal and external developments to validate whether the Five Year Strategic Plan remains relevant or whether it needs to be modified. Coordinate feedback from multistakeholder community and the Board.		0.0	0.0	0.0	0.0	0.0	0.0		
		123561	SI Communications and Engagement of internal audiences	Engage with and communicate key aspects of SI team work to internal audiences to inspire improved understanding effectiveness of work and overall alignment. Use all available channels including new ICANN intranet webinars onboarding etc.		0.0	0.0	0.0	0.0	0.0	0.0		
		123666	Ongoing Strategic Initiatives Operations for FY17	Manage budget and operations of the Strategic Initiatives Department including recruiting and filling department positions and initiating and supporting new initiatives.		0.7	0.3	0.0	0.0	0.0	0.0	1.0	
		3.1.1 Strategic and Operating Planning Total					3.4	0.7	0.3	0.0	0.0	0.0	1.1
		3.1.2 Organizational Excellence and Intelligence	25957	Organizational Excellence - Improvement Measurement Activities	Develop and deliver ICANN's Organizational Excellence program		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			112552	BI Implementation (Cognos)	Creation and development of a data warehouse and business intelligence (BI) solution(s) in support of ICANN's KPI Dashboard.		0.1	0.0	0.0	0.0	0.0	0.0	0.1
		3.1.2 Organizational Excellence and Intelligence Total					0.9	0.1	0.0	0.0	0.0	0.0	0.2
		3.1.3 Finance and Procurement	125541	FY17 Financial Planning and Analysis	Recurring FY17 Financial Planning and Analysis activities		0.0	0.0	0.0	0.0	0.0	0.0	0.0
		127517	FY17 Finance and Procurement Operational Activities	All FY17 Finance & procurement on-going operational activities		2.8	0.0	0.2	1.3	0.0	4.4	4.4	
		3.1.3 Finance and Procurement Total					17.3	2.8	0.0	0.2	1.3	0.0	4.4
		3.1.4 Enterprise Risk Management	127852	FY17 - ERM Operating Activities	ERM activities include 1) Perform Quarterly Enterprise Risk Assessment and 2) Support Insurance Renewal Process		0.2	0.0	0.2	0.0	0.0	0.0	0.4
		3.1.4 Enterprise Risk Management Total					1.0	0.2	0.0	0.2	0.0	0.0	0.4
		3.1.5 Support Operations	10558	ICANN 57 MEETING COSTS TRACKING	Finance Cost tracking		0.0	0.0	0.0	0.0	0.0	0.0	0.0
			19900	ICANN 57 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 57. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.6	0.9	0.3	0.0	2.8	
			19902	ICANN 58 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 58. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.8	0.9	0.3	0.0	3.0	
			20404	ICANN 59 MEETING COSTS TRACKING	Organization-wide cost tracking for ICANN 59. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	1.6	0.5	0.2	0.0	2.3	
			122055	FY17 - Ongoing - Operations Leadership	Leadership & management of ICANN Operations.		0.8	(0.0)	0.0	0.0	0.0	0.7	
			124172	FY17 - Ongoing - APAC Operations	Operational support activities of the APAC Hub		0.1	0.0	0.0	0.0	0.0	0.2	
			124174	FY17 - Ongoing - Administrative Operations - Engagement Offices	Administration of the ongoing operations of the Engagement Offices		0.1	0.0	0.0	1.4	0.0	1.5	
			124175	FY17 - Ongoing - Administrative Operations - General	Administration of the ongoing and general operations of the ICANN offices.		0.6	0.0	0.0	0.0	0.0	0.6	
			124176	FY17 - Ongoing - Administrative Services - Hub Offices	Administration of the ongoing operations of the Hub Offices		0.2	0.0	0.0	4.5	0.0	4.7	
			124177	FY17 - Ongoing - HR Development - Staff Morale & Rewards	Activities to engage and motivate staff morale and teamwork		0.1	0.1	0.1	0.1	0.0	0.3	
			124178	FY17 - Ongoing - HR Operations	Ongoing HR Operations activities including compensation benefits payroll HR transactions and HR policies and compliance		0.8	0.0	0.1	0.1	0.0	1.0	
			124179	FY17 - Ongoing - Talent Acquisition	All work related to Talent Acquisition for the organization		0.2	0.0	0.1	0.0	0.0	0.3	
			124184	FY17 - Ongoing - Travel Services	Maintain travel vendor relationships and support miscellaneous meetings		0.2	0.0	0.1	0.0	0.0	0.2	
			124185	FY17 - LA Office Construction	Expansion into additional space on fourth floor - furniture and adjustments to third floor as needed		0.0	0.0	0.0	0.0	1.0	1.0	
			124942	FY17 Office of the CEO Management	Central coordinating point for activities related to the President and CEO's Office.		1.4	0.4	0.2	0.1	0.0	2.0	
		126072	ICANN Meeting 57 - North America	Manage ICANN 57 in North America. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0		
		126247	ICANN Meeting 58 - Europe	Manage ICANN 58 in Europe. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0		
		126334	ICANN Meeting 59 - Africa	Manage ICANN 59 in Africa. This includes all travel and meeting costs professional services administration and technical services. This does not include the labor for attending.		0.0	0.0	0.0	0.0	0.0	0.0		
126421	FY2017 Meetings Team Ongoing Operations and Coordination	FY2017 Meetings Team Ongoing Operations and Coordination		1.5	0.1	0.0	0.0	0.0	1.6				
126494	FY2017 - Manage other conferences and events	Manage conferences and events requested by ICANN staff		0.0	0.0	0.0	0.0	0.0	0.0				
126495	FY2017 - Implement New ICANN Meetings Strategy	Manage planning and execution		0.0	0.0	0.0	0.0	0.0	0.0				
126496	FY2017 - Meetings Team Retreat	Meetings Team Retreat		0.0	0.0	0.0	0.0	0.0	0.0				
3.1.5 Support Operations Total					31.4	\$5.8	\$5.5	\$2.8	\$7.0	\$1.0	\$22.1		
3.1 Ensure ICANN's long-term financial accountability, stability and sustainability Total					\$3.9	\$9.7	\$5.8	\$3.2	\$8.3	\$1.0	\$28.2		
3.2 Ensure structured coordination of ICANN's technical resources	3.2.1 Cybersecurity Hardening and Control	120427	FY17 Infrastructure projects and Services Ongoing	All on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations.		2.0	0.0	0.0	4.2	0.6	6.8		
		120453	FY17 Ongoing Security & Infrastructure support	All on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations.		0.6	0.0	0.4	0.4	0.1	1.5		
		3.2.1 Cybersecurity Hardening and Control Total					17.7	2.6	0.0	0.4	4.6	8.3	
	3.2.2 IT Infrastructure and Service Scaling	31441	Operations - Enterprise Resource Planning (ERP)	Operationalize the Enterprise Resource Planning (ERP) system.		0.6	0.0	0.5	0.4	0.9	2.4		
		31442	Operations - Intranet	Operations - Intranet		0.2	0.0	0.0	0.0	0.0	0.2		
		110764	Top 12 CyberSecurity Projects	Following the completion of the Leidos recommended Top 16 Security Improvements ICANN IT has determined another 12 measures (Leidos and non-Leidos recommended) to improve cyber security. Project Highrise is the ICANN Reboot Realization Workplan. It's goal is to rebuild ICANN's Salesforce.com CRM service and Force.com platforms with a more declarative scalable and secure framework. This includes developing a blueprint for integration and consolidation of various ICANN systems outside of Salesforce. This project will take a multi-phased approach towards migrating existing data and functionality to a new org and data model.		0.0	0.0	0.0	0.0	0.0			
		120147	SFDC - Highrise (31444)			0.4	0.0	0.0	0.0	0.1	0.5		
		120401	FY17 Outsourcing	Ongoing development testing and content management as provided by our outsource partner in India in support of the ICANN community		0.0	0.0	0.8	0.0	1.6	2.3		
	120428	FY17 Meeting Team Support (IT)	IT support for ICANN meetings during FY17.		0.3	0.0	0.0	0.0	0.4	0.7			
	120429	FY17 General Administration Activities & Personnel	FY16 General Administration expenses - travel training stationary etc.		3.8	0.4	0.3	0.7	0.7	5.9			
	120432	FY17 Backoffice Solutions support	Ongoing support for BI Reologic Great Plains etc.		0.0	0.0	0.1	0.1	0.0	0.2			
	121365	Jam Tart Implementation	Implementation of content management and document management systems as they relate to redesign of icann.org.		0.4	0.0	0.0	0.0	0.0	0.4			
	121417	Ricart Review Implementation	In 2013 Glenn Ricart reviewed the ICANN IT team and came up with a set of 56 recommendations. Many have been implemented. In September 2015 he returned and reviewed the status on the changes. This project covers the outstanding items.		0.0	0.0	0.0	0.0	0.0	0.0			
	3.2.2 IT Infrastructure and Service Scaling Total					32.6	5.6	0.4	1.6	1.2	3.7	12.7	
	3.2.3 Root Systems Operations	120433	FY17 DNS Tactical Engineering	FY17 ongoing support for L-Root services.		0.8	0.1	0.2	0.3	0.0	1.4		
3.2.3 Root Systems Operations Total					4.0	0.8	0.2	0.2	0.3	0.0	1.4		
3.2 Ensure structured coordination of ICANN's technical resources Total					\$4.3	\$9.0	\$0.6	\$2.2	\$6.1	\$4.4	\$22.4		
3.3 Develop a globally diverse culture of knowledge and expertise	3.3.1 Talent Management	124180	FY17 - Ongoing - HR Development	HR Development projects for staff including training needs assessment business partners and succession planning		1.0	0.0	0.1	0.0	0.0	1.1		
		3.3.1 Talent Management Total					5.4	1.0	0.0	0.1	0.0	1.1	

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
3.3 Develop a globally diverse culture of	3.3.2 ICANN Technical University	32004	ICANN Technical University	Providing a mechanism to improve the technical understanding of the technology ICANN coordinates.		0.1	0.0	0.0	0.0	0.0	0.1
	3.3.2 ICANN Technical University Total				0.3	0.1	0.0	0.0	0.0	0.1	
3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders Total					5.6	\$1.1	\$0.0	\$0.1	\$0.0	\$0.0	\$1.2
					113.8	\$19.8	\$6.4	\$5.5	\$14.5	\$5.5	\$51.7

FY17 Adopted Budget By Portfolio and Project
4-Promote ICANN's role and multistakeholder approach

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
4.1 Encourage engagement with the existing Internet governance ecosystem at 4.1 Encourage engagement	4.1.1 Coordination of ICANN participation in Internet Governance Total	124628	FY ICANN IGF Participation and Supporting activities	Coordination of ICANN participation in IGF (international regional and national) and support for IGF activities (IGF Secretariat IGFA IG MAG Donors group etc.)	0.7	0.2	0.1	0.0	0.2	0.0	0.5
					0.7	0.2	0.1	0.0	0.2	0.0	0.5
4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem	4.2.1 Support Governmental Advisory Committee (GAC) Engagement	124624	FY17 GE GAC Engagement	Project for GE staff engagement with the GAC - includes monthly calls with leadership the creation and delivery of activity reports ATRT deliverables collaboration with GAC Secretariat staff and participation in working groups as requested for initiatives	0.2	0.1	0.0	0.0	0.0	0.0	0.1
					0.2	0.1	0.0	0.0	0.0	0.0	0.1
	4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	124626	FY17 Ongoing Government Engagement - Global	Work with the country missions (permanent representatives and trade missions) in Geneva and New York in coordination with the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet	0.5	0.1	0.0	0.1	0.0	0.0	0.6
		124627	FY17 Ongoing Government Engagement - North America	Ongoing engagement with the governments of North America in coordination with the work of GE and GSE in the IGOs and IOs and with the country missions (permanent representatives and trade missions) in Geneva and New York in coordination with the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet	0.0	0.0	0.0	0.2	0.0	0.0	0.2
		124629	FY17 Government Engagement Coordination and Operations	Coordination and operations work to support GE department and collaboration with other departments (GSE Strategic Initiatives) and function departments within ICANN (Finance Legal HR) to further ICANN's work with the country missions IGO IO and the work in the capitals to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet	0.7	0.0	0.0	0.0	0.0	0.0	0.8
					4.6	1.1	0.1	0.2	0.1	0.0	1.5
			4.7	\$1.2	\$0.1	\$0.2	\$0.1	\$0.0	\$1.6		
4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem	4.3.1 Support Internet Governance Ecosystem Advancement	124630	FY17 Ongoing IGO and IO engagement	Work with IGO and IO staff as well as the country missions (permanent representatives and trade missions) in Geneva and New York to support the IG ecosystem (maintenance and evolution); to promote awareness of ICANN's role in IG ecosystem understanding and support for the MSM and maintenance of a single stable interoperable Internet	1.7	0.6	0.1	0.0	0.0	0.0	0.7
					1.7	0.6	0.1	0.0	0.0	0.0	0.7
4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues Total					1.7	\$0.6	\$0.1	\$0.0	\$0.0	\$0.0	\$0.7
4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest	4.4.1 Contractual Compliance Functions	122104	Contractual Compliance for Registrars & Registries	To capture staff efforts to address and resolve non-compliance issues by using the informal and formal contractual compliance process. This activity covers complaints submitted to ICANN and internal efforts identified through monitoring.	2.2	0.0	0.0	0.0	0.0	0.0	2.2
		122106	Contractual Compliance Administration & Training	To capture staff development and administrative activities; Administrative refers to non-direct project activities for example: recruiting meetings management support activities training travel etc.	0.6	0.0	0.0	0.0	0.1	0.0	0.7
		122108	Contractual Compliance Annual Report	To capture the efforts from planning to publishing the contractual compliance 2016 Annual Report in FY17.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		122109	Contractual Compliance Reporting and Outreach	To develop and deliver outreach activities related to community and contracted parties for information purposes training or improvements. This project includes travel and metric updates and reporting	0.2	0.1	0.2	0.0	0.0	0.0	0.6
		122113	Contractual Compliance Audit Program	To proactively identify deficiencies manage the remediation process to ensure contracted parties comply with the Agreement between ICANN publish the audit report findings and provide an update to the community.	0.3	0.0	0.0	0.7	0.0	0.0	1.0
					24.1	3.3	0.2	1.0	0.1	0.0	4.5
	4.4.2 Contractual Compliance Initiatives & Improvements	122110	Contractual Compliance System Improvements	To plan document and implement process & system metrics reporting improvements as it relates to enhanced requirements contract and/or policy updates and process improvements.	0.0	0.0	0.0	0.1	0.0	0.0	0.2
		122111	Contractual Compliance Online Learning	To deliver online learning modules (eLearning) to the community in an effort to improve knowledge and awareness of contractual compliance.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		122112	Contractual Compliance Contract & Policy Work	To support and contribute to activities related to contract Policy and working groups effort.	1.0	0.2	0.0	0.1	0.0	0.0	0.3
	4.4.3 Contractual Compliance and Safeguards	31665	Outreach to constituents	Outreach to ICANN constituents and interested parties re compliance. Establish regular channels of communication with a number of parties to understand their concerns and consider how those concerns may be addressed within compliance.	0.2	0.0	0.0	0.0	0.0	0.0	0.2
		31666	Cooperation and Coordination in Areas Outside Contract Terms	Develop ways to implement safeguards that are outside the scope of pure contract enforcement through coordination and cooperation with diverse parties in the Internet ecosystem to tackle difficult problems.	0.2	0.0	0.0	0.0	0.0	0.0	0.2
		31667	Refinement of Compliance Functions	Develop more nuanced analytic approach to compliance enforcement applying more analysis and nuance to ICANN's philosophical approach to compliance.	1.0	0.5	0.0	0.0	0.0	0.0	0.5
					1.0	0.5	0.0	0.0	0.0	0.0	0.5
	4.4.4 Strategic Initiatives	26006	Strategy High Level	Strategy High Level	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26146		I* Engagement	Work on I* Engagement project	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
26229		Strategic Initiatives - Public Data	Make useful data publicly available in machine-readable form and in interactive accessible summaries	0.0	0.0	0.1	0.0	0.0	0.0	0.1	
31501		Institutional Confidence Index	Establish framework for indexing trust within the multistakeholder environment and conduct the first assessment.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
31651		Public Communication and Reporting	Enhance public communication and reporting of Strategic Initiative Department projects; coordinate with the Communications Department and other departments as needed to improve public and staff awareness of status and progress on key initiatives; improve messaging develop templates for effective delivery and tools to be able to do a more effective communication and reporting job on a go forward basis.	0.0	0.0	0.0	0.1	0.0	0.0	0.1	
33250		Development of KPI to Measure ICANN's Mechanisms to Increase Public Trust	The KPI will report progress of the project to develop a further KPI that will provide a composite measure of how ICANN's accountability mechanisms are working. It will provide a clear summary of the steps ICANN is taking to find a methodology that can measure the mechanisms that are intended to increase public trust. It is therefore a clear first stage in achieving the Goal 4.4.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
123553		Ongoing Guidance and Interaction for BGC	Guidance and interaction for activities of the Board Governance Committee.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
123555	Ongoing Strategic Initiatives Briefings	Guidance and support for activities for internal departments and committees.	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
			0.5	0.1	0.0	0.2	0.0	0.0	0.3		
			26.5	\$4.0	\$0.2	\$1.3	\$0.1	\$0.0	\$5.6		
			33.5	\$6.1	\$0.4	\$1.4	\$0.4	\$0.0	\$8.4		

FY17 Adopted Budget By Portfolio and Project
5-Develop and implement a global public interest framework bounded by ICANN's mission

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total	
5.1 Act as a steward of the public interest	5.1.1 Legal Advisory Function	122865	FY17 - General Advice to Senior Leadership	Providing general advice to the ICANN Senior Leadership.		0.2	0.0	0.0	0.0	0.0	0.2	
		122884	FY17 - Stakeholder Services (Legal Support)	Provide legal advice and support to the Communications New gTLDs Policy Registrar Registry GDD Operations and Security Teams.		0.3	0.0	0.0	0.0	0.0	0.3	
		123190	FY17 - Global Stakeholder Engagement (Legal Support)	Provide legal advice and support to the Global Stakeholder Engagement team.		0.3	0.0	0.0	0.0	0.0	0.3	
		123264	FY17 - Strategy (Legal Support)	Provide legal advice and support to Strategic Initiatives Department		0.1	0.0	0.0	0.0	0.0	0.1	
		31571	FY16 ATRT2 Recommendation 9 Implementation	FY16 ATRT2 Recommendation 9 Implementation		0.0	0.0	0.0	0.0	0.0	0.0	
		5.1.1 Legal Advisory Function Total				2.9	0.8	0.0	0.0	0.0	0.8	
		5.1.2 Public Interest Decision Making	123334	Inclusion of Public Interest in Decision-Making	Develop & implement process for ensuring inclusion of public interest in decision-making.		0.0	0.0	0.0	0.0	0.0	0.0
		5.1.2 Public Interest Decision Making Total				0.1	0.0	0.0	0.0	0.0	0.0	
		5.1.3 Legal Internal Support	122491	FY17 - Internal Services (Legal Support)	Successful management of all legal aspects of internal facing work including finance HR security etc.		0.2	0.0	0.1	0.0	0.0	0.3
	122665		FY17 - Litigation Management	Monitor and Manage ICANN Litigation matters and issues.		0.1	0.0	2.0	0.0	0.0	2.1	
	123304		FY17 - Legal Administrative Support	Provide administrative support to ICANN General Counsel's Office and Legal Department: Staffing Budget and Invoicing Administrative Support.		0.3	0.1	0.0	0.1	0.0	0.5	
	123369		FY17 - GDD/new gTLD (Legal Support)	Provide support for various aspects of GDD operations including as it relates to registries registrars etc. Provide support for New gTLD Operations; establish legal and contractual processes for review negotiation and execution of New gTLD Registry Agreements; work with New gTLD program team and operations teams to coordinate legal processes with their processes; participate in discussions regarding agreements with legal business and operations managers to assist and support program.		1.1	0.0	0.0	0.0	0.0	1.1	
		5.1.3 Legal Internal Support Total				8.5	2.0	0.1	2.1	0.1	0.0	4.3
		5.1.4 Support ICANN Board	121571	2016 - 2017 NomCom Operation Selection Process - Project	Support the work of NomCom 2016 with selection and announcement of NCAs for Board ALAC GNSO and ccNSO Council through early September 2016 and prepare for close out of 2016 NomCom at conclusion of 2016 NomCom term on 4 November 2016. - Support the work of the 2017 NomCom with selection of NCAs for Board ALAC GNSO and ccNSO Council through 30 June 2017		0.3	0.4	0.2	0.0	0.0	0.9
	123036		FY17 - Board (Legal Support)	Provision of Legal dept staff support to the Board and all of its Committees as well as support as needed to the Board Support Group.		0.3	0.3	0.1	0.0	0.0	0.6	
	123184		FY17 - Secretary Functions	Performing Secretary's duties including but not limited to those related to Secretary's Notices Board and Committee meetings Annual General Meetings corporate records and implementation of decisions made by the Board of Directors and its Committees as appropriate.		0.1	0.0	0.0	0.0	0.0	0.1	
	123921		FY17 - Board Support Ongoing Administrative and Department Operations Processes - Project	Ongoing day to day Board Support Administrative and Operation Processes include but not limited to: Board Support Staff Training Board Administrative Support Cross Functional Administrative Support...		0.2	0.0	0.0	0.1	0.0	0.3	
	123956		FY17 - Logistical Coordination and Execution of FY17 Board Workshops Board Regular and Telephonic meetings (NOT TO INCLUDE BOARD TRAVEL SUPPORT) - Project	Logistical Coordination of all FY17 Board Meetings and Board Workshops - To Include but not limited to: Venue Selection and Contract processing Event Catering Coordination AV/IT Contract Negotiation and Processing Event Ground Transportation Contract Selection Processing Board Hosted Event Coordination Board Outside Venue Event Coordination and Contract Processing		0.1	0.2	0.1	0.0	0.0	0.5	
	123967		FY17 - Board Meeting and Board Workshop Coordination and Meeting Content Support - Project	Coordination of FY17 Board Workshops Board Regular and Telephonic meeting agenda items materials notices meeting facilitation post-meeting exercises such as required posting of meeting pre im report meeting minutes translations resolutions etc.		0.2	0.0	0.0	0.0	0.0	0.2	
	124329		FY17 - Board Operations Budget Management	The Development tracking and reporting of the FY17 Board Operations Adopted Budget - To include but not limited to: Processing of all Board member expenses Process of Board Operations Vendor contracts and invoices Monthly Budget Reconciliations quarterly adopted budget review and forecasting as required.		0.2	0.0	0.0	0.0	0.0	0.2	
124330	FY17 - Board Advice Tool		Develop the Board Advice Tool and Develop the Board Advice Process		0.1	0.0	0.1	0.0	0.0	0.2		
125135	FY17 - Board Process Development		Support activities for the Board including but not limited to Board Training activities Board Master calendar Board tools upgrades and purchase		0.3	0.0	0.1	0.0	0.0	0.4		
125199	FY17 - Administrative Support for Board Travel and Expense Report for All ICANN and Non-ICANN Events		Coordination of all Board travel costs both domestic and international (ICANN Meetings Board Workshops and Non-ICANN Events) - including airfare lodging meals and incidentals.		0.0	0.5	1.1	0.0	0.0	1.7		
	5.1.4 Support ICANN Board Total				9.5	1.9	1.5	1.6	0.1	0.0	5.0	
	5.1 Act as a steward of the public interest Total				21.0	\$4.7	\$1.6	\$3.7	\$0.1	\$0.0	\$10.2	
5.2.1 Affirmation of Commitments (AoC) Reviews		14550	WHOIS Implementation Follow-up	Manage ICANN's implementation of the 3 November 2012 Board Resolution in response to the recommendations of the WHOIS Review Team's Final Report related to the review of the WHOIS policy under the Affirmation of Commitments.		0.0	0.0	0.0	0.0	0.0	0.0	
		25912	AoC Review: SSR2	Prepare for the upcoming work for the second SSR Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced; facilitate development of recommendations to be submitted to the Board.		0.2	0.0	0.0	0.0	0.0	0.2	
		25914	AoC Review: WHOIS2	Prepare for the upcoming work for the second WHOIS Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced.		0.1	0.0	0.0	0.0	0.0	0.1	
		25919	AoC Review: Competition Consumer Choice and Consumer Trust	Prepare for the upcoming work for the CCT Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced.		0.2	0.0	0.0	0.0	0.0	0.2	
		30151	ATRT2 Recommendation 5 Implementation	This recommendation states The Board should review redaction standards for Board documents Document Information Disclosure Policy (DIDP) and any other ICANN documents to create a single published redaction policy. Institute a process to regularly evaluate redacted material to determine if redactions are still required and if not ensure that redactions are removed.		0.0	0.0	0.0	0.0	0.0	0.0	
		31458	SSR Review Implementation Coordination	Oversee and provide strategic direction on the cross-functional activities related to SSR Review Team Recommendations.		0.0	0.0	0.0	0.0	0.0	0.0	
		31514	ATRT2 Recommendation Implementation Coordination	Oversee the progress of implementation work (in conjunction with PMO) ensuring alignment with Enhancing ICANN Accountability. Provide regular updates to the Board and ICANN stakeholders.		0.0	0.0	0.0	0.0	0.0	0.0	
		31650	TEG Activities that Relate to SSR Review Implementation	Support TEG activities that intersect Strategic Initiative Department initiatives including AoC SSR Review implementation projects and evolving the multistakeholder model.		0.0	0.0	0.0	0.0	0.0	0.0	
		32008	SSR Recommendation Implementation	Support for the completion of the implementation of the first Security Stability and Resiliency Review Team recommendations		0.0	0.0	0.0	0.0	0.0	0.0	
		123516	AoC Review: Accountability and Transparency Review 3	Prepare for the upcoming work for the third ATRT Review Team as mandated by the Affirmation of Commitments by facilitating the activities and interactions between the community and review team members once the review has commenced; facilitate development of recommendations to be submitted to the Board.		0.0	0.0	0.0	0.0	0.0	0.0	
		123552	Competition Consumer Choice and Consumer Trust Implementation	Oversee and provide strategic direction on the cross-functional activities related to CCT Review Team Recommendations.		0.0	0.0	0.0	0.0	0.0	0.0	
		127164	Strategic Initiatives: Reviews - Baseline	For budget planning purposes only.		0.1	0.4	0.8	0.0	0.0	1.2	

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total	
5.2 Promote ethics, transparency and accountability across the ICANN community	5.2.1 Affirmation of Commitments (AoC) Reviews	127165	Strategic Initiatives: Reviews - Incremental	For budget planning purposes only.	0.0	0.0	1.0	0.6	0.0	0.0	1.7	
		5.2.1 Affirmation of Commitments (AoC) Reviews Total			3.3	0.7	1.4	1.4	0.0	0.0	3.5	
			123665	Ongoing FY17 Guidance and Support for OEC	Guidance and support for activities of the Structural Improvements Committee of the Board.	0.0	0.0	0.0	0.0	0.0	0.0	0.1
			12918	Board Guidance for GNSO Review	Provide guidance and support to the Structural Improvements Committee and the Board in connection with the GNSO Review started in 2014.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			12920	Structural Reviews: SSAC	Plan and conduct SSAC review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			25918	Structural Reviews: RSSAC	Plan and conduct RSSAC review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			26003	Structural Reviews: At Large	Plan and conduct At Large review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.	0.1	0.0	0.0	0.0	0.0	0.0	0.1
			26004	Structural Reviews: NomCom	Plan and conduct NomCom review mandated by ICANN Bylaws; provide guidance and support to the Structural Improvements Committee and the Board on all aspects of planning and conducting the review.	0.1	0.0	0.0	0.0	0.0	0.0	0.1
			31517	GNSO Review: Implementation of Recommendations	Oversee implementation of recommendations by Westlake.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			31523	At Large Review: Implementation of Recommendations	Oversee implementation of recommendations.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.2.2 Organizational Reviews Total			2.1	0.3	0.0	0.0	0.0	0.0	0.3	
		5.2.3 Conflicts of Interest and Organizational Ethics	123286	FY17 - Institutionalize Organizational Ethics Practices	Develop ethics policy taking into consideration external best practices and recommendations from expert group review.	0.1	0.0	0.0	0.0	0.0	0.0	0.1
		5.2.3 Conflicts of Interest and Organizational Ethics Total			0.2	0.1	0.0	0.0	0.0	0.0	0.1	
			26005	Track 2 - Strengthen ICANN Governance and Accountability	Enhancing ICANN Accountability & Governance including : 1. Facilitate and support process on strengthening ICANN Governance & Accountability; 2. Manage substantive issues on accountability in relation to the IANA transition USG; 3. Adopt and implement report and recommendations out of the process; and 4. As relevant adopt timeline and mechanisms to address accountability recommendations not related to the IANA transition	0.8	0.4	0.6	0.0	0.0	0.0	1.8
			27000	Track 1 - Transition of U.S. Government Stewardship of IANA functions at ICANN	NTIA Stewardship Transition Track of the IANA Transition including : 1. Facilitate and support process for the NTIA IANA Stewardship Transition 2. Ensure link to Strengthening ICANN Accountability process as relevant to the transition 3. Track dialogues among affected and other parties including input to the ICG; 4. Ensure proposal preparations consistent to meeting criteria set forth by NTIA 5. Adoption of proposal formalize conclusion of the IANA contract	1.1	0.1	4.4	0.0	0.0	0.0	5.7
		5.2.4 IANA Functions Stewardship Transition & Enhancing ICANN Accountability	28350	IANA Transition - General Cost Tracking	IANA Transition - General Cost Tracking Document strengthened relationship with policy and advisory bodies including: 1. Strengthen MoU/develop mutual commitments documentation with IETF Administrative Oversight Committee (IAOC) / Internet Architecture Board IAB 2. Strengthen MoU/develop mutual commitments documentation with Number Resources Organization (NRO) for Address Supporting Organization (ASO) 3. Develop mutual commitments documentation with the ccNSO 4. Revise/strengthen documentation with individual ccTLD managers to include mutual commitments and reflect post-transition relationship 5. Identify terms for inclusion in gTLD Registry Agreements allowing for continued recognition of ICANN's role in the event of post-transition change	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			28351	Track 4 - Document strengthened relationship with policy and advisory bodies		0.1	0.0	0.0	0.0	0.0	0.0	0.1
			28352	Track 3 - Maintain Security and Stability of Implementation of Root Zone Updates	Maintain Security and Stability of Implementation of Root Zone Updates in post-Stewardship Transition environment.	0.5	0.0	0.0	0.0	0.0	0.0	0.5
			129052	RZMS Development	Maintain Security and Stability of Implementation of Root Zone Updates in post-Stewardship Transition environment.	0.0	0.0	0.0	0.0	0.0	0.6	0.6
		5.2.4 IANA Functions Stewardship Transition & Enhancing ICANN Accountability Total			9.8	2.5	0.5	5.1	0.0	0.6	8.6	
			123187	FY17 - Ombudsman (Legal Support)	Support Ombudsman as requested to assist with interactions with Board staff and community	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		5.2.5 Accountability and Transparency Mechanisms	123337	FY17 - Transparency Mechanisms (Legal Support)	Oversee and manage implementation of transparency mechanisms such as the Documentary Information Disclosure Policy (DIDP) and implementing any adopted changes to the DIDP resulting from community-based accountability work.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			123347	FY17 - Accountability Mechanisms (Legal Support)	Manage and maintain Bylaws-mandated accountability mechanisms operations and implement any adopted changes to Bylaws-mandated accountability mechanisms resulting from community-based accountability work.	0.0	0.0	0.0	0.0	0.0	0.0	0.0
			124689	FY17 Ombudsman Office On-going project	Ombudsman Office On-going operations	0.2	0.0	0.1	0.1	0.0	0.0	0.4
		5.2.5 Accountability and Transparency Mechanisms Total			1.1	0.3	0.0	0.1	0.1	0.0	0.4	
		5.2 Promote ethics, transparency and accountability across the ICANN community Total			16.5	\$3.7	\$2.0	\$6.6	\$0.1	\$0.6	\$12.9	
	5.3 Empower current and new stakeholders to fully participate in ICANN activities	5.3.1 Development and Public Responsibility Tools	124152	FY17 Remote Hubs	Simulating an "in room" ICANN Meeting experience for larger groups of individuals in their regional setting.	0.0	0.0	0.1	0.0	0.0	0.0	0.1
124156			FY17 Remote Participation	Providing support and equal access and participation to all open and public ICANN Meetings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
124159			FY17 ICANN Learn	ICANN Learn is an online learning platform designed to help the global community better understand how ICANN and the Internet work. Courses are built for various skill levels nationalities and languages.	0.2	0.0	0.1	0.0	0.0	0.0	0.3	
		5.3.1 Development and Public Responsibility Tools Total			1.7	0.3	0.0	0.1	0.0	0.0	0.4	
			124153	FY17 Ongoing Fe lowship Program	Fast Track immersion into the ICANN multistakeholder Community for continued engagement.	0.1	0.0	0.1	0.0	0.0	0.2	
			124154	FY17 Ongoing Newcomer Program Operations	Providing ICANN information resources and tools for those new to the ICANN Community to promote their future participation	0.0	0.0	0.0	0.0	0.0	0.1	
		5.3.2 Development and Public Responsibility Programs	124160	FY17 NextGen@ICANN	The NextGen@ICANN program's goal is to help unlock new opportunities and understanding for members of the next generation of Internet users.	0.2	0.2	0.0	0.0	0.0	0.4	
			124162	FY17 Internship Framework	Strengthening the framework for internship program to serve broader international engagement goals under DPRD.	0.0	0.0	0.1	0.0	0.0	0.1	
			124167	FY17 DPRD Administration	DPRD Admin Costs Tracking	0.1	0.0	0.0	0.0	0.0	0.1	
			124619	FY17 Leadership Training Program (LTP)	Continuation of the annual Leadership Training Program (LTP) for SO/ACs and staff.	0.0	0.0	0.0	0.0	0.0	0.1	
		5.3.2 Development and Public Responsibility Programs Total			3.5	0.5	0.3	0.2	0.0	0.0	1.1	
			124155	FY17 SO/AC Engagement Work	Engaging with Community on work to enhance and support their volunteer experience	0.1	0.0	0.0	0.0	0.0	0.1	
			124157	FY17 Ongoing Collaborations	Strengthen collaborations with partners across the IG ecosystem.	0.2	0.2	0.5	0.2	0.0	1.1	
		5.3.3 Development and Public Responsibility Collaborations	124161	FY17 Academic Outreach Support	In an effort to help members of the next generation of Internet users and leaders ICANN regularly organizes in-person and online meetings for the academic community.	0.0	0.0	0.0	0.0	0.0	0.0	
		124164	FY17 Public Interest Discussion Groups	Supporting multistakeholder conversations and explorations on the public interest within ICANN's remit.	0.1	0.1	0.0	0.0	0.0	0.2		

