OPERATING & FINANCIAL PLANS

FOR FY24-28 (FIVE-YEAR) AND FY24 (ONE-YEAR)

APRIL 2023

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The term "ICANN," throughout this document, refers to the ICANN ecosystem as a whole - ICANN Board, community, and organization (org) - unless otherwise specified. ICANN's fiscal year begins 1 July and ends 30 June.

Letter from the
SVP, PLANNING & CFO

The Internet Corporation for Assigned Names and Numbers (ICANN) continues to ensure fulfillment of its mission and Bylaws-mandated responsibilities by planning and allocating resources to support the community's work and implement the Board-approved recommendations and carry out ICANN's ongoing activities. ICANN organization (org) remains committed to accountability, transparency, fiscal responsibility, operational excellence, and continuous improvement.

ICANN's planning process continues to focus on org, Board, and community collaboration and prioritization of important activities to achieve the Strategic Plan and ICANN's mission while maintaining high standards of fiscal responsibility.

Over the next five years, ICANN's financial position is expected to remain stable in terms of funding and expenses. As always, ICANN plans for operating expenses to remain at or lower than budgeted funding, drawing from designated and available funding sources, as a result of careful cost control, and for ICANN's Reserve Fund to remain above its minimum target level.

ICANN org developed the Five-Year Operating and Financial Plan for Fiscal Years 2024–2028 and One-Year Operating Plan and Budget for Fiscal Year 2024 by utilizing a forward-looking methodology for funding that incorporates "base" scenario funding projections. This methodology strives to identify predictions about future funding conditions while utilizing a set of basic assumptions that are expected to result in the most realistic outcome for a series of events.

ICANN org continues to focus on prioritization and allocation of resources while maintaining a stable financial position. For FY24, a community-led group completed a prioritization exercise in October 2022 as input to the org's development of the FY24 Operating Plan and Budget (see the **FY24 Planning Prioritization page** on the Planning and Finance community workspace). In addition, these plans include the assumption of using the new **Supplemental Fund for Implementation of Community Recommendations**, which provides a funding source for large, community-led projects and initiatives that last more than one year.

ICANN's Operating Plan includes Operating Initiatives, which are key activities to achieve the Strategic Plan, and Functional Activities, which support the processes and mechanisms that permit the community to complete its work. Several key activities highlighted in these plans include:

- Implementing the Board-approved recommendations from the Cross-Community Working Group on ICANN Accountability Work Stream 2.

- Implementing the Enhancing the Effectiveness of ICANN's Multistakeholder Model Work Plan.

- Implementing prioritized Board-approved recommendations of the Specific Reviews from the FY23 Planning Prioritization Pilot.

- Evolving efforts to educate registry operators, registrars, and others about Domain Name System (DNS) security threats and approaches to measure, prevent, detect, and mitigate DNS security threats within their platforms.

- Plan and implement an operational infrastructure (systems, processes, and people) to support the ongoing operations of the New gTLD Program next round. Develop and execute capacity-development, outreach and engagement, and global communications and awareness plans for the New gTLD application next rounds.

- WHOIS Disclosure System Implementation from the Phase 2 Expedited Policy Development Process recommendation.

ICANN org is grateful for the continued participation by the community, both as individual members and as organizations, in the annual planning process. ICANN's accountability to the public relies and depends on the fundamental participation of the community in planning activities, which ICANN org knows requires more and more attention and time and for which ICANN org is thankful. Looking forward to many accomplishments in FY24.

Sincerely,
Xavier Calvez
Senior Vice President, Planning and Chief Financial Officer

HIGHLIGHTS

► **[Click here](#)** **to read the highlights of the ICANN FY24–28 Operating and Financial Plan and ICANN FY24 Operating Plan and Budget.**

INTRODUCTION

- About ICANN

- ICANN Plans

- FY24–28 Planning Assumptions

ABOUT ICANN

The Internet Corporation for Assigned Names and Numbers' (ICANN's) mission is to help ensure a stable, secure, and unified global Internet. To reach another person on the Internet, you need to type an address – a name or a number – into your computer or other device. That address must be unique so computers know where to find each other. ICANN helps coordinate and support these unique identifiers across the world. ICANN was formed in 1998 as a nonprofit public benefit corporation with a community of participants from all over the world.

ICANN's vision is to be a champion of the single, open, and globally interoperable Internet, by being the independent, trusted, multistakeholder steward of the Internet's unique identifiers, and by providing an open and collaborative environment where diverse stakeholders come together in the global public interest.

ROLES AND RESPONSIBILITIES WITHIN ICANN

ICANN provides a service to the world through the performance of a specific set of technical jobs that play a fundamental role in maintaining the stability and security of the Internet. ICANN is an ecosystem made up of three components: the ICANN community, the ICANN Board of Directors, and the ICANN organization.

The ICANN community works together through a bottom-up process to give advice, make policy recommendations, conduct reviews and propose implementation solutions for issues that may arise that are consistent with ICANN's mission.

A fundamental responsibility of the Board of Directors is to act in the best interests of ICANN and the Internet community as a whole. It is the duty of the Board to oversee management's performance to ensure that ICANN operates with efficiency and effectiveness, in a fiscally responsible and accountable manner, and in a manner that is responsive to the needs of the global Internet community. The Board is also responsible for setting the strategy of ICANN and oversight of ICANN org's development of the Operating Plan for Board consideration.

The ICANN organization (org) is the operational arm of ICANN. ICANN org:

1. Focuses staff and resources on policy development support, event management, registrars and registry operators support, community support, contractual compliance, the Internet Assigned Numbers Authority (IANA) functions, outreach and capacity development, external services for the broader community, and internal staff services.

2. Implements Board-approved community recommendations.

3. Strives for accountability through transparency, financial responsibility, operational excellence, and continuous improvement, while acting in the global public interest in an evolving global environment.

ICANN PLANS

ICANN's planning process has three components: a Five-Year Strategic Plan, a Five-Year Operating and Financial Plan, and an annual Operating Plan and Budget. Input from ICANN constituency groups and other stakeholders, the ICANN Board of Directors and ICANN org is key to the development of these plans, in keeping with ICANN's multistakeholder model.

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FIVE-YEAR STRATEGIC PLAN

Designed to shape ICANN's priorities, the Five-Year Strategic Plan establishes a vision and a set of strategic objectives and goals in service of ICANN's mission. The Strategic Plan enables ICANN to continue to fulfill its mission and meet new and continuously evolving challenges and opportunities. ICANN's Bylaws require the preparation and adoption of a Strategic Plan every five years. The current Five-Year Strategic Plan covers fiscal years 2021 through 2025.

FIVE-YEAR OPERATING AND FINANCIAL PLAN

The Five-Year Operating and Financial Plan articulates the feasibility and timing of activities, and milestones identified to achieve the Strategic Plan's objectives and goals. It is intended to serve as an overarching view of the activities ICANN org is undertaking, or will undertake, in support of the Strategic Plan, to carry out ICANN's mission in the public interest over the next five years. ICANN's Bylaws require the preparation and adoption of a Five-Year Operating Plan at the beginning of each fiscal year.

ANNUAL OPERATING PLAN AND BUDGET

Informed by the Five-Year Operating and Financial Plan, the Annual Operating Plan and Budget further clarifies specific activities and resources for the upcoming year. The Annual Operating Plan and Budget sets forth the focus of efforts and organizational commitments for the current fiscal year. ICANN's Annual Operating Plan and Budget includes the IANA and Public Technical Identifiers Annual Operating Plan and Budget. ICANN's Bylaws require the preparation and adoption of an Annual Operating Plan and Budget prior to the commencement of each fiscal year.

FY24–28 PLANNING ASSUMPTIONS

Below are the assumptions underlying the operations of ICANN, which apply to both the Five-Year and One-Year Operating Plans.

UPDATES TO THE STRATEGIC PLAN

Throughout its life cycle, the Five-Year Strategic Plan is periodically reviewed and adapted as needed to account for significant shifts in existing or new trends. ICANN tracks and monitors trends that impact the Internet ecosystem to update and inform its plans as needed. Between January and April 2022, ICANN convened 13 strategic outlook identification sessions with 261 participants from the community, Board, and org. Feedback received during those sessions was collected and analyzed, including assessment of the trends, risks, opportunities, and potential impacts on ICANN.

On the basis of the analysis of the data collected from the trend identification sessions, some ongoing activities will continue to be emphasized and reflected in the FY24 Operating Plan. On 16 November 2022, the **Board resolved** that the FY21–25 Strategic Plan shall remain in force and unchanged, with no restatement needed at this time. The details of this analysis and conclusions have been documented in the **FY24 Strategic Outlook Trends Report**.

AFFORDABILITY

The FY24–28 Operating and Financial Plan is forward-looking and uses "base" scenario operation funding projections. However, the financials used beyond FY24 are intended to be flexible to allow ICANN org to adjust the level of activity and expenses should future funding levels change. ICANN org plans for operating expenses to remain at or lower than budgeted funding, drawing from designated and available funding sources. Ensuring that operating expenses do not exceed operation funding and that sufficient reserves are reached and maintained at all times are the two key principles of ICANN's long-term financial sustainability. In 2018, the Board **approved** an eight-year reserved fund replenishment strategy, which included a goal of reaching a fund balance equal to at least 12 months of operating expenses per the current year's budget. The Reserve Fund balance is currently above this goal and ICANN org is committed to keeping the balance above one year of budgeted expenses.

FACE-TO-FACE MEETINGS AND ENGAGEMENT

The COVID-19 pandemic has changed how the ICANN community has worked and interacted since late FY20. Resulting safety protocols shifted nearly all face-to-face work and engagement activities online since FY21. While the future is unknown, ICANN org has elected to conduct its planning and budgeting forecast processes for FY24–28 based on best-in-class hybrid ICANN Public Meetings, as well as Board, org, and community travel according to the planned meetings schedule. ICANN org will adapt and update its operational plans as required in close collaboration with the Board and community.

PLANNING FOR BOARD-APPROVED ACTIVITIES

ICANN org supports the community-led activities that result in review recommendations, cross-community working group recommendations, policy recommendations from policy development processes, and advisory recommendations. Policies and other recommendations progress through various stages such as initiation, development, finalization, Board consideration, implementation planning, and implementation. ICANN begins designing the expected implementation work only as such recommendations are Board-approved and prioritized by the Planning Prioritization process.

In an effort to present a comprehensive view of projected ICANN org operations over the five-year period, the FY24–28 Operating and Financial Plan includes areas of work still under discussion within the community or under Board consideration. Please see **Appendix A – ICANN Rolling Five-Year Roadmap** for more details.

ICANN org updates its Five-Year Operating and Financial Plan annually to include the latest activities that the org is responsible for implementing. While the Five-Year Operating and Financial Plan reflects a high-level roadmap of community-led activities, any implementation activities expected during the coming fiscal year are incorporated into the Annual Operating Plan and Budget.

PLANNING PRIORITIZATION

ICANN's focus remains firmly on the prioritization and allocation of resources needed to successfully implement the Operating Initiatives and Functional Activities in the FY24–28 Operating and Financial Plan and FY24 Operating Plan and Budget.

Planning Prioritization is an enhanced step in the annual planning process. This is an improvement to the annual planning process as a result of the Planning at ICANN Operating Initiative. The FY24 Planning Prioritization process took place in September and October 2022, and a **list of activities were prioritized** by community members for ICANN org to consider during the development of the Operating Plan. For more details, please see the **FY24 Planning Prioritization page** on the Planning and Finance community workspace.

This plan also includes work that was prioritized in the FY22 and FY23 plans. In FY22, ICANN org prioritized the implementation of recommendations from the Cross-Community Working Group on ICANN Accountability Work Stream 2, as well as the implementation of the Enhancing the Effectiveness of ICANN's Multistakeholder Model work plan. In FY23, ICANN org, in collaboration with the community, prioritized 45 recommendations from the Specific Reviews. These efforts will continue in FY24.

FY24-28 OPERATING PLAN

- Approach

- FY24–28 Operating Initiatives

- FY24–28 Functional Activities

APPROACH

The FY24–28 Operating and Financial Plan includes descriptions of the major work ICANN org will undertake to achieve its Strategic Plan, operate the organization, and implement its mission.

Within the FY24–28 Operating and Financial Plan, ICANN org describes 11 Operating Initiatives and 33 Functional Activities for the upcoming five-year period. Each entry within this document includes background on the purpose, scope, and activities related to each major work stream, as well as a description of needed resources and considerations or risks that may impact the work.

The Operating Initiatives and Functional Activities provide what can be considered ICANN org's statement of intention, outlining planned activities while acknowledging the challenges and dependencies that could impact ultimate delivery.

It is important for readers to consider that planning over a five-year horizon is quite different from budgeting for the next year. A five-year plan is much more high-level and relies on more assumptions and fewer facts than a one-year budget does. This is simply because there is more unknown information in a longer horizon and therefore less specificity can be provided. This is particularly well illustrated by the lack of specificity that can be provided to the financial information supporting a five-year plan.

OPERATING INITIATIVES

FY24–28

Operating Initiatives describe how ICANN org will achieve the objectives and goals set out in the Five-Year Strategic Plan. The 11 Operating Initiatives listed below represent major areas of work that support the Strategic Objectives identified in the **Strategic Plan**. Operating Initiatives were published for **Public Comment** and presented to the ICANN Board for feedback.

Each Operating Initiative is cross-referenced against the strategic goals identified in the Strategic Plan, so readers can gain a comprehensive understanding of the strong interconnectedness of ICANN org's work. Please refer to **Appendix B – Operating Initiatives Supporting the Strategic Plan** for details.

- Support the Evolution and Strengthening of the Root Server System and Root Zone Management
- Facilitate the Domain Name System (DNS) Ecosystem Improvements
- Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking
- Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking
- Evolve and Improve Internal and External Ethics Policies
- Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS
- Geopolitical Monitoring, Engagement, and Mitigation
- Improve the Depth of Understanding of the Domain Name Market Drivers That Impact ICANN's Funding
- Implement New gTLD Auction Proceeds Recommendations as Approved by the Board
- Planning at ICANN
- ICANN Reserves

Support the Evolution and Strengthening of the Root Server System and Root Zone Management

PURPOSE

As the Root Server System evolves due to change in demand, new technologies, and governance models, ICANN will continue to support and collaborate with key stakeholders to ensure the stable, secure, and resilient operation of the Domain Name System (DNS) root zone for the global Internet community. In conjunction with the support of the Root Server System, ICANN will coordinate the continued advancement of the technology platform used to provide root zone management services. This system manages the workflow of customer change requests, automates many aspects of the processing, and ensures the work's quality, accuracy, and timeliness. Root zone management today continues to evolve toward more complex requirements to meet higher customer expectations. Work to improve the platform and service offerings adapt based on these requirements in order to retain high levels of customer satisfaction and continue to adhere to advancing policy requirements.

SCOPE

This initiative covers these work areas:

- ICANN org's Policy Advice and Development team supporting the implementation of the Root Server System Advisory Committee (RSSAC) document **RSSAC037**, "A Proposed Governance Model for the DNS Root Server System," and **RSSAC038**, "RSSAC Advisory on a Proposed Governance Model for the DNS Root Server System," both published on 15 June 2018.

- ICANN org's Office of the Chief Technology Officer (OCTO) team will support the eventual outcome of RSSAC037 and RSSAC038 that could propose a plan for the coordination of an appropriate response to any Root Server System incidents.

- Develop a prototype Root Server System Metric Monitoring System to collect data on the operation of the Root Server System as discussed in **RSSAC047**. This will be complete by the end of FY23.

- Leveraging lessons learned from the first root zone key signing key (KSK) rollover, define and publish a long-term root zone KSK Rollover Policy, and implement the next rollover in accordance with that policy. See more details in the Internet Assigned Numbers Authority (IANA) Functions.

- Identify and implement features to enhance the Root Zone Management System (RZMS) to improve operations while ensuring the accuracy, quality, and timeliness of business processes.

- Develop technical and operational solutions that meet new community requirements, such as those resulting from the New Generic Top-Level Domain (gTLD) Subsequent Procedures and Internationalized Domain Names (IDNs) Policy Development Processes.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following measures will be used over the five-year period for this initiative:

• Monitor and report on the implementation of the Root Server System governance changes proposed in RSSAC037 and RSSAC038. Initial implementation is expected before FY23. Over time, the RSSAC may ask the org to do a complete implementation with possible evolution of the metric monitoring system. ICANN org will also do an internal implementation solely for research purposes. The metric as defined within RSSAC047 is to ensure that the root server operators operate their respective root servers within the defined thresholds.

• Occurrence of the KSK rollover.

• FY24: Launch of a new authorization model that improves the user management experience, including allowing existing managers and operators of top-level domains (TLDs) to better control their representatives' access and approval levels.

• FY24: Launch of customer application programming interface access.

• FY24–FY28: Implementation of Board-approved policy recommendations on IDNs.

• FY24–FY28: Implementation of approved policy recommendations on New gTLD Subsequent Procedures, including training of ICANN org's Operations team.

• FY24–FY28: Audit criteria of the RZMS needs to be updated, documented, and managed.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

• The progression of RSSAC037 and RSSAC038, such as development of a coordinated emergency response, requires collaboration between the OCTO and Policy Development Support functions.

• Awareness about the implementation plan for RSSAC037 and RSSAC038 will require collaboration with ICANN org's Global Stakeholder Engagement and Government Engagement functions to reach audiences and coordinate messaging.

• OCTO will need support from ICANN org's Communications team to develop tailored messaging for relevant stakeholders.

• Resources to support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of Domain Name System Security Extensions (DNSSEC) deployment, mitigation of name collisions, and DNS operations research.

• Staff who are assigned a percentage of their time to these initiatives, along with minor additional ad hoc resources for tasks such as security testing of the applications prior to deployments.

• Full-time equivalents within ICANN org's Engineering and IT and OCTO functions perform software development and project management and on the IANA team provides product management, design, and requirement.

• Activities support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNSSEC deployment, the mitigation of name collisions, and DNS operations research. Learn more about ICANN's overall approach in **Appendix D – ICANN Security, Stability, and Resiliency (SSR) of the Unique Internet Identifiers**.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Political considerations surrounding root server operators.

- Continued unforeseen risks surrounding future KSK rollovers.

- Ensuring the Root Server System continues to meet requirements as defined by the Internet community.

- Success depends heavily on the stability and commitment of engineering resources.

- The greatest risk is the possible loss of development resources that are prioritized to other objectives.

- The inability of the IANA team to provide sufficient designs and requirements settings to inform development given its limited resources.

- Policy development work being done in the ICANN community, such as the policy development process for New gTLD Subsequent Procedures and for Internationalized Domain Names, must be monitored by someone with IANA expertise to ensure RZMS and the associated business processes will meet those emerging requirements. ■

Facilitate the Domain Name System Ecosystem Improvements

PURPOSE

This initiative encompasses efforts to understand, document, maintain, and improve the Domain Name System ecosystem in order to prevent emergencies and limit the impacts of any incidents or threats.

SCOPE

The scope of this initiative covers three main work areas:

- **Advocate and Promote Improvements to DNS Security Infrastructure**

  - Advocate for developers to enable DNSSEC, both signing and validation, by default.

  - Support the implementation of DNS-based Authentication of Named Entities (DANE).

- **Technical Engagement and Capacity-Development**

  - Continue to improve and deliver capacity-development training on key Internet technologies that support a secured DNS ecosystem aligned with ICANN's technical remit, such as DNSSEC and DANE. Work internally to expand ICANN org's technical remit, such as DNSSEC and DANE.

  - Expand ICANN org's technical training footprint through new course material and virtual lab environments.

  - Expand programs for DNS ecosystem security and technical engagement. Training and programs on DNS ecosystem security have been expanded and a new initiative is underway to specifically engage with Computer Emergency Readiness Teams globally to provide them with additional training and collaboration.

  - Work with the community to develop and promote commonly agreed norms for a secure DNS ecosystem, a project known as Knowledge-sharing and Instantiating Norms for DNS and Naming Security (KINDNS).

    - This was launched on 09 September 2022. Please see **https://kindns.org** for more information.

  - Evolve efforts to educate registry operators, registrars, and others about DNS security threats and approaches to measure, prevent, detect and mitigate DNS security threats within their platforms.

- **Research**

  - Continue to collect data, analyze, and publish fact-based, unbiased, objective information on how the DNS is used and abused.

  - Research, report, and raise community awareness on emerging identifiers technologies and how they impact and compare with the DNS through the OCTO series of documents and other avenues of publication.

  - Research the use of machine learning to enhance understanding and identification of abusive trends in DNS registration. This project will launch in FY23, but there will be ongoing spending in FY24 and beyond to keep the program active.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures will be used over the five-year period for this initiative:

- Establishment of community agreement on the needs for the DNS Security Facilitation Center. The DNS Security Facilitation Initiative (DSFI) will investigate and promote activities with reach into the DNS community and other communities, as appropriate. The goal is to establish and promote best practices, facilitate communications between ecosystem participants, and implement processes to help the community handle threats.

  - The community-led DSFI work party has completed its assessment and the org is undergoing a feasibility assessment of the recommendations resulting from the assessment. Implementation of approved recommendations will commence in alignment with ICANN org's budgeting and prioritization efforts.

- Formalization of the Special Interest Forums on Technology (**SIFT**) program.

- Implementation of data collection and gathering for various statistical analyses.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- Training and outreach activities require collaboration with the ICANN community as well as ICANN org functions, such as Global Stakeholder Engagement, Communications, and Government and Intergovernmental Organization (IGO) Engagement.

- Emergency preparedness efforts also support the work of teams such as Contractual Compliance.

- Activities support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNSSEC deployment, mitigation of name collisions, and DNS operations research.

Learn more about ICANN's overall approach in **Appendix D – ICANN Security, Stability, and Resiliency (SSR) of the Unique Internet Identifier**s.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Care must be taken not to exceed ICANN's remit.

- Privacy considerations may impact activities.

- Lack of access to all the relevant data may impede activities.

- Key stakeholders may not agree with norms developed. ∎

Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking

PURPOSE

This initiative aims to ensure that participation in the policy development work of ICANN's three Supporting Organizations (SOs) and policy advice developed by the four Advisory Committees (ACs) is globally representative. The work of the SOs and ACs is carried out through the informed participation in the policy process by diverse groups and interests, with clearly demonstrated levels of stakeholder support and commitment to reaching consensus.

SCOPE

The scope of this initiative includes these work areas:

- Implementation of the Cross-Community Working Group on Enhancing ICANN Accountability (CCWG-Accountability) Work Stream 2 (WS2) recommendations approved by the Board that are directed at the community, in particular those recommendations relating to diversity and SO and AC accountability. This involves documenting existing community efforts to enhance diversity of participation across all the SOs and ACs as well as identifying and implementing opportunities for improvement and reporting. This work will allow the community to inventory, document, and improve its processes and efforts to ensure diverse and inclusive participation in its work on a continuing basis.

- Evaluating the progress made in relation to the specific community-led initiatives identified in the "**Enhancing the Effectiveness of ICANN's Multistakeholder Model**" paper, which was revised in October 2020, including initiatives that support representation and inclusivity. This exercise will allow the community to consider what additional work may be needed over the next few years to ensure that ICANN's multistakeholder model of policymaking and consensus-building remains sound, inclusive, and globally representative.

- Facilitate the development of a final governance model for the Root Server System to ensure that its structures and business models continue to meet accountability, transparency, and other key governance requirements. One of the core principles that inform this community-driven work, as approved by the ICANN Board, requires collaboration and engagement by all stakeholders.

- Evolving and enhancing community governance, including revisions to constituency and stakeholder group charters and improvements to election processes.

- Implementing a new Policy Transition Program to provide ICANN Fellows and other newcomers with specific knowledge about current policy issues through facilitated topical discussions with subject-matter experts. The first year will be a pilot project for certain groups that will be expanded to other groups in subsequent years as needed.

- As part of the ICANN community's continuous improvement efforts, planning for and implementation of the Pilot Holistic Review, as recommended by the Third Accountability and Transparency Review Team and approved by the ICANN Board in November 2020. One objective of this effort is to determine if the existing SOs and ACs continue to have a purpose within the ICANN structure as they are currently constituted, or if changes may be needed to improve the overall effectiveness of ICANN as well as to ensure optimal representation of community views. During the pilot Planning Prioritization Framework exercise conducted in FY22, the Pilot Holistic Review was accorded the highest priority status by the community participants.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used over the five-year period for this initiative:

• Metrics related to diversity and global representation in membership and participation in SOs, ACs, and Generic Names Supporting Organization (GNSO) Stakeholder Groups and Constituencies.

• Tracking community implementation of CCWG-Accountability WS2 recommendations relating to diversity and SO and AC accountability.

• Completion of implementation of Board-approved recommendations from Organizational Reviews.

• Implementation of an improved review process for GNSO Stakeholder Group and Constituency charters and other community governance documents.

• Metrics related to Public Comment proceedings.

• Trends based on reports and statistics for ICANN Prep Week and ICANN Public Meetings.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

• In addition to the Policy Development Support function, ICANN org's Communications, Language Services, Meetings, Meetings Technical Services, and Engineering and IT functions each provide services that facilitate diverse, global, and inclusive participation and directly impact community service levels and work. Extensive coordination and planning across all these functions are required to ensure continuous improvements and consistent delivery of community services.

• ICANN org's Policy Development Support function also collaborates with the Global Domains and Strategy, Policy Research, Government and IGO Engagement, and Global Stakeholder Engagement teams to reach targeted audiences and facilitate informed stakeholder participation in policy development and advice work.

CONSIDERATIONS

Risks and considerations exist for this initiative and may impact its advancement:

- As newer stakeholders and community participants emerge, the community's needs and expectations for facilitation and other support from the Policy Development Support function increase. The ability to maintain strong professional support for existing policy development and advisory work while also facilitating community work on other important topics that require collaborative discussion to prioritize and execute creates pressure on staff and other resources. Staffing and resource planning that does not meet the changing community needs and priorities could increase the risk of:

  - Lower levels of service to the community and regional disparity.

  - Delayed policy and advisory outputs.

  - Community frustration and loss of active participants.

  - Potential staff burnout.

- To participate effectively, newer community members need time to get used to ICANN participation and working methods and veteran community members need to adjust to any new tools and platform changes.

- As the policy challenges facing the community become more legally and technically complex, the need for participants in the policy process to have the requisite expertise and experience could result in less diverse participation.

- As ICANN returns to hybrid meetings, the impact of COVID-19 on stakeholder interest and participation in policy discussions remains to be seen. ∎

Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking

PURPOSE

This initiative focuses on the facilitation of more efficient, timely, and effective policy development work by ICANN's three SOs and advice by the four ACs. Staff support is provided for developing, documenting, and implementing changes and improvements to community procedures and processes intended to reflect a commitment to reaching consensus and effective policymaking.

SCOPE

The scope of this initiative includes these work areas:

- Periodic review by community groups of their internal procedures and requirements to address new challenges and gaps, such as improvements to consensus decision-making, leadership transition, and tracking of policy work.

- Improvement of community templates and procedures in relation to the Empowered Community powers and other Bylaws-mandated processes.

- Improvements to community collaborative processes, including development of agreed terms of reference and community-agreed guidelines for representative cross-community groups.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. Milestones and progress for this initiative are tracked through indicator metrics aimed at measuring and reporting out on community activity. These include:

- Updates to processes and requirements for SO and AC decision-making, including Empowered Community actions.

- Tracking how policy working groups consider and respond to Public Comment proceedings.

- Milestone reporting by policy working groups.

- Tracking of the duration of policy deliberations and time to decisions.

RESOURCES

Effective cross-functional collaboration and org support of tools needed for community work is an essential element for success in most of ICANN org's work. Specific examples of collaboration and support needed for this initiative are:

- Deployment of project and program management tools to better track and manage community-driven projects and activities.

- Implementation of a Community Engagement System to allow for accurate, timely reporting and more efficient management of community work.

- Continued engagement to ensure that expectations are realistic and aligned across the Board, org, and community as to workload, resources available, and prioritization.

- Increased collaboration across multiple functions (e.g., Engineering and IT, Communications, Legal, Policy, and Meetings Technical Services) to develop, review, and execute a cohesive org-wide strategy to evaluate and deploy new technological tools and improvements in service of the community's needs for policy work, both throughout the year and at ICANN Public Meetings.

- Implementation and review of the GNSO Policy Development Process (PDP) 3.0 Improvements Project and the Consensus Playbook to identify methods and best practices that can be adapted for other SOs and ACs as appropriate.
- Implementing training and research opportunities for interested staff to improve writing and analytical skills to support development of community policy recommendations.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Effective prioritization by community groups, both internally for their own work and collectively across the community, remains a challenge even as new projects are launched to address policy issues identified as requiring solutions in the near term.
- The growing complexity of the issues being worked on, along with their broad impact and diversity of stakeholder interests, means that significant time and effort needs to be expended on scoping the issue and understanding multiple viewpoints in order to find consensus.
- Increased community work leading to increased expectations and needs for high-quality, consistent staff support on policy as well as non-policy topics will require additional resources, the lack of which runs the risk of:
  - Lower levels of service to the community.
  - Delayed policy and advisory outputs.
  - Community frustration and loss of active participants.
  - Potential staff burnout.
- Reliance on virtual meeting tools and other collaborative mechanisms means that ICANN org must constantly evaluate improvements to existing tools and new options as well as improve and expand its support for the tools necessary to support community work.
- As policy issues become more legally and technically complex, there is an increasing need for consistent, academic-quality policy research and data gathering and analysis that existing, qualified staff may not be able to meet due to workload and bandwidth issues.
- Lack of robust data collection to date means that data-driven policy work has been difficult and time-consuming, and decisions may be made based on anecdotal rather than comprehensive factual evidence.
- The growing complexity of the policy issues for which community-developed solutions are required means that more time is needed to understand the issues and reach consensus, which affects project timelines and increases the amount of time required for decision-making. ■

Evolve and Improve Internal and External Ethics Policies

PURPOSE

This Operating Initiative focuses on the continuous evolution and improvement of internal and external ethics policies to guide behavior within ICANN org and the community. The internal Ethics Policy will provide additional guidance and direction for ICANN org staff. This will continue to improve the confidence that the ICANN community places in org staff, by providing further transparency into how ICANN org expects staff to conduct their work.