Goal	Portfolios	Project ID	Project Name	Project Description	FTE*	Personnel	Travel & Meetings	Profess. Svcs.	Admin	Capital	Total
	5.3.3 Development and Public Responsibility	Collaborations Total			1.8	0.3	0.3	0.5	0.2	0.0	1.4
		124151	FY17 Stakeholder Journey Mentors	Collaboration between staff and community to more effectively onboard new community members through peer mentorship.		0.0	0.2	0.0	0.0	0.0	0.2
	5.3.4 Development and Public Responsibility	124158	FY17 Invest in the DNS Ecosystem Across Developing Regions	Pilot: Enable the creation of distributed groups that will further knowledge about ICANN and its mission in developing regions.		0.0	0.0	0.0	0.0	0.0	0.0
	New Program Development	124163	FY17 Strengthening Development Projects	Further strengthen new projects and research on gaps.		0.0	0.1	0.0	0.0	0.0	0.1
		124165	FY17 Gender Diversity Project	Enhancing multistakeholder representation by tailored projects and programs that identify underrepresented target groups participation.		0.0	0.2	0.0	0.0	0.0	0.2
		124166	FY17 Multistakeholder Gaps Project	Enhancing multistakeholder representation by tailored projects and programs that identify underrepresented target groups participation.		0.0	0.0	0.0	0.0	0.0	0.1
	5.3.4 Development and Public Responsibility	New Program Development Total			1.1	0.2	0.5	0.0	0.0	0.0	0.7
5.3 Empower current and new stakeholders to fully participate in ICANN activities total					8.0	\$1.3	\$1.1	\$0.9	\$0.3	\$0.0	\$3.6
					45.5	\$9.7	\$4.6	\$11.2	\$0.5	\$0.6	\$26.6



ICANN Five-Year Operating Plan

FY2016-FY2020 (First Annual Update)
For ICANN Board Adoption - June 2016

Introduction

ICANN developed a multiyear planning framework based on extensive input from the ICANN Community during the development of its Strategic Plan. The framework includes the following three elements:

- I. Five-Year Strategic Plan FY16-FY20¹ – To be updated every five years or earlier if appropriate. It includes a vision and mission, strategic objectives, goals, Key Success Factors, and strategic risks. ICANN’s Board adopted the current Strategic Plan on 16 October 2014.
- II. Five-Year Operating Plan FY16-FY20 – To be updated each year. It includes:
 - a five-year planning calendar
 - strategic goals with corresponding Key Performance Indicators
 - dependencies
 - five-year phasing
 - a list of portfolios, and
 - a five-year financial model
- III. Annual Operating Plan and Budget – Developed from the ICANN Five-Year Operating Plan and annual community input. It includes portfolios of activities that support the achievement of the goals and objectives with corresponding Key Performance Indicators, dependencies, budgets, and projects.

This is the first annual update to the Five-Year Operating Plan, which was adopted by the Board on 28 April 2015.

ICANN acknowledges that stakeholder bandwidth and support remains a key dependency to meeting the goals outlined in ICANN’s portfolio of work.

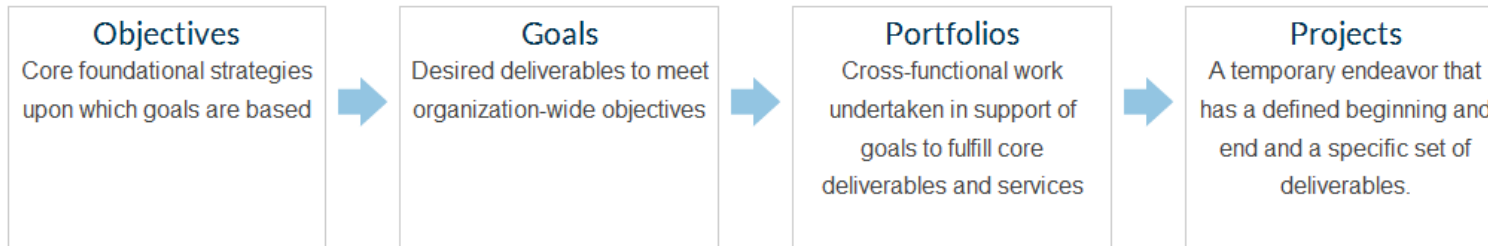
¹ ICANN’s financial/fiscal year runs from 1 July to 30 June of the following year. It is described as “FY” followed by the last two digits of the calendar year during which the fiscal year closes

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Reference and Notes

1. The ICANN Community encompasses ICANN’s stakeholders—including its Supporting Organizations, Advisory Committees, and Nominating Committee—the Board of Directors, and staff. So, ICANN’s multistakeholder model defines its community.
2. ICANN [Portfolio Management System](#). Below is a high-level composite of ICANN's work structure.



3. Definition of terms can be found in the [ICANN online glossary](#).
4. Key Performance Indicators (KPIs) will be updated over time as they are refined. Typically KPIs start with one of the following:

\$ = Value of

= Number of

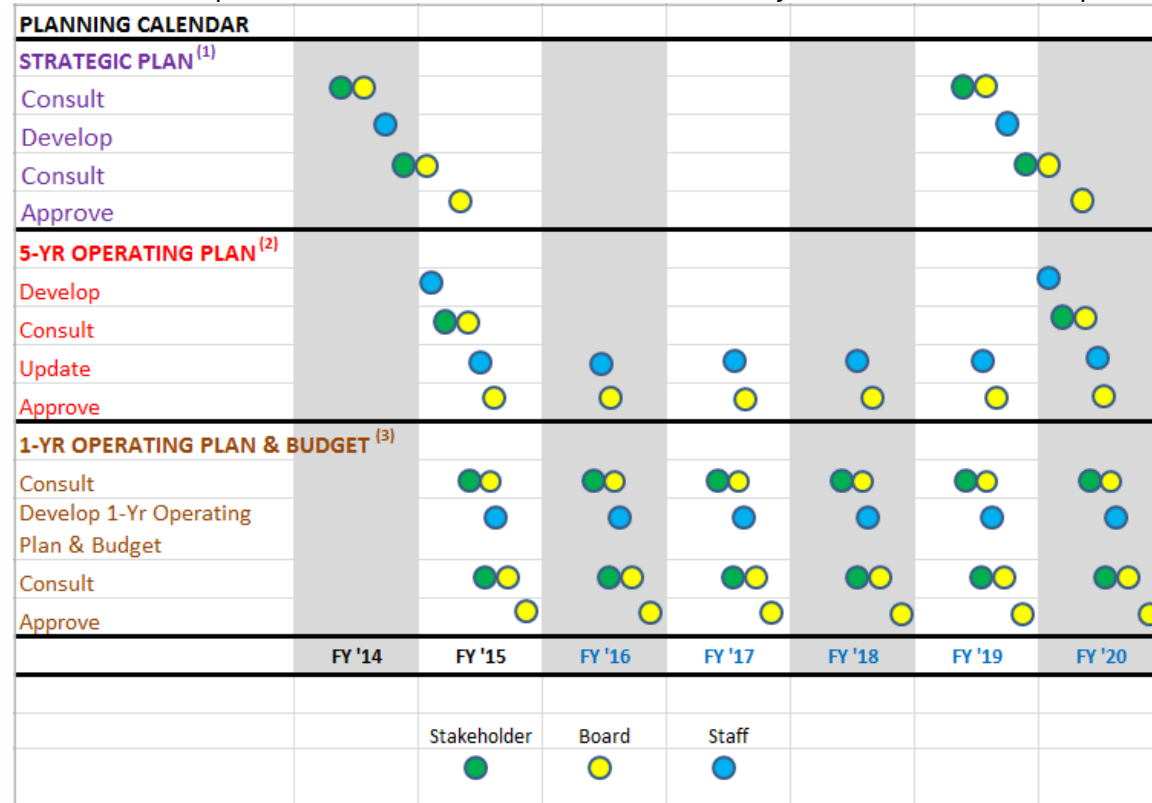
% = Percentage of

5. Portfolios throughout the Five-Year Operating Plan may contain projects that contribute to other Portfolio(s) within the same Goal or another Goals.
6. Relative resource prioritization is a key dependency that applies to all goals.
7. Goal-level risks are described in the Five-Year [Strategic Plan](#). ICANN staff systematically reviews and manages risks on an ongoing basis.

Planning – Community Roles and Responsibilities

The planning process is part of the bottom-up multistakeholder process and requires the collaborative effort of the whole ICANN Community. This includes its Supporting Organizations, Advisory Committees, and Nominating Committee as well as its Board and staff.

This calendar depicts the involvement of the ICANN Community and the timeline of the planning process.

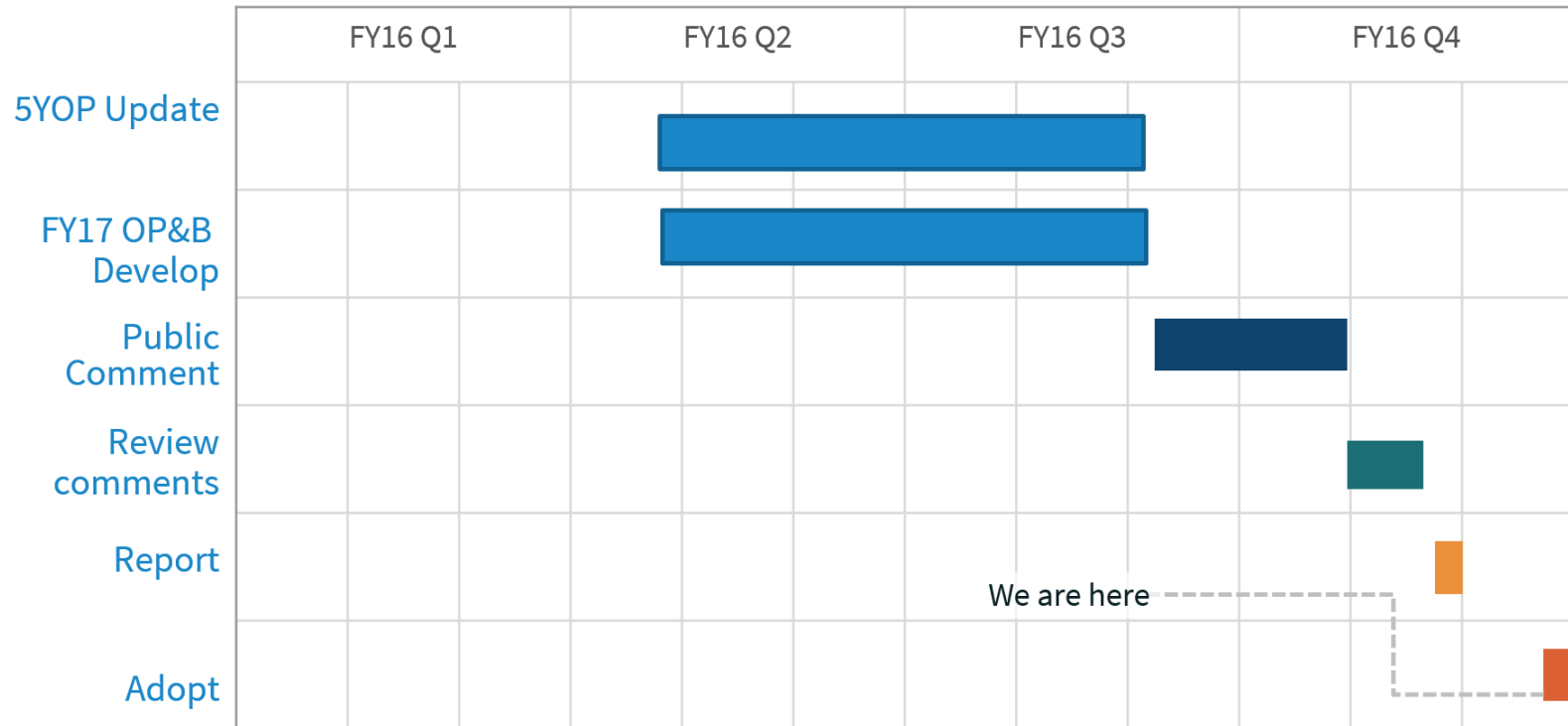


[1] The next Strategic Planning effort for FY21 – FY25 is scheduled to begin in FY19.

[2] The Five-Year Operating Plan is updated each year to reflect actual performance and recent events. Changes are made for the remaining years in the planning cycle. The current Five-Year Operating Plan calendar is available on page 11.

[3] The Five-Year Strategic Plan for FY16–FY20 is linked to the Five-Year Operating Plan, which informs the Fiscal-Year Operating Plan and Budget.

The charts below describe how everyone would (or could) be involved in the planning process and include frequency of activities, supporting elements and roles and responsibilities.



STRATEGIC PLAN PROCESS

Strategic Plan ²	Frequency	Supporting Elements ³	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Consult	Every 5 years ⁴	Strategic Plan Kick-off <ul style="list-style-type: none"> • Accomplishments from last planning cycle • Environmental analysis, including SWOT⁵ 		Consult on key challenges and opportunities and areas of strategic importance	Consult on key challenges and opportunities and areas of strategic importance
2. Develop	Every 5 years	Draft Strategic Plan: <ul style="list-style-type: none"> • Accomplishments from last planning cycle • Environmental analysis • Vision, Mission • Areas of strategic importance 	Develop		
3. Consult	Every 5 years	Public comment and other engagements		Consult	Consult
4. Approve	Every 5 years	Final Strategic Plan <ul style="list-style-type: none"> • same as above, plus: • Strategic Goals • Key Success Factors (outcomes) • Strategic Risks 	Update based on consultations and long-term planning work	Approve	

² Five-Year Strategic Plan for FY16–FY20 is linked to the Five-Year Operating Plan, which informs the Fiscal-Year Operating Plan and Budget. The next Strategic Planning effort for FY21 – FY25 is scheduled to begin in FY19.

³ All documents are posted and publically available.

⁴ The next planning cycle is scheduled to begin in FY19 to allow sufficient time for key planning steps.

⁵ Environmental analysis is an important aspect of strategic planning. It includes assessment of strengths and weaknesses (internally focused) and opportunities and threats (externally focused).

FIVE-YEAR OPERATING PLAN PROCESS

Five-Year Operating Plan ⁶	Frequency	Supporting Elements ⁷	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Develop	Every 5 years	<ul style="list-style-type: none"> • Planning Calendar • Five-Year Financial Model • Draft Summary of Five-Year Operating Plan • Strategic goals with corresponding Key Performance Indicators, dependencies, five-year phasing, and list of portfolios 	Develop		
2. Consult	Every 5 years	Public comment and other engagements		Consult	Consult
3. Update	Each year	Annual Reporting <ul style="list-style-type: none"> • Performance as compared to plan for prior Fiscal Year, starting with FY16 • Explanation of variances • Required changes to Five-Year Operating Plan if warranted 	Update based on consultations		
4. Approve	Each year	Final Summary Five-Year Operating Plan		Approve	

⁶ The Five-Year Strategic Plan for FY16–FY20 is linked to the Five-Year Operating Plan, which informs the Fiscal Year Operating Plan and Budget. The Five-Year Operating Plan is updated each year to reflect actual performance and recent events. Changes are made for the remaining years in the planning cycle.

⁷ The Five-Year Operating Plan will be updated, when appropriate, for the rest of the cycle. No changes to the Five-Year Strategic Plan for FY16 – FY20 are anticipated. They would be made if a critically significant event or development is observed.

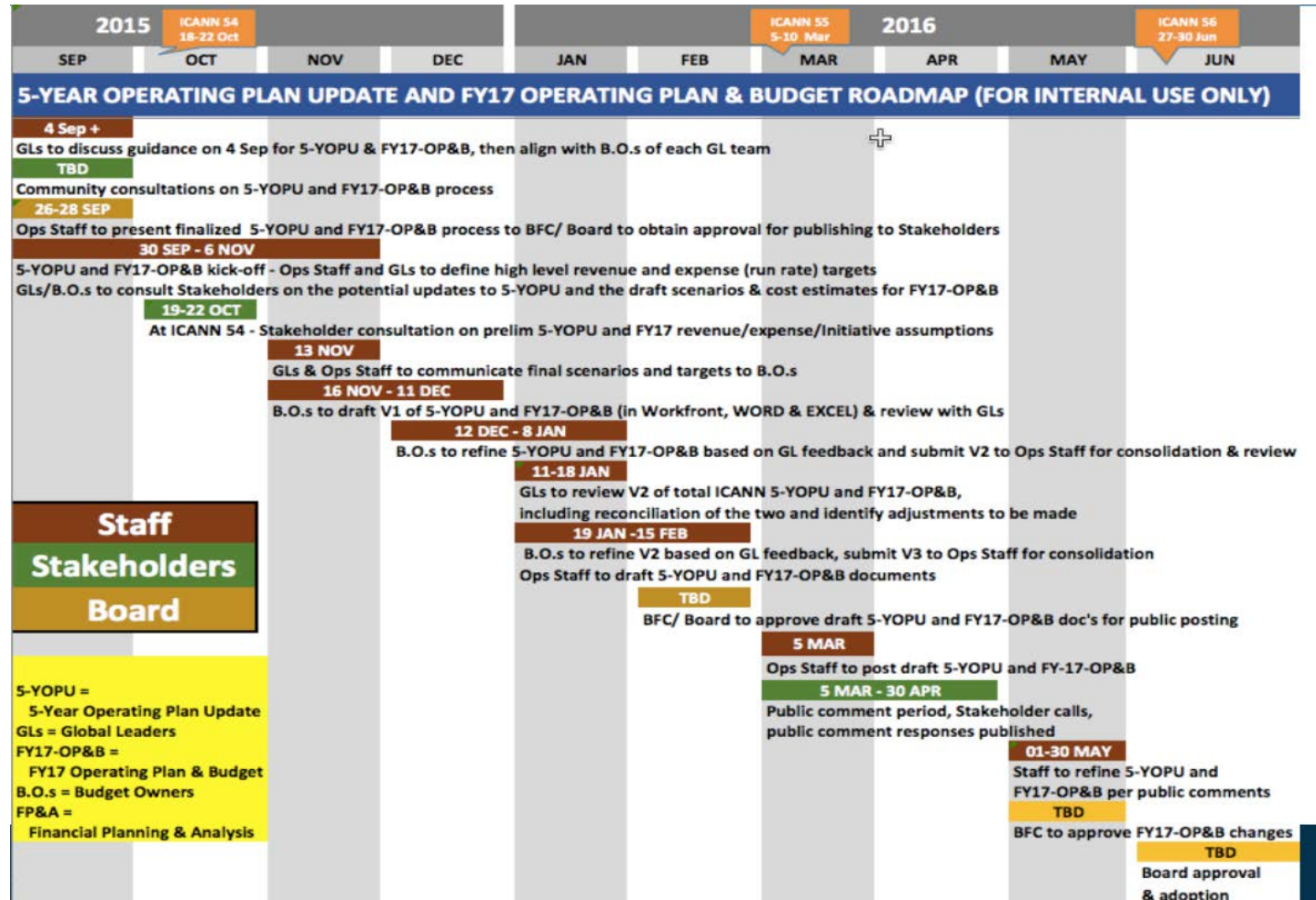
FISCAL-YEAR OPERATING PLAN AND BUDGET PROCESS

Fiscal-Year Operating Plan and Budget ⁸	Frequency	Supporting Elements ⁹	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Consult	Each year	<ul style="list-style-type: none"> • Draft Revenue Model • Draft list of Initiatives and Engagements 		Consult	Consult
2. Develop	Each year	<ul style="list-style-type: none"> • Draft Fiscal-Year Operating Plan • Draft Fiscal-Year Budget 	Develop/update based on Five-Year Operating Plan, consultations and recent history of events		
3. Consult	Each year	Public comment and other engagements		Consult	Consult
4. Approve	Each year	Final Fiscal-Year Operating Plan and Budget	Update based on consultations	Approve	

⁸ Strategic Plan for FY16–FY20 is linked to the Five-Year Operating Plan, which informs the Fiscal-Year Operating Plan and Budget.

⁹ All documents are posted and publically available

ICANN FIVE-YEAR OPERATING PLAN CURRENT CALENDAR



Operating Plan – Strategic Goal Level

Summary of Changes

This is the first update to ICANN’s Five-Year Operating Plan and Financial Model. ICANN updates this document each year to take account of what has been achieved and review and refine the planned future work based on what has already been delivered and the changing environment.

The table below provides a high-level overview of changes from the initial Five-Year Operating Plan and Budget. Changes have been made both as a result of ICANN analysis and review and also the [Public Comment process](#). This table describes changes to portfolios, Key Performance Indicators, dependencies, and year-by-year phasing of work.

In each goal section, a status update box has been added to note the work completed and planned to be accomplished during FY16.

<p>Stakeholder Journey</p> <p>This was introduced to get more volunteer stakeholders more actively engaged in ICANN policy making and develop a diverse pipeline of volunteer talent</p> <p>It is reflected in:</p> <ul style="list-style-type: none">• The wording for the phasing and• Introduction of the ICANN.ORG development dependency in 1.2	<p>IANA Stewardship Transition</p> <p>This is reflected in:</p> <ul style="list-style-type: none">• A new implementation portfolio for GDD in 2.1• New dependencies for GSE in 1.1 and 1.3 and GE in 4.1• A new KPI for MSSSI in 5.2 and• New phasing in 1.3, 4.1.	<p>WHOIS</p> <p>This work is addressed in three ways:</p> <ul style="list-style-type: none">• A research portfolio for OCTO in 2.2• An implementation portfolio for GDD in 2.3 and• An AOC Review in the phasing for MSSSI in 5.2
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Goal Number	Change Type	Change Summary
All	Dependency removed - resource prioritization	Moved to Reference and Notes and made implicit for all ICANN work
1.1	KPI reworded	Based on work to refine and improve the quality of the measurement
1.1	Dependency updated	IANA Stewardship Transition added as an activity that could change focus
1.1	Portfolio renamed	1.1.2 renamed to “GSE Executive team coordination and administration”
1.2	KPI reworded	Based on work to refine and improve the quality of the measurement
1.2	New dependency	ICANN.ORG development added as a dependency
1.2	Phasing – new phrasing	Introduction of “Stakeholder Journey” in FY17-FY20 activities based on FY16 work with the community
1.3	Portfolio moved from here	Structural Organizational Reviews portfolio moved to 5.2 as there are strong similarities with the AoC Reviews work
1.3	New dependency	Impact of the IANA Stewardship Transition on the Multistakeholder Model
1.3	Phasing – new items	FY17 work now includes work related to the IANA Stewardship Transition and subsequent years include work related to implementing the outcomes of Organizational Reviews
1.3	Phasing – items deleted	Reviews work removed as it is transferred to 5.2
1.3	Phasing – new activity	IANA Stewardship Transition implementation added as an FY17 activity
1.3	Phasing – new activity	Support for At-Large multiyear planning added to FY17 onwards
2.1	Portfolio closed	Root Zone Update System Enhancement portfolio removed as the work is now complete
2.1	Portfolio moved from here	Root Server System Evolution and Security, Stability, and Resiliency of Internet Identifiers moved to 2.2
2.1	New portfolios	Portfolios for GDD Operations and Product Management moved from 2.3 and new portfolios for Global Customer Support and IANA Functions Stewardship Transition Implementation
2.1	Portfolio moved here	GDD registrant engagement work moved here from 2.3
2.1	Phasing - changes	Reports on work originally planned for 4.4 and moved during FY16
2.1	Phasing - changes	FY17 work restructured to take account of portfolio changes
2.2	Portfolios moved to here	Root Server System Evolution and Security, Stability, and Resiliency of Internet Identifiers moved from 2.1
2.2	Portfolio removed	Root Server System Evolution portfolio removed from FY17
2.2	KPI reworded	KPI text refined to focus on ICANN’s contribution to the health of identifiers
2.2	Dependency removed	Budget related dependency is now moved to Reference and Notes, bullet #6
2.2	Phasing - changes	FY17-20 updated to refer to multiple roadmaps instead of just one

2.3	Portfolio removed	Public Safety Registrations portfolio removed as the work is now being performed in the community
2.3	Portfolios moved	Contractual Compliance portfolios moved to 4.4 so there is separation from GDD
2.3	Portfolio renamed	Registrant Interest Representation portfolio renamed as GDD Registrant Engagement and Support
2.3	New portfolios	New portfolios for WHOIS Coordination and Implementation, Domain Name Services, Next gTLD Round Planning, Universal Acceptance, Registry Services, and Registrar Services
2.3	KPIs restructured	Technical Reputation Index renamed Domain Name Marketplace Health Index and Service Level Targets KPI now solely in 2.1
2.3	Phasing - changes	FY17-FY20 work restructured to take account of portfolio changes
2.3	Phasing - changes	FY17 work related to WHOIS and RDAP added
3.1	Portfolio renamed	Business Excellence and Business Intelligence renamed to Organizational Excellence and Intelligence
3.1	Dependency removed	Budget related dependency is now moved to Reference and Notes, bullet #6
3.1	Phasing	FY17 work updated to include implementation of improvements
3.1	Phasing	FY19-20 updated to refer to the next strategic planning cycle
3.2	Portfolios restructured	New Cybersecurity portfolio. Infrastructure and Maintenance portfolios merged. Root Systems Operations portfolio removed.
3.2	Dependency removed	Budget related dependency is now moved to Reference and Notes, bullet #6
3.2	Phasing – changes	IANA functions measurements work updated to reflect anticipated Post-Transition IANA
3.2	KPI reworded	KPI scope clarified
3.3	Portfolio removed	Business Excellence portfolio removed as this work is now entirely within 3.1
3.3	Dependency removed	Budget related dependency is now moved to Reference and Notes, bullet #6
3.3	Phasing	Updated wording in third bullet to clarify relationship with 5.3
3.3	Phasing - changes	Business Excellence related portfolio removed as it now sits in 3.1
4.1	Portfolio removed	Build Stronger Partnerships with Internet Organizations and Initiatives portfolio removed as project work was moved to other portfolios
4.1	KPI changes	Updated KPI on touch points. KPI on agreements restructured to look at trend data.
4.1	Dependencies removed	Dependencies related to past events removed
4.1	Phasing changes	FY17 work descriptions updated to focus on activities rather than measurements
4.2	Dependencies removed	Dependencies related to past events removed
4.2	Phasing changes	FY17-FY20 work reworded to refer to “trust agreements” and focus on activities rather than measurements
4.3	KPI reworded	KPI now refers to participation in the ecosystem

4.3	Dependencies removed	Dependencies related to past events and agreement language, which has been completed, removed
4.3	Dependency reworded	Change in the word order for the MoU language dependency
4.3	Phasing changes	FY17 work restructured, wording changes and FY18 “best practices” work removed
4.4	Portfolios restructured	Work previously in 2.3 now in 4.4 with portfolios renamed and restructured
4.4	Dependency reworded	External dependency explicitly acknowledges “ability to reach consensus, changing laws and regulations”
4.4	Phasing changes	Two FY16 work items were moved to 5.2 mid-year, #2 went to 5.2 and #3 went to 2.1
4.4	Phasing changes	FY17 now refers to “accuracy rates” in measurement to quantify trust, benchmarking and reporting work, implicitly absorbing the long range progress work.
5.1	KPI reworded	Small changes to KPI wording
5.1	Dependency updated	Small change to wording: “public interest” expanded to “public interest understandings”
5.2	Portfolios restructured	Organizational Reviews portfolio moved from 1.3 and all AoC Reviews merged to a single portfolio
5.2	New portfolio	Portfolio for Evolution of Organizational Governance Mechanisms in support of the Multistakeholder Model
5.2	New KPI	New KPI on fulfilling commitments through Reviews
5.2	New KPI	New KPI on IANA Stewardship Transition
5.2	Phasing - changes	Reports on work originally planned for 4.4 and moved mid-year
5.2	Phasing - changes	FY17-FY20 work restructured to take account of portfolio changes
5.3	Portfolios restructured	Portfolios restructured based on work areas instead of outcomes
5.3	KPI reworded	KPI wording improved
5.3	Dependency removed	Budget related dependency is now moved to Reference and Notes, bullet #6
5.3	Phasing changes	Minor changes to wording for FY17 work

Strategic Objective 1 – Evolve and further globalize ICANN

Strategic Goal 1.1 Further Globalize and regionalize ICANN functions

PORTFOLIOS

1. Raising Stakeholder Awareness of ICANN Worldwide
2. GSE Executive team coordination and administration
3. Language Services

KEY PERFORMANCE INDICATORS (METRICS)

- Meeting Services Scorecard, engagement with community in major languages and scripts
- % of ICANN organizational functions globalized and available by region
- Stakeholder Engagement scorecard (previously an index) now belongs in Strategic Goal 1.2 beginning with FY17

DEPENDENCIES

1. Communications needs may increase or Global Stakeholder Engagement (GSE) focus may shift depending on status of the IANA Stewardship Transition. It also might shift if there is another round of new gTLDs during the Five-Year Operating Plan.

PHASING

FY16	<p>Planned</p> <ol style="list-style-type: none"> 1. Integrate global and regional communications strategies. 2. Comprehensive regional engagement plans and strategies covering most ICANN regions. 3. Further distribute ICANN functions at Hub Offices. 	<p>Intended Status at the end of FY16</p> <ol style="list-style-type: none"> 1. Regional newsletters streamlined and uniform across regions. We are also capturing foreign language social media statistics across the regions in one place. 2. Communications strategies for the regions now in place 3. Community-driven Engagement Strategies in place for five regions and all regions/functional areas have yearly work plans. We have started tracking with regional scorecards.
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		4. Several departments have added staff and distributed resources to hub and engagement offices (for example – Global Customer Service Center in Istanbul hub)
FY17	1. Sustain implementation of communications strategies 2. Wide awareness raising and educational effort if supporting ICANN with another new gTLD round 3. Examine how hubs and engagement offices are supporting ICANN globalization	
FY18	1. Reevaluate communications strategies and review social media approach and tools 2. Conduct mapping of community to regional engagement; implement recommendations resulting from examination of ICANN Hub Office and engagement site support of ICANN globalization	
FY19	1. Implement integrated global and regional communications strategies in support of ICANN strategies 2. Implement improvements for GSE based on community mapping in FY18	
FY20	1. Conduct holistic evaluation of ongoing integrated global and regional communications strategies 2. Survey community on GSE engagement and support of community engagement at high level 3. Implement improvements on review of GSE web, customer relationship management tools from 2019	

Strategic Objective 1 – Evolve and further globalize ICANN

Strategic Goal 1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders

PORTFOLIOS

1. Engage Stakeholders Regionally
2. Broadcast and Engage with Global Stakeholders

KEY PERFORMANCE INDICATORS (METRICS)

- Global/regional engagement scorecard (this metric includes the regional Engagement Strategies and Fiscal Year work plans for each of the regions and each regional scorecard is balanced against the ICANN objectives)
- Digital services metrics (to be phased in during FY17)

DEPENDENCIES

1. Retaining expertise to support ICANN's efforts across the hubs and regions in multiple languages for a diverse range of stakeholders
2. Digital services metrics depend on the ongoing development of ICANN.ORG

PHASING

FY16	Planned <ol style="list-style-type: none"> 1. Implement Global Stakeholder Engagement (GSE) web tools for supporting Stakeholder Engagement activities at regional and local level. 2. Examine effectiveness of regional strategies launched in FY13-FY14. 	Intended Status at the end of FY16 <ol style="list-style-type: none"> 1. Internal collaboration tool adopted and used by all GSE regional/functional teams to support Stakeholder Engagement. 2. Several community-driven regional Engagement Strategies were updated (Africa, LAC and Middle East)
FY17	<ol style="list-style-type: none"> 1. Examine # of community participants in ICANN programs to enable measurement of the Stakeholder Journey 2. Complete first cycle regional Engagement Strategies and regional plan 	

FY18	<ol style="list-style-type: none"> 1. Conduct mapping of Stakeholder Journey to regional engagement 2. Enhance online ICANN meeting hubs to contribute to and increase engagement during meetings 3. Review effectiveness of ICANN web tools for supporting globalization and regionalization for community
FY19	<ol style="list-style-type: none"> 1. Implement improvements for GSE based on Stakeholder Journey mapping in FY18 2. Increase participation of active participants across technical community, civil society, governments and business stakeholders
FY20	<ol style="list-style-type: none"> 1. ICANN participants cover all regions 2. Achieve participation from all sectors of community and support improvement of Stakeholder Journey in contributions to ICANN. 3. Survey community on engagement with, and support of, community at high level 4. Implement improvements on review of GSE web, customer relationship management tools from FY19

Strategic Objective 1 – Evolve and further globalize ICANN

Strategic Goal 1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive

PORTFOLIOS

1. Support Policy Development, Policy Related and Advisory Activities
2. Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities
3. Evolving Multistakeholder Model

KEY PERFORMANCE INDICATORS (METRICS)

- # of participants in the policy development and governance processes by type, status and location
- Quality-of-service index (for example, “active” participants in policy development calls and meetings; # of publication subscribers/readers in "print" and on web; # of public comments submitted in ICANN Public Forums; Twitter Subscribers and Tweets; and so on)

DEPENDENCIES

1. Making available IT/Online Community Services a part of ensuring that our global stakeholders can access improved tools
2. Dedicated communications strategies and services are required to ensure successful outcomes
3. The legal team may be needed to advise in the policy and decision making process.
4. Final plans to transition stewardship of the IANA functions and the outcomes of work to enhance ICANN’s accountability may impact the Multistakeholder Model

PHASING

FY16	Planned	Intended Status at the end of FY16
	1. Complete a comprehensive inventory of all resources and capabilities that ICANN provides to	1. 2, and 3, In FY16, the staff is updating an initial inventory of resources and capabilities available to the community. This inventory helps both the community and staff to assess the delivery of those capabilities and

	<p>the current stakeholder communities.</p> <ol style="list-style-type: none"> 2. Complete a comprehensive assessment of delivery of all resources and capabilities that are provided to the stakeholders. 3. Analyze, evaluate and plan for how to balance resource abilities and capabilities among stakeholders. 4. Evolve Generic Names Supporting Organization (GNSO) Secretariat Pilot program into permanent support status. 5. Assess implementation of Accountability and Transparency Review Team 2 (ATRT2) Recommendation 7, in preparation for ATRT3 	<p>to analyze and evaluate how those resources are balanced. A Community Engagement and Policy staff team is working to comprehensively align policy development activities of support and engagement matters.</p> <ol style="list-style-type: none"> 4. The staff continues to collaborate with community leaders in the non-contracted house of the GNSO to offer tailored secretariat support services to those groups. More experience is needed to confirm the value of a permanent resource, but assessments so far confirm the value of this support to community groups. 5. Implementation of the ATRT2 Recommendation 7 started in January 2105. In December 2015, staff published a report assessing the value of the implementation effort. It concluded that the process and operational enhancements to the public comment forum infrastructure provided substantial value and should be continued. The report is on the Community Wiki.
FY17	<ol style="list-style-type: none"> 1. Complete assessment of language services capabilities for proficiency, accuracy consistency and reliability 2. Review ICANN’s Language Services Policy 3. Conduct final Supporting Organization and Advisory Committee special request process 4. Assess effectiveness and value of telecoms vendors 5. Assess implementation of relevant accountability provisions resulting from final plans to transition stewardship of the IANA functions 6. Begin multiyear planning for At-Large general assemblies and summits 	
FY18	<ol style="list-style-type: none"> 1. Complete a comprehensive assessment of delivery of all resources and capabilities that are provided to the stakeholders (every two years) 2. Analyze, evaluate and plan for how to balance resource abilities and capabilities among stakeholders (every two years) 3. Assess progress towards five-year goal – toward wide use of improved tools and mechanisms for global participation and representation, including the use of remote participation to engage stakeholders from emerging regions 4. Implement improvements resulting from ICANN Reviews as part of continuous accountability enhancement work 5. Support one or more At-Large general assemblies 	
FY19	<ol style="list-style-type: none"> 1. Implement improvements resulting from ICANN Reviews as part of continuous accountability enhancement work 2. Support one or more At-Large general assemblies 	

FY20	<ol style="list-style-type: none"> 1. Stakeholders and staff use improved tools and mechanisms for global participation and representation to collaborate. This includes the use of remote participation to engage stakeholders from emerging regions 2. Implement improvements resulting from ICANN Reviews as part of continuous accountability enhancement work 3. Support an At-Large summit
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Strategic Objective 2 – Support a healthy, stable and resilient unique identifier ecosystem

Strategic Goal 2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem

PORTFOLIOS

1. IANA Department Operations
2. IANA System Enhancements
3. Advice Registry Management
4. Global Domains Division (GDD) Operations
5. Global Customer Support
6. Product Management
7. Implementation of IANA Functions Stewardship Transition and Enhancing ICANN Accountability

KEY PERFORMANCE INDICATORS (METRICS)

- % of Service Level Targets met across multiple departments including but not limited to IANA, GDD Operations, and Global Customer Support departments.

DEPENDENCIES

1. IT department support

PHASING

FY16	Planned	Intended Status at the end of FY16
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	<ol style="list-style-type: none"> 1. Develop and achieve community approval of all domain name system (DNS)/Unique identifiers health metrics. 2. Develop and achieve community approval of the stability and resiliency exercises specified. 3. Develop and achieve community approval of the ICANN legitimacy survey designed. 4. Collaborate with community to reduce gap of IPv6 and DNSSEC deployment by 5% year over year (Year over Year). 5. Develop and achieve community approval of the Identifier registration data access/update system requirements specified 	<ol style="list-style-type: none"> 1. Adopted Key Performance Indicators for IANA functions (names, numbers, and protocol parameters) after public consultation in 2013 and post monthly reports on measurements for each of the KPIs. Development is underway to collect measurements defined by CWG for Service Level Expectations in processing root zone and root zone data changes. 2. Moved to Goal 2.2 3. Moved to Goal 2.3 4. Moved to Goal 2.2 5. Moved to goal 2.2 <p>In FY16, we deployed a Global Customer Support team to provide 24x5 coverage for inquiries from contracted parties, registrants and the community at large. Both the Global Support and GDD Operations teams delivered service according to published service level targets. Service delivery against those targets was published on a monthly basis.</p>
FY17	<ol style="list-style-type: none"> 1. Deliver services to the ICANN Community according to service level targets 2. Monitor and manage service delivery against targets, identify opportunities for improvement and efficiency 3. Implement process improvements for increased operational efficiency and customer satisfaction 4. Implement system enhancements for increased operational efficiency and effectiveness 	
FY18	<ol style="list-style-type: none"> 1. All DNS/Unique identifiers health metrics v1 results reviewed and improvements to metrics and functions are recommended 2. Stability and resiliency exercises repeated, gap analysis performed, and necessary improvements made 3. Collaborate with community to reduce gap of IPv6 and DNSSEC deployment by 5% year over year 4. Identifier registration data access/update system requirements revised and approved by the community 	
FY19	<ol style="list-style-type: none"> 1. All DNS/Unique identifiers health metrics v2 implemented and baselines posted 2. Stability and resiliency exercises repeated, gap analysis performed, and necessary improvements made 3. 4 Collaborate with community to reduce gap of IPv6 and DNSSEC deployment by 5% year over year 4. 5. Revised identifier registration data access/update system implemented and beta tested by the community 	
FY20	<ol style="list-style-type: none"> 1. All DNS/Unique identifiers health functions recommendations implemented and v2 metrics are reviewed for progress 2. Stability and resiliency exercises repeated, gap analysis performed, and necessary improvements made 3. Collaborate with community to reduce gap of IPv6 and DNSSEC deployment by 5% year over year. 4. Revised identifier registration data access/update system put into production 	

Strategic Objective 2 – Support a healthy, stable and resilient unique identifier ecosystem

Strategic Goal 2.2 Proactively plan for changes in the use of unique identifiers, and develop technology roadmaps to help guide ICANN activities

PORTFOLIOS

1. WHOIS Core Function/Service and Improvements
2. Identifier Evolution
3. Technical Experts Group
4. Security, Stability, and Resiliency of Internet Identifiers

KEY PERFORMANCE INDICATORS (METRICS)

- Identifier Technologies Health Index will measure ICANN's contribution to health of identifiers in both the ICANN and broader Internet communities

PHASING

FY16	Planned	Intended Status at the end of FY16
	<ol style="list-style-type: none"> 1. Department fully staffed. 2. Draft technology roadmap developed. 3. Relationships with protocol/technology development organizations enhanced. 4. Ratio of registered domain names to active IP addresses base lined. 5. Ratio of registered domain names to Internet users regionally and globally base lined 	<ol style="list-style-type: none"> 1. Office of the Chief Technology Officer department researchers and administrative staff hired, although more staff needed. 2. Roadmap for evolution for Root Zone Management System has been drafted based on requirements from the CWG. Implementation of the roadmap has begun with milestones set for delivery of SLE measurements and removal of the NTIA authorization module. Project to draft technology roadmap initiated. 3. Relationship with IETF, DNS-OARC, and other technology development organizations enhanced by increased participation. ISOC invited ICANN staff to teach joint sessions on ICANN-related topics to policy attendees (fellows) to IETF. Relationships with RIRs still being developed. 4. Ratios being established. 5. Ratios being established.

FY17	<ol style="list-style-type: none"> 1. Additional technology roadmaps approved by community 2. At least five identifier technology-related white papers are published 3. Demonstrate growth in ratios in developing regions
FY18	<ol style="list-style-type: none"> 1. Implementation of year one of technology roadmaps done 2. At least two more identifier technology-related white papers are published 3. Demonstrate growth in ratios in developing regions
FY19	<ol style="list-style-type: none"> 1. Implementation of year two of technology roadmaps done 2. Additional identifier technology-related white papers are published 3. Demonstrate growth in ratios in developing regions
FY20	<ol style="list-style-type: none"> 1. Review of technology roadmaps and recommendations received 2. Implementation of year three of technology roadmap done 3. Additional identifier technology-related white papers are published 4. Demonstrate growth in ratios in developing region

Strategic Objective 2 – Support a healthy, stable and resilient unique identifier ecosystem

Strategic Goal 2.3 Support the evolution of the domain name marketplace to be robust, stable and trusted

PORTFOLIOS

1. Registration Directory Services Analysis and Development GDD Registrant Engagement and Support
2. GDD Technical Services
3. Internationalized Domain Names
4. New gTLD Program
5. Domain Name Services
6. Next gTLD Round Planning
7. Universal Acceptance
8. Registry Services
9. Registrar Services

KEY PERFORMANCE INDICATORS (METRICS)

- Domain Name Marketplace Health Index.

DEPENDENCIES

1. IT resources availability and prioritization

PHASING

FY16	Planned	Intended Status at the end of FY16
	<ol style="list-style-type: none">1. Multistakeholder satisfaction survey baseline completed.2. Baseline of Domain Name industry segments defined	<ol style="list-style-type: none">1. Development of customer satisfaction on track for completion by end of FY16. Baseline to include results from Global Support and IANA ratings.2. Development of Domain Name Marketplace Health Index on target. Baseline to be completed by end of FY16

FY17	<p>In FY17, we will continue to support the development of a robust, stable and trusted domain marketplace by:</p> <ol style="list-style-type: none"> 1. Ongoing development and monitoring of the Domain Name Marketplace Health Index 2. Improve customer satisfaction by reducing survey gap by at least 10% year over year 3. Show stable healthy year over year growth in the domain name industry 4. Finish the current round of the New gTLD Program and a committed plan toward the start of a subsequent round year over year 5. Conclude policy work on WHOIS improvements and the Next Generation Registry Directory Services 6. Develop implementation plans for new WHOIS policies or Next Generation Registration Directory Services as appropriate
FY18	<ol style="list-style-type: none"> 1. Ongoing development and monitoring of the Domain Name Marketplace Health Index 2. Improve customer satisfaction by reducing survey gap by at least 10% year over year 3. Show stable healthy year over year growth in the domain name industry
FY19	<ol style="list-style-type: none"> 1. Ongoing development and monitoring of the Domain Name Marketplace Health Index. 2. Improve customer satisfaction by reducing survey gap by at least 10% year over year 3. Show stable healthy year over year growth in the domain name industry
FY20	<ol style="list-style-type: none"> 1. Ongoing development and monitoring of the Domain Name Marketplace Health Index 2. Improve customer satisfaction by reducing survey gap by at least 10% year over year 3. Show stable healthy year over year growth in the domain name industry

Strategic Objective 3 – Advance organizational, technological and operational excellence

Strategic Goal 3.1 Ensure ICANN’s long-term financial accountability, stability and sustainability

PORTFOLIOS

1. Strategic and Operating Planning
2. Organizational Excellence and Intelligence
3. Finance and Procurement
4. Enterprise Risk Management
5. Support Operations

KEY PERFORMANCE INDICATORS (METRICS)

- Financial accountability, stability and sustainability indices (composite index of ratios and metrics) including but not limited to:
 - Actual to budget Reserve Fund balance and utilization, and financial performance metrics
 - Internal control performance indicators
 - % project completion indices (with emphasis on major projects)
 - % comparisons of actual to target succession plan readiness
 - % comparisons of actual to target enterprise risk management roadmap achievements
- On-time delivery index of the ICANN Planning process (includes: ICANN Five-Year Strategic Plan for FY16-FY20, Five-Year Operating Plan, Fiscal-Year Operating Plan and Budget, achievements and progress reporting)

DEPENDENCIES

1. IT system implementation roadmap enabling efficiency and advancement in analytics, metric tracking/reporting/review, process improvement implementation, and mitigation assessment and implementation
2. Community bandwidth and focus to provide direction and feedback

PHASING

FY16	<p>Planned</p> <ol style="list-style-type: none"> 1. Refine the FY15 model – financial framework, roadmap, targets and metrics - with target to achieve within three years the foundation for Key Success Factors (KSFs) (outcome) supported by adequate system advancement in place. 2. Align with budget availability and IT system implementation roadmap. 3. Review and obtain approval by Board, staff and stakeholders 	<p>Intended Status at the end of FY16</p> <ol style="list-style-type: none"> 1. Developed roadmap to complete Five-Year Operating Plan update and FY17 Operating Plan and Budget 2. Launched and to complete FY16 total organization continuous improvement internal assessment based on EFQM organization excellence framework, and identify gaps and develop improvement roadmap 3. Launched Dashboard reporting beta, progressed to Version 1 and continue on advancements on metrics, contents and systems 4. Continue to conduct and refine quarterly stakeholders calls increasing accountability and transparency 5. Completed FY15 financial reporting and annual audit with no deficiencies noted 6. Concluded enterprise risk management maturity assessment and working on deriving maturity targets to refine risk management discipline. 7. Selected ERP system and begin to launch implementation
FY17	<ol style="list-style-type: none"> 1. Achieve financial roadmap targets 2. Review operational processes and implement improvements 3. Modify roadmap as needed 	
FY18	<ol style="list-style-type: none"> 1. Achieve the foundation for Key Success Factors (outcome) supported by adequate system advancement in place 2. Continue to improve and achieve elevated target performance levels as per roadmap 3. Modify roadmap as needed 	
FY19	<ol style="list-style-type: none"> 1. Continue to improve and achieve elevated target performance levels as per roadmap 2. Modify roadmap as needed 3. Initiate strategic planning process 	
FY20	<ol style="list-style-type: none"> 1. Complete roadmap as planned 2. Reassess and plan for future years 3. Conclude strategic planning process and develop Five-Year Operating Plan 	

Strategic Objective 3 – Advance organizational, technological and operational excellence

Strategic Goal 3.2 Ensure structured coordination of ICANN’s technical resources

PORTFOLIOS

1. Cybersecurity Hardening and Control
2. IT Infrastructure and Service Scaling
3. Root Systems Operations

KEY PERFORMANCE INDICATORS (METRICS)

- % of global IT infrastructure uptime (scaling from 99.9% in FY 2016 to 99.999 % in 2020 for top tier services)

PHASING

FY16	Planned <ol style="list-style-type: none"> 1. Develop and socialize a suite of uptime metrics for IT Services. 2. Define, divide and socialize IT services into a three-tier classification. 3. Define, socialize and adopt a baseline Lean Process Capability metric for IANA functions. 4. Measure and record a baseline for the IANA functions. 5. Define, develop and socialize a metric for on-time, on-budget IT projects delivery. 	Intended Status at the end of FY16 <ol style="list-style-type: none"> 1. Metrics for all areas of IT have been developed and socialized internally 2. All IT services were classified and this has been socialized 3. The process capabilities were documented and reviewed 4. A baseline for availability was established 5. A project delivery metric has been developed and socialized. This is published monthly internally
FY17	<ol style="list-style-type: none"> 1. Measure and record a baseline for IT Services uptime by tier 2. Reflective of Post-Transition IANA, measure and record a new baseline of capabilities and costs for IANA functions year over year 3. Report on metric for on-time, on-budget IT projects delivery 	

FY18	<ol style="list-style-type: none"> 1. Drive IT Services uptime for Tier 1 towards 99.99% availability 2. Measure and compare metric for the IANA functions against baseline for year over year improvement 3. Report on metric for on-time, on-budget IT projects delivery, driving to improvement year over year on performance
FY19	<ol style="list-style-type: none"> 1. Drive IT Services uptime for Tier 1 to 99.999% availability 2. Drive uptime for Tier 2 towards 99.99% availability 3. Measure and compare metric for the IANA functions against baseline for year over year improvement 4. Report on metric for on-time, on-budget IT projects delivery, driving to improvement year over year on performance
FY20	<ol style="list-style-type: none"> 1. Maintain IT Services uptime for Tier 1 to 99.999% availability 2. Maintain uptime for Tier 2 to 99.99% availability or better 3. Drive uptime for Tier 3 towards 99.9% availability or better 4. Measure and compare metric for the IANA functions against baseline for year over year improvement 5. Report on metric for on-time, on-budget IT project delivery, driving to improvement year over year on performance

Strategic Objective 3 – Advance organizational, technological and operational excellence

Strategic Goal 3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN’s Board, staff and stakeholders

PORTFOLIOS

1. Talent Management
2. ICANN Technical University

KEY PERFORMANCE INDICATORS (METRICS)

- % of achievement in comparison to best practice benchmark metrics of global diverse culture, and knowledge levels of Board, staff and stakeholders
- % of completion - actual to target implementation milestones of global development programs to advance the knowledge and expertise of staff, Board and stakeholders

DEPENDENCIES

1. IT system implementation roadmap enabling efficiency and advancement in analytics, metric tracking/reporting/review, process improvement implementation, and mitigation assessment and implementation
2. Community bandwidth and focus to provide direction and feedback

PHASING

FY16	Planned <ol style="list-style-type: none"> 1. Build on the FY15 achievements related to this goal KSFs (outcome). 2. Complete first internal European Foundation for Quality Management (EFQM) radar evaluation & assessment of key areas 	Intended Status at the end of FY16 <ol style="list-style-type: none"> 1. Board Operations continues to improve the Board’s training program and is on track with plan and Chairman’s direction 2. On target with staff talent management roadmap implementation. This includes the revamp of the new hire orientation program, continuous improvement of staff
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	<p>of focus, identify gaps and developed mitigation/ improvement roadmap.</p> <p>3. Identify benchmark organizations and derive key benchmarking metrics</p>	<p>communication, elevating quality of management development and training, and the development of succession plan</p> <p>3. Supported, and collaborated where needed, on cross-functional efforts to “Empower current and new stakeholders to fully participate in ICANN activities” as part of the stakeholder-endorsed Strategic Goal 5.3. These programs include:</p> <ul style="list-style-type: none"> • The development and implementation of an internship framework • Development and Public Responsibility Department (DPRD) programs that address participation needs such as NextGen@ICANN, the Fellowship Program, the Newcomer Program, and the Community Onboarding Mentor Pilot Program • the relaunch of an improved Online Learning Platform (OLP) ICANN Learn • Supporting academic outreach efforts by the community and the Global Stakeholder Engagement (GSE) team.
FY17	<p>1. Develop and perform regular reporting of performance metrics against key benchmark metrics.</p> <p>2. Identify gaps and implement mitigation</p>	
FY18	<p>1. Identify gaps and continue to improve</p> <p>2. Advance on applying systems to refine measurements</p> <p>3. Collaborate with stakeholders on progress evaluation and improvements</p>	
FY19	<p>1. Continue evaluation against best practice and advance</p>	
FY20	<p>1. Continue evaluation against best practice and advance</p>	

Strategic Objective 4 – Promote ICANN’s role and multistakeholder approach

Strategic Goal 4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and global levels

PORTFOLIOS

1. Coordination of ICANN Participation in Internet Governance (IG)

KEY PERFORMANCE INDICATORS (METRICS)

- This is a compound index measuring the # of touch points between ICANN and national governments, regional governmental entities, and Intergovernmental organizations, and international organizations.
- Measurement of quarterly engagement comparing to previous fiscal year quarterly engagement to show trend data

DEPENDENCIES

1. Successful NTIA IANA functions Stewardship Transition
2. Revision of MoUs to more clearly recognize ICANN’s role

PHASING

FY16	<p>Planned</p> <ol style="list-style-type: none"> 1. Increase % participation rates from documented baseline established in FY15. 2. Increase # of demonstration projects in the regions reflecting collaboration with organizations active in the IG ecosystem 	<p>Intended Status at the end of FY16</p> <ol style="list-style-type: none"> 1. WSIS outcome and participation were successfully concluded which led to continued follow-up in CSTD, ITU and other forums 2. Active participation at IGFs at the global regional and national levels 3. Continued support for the multistakeholder model in global IG forums 4. Active engagement to support a positive outcome in the OECD Ministerial meeting
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		<ul style="list-style-type: none"> 5. Increased total participation rates for FY16 compared to the baseline established in FY15. In addition participation data was collated to compare FY activity by quarters to show trends 6. Joint projects were added as key regional metrics
FY17	<ul style="list-style-type: none"> 1. Continuation of FY16 activities to increase % participation rates documented as baseline established in FY16 2. Continuation of FY16 activities to support the development of global acceptance by stakeholders of the IANA Stewardship Transition 	
FY18	<ul style="list-style-type: none"> 1. Third year review of strategy and mapping exercises 2. Evolution of global and regional work plans to reflect outcome of review 	
FY19	<ul style="list-style-type: none"> 1. Increase from baseline participation rates documented as baseline established in FY18 	
FY20	<ul style="list-style-type: none"> 1. Strong fully structured working relationships with organizations and entities active in the IG following a successful IANA Stewardship Transition 	

Strategic Objective 4 – Promote ICANN’s role and multistakeholder approach

Strategic Goal 4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem

PORTFOLIOS

1. Support GAC Engagement
2. Engagement with Governments and Intergovernmental Organizations

KEY PERFORMANCE INDICATORS (METRICS)

- Increase # of GAC members (level of actual active participation and level of representation at ICANN meetings)

PHASING

FY16	<p>Planned</p> <ol style="list-style-type: none"> 1. Updated Government Engagement Strategy is reflected in the work plan for each region. 2. Baseline determination completed to map existing entities within the Internet governance (IG) ecosystem and their posture toward ICANN and the multistakeholder model 	<p>Intended Status at the end of FY16</p> <ol style="list-style-type: none"> 1. Effective regional webinars were held increasing regional awareness and participation 2. Active engagement to work toward successful ICANN 55 High-Level Government Meeting and African Ministerial meeting 3. Active engagement to work toward GAC support for the IANA Stewardship Transition process 4. Effective participation in GAC and ICANN work
FY17	1. Increase the # of governmental entities actively participating in ICANN	
FY18	1. Third year review of strategy	

	2. Revise global and regional work plans to reflect outcome of strategy review
FY19	1. Increase # of governmental entities actively participating in ICANN
FY20	1. Enhanced relationships with governments that encourage them to support the adoption of the multistakeholder IG approaches on national, regional and global levels

Strategic Objective 4 – Promote ICANN’s role and multistakeholder approach

Strategic Goal 4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet governance ecosystem that addresses Internet issues

PORTFOLIOS

1. Support Internet Governance (IG) Ecosystem Advancement

KEY PERFORMANCE INDICATORS (METRICS)

- Quarterly trend data showing cumulative participation in IG Ecosystem Evolution

PHASING

FY16	Planned	Intended Status at the end of FY16
	<ol style="list-style-type: none"> 1. Increase in # of cooperation agreements with respective Internet organizations and regional and national multistakeholder IG approaches over baseline established in FY 2015. 2. Increase # national IG multistakeholder approaches over baseline established in 2015 	<ol style="list-style-type: none"> 1. Worked to develop and finalize cooperation agreements with Intergovernmental Organizations/International Organizations (such as GSMA, CTO, OSCE and others) 2. Increased participation of governments and IGOs in ICANN work 3. Promoted multistakeholder model for IG at national and regional levels
FY17	<ol style="list-style-type: none"> 1. Identification of potential best practices among national and regional multistakeholder IG approaches. These are to be highlighted in outreach work for further adoption of multistakeholder model IG governance mechanisms 2. Establish a baseline measurement of projects and work reflecting collaboration with respective Internet organizations 	
FY18	<ol style="list-style-type: none"> 1. Year three review of the goals and delivery strategy for those goals 2. Evolution and improvement of global engagement work plan based on completed review 3. Continuation of FY17 projects and work to reflect collaboration with respective Internet organizations 	
FY19	<ol style="list-style-type: none"> 1. Revise global strategy and goals reflected in regional strategies and work plans 2. Increase in # of projects and work reflecting collaboration with respective Internet organizations over baseline established in FY18 	

FY20	<ol style="list-style-type: none"><li data-bbox="325 149 1753 219">1. ICANN involvement, consistent with its mission and within its mandate, in a full implementation of a distributed trusted fully inclusive multistakeholder IG ecosystem<li data-bbox="325 219 1753 263">2. Perception that technical and non-technical IG issues are successfully addressed using multistakeholder model
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Strategic Objective 4 – Promote ICANN’s role and multistakeholder approach

Strategic Goal 4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest

PORTFOLIOS

1. Contractual Compliance Functions
2. Contractual Compliance Initiatives and Improvements
3. Contractual Compliance and Safeguards
4. Strategic Initiatives

KEY PERFORMANCE INDICATORS (METRICS)

- Develop a framework that generates institutional confidence in ICANN and builds trust over time
 - Assemble and refine Accountability-related KPIs as a means of measuring ICANN's accountability
 - Implement means of measuring long-range progress

DEPENDENCIES

1. External: ICANN Community, ability to reach consensus, changing laws and regulations
2. Internal: Policy, GSE, Communications and Legal (in the context of the Board)
3. Touch points with Board, staff and stakeholders

PHASING

FY16	Planned <ol style="list-style-type: none"> 1. Assess current practices and documentation. 2. Assemble and refine Accountability-related KPIs, in line with Accountability Framework proposed by One World Trust in response to recommendations of Accountability and Transparency Review Teams to implement a means of measuring ICANN's accountability. 	Intended Status at the end of FY16 FY16 is on target – <ol style="list-style-type: none"> 1. On-going effort for continuous improvement 2. This work moved to 5.2 mid-year and is reported there
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	<ol style="list-style-type: none"> 3. Identify and propose best practices. 4. Propose measurements and benchmarks 	<ol style="list-style-type: none"> 3. This work moved to 2.1 mid-year and is reported there 4. Measurement metrics for contractual compliance service level targets are included in the ICANN Beta KPI Dashboard
FY17	<ol style="list-style-type: none"> 1. Implement agreed-upon plan and practices 2. Implement ongoing measurement, benchmarking and reporting of accuracy rates 	
FY18	<ol style="list-style-type: none"> 1. Implement agreed-upon plan and practices. 2. Implement ongoing measurement, benchmarking and reporting 	
FY19	<ol style="list-style-type: none"> 1. Implement agreed-upon plan and practices. 2. Implement ongoing measurement, benchmarking and reporting 	
FY20	<ol style="list-style-type: none"> 1. Assess and adjust plan and practices as needed 	