The ICANN Community Ethics Policy will provide transparency and guidance regarding how members of the ICANN community should approach their ICANN-related work and interact with one another.

SCOPE

The scope of this initiative covers these work areas:

• Assess, improve, and implement an internal ICANN org Ethics Policy.

• Assess, develop, and support an ICANN Community Ethics Policy.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following steps will be taken over the five-year period for this initiative:

• Improve and Implement org Ethics Policies to provide additional guidance and direction for FY24–25.

• Collaborate with the ICANN community to develop the ICANN Community Ethics Policy for FY24–25.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

• The Legal team leads this initiative and coordinates with Human Resources.

• Collaboration with ICANN org's Engineering and IT function to help with tracking mechanisms.

CONSIDERATIONS

The primary risks that may impact this initiative's advancement are the lack of internal and external awareness of the work and resulting lack of buy-in to the effort. ∎

Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS

PURPOSE

This initiative encompasses ICANN org activities in support of a competitive environment in the DNS marketplace. This goal is supported by key projects as well as ongoing activities, such as providing and improving services for gTLD registry operators and ICANN-accredited registrars that enable and facilitate compliance with their respective agreements and community-developed consensus policies, implementing ICANN Board-approved GNSO consensus policy recommendations, conducting research and analysis to better understand the DNS ecosystem, and sharing that information with the community in the form of data and papers.

This initiative is a key part of building and promoting the multilingual Internet, and incorporates efforts to ensure the Universal Acceptance of domain names and email addresses. UA is important to promoting global consumer choice and providing broader access to end users around the world, supporting the continued evolution of the DNS.

The UA efforts require the coordination of work occurring at the org, community, and broader Internet ecosystem levels – to strengthen and evolve ICANN org's bandwidth for strategy and engagement, as well as supporting the ICANN community on the technical and policy fronts and helping to reach new stakeholders.

This initiative tracks project work in preparation for the launch of additional rounds of new gTLDs, based on community-developed policy recommendations for subsequent rounds and by applying knowledge gained through the implementation of the 2012 round and subsequent reviews evaluating different aspects of the program. ICANN org is in the preplanning phase of a potential subsequent round of new gTLDs, including review and analysis of the policy recommendations developed by the community, supporting Board discussions, and estimating anticipated resource requirements.

The policy recommendations from the GNSO's New gTLD Subsequent Procedures (SubPro) Policy Development Process (PDP) Working Group have been delivered to the Board, and the Board has directed the ICANN organization to begin work on implementation toward an additional round of new gTLDs.

SCOPE

The scope of this initiative covers these work areas:

- Implementation of community-developed recommendations relating to gTLD registry operators and ICANN-accredited registrars, that the Board approves and directs ICANN org to implement.

- Production of the Domain Name Marketplace Indicators and other supporting analysis.

- Development of new services and improvement to existing services for gTLD registry operators and ICANN-accredited registrars.

- Planning and implementation of an operational infrastructure (systems, processes, and people) to support the ongoing operations of the New gTLD Program.

- Development and execution of capacity-development, outreach and engagement, and global communications and awareness plans for future gTLD application rounds.

- Outreach to providers of standards, programming languages, tools, and platforms to support UA.

- Raising the awareness and capacity of technology developers to develop or update applications to be UA-ready.

- Raising the awareness and capacity of email tools and service providers to support Email Address Internationalization.

- Raising awareness in the public sector for governments to require UA readiness in their tendering processes.

- Updating ICANN org's relevant technical systems to be UA-ready.

HOW PROGRESS IS TRACKED

Work relating to future rounds of the New gTLD Program is expected to occur in three distinct tracks, dependent on ICANN Board and community actions:

- **Planning and Preparation**: As per the Consensus Policy Implementation Framework, ICANN org has helped to prepare the Board for making a decision on policy recommendations, including by the completion of an Operational Design Assessment.

- **Policy Implementation**: As the Board has now approved a number of the community-developed recommendations and directed ICANN org to implement them, the org will works with the community to implement these recommendations. Activities may include a detailed assessment of the recommendations, drafting and development of documentation to support the execution of an application process, and building on work done in the planning and preparation phase.

- **Operational Readiness**: To bring the organization to operational readiness for supporting a new service or enforcing a new policy, ICANN org engages and trains vendors and internal resources, tests systems and tools, conducts exercises using the defined processes and tools, and continues executing the relevant communications and training activities. In the case of work on a new application round of the New gTLD Program, opening the application window marks the end of this track.

As of this FY24 planning process, the org has nearly completed an Operational Design Phase(ODP) on the recommendations from the GNSO's New gTLD SubPro PDP Final Report. This PDP resulted in a set of affirmations, recommendations, and implementation guidance. In March 2023, the ICANN Board adopted a set of these recommendations and placed others in a pending status to allow for further work. This action by the Board provided for the org to initiate implementation work with the community and to continue operational planning, as well as authorizing up to US$9 million in existing New gTLD Program funds to carry out this continued work

The org is now commencing implementation work toward opening a future application round, and will share its progress on a dedicated webpage to be launched in support of the implementation work. The org is also continuing to support the Board and community on further work related to the pending recommendations.

Specific measures on Universal Acceptance progress are tracked via regular reporting and documentation covering:

- The extent of remediation of underlying technology, e.g., programming languages, email tools, etc.

- The extent of deployment of UA-ready systems, e.g., websites, email servers, and other applications.

- The extent of training for technical stakeholders on developing and deploying UA-ready software.

- The amount of outreach for creating public sector awareness of making government and citizen-focused services UA-ready.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- The ICANN community, particularly the At-Large Advisory Committee and Governmental Advisory Committee (GAC), and ICANN org functions including Communications, Technical Engagement, Global Stakeholder Engagement, and Government Engagement, will need to help raise awareness of UA.

- Support is also needed for the Universal Acceptance Steering Group and other community-based working groups addressing UA at a global level as well as for local initiatives focusing on specific geographies.

This initiative will require significant cross-functional collaboration and support from functions such as Legal, Communications, Global Stakeholder Engagement, Human Resources, Finance, Global Domains and Strategy, OCTO, IANA, and Engineering and IT.

Based on the recommendations of the SubPro PDP Working Group, the processing of applications received through future application rounds for new gTLDs is expected to remain subject to the principle of cost recovery, meaning that funding the necessary preparatory and development expenses (as well as future processing fees) comes from fees paid by applicants.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Given the scale of the anticipated implementation work of developing a new gTLD application round, advance planning and preparation are essential to ensure successful implementation.

- Planning for a new round requires an upfront commitment to design and build the operational infrastructure (people, processes, and systems) without precise knowledge of, or insight into, the volume of applications in the next and future rounds. Determining the scope and level of investment will need to be based on certain assumptions. ICANN org has developed a set of **operational planning assumptions** that has been shared with the Board and community. ICANN org has refined these assumptions over the course of the SubPro ODP based on further analysis of the affirmations, recommendations, and implementation guidance in the New gTLD SubPro Final Report; these **assumptions** have been shared with the community for review and input.

- Efforts to increase UA readiness include globally reaching and activating stakeholders beyond the conventional ICANN community that may have different priorities.

- Raising awareness of the need to incorporate UA as a mainstream design consideration for private and public sector technical systems may require considerable effort and time. ∎

Geopolitical Monitoring, Engagement, and Mitigation

PURPOSE

In an effort to keep the Operating Initiatives streamlined, and avoid overlap, all ICANN org activity concerning geopolitics is now included in this single Operating Initiative.

Increasingly, governments and IGOs develop policies, legislation, and regulations that have the potential to indirectly, or in some cases, directly impact the Internet. Some of these actions may also impact ICANN's ability to develop policies, run its operations, and fulfill its mission. To address these issues and to ensure a single, globally interoperable Internet, ICANN identifies where these discussions and initiatives are taking place and determines whether, when, and how ICANN org should engage.

Identifying, monitoring, and reporting on geopolitical legislative and regulatory developments around the world that could have an impact on ICANN's ability to fulfill its mission are part of ICANN's work within this initiative. This includes analyzing the legal and technical impacts of proposed policy, regulatory, or legislative initiatives. The purpose is to assess whether, when, and how to engage to avoid unintended consequences of governmental actions. The nature of engagements can span technical training, targeted briefings, or providing additional protocol information to governments to help ensure that lawmakers have the full benefit of ICANN's technical expertise.

ICANN org's Government and IGO Engagement team prioritization and targeting of engagement is informed by identifying trends and monitoring governmental activity. Through targeted engagement, ICANN org focuses on two areas: working with governments and IGOs engaged with ICANN org and the policy development process through ICANN's GAC and, more broadly, working with governments and IGOs on issues beyond those being addressed through an ICANN policy development process.

SCOPE

The scope of this initiative covers the following work areas:

- Strengthening existing relationships and identifying new actors as an ongoing activity. In conjunction with legislative and regulatory tracking, this will give ICANN org another layer of insight and help to prioritize targeted engagement. This includes an ongoing review of alliances based on emerging issues or changes in the focus of other organizations.

- Developing an approach to align engagement through face-to-face and virtual gatherings for organizations and actors within the global Internet ecosystem that are relevant to ICANN's remit.

- Identifying new opportunities for informing global Internet processes and the discussion of issues.

- Participating in targeted policy and technical Internet governance briefings, forums, webinars, and events.

- Creating targeted information and capacity-development materials to better equip government stakeholders around the world, enabling them to become more knowledgeable, and, therefore, more active participants in ICANN's policymaking processes.

- Assessing expectations of government participants in capacity-development activities to identify needs.

- Assessing the scope of global events and processes relevant to ICANN on topics such as cybersecurity and the unique identifiers.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following milestones will be used over the five-year period for this initiative:

- Publish reports on government-related activity such as ICANN-led briefings and capacity-development events for diplomats from the Permanent Missions to the U.N., as well as other U.N. agencies or other IGOs.

- Work in conjunction with local government hosts and GAC members to deliver periodic High-Level Governmental meetings.

- Develop reports and statistics on participation in outreach, technical briefings, and capacity-development sessions for the GAC as well as through collaboration with other organizations in the ecosystem.

- Conduct comparison of before and after GAC capacity-development event surveys to measure delivery of information against expectations and knowledge gained.

- Provide contributions to open consultations over legislative, regulatory, policy or standards initiatives and technical briefings to policymakers. These contributions will be published on the **Government Engagement page**.

- Continually review existing Memorandums of Understanding for continuing alignment with goals.

- Track data on the number of countries and IGOs represented in the GAC as well as the number of countries and IGOs actively participating in the GAC and ICANN policy development processes.

- Provide geopolitical initiatives tracking updates and briefings through geopolitical plenaries at each ICANN Public Meeting.

- Publish reports on legislative or regulatory events with the potential to touch on ICANN's mission.

- Conduct technical assessments or use cases on the potential impact of various legislative or policy initiatives as needed.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. While the Government and IGO Engagement team (GE) will lead global strategy and political and environmental assessments of global IGOs and initiatives, collaboration from other functions will be needed as follows:

- Regional Global Stakeholder Engagement teams to identify proposed policies or legislation that might impact ICANN. Communications team to develop narratives to ensure consistent messaging on key issues.

- Legal team to provide analysis on the potential impact of proposed legislative or regulatory activity or policy initiatives on ICANN's ability to deliver its mission.

- Public Responsibility Support team to develop online courses.

- Support from OCTO to develop technical capacity-development curriculum to assist Government and IGO engagement with training and capacity-development through the GAC's Underserved Regions Working Group work plans and other collaborative initiatives in the Internet governance ecosystem.

- OCTO to assess the impact of proposed legislation on the DNS and to conduct use case analyses as applicable.

- GAC Support Team to identify which countries are not part of, or are not active participants, in the GAC.

Resources for this initiative are included in the Functional Activities of the financial plan and therefore no incremental resources are needed.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Possible increased resources needed to cover new venues with additional technical resources for engagement with other organizations and stakeholders.

- Possibility of forging an alliance with an organization that takes the contrary position to ICANN's on a common issue.

- Potential perception from some in the community that reassignment of work might lead to a change in funding or reducing participation in events from a level to which the community previously had become accustomed.

- Need to allocate adequate resources to sufficiently monitor global trends and align with the Strategic Plan.

- Ensuring broad and informed participation across the GAC that reflects the functional, geographic, and cultural diversity of the Internet in order to mitigate against overrepresentation by any single interest.

- Need for resources to monitor and compare information across various venues to detect the "weak signals" early enough to identify trends and evaluate actions to address possible challenges. In certain cases, deliberations on issues related to ICANN's mission take place within multilateral settings behind closed doors without much, if any, information being released publicly.

- Political judgment is crucial in determining when to move from monitoring to active engagement efforts addressing proposed regulatory, legislative, or policy initiatives.

- Capacity constraints limiting the ability to provide briefings, technical training, and other engagement efforts in some governmental or IGO bodies. ■

Improve the Depth of Understanding of the Domain Name Marketplace Drivers That Impact ICANN's Funding

PURPOSE

The domain name marketplace has evolved and matured following the 2012 round of the New gTLD Program. ICANN org must analyze its funding model within the context of this evolving marketplace, reviewing key market enablers and challenges that have an impact on ICANN's funding. ICANN must also use these inputs effectively to provide a solid foundation for funding projections. This initiative brings together those activities.

SCOPE

The scope of this initiative covers these work areas:

- Further enrich the quality of feedback received from the market participants. Review and analyze the trends and driving forces of the domain name industry marketplace that impact ICANN's funding.

- Seek to validate and improve forecasting accuracy through review of other data sets that could provide predictive value for funding projections.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following measures will be used over the five-year period for this initiative:

- Firmly integrate market intelligence collection and review as part of the process to develop and update ICANN's funding projections.

- Annual delivery of funding assumptions and projections for the next five fiscal years.

- Continued enhancement of the funding model, leveraging high-value data sets as required, in relation to the forecasting process.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- The skills of ICANN org's Global Domains and Strategy, Finance (and the Economist), OCTO, and Global Stakeholder Engagement functions are needed to collect and contextualize market intelligence and various data sets deemed relevant to the funding forecast process.

- Processes and tools are in place to effectively prioritize and periodically reprioritize work.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- It is not clear how threats to the DNS might impact ICANN's funding model. ICANN org must continue to expand its understanding and knowledge of the potential impact these threats may have on future funding.

Implement New gTLD Auction Proceeds Recommendations as Approved by the Board

PURPOSE

This initiative relates to preparations for the implementation of the Board-approved recommendations arising from the Cross-Community Working Group on New gTLD Auction Proceeds (CCWG-AP).

SCOPE

The scope of this initiative covers these work areas:

- ICANN org will complete the implementation design of the actions needed to implement the Board-approved CCWG-AP recommendations and launch the ICANN Grant Program, through which the auction proceeds will be disbursed to eligible applicants and projects.

- ICANN org will launch and evaluate the first grant cycle, and will plan the launch of future grant cycles to cover all the Grant Program objectives.

HOW PROGRESS IS TRACKED

Work within this initiative will happen in stages. The specific milestones guiding next steps are:

- Board approval of CCWG-AP recommendations (completed in FY22).

- Presentation of the high-level program design to the Board (completed FY23).

- Creation of the Grant Program department (FY23).

- Launch of the first grant cycle (tentatively FY24).

- Evaluation of the first grant cycle and preparation of subsequent cycle (FY24–25, depending on the launch of the first cycle).

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. To ensure the success of this initiative and of the Grant Program:

- There will be close collaboration between ICANN org subject-matter experts to define and design the work in specific areas such as administrative and procedural, communications, legal, and technical.

- The final recommendations approved by the Board and the design of the implementation plan will determine costs, which will be funded by the auction proceeds.

- There will be an in-depth resource assessment conducted based on the implementation design of the recommendations to better determine estimated workload, needed skills, and the need for potential new hires.

- As implementation progresses, the auction proceeds will fund any resource supporting this work.

Resources for this initiative are included within the Functional Activities of the financial plan core budget and therefore, no incremental resources are needed. As implementation progresses, dedicated resources might be added. They will be funded by the auction proceeds.

CONSIDERATIONS

This work relies on elements and dependencies that might be identified during the implementation design phase. ∎

Planning at ICANN

PURPOSE

Careful planning of ICANN activities helps safeguard ICANN's long-term financial sustainability and ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission. This initiative defines and implements improvements to the planning process over the duration of the ICANN Strategic Plan for fiscal years 2021–2025.

SCOPE

- Delivery of a Planning Prioritization Framework to enhance and improve ICANN's overall annual planning process. The Planning Prioritization Framework was developed in FY22 in collaboration with the community. During FY23, ICANN org enhanced the FY24 planning process by implementing the prioritization step. Moving forward, the planning prioritization process will continue to be part of the annual planning process, which is described and measured under the Planning Functional Activity.

- Improvement of progress measurement toward achievement of the Strategic Plan. ICANN org will analyze the current progress reporting mechanisms and identify gaps. Then evolve the progress reporting mechanisms to better report out performance against the Operating Plan and Strategic Plan.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. For this initiative these include:

- Evolution of ICANN's planning processes, including integration of the strategic outlook and strategic planning processes into an overall rolling planning process. This milestone was completed in FY21.

- Planning Prioritization Framework:

    - In FY23, implement the prioritization framework during the planning process for FY24 Operating Plan and Budget. This milestone will be worked on during FY23.

- Progress Reporting Framework:

    - Starting in FY23, analyze and identify gaps in the current progress reporting mechanisms, then design a plan to evolve the progress reporting mechanisms.

    - In FY24, develop and deliver a progress reporting framework.

    - In FY25, implement the progress reporting framework to monitor achievement toward the 1 Year Operating Plan and Strategic Plan.

RESOURCES

Resources for the planning prioritization framework are included within the planned Functional Activities and continuing operations budget and no incremental resources are needed. Additional resources for the progress reporting framework are required and will be drawn from available funds.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Newer community members need time to get used to ICANN's planning process and may not fully engage in webinars, consultations, and Public Comment proceedings on these initiatives.

- ICANN will need to provide information and engagement opportunities to ensure that the Bylaws-mandated review and Empowered Community timelines are achievable as written. ■

ICANN Reserves

PURPOSE

To safeguard ICANN's long-term financial sustainability and ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission, the level of ICANN reserves must be continuously set, reached, and maintained, consistent with the complexity and risks of ICANN's environment.

SCOPE

The scope of this initiative covers these work areas:

- Ensure implementation of the October 2018 Board resolution to replenish the Reserve Fund to an amount equal to one year of operating expenses as the minimum target level of the Reserve Fund.
- Maintain minimum target level of the Reserve Fund as operating expenses change.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following measures will be used over the five-year period for this initiative:

- ICANN org has made $36M in contributions to the Reserve Fund since the Board approved the replenishment strategy in October 2018.
- FY22 year-end balance of $143M is slightly below 12 months of budgeted operating expenses.
- Since then, the initiative consists of closely and continuously monitoring the Reserve Fund level to ensure continued compliance with policy.
- Future allocations to the Reserve Fund will occur, leading to further strengthening of ICANN's financial sustainability.

RESOURCES

Resources for this initiative are included within the Functional Activities of the financial plan core budget and therefore no incremental resources are needed.

CONSIDERATIONS

The success of the replenishment strategy is dependent on:

- The stability of ICANN's funding.
- No events requiring Board-approved withdrawals from the Reserve Fund during the period.
- The stability of the minimum target level for the Reserve Fund. ∎

FUNCTIONAL ACTIVITIES

FY24–28

Functional Activities are those necessary to operate the organization, such as Human Resources or Finance, or implement ICANN's mission, such as Contractual Compliance or the IANA function. These 33 Functional Activities describe ICANN's continuing operations for the period of FY24–28.

The 33 Functional Activities have been placed into five service groups:

- Technical and Domain Name System (DNS) Security
- Policy Development and Implementation Support
- Community Engagement and Services
- ICANN Org Governance
- ICANN Org Shared Services

These service groups were selected because they represent the broad categories of work that ICANN org conducts in fulfillment of its mission. The five service groups express the Functional Activities at a high level.

The FY24–28 Operating Plan updates the FY23–27 Operating Plan and continues to demonstrate how ICANN org implements its current Strategic Plan. Many of ICANN org's Functional Activities are to implement its mission or operate the organization that continues each year. Any new activities or strategic changes to existing ones are marked with a delta (△).

FIVE SERVICE GROUPS:

TECHNICAL & DNS SECURITY

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

COMMUNITY ENGAGEMENT & SERVICES

ICANN ORG GOVERNANCE

ICANN ORG SHARED SERVICES

FUNCTIONAL ACTIVITIES

FY24–28

TECHNICAL & DNS SECURITY

- Office of the Chief Technology Officer
- ICANN Managed Root Server
- Internationalized Domain Names and Universal Acceptance
- IANA Functions
- Contractual Compliance

Office of the Chief Technology Officer

PURPOSE

ICANN org's Office of Chief Technology Officer (OCTO) aims to constantly improve knowledge about the identifiers that ICANN helps coordinate, to disseminate this information to the Internet community, to improve the technical operation of the Internet's system of unique identifiers, and to improve ICANN's technological stature.

OPERATING INITIATIVE CONTRIBUTIONS

• Lead: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.

• Lead: Facilitate DNS ecosystem improvements.

• Support: Geopolitical Monitoring, Engagement, and Mitigation

ACTIVITIES

• **External Operations**: Activities that have an external impact, such as the DNS Security Facilitation Initiative (complete) and exploring the expansion of the Domain Name Security Threat Information Collection and Reporting (DNSTICR) (in process).

• **Technical Engagement and Outreach**:

  ○ Support and provide training, engagement, and outreach to the technical community on current and upcoming technologies.

  ○ Support other ICANN org teams such as Global Stakeholder Engagement and Government Engagement with technical expertise as needed.

• **Research**: Activities centered on the analysis of the impact of new and existing technologies on the Internet's unique identifier systems as well as the investigation of new technologies and how they may impact the unique identifier ecosystem. ICANN org will continue work related to the Name Collision Analysis Project (NCAP) studies.

• **Reporting**:

  ○ Continue reporting on various aspects of the unique identifier ecosystem via Domain Abuse Activity Reporting (DAAR) and Identifier Technologies Health Indicators (ITHI).

• **Internal Operations**:

  ○ Activities that have an internal impact or recurring activities such as support of the Action Request Register and implementation of recommendations from Specific Reviews and policy development processes.

  ○ Collaboratively working with ICANN's Public Responsibility Support team on online learning development.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- **External Operations**: Much of the progress and milestones will be tracked via the Operating Initiatives, such as:
  - The progression of recommendations within "RSSAC037: A Proposed Governance Model for the DNS Root Server System" and "RSSAC038: RSSAC Advisory on a Proposed Governance Model for the DNS Root Server System," both published on 15 June 2018.
  - Formalization of the Special Interest Forums on Technology (SIFT) program (in progress).
  - Establishing community agreement on the DNS Security Facilitation Initiative (completed).
  - Items related to root zone availability service being deployed.
  - Operation of DNSTICR (in progress).

- **Technical Engagement and Outreach**:
  - Deliver at least 90 percent of mutually agreed-on engagement and outreach activities requested by the community or our internal partners.

- **Research**:
  - Track and support recommendations for Name Collision Analysis Project (NCAP) Studies 2 and 3.
  - Operate an internal RSS Metric Monitoring System as described in RSSAC047 for internal research purposes. (Will be complete by the end of FY23.)

- **Reporting**:
  - Publish data or reports relevant to the various efforts underway, such as DAAR and ITHI reporting, technical papers, etc.
  - Implement data collection and gathering for various statistical analyses.

RESOURCES

Resource requirements are expected to increase.

TECHNICAL & DNS SECURITY

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Bandwidth constraints or competing demands on the available staff resources due to a resource acting as a subject-matter expert for internal and community efforts.

- Assumptions regarding community interest in security and stability could be reduced, which may cause a reprioritization of staff time and effort.

- Community appetite for technical outreach, training, and engagement is strong but this could change, which may lead to reprioritization.

- During FY24–28, ICANN org anticipates that a number of OCTO-led implementations will be forthcoming resulting from the Board-approved recommendations from the Second Security, Stability, and Resiliency Review (SSR2).

- As some projects are completed, the intent is to convert them to programs that will operate indefinitely. The assumption is that there will be sufficient budget to support these programs moving forward. ∎

ICANN Managed Root Server

PURPOSE

Through the ICANN Managed Root Server (IMRS) program, ICANN org provides trusted technical expertise and solutions to support the global Internet by building and maintaining a sustainable, stable, and resilient root server that is able to respond to identified and vetted technical needs.

OPERATING INITIATIVE CONTRIBUTIONS

There are no linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

- Deliver and maintain a highly secure, stable, and resilient root server.

- Respond to defined strategic initiatives and vetted community expectations of the RSS.

- Maintain a low total cost of operations while developing capacity, good engineering practices, and RSS community engagement.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Tracking the number of IMRS instances deployed every 12 months.

- Tracking the number of IMRS service outages every 12 months.

RESOURCES

Resource requirements are expected to increase.

- Additional locations of large IMRS clusters will require additional year-on-year funding to cover connectivity, colocation, and power costs.

- Additional locations of large IMRS clusters will require year-zero capital expenses funding followed by year-two maintenance and hardware upgrades to maintain stability and resiliency.

CONSIDERATIONS

Risks and considerations exist for this Functional Activity and may impact its advancement:

- Hiring and retaining expert-level staff continues to be challenging in the current economic climate.

- Staff may leave if clear paths for professional development are not implemented. ∎

Internationalized Domain Names and Universal Acceptance

PURPOSE

This Functional Activity supports ICANN org and community work and leads internal operations for Internationalized Domain Names (IDNs) and Universal Acceptance (UA) efforts.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS

ACTIVITIES

- Review IDN tables for generic top-level domains (gTLD) registries for security and stability in a consistent and transparent manner, and publish these in the IANA Repository of IDN Practices.

- Work with relevant communities to develop Reference Label Generation Rules for the second level.

- Support the application and evaluation of IDN country code top-level domains (ccTLD) Fast Track Process.

- Support the maintenance of Root Zone Label Generation Rules (RZ-LGR) by the community.

- Support policy development and implementation work on IDNs, including IDN variant top-level domains (TLDs).

- Conduct outreach to software developers and system administrators to promote UA readiness in applications and email services.

- Develop and conduct training for technology developers and email tools and service providers to promote UA readiness.

- Reach out to the public sector to promote UA readiness awareness and demand.

- Support the community-driven Universal Acceptance Steering Group to undertake work toward achieving UA.

- Manage the internal IDN and UA Steering Committee to coordinate ICANN org's IDN and UA-related activities across functions.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following milestones will be used over the five-year period for this Functional Activity:

- The Reference IDN Tables are published at http://icann.org/idn and the updated IDN Table review process is implemented for further transparency and consistency using the Reference IDN tables.

- ICANN org implements IDN Guidelines version 4.1 following based on Generic Names Supporting Organization (GNSO) input and ICANN Board approval.

- ICANN org conducts outreach to communities using the remaining scripts identified in the Maximal Starting Repertoire to develop proposals for RZ-LGR.

- Continued community progress on UA based on its annual action plans, which are developed with the support of UA Program, both through global working groups and local initiatives.

- Continued progress of ICANN org in making its own systems UA-ready.

- IDN variant TLDs for gTLDs and ccTLDs are implemented based on the policies finalized by the GNSO and the Country Code Names Supporting Organization (ccNSO) and approved by the ICANN Board.

- Track and report progress through annual reports on IDNs (e.g., the "**IDN Annual Report 2022**") and UA readiness (e.g., the "**UA Readiness Report for FY22**").

RESOURCES

Resource requirements are expected to increase to support greater technical outreach to promote the universal acceptance of domain names and email addresses and support UA Day activities.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- The work on the implementation of IDN variant TLDs depends on the finalization of the respective policies by the GNSO and ccNSO. The ICANN Board has asked the Supporting Organizations to develop a consistent set of policies for variant TLDs.

- Work on UA is based on influencing technology developers and policymakers who may have other priorities and may not be part of the ICANN community. ∎

IANA Functions

PURPOSE

The purpose of the IANA functions is to assign unique identifiers for the Internet in accordance with relevant policies, and to be the registry of record for those allocations. This work is essential to promoting Internet interoperability by ensuring devices on the Internet communicate in a standardized manner. This work is administered through contracts that provide accountability to the respective communities that use these services.

ICANN's affiliate Public Technical Identifiers (PTI) performs these functions on behalf of ICANN org according to service level agreements (SLAs) and other obligations defined in the contracts. PTI has a separate operating plan and budget process. The PTI Operating Plan and Budget constitutes a large component of the IANA Operating Plan and Budget and is included in the ICANN Operating Plan and Budget. Read the **FY24 PTI and IANA Operating Plans and Budgets**.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.

- Support: Facilitate Domain Name System ecosystem improvements.

- Support: Promote and Evolve the Domain Name System through open and transparent processes that enable competition and open entry in Internet-related markets while ensuring the Stability, Security, and Resiliency of the Domain Name System.

ACTIVITIES

- **Operations**: Daily activities required to provide the IANA functions in accordance with SLA and contractual obligations, and maintaining systems and processes to ensure secure and high availability of IANA-critical Internet infrastructure.

- **Operational Excellence**: Monitoring and improving operations through regular analysis and review that include third-party audits, customer engagement and satisfaction surveys, and organizational assessments. Validate IANA's contingency and continuity of operations and disaster recovery plans through regular tabletop exercises.

- **Technical Services**: Development of new tools and systems, software enhancements, website administration, and other discrete development projects to improve delivery of the IANA functions. Improvements to key management facilities to mitigate security threats and maintain facility quality.

- **Governance**: Regularly engage with stakeholders within the ICANN community and oversight bodies such as the PTI Board, the Regional Internet Registries, the Internet Engineering Task Force, and the Customer Standing Committee. Provide support to the IANA team through regular performance management and professional development training opportunities, and provide IANA subject-matter expertise to support org-wide initiatives. The work in this area also supports ICANN org in its governance efforts to sustain and improve openness, inclusivity, accountability and transparency.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

- **Operations**: Continue to report on IANA performance against its SLAs and maintain the transparency of key signing key (KSK) ceremony administration practices.

- **Operational Excellence**: Continue to analyze customer feedback received through surveys as well as areas for improvement identified through external audits and use the results to drive operational improvements.

- **Technical Services**: Launch systems and tools according to the expectations of the IANA functions customers, receive an exception-free System and Organization Controls 3 (SOC3) Audit Report; perform KSK ceremonies in compliance with the DNSSEC Practice Statement; Complete root zone key management facilities upgrades in the Eastern and Western U.S. regions.

- **Governance**: Continue to engage with key stakeholders to ensure suggested improvements are implemented to the systems, processes, and facilities. Manage and report on project condition, staff performance, budget, risk, strategy implementation, and resource allocation.

RESOURCES

An increase in head count is expected in order to meet the objectives set forth in the PTI FY21–24 Strategic Plan, as well as new requirements driven by community-developed policies. In addition to being highly specialized, most roles in the IANA team currently lack redundancies, so losing staff can significantly impact the progress of key projects such as the Root Zone Management System, the Registry Workflow System, and the IANA website improvements.

- Professional services are a cost-effective, flexible way to supplement full-time equivalents that don't require highly specialized skills, and should be considered along with additional hiring.

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Ongoing customer satisfaction relies on the evolution of IANA systems. Meeting growing customer volume while adhering to SLAs depends on increasing systems advancement. Customer expectations of the level of sophistication in those systems grows over time.

- Increased demands relating to the operating envelope around the KSK management. This includes more regular hardware replacement cycles, more frequent key replacement cycles (rollovers), and new security facilities.

- Without additional resources, IANA does not have bandwidth to deliver additional anticipated activities such as recommendations from the SSR2 and policy implementation.

- Losing staff can significantly impact the function. Most roles in the team lack redundancy and filling positions when staff depart has often proved challenging.

- A higher number of gTLDs may impact the root zone. ∎

Contractual Compliance

PURPOSE

The Contractual Compliance function ensures that gTLD registry operators and ICANN-accredited registrars comply with community consensus policies and their contractual agreements with ICANN.

OPERATING INITIATIVE CONTRIBUTIONS

There are no linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

- Conduct audits, monitoring, and outreach to ensure contracted parties are in compliance with agreements.

- Receive and resolve complaints regarding potential compliance issues with contracted parties.

- Support policy development processes (PDPs), Organizational and Specific Reviews, and the Registrar Accreditation Agreement and Registry Agreement contracting process by providing input from the contractual compliance perspective. Implement recommendations arising from Specific Reviews and PDPs as necessary and appropriate.

- To enhance operational excellence, the Contractual Compliance team plans to improve business operations, methods, and processes, including looking to increase automation in FY24–28.

- The team reduced professional services by migrating complaint processing to the Naming Services Portal (NSp) in FY23. The team also plans to increase its head count to support Contractual Compliance audit and reporting activities.

- Participate in outreach and training activities with contracted parties, or others (as needed), to raise awareness of contractual obligations.

- Provide metrics and data on complaints received that can help inform community discussions on contractual requirements.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Number of low-complexity complaints processed.

- Number of high-complexity complaints processed.

- Turn-around time for processing low-complexity complaints.

- Closure rate of high-complexity complaints processed.

- The number of TLDs audited.

- High-risk issues mitigated through audits.

TECHNICAL & DNS SECURITY

- Contracted parties and reporter satisfaction level measured via perception survey.

- Number of outreach activities engaging with contracted parties, or others (as needed), through formal and informal means.

- Number of plans for remediating noncompliance, as presented by contracted parties, and monitored for recurrence by Contractual Compliance.

- Number of newly implemented proactive monitoring initiatives and projects.

- Number of formal enforcement actions conducted.

RESOURCES

Resource requirements are expected to be stable.

- Migration to NSp can potentially reduce outside vendor expenditures.

- Adding staff to provide in-house performance and metrics reporting and reducing expenditures on third-party vendors.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:
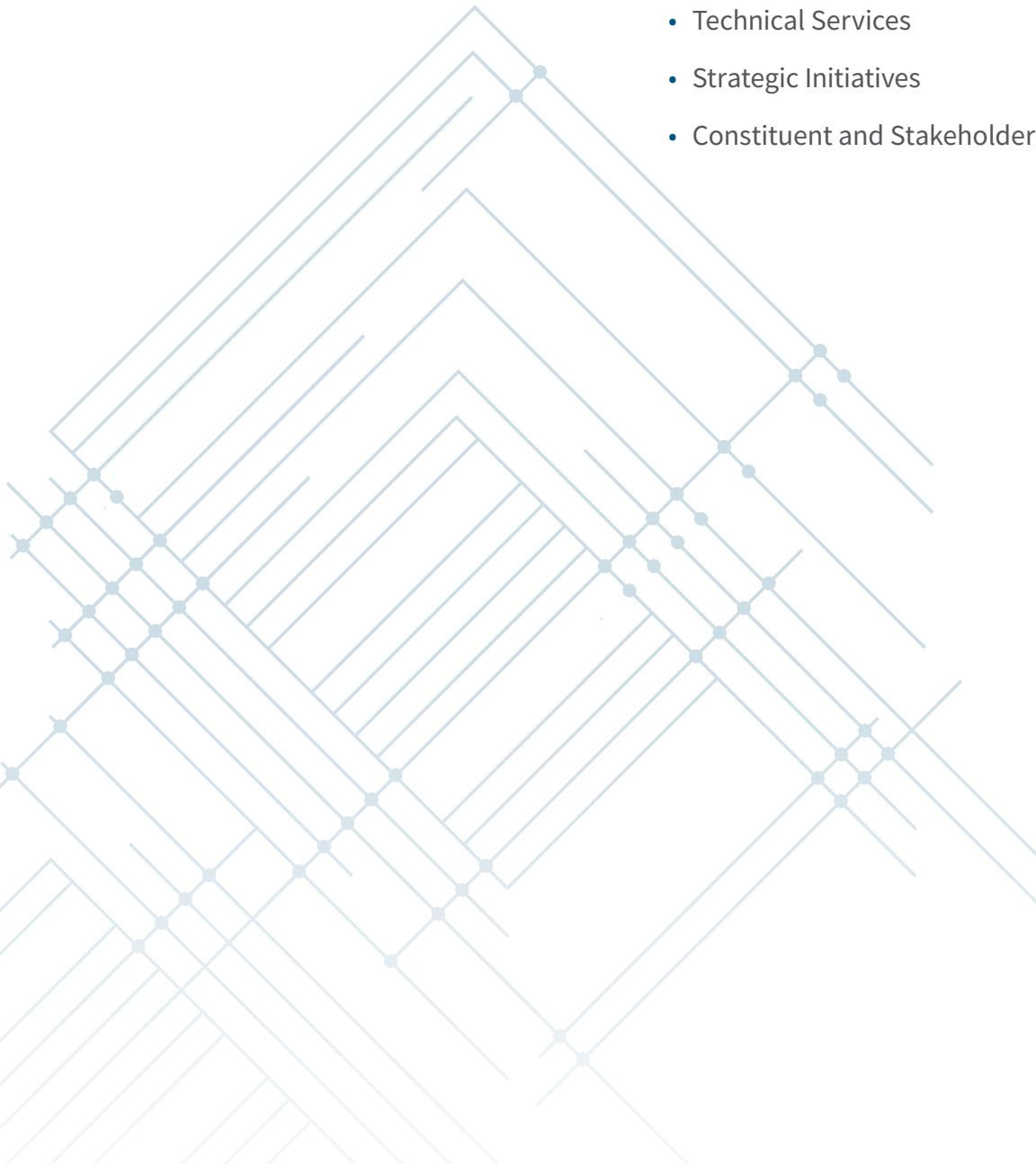
- Successful execution of recurring activities depends on hiring and training for backfill positions.

- Opportunities to reduce spending depend on timely, successful, and complete (including metrics) migration to the Contractual Compliance ticketing platform.

- Cross-functional work related to supporting reviews and policy development reduces Contractual Compliance resources available to execute core functions.

- Unknown impact on volume, type, and complexity of complaints submitted to Contractual Compliance as a result of unknown registry directory service (RDS) obligations.

- Complaints may increase in volume, type, and complexity. This may lead to a reallocation of existing resources among queues as well as to a need for additional staff. Implementing new requirements or projects may have an unknown impact on the volume, type, and complexity of complaints submitted to Contractual Compliance. ∎

FUNCTIONAL ACTIVITIES

FY24–28

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

- Policy Development and Advice
- Policy Research and Stakeholder Programs
- Contracted Parties Services Operations
- Technical Services
- Strategic Initiatives
- Constituent and Stakeholder Travel

Policy Development and Advice

PURPOSE

The Policy Development Support function facilitates the policy development and advisory work of the ICANN community. It provides governance and process management, subject-matter expertise, and administrative and professional secretariat support to ICANN's Supporting Organizations (SOs), Advisory Committees (ACs), and other formally chartered community structures, including the Empowered Community Administration, the Customer Standing Committee, and the Root Zone Evolution Review Committee.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Lead: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.

- Support: Promote and evolve the DNS through open and transparent processes that enable competition and open entry in Internet-related markets while ensuring the Stability, Security, and Resiliency of the Domain Name System.

- Support: Geopolitical Monitoring, Engagement, and Mitigation.

- Support: Planning at ICANN.

ACTIVITIES

- Facilitate policy deliberations and consensus-development by managing the policy process from start to end for all community-driven policy-related projects. This work includes:

  - Conducting research and analysis, drafting reports, tracking recommendations, preparing briefings, and updating working drafts as policy work progresses.

  - Providing secretariat operations and administrative services such as meeting planning, record keeping, and process management.

  - Providing impartial and neutral advice on procedural and strategic approaches for successful consensus-building and effective policy outcomes.

  - Publishing papers, conducting webinars and presentations, and producing other materials to inform community members and the public about policy initiatives.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

- Manage community governance processes, and build and maintain relationships across multiple and diverse stakeholders globally.

- Manage Public Comment proceedings, which is a key mechanism for obtaining public feedback on all pending policy proposals before the ICANN Board considers them.

- Support the management and oversight work performed by the various SO and AC councils and community leadership teams by providing process guidance and subject-matter expertise, coordinating SO and AC strategic planning and related discussions, and tracking the progress of all community-managed efforts.

- Manage key channels for information about current and pending policy issues, including ICANN Prep Week sessions, the Community Digest, plenary sessions at ICANN Public Meetings, and regular policy briefing papers and updates.

- Facilitate effective organizational management and reporting of community activities, including milestones, work plans, and outcomes, through the adoption of a uniform project management-based approach and ICANN org's planned Community Engagement System (CES) platform.

- Continue the transition to and implementation of the CES to manage and report on community participation in ICANN policy processes, including working group enrollment, record keeping, status reporting, and membership management for each SO and AC.

- Implement comprehensive strategy in partnership with Engineering and IT supporting community work via the improvement of communication and collaboration tools, including the migration of SO and AC websites to the Information Transparency Platform and evaluating improvements to community-requested services in collaboration with Engineering and IT, Language Services, Legal, Meetings Technical Services, and other org functions.

- Complete the functionwide adoption of uniform project management tools and framework.

- Develop and deploy uniform program management tools to facilitate community planning and prioritization of policy work and other activities.

- Improve processes for more robust data collection and analysis (if funded) in support of policy development processes and operationally feasible, data-driven policy recommendations.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Tracking progress of community-driven projects (e.g., number and duration of projects and activities, volume and extent of community work including meeting hours, webinars, and preparation time required) and publication of resolutions, policy recommendations, and other community decisions.

- Reporting on community enrollment, membership, and participation in ICANN policy processes.

- Documenting and reporting on Public Comment proceedings and other community consultations managed by the Policy Development Support function.

- Progress on migration and transition to CES platform.

- Reporting on community activities at ICANN Public Meetings, including:

  - ICANN Prep Week reports and statistics.

  - ICANN Public Meetings reports and statistics.

  - Annual ICANN Public Comment proceedings reports.

  - ICANN Public Meeting Policy Outlook and Policy Outcomes reports.

RESOURCES

Resource requirements are expected to increase.

- There is a clear upward trend in the number and scope of policy initiatives across the ICANN community. In addition, current strategic objectives and strategic goals call for increased, diverse, and meaningful participation that will require org support and improved reporting. Without deliberately capping the number of active policy efforts in concurrent operation, these trends will require a correlated increase in resources (e.g., staff, travel, and professional services).

- Based on current trends and expected workload, it is anticipated that additional full-time policy staff positions at the analyst, specialist, or higher level with research, data analysis, and process management skills will be required to adequately support the community work.

- Professional services are a cost-effective, flexible way to supplement full-time equivalents that don't require highly specialized skills, and should be considered along with additional hiring.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

CONSIDERATIONS

The following risks and considerations exist for this activity and may impact its advancement:

- There is a continuing need to align community expectations for increased facilitation and other support from the Policy Development Support team that match the community's own workload with the Board's and org's understanding of the community's needs and priorities. This requires robust discussions of costs and benefits, with decisions that are informed by effective prioritization, including through the new Planning and Prioritization Framework.

  - Maintaining existing staff levels in the face of increasing work will affect the ability to provide consistent high-quality support for the community's work.

  - It may be necessary to defer or reduce the number of new policy projects, which may require trade-offs across the community about what to prioritize given the divergence of stakeholder interests.

- As noted under the Five-Year Operating Initiatives, if community expectations of support levels are not met and there is inadequate understanding of the priorities or ways that org resources are allocated, there is a risk of:

  - Lower levels of service to the community and regional disparities.

  - Delayed policy and advisory outputs.

  - Community frustration and loss of active participants.

  - Potential team member burnout.

- Discussions on the alignment of expectations, needs, and priorities need to be conducted in the context of the following considerations:

  - Prioritization of policy work that is integral to ICANN's mission.

  - Emphasis of support for community operations central to ICANN governance processes.

  - Organizational support for efforts to ensure global, diverse volunteer participation that provides legitimacy to ICANN's multistakeholder model.

- Prioritization remains a challenge for individual community groups and in cross-community work, although the new Planning and Prioritization Framework may alleviate some of the difficulties by providing a uniform tool for the Board, org, and community.

- Cross-functional, organization-wide coordination and communication of how and what technological tools are assessed, provided, and supported remains necessary and important in the face of community requests for expanded support as hybrid meetings remain the norm.

- As the complexity of policy work increases, the skills and experience levels required of staff to support this work will increase. This will require resources and commitment to training for motivated staff.

- The focus on data-driven policy development and advice work may require additional resources, either in-house or provided by third-party experts and service providers (e.g., professional survey designers). ∎

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

Policy Research and Stakeholder Programs

PURPOSE

The Policy Research and Stakeholder Programs functional activity leads and supports the implementation of key policies and cross-functional projects, provides research and thought leadership capabilities to support relevant organizational work, and leads and supports community-based work to develop and promote a multilingual Internet and secure user experience.

This function also ensures cross-functional coordination and subject-matter support for the Board's and org's activities around relevant recommendations and advice from the multistakeholder community.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.

ACTIVITIES

- Supporting Board consideration of GNSO consensus policy recommendations. See **Appendix A – ICANN Rolling Five-Year Roadmap** showing current and anticipated policy activities.
- Managing organizational activities around implementation of Board-approved GNSO consensus policy recommendations.
- Managing periodic reviews of Consensus Policies.
- Executing and supporting data, research, and study requests from internal and external stakeholders.
- Providing subject-matter support to internal and external stakeholder projects, including support during development of recommendations by SOs and ACs.
- Managing implementation of relevant Board-approved AC advice and Specific Review recommendations.
- Supporting the development of Root Zone Label Generation Rules for multiple scripts.
- Supporting policy development and implementation work on IDNs, including IDN variant top-level domains.
- Providing support for Operational Design Phase analysis prior to Board consideration of policy recommendations resulting from the multistakeholder process.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities, as follows:

- Progress on implementation of Board-approved policy recommendations is reported on a dedicated consensus policy implementation webpage. Milestones include draft policy language, terms and requirements, analysis of input received on implementation via Implementation Review Team feedback and Public Comment, and the announcement of policy effective dates.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

- Progress on implementation of relevant advice items is reported on a dedicated webpage that provides the status of advice to the Board from ACs. Milestones include confirmation of understanding, exchanges and discussions with the relevant AC, and closure of the advice item.

For many of this function's activities, the timing and milestones depend on factors such as community decisions and engagement, and Board consideration and direction. The team communicates progress by direct engagement with the relevant SOs, ACs, and other stakeholder groups, by sharing work plans and draft documents for community comment and consultation, publishing blogs and announcements, and holding webinars and public meeting sessions.

RESOURCES

Resources requirements are expected to increase. Increased resources will likely be needed to deliver this work, as major policy efforts move into implementation, operational readiness planning continues to support future gTLD applications and operations, activity increases in the IDN policy space, and the need for UA coordination rises. Existing staff will collaborate with other functions including:

- Legal, Contractual Compliance, Communications, OCTO, Policy Development Support, and Global Stakeholder Engagement.

Additionally, increased resources will likely be needed to support the implementation of Board-approved review team recommendations, including:

- Particular study and research requests, which may require the procurement of professional services, e.g., consumer or registrant surveys, extension of statistical analysis of DNS abuse, or economic analysis.

CONSIDERATIONS

- A number of Board-approved recommendations from the Competition, Consumer Trust, and Consumer Choice (CCT) Review, Registration Data Services (RDS-WHOIS) Review, and SSR Review teams relate to this function's areas of responsibility. Prioritization and resource allocation for these activities is subject to the inputs of the Planning process.

- In this five-year period, this function plans to support numerous policy implementation efforts for Board-approved recommendations, including but not limited to Rights Protection Mechanisms Phase 1, Proxy & Privacy Services Accreditation, Translation & Transliteration , and Expedited Policy Development Process (EPDP) on the Temporary Specification for gTLD Registration Data Phase 2a.

- This function also anticipates that the org will be directed to take on significant new policy implementation efforts, including work on registration data and planning for future gTLD application rounds.

- The specific organization and resource allocation for these projects will be based on resource availability and prioritization discussions. ∎

Contracted Parties Services Operations

PURPOSE

Contracted Parties Services Operations delivers defined, high quality, repeatable services and processes to applicants and contracted parties in a timely, consistent, and predictable manner.

OPERATING INITIATIVE CONTRIBUTIONS

No linked Operating Initiatives. This function supports ICANN's continued operation.

ACTIVITIES

- Process contracted party service requests. Continually improve procedural aspects related to delivery of service requests.
- Manage contracted party agreements, including these steps:
  - Facilitate agreement execution.
  - Generate and execute contract amendments as a result of service requests.
  - Process agreement terminations.
- Manage registrar application and evaluation process.
- Monitor certain conditions required by contracted party agreements and execute outbound communications to facilitate contracted party compliance with agreements.
- Manage all aspects of vendor life cycle from procurement to operations for vendors that provide contracted party services, applicant evaluation, or related needs.
- Support the 2012 round of the New gTLD Program, including:
  - Application processing (evaluation, contention resolution, application change requests, etc.).
  - Contracting (Registry Agreement execution, Specification 13, and Code of Conduct Exemption Amendments).
  - Pre-delegation activities (pre-delegation testing, onboarding, and transition to delegation).
  - Support for ICANN org's Legal team on New gTLD Program-related Accountability Mechanisms and litigation.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

ICANN org uses a combination of metrics and reports to track Functional Activities. The following milestones will be used over the five-year period for this Functional Activity:

- Service level targets will continue to be monitored and modified as per operational needs.
- Reporting of service delivery against service level targets will continue.
- Monitor contracted party transactional survey responses.

RESOURCES

Resource requirements are expected to be stable.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its operation:

- Services defined by contracts and policies are varied, complex, and difficult to automate. Critical thinking and human judgment are required to complete transactions.
- Operations resources are in high demand both internally and outside the organization. Providing development opportunities and career growth to retain staff is critical to successful ongoing operations.
- New gTLD Program 2012 Round support activities are currently projected to run through FY24. Changes to that timeline would impact resources and activities.
- Accountability Mechanisms and litigation pertaining to the New gTLD Program typically require significant and unplanned time and effort, and may require significant expenditure of resources to manage. ∎

Technical Services

PURPOSE

The Technical Services function provides technical knowledge and data inside ICANN org regarding the DNS and works to maintain the security and stability of the DNS.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.

- Support: Facilitate the DNS Ecosystem Improvements.

ACTIVITIES

- Manage systems such as the Service Level Agreement Monitoring, Technical Compliance, Registration Reporting Interface (RRI), Technical Onboarding, Monitoring System Application Program Interface (MoSAPI), Zone File Access, Bulk Registration Data Access , Controlled Interruption monitoring, and the Centralized Zone Data Service (CZDS). Coordinate and support ICANN initiatives, such as Registration Data Access Protocol (RDAP) implementation.

- Manage services such as the Emergency Back-end Registry Operation and Registry System Testing (RST).

- Develop and maintain technical specifications used by the contracted parties, such as data escrow, Trademark Clearinghouse, RRI, and MoSAPI.

- Engage with the technical community.

HOW PROGRESS IS TRACKED

- Deliver new and updated systems.

- Update services as needed.

- Maintain up-to-date technical specifications.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

RESOURCES

Resource requirements are expected to increase. Additional resources will potentially be needed due to:

- EPDP on the Temporary Specification for gTLD Registration Data Phase 2 implementation.

- Operational readiness planning to support future gTLD applications and operation.

- Increased responsibilities, e.g., CZDS, RST, Technical Onboarding re-platforming, implementing the RDAP amendment, and implementing changes related to the Registration Data Policy.

CONSIDERATIONS

An additional increase of resources would be needed when unbudgeted projects are assigned or delegated to the team. ◼

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

Strategic Initiatives

PURPOSE

The Strategic Initiatives functional activity leads and provides support for strategic initiatives and evolving issues that impact ICANN org's remit and its stakeholders. It includes supporting work undertaken by the community, such as the coordination of ICANN org's strategy as it relates to compliance with the European Union's General Data Protection Regulation (GDPR) and other global data protection and privacy legislation. It also includes cross-functional strategic efforts related to all of the following initiatives: mitigating DNS security threats, New gTLD Subsequent Procedures, the operationalization of RDAP, IDNs and UA-related topics, and ICANN's Registrant Program.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

- Support: Monitor Legislation, Regulation, Norms, Principles, and Initiatives That May Impact the ICANN Mission.

ACTIVITIES

- **New gTLD Subsequent Procedures**:
    - Support the preparation for and implementation of Board-approved recommendations developed through the New gTLD Subsequent Procedures Policy Development Process.

- **Registrant Program**:
    - Development of materials to educate registrants about their rights and responsibilities as well as their roles within the DNS.
    - Raise awareness via outreach and engagement events and other capacity-development efforts about issues and challenges impacting registrants.
    - Ensure that registrants' perspectives are represented in ICANN org's work when implementing policies and services.

- **Data Protection and Privacy Issues**:
    - Cross-functional coordination as it relates to data protection and privacy issues, including Registration Directory Service (RDS) compliance with GDPR and other relevant laws.
    - Continued engagement and activities related to implementation of the EPDP on Temporary Specification for gTLD Registration Data Policy Phase 2A, and management of the EPDP Phase 2 recommendations on a System for Standardized Access/Disclosure (SSAD) to Nonpublic gTLD Registration Data, including tracking progress and reporting on the operation of the Registration Data Request Service.
    - Cross-functional coordination of various work streams related to the launch of RDAP services in the gTLD name space.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

- **DNS Security Threat Mitigation**:
  - Continued coordination of org-wide strategy to ensure ICANN org is recognized as a trusted source of information; provide tools to the community to mitigate DNS security threats; and enforce related contractual provisions.

- **IDNs and UA**:
  - Provide support for ICANN org's IDN and UA Steering Committee to develop and execute an effective cross-functional strategy for increasing IDN implementation and UA-readiness globally.

HOW PROGRESS IS TRACKED

Standard project management tracking will ensure timely completion of deliverables and coordination among functions as they relate to strategic initiative support.

- **New gTLD Subsequent Procedures:**
  - Provide support for implementation of Board-approved policy recommendations resulting from the New gTLD Subsequent Procedures Policy Development Process.

- **Registrant Program**:
  - Continue to produce content, including blogs, reports, and other communications, to inform registrants of their rights as domain name holders, and how they fit within the domain name ecosystem.
  - Continue to raise awareness, through engagement and capacity-development activities and events, about issues and challenges impacting registrants.

- **Data Protection and Privacy Issues**:
  - Provide support for implementation of policy recommendations resulting from EPDP Phase 2 should the Board adopt the recommendations, or decide to implement another solution in consultation with the GNSO Council.
  - Coordinate ICANN org's strategy and related activities across functions to ensure alignment with org's goals related to ensuring that RDS and access to nonpublic gTLD registration data meet requirements of data protection and privacy laws, including the GDPR.

- **RDAP Program**:
  - Track progress and ensure adherence to project plan to meet necessary milestones for the launch of RDAP services in the gTLD name space.

- **DNS Security Threat Mitigation**:
  - Continued coordination of org-wide strategy, including the org's participation in ICANN community discussions on DNS security threat topics.

- **IDNs and UA**:
  - Provide support for tracking the progress of cross-functional strategy for increasing IDN implementation and UA-readiness globally.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

RESOURCES

Resource requirements are expected to increase, though this depends on the direction provided by Board-approved recommendations from the New gTLD Subsequent Procedures Policy Development Process and EPDP Phase 2 recommendations.

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Activities related to recommendations from the New gTLD Subsequent Procedures Policy Development Process and EPDP Phase 2 are expected to be a major effort during this period. Ongoing project planning will inform when additional resources are necessary to support required activities in this time period. ∎

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

Constituent and Stakeholder Travel

PURPOSE

The purpose of the Constituent and Stakeholder Travel function is to provide travel support for community members selected through appropriate processes and broaden participation in ICANN's processes.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

ACTIVITIES

- Provide travel support for community members selected through appropriate processes following Travel Support Guidelines.

- Update Travel Support Guidelines as needed and solicit Public Comment on updates.

HOW PROGRESS IS TRACKED

The following measure will be used over the five-year period for this functional activity:

- Publication of reports following each ICANN Public Meeting with details of the travel support provided.

RESOURCES

FY24–28: Resource requirements are expected to be stable. The number, cost, and level of support of funded seats for Supporting Organization and Advisory Committee constituent travel is stable.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Allocating limited travel funding among ICANN community members requires prioritization.

- Advance planning is needed to ensure cost-effective pricing. ∎

FUNCTIONAL ACTIVITIES

FY24–28

COMMUNITY ENGAGEMENT & SERVICES

- Global Stakeholder Engagement
  - Regional Offices
- Public Responsibility Support
- Governmental and Intergovernmental Organization Engagement
- GDD Accounts and Services
- Global Support Center
- Global Communications and Language Services
- Global Meetings Operations
- Ombudsman

Global Stakeholder Engagement

PURPOSE

ICANN org's Global Stakeholder Engagement (GSE) team leads engagement and outreach around the world with stakeholders about ICANN and its mission. Through local coverage in ICANN's regions, the team is a point of contact for ICANN org and the ICANN community. Its purpose is:

- Raising awareness and understanding of ICANN's role and remit.

- Encouraging participation in ICANN policy development.

- Establishing and maintaining partnerships in ICANN technical activities.

- Enhancing ICANN org's operating model across all regional offices and ensuring alignment of regional engagement efforts with ICANN org strategic and operational priorities.

- Building relationships, developing understanding among stakeholders, and where possible developing trust.