Strategic Objective 5 – Develop and implement a global public interest framework bounded by ICANN’s mission

Strategic Goal 5.1 Act as a steward of the public interest

PORTFOLIOS

1. Legal Advisory Function
2. Public Interest Decision Making
3. Legal Internal Support
4. Support ICANN Board

KEY PERFORMANCE INDICATORS (METRICS)

- # of ICANN decisions and advice (Board, staff and stakeholders) that are rationalized based on common consensus-based definition(s) and understandings of public interest within ICANN's remit

DEPENDENCIES

1. Community, Board and staff involvement in the dialogue regarding the public interest understandings, definitions and framework to hold as an ICANN standard

PHASING

FY16	Planned	Intended Status at the end of FY16
	1. Create Framework for ICANN Supporting Organizations and Advisory Committee to assist them in assessing how their actions are aligned to the public interest	1. A High Interest Session on this topic was held at ICANN55 where discussions took place on next steps and planning. Detailed progress on this collaborative dialogue- along with details on developments to date are on the Community Wiki
FY17	1. Measure and baseline the % of actions by ICANN in decision making and how rationales are including the public interest assessments as part of decision making	
FY18	1. Increase from the baseline the % actions by ICANN in decision making and how rationales are including the public interest assessments as part of decision making	

FY19	1. Continue to increase on the % actions by ICANN in decision making and how rationales are including the public interest assessments as part of decision making
FY20	1. Reach goal of all material actions including a consideration of decision making and how rationales are including the public interest assessments as part of decision making

Strategic Objective 5 – Develop and implement a global public interest framework bounded by ICANN’s mission

Strategic Goal 5.2 Promote ethics, transparency and accountability across the ICANN community

PORTFOLIOS

1. Affirmation of Commitments (AoC) Reviews
2. Organizational Reviews
3. Conflicts of Interest and Organizational Ethics
4. IANA Functions Stewardship Transition and Enhancing ICANN Accountability
5. Accountability and Transparency Mechanisms

KEY PERFORMANCE INDICATORS (METRICS)

- Public interest framework index (for example, ICANN’s Documentary Information Disclosure Policy and correspondence posted on time, compliance with the conflict of interest policy and compliance with the Board Code of Conduct)
- Develop a framework for increasing trust in ICANN’s fulfilment of its commitments through efficient and effective Reviews:
 - Broad and diverse participation in ICANN Reviews
 - Community engagement in using ICANN Reviews to drive continuous improvement in accountability, transparency and organizational effectiveness (such as community participation in public comments pertaining to Reviews and other forms of engagement)
- Transmission of all Board approved proposals from the ICG and CCWG-Accountability to NTIA
- Completion of all community proposals that meet NTIA criteria for the IANA transfer for Chartering Organization approval

DEPENDENCIES

1. Stakeholder Community, Board and staff agreement on a clear, actionable Accountability and Ethical Framework

2. Final plans to transition stewardship of the IANA functions and the outcomes of work to enhance ICANN's accountability
3. Community participation in conducting Reviews

PHASING

FY16	<p>Planned</p> <ol style="list-style-type: none"> 1. Create and publish revised Accountability and Ethical Framework and develop baseline metrics to measure to demonstrate impact on organization 	<p>Intended Status at the end of FY16</p> <ol style="list-style-type: none"> 1. Work supporting the IANA Stewardship Transition continued with the IANA Stewardship Transition Coordination Group finalizing its proposal on schedule and the CCWG-Accountability sought consensus from its six Chartering Organizations with delivery of final proposal in February 2016 2. ATRT2 implementation is proceeding on-schedule with quarterly updates published 3. The Competition, Consumer Trust and Consumer Choice Review started on schedule. 4. Community feedback has been respected and the Second Security, Stability and Resiliency of the DNS Review and the Second WHOIS Policy Review have been delayed 5. The independent examiner report on the review of the Generic Names Supporting Organization was published and the review of the At-Large Organization is scheduled 6. The reviews process has been enhanced based on best practices and improved reviews web pages have been published
FY17	<ol style="list-style-type: none"> 1. Measure against the baseline metrics developed in FY16 and show increase in acceptance and impact of Accountability and Ethical Framework 2. Continue to review for improvements and enhancements. Measure and baseline the % of actions by ICANN in decision making and how rationales are including the public interest assessments as part of decision making 3. Complete the first AoC Review on Competition, Consumer Choice and Trust in new gTLDs 4. Launch and conduct the second AoC Review on Security, Stability and Resiliency 5. Launch and conduct the second AoC Review on WHOIS 6. Preparation for and launch the third AoC Review on Accountability and Transparency 	
FY18	<ol style="list-style-type: none"> 1. Meet increased metrics developed in FY16-FY17 and show increase in acceptance and impact of Accountability and Ethical Framework 2. Continue to review for improvements and enhancements 	

	<ol style="list-style-type: none"> 3. Implementation of the recommendations from the first AoC Review on Competition, Consumer Choice and Trust in new gTLDs 4. Conclude the second AoC Review on Security, Stability and Resiliency and plan implementation 5. Conclude the second AoC Review on WHOIS and plan implementation 6. Conduct the third AoC Review on Accountability and Transparency
FY19	<ol style="list-style-type: none"> 1. Meet increased metrics developed in FY16-FY18 and show increase in acceptance and impact of Accountability and Ethical Framework 2. Continue to review for improvements and enhancements 3. Implement recommendations from the second AoC Review on Security, Stability and Resiliency in New gTLDs 4. Implement recommendations from the second AoC Review on WHOIS 5. Plan implementation of the recommendations from the third AoC Review on Accountability and Transparency
FY20	<ol style="list-style-type: none"> 1. Reach five-year goals in acceptance and impact on organization set out in the Accountability and Ethical Framework. 2. Continue to review for improvements and enhancements. 3. Continue to review for improvements and enhancements. 4. Plan for second AoC Review on Competition, Consumer Choice and Trust in New gTLDs 5. Complete implementation of the recommendations from the second AoC Review on Security, Stability and Resiliency and plan for third Review 6. Complete implementation of the recommendations from the second AoC Review on WHOIS and plan for third Review 7. Implement the recommendations from the third AoC Review on Accountability and Transparency

Strategic Objective 5 – Develop and implement a global public interest framework bounded by ICANN’s mission

Strategic Goal 5.3 Empower current and new stakeholders to fully participate in ICANN activities

PORTFOLIOS

1. Development and Public Responsibility Tools
2. Development and Public Responsibility Programs
3. Development and Public Responsibility Collaborations
4. Development and Public Responsibility New Program Development

KEY PERFORMANCE INDICATORS (METRICS)

- Level of stakeholder participation for development and public responsibility programs, tools, and collaborations

DEPENDENCIES

1. Clear understanding of the definition in relation to ICANN's mandate and mission
2. Engagement and support both with and for other ICANN internal departments
3. SO/AC buy-in and support for approach
4. Working relationships with Governments in developing and underdeveloped regions as key points of access.

PHASING

FY16	Planned	Intended Status at the end of FY16
	1. Establish engagement baseline for under-represented countries and communities and other underrepresented groups and address critical engagement gaps	1. Development and Public Responsibility Department efforts to address current critical multistakeholder gaps can be tracked through the ICANN Beta Dashboard . Additional work is underway to increase understanding of current gaps and underrepresented

		groups, along with potential remedies in the form of programs, tools, or collaborative efforts in the greater ecosystem.
FY17	1.	Increase access, knowledge, and capability of priority groups through a fully operational Development and Public Responsibility Department
FY18	1.	Continue improvement of increased access, knowledge, and capability of target audiences and consolidation of regional strategies
FY19	1.	Continue improvement of increased access, knowledge, and capability of target audiences
FY20	1.	Assess efforts and impact on target audiences and plan for evolution of operations to continue to address evolving community needs

Five-Year Financial Model

Introduction

The financial model provides a long-term perspective on ICANN's high-level revenue and expenses trends. It is a forward looking perspective based on assumptions.

The benefit of building such a model is to raise strategic questions, suggest possible trends, and to provide a tool for management to plan organizational activities. As events and activities unfold, adjustments may become necessary and will naturally impact the five-year financial model.

The financial model is not:

- the result of a detailed budget-like exercise
- a public position statement
- fixed for a long time

1. Approach to Five-Year Financial Model



2. Principles

The five-year financial model should:

- Reflect a conservative approach.
- Assume that incoming funds should equal or exceed outgoing funds.
- Assume that the level of outgoing funds reflects the costs of the resources required to achieve the Strategic and Operating Plans.
- Include an assumption on maintaining the appropriate level of cash reserve.
- Be developed and communicated with clear assumptions.
- Provide the sensitivity of fluctuations (for example, scenarios).
- Define aggregates (envelopes), not itemized components.

3. Assumptions

Revenue Assumptions:

- Market and historical trends impacting the evolution of registration volumes, separately for historical top-level domains.
- (previous to the current round) and for new TLDs.
- For new TLDs, registration volumes exceeding the billing threshold for the registry transaction-based fees.
- Number of active TLDs (delegated in the root), including resulting from a subsequent generic TLD (gTLD) application round.
- Fee per unit.
- Contributions received from country code TLD (ccTLD) operators and Regional Internet Registries.
- Sponsorship contribution received.
- Revenues for the New gTLD Program: driven by the duration, the annual amount of application expenses, and the level of application refunds.

Expenses Assumptions:

- Year-on-year variation of operating and capital expenses.
- Non-cash expenses (for example, depreciation of fixed assets).
- Special/large, multi-year projects and related expenses (for example, USG IANA Stewardship Transition, infrastructure expansion/improvements).
- Expenses for the New gTLD Program divided between evaluation costs, historical development costs repayment, and hard-to-predict costs (including risks). Evaluation costs to be split into direct costs by phase (initial evaluation, extended evaluation, other phases), and overhead (new gTLD team costs, administration costs, and costs allocation).

4. Contents of the Financial Model

ICANN's planning process is moving towards a multiyear planning approach. The first steps towards this are a review of planning for multiyear projects. This step will inform the development of the financial model.

a. Financial statements

- Statement of Operations ("P and L")
- Statement of Cash flows

b. Assumptions, including scenarios

c. Risks and Opportunities



One World, One Internet



FY17 Operating Plan and Budget

For Board Adoption – June 2016

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Summary of Changes

This section shows changes made to the final budget based on input received from the [Public Comment period](#).

Section/Topic	Public Comments/Rationale for Change	Actions
3.5 – Risks and Opportunities	Updated analysis	Summary updated
4 – IANA Stewardship Transition Implementation	Project Cost Support Team analysis reflected	Activities and costs detailed. Update resulted in a reallocation of some staff personnel costs (Communications and Legal teams) from baseline operations to the IANA Transition Project.
Portfolio 1.1.2, GSE Executive team coordination and administration	Original title was not understood	Updated title
Portfolio 1.1.3 Language Services	Languages supported and services provided not well understood	Updated the description
Portfolio 1.3.2, Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	Additional community travel support	Budget changed to reflect additional support
Portfolio 2.1.4, Global Domains Division (GDD) Operations	Description not understood	Updated the description
Portfolio 2.1.5, Global Customer Support, including Registrant Engagement	Description not understood	Updated the description and merged in what was 2.3.2
Portfolio 2.1.6, Product Management	Description not understood	Updated the description
Portfolio 2.2.1, WHOIS Core Function/Service and Improvements	Description the same as 2.3.1	Updated the description
Portfolio 2.3.1, 2.3.1 Registration Directory Services Analysis and Development	Description the same as 2.2.1	Updated the description
Portfolio 2.3.2 GDD Registrant Engagement and Support (as was)	Merged into 2.1.5	This portfolio merged into 2.1.5 but the number has been retained as a placeholder to minimize reader confusion
Portfolio 2.3.5, New gTLD Program	Description not understood	Updated the description
Portfolio 3.1.5, Support Operations	Description not understood	Updated the description

KPI for Goal 3.2	Scope of top-tier services not understood	KPI wording updated to clarify scope
Portfolio 4.2.2, Engagement with Governments and IGOs	Description not understood	Updated the description
Portfolio 5.2.2, Organizational Reviews	Description not understood	Updated the description
Portfolio 5.3.1, Development and Public Responsibility Tools	Description not understood	Updated the description
Portfolio 5.3.2, Development and Public Responsibility Programs	Description not understood	Updated the description
Portfolio 5.3.3, Development and Public Responsibility Collaborations	Description not understood	Updated the description
Portfolio 5.3.4, Development and Public Responsibility New Program Development	Description not understood	Updated the description

1 - Introduction

This document contains ICANN's FY17 Operating Plan and Budget, which was submitted for public comment as required by ICANN's Bylaws, and in accordance with [ICANN's public comment policy](#). ICANN [published a report](#) on the public comments received on 6 June 2016.

Enabling the engagement of stakeholders in the planning process of ICANN, through accessible information and effective interaction, is a fundamental part of ICANN's multistakeholder model. The publishing of the draft version of this Operating Plan and Budget for public comment was a key element of the transparency and community engagement in ICANN's planning process.

ICANN welcomes and recognizes the past, present and future engagement of all stakeholders into the ICANN's planning process, whether relative to the strategic plan, operating plan, budget, or on-going operational and financial updates.

This document provides the details of ICANN's activities for its fiscal year 2017 (FY17) that runs from 1 July 2016 to 30 June 2017. Where useful, comparative information for FY16 is provided, using actual and forecast information for this fiscal year, in progress at the time of this document's publication.

ICANN published its draft FY17 Operating Plan and Budget two weeks earlier than last year, and nine weeks earlier than the previous year, in a constant effort to allow more time for review and interaction. This is intended to further enhance the understanding and transparency of its activities, and ultimately its accountability in the management of funds in the public interest. This early publication supported a two-month Public Comment period. 12 people and organizations submitted detailed input, totaling over 150 individual comments. Changes were made based on the comments received and these are described in the Summary of Changes section above.

The Operating Plan and Budget includes:

- Highlights of ICANN Operations (excluding the new gTLD Program)
- Overview of the IANA Stewardship Transition and implementation (including Post Transition IANA)
- Highlights of the new gTLD Program
- An overview of ICANN's FY17 Budget, combining ICANN Operations and the new gTLD Program
- The detailed Operating Plan predefined in the management system:
 - Planned portfolios of activities to support the achievement of the goals and objectives described ICANN's Strategic Plan with detailed descriptions.
 - An Appendix linking to list of projects, for each portfolio, with the project-level budgeted costs by category

The Supporting Organization (SO) and Advisory Committee (AC) additional budget requests were evaluated and approved by the Board 15 May 2016. The list of the special request decisions adopted can be found on the [Finance Community Wiki](#).

This year's Operating Plan and Budget includes data on all projects to be carried out during FY17, and displays all costs categories for each project. Each project is also mapped to one of the five objectives of the ICANN Strategic Plan for fiscal years 2016-2020, through the hierarchy of portfolios and goals, making the rationale for each project and activity clear and transparent.

References and Notes

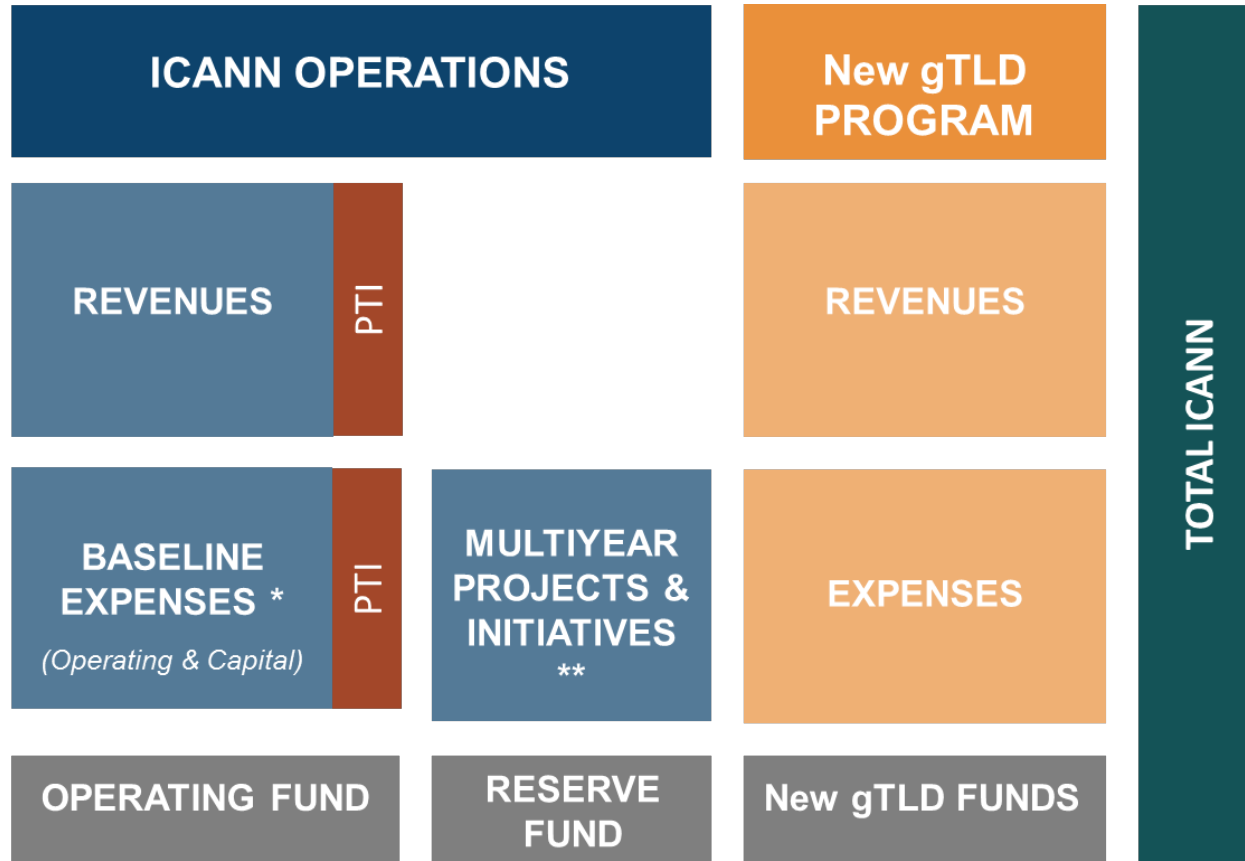
1. The ICANN Community includes all ICANN's stakeholders—including its Supporting Organizations, Advisory Committees, Nominating Committee, Board of Directors, and Staff. ICANN's multistakeholder model, therefore, defines its community.
2. Definition of terms can be found in the ICANN online glossary.
3. ICANN will continue to evolve and refine the metrics / Key Performance Indicators (KPIs) over time as we build out a Dashboard.

2 - Planning and Budget Overview

The graphic below depicts the five-year planning cycle (FY16-FY20), at a high level. The planning process consists of the ICANN Strategic Plan for fiscal years 2016-2020 and the Five-Year Operating Plan, which provide input and a basis for the annual planning process.



The structure of the budget data that follows in the rest of this document is displayed below.



*includes the IANA Operations

**includes the USG IANA Stewardship transition initiative

3 - ICANN Operations

This section provides an overview of the ICANN Operations cash expenses for baseline and multiyear projects.

3.1 - Resource Utilization

ICANN OPERATIONS by Cost Category in Millions, USD	FY17 Adopted Budget Multiyear			FY16 Forecast Multiyear			Increase/(Decrease) Multiyear			
	Baseline	Projects	Total	Baseline	Projects	Total	Baseline	Projects	Total	%
TOTAL SUPPORT AND REVENUE	\$132.4	-	\$132.4	\$120.8	-	\$120.8	\$11.6	-	\$11.6	9.6%
Personnel	61.9	1.1	63.0	51.7	2.3	54.0	10.2	(1.2)	9.0	16.7%
Travel & Meetings	15.7	1.7	17.4	15.4	0.6	16.0	0.3	1.1	1.4	8.8%
Professional Services	21.5	1.7	23.2	19.2	1.5	20.7	2.3	0.2	2.5	12.1%
Administration	16.6	0.4	17.0	15.8	0.2	15.9	0.8	0.3	1.1	6.6%
Community Support Requests (a)	0.6	-	0.6	-	-	-	0.6	-	0.6	100.0%
Contingency	5.0	-	5.0	1.2	-	1.2	3.8	-	3.8	313.2%
Capital	5.3	1.0	6.3	6.0	0.8	6.8	(0.7)	0.2	(0.5)	-7.7%
TOTAL CASH EXPENSES (b)	\$126.5	5.9	132.4	\$109.3	5.3	114.6	17.2	0.6	17.8	15.5%
EXCESS/(DEFICIT)	\$5.9	(\$5.9)	-	\$11.5	(\$5.3)	\$6.2	(5.6)	(0.6)	(6.2)	-100.0%
AVERAGE HEADCOUNT (FTE) (c)	357.9	7.1	365.0	301.8	14.9	316.7	56.1	(7.8)	48.3	15.3%

(a) FY16 Community Support Requests have been allocated to the expense categories based on the nature of the request.

(b) Excludes bad debt and depreciation expenses.

(c) FTE: Full-time staff equivalent

ICANN Operations by Function In Millions, USD	FY17 Adopted Budget					FY16 Forecast					Increase/ (Decrease)					
	Baseline	Multiyear Projects	Total	Avg. Hdct	EOY Hdct	Baseline	Multiyear Projects	Total	Avg. Hdct	EOY Hdct	Baseline	Multiyear Projects	Total	%	Avg. Hdct	EOY Hdct
Support and Revenue	\$132.4		\$132.4			\$120.8		\$120.8			\$11.6		\$11.6	9.6%		
Compliance & Safeguards	\$5.4	\$0.0	\$5.4	26.0	27	\$5.3	\$0.0	\$5.3	24.0	25	\$0.1	\$0.0	\$0.1	1.8%	2.0	2
GDD: DNS, IANA, Ops	20.4	0.0	20.4	80.4	80	18.1	0.0	18.1	65.6	74	2.3	0.0	2.3	12.9%	14.8	7
CTO	6.0	0.0	6.0	13.9	14	5.1	0.0	5.1	12.5	15	0.9	0.0	0.9	18.2%	1.4	(1)
Strat. Initiatives & Reviews	3.8	1.7	5.5	10.1	10	3.0	0.0	3.0	5.5	8	0.8	1.7	2.5	83.9%	4.6	3
Strategic Communications	9.0	0.0	9.0	22.0	22	8.1	0.0	8.1	20.7	22	0.9	0.0	0.9	11.1%	1.3	0
GSE and Meetings Ops.	14.9	0.6	15.5	44.0	44	14.6	0.0	14.6	40.0	41	0.3	0.6	0.9	5.8%	4.0	3
Gov Engagement	2.9	0.0	2.9	7.0	7	2.6	0.0	2.6	6.9	7	0.2	0.0	0.2	8.1%	0.1	0
SO/AC Policy and Eng.	10.5	0.0	10.5	30.0	30	9.4	0.3	9.7	28.5	30	1.1	(0.3)	0.8	8.2%	1.5	-
Public Responsibility	2.9	0.8	3.6	8.0	8	0.3	2.5	2.8	7.0	8	2.5	(1.7)	0.8	28.8%	1.0	-
Governance support	11.6	0.0	11.6	21.7	22	10.1	0.0	10.1	16.4	19	1.5	0.0	1.5	14.6%	5.4	3
Operations	16.7	0.4	17.1	45.0	45	16.3	0.0	16.3	36.7	41	0.4	0.4	0.8	5.0%	8.3	4
IT & Cyber Security	21.1	2.5	23.6	60.1	60	20.1	2.5	22.6	48.9	54	1.0	0.0	1.0	4.4%	11.1	6
Executive & Ombudsman	2.4	0.0	2.4	4.0	4	2.8	0.0	2.8	4.0	4	(0.4)	0.0	(0.4)	-15.8%	-	-
New gTLD Allocation	(5.1)	0.0	(5.1)			(7.8)	0.0	(7.8)	-	-	2.7	0.0	2.7	-34.6%	-	-
Corporate	(0.9)	0.0	(0.9)	(7.3)	(7)	0.0	0.0	0.0	-	-	(0.9)	0.0	(0.9)	100.0%	(7.3)	(7)
Contingency	5.0	0.0	5.0			1.2	0.0	1.2	-	-	3.8	0.0	3.8	313.2%	-	-
Total Baseline Opex (Cash)	\$126.5	\$5.9	\$132.4	365.0	366	\$109.3	\$5.3	\$114.6	316.7	347	\$17.2	\$0.6	\$17.8	15.5%	48.3	18
Excess/(Deficit)	\$5.9	(\$5.9)	\$0.0			\$11.5	(\$5.3)	\$6.2								

“Corporate” represents staff attrition.

3.2 - Support and Revenue

This section provides an overview of ICANN's revenue, starting with the assumptions that are underlying to the FY17 estimates. The best estimate corresponds to the FY17 revenue included in the FY 17 budget. The high and low estimates provide for a sensitivity analysis of some of the revenue items and are the result of variations of the best estimate.

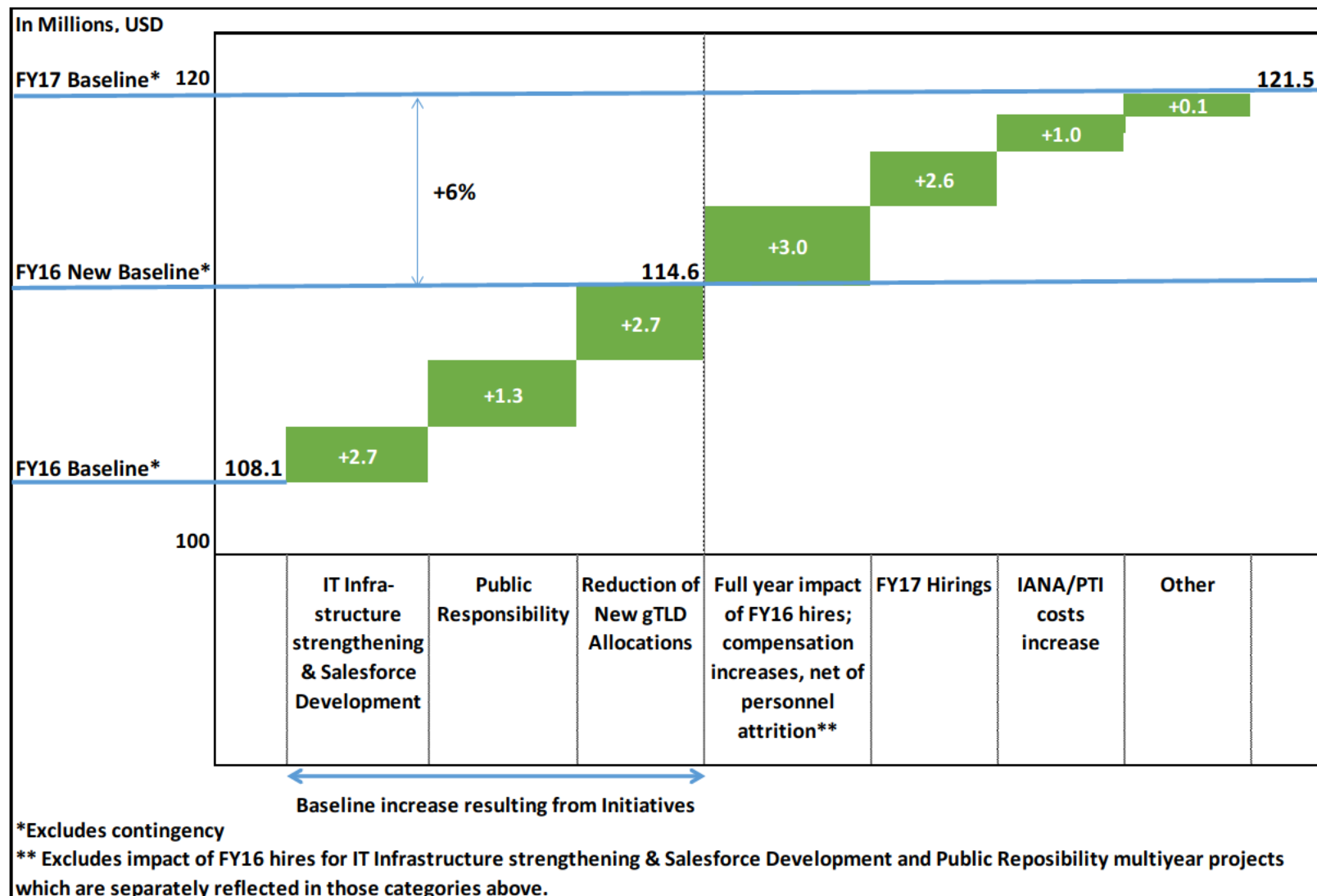
	Revenue Type	Best estimate	High estimate	Low Estimate
Legacy TLDs	Transaction-based fee	Assumes growth of registration volume of 2.2% as per historical average.	Faster growth at 3.2%	Slower growth at 1.2%
New TLDs	Fixed Fees	1,083 TLDs delegated as of July 1, 2016, 156 TLDs delegated during FY17 ; 1,239 delegated by June 30, 2017. Estimated delegation date per TLD based on application status and estimated timeline to proceed to delegation (early adopters/average/late adopters)	Assumes faster delegation in Q1 FY17	FY17 delegations lower than Baseline by 15%
	Transactions based fee	New registrations estimated using the per-TLD average number of registrations per month since delegation (average registrations during month 1, month 2,...) An average registration renewal rate of 50% was applied to the registrations occurring during the same month 1 year before, except for TLDs that provided free registrations, where renewal rate was estimated at 25%.	Same as Best estimate	Average registration renewal rate at 35% (instead of 50% for Best estimate)

	Revenue Type	Best estimate	High estimate	Low Estimate
Registrar Accreditation	Application fees	Assumes 40 new applicants (low end of historical trend), times existing 1-time application fee	Same as Best estimate	Same as Best estimate
	Accreditation fees	The best estimate includes an anticipated reduction in the volume of accredited Registrars in FY17 to the levels of FY15. This conservatively decreases the number of registrars to 1,595	Same as Best estimate	Assumes reduction in accreditations
	Per-registrar variable fee	Constant total of \$3.4m	Same as Best estimate	Same as Best estimate
New gTLD Program	Application fees Revenue	Portion of application fees recognized in revenue ratably based on evaluation expense incurred vs total evaluation expenses forecasted	No sensitivity analysis	

The following table provides the revenues of ICANN by source and type, comparing for each the best estimate for the FY17 budgeted year and for the FY16 current year.