OPERATING INITIATIVE CONTRIBUTIONS

As GSE's role is to lead enagement and outreach for ICANN org, it provides direct and indirect support for many of the Operating Initiatives, such as:

- Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking.

- Implement New gTLD Auction Proceeds Recommendations as Approved by the Board.

- Facilitate the Domain Name System Ecosystem Improvements.

ACTIVITIES

- Cross-functional regional engagement related to technical and policy initiatives, participation in relevant national and regional discussions related to ICANN's mission, and delivery of regional engagement strategies, with consideration given to the ongoing impact of the COVID-19 pandemic on travel and in-person gatherings.

- Capacity-development to increase understanding of ICANN's mission and to diversify participation in ICANN's core activities.

- Delivery on President and CEO goals to target stakeholders and key influencers who may impact ICANN but often do not participate in ICANN meetings and who may or may not be aware of the role of ICANN in the DNS ecosystem.

- Engagement measurement, planning, and administration.

- Support for cross-organizational collaboration for legislative tracking, government engagement, operational and strategic planning, and other functions.

COMMUNITY ENGAGEMENT & SERVICES

- Ongoing implementation of engagement activities related to the implementation of Specific and Organizational Reviews and community work on New gTLD Subsequent Procedures PDP recommendations. For example, ICANN org expects there to be more outreach and awareness-raising activities following delivery of the Operational Design Assessment for the next round of new gTLDs.

- Support of other ICANN org team initiatives at a regional level, including OCTO, Government and IGO Engagement (GE), and others.

- Participation in internal subject matter expert teams on the implementation of Organizational and Specific Reviews.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following milestones and metrics will be used over the five-year period for GSE:

- Status of alignment of regional engagement strategies with the Strategic Plan.

- Data on ICANN's geographical presence and services to regional stakeholders.

- Number of capacity-development and training events and analysis of community feedback.

- Incorporation of stakeholder journeys data into the ICANN org Open Data Initiative.

- Metrics related to cross-functional work on DNS ecosystem security, DNSSEC deployment, Universal Acceptance, and IMRS instances.

- Engagement reporting for CCT Review and RDS-WHOIS2 Review recommendations implementation.

- Support of community prioritization efforts at the regional level to participate in Public Comment periods.

- DNSSEC statistics from regional trainings and local adoption levels by top-level domains, Internet service providers, and others.

RESOURCES

Resource requirements are expected to increase.

△ GSE anticipates the need for increased funding to support the demand for: engagement stemming from Operating Initiatives; implementation of Board-approved Organizational Review recommendations; raising awareness for potential future rounds of new gTLDs; regional capacity-development requests; and collaboration with Government Engagement at the regional level on potential legislation and ministerial briefings on ICANN and the multistakeholder model.

△ GSE plans to hold regional ICANN DNS Forums or meetings in collaboration with Global Domains and Strategy (GDS) and OCTO to raise awareness of DNS security issues, technical Internet governance, DNS industry issues, and policy development.

△ GSE also assumes that travel will return to pre-pandemic levels and community demand for support with regional events will likely continue to increase. Meanwhile, the team plans to continue providing hybrid events using lessons learned from the delivery of world-class virtual meetings.

COMMUNITY ENGAGEMENT & SERVICES

CONSIDERATIONS

The following considerations exist for the GSE team, some of which may pose risks:

- Close integration of engagement activities across the GDS, OCTO, and Government and IGO engagement functions will continue and these functions rely on cross-organizational collaboration to deliver on ICANN priorities.

- Improvements in collaboration made in FY21–22 will continue into FY23–24 with the Managing Directors network for the regional offices. Continued attention to staff retention, development, and performance is important during this period.

- The organizational priority on legislative tracking continues to require resources and engagement.

- The community prioritization effort may identify the need to recruit new stakeholders, which will involve the GSE team to target new active participants.

- Work continues on full deployment of software tools through the ICANN Customer Relationship Management (CRM) to enable cross-functional collaboration, request management, and performance tracking.

- Hybrid meetings will return at a regional level, but participation levels need to be monitored as some stakeholders may no longer be able to participate in ICANN work.

- Changes in the ecosystem post-COVID-19 may affect the ability for newcomers to participate in ICANN technical and policy work and may impact on the volunteers in the ICANN community. ∎

Regional Offices

ICANN has regional offices in Brussels, Belgium; Istanbul, Turkey; Montevideo, Uruguay; and Singapore. ICANN has engagement centers in Nairobi, Kenya; Washington, D.C., USA and Beijing, China.

PURPOSE

The primary purpose of the regional offices is stakeholder engagement. Besides bringing ICANN's functions closer to stakeholders, the offices facilitate the functions housed in the region to achieve the goals set out in the Strategic Plan.

OPERATING INITIATIVE CONTRIBUTIONS

As each regional office leads stakeholder engagement in its region and collaborates with other ICANN functions at a regional level, each regional office directly or indirectly supports all Operating Initiatives.

ACTIVITIES

ICANN's regional offices work with the community to help them obtain the support and services they need from ICANN org. Each office provides a broad range of localized services to the community. The regional offices are often a first point of contact for stakeholders in the area, and serve as the regional interface for ICANN org.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. Key measures for the regional offices in the five-year period are:

- Facilitate collaboration to achieve identified cross-functional goals based on the Strategic Plan. The success of this collaboration will be tracked against the goals.

- Collaborate to address engagement gaps, develop an engagement gaps matrix, and incorporate into an org-wide platform.

RESOURCES

Brussels: Resource requirements are expected to increase.

△ Staff needs are expected to increase in order to support increased engagement around technical and legislative issues and new initiatives such as the possible future rounds of new gTLDs. There is a need to add support for staff covering Eastern Europe and Central Asia, and for post-Brexit engagement in the United Kingdom.

△ Support for community and engagement meetings.

Istanbul: Resource requirements are expected to remain stable.

△ Staff needs are expected to increase in order to support engagement activities in the African region.

△ Upgraded audio-visual equipment is needed in support of community and engagement meetings.

△ Allocation of adequate resources is needed for Istanbul-based staff to support ICANN org engagement activities in the region.

COMMUNITY ENGAGEMENT & SERVICES

Montevideo: Resource requirements are expected to increase.

△ Increased funding needed for regional staff to attend annual capacity-development week and officewide meetings.

△ Staff needs are expected to increase to support the contracted parties in the region and administrative support to the regional office.

Singapore: Resource requirements are expected to increase.

△ Resource needs are expected to increase in order to support increased engagement activities related to the possible future rounds of new gTLDs, growing IDNs in South and Southeast Asia.

CONSIDERATIONS

The following risks and considerations exist for the success of the regional offices and may impact their progression:

• Work depends on other functions, which may have other priorities.

• Functional teams should have region-specific plans and goals in place.

• Use of a CRM platform will help better coordinate regional requests and assign resources.

• Adequate budget allocation is needed for GSE staff and regional support.

• Willingness of the community to use the regional offices for ICANN-supported face-to-face meetings.

• The Istanbul office may need to be expanded if the demand for larger face-to-face meetings in that region increases. ∎

Public Responsibility Support

PURPOSE

The Public Responsibility Support (PRS) team provides the community with the necessary support and tools to carry out public responsibility activities that support ICANN's mission. Increasing diversity and lowering barriers to participation are central to these efforts.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Implement a new gTLD Auctions Program as Approved by the Board.

- Support: Facilitate the DNS Ecosystem Improvements.

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

- Support: Geopolitical Monitoring, Engagement, and Mitigation.

ACTIVITIES

- **Research and expertise**: PRS provides subject-matter expertise and global good practices advice for public responsibility initiatives within ICANN's remit in the areas of diversity, human rights, anti-harassment, and public interest, and supports the implementation of the ICANN Grant Program.

- **Diversity programs**: PRS manages the Fellowship Program, NextGen@ICANN, the Internet Access Reimbursement Program, and the ICANN Community Childcare Grants Pilot.

- **Capacity-development initiatives**: ICANN Learn, the Leadership Program, the Chairing Skills Program, the ICANN for Beginners Virtual Program, and the ICANN History Project. New online curricula and virtual programming are in development for the Chairing Skills Program.

△ Develop ICANN Learn as the main capacity-development tool across ICANN, featuring a robust catalog of technical and skill-building courses.

△ Improve linkages between newcomers and individuals and groups that perform policy development and advice work.

△ Implement a more data-driven approach to diversity issues, program management, and evaluation.

△ Establish a pilot program that provides emergency financial support for continued Internet access, building on the initial contribution made in support of the Internet community in Ukraine in 2022.

△ Evaluate and improve PRS programs on a rolling basis; conduct a five-year review for the Fellowship Program in FY24 and for NextGen@ICANN in FY25.

COMMUNITY ENGAGEMENT & SERVICES

△ Phase out ICANN History Project work beginning in FY21 and reduce to minimal maintenance levels in FY25.

△ Evaluate new engagement opportunities for Fellows and NextGen@ICANN alumni such as mentorship activities and resources and periodic meetups.

△ Facilitate support for ICANN human rights and diversity initiatives.

△ In conjunction with the Leadership Program and following community requests, PRS will facilitate a community-led Intercultural Awareness Program training session aimed at raising community awareness and understanding of cultural norms and best practices across regions.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

• Research and expertise:

○ Develop a standard process to support the community and the ICANN Board in their diversity assessment efforts recommended in the Cross-Community Working Group (CCWG) on Enhancing ICANN Accountability Work Stream 2 (WS2) Final Report by FY24.

○ Support community groups and the ICANN Board in conducting regular diversity assessments starting in FY24.

  ■ CCWG-Auction Proceeds: Support outreach efforts related to the ICANN Grant Program.

• Diversity programs: Fellowship Program, NextGen@ICANN, ICANN Community Childcare Grants Pilot, and Internet Access Reimbursement Program

○ ICANN Community Childcare Grants Pilot will be evaluated in FY23 to determine whether the program will continue as a recurring activity.

○ Five-year reviews of diversity programs: Fellowship in FY24 and NextGen@ICANN in FY25.

○ Fellowship and NextGen@ICANN metrics include:

  ■ Number of participants by region and sector

  ■ Number of pen holders on policy reports and documents

  ■ Number of mailing list contributors

  ■ Number of Public Comment contributors

  ■ Number of alumni in leadership positions

COMMUNITY ENGAGEMENT & SERVICES

- Capacity-development initiatives include:
  - Phasing out ICANN History Project work began in FY21 and will reduce to minimal maintenance levels by FY25.
  - Online Learn (ICANN Learn) metrics include:
    - Number of active users
    - Number of new courses
    - Number of multilingual courses
  - Other capacity-development delivery will be evaluated and improved on a rolling basis.

RESOURCES

PRS resources will remain at FY23 levels (adjusted annually for inflation).

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Work depends on clear community and organizational public responsibility priorities and cross-functional collaboration.
- There is a risk of new volunteers dropping off and participants in ICANN's multistakeholder processes not reflecting the evolution of the broader Internet user base.
- Reputational risks may arise from failure to provide sufficient transparency and ability to demonstrate impact and return on investment of programs. This includes failure to support educated and informed stakeholders and a perceived lack of diversity in PRS programs.
- Continued improvement to PRS operations is needed, increasing transparency, scalability, and responsiveness to the community.
- The demand for self-paced, online capacity-development opportunities across the ICANN community continues to rise each year. Over 2,000 learners have actively taken training in the last 12 months. ICANN Learn should be leveraged to improve scalability of capacity-development efforts and resources to manage the expansion of training content.
- Per ICANN Board's direction, org is currently evaluating whether and how to provide emergency financial support for continued Internet access as an ongoing program. Outcomes from this assessment will impact PRS's operations and resource needs. ◾

Governmental and Intergovernmental Organization Engagement

PURPOSE

ICANN org's Government and Intergovernmental Organization Engagement (GE) team is responsible for outreach and engagement with national and regional government and intergovernmental organizations (IGOs) to protect the remit and mandate of ICANN.

The team acts as a central point of contact to help governments and IGOs understand and be mindful of the way the Internet functions and the role ICANN plays in technical Internet governance. The team's goal in engagement is to provide information to make governments aware of or mitigate the sometimes unintended consequences of government action on areas within ICANN's remit or on policies developed through ICANN's multistakeholder processes. The team specifically provides information about ICANN's role in the management of the Internet's unique identifiers, including the global Domain Name System, IP addresses, and protocol parameters.

The Government and IGO engagement team works with the Governmental Advisory Committee (GAC) as the constituency that is the home of governments and IGOs within ICANN. The team also represents the mission of ICANN with government ministries and IGOs.

OPERATING INITIATIVE CONTRIBUTIONS

Lead: Geopolitical Monitoring, Engagement, and Mitigation.

ACTIVITIES

- Assessment of risks to ICANN org due to legislative or regulatory processes or through global activity by IGOs.

- Facilitation of global, regional, and national government engagement strategies reflecting geopolitical challenges and changes and, if necessary, reflecting the changes in the Strategic Plan.

- Ongoing cross-functional regional engagement related to technical and policy work, participation in relevant national and regional discussions.

- Capacity-development.

- Supporting cross-organizational collaboration for legislative tracking, government engagement, operational and strategic planning, and other functions.

- Reviewing and revising the global government and IGO engagement strategies to align with the Strategic Plan.

- Update demand-driven government capacity-development activities against the Strategic Plan, and ensure these activities align with the new Strategic Objectives for ICANN.

- Evaluate the government engagement events ICANN org currently supports to determine effectiveness and modify engagement strategy as needed.

COMMUNITY ENGAGEMENT & SERVICES

- Develop and implement an annual engagement plan for the global Internet Governance Forum (IGF), to coordinate ICANN activities and maximize involvement through speaking engagements, workshops, the Open Forum, social media, booths, and flash sessions. In addition, work with the local host and the IGF Secretariat on opportunities for intersessional engagement with parliamentarians about technical Internet governance and ICANN's role managing the unique identifier system. Each year's engagement is a basis for the following year's work and uses the IGF Secretariat report, the community questions and feedback, views and attendance participation information, and feedback from presenters to assess and plan for the following year's work.

- Annually reviewing and revising engagement strategies for ITU, ITU-D, and WSIS+20.

- Monitor and report on developments at the United Nations (U.N.), International Telecommunication Union (ITU), and other U.N. agencies, dealing with the World Summit on the Information Society (WSIS) +20 review, as well as development of the U.N. Cybercrime Convention and other relevant U.N. and ITU documents.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Delivery of the postponed High-Level Governmental meeting may occur in FY24 as a hybrid (virtual and in-person) event in conjunction with an ICANN meeting, depending on pandemic safety protocols and discussions with the GAC. Subsequent High-Level Governmental meetings could potentially occur biennially.

- Reports and statistics on participation in outreach, technical briefings, and capacity-development sessions for the GAC and through collaboration with other organizations in the ecosystem.

- Comparison of surveys conducted before and after GAC capacity-development events to measure information learned and delivery of information against expectations.

- Completed review of existing Memorandums of Understanding for continuing alignment with goals.

- Metrics related to the number of countries and intergovernmental organizations represented in the GAC and the number of countries and IGOs actively participating in the GAC and ICANN policy processes.

RESOURCES

Increased resources will be needed to address:

△ Growth in risks to ICANN org through intended or unintended consequences of the legislative and regulatory actions of governments and IGOs.

△ Growth in risks to the single, stable, global Internet through new technologies, lack of government understanding of those technologies, or political initiatives to address challenges governments believe are posed by those technologies.

△ Increased stakeholder demand for engagement and capacity-development through the GAC's Underserved Regions Working Group and Public Safety Working Group.

△ Increased regional capacity-development workshops, technical briefings, and training delivered by ICANN or in collaboration with other organizations within the Internet ecosystem.

COMMUNITY ENGAGEMENT & SERVICES

△ Increased activity in the cybersecurity areas reflecting growing governmental concerns and proactive and preemptive behavior to address or exploit possible vulnerabilities in the critical Internet infrastructure.

△ Increased need for professional service contracts to cover specialized events, such as but not limited to coverage of U.N. and other IGO sessions, negotiations, and hearings in Brussels, Geneva, and New York City, as well as regional events as part of IGO global processes. FY24–28 Operating and Financial Plan encompasses activity that will involve the U.N. Open-Ended Working Group, the Ad Hoc Committee, the Cybercrime convention discussions, the next round of the WSIS discussions, as well as the ITU Plenipotentiary 26 and many other geopolitical processes with the potential to impact ICANN's mission and the community's ability to make policy regarding the unique identifiers. There is also an increased need for service contracts related to information gathering and analysis in regions.

△ Increased participation required in arenas that ICANN has not previously engaged in due to shifts in the locus of political action that can impact ICANN.

△ Increased operational responsibilities in FY24–28 will require increased head count.

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

• Changes in the assessment of the risk environment.

• Changes in functional resources and team allocation. Expanding geopolitical activity and global spread will require increasing collaboration with and demand on the resources of GSE, OCTO, Global Communications, and other community-facing functions in ICANN org. ∎

COMMUNITY ENGAGEMENT & SERVICES

GDD Accounts and Services

PURPOSE

The Global Domains Division (GDD) Accounts and Services function is responsible for the effective implementation of Generic Names Supporting Organization (GNSO) Consensus Policy and contract-related services. Its team builds and maintains relationships with the ICANN-accredited registrars, gTLD registries, and their respective stakeholder groups. The team is also responsible for identifying indicators and trends for the evolution of the DNS ecosystem and leading the organization's DNS Security Threat Mitigation Program.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Improve the Depth of Understanding of the Domain Name Market Drivers That Impact ICANN's Funding.

- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

ACTIVITIES

- Continue to build and maintain relationships with ICANN's contracted parties.

- Collect and contextualize market intelligence about the domain name industry ecosystem.

- Implement GNSO policy recommendations after adoption by the ICANN Board.

- Implement and enhance services for the contracted parties.

- Develop the annual and five-year funding forecast and funding assumptions.

- Support the contracted parties transition to the RDAP-based technology platform for registration data directory services as called for in amendments to the Base gTLD Registry Agreement and Registrar Accreditation Agreement.

- Implement assigned Specific Review recommendations.

- Lead efforts to prepare to evolve the Registry Agreement and Registrar Accreditation Agreement in anticipation of a next round of gTLDs.

- Coordinate ICANN's efforts to conduct research and provide tools, factual information, and education for the ICANN community regarding DNS security threats and DNS abuse.

- Collaborate and coordinate with industry actors on reducing DNS security threats (botnets, malware, pharming, phishing, and spam when used as vectors).

- Work with the community to identify gaps in addressing DNS security threats within ICANN's remit and means to reduce DNS security threats.

COMMUNITY ENGAGEMENT & SERVICES

- Host an annual Contracted Parties Summit, which provides ICANN org and contracted parties an opportunity to engage and address issues of mutual interest and importance.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Production of funding forecast and forecast assumptions for quarterly and annual budgeting processes.
- Implementation of adopted consensus policies.
- Periodic survey of contracted parties.

RESOURCES

Resource requirements are expected to increase. Increased staffing levels are required to support the implementation of several GNSO PDPs that have been completed or are currently in progress as well as the Specific Review recommendations approved by the Board. Additional resources are also required to lead and support the evolution of the Registry Agreement and the Registrar Accreditation Agreement in advance of a next round of gTLDs. As the next application round approaches, account management resources are likely to require an increase to provide account management support to a larger base of registries and registrars as more are added through subsequent rounds of new gTLDs.

The team has also added responsibility to lead ICANN org's coordinated efforts related to mitigating DNS security threats and combating DNS abuse. Additionally, the increased level of focus and priority on the funding forecasting requires more effort for market analysis and improved financial models.

CONSIDERATIONS

- Implementation of approved GNSO Council-developed policy recommendations partially depends on volunteer-based Implementation Review Teams.
- Implementation of several of the Board-approved Specific Review recommendations require consultation with contracted parties and potential changes to agreements.
- Any changes to the Registry Agreement or Registrar Agreement require agreement with relevant contracted party stakeholder groups and approval by a supermajority of the relevant contracted parties. ∎

COMMUNITY ENGAGEMENT & SERVICES

Global Support Center

PURPOSE

A number of ICANN org teams provide services to users, stakeholders, and interested parties around the world. The most notable services include ICANN Global Support, **Correspondence** and **Board Advice** tracking, and WHOIS Accuracy Reporting System (ARS) functions. This group supports various aspects of ICANN's mission and strategy with a particular emphasis on continual improvement.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives. These are ongoing operational functions.

ACTIVITIES

- Tier one support for ICANN org functions.
- Contracted party support and communications management.
- New gTLD applicant support.
- Account and contact management.
- Registrant and community support.
- Correspondence and Board Advice tracking.
- WHOIS ARS functions, when and if they resume.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. During FY24–28, the following will be monitored:

- Service-level targets will continue to be monitored and modified as per operational needs.
- Customer satisfaction will continue to be measured through transactional surveys and reported regularly.

RESOURCES

Resource requirements are expected to remain stable.

COMMUNITY ENGAGEMENT & SERVICES

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its operations:

- Future demand for the Global Support Center cannot be estimated with high confidence. Regional and world events may result in an unanticipated and severe increase in volume.

- Policies and contractual obligations continuously evolve and Global Support Center must stay abreast of the changing landscape in order to provide accurate responses to contracted parties and community members.

- The effectiveness and efficiency of the Global Support Center is highly dependent on the operating systems and tools on which it relies. Specifically, the team is highly reliant on the Naming Services Portal.

- Global Support Center resources are in high demand both internally and outside the organization. Retaining staff is critical to successful ongoing operations.

- Correspondence and Advice volume is highly variable. ∎

Global Communications and Language Services

PURPOSE

ICANN org's Global Communications and Language Services function is responsible for creating awareness of ICANN and its role in supporting the public interest, and ensuring that ICANN is represented accurately and consistently in all forms of communication. This is accomplished by:

- Demonstrating successes, knowledge, and thought leadership through compelling, clear, and consistent messaging.

- Continuing to grow, globalize, and diversify communications efforts and channels for geographic and target-audience reach.

- Expanding and engaging with new audiences by reaching outside of traditional forums.

- Leveraging media and industry contacts to amplify key messages.

- Increasing external understanding of and participation in ICANN's policy development process and multistakeholder model.

- Explaining the role of the IANA functions and ICANN's technical remit.

- Educating internal audiences and supporting staff activities.

- Facilitating access to ICANN by providing translations, interpretation, and transcription services in the six U.N. languages for ICANN Public Meetings and other events.

The secondary purpose is to provide communication tools to staff and the community to advance their work.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Facilitate DNS Ecosystem Improvements.

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

- Support: Promote and Evolve the Domain Name System (DNS) through open and transparent processes that enable competition and open entry in Internet-related markets while ensuring the Stability, Security, and Resiliency of the DNS

- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management

- Support: Geopolitical Monitoring, Engagement, and Mitigation

- Support: Implement New gTLD Auction Proceeds Recommendations As Approved by the Board.

COMMUNITY ENGAGEMENT & SERVICES

ACTIVITIES

- To ensure professional, consistent messaging that properly positions ICANN in the community, and the org, using traditional media, social media, and other sources. This team is responsible for brand and usage standards, website content, social media, graphic design, writing, proofing, and editing.

- The team will continue the development and implementation of the Information Transparency Platform (ITP) by adding more features to icann.org and transitioning the community sites to the new user experience.

- The Global Communications function supports capacity-development efforts in the regional offices through public relations, media facilitation, and communication strategy.

- This function is part of the strategic communications planning and implementation (drafting, editing, content review, and scorecard development) for many of the functions within ICANN org, as well as internal communications, editing, writing, and communications planning support for internal functions such as Engineering and IT, Finance, and HR.

△ In FY24–28, Global Communications anticipates adding a writer, a media specialist, and a graphic designer to the team to better support each function.

△ Several sets of community recommendations are now moving to Board consideration and, if approved, eventual implementation. The Board-approved recommendations that will require strategic communications planning and content support include those from the New gTLD Subsequent Procedures Working Group, Expedited Policy Development Process on Temporary Specification for gTLD Registration Policy Phase 2, and the Cross-Community Working Group on New gTLD Auction Proceeds.

△ Over this period, the team will develop a roadmap for the Open Data program and manage the progress of the program.

HOW PROGRESS IS TRACKED

The Global Communications team will use tools, such as social listening and media monitoring, to track key metrics including: press release, blog, and announcement reach, content likes, retweets, shares, etc.

RESOURCES

Resource requirements are expected to increase, as the team has requested the addition of staff to increase capacity.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Overall, unclear or inconsistent communications and messaging to stakeholders can negatively impact ICANN's reputation or put ICANN org at legal risk.

- Advance notice of special projects or initiatives that will require communications support is key to ensuring that resources are available to provide assistance. Other functions are strongly encouraged to involve the team as early as possible.

- Promoting a shared understanding of key and current issues requires that staff throughout ICANN org work with the Global Communications team to access accurate and consistent information on topics of interest.

- Translated materials that are costly to produce are not well used in some of the languages. ∎

Global Meetings Operations

PURPOSE

Global Meetings Operations supports face-to-face and virtual meetings hosted by ICANN globally. For face-to-face meetings, the team ensures that the selected cities, venues, meeting facilities, and services provide an environment conducive to an effective meeting. They work in close collaboration with the community to establish the meeting schedule and provide travel support for funded travelers and staff.

For hybrid meetings, the team works with the community and the org to establish the schedule and ensure an effective participation strategy for the online and in-person participants.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

The team provides extensive preplanning and on-site and virtual support for:

- Three ICANN Public Meetings a year.
- Three Board workshops a year.
- Community face-to-face and virtual meetings, the number of which varies from year to year.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Meaningful stakeholder participation increases, demonstrated by community members effectively engaged in multistakeholder model processes and committed to cooperating toward an agreed-on global public interest.
- Continued efforts of the ICANN Board, community, and org to facilitate the inclusion and participation of all stakeholders.
- Meetings team: Number of meetings supported.
- Travel Support: Number of travelers supported.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

Resource requirements are expected to increase. As face-to-face and virtual meeting demand continues to increase and consume available resources, the team's ability to complete work in a timely manner is increasing direct and indirect costs due to reduced lead times. The team anticipates needing additional resources in FY24–28.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- There is a need to define the purpose of ICANN Public Meetings and work toward internal alignment within ICANN org.

- ICANN org is seeing an upward trend in the number of face-to-face and virtual meetings, even with flat funding.

- ICANN org has confirmed locations through October 2023 and is in the process of finalizing contracting for some meeting venues. Changes to the number or type of meetings could incur cancellation penalties.

- The COVID-19 pandemic-related disruption is likely to affect the format and cost of meetings conducted face-to-face or virtually in FY23. ∎

Ombudsman

PURPOSE

The Office of the Ombudsman is a neutral dispute resolution practitioner for the ICANN community. The principal function of the Ombudsman is to provide an independent internal evaluation of complaints by members of the ICANN community who believe that the ICANN org, Board, or an ICANN constituent body has treated them unfairly. The Ombudsman serves as an objective advocate for fairness, and seeks to evaluate and resolve complaints about unfair or inappropriate treatment by ICANN org staff, the Board, or ICANN constituent bodies, clarifying the issues and using conflict resolution tools such as negotiation, facilitation, and "shuttle diplomacy" to achieve these results.

The Ombudsman also has a formal role in conducting a substantive review of Reconsideration Requests. However, the Ombudsman recuses the office from such a review if the office has been previously involved in the subject matter of the Reconsideration Request.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

The primary role of the Ombudsman includes:

- Complaint management.

- Raising awareness of Expected Standards of Behavior and Community Anti-Harassment Policy within the community, Board, and org. There is currently good awareness, but actions in FY24 and plans over the next five years aim to increase visibility and activity.

- Substantive evaluation of Requests for Reconsideration under ICANN Bylaws, Article 4, section 4.2.1.

- Ongoing education to empower leadership in community via ICANN Learn and providing training for community leaders to empower and educate on conflict resolution.

- Implementation of recommendations related to the Ombudsman from the Cross-Community Working Group on Enhancing ICANN Accountability Work Stream 2.

COMMUNITY ENGAGEMENT & SERVICES

HOW PROGRESS IS TRACKED

ICANN Bylaws require the Office of the Ombudsman to produce an annual report with consolidated analysis of the year's complaints and resolutions, documentation of adherence to confidentiality obligations and concerns, as well as recommendations for steps to minimize future complaints.

RESOURCES

Resource requirements are expected to be stable. The number of Reconsideration Requests also affects the resources required. The Ombudsman collaborates with several teams within the org including: Communications, Public Responsibility Support, Legal, Meetings, as well as the Board and the community.

CONSIDERATIONS

Work Stream 2 of the Cross-Community Working Group on Enhancing ICANN Accountability issued recommendations that have been accepted by the Board, relating to the Office of the Ombudsman. This portion of the plan will be updated as the planning work continues. ■

FUNCTIONAL ACTIVITIES

FY24–28

ICANN ORG GOVERNANCE

- Board Activities
- Office of the President and CEO
- Governance Support
- Nominating Committee Support
- Complaints Office
- Review Support and Implementation

Board Activities

PURPOSE

The Board Activities Functional Activity represents the work and responsibilities of the ICANN Board of Directors. Among its duties, the ICANN Board:

- Ensures that ICANN remains at all times true to its mission, commitments, and core values.

- Oversees ICANN org's performance to ensure it operates with efficiency and effectiveness in a fiscally responsible and accountable manner and, where practicable and not inconsistent with ICANN's other obligations under the Bylaws, in a manner that is responsive to the needs of the global Internet community.

- Oversees development and periodic revisions of the Strategic Plan and Operating Plan.

- Ensures that ICANN operates pursuant to the highest ethical standards, complies with applicable laws, and considers adherence to best practices in all areas of operation.

- Ensures all policy development and decision-making processes are transparent, open, reflective of the public interest, and accountable to all stakeholders.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. The Board supports ICANN's ongoing activities.

ACTIVITIES

- Board Committees form a fundamental part of Board activities. Committees allow a smaller group of Board members to work together when a more focused approach is needed. The list of Committees as well as the scope of their duties and activities can be found on this **page**.

- When necessary, the Board may also establish working groups or caucuses that are focused on a specific topic or issue.

- Board members focus on serving ICANN and the global public interest.

- Board members participate in external events in order to develop effective relationships across the global Internet ecosystem. The Board advocates for ICANN's mission and its multistakeholder model of governance within the Internet governance ecosystem.

ICANN ORG GOVERNANCE

HOW PROGRESS IS TRACKED

The ICANN Board fulfills its objectives and outcomes by directing the President and CEO to implement the Board's decisions. The following measures will be used over the five-year period:

- **Outcomes**:
  - Successful implementation of the Strategic Plan and the Operating and Financial Plan.
  - Implementation of the work plan to improve the effectiveness of ICANN's multistakeholder model.
  - Strengthen DNS and Root Server System security.
  - Evolution of unique identifier systems.
  - ICANN's long-term financial sustainability.

- **Performance metrics**:
  - Timely revision of the Strategic Plan and the Operating and Financial Plan.
  - Amount of funds transferred into the Reserve Fund, per the **Board resolution**, for replenishment.
  - Number of geopolitical issues impacting ICANN's mission identified on time and successfully addressed.
  - Number of additional stakeholders that join ICANN globally.
  - Number of effective relationships with key actors in the global Internet ecosystem established.

RESOURCES

Resource requirements are expected to be stable. This may change as community recommendations related to new gTLD auction proceeds and subsequent rounds of new gTLDs move to the Board for consideration and eventual implementation.

CONSIDERATIONS

The following risks and considerations exist for the ICANN Board in its activities:

- Workload and competing priorities may slow down progress in key areas of work.
- Maintaining institutional knowledge is helped if there is stability in the Board's composition over the long term.
- The ability to select and retain qualified and diverse Board members is dependent on factors such as available candidate pool, time commitments required, and compensation.
- Failure to identify trends impacting ICANN and subsequent adaptation of the Strategic Objectives could have important repercussions.
- The COVID-19 pandemic has limited travel and face-to-face gatherings, which may impact the ability to establish effective relationships with key actors in the global Internet ecosystem. ∎

ICANN ORG GOVERNANCE

Office of the President and CEO

PURPOSE

The Office of the President and CEO provides support to the President and CEO, who has fiduciary responsibility for the organization. The goals of the President and CEO are achieved through work conducted by ICANN org.

OPERATING INITIATIVE CONTRIBUTIONS

The Office of the President and CEO supports all of ICANN's ongoing operations and activities.

ACTIVITIES

The nature of the Office of the President and CEO is to provide ongoing support to the President and CEO, to effectively manage ICANN org.

Activities include:

- Support the President and CEO in day-to-day activities, including travel and meetings arrangement and other administrative tasks.
- Provide strategic direction to the Executive Team to achieve organizational goals.
- Meet regularly with Supporting Organization and Advisory Committee leadership and the ICANN Board to ensure ICANN org effectively implements policy.
- Ensure ICANN org is accountable to the Board and community.

RESOURCES

Resource requirements are expected to be stable.

HOW PROGRESS IS TRACKED

Progress of the Office of the President and CEO is related to the progress made on the established **goals** of the President and CEO, which are approved by the ICANN Board. Additionally, the President and CEO and Executive Team provide **regular reports** to the Board and the community ahead of ICANN Public Meetings. ∎

Governance Support

PURPOSE

Governance Support legally safeguards ICANN org and mitigates adverse litigation and regulatory impacts to ICANN org.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Evolve and Improve Internal and External Ethics Policies.
- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.
- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.
- Support: Facilitate DNS Ecosystem Improvements.
- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Support: Geopolitical Monitoring, Engagement, and Mitigation.
- Support: Implement New gTLD Auction Proceeds Recommendations As Approved by the Board.

ACTIVITIES

- Litigation and Accountability Mechanisms support, such as maintaining litigation readiness, monitoring, and managing ICANN litigation matters and issues, and Accountability Mechanism proceedings.
- General legal internal support.
- Advice to senior management.
- Contractual support, such as contract review, analysis, recommendations, risk assessments, and amendments.
- Secretarial support to ICANN Board and PTI Board, such as performing duties related to notices, meetings, corporate records, and implementation of Board and committee decisions.
- Service as Chief Data Protection Officer, with a focus on ICANN organization-level data to ensure ICANN's internal data protection and privacy program is compliant and up-to-date.
- Support for anticipated implementation of the New gTLD Subsequent Procedures policy recommendations.
- Support for anticipated implementation of a WHOIS Disclosure System as well as a standardized system for accessing registration data.

ICANN ORG GOVERNANCE

- Support for implementation of Board-approved recommendations from Specific Reviews, including the Holistic Review.

- Support for implementation of the ICANN Grant Program.

- Support the anticipated implementation of the Board-approved recommendations from the Root Server System Governance Working Group.

- Establishment of a contract management database. In the current global environment, there has been an increase in the support services provided by Governance Support to aid the org's response to the pandemic.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Achieving functional purpose within funding allowance.

- Sufficient contingency funds to cover unforeseen legal events (e.g., skilled in looking at past trends, present environment, and future projections to derive contingency fund amounts year-over-year).

RESOURCES

The governance team is preparing for a significant increase in needed resources, including to address the operationalizing of the New gTLD Subsequent Procedures, the continued design of the system for standardized access disclosure for gTLDs, the operation of the ICANN Grant Program, and anticipated Specific Reviews activity. While some of this work is anticipated to be absorbed by existing budgeted resources, the need for additional full-time equivalents is anticipated to support the range of work. Additionally, significant support from outside legal counsel from one or more firms may be needed. Additional full-time equivalents are anticipated to be needed including additional lawyers, paralegals, project managers, analysts, and administrative support professionals.

ICANN ORG GOVERNANCE

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Changing landscape of privacy regulations.

- Outcomes related to litigation or general internal legal support are dependent on when the Legal team is engaged on matters or issues.

- Advance notice of special projects or initiatives that will require legal services is key to ensuring that budget and resources are available. Other functions are strongly encouraged to involve the Legal function as early in the planning stages as possible.

- Large scale initiatives such as the next round of new gTLDs require not just substantive support from the Governance Support function, but also require scaling to meet growth in other areas of the organization. One of the key areas of work of the Governance Support function is to provide legal advice and guidance in support of human resources, finance, and other such internal services to ICANN org. If, for example, 50 new employees or contracted staff are added across ICANN org to help implement the Subsequent Procedures Program, such staff increases also require additional legal support and guidance to the Human Resources team to scale to the heightened organizational demand. Given that each function is potentially proposing to add new resources as part of program implementation, this will impact the amount of additional legal support needed.

- Within programs such as Subsequent Procedures and the ICANN Grant Program, timing, quantity, and scale issues still need to be accounted for, such as supporting multiple requests for proposals that all have to be launched at the same time, or new processes that need to be designed. The timing and scale of effort needed, which is not yet defined, could impact the amount of legal resources that need to be available.

- In order to provide meaningful legal support and guidance to program-related activities, it is important to stress the time and effort that would need to be undertaken to prepare attorneys at all levels. This includes any lawyers to be hired in-house as well as outside counsel. Such training is needed in order to ensure that those working on the program will be able to contribute in a meaningful way. ∎

Nominating Committee Support

PURPOSE

The Nominating Committee Support function provides support and coordination for the ICANN Nominating Committee (NomCom), an independent committee responsible for appointing leadership positions to the ICANN Board, PTI Board, At-Large Advisory Committee, Country Code Names Supporting Organization, and Generic Names Supporting Organization. The NomCom acts on behalf of the interests of the global Internet community and within the scope of ICANN's mission and the Bylaws.

OPERATING INITIATIVE CONTRIBUTIONS

Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

ACTIVITIES

This team supports the NomCom by providing:

- Systems Administration: Configuring systems and tools for NomCom use including the NomCom application system, web pages, and workspace.
- Meeting Planning: Plans and coordinates telephonic, face-to-face, and virtual NomCom meetings.
- Meeting Support: Facilitates the work of the NomCom, including maintaining process and procedures documents and agendas.
- Training: Access current NomCom training programs and develop new training programs that meet the recommendation of the NomCom Recommendation Implementation Working Group (e.g., Unconscious Bias Training, Leadership Training, Interview Skills Training, etc).
- Vendor Management: Procure, negotiate, contract, and manage vendors in support of NomCom functions.
- Coordination of media and communication program.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24–28, the following metrics will be used for this Functional Activity:

- Number of face-to-face meetings supported.
- Number of telephonic or virtual meetings supported.
- Number of leadership positions filled.
- Number of committee training sessions completed to meet the requirements of the recommendations of the NomCom Recommendation Implementation Working Group.

ICANN ORG GOVERNANCE

RESOURCES

Resource requirements may need to be reviewed in order to complete the implementation work of the ICANN Board-approved recommendations made by the NomCom Recommendation Implementation Working Group.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Implementation work to be undertaken by NomCom support staff to implement Board-approved recommendations of the NomCom Recommendation Implementation Working Group may exceed the skills and capacity of existing resources.

- Ongoing NomCom operational costs may increase as a result of the NomCom Recommendation Implementation Working Group recommendations.

- Due to the fluid status of NomCom leadership, ICANN org must be prepared to revise operating procedures and approach.

- Due to the COVID-19 pandemic, more of NomCom's work is conducted virtually, which will impact how progress is tracked and what resources are needed or available in a remote environment. ■

Complaints Office

PURPOSE

The Complaints Office enables ICANN org to transparently identify and resolve issues in one centralized location. The Complaints Office handles complaints regarding ICANN org that do not fall into an existing complaints mechanism, such as Contractual Compliance, Request for Reconsideration, or the Office of the Ombudsman.

The Complaints Office reviews verifiable information to ensure recommendations and resolutions are based in fact. It strives to be open and transparent, responsive and accountable to all parties, and to make recommendations that are constructive and actionable. Above all, the Complaints Office acts with the utmost integrity in service of ICANN's mission.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

The Complaints Office responsibilities include:

- Receiving, researching, analyzing, and responding to submitted complaints.
- Reporting.
- Business and communications planning and implementation.
- Internal and external engagement.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Number of complaints received.
- Number of complaints received in scope.
- Number of complaints resolved.
- May consider reporting turnaround time in FY24–28.

ICANN ORG GOVERNANCE

RESOURCES

Resource requirements are expected to be stable.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Shifting to a centralized system for complaints depends on ICANN org's prioritization and resource availability.

- The function has limited staff, which creates risk that could lead to slow or stalled delivery on commitments.

- As awareness and visibility regarding the Complaints Office increases over time, the number of in-scope complaints could escalate rapidly. ■

Review Support and Implementation

PURPOSE

The ICANN Bylaws-mandated reviews represent a fundamental mechanism to continuously improve ICANN's multistakeholder model. The improvements result from the implementation of Board-approved recommendations made by community-led review teams for Specific Reviews or by external independent reviewers for Organizational Reviews.

The org's functional support of the reviews process is provided by two complementary teams actively involved in the process from inception of the review to the conclusion of the implementation:

- The Review Support and Accountability (RSA) team of the GDS function facilitates and supports both the Specific and Organizational Reviews. This work includes the evolution of review processes and support from review inception through Board action on the recommendations made by the review team.

- The Implementation Operations (IO) team in the Office of the Chief Financial Officer function is responsible for overseeing the implementation of Board-approved non policy recommendations. This includes, but is not limited to, output from Specific Reviews, as well as other community-led working groups, such as the Cross-Community Working Group (CCWG) on Enhancing ICANN Accountability Work Stream 2 and on New gTLD Auction Proceeds, and the Enhancing the Effectiveness of ICANN's Multistakeholder Model project.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Implement New gTLD Auction Proceeds recommendations as approved by the Board.

- Support: Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking.

- Support: Planning at ICANN.

ACTIVITIES

- Supporting ICANN org cross-functional engagement in the review process from inception to implementation of Board-approved recommendations, facilitating and supporting the work of the Organizational Effectiveness Committee of the ICANN Board, including support of its annual work plan and activities.

- Developing the Life Cycle of Reviews Project to introduce improvements to the end-to-end reviews process and support its evolution and launching the Life Cycle of Reviews Program to continue to identify, develop, implement, and manage improvements to the reviews process as part of continuous improvement. These activities include:

  ○ Supporting revisions to the Bylaws, as appropriate, and Operating Standards for Specific Reviews.

  ○ Developing a framework for the retirement of recommendations.

  ○ Continuing to evaluate the effectiveness of review recommendations as part of informing the next cycle of each review, and also in a broader sense to ensure that all reviews deliver on community and Board expectations.

ICANN ORG GOVERNANCE

- Overseeing the implementation of prioritized Specific Review-related recommendations and possible, related Bylaws amendments.
- Facilitating the Continuous Improvement program for SOs, ACs, and the NomCom.
- Implementing recommendations from the Second Organizational Review of the NomCom.
- Supporting ongoing activities resulting from completed Organizational Reviews (from the second Organizational Review cycle).
- Conducting the Pilot Holistic Review and starting the Pilot Continuous Improvement Program, including monitoring their progress as they relate to the deferral of Organizational Reviews and Review timing over the next three-to-five-year period.
- Supporting any prioritization effort related to the Specific Review recommendations or other subjects.
- Overseeing the implementation of Board-approved recommendations from the CCWG on Enhancing ICANN Accountability Work Stream 2.
- Furthering the implementation of the **Enhancing the Effectiveness of ICANN's Multistakeholder Model** project.
- Continuing to work on the implementation design of the ICANN Grant Program. This Program is the instrument through which ICANN org is going to distribute the auction proceeds funds.
- Delivering, reporting, and documenting the implementation of Board-approved and prioritized recommendations emerging from the Competition, Consumer Trust and Consumer Choice Review (CCT), the Third Accountability and Transparency Review (ATRT3), the second Registration Directory Service Review (RDS-WHOIS2), and the second Security Stability and Resiliency Review (SSR2) (See **Appendix C**).
- Continuing to work on Specific Reviews recommendations placed into various pending categories, to prepare the Board to take dispositive action.

HOW PROGRESS IS TRACKED

The specific milestones guiding the work are:

- Implementation of Board-approved prioritized Specific Reviews recommendations (throughout FY24–28).
- Implementation of Board-approved Work Stream 2 recommendations (by FY27).
- Completion of the implementation design for the Grant Program (Operating Initiative 13) and launch of the grant cycles (throughout FY24–28).
- Development of the Life Cycle of Reviews Project (throughout FY24–28).
- Implementation of the Enhancing the Effectiveness of ICANN's Multistakeholder Model project (throughout FY24–28).
- Production of quarterly reports on the status of implementation of Board-approved recommendations resulting from reviews and cross-community working groups, including adherence to work plans (throughout FY24–28).
- Production of the Annual Review Implementation Report, in compliance with the Bylaws (yearly throughout FY24–28).
- Update of the Operating Standards for Specific Reviews, in compliance with the ICANN Bylaws.

ICANN ORG GOVERNANCE

- Approval and publication of modified Bylaws sections pertaining to Reviews.

- Publication and maintenance of Reviews schedule.

- Publication and maintenance of the Continuous Improvement Program for SOs, ACs, and NomCom.

RESOURCES

To ensure the the success of the activities listed above:

- There will be a close collaboration and interaction between the RSA and IO teams, as well as with ICANN org subject-matter experts to move forward the implementation of Board-approved recommendations.

- Resourcing adjustments will be introduced as reviews are streamlined and improvements or changes made to how ICANN org supports reviews throughout their life cycle in alignment with the Board-directed actions resulting from ATRT3 recommendations and improvement introduced by the Life Cycle of Reviews Project.

- Grant Program resources will be defined while the Program implementation design progresses.

CONSIDERATIONS

The following elements may impact the progress of the work to implement the above mentioned activities:

- Possible review process refinements from the Life Cycle of Reviews project.

- Outcome of the Pilot Holistic Review.

- Findings of the evaluation of the projects and initiatives associated with the Enhancing the Effectiveness of the ICANN's Multistakeholder Model.

- High-level reprioritization of ICANN org work. ∎

FUNCTIONAL ACTIVITIES

FY24–28

ICANN ORG SHARED SERVICES

- Planning
- Finance and Procurement
- Risk Management
- Engineering and Information Technology
- Global Human Resources and Administrative Services
- Security Operations
- Board Operations
- ICANN Offices

Planning

PURPOSE

The purpose of this Functional Activity is to support the development, implementation, monitoring, and evolution of ICANN's planning activities to ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission. The Planning function leads and coordinates all planning activities with the ICANN community, org, and Board. The long-term objective of the Planning function is to continuously increase the organization's effectiveness through adequate planning and performance measurement. The Planning function also includes the economist function, which contributes to the strategic planning activities and analysis on economic trends. The role serves as a subject-matter expert and adviser on DNS market analysis and provides advisory and programmatic support throughout the organization through research and analysis utilizing market and macroeconomic data.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Planning at ICANN.
- Support: Improve the Depth of Understanding of the Domain Name Marketplace Drivers that Impact ICANN's Funding.

ACTIVITIES

- Lead ICANN's annual planning processes, including strategic outlook and strategic planning, operating planning, budgeting and progress reporting.
- Communicate and engage on the planning processes, timelines, and milestones with ICANN org, Board, and community.
- Manage the development of all plans per ICANN Bylaws' requirements.
- Ensure alignment of regional and other planning programs and implementation efforts with ICANN plans.
- Manage progress reporting and measurement.
- Conduct research and analysis.
- Provide advisory and programmatic support.
- Conduct economic research and analysis.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Timely delivery of ICANN's Five-Year Strategic Plan, Five-Year Operating and Financial Plan, and Annual Operating Plan and Budget per ICANN's Bylaws requirement.

ICANN ORG SHARED SERVICES

- Regular completion of trends identification. Ability to factually inform trends based on public data.
- Regular completion of trends, prioritization, and impacts analysis.
- Regular decision to revise or prolong the Strategic Plan.
- As needed, revision of the Strategic Plan.
- Regular production of reports on achievements and progress against the ICANN plans.
- Evolve and improve ICANN's planning processes, including the strategic planning process, operating planning process, budgeting process, and process reporting process.
- Monitor global macroeconomic conditions, DNS marketplace, and Internet-related economic sectors.

RESOURCES

Resource requirements are expected to increase.

△ Support establishing a systematic set of activities to support the annual planning process of a five-year horizon.

△ Strengthening of Strategic Outlook trends monitoring.

△ Start the work of the Five Year Strategic Plan for Fiscal Years 2026–2030.

△ Procure data and related services to assist with macroeconomic research and analysis.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Lack of planning tools, including data collection and analysis, to facilitate org-wide prioritization and progress reporting can impact the efficiency and effectiveness of planning activities.
- Cross-functional collaboration and resources are needed and progress will depend on their availability.
- The function is largely dependent on functions and personnel, and outcomes are dependent on ongoing policy work and progres at ICANN.
- Global macroeconomic and financial conditions are subject to change. Any assessment is done with base-level parameters and expectations. Unanticipated changes in the global economic environment can therefore render prior assessments and opinions outdated or invalid.
- Global macroeconomic factors may change priority areas, as the economic climate may prompt additional research needs for the organization. ∎

Finance and Procurement

PURPOSE

The Finance and Procurement function is the steward of ICANN's public funds, and the champion of financial accountability and transparency. It provides timely, accurate, and reliable financial and procurement services that support responsible decision-making.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: ICANN Reserves.
- Support: Formalize the ICANN Org Funding Model and Improve Understanding of the Long-term Drivers of the Domain Name Marketplace.
- Support: Planning at ICANN.

ACTIVITIES

The Finance and Procurement function handles all accounting, auditing, financial analysis, financial reporting, statutory reporting, taxes, payroll, billing and collections, insurance, treasury (including payments), procurement, and sourcing for ICANN operations, IANA functions, and Public Technical Identifiers as applicable.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Continuous improvement of processes to gain efficiency and improve quality.
- Continuous improvement of financial analysis.
- Measuring and reporting service-level metrics.
- Tracking of ICANN's Reserve Fund replenishment.
- Contribute to the Operating Initiative Planning at ICANN.

ICANN ORG SHARED SERVICES

RESOURCES

FY24: Resources are expected to increase as there is currently open head count, and additional head count is being evaluated.

FY24–28: Resources will continue to increase as the Board approves recommendations from the New gTLD Subsequent Procedures Working Group and the org begins to implement the Board-approved recommendations.

CONSIDERATIONS

No new risks or considerations noted. ∎

Risk Management

PURPOSE

The role of the Risk Management function is to facilitate the identification and articulation of risks faced by ICANN so that the org may make informed decisions about planning for and managing those risks. Through the established Risk Management Framework, the function focuses on developing a risk-aware culture that incorporates the risk framework into the org's activities and planning.

OPERATING INITIATIVE CONTRIBUTIONS

Support: Risk Management supports all Operating Initiatives.

ACTIVITIES

- Work with org functions to actively identify and articulate the risks to ICANN allowing for informed decisions to be taken regarding risks.

- Ensure awareness of risks so that risks are managed before they become a threat to fulfilling ICANN's objectives. While adverse events will occur, the goal is to proactively manage risks and minimize surprises.

- Foster a risk-aware culture where all staff feel empowered to identify and escalate risk concerns.

- Provide facilitating support to staff and functions in owning the risks and responses related to their activities.

- Provide concise and insightful reporting to executive management and the Board.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Consistency of Risk Management process, such as risk identification, monitoring, and reporting.

- Disciplined risk planning.

- Risk Appetite Statement referenced by staff.

- Risk ownership by staff.

RESOURCES

Resource requirements are expected to be stable.

CONSIDERATIONS

The Strategic Plan does not create any new risks or challenges in itself for the Risk Management function. The Strategic Risks in the Strategic Plan are included in the work done by the Risk Management function in its normal operations. The existing challenges and dependencies of working with multiple other functions apply to managing any new risks added to the Risk Register from the Strategic Plan.

The largest consideration for this functional activity is the team's dependency on other functions and staff, who have many other priorities. The function relies on Risk Liaisons representatives from each function to actively participate in risk-management initiatives. ■

Engineering and Information Technology

PURPOSE

Engineering and Information Technology (E&IT) provides trusted technical expertise to support the global multistakeholder model and ICANN org by:

- Building a sustainable and resilient team that is able to respond to organizational needs.
- Fostering trusted, transparent relationships with stakeholders through collaborative planning and data-driven decisions.
- Delivering secure, effective, and accessible services through innovation and persistence.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.
- Support: Formalize the ICANN Org Funding Model and Improve Understanding of the Long-term Drivers of the Domain Name Marketplace.

ACTIVITIES

- Align E&IT delivery capacity along the organization's long-term strategy.
- Enable organizational effectiveness through efficient use of ICANN's digital services.
- Provide effective support to ICANN's international office strategy.
- Maintain financial soundness and business continuity.
- Achieve lower total cost of ownership while developing capacity.
- Secure ICANN's digital services and systems.
- Support all functions within ICANN org, Board, and community via end-user support, business analysis, custom application development, off-the-shelf software selection and support, infrastructure support, security monitoring, and network services.
- Continue to emphasize portfolio management and a platform reduction mindset.
- Rough cut capacity planning tool for organizational capacity planning to define, develop, and deliver on requests to the organization.
- Investigate professional development opportunities to improve retention, provide greater clarity to staff, and help identify resource gaps.

ICANN ORG SHARED SERVICES

- Expect to move from Capability Maturity Model (CMM) Level 3 to CMM Level 4, with process definition, redesign, measurement, and improved transparency being some of the desired outcomes.

- Continue to prioritize platform rationalization and consolidation.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Number of projects and services requested and completed every six months.

- Number of projects delayed or canceled every six months.

- Evaluation of financial management through review of planned and actual budgets.

- Digital services availability.

- Universal Acceptance readiness of icann.org systems.

- Completed phases of adoption and use of the National Institute of Standards and Technology Cybersecurity Framework.

RESOURCES

Continued platform rationalization should yield some efficiencies but not enough to offset the demand for net new services from the organization and the community (e.g., the next round of the New gTLD Program). Therefore resource requirements are expected to increase. The internal resource count and mix could also be impacted if a new platform technology is sourced to support new initiatives.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- Completion of strategic projects depends on Board and community efforts.

- Staff may leave, but improvements in process documentation will lessen new staff onboarding time and costs.

- Staff may leave if initiatives offering career progression are not implemented.

- Business decisions may mean ICANN org is not able to reduce the number of platforms it uses. This may lead to retaining talent to deal with potential issues. A possible mitigation is to make platform reduction part of the functional business strategies.

- There is a lack of understanding of the function's capacity and capability among the ICANN Board and community, leading to unrealistic scope and delivery expectations. ∎

Global Human Resources and Administrative Services

PURPOSE

The primary purpose of Global Human Resources is to attract and retain top talent, and enable high performance for ICANN org. This includes talent acquisition, onboarding and offboarding of staff, administration of global compensation and benefit plans, performance management, employee relations, investigations, learning and development, employment policies and workplace compliance, global mobility and immigration, team member morale and engagement activities, Enterprise Resource Planning data integrity and reporting, and organizational planning and development.

The primary purpose of Administrative Services is to provide office administrative support and facilities management for ICANN org across all locations. This includes real estate and lease management, construction management, ergonomics program management, office security access controls management, and special events planning for employee morale activities and events.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.

- Support: Implement New gTLD Auction Proceeds Recommendations.

ACTIVITIES

Global Human Resources activities include:

- Throughout FY24–28, Global Human Resources will ensure appropriate staff (full-time and part-time staff) levels as needed for initiatives including support of technical platforms, implementation of Board-approved recommendations.

- In partnership with the Legal team, Global Human Resources will support the development of ethics policies as applicable to staff.

- Global Human Resources will provide the internal programs necessary for leadership training and professional development of staff in order to maximize the engagement and retention of talent.

- Following the implementation of a new Career Framework for all staff to provide more clarity on options for career paths and growth, consistent criteria for advancement, and a refreshed salary grade structure, managers are able to incorporate this into ongoing staff development discussions, which support retention efforts.

- Because of the strong foundation of an established Career Framework, the focus to improve understanding of talent across geographies and functions will enable retention of critical knowledge and transferable skills.

ICANN ORG SHARED SERVICES

Administrative Services activities include:

- Continue to monitor market conditions to ensure lease negotiations remain competitive and support business needs.

- Provide support for a healthy work environment in ICANN offices and for those working remotely.

- Support the safety readiness of ICANN offices as staff return from working remotely as a result of the COVID-19 pandemic.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used over the five-year period for this Functional Activity:

- Global Human Resources will focus on maintaining staff engagement by sustaining ICANN's organizational culture seamlessly across offices, regions, and remote working while continuing to build diversity to best represent the community ICANN org serves.

  ○ A primary measure is the annual staff engagement survey, which gathers structured feedback from global staff on their employment experience. The survey results allow the org to understand priority areas of focus to make meaningful improvements toward ensuring staff engagement across the organization.

- Administrative Services will ensure lease negotiations result in favorable outcomes to maintain budgetary commitments.

RESOURCES

Resource requirements are expected to be stable.

CONSIDERATIONS

The following risks and considerations exist for the Global Human Resources component:

- Maintaining productivity and efficiency when staff have to balance work with personal isolation, concerns for family health, safety and schooling, political turmoil, and prevailing economic challenges during the ongoing uncertainty surrounding the COVID-19 pandemic.

- Geographic spread across several countries and multiple U.S. states makes it challenging to efficiently handle staff issues with existing policies.

- A more competitive labor market as economies recover from the impact of the COVID-19 pandemic and the anticipated resources required for upcoming initiatives mean hiring full-time and part-time staff will be more challenging.

The following risks and considerations exist for the Administrative Services component:

- Continued uncertainty in the global real estate market as a result of the COVID-19 pandemic may create instability in cost for office space in the next five years.

- Maintain a flexible workspace environment for staff remotely and in offices during the COVID-19 pandemic and as staff return to ICANN facilities. ∎

Security Operations

PURPOSE

The purpose of Security Operations is to provide a safe and secure environment in which the community, Board, and ICANN org operate.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This function supports ICANN's ongoing activities.

ACTIVITIES

- **Event Security**: Provide on-site event health, safety, and security support to ICANN Public Meetings and other ICANN-hosted events in line with ICANN's COVID-19 Return to Normal Operations (RTNO) Framework and Implementation Plan – Travel and Events.

- **Travel Security**: Assess, approve, and support org and Board travel in line with RTNO Framework and Implementation Plan – Travel and Events and ICANN's long-standing travel security best practices.

- **Security Intelligence**: Research and provide key security information and situational awareness for ICANN's presence around the world, including offices, staff, events, and travelers.

- **Response Planning**: Furnish ICANN with the necessary tools to successfully respond to any incident at both tactical (emergency response) and strategic (crisis management) levels.