In Millions, USD	FY17 Best Estimate	FY16 Forecast	+ Increase/ - Decrease	%	FY17 Estimates	
					High	Low
Legacy gTLD						
Registry - transaction fees	48.2	46.9	1.4	3%	48.6	47.6
Registrar - transaction fees	29.1	28.1	1.0	3%	29.4	28.7
Sub-total	\$77.4	\$75.0	\$2.3	3%	\$78.0	\$76.2
New gTLD			-			
Registry - fixed fees	30.2	21.5	8.7	41%	30.2	28.7
Registry - transaction fees	5.8	2.8	2.9	104%	5.9	5.5
Registrar - transaction fees	5.5	3.0	2.6	86%	5.6	5.3
Sub-total	\$41.5	\$27.3	\$14.2	52%	\$41.7	\$39.5
Registrars accreditation						
Application fees	0.1	2.6	(2.5)	-95%	0.1	0.1
Accreditation fees	6.3	8.8	(2.4)	-28%	10.0	2.8
Per-Registrar Variable Fees	3.4	3.4	-	0%	3.4	3.4
Sub-total	\$9.9	\$14.8	(\$4.9)	-33%	\$13.6	\$6.3
Contributions						
RIR	0.8	0.8	-	0%	0.8	0.8
ccTLD	2.1	2.1	-	0%	2.1	2.1
Meeting Sponsorships/other	0.8	0.8	-	0%	0.8	0.8
Sub-total	\$3.7	\$3.7	-	0%	\$3.7	\$3.7
ICANN Ops Revenue	\$132.4	\$120.8	\$11.6	10%	\$137.0	\$125.7

3.3 - Operating and Capital Expenses



The ICANN Operations Baseline operating and capital expenses budget (excluding multiyear projects and IANA Stewardship Transition costs) is \$121.5 million. This represents a \$13.4 million increase from \$108.1 million in FY16.

- Baseline increase resulting from FY16 multiyear projects: The portion of IT infrastructure strengthening, Salesforce.com development and Public Responsibility costs that have become ongoing baseline work in FY17.
- Reduction of new gTLD allocations: The allocation of ICANN Operations shared services to the new gTLD Program is decreasing due to fewer ICANN resources allocated to the program.
- Full year impact of people hired in FY16: Increase in personnel costs due to 45 employees hired in FY16 working a full year in FY17 versus a partial year in FY16, plus personnel costs increases, less attrition.
- Impact of people hired in FY17: average 18.5 Full Time Equivalentents (FTEs)
- IANA/PTI costs increase: Incremental costs for the formation of a separate legal entity for Post-Transition IANA
- Other: Limited growth in all other areas (for example, inflationary increases)

In Millions, USD		
Capital Purchase Type	FY17 Adopted Budget	Description
Development & Testing	\$1.6	
Computer Software	1.6	Development and testing outsourcing (Zensar and others)
On-going replacements & improvements	2.1	
Computer Equipment	1.0	SHI/Apple/PC Connection/Eplus/TIG, Juniper.
Computer Software & Equipment	1.0	Enterprise Resource Planning (ERP) -- Oracle ERP
Furniture & Fixtures	0.0	Office furniture replacements
Machinery & Equipment (non-computer)	0.1	FY17 IANA KMF Maintenance
Real Estate	1.0	
Furniture & Fixtures	0.1	Los Angeles Office Construction
Leasehold Improvements	0.9	Los Angeles Office Construction
Strategic	1.6	
Computer Software	0.1	Salesforce upgrade
Computer Software & Equipment	1.5	RZMS Development; ongoing security & infrastructure support, etc.
Grand Total	\$6.3	

KMF: An ISO term. A protected enclosure for a room and cryptographic equipment and its contents where cryptographic elements reside. This is used to manage the Root DNS Key Signing Key

RZMS: The Root Zone Management System is use by the Root Zone Management Partners to maintain the Root DNS Zone

3.4 - Multiyear Projects (formerly Initiatives)

ICANN carries out projects relating to significant activities not in ICANN's normal/core scope or, while core, projects that relate to activities exceptional in their frequency, level of spend, or impact. These projects may be completed upon achievement of the intended outcome, or lead to defining future ongoing activities, which will add to the scope of core operations.

In FY15 and FY16, ICANN funded from its Reserve Fund, the IANA Stewardship Transition initiative, as well as public responsibility and IT infrastructure projects.

The funding of the IANA Stewardship Transition project was the subject of requested input from the community as part of the public comment process on the draft version of the FY17 Operating Plan and Budget. For FY17, all but the IANA Stewardship Transition project are suggested to be funded from ICANN's annual revenues.

As the funding by annual revenue of multiyear projects, whose financial burden varies year on year, may continue to be a challenge, ICANN will work on developing funding guidelines for these projects. These will aim at allowing ICANN to carry out its activities in a stable, secure and sustainable manner. Also, ICANN has been working on expanding the governing documentation of its Reserve Fund. Community engagement will be organized on these topics as comprehensive solutions become available.

In Millions, USD		
Multiyear Project	FY17 Adopted Budget	Description
Enterprise Resource Planning (ERP)	\$2.4	The introduction of a new Oracle-based Enterprise Resource Planning system that will replace many of our Finance, Procurement and HR systems. We anticipate having this core system in place during November 2016.
Reviews	1.7	Planning and conducting reviews, and implementing improvements related to mandated reviews of ICANN commitments and structures exceeding a baseline level of activity.
Public Responsibility	0.8	Supports Education and Academic Outreach; Next Generation; and Participation in Global Internet Cooperation and Development.
ICANN Contribution to IPv6 Uptake	0.6	ICANN must engage alongside its I* peers (particularly the RIRs and ISOC) in promoting IPv6 now that IPv4 is almost fully allocated. This initiative takes a two-pronged approach to assessing the situation and addressing it where necessary. One stream of work will be internal and focus on ICANN's own service infrastructure and the other will look at contractual parties and ccTLD Operators. This is anticipated to be a three-year effort, although this operating plan document only covers FY17.
Salesforce Redevelopment	0.5	Redevelopment of the GDD registry and applicant portal to resolve security vulnerabilities and build a sound platform for future growth.
Total	\$5.9	

3.5 - Risks and Opportunities

This section outlines the risks and opportunities to the FY17 Budget and provides the potential impact of the risk or opportunity on the FY17 Budget assumptions as either lower or high revenue or cost.

Risks (-) / Opportunity (+)	(MUSD)	Probability	
Revenue:			
• Decrease in number of registrars	-3.5	Low	
• Lower Legacy/new gTLD registrations	-1.2	Med	
Expenses:			
- Meetings and other physical security assessment and mitigation	-0.7	High	Med/High risks: -4.5 to -4.8
- Increased travel funding (from public comments)	-0.3	High	
- Unbudgeted positions hired	-0.5 to -1.0	High	
- ICANN57 higher costs	-0.6	High	
- ERP Oracle project cost increase	-0.4	Med	
- Content Management improvement program	-0.8	Med	
Revenue:			
- faster new TLD registration growth	+0.6	Med	Med/High opportunities: +8.3 to +10.3
- number of registrars stays high at FY16 level during FY17	+3.7	Med	
Expenses:			
- Lower headcount than budgeted (10 FTE)	+2.0	High	
- Historical trend of underspend	+2.0 to +4.0	High	

Risk: the possibility of lower revenue / higher cost. Opportunity: the possibility of higher revenue / lower cost.

4 - Overview of the IANA Stewardship Transition and implementation (including PTI)

4.1 - Overview of Transition and Implementation

The global multistakeholder community has engaged in a process to develop recommendations for transitioning the stewardship of the IANA Functions since [NTIA's announcement](#) in March of 2014. This community, comprise of:

- individuals
- operational communities
- ICANN Supporting Organizations (SOs)
- ICANN Advisory Committees (ACs)
- businesses and trade associations
- civil society groups
- governments
- and others from all regions of the world.

These recommendations are contained in the IANA Stewardship Transition Coordination Group (ICG) proposal (the Proposal).

In implementing the recommendations of the Proposal, ICANN is guided by its mission to ensure the stable and secure operation of the Internet's unique identifier systems and by its duty to ensure the stability of ICANN's operations while respecting the IANA contract obligations.

There are three tracks of work. Planning for the new IANA stewardship arrangements is based on an expectation that the contract between NTIA and ICANN for the IANA Functions will expire on of 30 September 2016. ICANN is developing plans to implement new IANA stewardship arrangements resulting from the Proposal by the IANA Stewardship Transition Coordination Group (ICG) and new ICANN accountability mechanisms resulting from the Cross Community Working Group on Enhancing ICANN Accountability (CCWG-Accountability). The three tracks are:

Track 1: Root Zone Management – contains the work related to changes to the Root Zone Management System (RZMS) to remove NTIA's Root Zone Administrator (RZA) role with authorization process, and execution of an agreement between ICANN and Verisign for Verisign to serve as the Root Zone Maintainer (RZM).

Track 2: Stewardship Transition – contains work related to developing relationship documentations with the three operational communities, including Service Level Agreements, creation of a Post-Transition IANA (PTI) entity, establishment of a Customer Standing Committee (CSC) and a Root Zone Evolution Review Committee (RZERC), and operationalizing the IANA customer service escalation mechanisms and SLAs.

Track 3: Accountability Enhancements (Workstream 1) – contains work related to implementing enhancements to ICANN's Independent Review and Reconsideration Request processes, updating ICANN's governance documents, and operationalizing new community powers defined by the CCWG-Accountability.

Workstream 2: The CCWG-Accountability will, following transmission of the Workstream 1 proposal, focus work on issues identified that are not related to the IANA Stewardship Transition but are issues the community notes should be addressed as part of ICANN's broader continued accountability enhancement work.

For FY17, all the activities described above (tracks 1 to 3 and Workstream 2) require support from ICANN staff, for:

- organization of calls
- notes and follow up
- meetings organization and support
- constituent travel support
- professional services and advice (including legal advice).

IANA Stewardship Transition expenses of \$8.8 million have been included in the FY17 budgeted expenses. The funding of these expenses is designated to come from the Reserve Fund as a temporary measure, until a community discussion is conducted early in FY17 to determine the appropriate and final funding of these expenses.

Amounts in USD thousands (000's)	IANA Stewardship Transition FY17 Budget						
	Total						
	Staff	Travel & Meetings	Telecom & Language Services	Legal Services	Other Professional Services		Total
	<i>(including contractor support)</i>				<i>US Gov't Affairs (Lobbying)</i>	<i>Other (excluding contractor support)</i>	
IRP Phase 2	\$ -	\$ -	\$ -	\$ 800	\$ -	\$ 119	\$ 919
Accountability WS2 (Proposal Development, Bylaws Drafting and Implementation)	\$ 808	\$ 354	\$ 201	\$ 1,400	\$ -	\$ 225	\$ 2,988
Transition Implementation	\$ 1,713	\$ 153	\$ 629	\$ 1,130	\$ -	\$ 115	\$ 3,739
General Project Activities	\$ 869	\$ 45	\$ -	\$ -	\$ 250	\$ -	\$ 1,164
Total	\$ 3,389	\$ 552	\$ 830	\$ 3,330	\$ 250	\$ 459	\$ 8,810

The IANA Stewardship Transition budget is comprised of the following types of costs:

Staff – This includes staff and contractors that take their assignments and direction from the leadership of the individual WGs and staff supporting ICANN’s implementation work. The staff costs are tracked monthly by position/employee using a percentage of time allocated to the transition projects. These percentages are reviewed by each department manager.

Community and Staff Travel and Meetings – This includes all travel costs for funded members and participants as well as staff and contractors performing WG support and ICANN’s implementation work. The budget for funded members and participants includes travel and meeting costs for 20 members for an additional dedicated day of meeting of a cross community working group at each of the three ICANN meetings.

Telecom and Language Services – This includes all costs associated with supporting the WGs for Adobe rooms, teleconferences, dial-outs, recording and transcription of calls as well as interpretation, scribing and translation services.

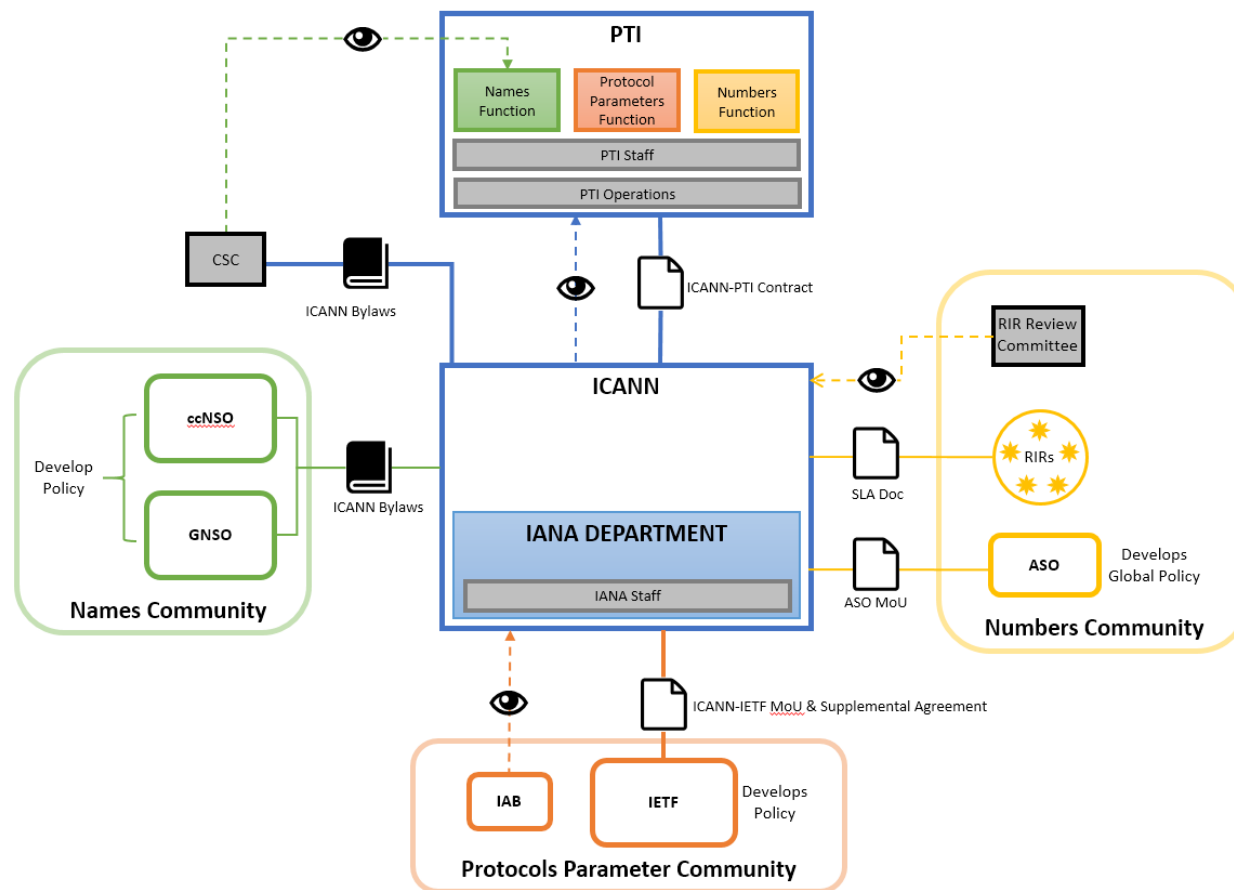
Legal Services – Costs for independent legal advice obtained on request.

Lobbying and Other Professional Services –This includes all costs associated with external services and contractors in service of the transition which are not covered by Work Group support. These fees consist of firms and contractors for services such as Education/Engagement/Advice, Root Zone Management evaluation and Graphics/media. Lobbying costs are for pre transition lobbying with the US government and have been broken out for clarity.

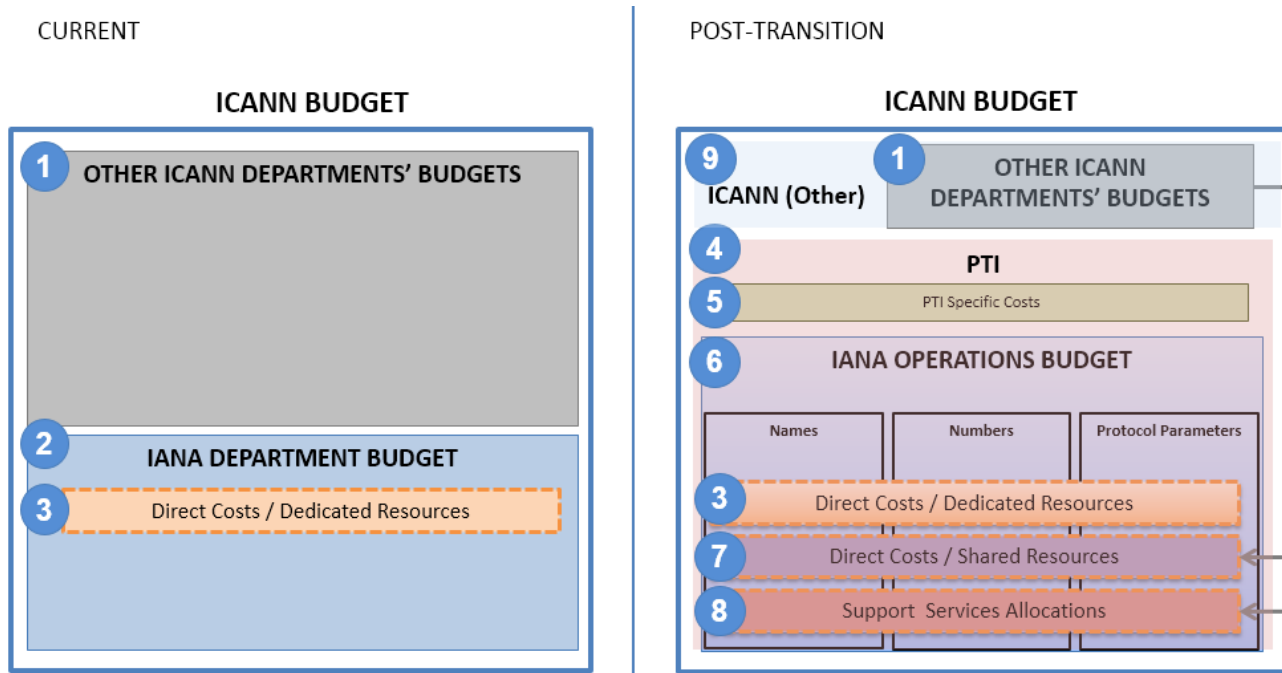
4.2 – Focus on the Post-Transition IANA (PTI) Implementation

In its proposal to the IANA Stewardship Transition Coordination Group (ICG), the CWG-Stewardship recommends that a new, separate legal entity, Post-Transition IANA, be formed as an affiliate of ICANN to perform the naming function post transition.

The following graph is an excerpt from the draft Implementation Plan currently under review, to depict the post-transition state:



The structure of ICANN's Operating Plan and Budget that results from the above future state, focusing on the PTI, is described below:



#	Item	Description
1	Other ICANN Departments' Budgets	Budgets of all ICANN departments except for the IANA department
2	IANA Department's Budget	Budget for the IANA department, consisting only of direct costs/dedicated resources (see below)
3	Direct Costs / Dedicated Resources	Costs of the IANA Department, inclusive of the costs to deliver the 3 IANA functions and to support IANA operations (i.e., system audit)
4	PTI (Post-Transition IANA)	New legal entity, destined to host activities and costs of the IANA functions in service of the 3 IANA functions
5	PTI Specific Costs	Costs incurred by PTI outside of the cost related to deliver the naming function (i.e., annual financial audit)
6	IANA Operations Budget	Budget required to deliver the 3 IANA functions as well as to support IANA operations, inclusive of direct costs/dedicated resources (see above), direct costs/shared resources (see below), and support services allocation (see below)
7	Direct Costs / Shared Resources	Costs of the specific activities directly contributing to the IANA functions, carried out by ICANN departments that also support other ICANN activities or functions (i.e., Legal, IT)
8	Support Services Allocation	Costs representing the estimated value for the IANA functions portion of the services provided by support functions to all or most ICANN departments
9	ICANN (Other)	The portion of the ICANN budget without PTI (see above)

4.3 - Focus on the IANA Functions Operating Plan and Budget

The IANA Functions operating plan is defined by 13 activities, listed below, and further described in the Appendix.

1) Stakeholder Reports	8) KMF Facility Management
2) Request Handling	9) Customer Surveys
3) Stakeholder Engagement	10) 3rd Party Systems Audits
4) Internal Reports	11) Risk, Security, Continuity Plans
5) Systems/Tools Enhancements	12) Consultation to Policy Groups
6) Dept. Management Responsibilities	13) Organizational Meetings (Org. & Dept.)
7) Key Signing Ceremonies	

The budget of the IANA Functions is defined by three sources of costs:

- Direct Costs (from both dedicated and shared resources) resulting from the 13 activities required to perform the IANA Functions.
- Direct costs of shared resources
- Support Services Allocations represent the cost of support functions allocated to IANA.

The IANA Functions activities as defined above are then detailed or allocated by operational community, on the basis of estimated effort percentages, or through allocation keys. The portion of the IANA Functions related to Names as a result of this exercise, is included in the PTI entity, along with PTI specific costs.

Below is a summarized view of the total IANA Functions costs, and its breakdown by operational community, and by the three sources of costs:

FY17 Budget IANA/PTI

In millions, USD	Names	Numbers	Protocol Parameters	PTI
				Total
Direct costs / Dedicated resources	2.1	0.5	1.1	3.7
Direct costs / Shared resources	1.2	0.3	0.6	2.0
Support Services Allocations	1.6	0.4	0.8	2.7
Total	\$4.9	\$1.1	\$2.4	\$8.4
PTI Specific Costs				0.6
Total PTI Costs				\$9.0

The three sources of costs are further described below.

Direct costs of dedicated resources

These costs cover direct and dedicated personnel (16 employees) and associated costs assigned to delivering the IANA Functions: registration and maintenance of protocol parameter registries; allocation of Internet numbers and the maintenance of the Internet number registries; validation and processing of root zone change requests as well as maintenance of the root zone registry; management of the .int and .arpa domains; and holder of the root zone key signing key for the security of the DNS root zone.

Direct costs of shared resources

Within ICANN, departments other than the IANA department perform or participate to processes directly related to the delivery of the IANA Functions.

The costs of the activities carried out by other departments to perform the IANA Functions were evaluated by each department's budget owner. They identified the direct external costs (professional services and infrastructure) and estimated the time spent by personnel from the department on the identified activities valued at the annual cost of each employee (base+benefits).

The Appendix contains a full description of the activities carried out by those departments, which are summarized below:

-
- Request processing - IT
 - Root Key Signing - IT, Registry technical Services, SSR, GSE
 - IANA Website - IT, Legal, Web-admin
 - Protection of data and systems - IT, Security, Legal
 - Continuity and Contingency of service - IT
 - Conflict of Interest assertions - IT, Legal
 - Monthly reporting of performance - IT, Legal, Gov. Engagement
 - Administrative support (shared with Compliance)
 - Annual updates to Agreements - Legal

The direct costs of shared resources also include an estimate for the depreciation costs of capital assets of \$0.5 million.

Allocated support functions costs

The total costs of the allocated support functions after excluding the shared from those functions were divided by the total costs of operational functions to determine a percentage of support functions. This percentage was then applied to the total IANA Functions costs (both IANA department direct costs and shared resources direct costs as defined above), to determine a cost of support function allocated to delivering the IANA Functions.

List of functions included in the Allocated support functions are:

- Executive
- Communications
- Operations (HR, Finance, Procurement, ERM, HR development, Operations Executive, Administrative / Real Estate)
- IT (cyber-security, admin, infrastructure, PMO, Staff facing solutions)
- Governance support (Legal, Board support, NomCom)

5 - New gTLD Program

This section provides a financial summary of the New gTLD program.

5.1 - New gTLD Financial Summary

ICANN (NgTLD) FEBRUARY 2016	FINANCIAL SUMMARY	In Millions, USD
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	FULL PROGRAM		
	Current Estimate (Feb 2016)	Prior Estimate (Mar 2015)	Increase/ (Decrease)
Total Application Fees	-\$362.2	-\$361.5	
Less: Total Refunds	52.7	55.9	
Net Application Fees	-309.5	-305.6	3.8
Expenses			
Evaluation Costs	120.5	123.9	-3.4
Overheads	60.4	57.9	2.6
Historical Development Costs	32.5	32.5	0.0
Total Operating Expenses	213.4	214.2	-0.8
Others *	6.7	2.1	4.6
Remaining Balance	-\$89.3	-\$89.3	\$0.0

* Includes net investment gains/loss and actual risk costs.

VARIANCE EXPLANATIONS

Refunds	-\$3.2
Lower projected withdrawals 680 vs. 701 prior estimate and higher rate of withdrawals at 20%.	
Evaluation Costs	-\$3.4
(i) Program Administration - lower costs due to lower number of EBERO providers (-\$2.0M).	
(ii) Pre-delegation - lower costs for legal due to internalization of contracting efforts (-\$1.2M).	
(ii) Extended Evaluation - Lower number of applications going through Extended Evaluation (-\$0.1M).	
Overhead	\$2.6
Allocation for ICANN staff support (+\$3.7M); Other overhead (-\$1.2M).	
Others	4.6
This includes actual risk costs of (+\$5.0M) and net investment gains (-\$0.4M). Future risk cost through the end of the program cannot be estimated.	

5.2 - New gTLD Program Multiyear View

1,930 Applications	Statement of Activities by Fiscal Year							Statement of Activities for Full Program (Feb 2016)
	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Forecast	FY17 Forecast	FY18 & Beyond Forecast	
New gTLD Applicant Fees		(166,846)	(45,887)	(71,366)	(17,870)	(36,855)	(22,210)	(361,034)
ICANN Applicant Support Contributions		-	-	-	-	-	-	-
Auction (net of expenses)		-	-	-	-	-	-	-
Additional Fees		-	(540)	(514)	(69)	-	-	(1,122)
Refunds		8,936	12,080	18,448	4,048	9,190	-	52,703
Revenue (Net of Refunds)	\$ -	\$ (157,909)	\$ (34,347)	\$ (53,432)	\$ (13,891)	\$ (27,665)	\$ (22,210)	\$ (309,453)
Initial Evaluation	3,172	57,491	3,650	23	-	-	-	64,336
<i>Background Screening</i>	27	2,682	933	18	-	-	-	3,661
<i>Fin/Tech/Ops</i>	2,194	44,301	1,756	-	-	-	-	48,251
<i>Geographic Names</i>	134	4,284	562	4	-	-	-	4,984
<i>String Similarity</i>	453	2,949	694	-	-	-	-	4,096
<i>DNS Stability</i>	198	1,535	(387)	-	-	-	-	1,346
<i>Registry Services</i>	167	1,739	91	-	-	-	-	1,998
Extended Evaluation	-	-	760	383	-	-	-	1,143
Quality Control	-	7,100	462	62	-	-	-	7,624
String Contentions	-	-	5	-	-	-	-	5
Objection Processes	39	3,550	(1,064)	(23)	-	-	-	2,503
Pre-delegation	-	124	4,003	3,072	5,634	2,700	2,100	17,633
Program Administration	450	2,347	4,800	3,911	3,869	5,720	6,203	27,300
gTLD Team	689	1,827	3,796	3,352	1,998	2,064	1,694	15,420
ICANN Staff Allocation	1,137	5,725	9,947	7,518	7,187	5,070	2,535	39,119
Other Overhead	107	228	1,991	2,034	463	626	458	5,907
<i>Travel</i>	-	97	382	148	250	288	220	1,385
<i>Depreciation</i>	-	-	1,450	1,858	186	192	144	3,830
<i>All Other</i>	107	131	159	28	27	146	94	693
Total Operating Expenses	\$ 5,594	\$ 78,394	\$ 28,350	\$ 20,331	\$ 19,151	\$ 16,180	\$ 12,990	\$ 180,989
Investment (Income)/Loss		811	(2,457)	(896)	(701)	-	-	(2,702)
Investment Management Fees	-	14	213	279	120	-	-	626
Historical Development Costs	-	15,396	4,616	5,956	1,255	2,901	2,329	32,454
Risk Costs	281	1,068	1,012	2,466	3,982	-	-	8,807
Total Other Income/(Expense)	\$ 281	\$ 17,289	\$ 3,384	\$ 7,804	\$ 5,197	\$ 2,901	\$ 2,329	\$ 39,185
Change in Net Remaining Funds	\$ 5,874	\$ (62,227)	\$ (2,612)	\$ (25,297)	\$ 10,457	\$ (8,583)	\$ (6,891)	\$ (89,279)

5.3 - New gTLD Program – Variance Analysis

	EXPENSES			REVENUE		
	Current Estimate (Feb 2016)	Prior Estimate (Mar 2015)	Increase/ (Decrease)	Current Estimate (Feb 2016)	Prior Estimate (Mar 2015)	Increase/ (Decrease)
FY12	\$5.6	\$5.6	\$0.0	\$0.0	\$0.0	\$0.0
FY13	93.8	93.8	0.0	-157.9	-157.9	0.0
FY14	33.0	33.0	0.0	-34.3	-37.2	-2.8
FY15	26.3	28.7	-2.4	-53.4	-40.2	13.3
FY16	20.4	33.9	-13.5	-13.9	-49.5	-35.6
FY17	19.1	14.3	4.8	-27.7	-20.8	6.8
FY18 & Beyond	15.3	5.0	10.3	-22.2	0.0	22.2
Full Program *	\$213.4	\$214.2	-\$0.8	-\$309.5	-\$305.6	\$3.8

* Excludes Actual Risk Costs.

VARIANCE EXPLANATIONS

Expenses * **-\$0.8**

Evaluation Processing (-\$3.3M), Other Overhead (-\$1.2M); offset by ICANN Staff Allocation (+\$3.7M).

Revenue **\$3.8**

Decreased in projected withdrawals from 701 to 680 applications (+\$3.2M) and lower rate of withdrawals at 35%; re-evaluation application processing costs (+\$0.6M).

* Detailed explanation of expenses provided in the following pages

5.4 - New gTLD Program – Operating Expenses Variance Analysis

Prior Estimate (Mar 2015)
Operating Expenses \$181.8

Variations - Increase/(Decrease):

Extended Evaluation	-0.1	Lower number of applications going through extended evaluation.
Pre-Delegation	-1.2	Lower professional services costs for contracting due to internalized contracting efforts by New gTLD team.
Program Administration	-2.0	Lower number of EBERO providers: 4 current forecast versus 8 prior forecast.
ICANN Staff Allocation	3.7	Allocation for ICANN staff increased due to additional support needed for the New gTLD program.
Other Overhead	-1.2	Depreciation (-\$1.5M); All other expense for example, travel, etc. (+\$.3M).

Current Estimate (Feb 2016) \$181.0

6 - Total ICANN Overview

6.1 – FY17 Resource Utilization

TOTAL ICANN in Millions, USD		ICANN Ops	New gTLD Program	IANA Transition	Total ICANN
SUPPORT AND REVENUE	(a)	\$132.4	\$27.7	-	\$160.1
Personnel		63.0	4.9	2.7	\$70.6
Travel & Meetings		17.4	1.0	0.6	19.0
Professional Services		23.2	9.2	5.4	37.7
Administration		17.0	1.1	0.1	18.2
Community Support Requests	(b)	0.6	-	-	0.6
Contingency		5.0	-	-	5.0
Capital		6.3	-	0.1	6.4
TOTAL CASH EXPENSES	(c)	132.4	16.2	8.8	157.4
EXCESS/(DEFICIT)		-	11.5	(8.8)	2.7
AVERAGE HEADCOUNT (FTE)	(d)	365.0	11.0	10.8	386.8

(a) Excludes new gTLD auction proceeds.