- **Physical Security**: Ensure that ICANN's global offices are sufficiently secured. Implement physical security upgrades and enhancements where warranted and feasible.

- **Knowledge Management**: Create and deliver comprehensive training to ensure ICANN org has consistent, relevant, and actionable information and skills to address security and safety needs.

- **Threat Management**: Detect, assess, mitigate, and respond to ICANN's internal and external security threats.

HOW PROGRESS IS TRACKED

- **Risk Identification, Assessment, and Security Planning**

    - Leverage new Event Security Planning and Travel Security mechanisms developed within ICANN's RTNO Framework and Implementation Plan – Travel and Events to ensure Security Operations continues to play a pivotal role in event location selection and planning and that a risk-driven review and approval process is applied to travel and face-to-face business activities.

    - Ensure that Security Operations continues to support ICANN Public Meetings and events as cost-effectively and efficiently as possible while sufficiently mitigating identified risks.

  △ Establish and maintain a regular cadence of collaboration between Security Operations, Risk Management, Information

ICANN ORG SHARED SERVICES

Security, Administrative Services, IANA, and OCTO teams to ensure ICANN's comprehensive risk profile is sufficiently understood and managed.

- **Culture of Security Awareness**
  - ○ Continue to promote a culture of security awareness to inform the org's decision-makers and furnish staff with the tools and know-how to operate and travel safely and securely in an increasingly insecure threat landscape. All those with ICANN org are "street-smart" and "travel-savvy."

- **Bolster Incident Response Capabilities**
  - ○ Complete annual training for the Global Crisis Management Team and office Emergency Response Teams .
  - ○ Promote synergy between ICANN's various response mechanisms to ensure a unified, optimized response to crisis events impacting the org.

RESOURCES

Resource requirements are expected to increase.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- ICANN's mission and engagement requires the org to send travelers to and host events within locations of highly variable risk profiles. These risks have only increased in response to the global COVID-19 pandemic. In addition, many of these risks may be unknown at any given moment in time. As a result, ICANN may be required to conduct engagement in rapidly changing, higher-risk locations, requiring planning flexibility and increased and more costly Security Operations support. While Security Operations does not control where ICANN hosts events or travels, the team is still responsible for sufficiently supporting events and travel as safely and cost-effectively as possible.

- Security Operations will continue its efforts to develop and bolster an organizational culture of security awareness. This will both inform the decision-making of the organization's key stakeholders and empower individuals to proactively mitigate security risks and reduce the likelihood of safety incidents.

- Security Operations will continue to ensure that the org is sufficiently prepared to respond to emerging threats and crises. ■

Board Operations

PURPOSE

The purpose of this function is to support the ICANN and Public Technical Identifiers (PTI) Boards, and to serve as liaison between the ICANN Board and org. This includes coordinating with ICANN org to provide substantive content and logistical support to the ICANN Board, as well as its committees and subgroups. This function also facilitates the interaction between the Board and the community.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

- Content management: Supports the agenda development of Board meetings and workshops; facilitates preparation and submission of org-wide materials for Board Meetings, workshops, committees, and other subgroup meetings; manages Board materials publication; supports drafting of Board operational priorities, Board Correspondence, and Board Public Comments submissions; and facilitates preparation for Board and stakeholder meetings.

- Logistics management: Manages Board members' travels and expenses, manages vendors, manages and reports Board budget, and facilitates and organizes calls and meetings.

- Training and capacity-development: Supports the Board training programs and tools, including Board members; onboarding, development, and mentorship programs.

- Board communications and engagement: Supports and facilitates the Board's communications and engagement efforts with the community as well as participation in other meetings, events, and speaking engagements.

- Org cross-functional improvements efforts: Participates in cross-functional ICANN org teams and projects aimed at improving effectiveness and cost management.

△ The team does not anticipate any significant changes, but will embark on operational excellence and team member development efforts that focus on process improvements and tools enhancement. One team member's role has been shifted to focus on collaborating with Engineering and IT and other org teams on cross-functional tools and processes development.

ICANN ORG SHARED SERVICES

HOW PROGRESS IS TRACKED

- Outcome Measurement:
  - Smooth operations of the Board activities (content, logistics, skills development, etc.) and continuous advancement in Board best practices.
  - Continuous advancement of org-wide support to Board.

- Performance Measurement:
  - Content Management: Bylaws compliance, accountability and transparency metrics.
    - Percent of Board materials ready prior to Board meetings.
    - Percent of Board meeting agendas published prior to meeting per Bylaws.
  - Logistic Management:
    - Number of trips booked for the Board.
    - Number of expense reports managed for the Board.
  - Training and capacity-development:
    - Number of Board members completing the onboarding process.
    - Number of trainings attended by individual Board members.
    - Number of trainings attended by the full Board.
    - Improvements in Board members' skill sets.

RESOURCES

Resource requirements are expected to be stable.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

- The team works closely with ICANN org, including the Legal team, to timely deliver content to the Board and publish Board materials, but that support depends on the workload and priorities of other functions within the org that prepare the initial drafts.

- The loss of institutional knowledge on the Board could have a negative impact on the Board's operational effectiveness and subsequent negative impact to ICANN org. The team plans to continue working with the President and CEO and the General Counsel and Secretary to advance Board and committees manuals, process documentation, training and development, and more. ∎

ICANN Offices

PURPOSE

ICANN offices are located around the world and work together to serve the global community. Brussels, Istanbul, Montevideo, and Singapore have detailed plans described in the Global Stakeholder Engagement section of the FY24–28 Operating and Financial Plan.

RESOURCES

Resource requirements are expected to increase. ∎

FY24-28 FINANCIAL PLAN

- Approach

- FY24–28 Funding Assumptions and Projections

- FY24–28 Financial Projections

APPROACH

The following FY24–28 financials provide forward-looking information that represents ICANN's attempt to conservatively estimate its future levels of funding and expenses. The intent is to maximize the chances that such future funding is equal to, if not higher, than these projections would suggest, and thus allow ICANN org to plan for a level of activity and expenses that minimize the risk that funding will be lower than expenses in the future.

The information contained within this document is based on reasonable assumptions derived from the most current information available at the time of the FY24–28 Operating and Financial Plan's publication. However, the use of such forward-looking information involves risks and uncertainties. As a result, actual funding levels could differ materially from those projected in this document in any given year.

The FY24–28 financials are not fully costed. Instead, they are a high-level overview of ICANN org's financial assumptions. The financials are intended to be flexible, and ICANN org anticipates that these numbers will shift as time passes and be adjusted accordingly. This also allows for activities to be reprioritized based on the current environment.

Please note the following considerations:

- The FY24–28 financials do not include head count at the function level, which allows for flexibility in internal staff and external resources.

- Many of the activities in the FY24–28 financials will require substantial internal resources, meaning other activities will have less resources available. The Resources section of the ICANN FY24–28 Operating and Financial Plan highlights the cross-collaboration within the org.

This document will be supplemented by ICANN org's annual plans and budgets, which will provide fully costed financial information for their respective years.

It is important to note that the Five-Year Operating and Financial Plan will be reviewed and updated on an annual basis, and any activity, initiative, or financial estimate included in the Five-Year Operating and Financial Plan will be reevaluated periodically throughout the five-year period.

FY24–28 FUNDING ASSUMPTIONS AND PROJECTIONS

ICANN org uses external information to develop multiple scenarios that incorporate various assumptions of growth or decline for each of its funding categories. These assumptions are developed for the specific purpose of creating reasonably conservative funding assumptions. They are not intended to convey ICANN org's views or positions on any specific aspect of the Domain Name System (DNS) ecosystem. Other parties may use the same information but for different purposes, which can lead them to draw different conclusions. Read the report on the **Five-Year Funding Forecast Assumptions**.

The funding assumptions and forecasts outlined in this document have been prepared amid expectations of challenging global macroeconomic prospects. The World Bank, in its June 2022 publication on global economic prospects, suggests that just after two years of contending with a global recession induced by the COVID-19 pandemic, the world economy is now again likely to experience a sharp deceleration and prolonged slowdown in growth, further exacerbated by a steep increase in inflation rates. In light of these unprecedented circumstances and as a good practice, this document presents a number of forecast scenarios, each with varying assumptions and thresholds, to depict plausible viewpoints of how ICANN's funding might evolve over the five-year horizon.

This document describes ICANN's "base-case" funding scenario, along with "low" and "high" funding scenarios and further outlines the prospective impacts that these scenarios have on ICANN's funding. This is consistent with ICANN's approach to developing funding forecast assumptions, which are regularly evaluated and calibrated as additional data becomes available.

ICANN org used a three-step process to forecast its future funding levels over the next five years. Considering the uncertainty on the timing of the release into the root of new generic top-level domain names resulting from a new round of applications, it is assumed that no funding from such new top-level domains will be generated over the five-year period. Below, each step of the process is explained in greater detail.

1. Marketplace Horizon Scan

A marketplace horizon scan was performed to take a comprehensive look at the key factors expected to affect the DNS industry over the forecast horizon. ICANN org engaged with an independent industry analyst to summarize key industry drivers and inhibitors. The results of this activity, which is based on interviews with industry representatives and a review of publicly available information, is summarized within Section 1 of the Five-Year Funding Forecast Assumptions document.

2. Formulation of Assumptions

Based on the trends identified in the marketplace horizon scan, and supplemented by developments in domain name transaction counts and the size of its contracted party base, ICANN org reviews its existing forecast assumptions and updates these as required.

For example, a key finding from the marketplace horizon scan pointed to uncertainty in the near-term growth rates of total domains under management due to the potential risk of slower global growth having a negative impact on the demand for domains. Notwithstanding this, the scan affirmed the continued importance of domain names in establishing a digital presence on the global Internet.

Accordingly, the forecast assumes that irrespective of any short-term weakness that mirrors global macroeconomic conditions, domain transactions will not witness any long-lasting dislocations. "Base-case" and "high" funding scenario assumptions were developed anticipating that domain transactions would likely continue to see some growth over the forecast horizon, albeit at varying levels. An additional more pessimistic "low" funding scenario was created that factored in a future decline in total domain name transaction counts over the entire five-year forecast period, owing to the potential of an acceleration in the pace of DNS industry maturation and the negative impacts of a protracted stagflationary environment.

FY24–28 Funding Assumptions and Projections, Cont'd.

3. Forecast Generation
With the scenarios in place, ICANN org assigned values to produce a range of projections related to ICANN's future funding, which are outlined in the table below.

5-Year Projections	FY24	FY25	FY26	FY27	FY28
ICANN Ops Funding *(In Millions USD)*					
Base	$ 145.3	$ 146.0	$ 147.6	$ 149.1	$ 152.7
Low	$ 134.6	$ 130.0	$ 124.4	$ 119.4	$ 116.9
High	$ 156.2	$ 164.4	$ 171.5	$ 179.1	$ 189.5
Transaction Volume *(In Millions)*					
Base	210.0	213.5	222.2	230.9	239.5
Low	189.5	182.2	176.5	171.6	167.6
High	232.8	250.7	270.4	291.3	313.7
Contracted Parties					
Base	3,575	3,561	3,548	3,536	3,525
Low	3,399	3,254	3,161	3,100	3,067
High	3,642	3,690	3,743	3,795	3,847

Because forecasting relies on assumptions that are hypothetical and can become outdated, ICANN org will continue to review its funding forecast regularly and adjust as needed.

The FY24–28 Financial Plan also includes a contribution to support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS, including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNS Security Extensions deployment, the mitigation of name collisions, and DNS operations research.

In January 2020, ICANN and Verisign, the registry operator of the .com top-level domain, announced a proposed framework for working together on initiatives related to the security, stability, and resiliency of the DNS in the form of a binding Letter of Intent (LOI) as approved on 27 March 2020. This LOI also provides that Verisign will contribute a total of $20M over five years starting in calendar year 2021.

The FY24–28 Financial Plan includes the funding of these initiatives over the five-year period in support of the activities described above, which will primarily be carried out as part of the following planned Operating Initiatives:

FY24–28 Funding Assumptions and Projections, Cont'd.

- Support the Evolution and Strengthening of the Root Server System and Root Zone Management.

- Facilitate the DNS Ecosystem Improvements.

These initiatives and related expenses will be the subject of continued monitoring and reporting over the five-year period in a transparent manner, to ensure full accountability of the funds collected and used.

FINANCIAL SUSTAINABILITY PRINCIPLES AND APPLICATION

Over the FY24–28 period, ICANN's expenses will be funded from the annual funding available. This reflects the application of two key principles of ICANN's long-term financial sustainability:

- Expenses do not exceed funding.

- Sufficient reserves are reached and maintained at all times.

ICANN's activities will be carried out under a principle of increased prudence and frugality, and with heightened attention to necessity. It is important to understand that all activities previously planned will be reevaluated with this new perspective and mindset. These considerations apply to all ICANN activities and expenses.

FY24–28 FINANCIAL PROJECTIONS

The table below reflects financial projections for the FY24–28 period. The projections define the maximum amount of operational expenses to be incurred on an annual basis.

ICANN Operations *(In Millions USD)*

5-Year Projections	FY24 Budget	FY25 Projections	FY26 Projections	FY27 Projections	FY28 Projections	5-Year Total
Funding	$145	$146	$148	$149	$153	$741
Expenses						
Personnel	$85	$87	$90	$92	$95	$449
Travel and Meetings	$12	$12	$12	$12	$12	$59
Professional Services	$24	$22	$22	$21	$21	$109
Administrative	$18	$18	$17	$16	$16	$85
Capital	$1	$1	$1	$1	$1	$6
Contingency	$5	$6	$6	$7	$7	$31
Total Operating Expenses	$145	$146	$148	$149	$153	$741
Net Operating Excess/ (Deficit)	$0	$0	$0	$0	$0	$0
Average FTE	413	413	413	413	413	413

Full-Time Equivalent (FTE)

FY 24–28 Financial Projections, Cont'd.

OPERATING INITIATIVES RESOURCES

The Operating Initiatives are strategic activities included in the Five-Year Operating and Financial Plan that support the ICANN FY21–25 Strategic Plan. There are 11 Operating Initiatives included in the plan, of which nine have resources within the Functional Activities of the ICANN Operations Budget. Two of the Operating Initiatives will be separately funded (see table below).

Any project-based work within an Operating Initiative will follow ICANN's Project Management Framework to plan the activities and seek funding once the project plan is approved. All approved projects will be considered for funding once approval of the resource requirements for the plans has been approved.

	Operating Initiatives	Assumptions
1	Support the Evolution and Strengthening of the Root Server System and Root Zone Management	Resources for this initiative are included within the Functional Activities of the financial plan.
2	Facilitate Domain Name System (DNS) Ecosystem Improvements	Resources for this initiative are included within the Functional Activities of the financial plan.
3	Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking	Resources for this initiative are included within the Functional Activities of the financial plan.
4	Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking	Resources for this initiative are included within the Functional Activities of the financial plan.
5	Evolve and Improve Internal and External Ethics Policies	Resources for this initiative are included within the Functional Activities of the financial plan
6	Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS	Included in this initiative, the next round will be separately funded. Resources for Universal Acceptance related activities are included within the Functional Activities of the financial plan.
7	Geopolitical Monitoring, Engagement, and Mitigation	Resources for this initiative are included within the Functional Activities of the financial plan.
8	Improve the Depth of Understanding Domain Name Marketplace Drivers That Impact ICANN's Funding	Resources for this initiative are included within the Functional Activities of the financial plan.
9	Implement New gTLD Auction Proceeds Recommendations as Approved by the Board	This initiative will be separately funded by auction proceeds.
10	Planning at ICANN	Resources for this initiative are included within the Functional Activities of the financial plan.
11	ICANN Reserves	Resources for this initiative are included within the Functional Activities of the financial plan.

FY24 OPERATING PLAN

- Approach

- FY24 Operating Initiatives

- FY24 Functional Activities

APPROACH

The FY24 Operating Plan includes descriptions of the major work ICANN org will undertake to achieve its Strategic Plan, operate the organization, and implement its mission.

Operating Initiatives describe how ICANN org will achieve the objectives and goals set out in the FY21–25 Strategic Plan. Functional activities are those necessary to operate the organization, such as Human Resources or Finance, or implement its mission, such as Contractual Compliance or the Internet Assigned Numbers Authority(IANA) functions.

Each of the 11 Operating Initiatives and 33 Functional Activities provide what can be considered ICANN org's statement of intention, outlining planned activities while acknowledging the challenges and dependencies that could impact ultimate delivery.

OPERATING INITIATIVES

FY24

The 11 Operating Initiatives listed here represent major areas of work that support the strategic objectives identified in the Strategic Plan. Each Operating Initiative describes the importance of the initiative as well as what ICANN org aims to achieve. Operating Initiatives describe how ICANN org will achieve the objectives and goals set out in the ICANN Strategic Plan. Operating Initiatives were published for **Public Comment** and presented to the ICANN Board for feedback.

Each Operating Initiative is cross-referenced against the strategic goals identified in the Strategic Plan, so readers can gain a comprehensive understanding of the strong interconnectedness of ICANN org's work. Please refer to **Appendix B – Operating Initiatives Supporting the Strategic Plan** for details.

- Support the Evolution and Strengthening of the Root Server System and Root Zone Management
- Facilitate the Domain Name System (DNS) Ecosystem Improvements
- Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking
- Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking
- Evolve and Improve Internal and External Ethics Policies
- Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS
- Geopolitical Monitoring, Engagement, and Mitigation
- Improve the Depth of Understanding Domain Name Market Drivers That Impact ICANN's Funding
- Implement New gTLD Auction Proceeds Recommendations as Approved by the Board
- Planning at ICANN
- ICANN Reserves

Support the Evolution and Strengthening of the Root Server System and Root Zone Management

PURPOSE

As the Root Server System evolves due to change in demand, new technologies, and governance models, ICANN will continue to support and collaborate with key stakeholders to ensure the stable, secure, and resilient operation of the Domain Name System (DNS) root zone for the global Internet community. In conjunction with the support of the Root Server System, ICANN will coordinate the continued advancement of the technology platform used to provide root zone management services. This system manages the workflow of customer change requests, automates many aspects of the processing, and ensures the work's quality, accuracy, and timeliness. Root zone management today continues to evolve toward more complex requirements to meet higher customer expectations. Work to improve the platform and service offerings adapt based on these requirements in order to retain high levels of customer satisfaction and continue to adhere to advancing policy requirements.

SCOPE

This initiative covers these work areas:

- ICANN org's Policy Advice and Development team supporting the implementation of the Root Server System Advisory Committee (RSSAC) document **RSSAC037,** "A Proposed Governance Model for the DNS Root Server System," and **RSSAC038**, "RSSAC Advisory on a Proposed Governance Model for the DNS Root Server System," both published on 15 June 2018.

- ICANN org's Office of the Chief Technology Officer (OCTO) team will support the eventual outcome of RSSAC037 and RSSAC038 that could propose a plan for the coordination of an appropriate response to any Root Server System incidents.

- Develop a prototype Root Server System Metric Monitoring System to collect data on the operation of the Root Server System as discussed in **RSSAC047**. This will be complete by the end of FY23.

- Leveraging lessons learned from the first root zone key signing key (KSK) rollover, define and publish a long-term root zone KSK Rollover Policy, and implement the next rollover in accordance with that policy. See more details in the Internet Assigned Numbers Authority (IANA) Functions.

- Identify and implement features to enhance the Root Zone Management System (RZMS) to improve operations while ensuring the accuracy, quality, and timeliness of business processes.

- Develop technical and operational solutions that meet new community requirements, such as those resulting from the New Generic Top-Level Domain (gTLD) Subsequent Procedures and Internationalized Domain Names (IDNs) Policy Development Processes.

ACTIVITIES

During FY24, ICANN will:

- Finalize the prototype and begin internal operation of Root Server System Metric Monitoring System.

- Publish and implement the KSK Rollover Policy.

- Continue to enhance the Root Zone Management System (RZMS).

- Continue to monitor the policy development work being done in the ICANN community (most notably through the New gTLD Subsequent Procedures Policy Development Process and on Internationalized Domain Names) to ensure RZMS will meet those emerging requirements.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used in FY24 for this initiative:

- Monitor and report on the implementation of the Root Server System governance changes proposed in RSSAC037 and RSSAC038. Initial implementation is expected before FY23. Over time the RSSAC may ask the org to do a complete implementation with possible evolution of the metric monitoring system. ICANN org will also do an internal implementation solely for research purposes. The metric as defined within RSSAC047 is to ensure that the root server operators operate their respective root servers within the defined thresholds.

- Occurrence of the KSK rollover.

- FY24: Launch of a new authorization model that improves the user management experience, including allowing existing managers and operators of top-level domains (TLDs) to better control their representatives' access and approval levels.

- FY24 Launch of customer application programming interface access.

- FY24-FY28 Implementation of Board-approved policy recommendations on IDNs.

- FY24-FY28 Implementation of approved policy recommendations on New gTLD Subsequent Procedures, including training of ICANN org's Operations team.

- FY24-FY28 Audit criteria of the RZMS needs to be updated, documented, and managed.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- The progression of RSSAC037 and RSSAC038, such as development of a coordinated emergency response, requires collaboration between the OCTO and Policy Development Support functions.

- Awareness about the implementation plan for RSSAC037 and RSSAC038 will require collaboration with ICANN org's Global Stakeholder Engagement and Government and IGO Engagement functions to reach audiences and coordinate messaging.

- OCTO will need support from ICANN org's Communications team to develop tailored messaging for relevant stakeholders.

- Resources to support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of Domain Name System Security Extensions (DNSSEC) deployment, mitigation of name collisions, and DNS operations research.

- Staff who are assigned a percentage of their time to these initiatives, along with minor additional ad hoc resources for tasks such as security testing of the applications prior to deployments.

- Full-time equivalents within ICANN org's Engineering and IT and OCTO functions perform software development and project management and on the IANA team provides product management, design, and requirement.

- Activities support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNSSEC deployment, the mitigation of name collisions, and DNS operations research. Learn more about ICANN's overall approach in **Appendix D – ICANN Security, Stability, and Resiliency (SSR) of the Unique Internet Identifiers**.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Political considerations surrounding root server operators.

- Continued unforeseen risks surrounding future KSK rollovers.

- Ensuring the Root Server System continues to meet requirements as defined by the Internet community.

- Success depends heavily on the stability and commitment of engineering resources.

- The greatest risk is the possible loss of development resources that are prioritized to other objectives.

- The inability of the IANA team to provide sufficient designs and requirements settings to inform development given its limited resources.

- Policy development work being done in the ICANN community, such as in the New gTLD Subsequent Procedures Policy Development Process and for Internationalized Domain Names, must be monitored by someone with IANA expertise to ensure RZMS and the associated business processes will meet those emerging requirements. ■

Facilitate Domain Name System Ecosystem Improvements

PURPOSE

This initiative encompasses efforts to understand, document, maintain, and improve the Domain Name System ecosystem in order to prevent emergencies and limit the impacts of any incidents or threats.

SCOPE

The scope of this initiative covers three main work areas:

- **Advocate and Promote Improvements to DNS Security Infrastructure**
  - Advocate for developers to enable DNSSEC, both signing and validation, by default.
  - Support the implementation of DNS-based Authentication of Named Entities (DANE).

- **Technical Engagement and Capacity-Development**
  - Continue to improve and deliver capacity-development training on key Internet technologies that support a secured DNS ecosystem aligned with ICANN's technical remit, such as DNSSEC and DANE. Work internally to expand ICANN org's technical remit, such as DNSSEC and DANE.
  - Expand ICANN org's technical training footprint through new course material and virtual lab environments.
  - Expand programs for DNS ecosystem security and technical engagement. Training and programs on DNS ecosystem security have been expanded and a new initiative is underway to specifically engage with Computer Emergency Readiness Teams globally to provide them with additional training and collaboration.
  - Work with the community to develop and promote commonly agreed norms for a secure DNS ecosystem, a project known as Knowledge-sharing and Instantiating Norms for DNS and Naming Security (KINDNS).
    - This was launched on 09 September 2022. Please see **https://kindns.org** for more information.
  - Evolve efforts to educate registry operators, registrars, and others about DNS security threats and approaches to measure, prevent, detect and mitigate DNS security threats within their platforms.

- **Research**
  - Continue to collect data, analyze, and publish fact-based, unbiased, objective information on how the DNS is used and abused.
  - Research, report, and raise community awareness on emerging identifiers technologies and how they impact and compare with the DNS through the OCTO series of documents and other avenues of publication.
  - Research the use of machine learning to enhance understanding and identification of abusive trends in DNS registration. This project will launch in FY23, but there will be ongoing spending in FY24 and beyond to keep the program active.

ACTIVITIES

During FY24, ICANN will:

- Finalize the prototype and begin internal operation of the RSS Metric Monitoring System.

- Operate a prototype root zone distribution service (hyperlocal) for testing purposes.

- Publish and implement KSK Rollover Policy.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used in FY24 for this initiative:

- Establishment of community agreement on the needs for the DNS Security Facilitation Center. The DNS Security Facilitation Initiative (DSFI) will investigate and promote activities with reach into the DNS community and other communities, as appropriate. The goal is to establish and promote best practices, facilitate communications between ecosystem participants, and implement processes to help the community handle threats.

  ◌ The community-led DSFI work party has completed its assessment and the org is undergoing a feasibility assessment of the recommendations resulting from the assessment. Implementation of approved recommendations will commence in alignment with ICANN org's budgeting and prioritization efforts.

- Formalization of the Special Interest Forums on Technology (**SIFT**) program.

- Implementation of data collection and gathering for various statistical analyses.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- Training and outreach activities require collaboration with the ICANN community as well as ICANN org functions, such as Global Stakeholder Engagement, Communications, and Government and Intergovernmental Organization (IGO) Engagement.

- Emergency preparedness efforts also support the work of teams such as Contractual Compliance.

- Activities support ICANN's efforts to preserve and enhance the security, stability, and resiliency of the DNS including Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNSSEC deployment, mitigation of name collisions, and DNS operations research.

Learn more about ICANN's overall approach in **Appendix D – ICANN Security, Stability, and Resiliency (SSR) of the Unique Internet Identifiers**.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Care must be taken not to exceed ICANN's remit.

- Privacy considerations may impact activities.

- Lack of access to all the relevant data may impede activities.

- Key stakeholders may not agree with norms developed. ∎

Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking

PURPOSE

This initiative aims to ensure that participation in the policy development work of ICANN's three Supporting Organizations (SOs) and advice developed by the four Advisory Committees (ACs) is globally representative. The work of the SOs and ACs is carried out through the informed participation in the policy process by diverse groups and interests, with clearly demonstrated levels of stakeholder support and commitment to reaching consensus.

SCOPE

The scope of this initiative includes these work areas for FY24:

- As part of the ICANN community's continuous improvement efforts, planning for and implementation of the pilot Holistic Review is underway, as recommended by the Third Accountability and Transparency Review Team (ATRT3) and adopted by the ICANN Board in November 2020. This will involve community input during the planning and scoping phase as well as participation in implementation. One of the ATRT3 objectives for such a review is to determine if the existing SO and ACs continue to have a purpose within the ICANN structure as they are currently constituted, or if any changes may be needed to improve the overall effectiveness of ICANN as well as ensure optimal representation of community views. As such, the pilot Holistic Review will play a key role in identifying any new participation gaps and challenges, and developing and assessing possible short- and long-term solutions. This work can supplement ongoing community work in relation to diversity assessment and reporting, and efforts to update group governance documents to enhance outreach and participation.

- Implementation of the Cross-Community Working Group on Enhancing ICANN Accountability (CCWG-Accountability) Work Stream 2 (WS2) recommendations approved by the Board that are directed at the community, in particular those recommendations relating to diversity and SO and AC accountability. This involves documenting existing community efforts to enhance diversity of participation across all the SOs and ACs as well as identifying and implementing opportunities for improvement and reporting. This work will allow the community to inventory, document, and improve its processes and efforts to ensure diverse and inclusive participation in its work on a continuing basis.

- Evaluating the progress made in relation to the specific community-led initiatives identified in the "**Enhancing the Effectiveness of ICANN's Multistakeholder Model**" paper, which was revised in October 2020, including initiatives that support representation and inclusivity. This exercise will allow the community to consider what additional work may be needed over the next few years to ensure that ICANN's multistakeholder model of policymaking and consensus-building remains sound, inclusive, and globally representative.

- Developing a final governance model for the Root Server System to ensure that its structures and business models continue to meet accountability, transparency, and other key governance requirements. One of the core principles that inform this community-driven work, as approved by the ICANN Board, requires collaboration and engagement by all stakeholders.

- Implementing a new Policy Transition Program to provide ICANN Fellows and other newcomers with specific knowledge about current policy issues through facilitated topical discussions with subject-matter experts.

ACTIVITIES

In FY24, activities relevant to this initiative include:

- Facilitating the community's implementation of those recommendations from the CCWG-WS2 that are directed at the community and that relate to diversity and SO and AC accountability.
- Continuing cross-functional coordination within the org to engage the community in evaluating progress on the priority areas highlighted in the current work on Evolving ICANN's Multistakeholder Model, with a view toward considering next steps.
- Working with community leaders to improve planning of inclusive hybrid ICANN Public Meetings, including through assessment and updates of community-agreed guidelines, Prep Week, and plenary sessions.
- Launching a Community Engagement System to provide accurate records of reporting in relation to membership and participation in policy processes.
- Launching a pilot for the new Policy Transition Program to assess the feasibility of developing facilitated learning modules on selected policy issues for Fellows and newcomers to policy participation in the community.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used in FY24 for this initiative:

- Reporting of membership and participation in SOs, ACs, stakeholder groups, and constituencies to track diversity and global representation.
- Reporting on progress in the community's implementation of the CCWG-Accountability WS2 recommendations relating to diversity and accountability of SOs and ACs and outcomes of revisions of stakeholder group and constituency charters and other community governance documents.
- Metrics related to Public Comment proceedings to evaluate the new format launched under the org's Information Transparency Initiative (ITI).
- Analysis of statistics for ICANN Prep Week and ICANN Public Meetings to detect participation trends and changes over a specific period.

RESOURCES

The FY24 level of resources is generally expected to be consistent with the current level of staff, assuming that open positions are filled and a continuing ability to rely on professional services contractors for additional needs. Resources for increased use of virtual meeting tools and more face-to-face or intersessional meetings will be needed to advance or complete major policy projects as well as ensure continued global participation in these projects.

CONSIDERATIONS

Risks and considerations exist for this initiative and may impact its advancement:

- To participate effectively, newer community members need time to get used to ICANN participation and working methods and veteran community members need to adjust to any new tools and platform changes.

- As the policy challenges facing the community become more legally and technically complex, the need for participants in the policy process to have the requisite expertise and experience could result in less diverse participation.

- As ICANN returns to hybrid meetings, the impact of COVID-19 on stakeholder interest and participation in policy discussions remains to be seen. ∎

Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking

PURPOSE

This initiative focuses on the facilitation of more efficient, timely, and effective policy development work by ICANN's three SOs and advice by the four ACs. Staff support is provided for developing, documenting, and implementing changes and improvements to community procedures and processes intended to reflect a commitment to reaching consensus and effective policymaking.

SCOPE

The scope of this initiative includes these work areas:

- Periodic review by community groups of their internal procedures and requirements to address new challenges and gaps, such as improvements to consensus decision-making, leadership transitions, and tracking of policy work.

- Improvement of community templates and procedures in relation to the Empowered Community powers and other Bylaws-mandated processes.

- Improvements to community collaborative processes, including development of agreed terms of reference and community-agreed guidelines for representative cross-community groups.

ACTIVITIES

In FY24, activities for this initiative include:

- Supporting individual SOs, ACs, stakeholder groups, and constituencies in their evaluations of and revisions to their internal processes to improve decision-making and ensure accountability, and transparency, including implementing relevant CCWG-WS2 recommendations and Empowered Community processes.

- Continuing cross-functional work on the ITI, including improvements to community websites and webpages.

- Continuing collaboration among ICANN org Meetings, Language Services, Meetings Technical Services, Communications, Legal, Board Operations, Policy Development Support and other functions to evaluate and implement improvements to ICANN meeting planning and execution.

- Continuing collaboration between ICANN org's Planning and Policy Development Support functions to engage the community in collaborative prioritization of community work in view of limited resources.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures will be used in FY24 for this initiative:

- Tracking progress on community implementation of CCWG-WS2 recommendations and other work in progress to refine decision-making as well as participation in the Empowered Community.

- Assess implementation of Generic Names Supporting Organization (GNSO) Policy Development Process (PDP) 3.0 Improvements and use of the Consensus Playbook.

- Use of Smartsheet and other process and project management tools to facilitate timely reporting and decision making by policy working groups.
- Tracking progress on migration to Community Engagement System (CES) platform.

RESOURCES

The FY24 level of resources is generally expected to be consistent with the current level of staff, assuming that FY22–23 hiring requests are fulfilled and continuing the ability to rely on professional services contractors for additional needs. Resources may be needed for additional face-to-face or intersessional meetings to advance or complete major policy projects.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Effective prioritization by community groups, both internally for their own work and collectively across the community, remains a challenge even as new projects are launched to address policy issues identified as requiring solutions in the near term.
- The growing complexity of the issues being worked on, along with their broad impact and diversity of stakeholder interests, means that significant time and effort needs to be expended on scoping the issue and understanding multiple viewpoints in order to find consensus.
- Increased community work leading to increased expectations and needs for high-quality, consistent staff support on policy as well as non-policy topics may require additional resources, the lack of which runs the risk of:
  - Lower levels of service to the community.
  - Delayed policy and advisory outputs.
  - Community frustration and loss of active participants.
  - Potential staff burnout.
- Reliance on virtual meeting tools and other collaborative mechanisms means that ICANN org must constantly evaluate improvements to existing tools and new options as well as improve and expand its support for the tools necessary to support community work.
- As policy issues become more legally and technically complex, there is an increasing need for consistent, academic-quality policy research and data gathering and analysis that existing, qualified staff may not be able to meet due to workload and bandwidth issues.
- Lack of robust data collection to date means that data-driven policy work has been difficult and time-consuming, and decisions may be made based on anecdotal rather than comprehensive factual evidence.
- The growing complexity of the policy issues for which community-developed solutions are required means that more time is needed to understand the issues and reach consensus, which may affect project timelines and increase the amount of time required for decision-making. ∎

Evolve and Improve Internal and External Ethics Policies

PURPOSE

This Operating Initiative focuses on the evolution and improvement of internal and external ethics policies to guide behavior within ICANN org and the community. The internal Ethics Policy will provide additional guidance and direction for ICANN org staff. This will continue to improve the confidence that the ICANN community places in org staff, by providing further transparency into how ICANN org expects staff to conduct their work.

The ICANN Community Ethics Policy will provide transparency and guidance regarding how members of the ICANN community should approach their ICANN-related work and interact with one another.

SCOPE

The scope of this initiative covers these work areas:

- Assess, improve, and implement an internal ICANN org Ethics Policy.
- Assess, develop and support an ICANN Community Ethics Policy.

ACTIVITIES

Over FY24, ICANN org will:

- Improve internal ICANN org Ethics Program for FY24.
- Implement an ICANN org Ethics Program to provide additional guidance and direction for ICANN org staff for FY24–25.
- Collaborate with the ICANN community to develop an ICANN Community Ethics Policy for FY24–25.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used in FY24 for this initiative:

- Gather all existing policies that will make up elements of the ethics policies and conduct gap analysis.
- Conduct an assessment to understand the baseline ethics level as of FY23.
- Develop a plan or policies to fill the gaps.
- Assessment of the current Ethics Policy.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

• The Legal team leads this initiative and coordinates with Human Resources and Policy Development Support.

CONSIDERATIONS

The primary risks that may impact this initiative's advancement are the lack of internal and external awareness of the work and resulting lack of buy-in to the effort, as well as availability of community resources to meaningfully engage in discussion. ∎

Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS

PURPOSE

This initiative encompasses ICANN org activities in support of a competitive environment in the DNS marketplace. This goal is supported by key projects as well as ongoing activities, such as providing and improving services for gTLD registry operators and ICANN-accredited registrars that enable and facilitate compliance with their respective agreements and community-developed consensus policies, implementing ICANN Board-approved GNSO consensus policy recommendations, conducting research and analysis to better understand the DNS ecosystem, and sharing that information with the community in the form of data and papers.

This initiative is a key part of building and promoting the multilingual Internet. UA is important to promoting global consumer choice and providing broader access to end users around the world, supporting the continued evolution of the DNS.

The UA efforts require the coordination of work occurring at the org, community, and broader levels – to strengthen and evolve ICANN org's bandwidth for strategy and engagement, as well as supporting the ICANN community on the technical and policy fronts and helping to reach new stakeholders.

This initiative tracks project work in preparation for the launch of additional rounds of new gTLDs, based on community-developed policy recommendations for subsequent rounds and by applying knowledge gained through the implementation of the 2012 round and subsequent reviews evaluating different aspects of the program. ICANN org is in the preplanning phase of a potential subsequent round of new gTLDs, including review and analysis of the policy recommendations developed by the community, supporting Board discussions, and estimating anticipated resource requirements.

The policy recommendations from the GNSO's New gTLD Subsequent Procedures (SubPro) PDP Working Group have been delivered to the Board. With this policy work complete, it is possible that an additional round of new gTLDs will be launched within this five-year period. Each year the five-year Operating and Financial Plan will be progressively updated to reflect the latest policy developments related to subsequent rounds of new gTLDs.

SCOPE

The scope of this initiative covers these work areas:

- Implementation of community-developed recommendations relating to gTLD operators and ICANN-accredited registrars, that the Board adopts and directs ICANN org to implement.
- Production of the Domain Name Marketplace Indicators and other supporting analysis.
- Development of new services and improvement to existing services for gTLD registry operators and ICANN-accredited registrars.
- Planning and implementation of an operational infrastructure (systems, processes, and people) to support ongoing operations of the New gTLD Program.
- Development and execution of capacity-development, outreach and engagement, and global communications and awareness plans for future gTLD application rounds.
- Outreach to providers of standards, programming languages, tools, and platforms to support UA.
- Raising awareness and capacity of technology developers to develop or update applications to be UA-ready.
- Raising awareness and capacity of email tools and service providers to support Email Address Internationalization.

- Raising awareness in the public sector for governments to require UA readiness in their tendering processes.

- Updating ICANN org's relevant technical systems to be UA ready.

ACTIVITIES

Activities for this initiative include:

- Supporting the Board by developing information and analysis necessary to inform its decisions on the Subsequent Procedures policy recommendations, including supporting Board deliberation and follow-up action on the findings of the SubPro Operational Design Phase.

- If the policy recommendations regarding a new round of new gTLD applications are approved by the Board:

  - Developing program documentation for the application process in line with new policy guidance.

  - Planning and executing operational readiness activities including systems, tools, process definition, procurement, and other activities.

  - Planning and executing communications and outreach to support the program.

  - Convening the Implementation Review Team and supporting their work of reviewing and providing input on the implementation plan.

- Conducting gap analyses of tools and systems for UA readiness.

- Continue reaching out to technology tool providers for UA remediation.

- Continue raising awareness and capacity of technology developers and system administrators for UA readiness through local initiatives in different geographies.

- Supporting the community-based UA working groups on technology, email address internationalization, communications, and measurements as well as local initiatives in different countries to promote UA readiness.

- Engaging with the At-Large Advisory Committee and Governmental Advisory Committee (GAC) and work with ICANN org's Global Stakeholder Engagement and Government and Intergovernmental Organization (IGO) Engagement teams to raise awareness especially among public sector organizations, e.g., by organizing the annual UA Day.

- Developing materials for integrating into IT curricula within academic programs at universities.

- Engaging with TLD registry and registrars to encourage them to make their systems UA-ready.

HOW PROGRESS IS TRACKED

Work relating to future rounds of the New gTLD Program is expected to occur in three distinct tracks, dependent on ICANN Board and community actions:

- **Planning and Preparation**: As per the Consensus Policy Implementation Framework, ICANN org prepares the Board for making a decision on policy recommendations.

- **Policy Implementation**: Once the Board approves community-developed recommendations and directs ICANN org to implement them, the org works with the community to implement the recommendations. Activities may include a detailed assessment of the recommendations, drafting and development of documentation to support the execution of an application process, and building on work done in the planning and preparation phase.

- **Operational Readiness**: To bring the organization to operational readiness for supporting a new service or enforcing a new policy, ICANN org engages and trains vendors and internal resources, tests systems and tools, conducts exercises of the defined processes and tools, and continues executing the relevant communications and training activities. In the case of work on a new application round of the New gTLD Program, opening the application window marks the end of this track.

As of this FY24 Planning process, the org has completed an ODP on the recommendations from the GNSO PDP of New gTLD Subsequent Procedures. This PDP resulted in a set of affirmations, recommendations, and implementation guidance. In recognition that this ODP effort will require significant resources to execute, the Board resolution provided for a period of internal project organization and authorized spending of up to $9 million of New gTLD Program funds to execute the work of the ODP. It is expected that the ODP will be completed and follow-on work will occur within the FY24–28 time period.

The ODP will result in an assessment being delivered to the Board. After receiving this assessment, the Board will deliberate and take action on the policy recommendations. Should the Board accept the recommendations, it will direct the org to commence implementation work toward opening a future application round. Should the Board refer some recommendations back to the community for further work, or take other action, ICANN org will support the required work.

Specific measures on Universal Acceptance progress are tracked via regular reporting and documentation covering:

- The extent of remediation of underlying technology, e.g., programming languages, email tools, etc.
- The extent of deployment of UA-ready systems, e.g., websites, email servers, and other applications.
- The extent of training for technical stakeholders on developing and deploying UA-ready software.
- The amount of outreach for creating public sector awareness of making government and citizen-focused services UA-ready.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- The ICANN community, particularly the At-Large Advisory Committee and Governmental Advisory Committee (GAC), and ICANN org functions including Communications, Technical Engagement, Global Stakeholder Engagement, and Government Engagement will need to help raise awareness of UA.
- Support is also needed for the Universal Acceptance Steering Group and other community-based working groups addressing UA at a global level as well as for local initiatives focusing on specific geographies.

If determined to proceed, the preparation of the next round is expected to require significant additional resources, estimates of which are to be included in the Operational Design Assessment. This project would be funded by the New gTLD Program funds, composed of the remaining funds from the 2012 round.

This initiative will require significant cross-functional collaboration and support from functions such as Legal, Communications, Global Stakeholder Engagement, Human Resources, Finance, Global Domains and Strategy, OCTO, IANA, and Engineering and IT.

Based on the recommendations of the SubPro PDP Working Group, the processing of applications received through future application rounds for new gTLDs is expected to remain subject to the principle of cost recovery, meaning that funding the necessary preparatory and development expenses (as well as future processing fees) comes from fees paid by applicants.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Given the scale of the anticipated implementation work of developing a new gTLD application round, advance planning and preparation are essential to ensure successful implementation. The commencement of such planning and preparatory work is dependent on Board action on community-developed recommendations.

- Planning for a new round requires an upfront commitment to design and build the operational infrastructure (people, processes, and systems) without precise knowledge of, and insight into, the volume of applications in the next and future rounds. Determining the scope and level of investment will need to be based on certain assumptions. ICANN org has developed a set of **operational planning assumptions** that has been shared with the Board and community. ICANN org has refined these assumptions over the course of the SubPro ODP based on further analysis of the affirmations, recommendations, and implementation guidance in the New gTLD SubPro Final Report; these **assumptions** have been shared with the community for review and input.

- Efforts to increase UA readiness involve globally reaching and activating stakeholders beyond the conventional ICANN community that may have different priorities.

- Raising awareness to incorporate UA as a mainstream design consideration for private and public sector technical systems may require considerable effort and time. ∎

Geopolitical Monitoring, Engagement, and Mitigation

PURPOSE

In an effort to keep the Operating Initiatives streamlined, and avoid overlap, all ICANN org activity concerning geopolitics is now included in this single Operating Initiative.

Increasingly, governments and IGOs develop policies, legislation, and regulations that have the potential to indirectly, or in some cases, directly impact the Internet. Some of these actions may also impact ICANN's ability to develop policies, run its operations, and fulfill its mission. To address these issues and to ensure a single, globally interoperable Internet, ICANN identifies where these discussions and initiatives are taking place and determines whether, when and how ICANN org should engage.

Identifying, monitoring, and reporting on geopolitical legislative and regulatory developments around the world that could have an impact on ICANN's ability to fulfill its mission are part of ICANN's work within this initiative. This includes analyzing the legal and technical impacts of proposed policy, regulatory or legislative initiatives. The purpose is to assess whether, when, and how to engage to avoid unintended consequences of governmental actions. The nature of engagements can span technical training, targeted briefings, or providing additional protocol information to governments to help ensure that lawmakers have the full benefit of ICANN's technical expertise.

ICANN org's Government and IGO Engagement team prioritization and targeting of engagement is informed by identifying trends and monitoring governmental activity. Through targeted engagement, ICANN org focuses on two areas: working with governments and IGOs engaged with ICANN org and the policy development process through ICANN's GAC and, more broadly, working with governments and IGOs on issues beyond those being addressed through an ICANN policy development process.

SCOPE

The scope of this initiative covers the following work areas:

- Strengthening existing relationships and identifying new actors as an ongoing activity. In conjunction with legislative and regulatory tracking, this will give ICANN org another layer of insight and help to prioritize targeted engagement. This includes an ongoing review of alliances based on emerging issues or changes in the focus of other organizations.

- Developing an approach to align engagement through face-to-face and virtual gatherings for organizations and actors within the global Internet ecosystem that are relevant to ICANN's remit.

- Identifying new opportunities for informing global Internet processes and discussion of issues.

- Participating in targeted policy and technical Internet governance briefings, forums, webinars, and events.

- Creating targeted information and capacity-development materials to better equip government stakeholders around the world, enabling them to become more knowledgeable, and, therefore, more active participants in ICANN's policymaking processes.

- Assessing expectations of government participants in capacity-development activities to identify needs.

- Assessing the scope of global events and processes relevant to ICANN on topics such as cybersecurity and the unique identifiers.

ACTIVITIES

In FY24, ICANN org will:

- Continue to monitor and assess the potential impact of the implementation of the Internet Governance Forum evolution on ICANN based on the United Nations Secretary-General's Roadmap for Digital Cooperation released in June 2020.

- Maintain and update as needed cross-functional assessment work in collaboration with other ICANN functions to inform ICANN org on ongoing engagement work.

- Continue collaboration with other organizations in the Internet governance ecosystem in order to address challenges that arise in various IGO arenas.

- Maintain and update as needed engagement plan to reflect the prioritization or reprioritization of targeted engagement.

- Continue socializing ICANN's remit and concepts such as technical Internet governance through speaking engagements.

- Continue to present a regular plenary session at ICANN meetings to update the community on geopolitical developments.

- Prepare for the possibility of three capacity-development events per year.

- Continue creating targeted materials for government participants, as needed. This may include informational papers on various IGO processes, resolutions, and issues so that participants at these IGOs understand the potential impacts of the resolutions or initiatives on the global, interoperable Internet.

- Deliver the postponed FY22 High-Level Governmental meeting if it is not presented in FY23.

- Continue monitoring and assessing legislative and regulatory developments around the world that could have an impact on ICANN's ability to fulfill its mission.

- Conduct outreach and informational activities through webinars and other speaking opportunities focused on governments and their activities.

- Plan informational briefings at the United Nations in New York, Geneva, or Brussels, and plan capacity-building sessions for governments.

- Publish papers explaining how international, national, and regional Internet-related initiatives might touch on ICANN's mission.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following milestones will be used over the one-year period for this initiative:

- Publish reports on government-related activity such as ICANN led briefings and capacity-development events for diplomats from the Permanent Missions to the U.N., as well as other U.N. agencies or other IGOs.

- Work in conjunction with local government hosts and GAC members to deliver periodic High-Level Governmental meetings.

- Develop reports and statistics on participation in outreach, technical briefings and capacity-development sessions for the GAC as well as through collaboration with other organizations in the ecosystem.

- Conduct comparison of before and after GAC capacity-development event surveys to measure delivery of information against expectations and knowledge gained.

- Provide contributions to open consultations over legislative, regulatory, policy or standards initiatives and technical briefings to policymakers. These contributions will be published on the **Government Engagement page**.

- Continually review of existing Memorandums of Understanding for continuing alignment with goals.
- Track data on the number of countries and IGOs represented in the GAC as well as the number of countries and IGOs actively participating in the GAC and ICANN policy development processes.
- Provide geopolitical initiatives tracking updates and briefings through geopolitical plenaries at each ICANN Public Meeting.
- Publish reports on legislative or regulatory events with the potential to touch on ICANN's mission.
- Conduct technical assessments or use cases on the potential impact of various legislative or policy initiatives as needed.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. While the Government and IGO Engagement team (GE) will lead global strategy and political and environmental assessments of global IGOs and initiatives, collaboration will be needed as follows:

- Regional Global Stakeholder Engagement teams to identify proposed policies or legislation that might impact ICANN. Communications team to develop narratives to ensure consistent messaging on key issues.
- Legal team to provide analysis on the potential impact of proposed legislative or regulatory activity or policy initiatives on ICANN's ability to deliver its mission.
- Public Responsibility Support team to develop online courses.
- Support from OCTO to develop technical capacity-development curriculum to assist Government and IGO engagement with training and capacity-development through the GAC's Underserved Regions Working Group work plans and other collaborative initiatives in the Internet governance ecosystem.
- OCTO to assess the impact of proposed legislation on the DNS and to conduct use case analyses as applicable.
- GAC Support Team to identify which countries are not part of, or are not active participants in the GAC.

Resources for this initiative are included in the Functional Activities of the financial plan and therefore no incremental resources are needed.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Possible increased resources needed to cover new venues with additional technical resources for engagement with other organizations and stakeholders.

- Possibility of forging an alliance with an organization that takes the contrary position to ICANN's on a common issue.

- Potential perception from some in the community that reassignment of work might lead to a change in funding or reducing participation in events from a level to which the community previously had become accustomed.

- Need to allocate adequate resources to sufficiently monitor global trends and align with the Strategic Plan.

- Ensuring broad and informed participation across the GAC that reflects the functional, geographic, and cultural diversity of the Internet in order to mitigate against overrepresentation by any single interest.

- Need for resources to monitor and compare information across various venues to detect the "weak signals" early enough to identify trends and evaluate actions to address possible challenges. In certain cases, deliberations on issues related to ICANN's mission take place within multilateral settings behind closed doors without much, if any, information being released publicly. Political judgment is crucial in determining when to move from monitoring to active engagement efforts addressing proposed regulatory, legislative or policy initiatives.

- Capacity constraints limiting ability to provide briefings, technical training, and other engagement efforts in some governmental or IGO bodies. ■

Improve the Depth of Understanding Domain Name Marketplace Drivers That Impact ICANN's Funding

PURPOSE

The domain name marketplace has evolved and matured following the 2012 round of the New gTLD Program. ICANN org must analyze its funding model within the context of this evolving marketplace, reviewing key market enablers and challenges that have an impact on ICANN's funding. ICANN must also use these inputs effectively to provide a solid foundation for funding projections. This initiative brings together those activities.

SCOPE

The scope of this initiative covers these work areas:

- Further enrich the quality of feedback received from the market participants. Review and analyze trends and driving forces of the domain name industry marketplace that impact ICANN's funding.

- Seek to validate and improve forecasting accuracy through review of further data sets that could provide predictive value for funding projections.

ACTIVITIES

In FY24, ICANN org will:

- Continue to increase ICANN's overall domain market intelligence in relation to the forecasting process. For instance, ICANN org must continue to build its understanding of the prospective impacts of the COVID-19 pandemic on its future funding.

- Continue to improve in cross-functional knowledge-sharing to identify and contextualize market intelligence and high-value data sets in relation to the forecast.

- Annual delivery of funding assumptions and projections for the next five fiscal years.

HOW PROGRESS IS TRACKED

CANN org uses a combination of milestones and reports to ensure that initiatives advance. These measures are examples of those that will be used in FY24 for this initiative:

- Build and establish a process to develop the funding model.

- Annual delivery of funding assumptions and projections for the following five fiscal years.

- Continued enhancement of the funding model and increasing the team's market intelligence in relation to the forecasting process.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. Specific examples of collaboration needed for this initiative are:

- The skills of ICANN org's Global Domains and Strategy, Finance (and the Economist), OCTO, and Global Stakeholder Engagement functions to collect and contextualize market intelligence and various data sets deemed relevant to the funding forecast process.

- Processes and tools are in place to effectively prioritize and periodically reprioritize work.

CONSIDERATIONS

It is not clear how threats to the DNS might impact ICANN's funding. ICANN org must continue to expand its understanding and knowledge of the impact these threats may have on future funding. ∎

Implement New gTLD Auction Proceeds Recommendations as Approved by the Board

PURPOSE

This initiative relates to the implementation of the Board-approved recommendations from the Cross-Community Working Group on New gTLD Auction Proceeds (CCWG-AP).

SCOPE

The scope of this initiative covers these work areas:

- ICANN org will complete the implementation design of the actions needed to implement the Board-approved CCWG-AP recommendations and launch the ICANN Grant Program through which the auction proceeds will be disbursed to eligible applicants and projects.

- ICANN org will launch the first grant cycle and will plan the launch of future grant cycles to cover all the Grant Program objectives.

ACTIVITIES

In FY24, ICANN org will:

- Further refine the implementation design of the Grant Program.

- Launch the first grant cycle.

- Review the first grant cycle and, eventually, introduce program refinements.

HOW PROGRESS IS TRACKED

Work within this initiative will happen in stages. The FY24 specific milestones are:

- Implementation of ICANN Grant Program according to plan.

- Launch of the first grant cycle.

- Review of the first grant cycle and possible introduction of program refinements.

RESOURCES

Effective cross-functional collaboration is an essential element for success in most of ICANN org's work. To ensure the success of this initiative and the Grant Program:

- There will be close collaboration between ICANN org subject matter experts to define and design the work in specific areas such as administrative/procedural, communications, legal, and technical.

- The final recommendations approved by the Board and the design of the implementation plan will determine costs, which will be funded by the auction proceeds.

- Resource needs, including estimated workload, needed skills, and potential new hires, will be determined based on the implementation design of the recommendations.

- As implementation progresses, the auction proceeds will fund any resource supporting this work.

CONSIDERATIONS

This work relies on elements and dependencies that might be identified during the implementation design phase. ∎

Planning at ICANN

PURPOSE

Careful planning of ICANN activities helps safeguard ICANN's long-term financial sustainability and ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission. This initiative defines and implements improvements to the planning process over the duration of the ICANN Strategic Plan for fiscal years 2021–2025.

SCOPE

- Delivery of a Planning Prioritization Framework to enhance and improve ICANN's overall planning process. Moving forward, the planning process will continue to be part of the annual planning process, which is described and measured under the Planning Functional Activity.

- ICANN org will analyze the current progress reporting mechanisms and identify gaps. Then evolve the progress reporting mechanisms to better report out performance against the Operating Plan and Strategic Plan.

ACTIVITIES

In FY24, ICANN org will:

- Research, develop, and engage with the community and Board regarding a draft progress measurement framework.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that this initiative advances during FY24. ICANN org plans to:

- Develop and deliver the progress reporting framework.

RESOURCES

Resources for the planning prioritization framework are included within the planned Functional Activities and continuing operations budget and no incremental resources are needed. Additional resources for the progress reporting framework are required and will be drawn from available funds.

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Newer community members need time to get used to ICANN's planning process and may not fully engage in webinars, consultations, and Public Comment proceedings on these initiatives.

- ICANN will need to provide information and engagement opportunities to ensure that the Bylaws-mandated review and Empowered Community timelines are achievable as written. ■

ICANN Reserves

PURPOSE

To safeguard ICANN's long-term financial sustainability and ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission, the level of ICANN reserves must be continuously set, reached, and maintained consistent with the complexity and risks of ICANN's environment.

SCOPE

The scope of this initiative covers these work areas:

- Ensure implementation of the October 2018 Board resolution to replenish the Reserve Fund to an amount equal to one year of operating expenses as the minimum target level of the Reserve Fund.

- Maintain minimum target level of the Reserve Fund as operating expenses change.

ACTIVITIES

For information on FY24 finances, please see the **FY24 Budget** for the Reserve Fund balance and planned replenishment. ■

FUNCTIONAL ACTIVITIES

FY24

Functional Activities are those necessary to operate the organization, such as Human Resources or Finance, or implement ICANN's mission, such as Contractual Compliance or the IANA function. These 33 Functional Activities describe ICANN's continuing operations for FY24.

The 33 Functional Activities have been placed into five service groups:

- Technical and DNS Security
- Policy Development and Implementation Support
- Community Engagement and Services
- ICANN Org Governance
- ICANN Org Shared Services

These service groups were selected because they represent the broad categories of work that ICANN org conducts in fulfillment of its mission. The five service groups express the Functional Activities at a high level.

The FY24 Operating Plan updates the FY23 Operating Plan and continues to demonstrate how ICANN org implements its current Strategic Plan. Many of ICANN org's Functional Activities are to implement its mission or operate the organization that continues each year. Any new activities or strategic changes to existing ones are marked with a delta (△).