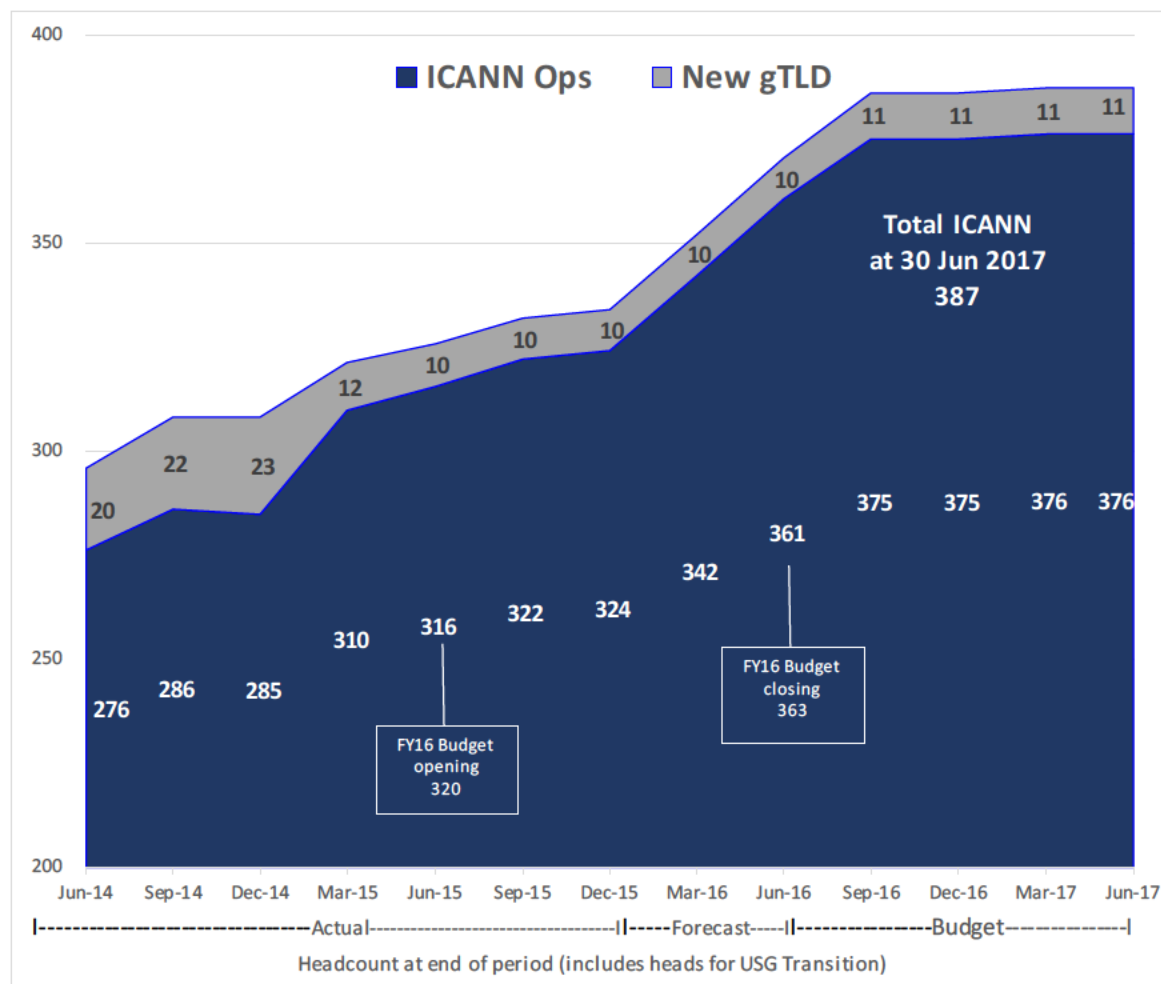
(b) FY16 Community Support Requests have been allocated to expense categories based on the nature of the request.

(c) Excludes bad debt and depreciation expenses.

(d) FTE: Full-time staff equivalent

6.2 - Headcount – Three Year Overview

The headcount below represents staff employed on the last calendar day of each period.



7 - FY17 Operating Plan and Budget – Description

7.1 - Management System

The FY17 Operating Plan and Budget is informed by and aligns with the Five-Year Operating Plan’s phasing and its Key Performance Indicators. This allows us to map all activities and resources back to the five main Strategic Objectives developed by a community driven bottom up process.

- Five Objectives – these were reviewed and revised during the development of ICANN Strategic Plan for fiscal years 2016-2020, which was adopted by the Board in October 2014.
- 16 Goals – owned by the CEO’s direct reports. Each goal has defined Key Success Factors to clarify what constitutes progress towards achieving a goal.
- 62 Portfolios – each goal contains a set of portfolios, which are groups of related projects. These also have defined success metrics.
- Over 340 Projects – Projects reflect ongoing work. Expenses are budgeted at the project level. A breakdown of all projects is linked from the Appendix. The budgeted amounts in this document are inclusive of capital expenditures and initiatives.

The budget amounts for each portfolio in the following sections are provided by cost category:

Meaning	Abbreviation
Personnel	Pers
Travel and Meetings	T&M
Administration	Admin
Capital	Capital
Full Time Equivalent	FTE

Values are shown in millions, USD. The FTE refers to the full time staff equivalent dedicated to each portfolio.

5 Strategic Objectives | 16 Goals

1. Evolve and further
globalize ICANN

2. Support a healthy,
stable, and resilient
**unique identifier
ecosystem**

3. Advance
**organizational,
technological
and operational
excellence**

4. Promote
ICANN's role and
**multistakeholder
approach**

5. Develop
and implement a
**global public
interest** framework
bounded by
ICANN's mission.

7.2 - Objective 1: Evolve and Further Globalize ICANN

7.3 - 1.1 Further globalize and regionalize ICANN functions

In FY17, we will focus on the following activities that work towards further globalizing and regionalizing ICANN functions:

1. Sustain implementation of regional communication strategies
2. Examine how hubs and engagement offices are supporting ICANN globalization
3. Language Services

We will measure our success in achieving this goal by:

- Meeting Services Scorecard, Engagement with community in major languages and scripts
- % of ICANN organizational functions globalized and available by region
- Stakeholder Engagement scorecard (previously an index) now belongs in Strategic Goal 1.2 beginning with FY17

PORTFOLIOS

1.1.1 Raising Stakeholder Awareness of ICANN Worldwide.

Description: This portfolio pertains to how ICANN communicates with stakeholders around the world to help raise awareness of ICANN's mission, its multistakeholder model and its work. This portfolio is grouped with 1.2.1 below. Metrics to measure ongoing communications activities include active social and traditional media monitoring and measurement, global newsletter open rates and reach of speaking engagements.

1.1.2 GSE Executive team coordination and administration

Description: This portfolio covers ICANN's Global Stakeholder Engagement (GSE) prioritization and planning, across regions and functional areas. This portfolio is grouped closely with 1.2.2. The planning portfolio covers the organization of GSE and regionalization of ICANN functions and communications.

1.1.3 Language Services

Description: Make information about ICANN and its work accessible to those who speak languages other than English in ways that enhance participation in, and the effectiveness of, the multistakeholder model. To make ICANN more effective as a global organization, ICANN's translations are available in the six United Nations languages –Arabic, Chinese (Simplified), English, French, Russian and Spanish – where appropriate. Additional languages are also being supported to promote inclusion, this is done through two different means. These are by providing support to hub and engagements offices, such as Turkish for the Istanbul hub, and by promoting the Translation/Localization Kit Program where ICANN Language Services works with the community to translate into languages not supported within the UN set of languages. These languages include Japanese, Korean, and some others. ICANN Language Services also promotes the Teleconference Interpretation support in the six United Nations languages for all working group calls and any other teleconference call where the presence of support of availability of other languages may increase and facilitate participation.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
1.1.1 Raising Stakeholder Awareness of ICANN Worldwide	14.6	2.4	0.2	0.8	0.2	0.0	3.6
1.1.2 Engagement Planning	4.5	0.9	0.1	0.0	0.1	0.0	1.2
1.1.3 Language Services	7.0	0.8	0.1	3.7	0.1	0.0	4.6
Total	26.1	\$4.1	\$0.4	\$4.5	\$0.4	\$0.0	\$9.3

7.4 - 1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders

In FY17, we will focus on the following activities that work towards bringing ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders:

1. Examine # of community participants in ICANN programs to enable measurement of the Stakeholder Journey

We will measure our success in achieving this goal by:

- Global/regional engagement scorecard (this metric includes the regional Engagement Strategies and Fiscal Year work plans for each of the regions and each regional scorecard is balanced against the ICANN objectives)
- Digital services metrics (to be phased in during FY17)

PORTFOLIOS

1.2.1 Engage Stakeholders Regionally

Description: This portfolio covers the mechanisms for delivering on ICANN's regional and functional Engagement Strategies (including regional and functional area work plans, stakeholder engagement heat map).

1.2.2 Broadcast and Engage with Global Stakeholders

Description: Conceptualize and build a set of integrated digital tools to inform and enable engagement and collaboration within the ICANN Community.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
1.2.1 Engage Stakeholders Regionally	30.5	5.6	1.3	0.8	0.8	0.0	8.4
1.2.2 Broadcast and Engage with Global Stakeholders	5.8	1.3	0.1	0.2	0.1	0.0	1.7
Total	36.3	\$6.8	\$1.4	\$1.0	\$0.8	\$0.0	\$10.0

7.5 - 1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive

For FY17, we continue to consolidate progress made towards the following activities that work towards evolving policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive:

- The goal is to ensure that the policy development and decision-making processes are open, transparent, inclusive and legitimate. Ongoing efforts are directed at:
 - Greater inclusion by diverse global stakeholders
 - More online tools and mechanisms for participation and
 - SO/AC structures evolving to increase Community efficiencies and effectiveness in ICANN processes and activities.

We will measure our success in achieving this goal by:

- # of participants in the policy development and governance processes by type, status and location
- Quality-of-service index (for example, “active” participants in policy development calls and meetings; # of publication subscribers/readers in "print" and on web; # of public comments submitted in ICANN Public Forums; Twitter Subscribers and Tweets; and so on)

PORTFOLIOS

1.3.1 Support Policy Development, Policy Related and Advisory Activities

Description: Optimize efficiency and effectiveness of community policy development and advice efforts

1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities

Description: To optimize collaboration and engagement of ICANN SOs and ACs, and increase and measure the number of exchanges (meetings and correspondence) that take place between various SOs and ACs (and the Board as appropriate) as they consult and discuss strategic and policy issues/matters

1.3.3 Evolving Multistakeholder Model

Description: Planning and implementation of ICANN's online education platform to:

- Support increased, informed, global involvement in ICANN;
- Plan for evolving ICANN's multistakeholder model
- Facilitate the development and publication of academic research on the multi-stakeholder model for DNS coordination, Internet policy development and governance.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
1.3.1 Support Policy Development, Policy Related and Advisory Activities	26.0	4.5	0.9	0.8	0.1	0.0	6.3
1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	6.0	0.9	3.1	0.1	0.0	0.0	4.1
1.3.3 Evolving Multistakeholder Model	1.2	0.2	0.0	0.2	0.0	0.0	0.4
Total	33.2	\$5.6	\$4.0	\$1.1	\$0.1	\$0.0	\$10.7

7.6 - Objective 2: Support A Healthy, Stable, and Resilient Unique Identifier Ecosystem

7.7 - 2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem

In FY17, we intend to do the following to foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem:

1. Deliver services to the ICANN Community according to service level targets.
2. Monitor and manage service delivery against targets, identify opportunities for improvement and efficiency.
3. Implement process improvements for increased operational efficiency and customer satisfaction.
4. Implement system enhancements for increased operational efficiency and effectiveness

We will measure our success in achieving this goal by:

- % of Service Level Targets met across multiple departments including but not limited to IANA, GDD Operations, and Global Customer Support departments

PORTFOLIOS

2.1.1 IANA Department Operations

Description: Operational responsibilities for maintaining registries for protocol parameters, IP numbers, Autonomous System Numbers, and root zone changes. Maintenance of relationship with Internet Engineering Task Force (IETF), Internet Architecture Board (IAB), five Regional Internet Registries (RIRs), and TLD operators.

2.1.2 IANA System Enhancements

Description: Software enhancements, tool development, and other discrete projects to improve delivery of the IANA services.

2.1.3 Advice Registry Management

Description: Development of processes and software used to track the acceptance, implementation, and resolution of advice provided to ICANN via Supporting Organizations, Advisory Committees, Review Teams, and others.

2.1.4 Global Domains Division (GDD) Operations

Description: Projects related to the service implementation and ongoing delivery of services to contracted parties by the GDD. This includes reviewing and improving the way services are delivered.

2.1.5 Global Customer Support

Description: Projects related to the development, implementation and ongoing operations of the ICANN Customer Service Center. This includes support, engagement and advocacy for the global registrant community.

2.1.6 Product Management

Description: Projects and ongoing activities in support of the new gTLD Program. This include technical development work for service platforms

2.1.7 Implementation of IANA Functions Stewardship Transition and Enhancing ICANN Accountability

Description: Implementation of the community-developed proposals to transition the IANA Functions stewardship and enhance ICANN's accountability.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
2.1.1 IANA Department Operations	18.1	3.0	0.2	0.7	0.4	0.1	4.4
2.1.2 IANA System Enhancements	1.2	0.3	0.0	0.0	0.0	0.0	0.3
2.1.3 Advice Registry Management	1.3	0.3	0.0	0.0	0.0	0.0	0.3
2.1.4 Global Domains Division (GDD) Operations	15.1	2.8	0.8	2.3	0.0	0.0	5.9
2.1.5 Global Customer Support	15.0	1.5	0.1	0.0	0.2	0.0	1.9
2.1.6 Product Management	2.0	0.4	0.0	0.0	0.0	0.0	0.5
2.1.7 Implementation of IANA Functions Stewardship Transition & Enhancing ICANN Accountability	1.0	0.3	0.0	0.9	0.1	0.1	1.4
Total	53.5	\$8.5	\$1.2	\$3.9	\$0.7	\$0.2	\$14.5

7.8 - 2.2 Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities

In FY17, we will continue focusing on the activities that work towards proactively planning for changes in the use of unique identifiers and developing technology roadmaps to help guide ICANN activities:

1. Expanding the department to enhance logistical support for research and SSR-related projects.
2. Gain approval of Technology Roadmaps from the community.
3. Continue to expand and enhance relationships with protocol/technology development organizations.
4. Deploy automated systems to collect data and compute ratio of registered domain names to active IP addresses.
5. Deploy automated systems to collect data and compute ratio of registered domain names to Internet users regionally and globally.
6. Publish analyses of data collected, implications of changes in data over time, and other topics relevant to the use of unique identifiers and evolution of identifier technologies
7. Document growth in ratios in developing regions.

We will measure our success in achieving this goal by:

- Technical Reputation Index will measure ICANN's reputation for technical excellence in both the ICANN and broader Internet communities

PORTFOLIOS

2.2.1 WHOIS Core Function/Service and Improvements

Description: To promote trust and confidence in the Internet for all stakeholders, ICANN is committed to:

- Enforcing its current WHOIS policy
- Identifying improvements to the accuracy and reliability of the WHOIS system
- Implementing new GNSO consensus policies for WHOIS
- Addressing privacy and data protection concerns .

2.2.2 Identifier Evolution

Description: Track and support the evolution of the Internet’s system of unique identifiers through venues such as the [IETF](#), [DNS-OARC](#), [W3C](#), the [RIRs](#), and other relevant bodies.

2.2.3 Technical Experts Group

Description: Support and enhance the Technical Expert Group, facilitating its activities related to exploration of technical issues and opportunities facing ICANN.

2.2.4 Security, Stability, and Resiliency of Internet Identifiers

Description: Work to observe, assess and improve the security, stability, and resiliency (SSR) of the Internet’s Identifier systems in close collaboration with other ICANN departments and the community at large. This will be achieved through a range of activities including risk awareness and preparedness, measurement and analysis of identifier system behaviors or performance, and cooperative outreach that emphasizes coordination, capability building, and knowledge transfer.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
2.2.1 WHOIS Core Function/Service & Improvements	0.6	0.3	0.0	0.0	0.0	0.0	0.3
2.2.2 Identifier Evolution	2.0	0.6	0.0	0.2	0.1	0.0	1.0
2.2.3 Technical Experts Group	0.3	0.1	0.0	0.0	0.0	0.0	0.1
2.2.4 Security, Stability, and Resiliency of Internet Identifiers	10.6	2.8	0.3	0.4	0.1	0.1	3.8
Total	13.5	\$3.8	\$0.3	\$0.6	\$0.3	\$0.2	\$5.1

7.9 - 2.3 Support the evolution of domain name marketplace to be robust, stable and trusted

In FY17, we will continue to support the development of a robust, stable and trusted domain marketplace by:

1. Ongoing monitoring of the Domain Name Marketplace Health Index
2. Improve multistakeholder satisfaction by reducing survey gap by at least 10% year over year
3. Show stable healthy year over year growth in the domain name industry
4. Finish the current round of the New gTLD Program and have agreement on the start of next round

We will measure our success in achieving this goal by:

- Domain Name Marketplace Health Index

PORTFOLIOS

2.3.1 Registration Directory Services Analysis and Development

Description: To promote trust and confidence in the Internet for all stakeholders, ICANN will evaluate whether there is a better system for providing information about gTLD domain names, consistent with applicable data protection and privacy laws to replace WHOIS, including

- Conducting a Policy Development Process, to examine whether a new policy framework will be needed to support the next generation of registration directory services
- Evaluating new Registration Directory Services technology
- Understanding the evolving data protection and privacy regulatory framework.

2.3.2 Placeholder

Description: Projects in this portfolio were moved to 2.1.5 based on feedback received on the draft plans. This placeholder has been retained to minimize reader confusion regarding portfolio numbering.

2.3.3 GDD Technical Services

Description: Projects to enhance systems, services and technical subject matter expertise related to a safe, secure, and reliable operation of the DNS

2.3.4 Internationalized Domain Names

Description: Support the introduction and universal acceptance and adoption of Internationalized Domain Names (IDNs).

2.3.5 New gTLD Program

Description: Projects and ongoing activities in support of the new gTLD Program. Activities include:

- Program Operations to support New gTLD Contracting, as well as prior to delegation operations including Pre-Delegation Testing, Registry On-boarding and Transition to Delegation. Module 5 of the AGB.
- Operate and support Trademark Clearinghouse to enable New gTLD launch processes
- Project to Capture FY17 cost allocations from ICANN (Company 1) to New gTLD budget

2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community

Description: Create outreach and engagement strategies for registry and registrar operators to promote and cultivate a positive and constructive relationship among ICANN Staff, registries, registrars and other participants in the domain name industry value chain. Activities include having dedicated account managers, conducting workshops, webinars, and inter-sessional meetings, and attending ICANN meetings.

2.3.7 Domain Name Services

Description: Domain Name Services ongoing operations and Industry Engagement.

2.3.8 Next gTLD Round Planning

Description: Projects to design, plan and operationally prepare for the next application round of the new gTLD Program.

2.3.9 Universal Acceptance

Description: ICANN support to the Internet community to enable all protocol valid domains - including ccTLDs, gTLDs, and IDNs - to work in applications regardless of the age or script. This work is intended to support the goals of the user choice, user confidence, and competition

2.3.10 Registry Services

Description: Projects related to managing the contracts, defining new services, and building a strong relationship with current and future registrar operators.

2.3.11 Registrar Services

Description: Projects related to managing the contracts, defining new services, and building a strong relationship with current and future registry operators.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
2.3.1 WHOIS Coordination & Implementation	1.0	0.2	0.0	0.0	0.0	0.0	0.2
2.3.2 Placeholder: Projects in this portfolio were moved to 2.1.5 based on feedback received on the draft plans. This placeholder has been retained to minimize reader confusion regarding portfolio numbering.	-	0.0	0.0	0.0	0.0	0.0	0.0
2.3.3 GDD Technical Services	3.4	0.6	0.0	0.2	0.0	0.0	0.8
2.3.4 Internationalized Domain Names	1.0	0.2	0.2	0.8	0.0	0.0	1.2
2.3.5 New gTLD Program	4.4	3.5	0.8	6.2	1.1	0.0	11.7
2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community	-	0.0	0.0	0.1	0.0	0.0	0.1
2.3.7 Domain Name Services	5.7	1.3	0.1	0.2	0.0	0.0	1.7
2.3.8 Next gTLD Round Planning	8.3	1.6	0.0	0.8	0.0	0.0	2.5
2.3.9 Universal Acceptance	-	0.0	0.0	1.3	0.0	0.0	1.3
2.3.10 Registry Services	9.0	1.4	0.2	0.2	0.0	0.0	1.9
2.3.11 Registrar Services	6.0	1.1	0.1	0.1	0.1	0.0	1.4
Total	38.8	\$9.9	\$1.5	\$9.9	\$1.3	\$0.0	\$22.7

7.10 - Objective 3: Advance Organizational, Technological and Operational Excellence

7.11 - 3.1 Ensure ICANN's long-term financial accountability, stability and sustainability

In FY17, we will focus on the following activities that work towards ICANN's long-term financial accountability, stability and sustainability:

1. Achieve financial roadmap annual targets (as designed in FY16)
2. Review operational processes and implement improvements.
3. Modify roadmap as needed and approved by Board, staff and stakeholders.

We will measure our success in achieving this goal by:

- Financial accountability, stability and sustainability indices (composite index of ratios and metrics) including but not limited to:
 - Actual to budget Reserve Fund balance and utilization, and financial performance metrics
 - Internal control performance indicators
 - % project completion indices (with emphasis on major projects)
 - % comparisons of actual to target succession plan readiness
 - % comparisons of actual to target enterprise risk management roadmap achievements
- On-time delivery index of the ICANN Planning process (includes: ICANN Five-Year Strategic Plan for FY16-FY20, Five-Year Operating Plan, Fiscal-Year Operating Plan and Budget, achievements and progress reporting)

PORTFOLIOS

3.1.1 Strategic and Operating Planning

Description: Review of the Five-Year Strategic and Operating Plan Implementation, and the development of FY18 Operating Plan and Budget.

3.1.2 Organizational Excellence and Intelligence

Description: Assessment, evaluation, reporting, and guidance to advance organizational, technological and operational excellence.

3.1.3 Finance and Procurement

Description: All finance and procurement activities for the entire organization, in all locations. Includes the following functions: accounting (including accounts payable and billing), reporting and analysis, planning, tax, audit, procurement (PO processing, approval), sourcing.

3.1.4 Enterprise Risk Management

Description: Continue the focus on planning, assessing risk, evaluating mitigation, monitoring and progress reporting to minimize the effects of risks to the organization.

3.1.5 Support Operations

Description: Various programs and projects that support functional operations. This includes:

- Coordination for the office of the President and CEO
- Tracking costs for ICANN Public Meetings
- Managing other conferences and events
- Developing the FY18 Operating Plan and Budget

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
3.1.1 Strategic and Operating Planning	3.4	0.7	0.3	0.0	0.0	0.0	1.1
3.1.2 Organizational Excellence and Intelligence	0.9	0.1	0.0	0.0	0.0	0.0	0.2
3.1.3 Finance and Procurement	17.3	2.8	0.0	0.2	1.3	0.0	4.4
3.1.4 Enterprise Risk Management	1.0	0.2	0.0	0.2	0.0	0.0	0.4
3.1.5 Support Operations	31.4	5.8	5.5	2.8	7.0	1.0	22.1
Total	53.9	\$9.7	\$5.8	\$3.2	\$8.3	\$1.0	\$28.2

7.12 - 3.2 Ensure structured coordination of ICANN's technical resources

In FY17, we will focus on the following activities that work towards ensuring structured coordination of ICANN's technical resources:

1. Measure and record a baseline for IT Services uptime by tier.
2. Measure and compare metric for the IANA Functions against baseline for YoY improvement.
3. Report on metric for on-time, on-budget IT projects delivery.

We will measure our success in achieving this goal by:

- % of global IT infrastructure uptime (scaling from 99.9% in FY 2016 to 99.999 % in 2020 for ICANN community engagement and information web services)

PORTFOLIOS

3.2.1 Cybersecurity Hardening and Control

Description: All on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations.

3.2.2 IT Infrastructure and Service Scaling

Description: Work towards a top-tier global IT infrastructure performing at 99.999% uptime and have ICANN recognized by the global community as having technical excellence and thought leadership.

3.2.3 Root Systems Operations

Description: Facilitating the continued evolution of the root server system to ensure its ongoing security, stability, and resiliency as DNS technology and operations change over time: maintenance of relationships with the Root Server Operators, RSSAC, and related stakeholders.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
3.2.1 Cybersecurity Hardening and Control	17.7	2.6	0.0	0.4	4.6	0.7	8.3
3.2.2 IT Infrastructure and Service Scaling	32.6	5.6	0.4	1.6	1.2	3.7	12.7
3.2.3 Root Systems Operations	4.0	0.8	0.1	0.2	0.3	0.0	1.4
Total	54.3	\$9.0	\$0.6	\$2.2	\$6.1	\$4.4	\$22.4

7.13 - 3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff, and stakeholders

In FY17, we will focus on one core activity to work towards developing a globally diverse culture of knowledge and expertise available to ICANN's Board, staff and stakeholders.

We will measure our success in achieving this goal by:

- % of achievement in comparison to best practice benchmark metrics of global diverse culture, and knowledge levels of Board, staff and stakeholders
- % of completion - actual to target implementation milestones of global development programs to advance the knowledge and expertise of successors, key staff, all staff, Board and stakeholders

PORTFOLIOS

3.3.1 Talent Management

Description: Establishing and developing the right mix of skills to accomplish critical business needs at both leadership and staff level. This includes focus on areas such as talent acquisition, leadership development, team effectiveness, learning and skill development and organizational change management.

3.3.2 ICANN Technical University

Description: Providing a mechanism to improve the technical understanding of the technology ICANN coordinates.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
3.3.1 Talent Management	5.4	1.0	0.0	0.1	0.0	0.0	1.1
3.3.2 ICANN Technical University	0.3	0.1	0.0	0.0	0.0	0.0	0.1
Total	5.6	\$1.1	\$0.0	\$0.1	\$0.0	\$0.0	\$1.2

7.14 - Objective 4: Promote ICANN’s Role and Multistakeholder Approach

7.15 - 4.1 Encourage engagement with the existing Internet governance ecosystem at national, regional and international levels

In FY17, we will focus on the following activities that work towards encouraging engagement with the existing Internet Governance (IG) Ecosystem at national, regional and international levels:

1. Increase % participation rates documented as baseline established in FY16.
2. Well-functioning and global acceptance by stakeholders of the post NTIA IANA Stewardship Transition, as reflected in feedback from stakeholders.

We will measure our success in achieving this goal by:

- This is a compound index measuring the # of touch points between ICANN and national governments, regional governmental entities, and Intergovernmental organizations, and International Organizations
- Measurement of quarterly engagement comparing to previous fiscal year quarterly engagement to show trend data

PORTFOLIOS

4.1.1 Coordination of ICANN Participation in Internet Governance (IG)

Description: This portfolio includes those projects that coordinate ICANN’s support for and participation in the Internet Governance Ecosystem as well as collaboration with other entities in the ecosystem on projects and initiatives of shared interest.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
4.1.1 Coordination of ICANN participation in Internet Governance	0.7	0.2	0.1	0.0	0.2	0.0	0.5
Total	0.7	\$0.2	\$0.1	\$0.0	\$0.2	\$0.0	\$0.5

7.16 - 4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem

In FY17, we will focus on the following activities that work towards clarifying the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem:

1. Increase the # of governmental entities actively participating in ICANN.
2. Increase the # of trust agreements or frameworks for cooperation

We will measure our success in achieving this goal by:

- Increase # of GAC members (level of actual active participation and level of representation at ICANN meetings)

PORTFOLIOS

4.2.1 Support GAC Engagement

Description: This portfolio includes those projects supporting the activities of the Government Advisory Committee and those that facilitate outreach to increase participation in the work of the GAC.

4.2.2 Engagement with Governments and IGOs

Description:

This portfolio includes those projects supporting and coordinating outreach and engagement with governments and IGOs nationally, regionally and internationally to increase governments knowledge of and participation in the global Internet Governance ecosystem. Currently the IG-related events we anticipate in FY17 include:

- Regional and National IGF and IG events such as the European Dialogue on Internet Governance; Meissen Studentkrisse; SEEIG, SISS; APriG; the Africa Internet Summit and several of the African regional IGF; US IGF and others
- Global IGF in Guadalajara, Mexico December 2016
- ITU Council meetings WG on Internet public policy
- Enhanced Cooperation WG of the CSTD reporting to ECOSOC
- WSIS Forum
- WISA regional preparatory meetings
- Global WISA meeting in Tunisia November 2016.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
4.2.1 Support Governmental Advisory Committee (GAC) Engagement	0.2	0.1	0.0	0.0	0.0	0.0	0.1
4.2.2 Engagement with Governments and International Governmental Organizations (IGOs)	4.6	1.1	0.1	0.2	0.1	0.0	1.5
Total	4.7	\$1.2	\$0.1	\$0.2	\$0.1	\$0.0	\$1.6

7.17 - 4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet Governance ecosystem that addresses Internet issues

In FY17, we will focus on the following activities that work towards participating in the evolution of a global, trusted, inclusive multistakeholder Internet Governance Ecosystem that addresses Internet issues:

1. Increase in # of cooperation agreements with respective Internet organizations over baseline established in FY16.
2. Identification of potential best practices among national and regional multistakeholder IG approaches to be highlighted in outreach work for further adoption of multistakeholder model IG governance mechanisms

We will measure our success in achieving this goal by:

- Participation in the evolution of the IG ecosystem

PORTFOLIOS

4.3.1 Support Internet Governance (IG) Ecosystem Advancement

Description: The portfolio encompasses the collaborative work within the Internet governance ecosystem to support evolution of multistakeholder distributed approaches.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
4.3.1 Support Internet Governance Ecosystem Advancement	1.7	0.6	0.1	0.0	0.0	0.0	0.7
Total	1.7	\$0.6	\$0.1	\$0.0	\$0.0	\$0.0	\$0.7

7.18 - 4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest

In FY17, we will focus on the following activities that work towards promoting role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest:

1. Assess current practices and documentation.
2. Identify and propose best practices.
3. Propose measurements and benchmarks.

We will measure our success in achieving this goal by:

- Develop a framework that generates institutional confidence in ICANN and builds trust over time
 - Assemble and refine Accountability-related KPIs as a means of measuring ICANN's accountability
 - Implement means of measuring long-range progress

PORTFOLIOS

4.4.1 Contractual Compliance Functions

Description: Day-to-day activities to ensure compliance by registrars and registries with their contractual obligations to ICANN and to report back to the community.

4.4.2 Contractual Compliance Initiatives and Improvements

Description: This portfolio comprises a series of projects focused on the continuous improvement of contractual compliance operations and systems. This includes addressing contractual compliance interpretation issues and working with the ICANN stakeholders to define relevant metrics to improve transparency and reporting of contractual compliance.

4.4.3 Contractual Compliance and Safeguards

Description: Projects relating to: (1) outreach to ICANN constituents regarding contractual compliance; (2) development of an analytic and nuanced approach to complex contractual compliance issues; and (3) cooperation and coordination on consumer safeguards that are beyond the scope of pure contract compliance.

4.4.4 Strategic Initiatives

Description: Consider and formulate Institutional Confidence Index (long-range) while assembling and refining Accountability-related KPIs, in line with the Accountability Framework proposed by One World Trust (short-range). This will include establishing benchmarks and targets as well as piloting the usefulness and relevance of KPIs.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
4.4.1 Contractual Compliance Functions	24.1	3.3	0.2	1.0	0.1	0.0	4.5
4.4.2 Contractual Compliance Initiatives & Improvements	1.0	0.2	0.0	0.1	0.0	0.0	0.3
4.4.3 Contractual Compliance and Safeguards	1.0	0.5	0.0	0.0	0.0	0.0	0.5
4.4.4 Strategic Initiatives	0.5	0.1	0.0	0.2	0.0	0.0	0.3
Total	26.5	\$4.0	\$0.2	\$1.3	\$0.1	\$0.0	\$5.6

7.19 – Objective 5: Develop and Implement a Global Public Interest Framework Bounded by ICANN’s Mission

7.20 - 5.1 Act as a steward of the public interest

In FY17, we will focus on the following activities that work towards acting as a steward of the public interest:

- To ascertain ICANN is acting within its global public interest mandate, ICANN will seek to measure and baseline the % of action by ICANN in decision making and how rationales are including the public interest assessments as part of decision making.

We will measure our success in achieving this goal by:

- # of ICANN decisions and advice (Board, staff and stakeholders) that are rationalized based on common consensus-based definition(s) and understandings of public interest within ICANN's remit

PORTFOLIOS

5.1.1 Legal Advisory Function

Description: Provide legal advice to all functions at ICANN.

5.1.2 Public Interest Decision Making

Description: Collaborative work with Community, Board, and Staff to work towards developing a consensus-based framework on understanding public interest within ICANN's remit, how to reflect public interest considerations in decision making across ICANN, and provide operational impact across all groups.

5.1.3 Legal Internal Support

Description: Provide legal support to all functions at ICANN.

5.1.4 Support ICANN Board

Description: Provide staff support to the ICANN Board of Directors.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
5.1.1 Legal Advisory Function	2.9	0.8	0.0	0.0	0.0	0.0	0.8
5.1.2 Public Interest Decision Making	0.1	0.0	0.0	0.0	0.0	0.0	0.0
5.1.3 Legal Internal Support	8.5	2.0	0.1	2.1	0.1	0.0	4.3
5.1.4 Support ICANN Board	9.5	1.9	1.5	1.6	0.1	0.0	5.0
Total	21.0	\$4.7	\$1.6	\$3.7	\$0.1	\$0.0	\$10.2

7.21 - 5.2 Promote ethics, transparency and accountability across the ICANN community

In FY17, we will focus on the following activities that work towards promoting ethics, transparency and accountability across the ICANN Community:

1. Measure against the baseline metrics developed in FY16 and show increase in acceptance and impact of Accountability and Ethical Framework.
2. Continue to review for improvements and enhancements: measure and baseline the % of actions by ICANN in decision making and how rationales are including the public interest assessments as part of decision making.

We will measure our success in achieving this goal by:

- Public interest framework index (for example, ICANN's Documentary Information Disclosure Policy and correspondence posted on time, compliance with the conflict of interest policy and compliance with the Board Code of Conduct)
- Develop a framework for increasing trust in ICANN's fulfilment of its commitments through efficient and effective Reviews:
- Broad and diverse participation in ICANN Reviews
- Community engagement in using ICANN Reviews to drive continuous improvement in accountability, transparency and organizational effectiveness (such as community participation in public comments pertaining to Reviews and other forms of engagement)
- Transmission of all Board approved proposals from the ICG and CCWG-Accountability to NTIA
- Completion of all community proposals that meet NTIA criteria for the IANA transfer for Chartering Organization approval

PORTFOLIOS

5.2.1 Affirmation of Commitments (AoC) Reviews

Description: Conduct mandated, regularly scheduled reviews of ICANN commitments and ICANN entities to support effectiveness and ongoing improvement in ICANN's accountability and governance structures. Support effective community engagement and Board assessment and development of plans to maximize improvements to each entity and benefits to ICANN as a whole. Integrate outcomes into strategic planning efforts.

5.2.2 Organizational Reviews

Description: Conduct regularly scheduled reviews of ICANN entities to support their effectiveness and ongoing improvement; Support Board assessment and development of plans to maximize improvements to each entity and benefits to ICANN as a whole. This includes:

- Oversee timely and effective implementation of recommendations from the Second Accountability and Transparency Review (ATRT₂) and coordinate a predictable schedule of consistent implementation updates. Scheduled FY17 AoC Reviews include CCT, SSR₂, WHOIS₂ and ATRT₃. AoC Reviews will be performed in accordance to ICANN's commitment in the AoC - see Board resolutions 2015.07.28.09–2015.07.28.14 and a letter to the NTIA from Fadi Chehade dated 28 January 2016.
- Conduct regularly scheduled reviews of ICANN entities to support their effectiveness and ongoing improvement; Support Board assessment and development of plans to maximize improvements to each entity and benefits to ICANN as a whole. Scheduled FY17 Organizational Reviews include At-Large Review 2, NomCom₂ Review, and RSSAC₂ Review.

5.2.3 Conflicts of Interest and Organizational Ethics

Description: Support compliance with ICANN's conflict of interest and organizational ethics policy and framework.

5.2.4 IANA Functions Stewardship Transition and Enhancing ICANN Accountability

Description: (1) ICANN achieves its objectives in securing the IANA Stewardship Transition by supporting the three operational communities (names, numbers and protocol parameters) and achieving broad community support for a proposal that satisfies the four principles in NTIA transition proposal; and (2) the CCWG-Accountability is able to produce recommendations that provide assurance that ICANN is accountable in the absence of its historical contractual relationship with the U.S. Government.

5.2.5 Accountability and Transparency Mechanisms

Description: Supporting compliance with ICANN's Accountability and Transparency Mechanisms framework.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
5.2.1 Affirmation of Commitments (AoC) Reviews	3.3	0.7	1.4	1.4	0.0	0.0	3.5
5.2.2 Organizational Reviews	2.1	0.3	0.0	0.0	0.0	0.0	0.3
5.2.3 Conflicts of Interest and Organizational Ethics	0.2	0.1	0.0	0.0	0.0	0.0	0.1
5.2.4 IANA Functions Stewardship Transition & Enhancing ICANN Accountability	9.8	2.5	0.5	5.1	0.0	0.6	8.6
5.2.5 Accountability and Transparency Mechanisms	1.1	0.3	0.0	0.1	0.1	0.0	0.4
Total	16.5	\$3.7	\$2.0	\$6.6	\$0.1	\$0.6	\$12.9

7.22 - 5.3 Empower current and new stakeholders to fully participate in ICANN activities

In FY17, we will continue to build upon the work of FY16 that empowers current and new stakeholders to fully participate in and advance ICANN activities in the broader ecosystem. This work is achieved through specific and measurable development and public responsibility tools, programs, and collaborations along focus areas that strengthen the multistakeholder model.

We will measure our success in achieving this goal by:

- Level of stakeholder participation for development and public responsibility programs, tools, and collaborations

PORTFOLIOS

5.3.1 Development and Public Responsibility Tools

Description: FY17 Development and Public Responsibility Tools overseen by DPRD team to broaden and support the multistakeholder model along focus areas. Tools include supporting and helping to facilitate remote participation, remote hubs, and the Online Learning Platform (OLP) ICANN Learn.

5.3.2 Development and Public Responsibility Programs

Description: FY17 Development and Public Responsibility Programs overseen by DPRD team to broaden and support the multistakeholder model along focus areas. Programs includes to the Fellowship Program, the Newcomer Program, NextGen@ICANN, the Internship Framework, and the Leadership Training Program.

5.3.3 Development and Public Responsibility Collaborations

Description: FY17 Development and Public Responsibility Collaborations overseen by DPRD team to broaden and support the multistakeholder model along focus areas. This includes SO/AC engagement work to identify gaps and barriers in ICANN participation, supporting academic outreach, and collaborative efforts that strengthen the ecosystem around the DNS.

5.3.4 Development and Public Responsibility New Program Development

Description: FY17 new program development for Development and Public Responsibility efforts overseen by DPRD team to address identified gaps in broadening and supporting the multistakeholder model along focus areas. This includes pilot projects as requested

and identified by ICANN stakeholders such as the Stakeholder Onboarding Mentors Program pilot and a pilot exploring the topic of gender diversity at ICANN.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
5.3.1 Development and Public Responsibility Tools	1.7	0.3	0.0	0.1	0.0	0.0	0.4
5.3.2 Development and Public Responsibility Programs	3.5	0.5	0.3	0.2	0.0	0.0	1.1
5.3.3 Development and Public Responsibility Collaborations	1.8	0.3	0.3	0.5	0.2	0.0	1.4
5.3.4 Development and Public Responsibility New Program Development	1.1	0.2	0.5	0.0	0.0	0.0	0.7
Total	8.0	\$1.3	\$1.1	\$0.9	\$0.3	\$0.0	\$3.6

Appendix

A - FY17 Budget by Project

The documents listed below are linked from the ICANN's [financial web pages](#). They include the detail of the costs by category for each project, and the full-time equivalent number of allocated staff. They are provided in both PDF and Excel formats. The Excel includes both sets of information, the PDFs break it out into separate files.

- FY17 Budget by Project
- FY17 Budget by Portfolio

B - FY17 IANA Operations by Activity

The IANA department performs 13 major activities related to the operations for the Names, Numbers and Protocol Parameters client groups. The IANA personnel and resources are shared across the activities by operational communities with several positions supporting multiple communities. This approach to sharing resources is very efficient.

The FY17 budgeted headcount for the IANA department is 16 positions. The FY17 budget for IANA/PTI costs by operational communities was developed by analyzing the time spent by each position on each of the 13 activities. All other departmental expenses and shared resources were also mapped to these 13 activities. These 13 activities were then mapped to the three operational communities.

IANA Activity	Description & Methodology
Stakeholder Reports	<p><u>Names Community Stakeholder Reports:</u> Create the following reports:</p> <ul style="list-style-type: none"> • Monthly DNSSEC report – this is a report to NTIA and is marked confidential • Monthly Root Zone Processing Time report – this is a report to NTIA and is published on ICANN’s IANA website • Monthly Root Zone Audit report – this is a report to NTIA and is published on ICANN’s IANA website • Monthly Performance Standards Metric report – this is a report to NTIA and is published on ICANN’s IANA website. It includes metrics for the names and numbers functions • Periodic reports on delegation and transfers of Top Level Domains published on ICANN’s IANA website • C.4.2 Monthly Performance Progress Report – this is a report to NTIA and is marked confidential. The report includes metrics for the names and numbers functions <p><u>Numbers Community Stakeholder Reports:</u></p> <ul style="list-style-type: none"> • Create monthly Performance Standards Metric report – this is a report to NTIA and is published on ICANN’s IANA website. The report includes metrics for the names and numbers functions. • C.4.2 Monthly Performance Progress Report – this is a report to NTIA and is marked confidential. The report includes metrics for the names and numbers functions <p><u>Protocol Parameters Customer Reports:</u> Create the following reports:</p> <ul style="list-style-type: none"> • Monthly IETF SLA report

	<ul style="list-style-type: none"> • Status of IETF Internet Draft Daily report – automated report posted on IANA website • Monthly reports to the IAB about IANA activities • Monthly Expiration of Early Allocations Report to the IESG
Request Handling	<p><u>Names Community Request Handling:</u></p> <ul style="list-style-type: none"> • Handle requests from the Name Community • Write reports for the Board and NTIA related to TLD change of control (for example, delegations) • Establish new processes and procedures for introducing new services such as EBERO • Handle root zone and names issues and address technical or policy clarifications needed in order to handle a request • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control) <p><u>Numbers Community Request Handling:</u></p> <ul style="list-style-type: none"> • Handle requests from the Numbers Community • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control) <p><u>Protocol Parameters Request Handling:</u></p> <ul style="list-style-type: none"> • Handle requests from the Protocol Parameters Community including new registrations, modifications to existing registrations and the removal of existing registrations • Introduce new processes and procedures for handling requests • Define new processes and procedures for creating new protocol parameter registries as per the IANA Considerations of an RFC • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control)
Stakeholder Engagement	<p><u>Names Community Stakeholder Engagement:</u></p> <ul style="list-style-type: none"> • Preparation, planning and attendance for three ICANN and three regional TLD meetings, and one Registrar & Registry meeting • Includes drafting, renewing and finalizing annual SLA • Drafting and reviewing documents for Public Comments <p><u>Numbers Community Stakeholder Engagement:</u></p> <ul style="list-style-type: none"> • Preparation, planning and attendance for 10 RIR meetings and 12 ASO (Address Supporting Organization) teleconferences • Includes drafting, renewing and finalizing annual SLAs, and reviewing policy documents adopted by the RIRs

	<p><u>Protocol Parameters Community Stakeholder Engagement:</u></p> <ul style="list-style-type: none"> • Attendance for three IETF meetings and periodic teleconferences with IPROC • Includes drafting, renewing and finalizing annual Service Level Agreements • Participation in twice-monthly IESG teleconferences and monthly IAB business meetings. Formal review of Internet-Drafts during IETF Last Call, IESG Evaluation, Document Approval and Final publication • Contract with expert for technical review of Internet-Drafts
Internal Reports	<p><u>Names, Numbers and Protocol Parameters Community Internal Reports:</u></p> <ul style="list-style-type: none"> • Conduct annual EFQM assessments to identify strengths and implement improvements to processes, services, people, leadership and customer results across all three functions • Development of KPI dashboards • Quarterly reports for the Board • Quarterly reports for Global Stakeholder Engagement • Reports for ICANN GDD Operations • Reports for internal staff meetings • Reports for the ICANN annual report • Materials for ICANN meetings
Systems/Tools Enhancements	<p><u>Names, Numbers and Protocol Parameters Community Systems/Tools Enhancements:</u></p> <p>Perform the following across all three functions:</p> <ul style="list-style-type: none"> • Develop dedicated systems/tools enhancements to improve performance of services provided by the IANA department • Develop tools required to implement new community mandated processes • Consult about enhancements for registry workflow • Architect and implement website improvements, and administer ICANN’s IANA website including oversight of contractors and developers • Provide general management oversight for website tools and enhancements • Architect and implement system improvements for the registry workflow • Provide requirements and propose improvements to the registry workflow, as well as engage in User Acceptance testing • Provide general management oversight for system enhancements <p>Includes software licenses and materials for ICANN’s IANA website development, outsourced development to implement projects (for example, RDAP) and transition related web development.</p>

	<p><u>Names Community Systems/Tools Enhancements:</u> Outsourced development for tools to monitor uptime of systems and software to report on SLEs defined by CWG.</p> <p><u>Protocol Parameters Community Systems/Tools Enhancements:</u> Provide website improvement criteria and requests specifically for protocol parameters. Includes outsourced development for XML format registries, development of reporting tools, and enhancements to XML format registries.</p>
Dept. Management Responsibilities	<p><u>Names, Numbers and Protocol Parameters Community Department Management Responsibilities:</u></p> <ul style="list-style-type: none"> • Membership and participation in ICANN’s Technology and Operations Senior Management Teams, representing all three functions • Represent IANA Functions Operator at I-Star meetings. I-Star is a loosely coordinated group including ICANN, the IETF, W3C, regional ccTLD groups, the RIRs, and the Internet Society. • Management responsibilities related to post-transition bodies (for example, CSC) <p>The VP of IANA Functions owns and manages FY17 budget for the 15 staff supporting all three functions:</p> <ul style="list-style-type: none"> • Five senior staff with management responsibilities • Two Cryptographic Key Managers • Five IANA Specialists • One Audit Associate • One Project Manager/Technical Writer • One Sr. Administrative Assistant
Key Signing Ceremonies	<p><u>Names Community Root Zone Key Signing Ceremonies:</u> Four Root Zone Key Signing Key Ceremonies (both East and West Coast) each year, including ceremony preparation and post-ceremony processing of the logs, video, and ceremony notes, then posting of material on ICANN’s IANA website. Includes:</p> <ul style="list-style-type: none"> • Consultation with ceremony participants in reviewing and revising ceremony scripts • Reviewing and revising DNSSEC policy documentation with the Policy Management Authority • Collaboration with Verisign, the Root Zone Maintainer, which manages Zone Signing Keys • Manage relationships with Trusted Community Representatives <p>Numbers and Protocol Parameters functions do not apply</p>
KMF Facility Management	<p><u>Names KMF facilities:</u></p> <ul style="list-style-type: none"> • Manage the Key Management Facilities (KMF) and the Root Zone Key Signing Ceremonies • Manage and oversee plans to maintain and upgrade the KMF facilities, including related travel

	<ul style="list-style-type: none"> Capital expense includes furniture, computer equipment, audit camera replacement, signing software development and service contracts for alarm system and the facilities <p>Numbers and Protocol Parameters functions do not apply.</p>
Customer Surveys	<p><u>Names, Numbers and Protocol Parameters Communities Customer Satisfaction Surveys:</u></p> <ul style="list-style-type: none"> Involves selecting, contracting, and overseeing the third-party vendor that administers and analyzes the annual survey, as well as writing the final report which is posted on ICANN.ORG and IANA.ORG The procurement office issues the RFP and reviews the responses for compliance to the criteria in the RFP and negotiates the best price for the contract There is only one RFP for the customer satisfaction survey since all the functions are surveyed by a single contractor and at the same time
Third-party Systems Audits	<p><u>Names Community third-party System Audits:</u></p> <ul style="list-style-type: none"> Two staff members lead the selection, contracting and oversight of the third-party vendor. Staff reviews the status of internal controls, and meets with control owners on a quarterly basis to ensure no changes have occurred to in-scope processes and systems. Staff also leads the internal review of the final report and assertion letter. The procurement office reviews the contract and negotiates the best price/terms with the vendor. The IT department as well as the HR, Security and Facilities departments are instrumental in providing evidence related to systems that are in-scope of the audits. Legal reviews the final audit reports and ICANN’s assertion and representation letters prior to signing by the President of GDD and submission to NTIA. Two ICANN Cryptographic Key Managers are instrumental in providing evidence related to systems that are in-scope of the audits. IANA department personnel are interviewed and tender evidence to the auditor in response to inquiries, perform visits to remote facilities to collect audit-related material, and perform audit-related reviews <p><u>Numbers Community third-party System Audits:</u> Although the current controls for the SOC2 audit were not specifically designed to address the Numbers processes, the evidence provided to the vendor demonstrates that ICANN remains compliant with the Process Operations controls. The controls involve reviewing the monthly reports that are published on ICANN’s IANA website, as well as the list of documented processes for all of the IANA Functions.</p> <p><u>Protocol Parameters Community third-party System Audits:</u></p>

	In addition to the above explanation under “Names Community third-party Systems Audit,” a third staff member is involved in establishing the controls for the audit of the protocol parameter systems. Two of the seven Process Operations controls are specifically related to the protocol parameters function.
Risk, Security, Continuity Plans	<u>Names, Numbers and Protocol Parameters Community Risk/Security/Continuity Plans:</u> Review and revise the department’s Continuity and Security Plans each year
Consultation to Policy Groups	<u>Names Community Consultation to Policy Groups:</u> Consulting with the policy department regarding ccNSO, gTLD, IDN and ISO-3166 updates, policy recommendations, implementations and reports <u>Numbers Community Customer Consultation to Policy Groups:</u> Consulting with the RIR CEOs or ASO regarding allocations of IP and AS numbers, and reviewing ASO teleconference minutes and confirming there are no new Global Policies to be implemented. <u>Protocol Parameters Consultation to Policy Groups:</u> Consulting with the IETF/IAB leadership regarding IANA Considerations and the resulting implementation implications of those RFCs, as well as the relationship between ICANN and the Protocol Parameters Community. Also consulting internally regarding implications of the IANA Considerations detailed in RFCs that impact how IANA services are delivered.
Organizational Meetings (Corporate & Departmental)	<u>Names Organizational Meetings:</u> Includes immigration activities and services as needed for volunteer Trusted Community Representatives and staff, as well as administration (support and facilities) costs for DNSSEC meetings including security, rent, Internet access, phone and registration costs <u>Names, Numbers and Protocol Parameters Organizational Meetings:</u> Training provided to Audit Associate and IANA Specialists across all three functions, as well as administration costs for team lunches, transportation, postage, home Internet connectivity, tuition reimbursement, training courses and recognition awards for staff members. Provide IANA cross-training across ICANN organization. Attend for semi-annual Senior Management Team (SMT) meetings. Contribute to weekly SMT Operations meetings. Represent IANA functions at weekly GDD meetings.

Below is breakdown of the direct costs of each of the above activities by category of expenses and by operational community.

IANA Budget Summary by Activities
In Thousands, USD

ACTIVITIES BUDGET - DIRECT COSTS	FTE	NAMES	NUMBERS	PROTOCOLS	TOTAL COSTS
Total Stakeholder Reports	1.0	\$54.1	\$28.1	\$62.8	\$145.0
Personnel		54.1	28.1	62.8	145.0
T&M		0.0	0.0	0.0	0.0
Professional Services		0.0	0.0	0.0	0.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Request Handling	3.2	160.7	7.9	192.3	360.8
Personnel		154.8	7.9	181.3	343.9
T&M		0.9	0.0	0.0	0.9
Professional Services		5.0	0.0	11.0	16.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Stakeholder Engagement	1.4	122.5	116.9	228.4	467.8
Personnel		88.3	59.6	161.6	309.5
T&M		34.2	57.3	66.7	158.3
Professional Services		0.0	0.0	0.0	0.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Internal Reports	1.3	72.4	46.4	63.7	182.5
Personnel		72.4	46.4	63.7	182.5
T&M		0.0	0.0	0.0	0.0
Professional Services		0.0	0.0	0.0	0.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Systems/Tools Enhancements	1.2	94.5	76.5	106.4	277.5
Personnel		69.8	67.6	82.5	219.9
T&M		0.7	0.0	0.0	0.7
Professional Services		23.3	8.3	23.3	55.0
Admin		0.6	0.6	0.6	1.9
Capital		0.0	0.0	0.0	0.0

ACTIVITIES BUDGET - DIRECT COSTS	FTE	NAMES	NUMBERS	PROTOCOLS	TOTAL COSTS
Total Dept Management Responsibilities	2.0	221.8	93.5	128.5	443.8
Personnel		215.6	87.3	113.3	416.1
T&M		6.2	6.2	15.2	27.7
Professional Services		0.0	0.0	0.0	0.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Key Signing Ceremonies	1.3	314.8	0.0	0.0	314.8
Personnel		225.9	0.0	0.0	225.9
T&M		8.9	0.0	0.0	8.9
Professional Services		80.0	0.0	0.0	80.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total KMF Facility Management	1.3	368.2	0.0	0.0	368.2
Personnel		256.7	0.0	0.0	256.7
T&M		6.9	0.0	0.0	6.9
Professional Services		4.0	0.0	0.0	4.0
Admin		1.6	0.0	0.0	1.6
Capital		99.0	0.0	0.0	99.0
Total Customer Surveys	0.1	15.6	14.0	25.1	54.8
Personnel		7.2	5.6	16.7	29.5
T&M		0.1	0.1	0.1	0.3
Professional Services		8.3	8.3	8.3	25.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total 3rd Party Systems Audits	1.5	222.0	0.0	155.1	377.1
Personnel		119.4	0.0	55.1	174.4
T&M		2.6	0.0	0.0	2.6
Professional Services		100.0	0.0	100.0	200.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0

ACTIVITIES BUDGET - DIRECT COSTS	FTE	NAMES	NUMBERS	PROTOCOLS	TOTAL COSTS
Total Risk, Security, Continuity Plans	0.7	45.9	45.9	45.9	137.8
Personnel		37.8	37.8	37.8	113.3
T&M		1.5	1.5	1.5	4.6
Professional Services		6.7	6.7	6.7	20.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Consultation to Policy Groups	0.2	38.3	10.5	14.5	63.4
Personnel		38.3	10.5	14.5	63.4
T&M		0.0	0.0	0.0	0.0
Professional Services		0.0	0.0	0.0	0.0
Admin		0.0	0.0	0.0	0.0
Capital		0.0	0.0	0.0	0.0
Total Organizational Meetings (Corp & Dept)	0.8	406.2	43.6	43.6	493.3
Personnel		37.1	30.1	30.1	97.3
T&M		27.8	4.3	4.3	36.4
Professional Services		0.0	0.0	0.0	0.0
Admin		341.2	9.2	9.2	359.6
Capital		0.0	0.0	0.0	0.0
TOTAL BUDGET - DIRECT COSTS	16.0	\$2,137.0	\$483.4	\$1,066.2	\$3,686.7

TOTAL BUDGET BY EXPENSE BY OPERATIONAL COMMUNITIES	NAMES	NUMBERS	PROTOCOLS	TOTAL COSTS
Personnel	\$1,377.3	\$380.8	\$819.3	\$2,577.4
T&M	90.0	69.5	87.8	247.2
Professional Services	227.3	23.3	149.3	400.0
Admin	343.4	9.8	9.8	363.0
Capital	99.0	0.0	0.0	99.0
TOTAL BUDGET - DIRECT COSTS	\$2,137.0	\$483.4	\$1,066.2	\$3,686.7

C - Registrar Fees

The Registrar fees are to be approved by the Board before submission to voting by the Registrars.

Approximately 2,124 registrars are currently accredited by ICANN. This relationship is governed by the Registrar Accreditation Agreement (RAA), of which the most recent version was approved in June 2013. The two versions of the agreement currently in use were approved in 2009 and 2013. The RAA is a five-year agreement that provides for the following types of fees:

- Application fees
- Annual accreditation fees
- Variable accreditation fees
- Per registrar variable fees
- Transaction based fees

In addition, since 2009, the budget has assumed an Add Grace Period (AGP) excess deletion fee to eliminate domain tasting. The amount for AGP deletion fees was assumed to be zero in past budgets and is also assumed to be zero for the FY17 budget.

Application fees are paid one time by prospective registrars at the time of application. For FY17, the application fees are estimated to be \$140,000 based upon a volume of 40 applications and a per application fee of \$3,500 per application.

Annual accreditation fees are fees that all registrars are required to pay annually to maintain accreditation. The fee is \$4,000 per year. Registrars have the option of paying the annual \$4,000 accreditation fee in quarterly installments of \$1,000. For FY17, the annual accreditation fees are estimated at \$6.3 million, based on an average of 2,000 registrars renewing and being newly accredited.

Variable accreditation fees are determined based on the transaction type and volume of each registrar. There are two types of fees associated with the variable accreditation fees:

- Per registrar variable fee
- Transaction based fee

Per registrar variable fees are based on a validated concept that ICANN often expends the same quantum of effort in providing services to a registrar regardless of size. However, provided that the registrar is considerably smaller in size and in activity, some

registrars will continue to be eligible for “forgiveness” of two-thirds of the standard per-registrar variable fee. To be eligible for forgiveness, the registrar must have: (1) less than 350,000 gTLD names under its management; and (2) no more than 200 attempted adds per successful net add in any TLD. Forgiveness will be granted each quarter to all registrars that qualify.

The amount per registrar is calculated each quarter by dividing \$950 thousand (one-fourth of \$3.8 million) equally among all registrars that have at least been accredited for one full quarter or have made at least one transaction, taking into consideration the forgiveness factor.

In addition, a discount of 10 percent is granted to all registrars operating under the 2009 and 2013 RAA.

Transaction based fees are assessed on each annual increment of an add, renew or a transfer transaction that has survived a related add or auto-renew grace period. This fee will be billed at \$0.18 per transaction for registrars operating under the 2009 or 2013 RAA (resulting from a \$0.20 base fee, discounted by 10 percent to \$0.18).

Add-grace period excess deletion fees are assessed on each domain name deleted, in excess of the threshold, during an add-grace period. The threshold is the larger of 50 or 10 percent of total adds, per month, per TLD. The rate per excess deletion is \$0.20. Below is a summary of the estimated Registrar fees for FY17 by fee type.

In Millions, USD	FY17 Best Estimate	FY16 Forecast	+ Incr./ - Decr.	%	FY17 Estimates	
					High	Low
Existing TLDs						
Application Fees	0.1	2.6	(2.5)	-95%	0.1	0.1
Accreditation Fees	6.3	8.8	(2.4)	-28%	10.0	2.8
Per-Registrar Variable Fee	3.4	3.4	-	0%	3.4	3.4
Transaction Fees	34.6	31.1	3.5	11%	35.0	33.9
Total Registrar Revenue	\$44.5	\$46.0	(\$1.4)	-3%	\$48.6	\$40.3



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REFERENCE MATERIALS – BOARD SUBMISSION NO. 2016.06.25.1e

TITLE: **Consideration of Independent Review Panel’s Final Declaration in the *Donuts Inc. vs. ICANN* IRP**

Summary Background:

On 12 May 2016, the parties received the Independent Review Process (IRP) Panel’s (Panel’s) Final Declaration in the IRP filed by Donuts Inc. (Donuts) (see [Final Declaration](#), Attachment A to Reference Materials). The IRP challenged two expert determinations, each upholding community objections brought against Donuts’ applications for .SPORTS and .RUGBY, respectively.

In a 2-1 decision declaring ICANN to be the prevailing party, the Panel stated “Donuts has not met its burden to demonstrate action or inaction by the Board that violated ICANN’s Articles or its Bylaws.” (*Id.* at ¶ 225.) The Panel further declared that Donuts is to bear all the fees and expenses and “reimburse ICANN the sum of US\$83,067.66,” the portion of fees and expenses incurred by ICANN.” (*Id.* at ¶¶ 235-236.)

In addition, the Panel declared that: (i) an IRP panel is limited to declaring whether the Board has acted consistently with ICANN’s Articles and Bylaws (*id.* at ¶ 126), and since the actions of experts appointed by the International Chamber of Commerce (ICC) do not equate to Board action or inaction, they are not reviewable by an IRP panel (*id.* at ¶ 159); (ii) an IRP panel is not permitted to substitute its judgment for that of the Board (*id.* at ¶ 129); (iii) the time for challenging the community objection process has passed (*id.* at ¶¶ 136, 179); (iv) the “Board need not react merely because it has been petitioned to do so by a stakeholder, commentator or other observer” (*id.* at ¶ 170); (v) the Board is not required to, and has not represented that it would, institute training of the ICC-appointed experts (*id.* at ¶ 172); (vi) the lack of an appeal mechanism to contest the merits of expert determinations does not violate ICANN’s Articles or Bylaws (*id.* at ¶¶ 182-183); (vii) the Board has no affirmative duty to individually consider each and every new gTLD application (*id.* at ¶¶ 185, 213); and (viii) ICANN did not discriminate against Donuts by

not implementing a review mechanism of community objections in general or of the community objections at issue here (*id.* at ¶¶ 220-221).

The Panel also made some observations for the Board’s consideration. In particular, the Panel opined that “the community objection process might to [*sic*] advantage employ panels composed of three experts.” (*Id.* at ¶ 229.) The Panel also observed that since applicants may pursue standard applications for strings with relatively open registration policies but which could also be associated with one or more communities, there may be a “predictable conflict of expectations” and “the assumptions and policies that lead to this kind of tension warrant further study.” (*Id.* at ¶ 231.) The Panel further noted that “some sort of appeals mechanism [for community objection determinations] might add predictability of outcome and produce greater satisfaction with the process by some,” and “to do so in a sound fashion after careful study would be consistent with ICANN’s Articles and Bylaws.” (*Id.* at ¶ 181.) Finally, while the Panel did not suggest that ICANN provide for a re-review of SportAccord’s community objection to Donuts’ application for .SPORTS, the Panel did note its belief that a review by a different expert (or three experts) would not be inconsistent with ICANN’s values and principles. (*Id.* at ¶ 230.)

As required, the Board considered the Final Declaration and, for the reasons set forth in the Resolution and Rationale, accepted the findings in the Panel’s Final Declaration.

Document/Background Links

The following attachment is relevant to the Board’s consideration of the Panel’s Final Declaration in the Donuts IRP:

- Attachment A is the Panel’s [Final Declaration](#), signed on 5 May 2016, and issued to the parties on 12 May 2016.

Other Relevant Materials

The documents submitted during the course of the Donuts IRP are available at: <https://www.icann.org/resources/pages/donuts-v-icann-2014-10-13-en>.

The .SPORTS Expert Determination is available at:

<https://newgtlds.icann.org/sites/default/files/drsp/27jan14/determination-1-1-1614-27785-en.pdf>.

The .RUGBY Expert Determination is available at:

<https://newgtlds.icann.org/sites/default/files/drsp/10feb14/determination-1-1-1612-2805-en.pdf>.

Submitted by: Amy A. Stathos, Deputy General Counsel

Date Noted: 10 June 2016

Email: amy.stathos@icann.org

REFERENCE MATERIALS - BOARD PAPER NO. 2016.06.25.2a

TITLE: Independent Review of the Generic Names Supporting Organization Final Report and Recommendations

This Reference Material summarizes:

- Recommendations Issued by Independent Examiner (Exhibit A);
- GNSO Working Party's Feasibility and Prioritization Analysis of the GNSO Review Recommendations (Exhibit A)
- Comments from GNSO Council and Community (Exhibit A and Exhibit B)
- Staff comments on Status of improvement effort / staff lead (Exhibit A)
- Independent Examiner's Recommendations: Overview of Changes from Draft to Final Report (Exhibit C)

The recommendations listed in Exhibit A are in order of priority and color-coded, both in accordance with the GNSO Working party's assessment: agreed = green; 'work already underway' = orange; 'agreed with modifications' = yellow; 'did not agree' = red.

Note, Recommendation 21 is marked partially 'red' and partially 'green' because the WP recommended not to implement it in its Assessment. The GNSO Council in its [motion adopting the Assessment](#) voted to change the status from 'do not implement' to 'implement with low priority'. The WP did not object to this and two of its members in their capacity of Councilors voted in favor of the motion (which passed unanimously) and so the OEC considered Recommendation 21 as 'green' and recommended to the Board to adopt it.

'Prioritization' and 'Working Party Comments' were adopted by the GNSO Council, 'Council Comments' were provided by Councilors and other members of the GNSO community but not formally adopted by the Council, 'Status of improvement effort / staff lead' was provided by staff and not adopted by the Council, either.

Exhibit 2 contains a staff summary of community comments with regard to the recommendations that ought to be considered during the implementation phase.

Signature Block:

Submitted by: Larisa B. Gurnick

Position: Senior Director, Multistakeholder Strategy, Strategic Initiative

Date Noted: 9 June 2016

Email: Larisa.Gurnick@ICANN.org

Exhibit A

Recommendations are sorted according to the priority assigned by GNSO Review Working Party

Recommendation 6	
Independent Examiner's Final Recommendation	That the GNSO record and regularly publish statistics on WG participation (including diversity statistics).
Prioritization	High
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 26	
Independent Examiner's Final Recommendation	That GNSO Council members, Executive Committee members of SGs and Cs and members of WGs complete and maintain a current, comprehensive SOI on the GNSO website. Where individuals represent bodies or clients, this information is to be posted. If not posted because of client confidentiality, the participant's interest or position must be disclosed. Failing either of these, the individual not be permitted to participate.
Prioritization	High
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 27	
Independent Examiner's Final Recommendation	That the GNSO establish and maintain a centralized publicly available list of members and individual participants of every Constituency and Stakeholder Group (with a link to the individual's SOI where one is required and posted).
Prioritization	High
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 8	
Independent Examiner's Final Recommendation	That WGs should have an explicit role in responding to implementation issues related to policy they have developed.
Prioritization	High
Working Party Comments	Agree but work is already done elsewhere. Chuck: The already approved Policy & Implementation WG recommendations cover this. Ongoing GNSO action item: ensure it happens in all future policy implementation efforts.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	GNSO Council is overseeing implementation of final recommendation of the Policy & Implementation Working Group. Final Report: http://gns0.icann.org/en/issues/policy-implementation/pi-wg-final-recommendations-01jun15-en.pdf Workspace: http://gns0.icann.org/en/group-activities/inactive/2015/policy-implementation Staff support: Marika Konings

Recommendation 15	
Independent Examiner's Final Recommendation	That the GNSO continues current PDP Improvements Project initiatives to address timeliness of the PDP.
Prioritization	High
Working Party Comments	Already being done. Chuck: GNSO action items: ensure that efforts to improve the timeliness of PDPs continue.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. There is also now the possibility to create a 'expedited PDP' in place: https://gns0.icann.org/en/council/annex-4-epdp-manual-16feb16-en.pdf Staff support: Marika Konings

Recommendation 16	
Independent Examiner's Final Recommendation	That a policy impact assessment (PIA) be included as a standard part of any policy process.
Prioritization	High
Working Party Comments	Already in the PDP manual. Have no analytical framework to do this. What is being measured? Chuck: GNSO action items: i) Develop an analytical framework for assessing policy impacts; ii) determine what should be measured and corresponding metrics.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort; also featured in the Final Report of the Data and Metrics for Policy-Making (DMPM) Working Group DMPM Final Report: http://gns0.icann.org/en/issues/dmpm-final-09oct15-en.pdf PDP Manual: http://gns0.icann.org/en/council/annex-2-pdp-manual-16feb16-en.pdf Staff lead: Marika Konings, Steve Chan

Recommendation 18	
Independent Examiner's Final Recommendation	That the GNSO Council evaluate post implementation policy effectiveness on an ongoing basis (rather than periodically as stated in the current GNSO Operating Procedures); and that these evaluations are analyzed by the GNSO Council to monitor and improve the drafting and scope of future PDP Charters and facilitate the effectiveness of GNSO policy outcomes over time.
Prioritization	High
Working Party Comments	Define at the start of implementation, the assessment period is established. How should GNSO council evaluate implemented policies? Align with the Data and Metrics for Policy-Making Working Group output. Chuck: The Working Party supports this recommendation. GNSO action items: i) Change the PDP Guidelines to make post-implementation policy effectiveness evaluation an ongoing rather than a periodic process and to include an assessment period at the start of the implementation process; ii) develop guidelines for how implementation of policies should be evaluated.
Council Comments	Adopted by Council as recommended by WP.

Status of improvement effort / staff lead	<p>PDP Manual prescribes in Article 17: “Periodic assessment of PDP recommendations and policies is an important tool to guard against unexpected results or inefficient processes arising from GNSO policies. PDP Teams are encouraged to include proposed timing, assessment tools, and metrics for review as part of their Final Report. In addition, the GNSO Council may at any time initiate reviews of past policy recommendations.”</p> <p>PDP Manual: http://gnso.icann.org/en/council/annex-2-pdp-manual-16feb16-en.pdf</p> <p>Staff support: Marika Konings, Mary Wong</p>
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Recommendation 5	
Independent Examiner’s Final Recommendation	That, during each WG self-assessment, new members be asked how their input has been solicited and considered.
Prioritization	Medium
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 17	
Independent Examiner’s Final Recommendation	That the practice of Working Group self-evaluation be incorporated into the policy development process; and that these evaluations should be published and used as a basis for continual process improvement in the PDP.
Prioritization	Medium
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 29	
Independent Examiner’s Final Recommendation	That SOIs of GNSO Council Members and Executive Committee members of all SGs and Cs include the total number of years that person has held leadership positions in ICANN.
Prioritization	Medium
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 10	
Independent Examiner's Final Recommendation	That the GNSO Council develop criteria for WGs to engage a professional facilitator/moderator in certain situations.
Prioritization	Medium
Working Party Comments	What does it mean to "engage"?; could be costly; develop criteria such as using an internal facilitator; should review existing pilot program already underway and that additional criteria be developed.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	A pilot program with full-day face-to-face PDP WG meetings (usually the Friday before an ICANN meeting), led by a facilitator, is already in place. The GNSO Council determines which Group is selected for each meeting. Staff lead: Marika Konings

Recommendation 12	
Independent Examiner's Final Recommendation	That ICANN assess the feasibility of providing a real-time transcription service in audio conferences for WG meetings.
Prioritization	Medium
Working Party Comments	Adopt – connect with work already done with ALAC.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 33	
Independent Examiner's Final Recommendation	That SGs, Cs and the Nominating Committee, in selecting their candidates for appointment to the GNSO Council, should aim to increase the geographic, gender and cultural diversity of its participants, as defined in ICANN Core Value 4.
Prioritization	Medium
Working Party Comments	WP believes work is already being done but improvements/metrics need to be made in this area
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	Each Stakeholder Group and Constituency holds the lead for itself. Assistance is provided to them by the GNSO Secretariat and the GNSO policy support staff. Staff lead: Marika Konings, Glen de Saint Géry

Recommendation 1	
Independent Examiner's Final Recommendation	That the GNSO develop and monitor metrics to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups (WGs).
Prioritization	Medium
Working Party Comments	Adopt – Need strategic goals, objectives, and KPIs - themes around problems that we want to solve. Should measure the shared effectiveness between ICANN and community.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 11	
Independent Examiner's Final Recommendation	That the face-to-face PDP WG pilot project be assessed when completed. If the results are beneficial, guidelines should be developed and support funding made available.
Prioritization	Medium
Working Party Comments	Has been done for two years. Need to evaluate. Chuck: GNSO action items: i) Develop guidelines; ii) encourage support funding in the ICANN budget.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	GNSO Council oversees this assessment. Staff support: Marika Konings

Recommendation 14	
Independent Examiner's Final Recommendation	That the GNSO further explores PDP 'chunking' and examines each potential PDP as to its feasibility for breaking into discrete stages.
Prioritization	Medium
Working Party Comments	Allow GNSO flexibility to determine when chunking (or phases) is appropriate; needs refinement.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. Ongoing broad-subject PDPs are often chunked and divided into phases and/or subgroups. In case of the PDP on Review of all RPMs in all gTLDs the phasing has even been added to the PDP Charter. RPM Charter: http://gns0.icann.org/en/drafts/rpm-charter-15mar16-en.pdf Staff lead: Marika Konings, Mary Wong

Recommendation 24	
Independent Examiner's Final Recommendation	That the GNSO Council and SGs and Cs adhere to the published process for applications for new Constituencies. That the ICANN Board in assessing an application satisfy itself that all parties have followed the published process, subject to which the default outcome is that a new Constituency is admitted. That all applications for new Constituencies, including historic applications, be published on the ICANN website with full transparency of decision-making.
Prioritization	Medium
Working Party Comments	Partly done. May need to be easier to find. Stephanie thinks that this is not being done and this should be done at the start. Chuck: Some in the Working Party believe this is already being done; some disagree. If it is being done, it should be done at the beginning of the process. Regardless, the Working Party believes that this recommendation will require some due diligence on the part of the GNSO. GNSO action items: i) Determine whether new Constituency application processes are clearly posted and easily accessible, ii) determine what steps are taken to ensure compliance with those processes and whether those steps are adequate; iii) determine if all Constituency applications, including historic ones, are publicly posted along with full transparency of the decision-making process; iv) determine whether or not there is a presumption that a new Constituency should be admitted if all requirements are met and if such a presumption is appropriate; v) determine what process the Board uses to evaluate new Constituency applications and whether they are ensuring process compliance; vi) make recommendations for any modifications to the process, if any.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	No specific owner for this project. New Constituency/SG application process can be found here: http://gns0.icann.org/en/about/form-new-constituency.htm

Recommendation 31	
Independent Examiner's Final Recommendation	That the GAC-GNSO Consultation Group on GAC Early Engagement in the GNSO Policy Development Process continue its two work streams as priority projects. As a part of its work it should consider how the GAC could appoint a non-binding, non-voting liaison to the WG of each relevant GNSO PDP as a means of providing timely input.
Prioritization	Medium
Working Party Comments	Ongoing work. Chuck: The Working Party encourages the ongoing work of the Consultation Group and suggests that it consider whether 'the GAC could appoint a non-binding, non-voting liaison to the WG of each relevant GNSO PDP as a means of providing timely input.' GNSO action item: Send a letter to the GAC expressing appreciation for the work of the Consultation Group, encourage continuation of the group and ask whether it might be worthwhile for the GAC to consider appointing 'a non-binding, non-voting liaison to the WG of each relevant GNSO PDP as a means of providing timely input.' (An alternative approach here may be to first test this with the GNSO GAC liaison.)
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	GNSO Council holds the lead to send letter and coordinate with GAC. GAC-GNSO Consultation Group wiki: https://community.icann.org/x/phPRAg Staff support: Marika Konings

Recommendation 35¹	
Independent Examiner's Final Recommendation	That the GNSO Council establish a WG, whose membership specifically reflects the demographic, cultural, gender and age diversity of the Internet as a whole, to recommend to Council ways to reduce barriers to participation in the GNSO by non- English speakers and those with limited command of English.
Prioritization	Medium
Working Party Comments	Agree with the intent, but not the WG approach. The metrics used to measure diversity should be specified with more consideration to what can actually be defined and measured. Chuck: What is wrong with the WG approach? What would be an alternative way of fulfilling the intent of this recommendation?
Working Party Recommendation	That the GNSO Council establish a WG to recommend ways to reduce barriers to participation by non-English speakers and those with limited command of English. To the extent practicable, the members of the WG should be diverse and reflect demographic, cultural, gender and age diversity.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 2	
Independent Examiner's Final Recommendation	That the GNSO develop and fund more targeted programs to recruit volunteers and broaden participation in PDP WGs, given the vital role volunteers play in Working Groups and policy development.
Prioritization	Medium
Working Party Comments	Adopt; create in-depth program should be developed; stronger volunteer drive that includes metrics to capture volunteers based on outreach efforts
Council Comments	Adopted by Council as recommended by WP.

Recommendation 9	
Independent Examiner's Final Recommendation	That a formal Working Group leadership assessment program be developed as part of the overall training and development program.
Prioritization	Medium
Working Party Comments	Adopt; refine recommendation to note that it should develop a needs assessment for WG leaders.
Council Comments	Adopted by Council as recommended by WP.

¹ See see GNSO implementation comments included in Annex A below.

Recommendation 3	
Independent Examiner's Final Recommendation	That the GNSO Council reduce or remove cost barriers to volunteer participation in WGs.
Prioritization	Medium
Working Party Comments	Overlap with other rec; GNSO Council should not determine how finances are allocated to WG members; what are cost barriers (time and costs?); training (wiki for example); identify cost barriers.
Working Party Recommendation	That the GNSO Council reduce time barriers to volunteer participation and consider ways enhance participation remotely without the need for travel expenditures.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 7²	
Independent Examiner's Final Recommendation	That Stakeholder Groups (SGs) and Constituencies (Cs) engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers.
Prioritization	Medium
Working Party Comments	Include summaries in multiple languages; combine with other similar recs; further discussions with reps from SGs and Cs together and see what needs are before the WP makes a recommendation.
Working Party Recommendation	That Stakeholder Groups (SGs) and Constituencies (Cs) strive to overcome language barriers by participating in the WG established under Recommendation 35.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 13	
Independent Examiner's Final Recommendation	That the GNSO Council evaluate and, if appropriate, pilot a technology solution (such as Loomio or similar) to facilitate wider participation in WG consensus-based decision making.
Prioritization	Medium
Working Party Comments	WP believes in continuous improvement; no specific tool is being recommended; tool must meet need that is currently not being met.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	This is part of the wider remit of the Standing Committee on GNSO Improvements Implementation (SCI), which is managed by the GNSO Council SCI wiki: https://community.icann.org/x/5ILT Staff lead: Marika Konings, Julie Hedlund

² See see GNSO implementation comments included in Annex A below.

Recommendation 19	
Independent Examiner's Final Recommendation	As strategic manager rather than a policy body the GNSO Council should continue to focus on ensuring that a WG has been properly constituted, has thoroughly fulfilled the terms of its charter and has followed due process.
Prioritization	Low
Working Party Comments	Work is already being done.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. Updates of each PDP are given to the GNSO Council during each ICANN meeting. A post-PDP WG self assessment is undertaken and the results are forwarded to the Council. Staff lead: Marika Konings

Recommendation 25	
Independent Examiner's Final Recommendation	That the GNSO Council commission the development of, and implement, guidelines to provide assistance for groups wishing to establish a new Constituency
Prioritization	Low
Working Party Comments	Guidance already exist; assistance is already made available. Chuck: The Working Party believes that guidance already exists and that assistance is already made available but suggests that the effectiveness and ease of finding the guidance and obtaining assistance be evaluated to see if improvements may be in order. GNSO action items: i) Evaluate the effectiveness and accessibility of guidance for new Constituency applications; ii) recommend improvements to the guidance and the available assistance as appropriate.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	GNSO Council holds the lead for this improvement. New Constituency/SG application process can be found here: http://gns0.icann.org/en/about/form-new-constituency.htm Staff support: Marika Konings, Glen de Saint Géry

Recommendation 4	
Independent Examiner's Final Recommendation	That the GNSO develop and fund more targeted programs to recruit volunteers and broaden participation in PDP WGs, given the vital role volunteers play in Working Groups and policy development.
Prioritization	Low
Working Party Comments	Adopt; no financial rewards - such as travel funding.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 28	
Independent Examiner's Final Recommendation	That section 6.1.2 of the GNSO Operating Procedures be revised, as shown in Appendix 6, to clarify that key clauses are mandatory rather than advisory, and to institute meaningful sanctions for non-compliance where appropriate.
Prioritization	Low
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by WP.

Recommendation 34	
Independent Examiner's Final Recommendation	That PDP WGs rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world.
Prioritization	Low
Working Party Comments	Adopt; some groups already do this, but it's not a standard. Add some language to flag that this should be tested for effectiveness.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 30	
Independent Examiner's Final Recommendation	That the GNSO develop and implement a policy for the provision of administrative support for SGs and Cs; and that SGs and Cs annually review and evaluate the effectiveness of administrative support they receive.
Prioritization	Low
Working Party Comments	First part is done, but not the second. Chuck: The Working Party believes that there is already a procedure for providing some forms of administrative support to SGs and Cs but that there is not a procedure for SGs and Cs to evaluate the effectiveness of the support provided. GNSO action items: i) Identify and review the existing procedures for SGs and Cs to obtain administrative support; ii) evaluate the adequacy & effectiveness of the existing procedures including whether additional forms of support might be beneficial; iii) develop recommendations for improvements to the procedures and new types of support, if any.
Council Comments	Adopted by Council as recommended by WP.
Status of improvement effort / staff lead	In 2010, a formal "GNSO Toolkit" was developed by ICANN staff that clearly and specifically identified the admin support that ICANN would provide to GNSO SG and C communities. Over the next few years, in collaboration with the community, staff developed a specific set of items that would be provided under a "pilot program" by ICANN to provide additional level of admin support service to the community under staff management. In 2014, we introduced a "pilot" contract secretariat program to determine if those services could be effectively and efficiently offered to ICANN community under ICANN management. The pilot effort focused on the non-contracted community, is ongoing, and will continue 2014 can be found here . Staff lead: Rob Hoggarth

Recommendation 20	
Independent Examiner's Final Recommendation	That the GNSO Council should review annually ICANN's Strategic Objectives with a view to planning future policy development that strikes a balance between ICANN's Strategic Objectives and the GNSO resources available for policy development.
Prioritization	Low
Working Party Comments	Modify rec - input from GNSO should go into the Strategic Planning process.
Working Party Recommendation	That the GNSO Council should participate in developing ICANN's Strategic Objectives and plan future policy development that aligns the Strategic Objectives with GNSO resources.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 36³	
Independent Examiner's Final Recommendation	That, when approving the formation of a PDP WG, the GNSO Council require that its membership represent as far as reasonably practicable the geographic, cultural and gender diversity of the Internet as a whole. Additionally, that when approving GNSO Policy, the ICANN Board explicitly satisfy itself that the GNSO Council undertook these actions when approving the formation of a PDP WG.
Prioritization	Low
Working Party Comments	Reword recommendation so that it corresponds to the process that Council goes through in terms of approving a PDP, forming a working group, etc. and that Council review accomplishment toward achieving diversity and proper representation of all stakeholders; begin data collection as soon as possible. The metrics used to measure diversity should be specified with more consideration to what can actually be defined and measured.
Working Party Recommendation	That, when approving the formation of a PDP WG, the GNSO Council strive for its membership to be diverse and reflect demographic, cultural, gender and age diversity. When approving GNSO Policy, the Board should take into consideration if reasonable measures were taken to achieve such diversity.
Council Comments	Adopted by Council as recommended by WP.

³ See see GNSO implementation comments included in Annex A below.

Recommendation 22	
Independent Examiner's Final Recommendation	That the GNSO Council develop a competency-based framework, which its members should utilise to identify development needs and opportunities.
Prioritization	Low
Working Party Comments	Reword recommendation: develop a framework to identify training needs on policy development process so that members have appropriate skills and background to participate effectively in the policy development process. This training is not intended to address technical issues.
Working Party Recommendation	That the GNSO Council develop a technical competency-based expectation of its members and provide training on the policy development process.
Council Comments	Adopted by Council as recommended by WP.

Recommendation 21⁴	
Independent Examiner's Final Recommendation	That the GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast likely requirements for policy and to ensure those affected are well-represented in the policy-making process.
Prioritization	N/A - Low
Working Party Comments and Rationale	This recommendation is not well phrased and does not conform to what is in the Final Report; additionally, the GNSO Review Working Party does not feel that it is appropriate to implement the recommendation at this time and would be difficult to implement. We did not believe it was in scope for the GNSO to collect and analyze trend data and would be more appropriately completed elsewhere within ICANN such as in other Reviews.
Working Party Recommendation	Initially, the Working Party recommended to 'not implement' this recommendation. However, the GNSO Council changed this to 'implement with low priority', to which the Working Party agreed.
Council Comments	Adopted by Council as 'implement (low priority) in contradiction to WP recommendation; WP supported Council action. Additional feedback: The Council recommends staff working with the GNSO to institute methods of information sharing of highly relevant research related to gTLDs to help the GNSO community members increase their knowledge base and ability to analyze potential impact (low priority)". The GNSO Working Party agrees that this modification addresses its concerns with the original recommendation and supports the modification because it benefits the community for the GNSO to be better informed about the trends and developments in the gTLD space.

⁴ See see GNSO implementation comments included in Annex A below.

Recommendation 32⁵	
Independent Examiner's Final Recommendation	That ICANN define "cultural diversity" (possibly by using birth language); and regularly publish this along with geographic, gender and age group metrics, at least for the GNSO Council, SGs, Cs and WGs.
Prioritization	N/A – Low
Working Party Comments and Rationale	<p>Recommendation language is too broad. The Working Party agrees in principle with the concept of cultural diversity in ICANN, but was concerned about the way this recommendation was made, specifically:</p> <ul style="list-style-type: none"> • Cultural diversity should be defined for ICANN as a whole, not by GNSO alone • Not clear that it is feasible to reach a consensus on such a definition. <p>May be more feasible to look for practical applications to ensure diversity and that such work may already be underway.</p>
Working Party Recommendation	Do not implement
Council Recommendation	Adopted by Council as recommended by WP.

Recommendation 23⁶	
Independent Examiner's Final Recommendation	In order to support ICANN's multi-stakeholder model, all Cs should have seats on the GNSO Council, allocated equally (as far as numerically practicable) by their SGs.
Prioritization	N/A – Low
Working Party Comments and Rationale	<p>Concerns include:</p> <ol style="list-style-type: none"> 1. Would not work if any SG ever has more than six constituencies. 2. Assumes all constituencies are equal with respect to mission clarity, member engagement and contributions to GNSO work. 3. Could incent groups to form constituencies simply in order to get seats on the Council. 4. Questionable rationale throughout conclusion in Final Report and this addition was made at the very end of the process without input or feedback from the Working Party.
Working Party Recommendation	Do not implement
Council Comments	Adopted by Council as recommended by WP.

⁵ See see GNSO implementation comments included in Annex A below.

⁶ Idem.

Exhibit B

This feedback is the result of a webinar held on 12 April 2016 ([transcript](#) and [recording](#)) and of the GNSO Council call held on 14 April 2016 ([transcript](#) (p.21 onwards) and [recording](#) (0:47:19 onwards)). Comments should be considered during the implementation phase.

Rec	GNSO Member	Comment
7	Chuck Gomes	Working Party rewording may need to be adjusted as it refers to the WG mentioned under recommendation 35, which was deemed impractical during webinar feedback.
19	Paul McGrady	Need to define/clarify the term “due process” in the context of the recommendation.
21	Wolf-Ulrich Knoben	Feedback from the ISPC is that this recommendation should not be rejected. The demand for such studies exists. The question should be on how to better prepare for and set the scene for these studies to take place.
21	Denise Michel	Interprets this recommendation as aiming for the GNSO to be better informed on policy discussions. GNSO should consider working with staff to ensure that adequate briefings are provided on work being done, as opposed to the GNSO undertaking or commissioning the work itself. General information about the elements of the gtdl space regardless of what PDP happens to be taking place at the time would be valuable general information and knowledge sharing for the GNSO community.
21	Amr Elsadr	Agree with Denise that there is a lot of information out there which may generate empirical data that will help inform the community. Concern with the recommendation is that it effectively creates a commitment on the part of the GNSO Council, which was not supported by the study conducted by Westlake. Recommendation is not about studies to help inform PDPs, but rather to forecast the need for future PDP work. There have been a number of studies in the past that have informed PDPs. Could be helpful to also consider the recommendations of the GNSO

Rec	GNSO Member	Comment
		Data and Metrics for Policy Development WG.
21	Domna Austin (in AC chat)	There is a considerable amount of data being collected to inform the CCT-RT that could serve as a baseline for future collection. I'm not sure this is a GNSO task to collect, but perhaps should have access to such information when considering new policy efforts etc.
21	Rudi Vansnick	How would this recommendation impact policy work going forward. Would it help inform, or complicate/impact policy work going forward?
23	Amr Elsadr	A lot of the feedback provided to Westlake, including during ICANN 53 on constituency empowerment seemed to lead in the opposite direction of this recommendation. (in AC Chat) The summary of comment for Westlake at ICANN 53 prepped by staff can be found here: https://forum.icann.org/lists/comments-gnso-review-01jun15/msg00002.html
23	Rudi Vansnick	Westlake may have been prompted to include this as a result of this topic coming up during their discussion with NPOC.
23	Wolf-Ulrich Knoblen	This question has to be addressed during a structural review, which needs to take place in the near future.
32	Denise Michel	Do the GNSO SGs/Cs collect information on the age, gender and geographic locations of their members? This information may be helpful in determining the baseline degree of diversity, and provide a better understanding for any requirements in improvements in diversity.
32	Amr Elsadr (in AC chat)	@Denise: I believe the NCSG actually makes it a point to not ask for the age or gender of its members. Some may not appreciate being asked to identify with pre-set (predetermined set of) options on gender.
32	Paul McGrady	What is the point of the data being collected? Will the data collected be used to exclude people from participating in Council/GNSO because of diversity issues? This recommendation raises too many questions on how the data would be used. What is the purpose? What kind of privacy

Rec	GNSO Member	Comment
		policy does ICANN have in place to collect and hold this kind of information?
35	Denise Michel	We do not know where the GNSO currently stand on diversity. Metrics needed at SG/C, WG, Council levels on what people feel are the key metrics that matter on supporting diversity commitment. This data needs to be collected and published. We don't know where we stand within the GNSO on diversity. What does the current landscape look like? Data needs to be foundation for any other questions, discussions, action. ICANN already has commitment. WG is not a good idea at this point. Every structure within the GNSO can take some responsibility to determine what their own diversity issues are, and increase their own diversity. Too many challenges to create a WG on this now. Very difficult environment to create a WG now with all the ongoing PDPs. First step to ask staff and various groups to provide basic data. The Council directs staff to collect data from the SG/C and report back to Council and the Council will discuss with the community what next steps may be.
35	Paul McGrady (in AC chat)	How would the data be stored? Under what privacy policy? Why would we put together a WG that reflects the current users of the Internet if the goal is to increase involvement from those not currently using it? What is the actual relationship between GNSO participation and access to use of the Internet?
35	Susan Payne (in AC chat)	@Amr I think the revised language is preferable to the original recommendation. But agree with Denise about concerns on setting another WG
36	Paul McGrady	If the ICANN board will be the ultimate decision-maker on whether or not a PDP WG has satisfied diversity requirements, it would be preferable that the Board indicates its approval at the beginning of the process rather than at the end while considering the GNSO policy recommendations themselves.
36	Paul McGrady	So long as PDP calls are in English and convenient to specific time zones, there are systems in place that may discourage

Rec	GNSO Member	Comment
		diverse participation. Actions such as translations of calls need to be put in place to encourage diverse participation.
36	Phil Corwin (in AC chat)	I share Paul's concern. While we should strive for WGs to be diverse, I wouldn't want to see years of work rejected by Board based on something other than the quality of the report and recommendations.

REFERENCE MATERIALS – BOARD SUBMISSION 2016.06.25.2b

TITLE: **Revised Expected Standards of Behavior**

Below are the revised Expected Standards of Behavior. Note that the paragraph that starts with “Respect . . .” is the newly added paragraph.

Expected Standards of Behavior

Those who take part in ICANN multi-stakeholder process, including Board, staff and all those involved in Supporting Organization and Advisory Committee councils, undertake to:

- **Act** in accordance with ICANN’s Bylaws. In particular, participants undertake to act within the mission of ICANN and in the spirit of the values contained in the Bylaws.
- **Adhere** to ICANN’s conflict of interest policies.
- **Treat** all members of the ICANN community equally, irrespective of nationality, gender, racial or ethnic origin, religion or beliefs, disability, age, or sexual orientation; members of the ICANN community should treat each other with civility both face-to-face and online.
- **Respect** all members of the ICANN community equally, behave according to professional standards and demonstrate appropriate behavior. ICANN strives to create and maintain an environment in which people of many different backgrounds and cultures are treated with dignity, decency, and respect. Specifically, participants in the ICANN process must not engage in any type of harassment. Generally, harassment is considered unwelcome hostile or intimidating behavior -- in particular, speech or behavior that is sexually aggressive or that intimidates based on attributes such as race, gender, ethnicity, religion, age, color, national origin, ancestry, disability or medical condition, sexual orientation, or gender identity.
- **Act** in a reasonable, objective and informed manner when participating in policy development and decision-making processes. This includes regularly attending all scheduled meetings and exercising independent judgment based solely on what is in the overall best interest of Internet users and the stability and security of the Internet’s system of unique identifiers, irrespective of personal interests and the interests of the entity to which an individual might owe their appointment.
- **Listen** to the views of all stakeholders when considering policy issues. ICANN is a unique multi-stakeholder environment. Those who take

part in the ICANN process must acknowledge the importance of all stakeholders and seek to understand their points of view.

- **Work** to build consensus with other stakeholders in order to find solutions to the issues that fall within the areas of ICANN's responsibility. The ICANN model is based on a bottom-up, consensus driven approach to policy development. Those who take part in the ICANN process must take responsibility for ensuring the success of the model by trying to build consensus with other participants.
- **Facilitate** transparency and openness when participating in policy development and decision-making processes.
- **Support** the maintenance of robust mechanisms for public input, accountability, and transparency so as to ensure that policy development and decision-making processes will reflect the public interest and be accountable to all stakeholders.
- **Conduct** themselves in accordance with ICANN policies.
- **Protect** the organization's assets and ensure their efficient and effective use.
- **Act** fairly and in good faith with other participants in the ICANN process.
- **Promote** ethical and responsible behavior. Ethics and integrity are essential, and ICANN expects all stakeholders to behave in a responsible and principled way.

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