FIVE SERVICE GROUPS:

TECHNICAL & DNS SECURITY

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

COMMUNITY ENGAGEMENT & SERVICES

ICANN ORG GOVERNANCE

ICANN ORG SHARED SERVICES

FUNCTIONAL ACTIVITIES

FY24

TECHNICAL & DNS SECURITY

- Office of the Chief Technology Officer
- ICANN Managed Root Server
- Internationalized Domain Names and Universal Acceptance
- IANA Functions
- Contractual Compliance

Office of the Chief Technology Officer

PURPOSE

ICANN org's Office of Chief Technology Officer (OCTO) aims to constantly improve knowledge about the identifiers that ICANN helps coordinate, to disseminate this information to the Internet community, to improve the technical operation of the Internet's system of unique identifiers, and to improve ICANN's technological stature.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Lead: Facilitate DNS Ecosystem Improvements.
- Support: Geopolitical Monitoring, Engagement, and Mitigation

ACTIVITIES

- **External Operations**: Activities that have an external impact, such as the DNS Security Facilitation Initiative (complete) and exploring the expansion of the Domain Name Security Threat Information Collection and Reporting (DNSTICR) (in process).
- **Technical Engagement and Outreach**:
  - Support and provide training, engagement, and outreach to the technical community on current and upcoming technologies.
  - Support other ICANN org teams such as Global Stakeholder Engagement and Government Engagement with technical expertise as needed.
- **Research**: Activities centered on the analysis of the impact of new and existing technologies on the Internet's unique identifier systems as well as the investigation of new technologies and how they may impact the unique identifier ecosystem. ICANN org will continue work related to the Name Collision Analysis Project (NCAP) studies.
- **Reporting**:
  - Continue reporting on various aspects of the unique identifier ecosystem via Domain Abuse Activity Reporting (DAAR) and Identifier Technologies Health Indicators (ITHI).
- **Internal Operations**:
  - Activities that have an internal impact or recurring activities such as support of the Action Request Register and implementation of recommendations from Specific Reviews and policy development processes.
  - Collaboratively working with ICANN's Public Responsibility Support team on online learning development.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestones will be met:

- **External Operations**: Many of the progressions and milestones will be tracked via the Operating Initiatives, such as:
  - Formalization of the Special Interest Forums on Technology (SIFT) program.
  - Operation of DNSTICR.
- **Technical Engagement and Outreach**:
  - Deliver at least 90 percent of mutually agreed-on engagement and outreach activities requested by the community or our partners.
- **Research**:
  - Track and support recommendations for NCAP Studies 2 and 3.
  - Operate an internal RSS Metric Monitoring System as described in RSSAC047 for internal research purposes.
- **Reporting**:
  - Publish data or reports on the various efforts underway, such as DAAR and ITHI reporting, technical papers, etc.
  - Implement data collection and gathering for various statistical analyses.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Office of the Chief Technology Officer	21	$5.3	$4.6	$9.9

In Millions USD
Full-Time Equivalent (FTE)

TECHNICAL & DNS SECURITY

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Bandwidth constraints or competing demands on the available staff resources due to these resources acting as subject-matter expert for internal and community efforts.

- Assumptions regarding community interest in security and stability could be reduced, which may cause a reprioritization of staff time and effort.

- Community appetite for technical outreach, training, and engagement is strong but this could change, which may lead to reprioritization.

- In FY24, ICANN org notes a number of OCTO-led implementations may be forthcoming from the final recommendations from the Second Security, Stability, and Resiliency Review (SSR2), subject to prioritization. ■

ICANN Managed Root Server

PURPOSE

Through the ICANN Managed Root Server (IMRS) program, ICANN org provides trusted technical expertise and solutions to support the global Internet by building and maintaining a sustainable, stable, and resilient root server that is able to respond to identified and vetted technical needs.

OPERATING INITIATIVE CONTRIBUTIONS

There are no linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

- Deliver and maintain a highly secure, stable, and resilient root server.
- Respond to defined strategic initiatives and vetted community expectations of the RSS.
- Maintain a low total cost of operations while developing capacity, good engineering practices, and RSS community engagement.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestones will be met:

- Tracking the number of IMRS instances deployed every 12 months.
- Tracking the number of IMRS service outages every 12 months.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
ICANN Managed Root Server	11	$2.4	$0.8	$3.2

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Hiring and retaining expert-level staff continues to be challenging in the current economic climate.
- Staff may leave if job ladders or clear paths to promotion are not implemented. ∎

Internationalized Domain Names and Universal Acceptance

PURPOSE

This functional activity supports community work and leads internal operations for Internationalized Domain Names (IDNs) and Universal Acceptance (UA) efforts.

OPERATING INITIATIVE CONTRIBUTIONS

Lead: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.

ACTIVITIES

- Support policy development and implementation work on IDNs, including IDN variant top-level domains (TLDs), by the Country Code Names Supporting Organization (ccNSO) and Generic Names Supporting Organization (GNSO).

- Review IDN tables for gTLD registries for security and stability, in a consistent and transparent manner, and publish these in the IANA Repository of IDN Practices.

- Maintain the Root Zone Label Generation Rules (RZ-LGR) and update it to include the remaining and any additional scripts identified in the Maximal Starting Repertoire.

- Work with relevant communities to develop Reference Label Generation Rules (LGRs) for the second level.

- Support the application and evaluation of IDN country code top-level domains (ccTLD).

- Support the Universal Acceptance Steering Group's working groups on technology, Email Address Internationalization, communications, and measurements, as well as its local initiatives in different countries and regions to promote UA readiness.

- Support UA working groups in At-Large Advisory Committee and Governmental Advisory Committee (GAC), as needed.

- Develop and conduct training and UA-related communications in collaboration with the community to encourage the stakeholders to become UA-ready.

- Manage the internal IDN and UA Steering Committee to coordinate ICANN org's IDN and UA-related activities across functions.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following milestones will occur in FY24:

- Progress during FY23 on UA readiness is published using the UA annual report for FY22 as a baseline.
- Local initiatives are undertaking training on how to make technology and email services UA-ready in different countries with the support of ICANN org.
- RZ-LGR is being maintained and generation panels for the remaining scripts are being supported to develop proposals for the remaining scripts.
- Reference LGRs for additional scripts are being published.
- Updated IDN Guidelines approved by the Board are implemented.
- Following the gap analysis, active outreach to tool and technology providers is being done to promote UA readiness.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Internationalized Domain Names and Universal Acceptance	3	$0.4	$0.4	$0.8

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

Work on UA is based on influencing the technology developers and policymakers, who may also be motivated by additional considerations. This may impact advancement in this Functional Activity. ■

IANA Functions

PURPOSE

The purpose of the IANA functions is to assign unique identifiers for the Internet in accordance with relevant policies, and to be the registry of record for those allocations. This work is essential to promoting Internet interoperability by ensuring devices on the Internet communicate in a standardized manner. This work is administered through contracts that provide accountability to the respective communities that use these services.

ICANN's affiliate Public Technical Identifiers (PTI) performs these functions on behalf of ICANN org according to service level agreements (SLAs) and other obligations defined in the contracts. PTI has a separate operating plan and budget process. The PTI Operating Plan and Budget constitutes a large component of the IANA Operating Plan and Budget and is included in the ICANN Operating Plan and Budget. Read the **FY24 PTI and IANA Operating Plans and Budgets**.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Support the Evolution and Strengthening of the Root Server System and Root Zone Management Evolution.

- Support: Facilitate the DNS Ecosystem improvements.

- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the SSR of the DNS.

ACTIVITIES

The largest set of activities that are in scope for the FY24 IANA Operating Plan and Budget (OP&B) are laid out in the **FY24 PTI OP&B**. Reviewing the FY24 PTI OP&B is essential to understanding the FY24 IANA OP&B as it will detail the planned assumptions, the scope of work, and the budget structure used to deliver the IANA functions.

The additional components of the FY24 IANA OP&B are IANA support activities that are performed by ICANN org and excluded from the FY24 PTI OP&B:

- Logistical support for community oversight groups like the Customer Standing Committee (CSC), review committees and teams such as the Root Zone Evolution Review Committee, IANA Naming Functions Review, and the CSC Effectiveness Review.

- Costs relating to the Root Zone Maintainer Agreement.

- Activities supporting the continued evolution of the Root Server System.

- Support for policy development work that will have a direct impact on IANA service delivery.

Please see the **PTI and IANA FY24 Operating Plans and Budgets** for more information.

TECHNICAL & DNS SECURITY

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestones will be met:

- Regular reporting on project conditions, engagement activities, risks and budget.
- Deliver the IANA functions by meeting all associated contractual deliverables.
- System and Organization Controls 2 (SOC) Audit Report of IANA systems issued and delivered to stakeholders.
- Exception-free System and Organization Controls 3 (SOC) Audit Report of the RZ KSK System is issued and published.
- KSK ceremonies performed in compliance with the DNSSEC Practice Statement.
- Root Zone Key Management Facilities upgrades completed in U.S. East and West regions.

Metrics

- Performance SLAs.
- Customer satisfaction surveys.
- Audit Control Matrix.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
IANA Functions	**16**	$**3.3**	$**1.0**	$**4.4**

In Millions USD
Full-Time Equivalent (FTE)

TECHNICAL & DNS SECURITY

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Ongoing customer satisfaction relies on the evolution of IANA systems. Meeting growing customer volume while adhering to SLAs depends on increasing systems advancement. Customer expectations of the level of sophistication in those systems grows over time.

- Increased demands relating to the operating envelope around the KSK management. This includes more regular hardware replacement cycles, more frequent key replacement cycles (rollovers), and new security facilities.

- Without additional resources, IANA does not have bandwidth to deliver additional anticipated activities such as recommendations from the SSR2 and policy implementation.

- Losing staff can significantly impact the function. Most roles in the team lack redundancy and filling positions when staff depart has often proved challenging.

- A higher number of gTLDs may impact the root zone. ∎

Contractual Compliance

PURPOSE

The Contractual Compliance function ensures that gTLD registries and ICANN-accredited registrars comply with community consensus policies and their contractual agreements with ICANN.

OPERATING INITIATIVE CONTRIBUTIONS

There are no linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

- Conduct audits, monitoring, and outreach to ensure contracted parties are in compliance with agreements.
- Receive and resolve complaints regarding potential compliance issues with contracted parties.
- Support policy development processes (PDPs), Organizational and Specific Reviews, the Registrar Accreditation Agreement and Registry Agreement contracting process by providing input from the contractual compliance perspective. Implement recommendations arising from Specific Reviews and PDPs as necessary and appropriate.
- To enhance operational excellence, the Contractual Compliance team plans to improve business operations, methods, and processes, including looking to increase automation in FY24.
- Reduce the use of professional services by completing the migration to Naming Services Portal (NSp) in FY24.
- Participate in outreach and training activities with contracted parties, or others (as needed), to raise awareness of contractual obligations.
- Provide metrics and data on complaints received that can help inform community discussions on contractual requirements.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Number of low-complexity complaints processed.
- Number of high-complexity complaints processed.
- Turn-around time for processing low-complexity complaints.
- Closure rate of high-complexity complaints processed.
- The number of registrars or registry operators audited.
- High-risk issues mitigated through audits.
- Contracted parties and reporter satisfaction level measured via perception survey.

TECHNICAL & DNS SECURITY

- Number of outreach activities engaging with contracted parties, or others (as needed), through formal and informal means.

- Number of plans for remediating noncompliance, as presented by contracted parties, and monitored for recurrence by Contractual Compliance.

- Number of newly implemented proactive monitoring initiatives and projects.

- Number of formal enforcement actions conducted.

HOW PROGRESS IS TRACKED

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Contractual Compliance	**24**	$**3.9**	$**0.7**	$**4.6**

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for Contractual Compliance and may impact its advancement:
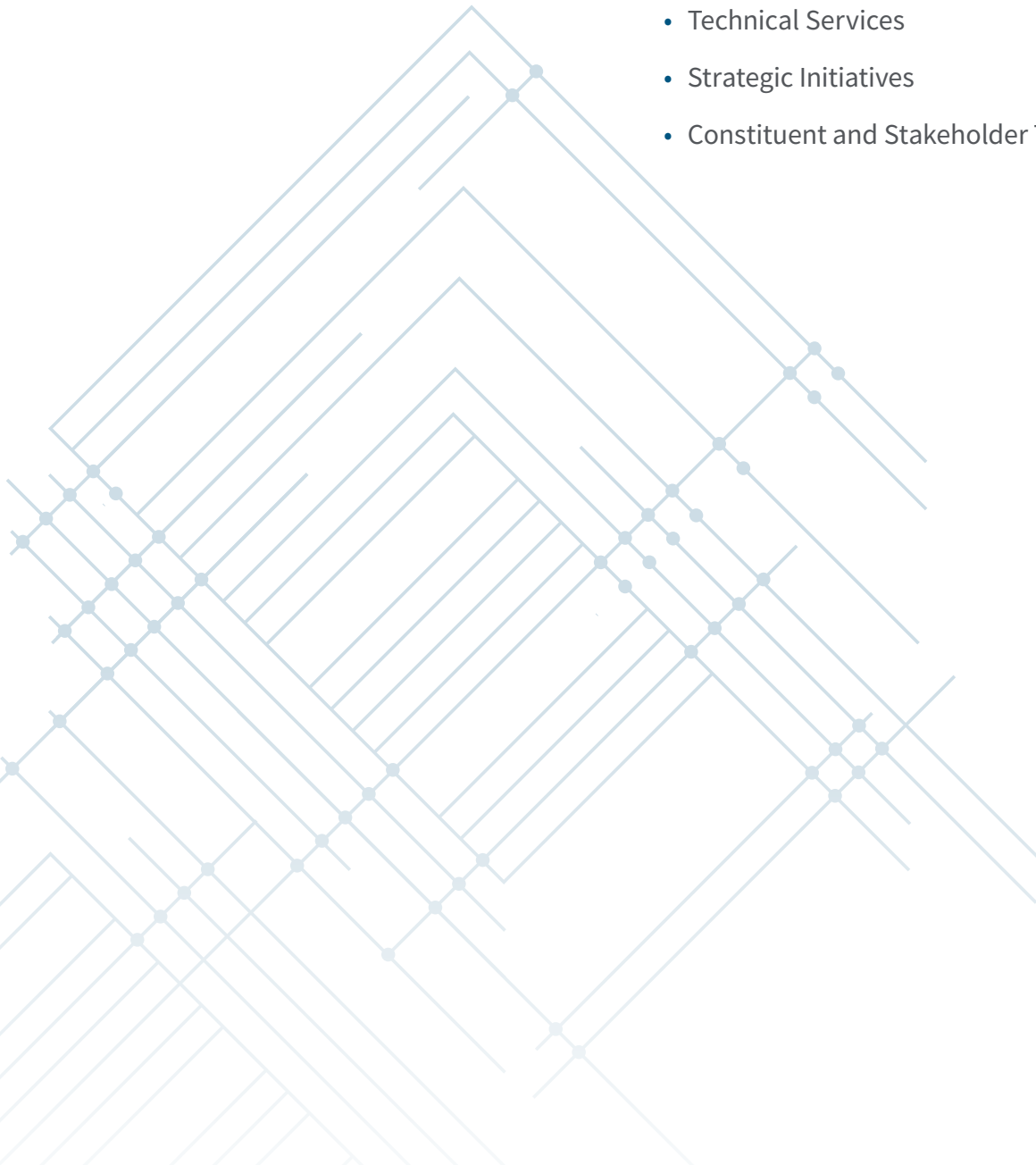
- Successful execution of recurring activities depends on hiring and training for backfill positions.

- Opportunities to reduce spending depend on timely, successful, and complete (including metrics) migration to the Contractual Compliance ticketing platform.

- Cross-functional work related to supporting reviews and policy development reduces Contractual Compliance resources available to execute core functions.

- Unknown impact on volume, type, and complexity of complaints submitted to Contractual Compliance as a result of unknown registry directory service (RDS) obligations.

- Complaints may increase in volume, type, and complexity. This may lead to a reallocation of existing resources among queues as well as to a need for additional staff. Implementing new requirements or projects may have an unknown impact on the volume, type, and complexity of complaints submitted to Contractual Compliance. ∎

FUNCTIONAL ACTIVITIES

FY24

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

- Policy Development and Advice
- Policy Research and Stakeholder Programs
- Contracted Parties Services Operations
- Technical Services
- Strategic Initiatives
- Constituent and Stakeholder Travel

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

Policy Development and Advice

PURPOSE

The Policy Development Support function facilitates the policy development and advisory work of the ICANN community. It provides governance and process management, subject-matter expertise, and administrative and professional secretariat support to ICANN's Supporting Organizations (SOs), Advisory Committees (ACs), and other formally chartered community structures, including the Empowered Community Administration, the Customer Standing Committee, and the Root Zone Evolution Review Committee.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Lead: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.
- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.
- Support: Geopolitical Monitoring, Engagement, and Mitigation.
- Support: Planning at ICANN.

ACTIVITIES

- Continue to facilitate the community's implementation of Board-approved recommendations from the Cross-Community Working Group on Enhancing ICANN Accountability Work Stream 2 (CCWG-WS2).
- Support the community's evaluation of ongoing efforts and planning for any additional work that may be needed for next steps on the work of Evolving the Multistakeholder Model.
- Continue support for the collective governance and planning work by community leaders across the SOs and ACs in collaboration with ICANN org.
- Continue migration to ICANN org CES platform, including completion of new working group enrollment portal.
- Continue to evolve the policy function toward increased adherence to project management principles in managing and planning for its work.
- Work with other ICANN org functions, including Engineering and IT, Meetings, Meetings Technical Services, Legal, and Board Operations, on improvements to ICANN Public Meeting planning and support.
- Implement an updated collaborative review process for revisions to stakeholder group and constituency charters.
- Continue to provide facilitation and subject-matter and operations support to SOs and ACs on their policy development and advice work, including ongoing policy development processes and planning for new initiatives to launch during FY24.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Reports on active projects and recurring activities across the SOs and ACs.

- Tracking milestone reporting, timelines and decisions from policy working groups and policy management leadership teams.

- Statistics and reports relating to participation at ICANN Public Meetings (including Prep Week).

- Annual report on ICANN Public Comment proceedings.

- Publication of ICANN Pre- and Post-Meeting briefings (published for every ICANN Public Meeting).

- Progress on migration to the CES platform and rollout of project management framework and tools for function staff.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Policy Development and Advice	36	$6.6	$1.9	$8.4

In Millions USD
Full-Time Equivalent (FTE)

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

CONSIDERATIONS

The following risks and considerations exist for this initiative and may impact its advancement:

- Meeting the community's needs for high-quality support as the amount and complexity of the community work increases is a challenge. The Policy Development Support function anticipates a need (to the extent these are not approved and funded in FY24) for additional policy analysts to fill existing as well as pending gaps in substantive research, analysis, and writing support for the community, especially for those community groups facing difficulties with keeping up with participation requests in policy work.

- Prioritization remains a challenge for individual community groups and in cross-community work. The new Prioritization Framework may provide a useful starting point for more cross-community discussions of overall community priorities for those work areas that are of common interest.

- Regular coordination between the Policy Development Support function and other org teams (e.g., Engineering and IT, Meetings Technical Services, Legal, Communications) remains necessary to ensure that community requests for new or improved tools are handled consistently.

- Staff bandwidth and workload could make it difficult for motivated staff to undergo training that may be helpful for professional growth and advancement.

- The focus on developing data-driven and implementable policies may require external resources to supplement existing org expertise. ∎

Policy Research and Stakeholder Programs

PURPOSE

The Policy Research and Stakeholder Programs function leads and supports implementation of key policies and cross-functional projects; provides research and thought leadership capabilities to support relevant organizational work; and leads and supports community-based work to develop and promote a multilingual Internet and secure user experience.

This function also ensures cross-functional coordination and subject- matter support for the Board's and org's activities around relevant recommendations and advice from the multistakeholder community.

OPERATING INITIATIVE CONTRIBUTIONS

Lead: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

ACTIVITIES

In FY24, activities will include:

- Supporting Board consideration of GNSO consensus policy recommendations.

- Managing organizational activities around implementation of GNSO consensus policy recommendations.

- Managing and performing policy reviews.

- Executing and supporting data, research and study requests from internal and external stakeholders.

- Providing subject-matter support to internal and external stakeholder projects, including support during development of recommendations by SOs and ACs.

- Managing implementation of relevant Board-approved AC advice and Specific Review recommendations.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

The following measures will be used in FY24 for this Functional Activity:

- Progress on implementation of Board-approved policy recommendations is reported on a dedicated consensus policy implementation webpage.

- Progress on implementation of relevant advice items is reported on a dedicated webpage that provides the status of advice to the Board from ACs.

- Progress on implementation of relevant Specific Review recommendations is reported on a dedicated webpage that provides the status of Specific Reviews and implementation of recommendations.

For many of this function's activities, the timing and milestones depend on factors such as community decisions and engagement, and Board consideration and direction. The team communicates progress by direct engagement with the relevant SOs, ACs, and other stakeholder groups, by sharing work plans and draft documents for community comment and consultation, publishing blogs and announcements, and holding webinars and public meeting sessions.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Policy Research and Stakeholder Programs	11	$1.9	$0.3	$2.2

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

Several Specific Review recommendations have been approved, while others are pending Board decisions. The team anticipates taking on responsibility for a set of these recommendations in FY24, in accordance with the planning and prioritization process. ∎

Contracted Parties Services Operations

PURPOSE

Contracted Parties Services Operations delivers defined, high quality, repeatable services and processes to applicants and contracted parties in a timely, consistent, and predictable manner.

OPERATING INITIATIVE CONTRIBUTIONS

No linked Operating Initiatives. This function supports ICANN's continued operations.

ACTIVITIES

In FY24, activities will include:

- Process contracted party service requests. Continually improve procedural aspects related to delivery of service requests.

- Manage contracted party agreements, including these steps:

    ○ Facilitate agreement execution.

    ○ Generate and execute contract amendments as a result of service requests.

    ○ Process agreement terminations.

- Manage registrar application and evaluation process.

- Monitor certain conditions required by contracted party agreements and execute outbound communications to facilitate contracted party compliance with agreements.

- Manage all aspects of vendor life cycle from procurement to operations for vendors that provide contracted party services, application evaluation, or related GDS needs.

- Support the 2012 round of the New gTLD Program, including:

    ○ Application processing (evaluation, contention resolution, application change requests, etc.).

    ○ Contracting (Registry Agreement execution, Specification 13, and Code of Conduct Exemption Amendments).

    ○ Pre-delegation activities (pre-delegation testing, onboarding, and transition to delegation).

    ○ Support for ICANN org's Legal team on New gTLD Program-related Accountability Mechanisms and litigation.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

ICANN org uses a combination of metrics and reports to track Functional Activities. The following milestones will be used in FY24 for this Functional Activity:

- Service level targets will continue to be monitored and modified as per operational needs.
- Reporting of service delivery against service level targets will continue.
- Monitor contracted party transactional survey responses.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Contracted Parties Services Operations	18	$2.8	$1.4	$4.2

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

- Operations resources are in high demand both internally and outside the organization. Providing development opportunities and career growth to retain staff is critical to successful ongoing operations.
- New gTLD Program 2012 Round support activities are currently projected to run through FY24. Changes to that timeline would impact resources and activities.
- Accountability Mechanisms and litigation pertaining to the New gTLD Program typically require significant and unplanned time and effort, and may require significant expenditure of resources to manage. ■

Technical Services

PURPOSE

The Technical Services function provides technical knowledge and data inside ICANN org regarding the DNS and works to maintain the security and stability of the DNS.

OPERATING INITIATIVE CONTRIBUTIONS

• Support: Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS.

• Support: Facilitate the DNS Ecosystem Improvements.

ACTIVITIES

In FY24, activities will include:

• Coordinate projects and activities related to the implementation of Registration Data Access Protocol (RDAP).

• Enhance RDAP web client.

• Deploy a Technical Compliance Monitoring system for gTLDs.

• Enhance SLA monitoring for gTLDs and DNS monitoring for other TLDs and the root.

• Enhance Monitoring System Application Programming Interface for TLDs.

• Enhance Centralized Zone Data Service.

△ Support the implementation of Expedited Policy Development Process (EPDP) on Temporary Specification for gTLD Registration Data Phases 1 and 2, and the next round of new gTLDs, if they move forward.

△ Support EPDP on Temporary Specification for gTLD Registration Data Phase 2 implementation, if adopted by the Board and subject to prioritization.

△ Support Technical Onboarding systems re-platforming to remove legacy systems.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

HOW PROGRESS IS TRACKED

Deployment of various systems and system enhancements.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Technical Services	4	$1.3	$0.4	$1.7

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

Additional staff may be required to support implementation of the EPDP on Temporary Specification for gTLD Registration Data Phase 2, Technical Onboarding systems re-platforming, supporting additional systems, and the next round of new gTLDs. ∎

Strategic Initiatives

PURPOSE

The Strategic Initiatives Functional Activity leads and provides support for strategic initiatives and evolving issues that impact ICANN org's remit and its stakeholders. It includes supporting work undertaken by the community, such as the coordination of ICANN org's strategy as it relates to compliance with the European Union's General Data Protection Regulation (GDPR) and other global data protection and privacy legislation. It also includes cross-functional strategic efforts related to mitigating DNS security threats, New gTLD) Subsequent Procedures, the operationalization of RDAP, IDNs and UA-related topics, and ICANN's Registrant Program.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.
- Support: Monitor Legislation, Regulation, Norms, Principles, and Initiatives That May Impact the ICANN Mission.

ACTIVITIES

In FY24, activities will include:

- **New gTLD Subsequent Procedures**:
  - Support the implementation of the Board-approved recommendations developed through the New gTLD Subsequent Procedures Policy Development Process, including via the Operational Design Phase.

- **Registrant Program**:
  - Development of materials to educate registrants about their rights and responsibilities as well as their roles within the DNS.
  - Raise awareness via outreach and engagement events and other capacity-development efforts about issues and challenges impacting registrants.
  - Ensure that registrants' perspectives are represented in ICANN org's work when implementing policies and services.

- **Data Protection and Privacy Issues**:
  - Cross-functional coordination as it relates to data protection and privacy issues, including Registration Directory Service compliance with the GDPR and other laws.
  - Continued engagement and activities related to implementation of the EPDP on Temporary Specification for gTLD Registration Data Policy Phase 2A, and management of the EPDP Phase 2 recommendations on a System for Standardized Access/Disclosure (SSAD) to Nonpublic gTLD Registration Data, including leading the project team for the

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

Registration Data Request Service, a proof of concept system to test the demand for and usage of centralized service for requesting nonpublic gTLD registration data.

○ Cross-functional coordination of various work streams related to the launch of RDAP services in the gTLD name space.

- **DNS Security Threat Mitigation**:

    ○ Continued coordination of org-wide strategy to ensure ICANN org is recognized as a trusted source of information; provide tools to the community to mitigate DNS security threats; and enforce related contractual provisions.

- **IDNs and UA**:

    ○ Provide support for tracking the progress of cross-functional strategy for increasing IDN implementation and UA readiness globally.

HOW PROGRESS IS TRACKED

Standard project management tracking will ensure timely completion of deliverables and coordination among functions as they relate to strategic initiative support. The following milestones will be used over in FY24 for this functional activity:

- **New gTLD Subsequent Procedures**:

    ○ Provide support for implementation of Board-approved policy recommendations resulting from the New gTLD Subsequent Procedures Policy Development Process.

- **Registrant Program**:

    ○ Continue to produce content, including blogs, reports, and other communications, to inform registrants of their rights as domain name holders, and how they fit within the domain name ecosystem.

    ○ Continue to participate in org engagement and capacity-development activities and events to educate registrants and raise awareness about issues and challenge.

- **Data Protection and Privacy Issues**:

    ○ Provide support for Board consideration of policy recommendations resulting from EPDP on Temporary Specification for gTLD Registration Data Phase 2 on a System for Standardized Access/Disclosure, should the Board adopt the recommendations, or implementation of another solution should the Board elect to follow that path following consultation with the GNSO Council.

        ■ Support includes follow-on work resulting from Board consideration of the EPDP Phase 2 recommendations following completion of the Operational Design Phase (ODP) and delivery of the Operational Design Assessment (ODA) to the Board in FY22.

        ■ Should the Board determine to proceed with the implementation of the SSAD, it is proposed that the funding of the corresponding costs come from the Supplemental Fund for implementation of Community Recommendations (SFICR).

    ○ Provide support to planned policy development work related to data accuracy in gTLD registration data.

    ○ Coordinate ICANN org's strategy and related activities across functions to ensure alignment with org's goals related to

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

ensuring RDS and access to nonpublic gTLD registration data meet with the requirements of data protection/privacy laws, including the GDPR.

- **RDAP Program**:
  - Track progress and ensure adherence to project plan to meet necessary milestones for the launch of RDAP services in the gTLD name space.

- **DNS Security Threat Mitigation**:
  - Continued coordination of org-wide strategy, including org's participation in ICANN community discussions on DNS security threat topics.

- **IDNs and UA**:
  - Provide support for tracking progress of cross-functional strategy for increasing IDN implementation and UA readiness globally.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Strategic Initiatives	10	$2.9	$0.5	$3.3

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

Activities related to recommendations from the New gTLD Subsequent Procedures Policy Development Process and the EPDP on Temporary Specification for gTLD Registration Policy Phase 2 remain major priorities for the organization and will require greater efforts and resources as the org moves into implementation planning and implementation phases. Ongoing project planning will inform when additional resources are necessary to support required activities in this time period. ∎

Constituent and Stakeholder Travel

PURPOSE

The purpose of the Constituent and Stakeholder Travel Functional Activity is to provide travel support for community members selected through appropriate processes and broaden participation in ICANN's processes.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.

- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

ACTIVITIES

In FY24, activities will include:

- Provide logistical travel assistance to funded travelers who are selected by Supporting Organizations, Advisory Committees, review teams, the Nominating Committee, other supported groups and ICANN support staff for events requiring travel. These may include ICANN Public Meetings and other approved ICANN events. Approved ICANN events are those that advance ICANN's mission, such as intersessional meetings, review team meetings, workshops, or conferences.

HOW PROGRESS IS TRACKED

The following measure will be used in FY24 for this Functional Activity:

- Publication of reports following each ICANN Public Meeting with details of the travel support provided.

POLICY DEVELOPMENT & IMPLEMENTATION SUPPORT

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Constituent and Stakeholder Travel	0	$0.0	$2.3	$2.3

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

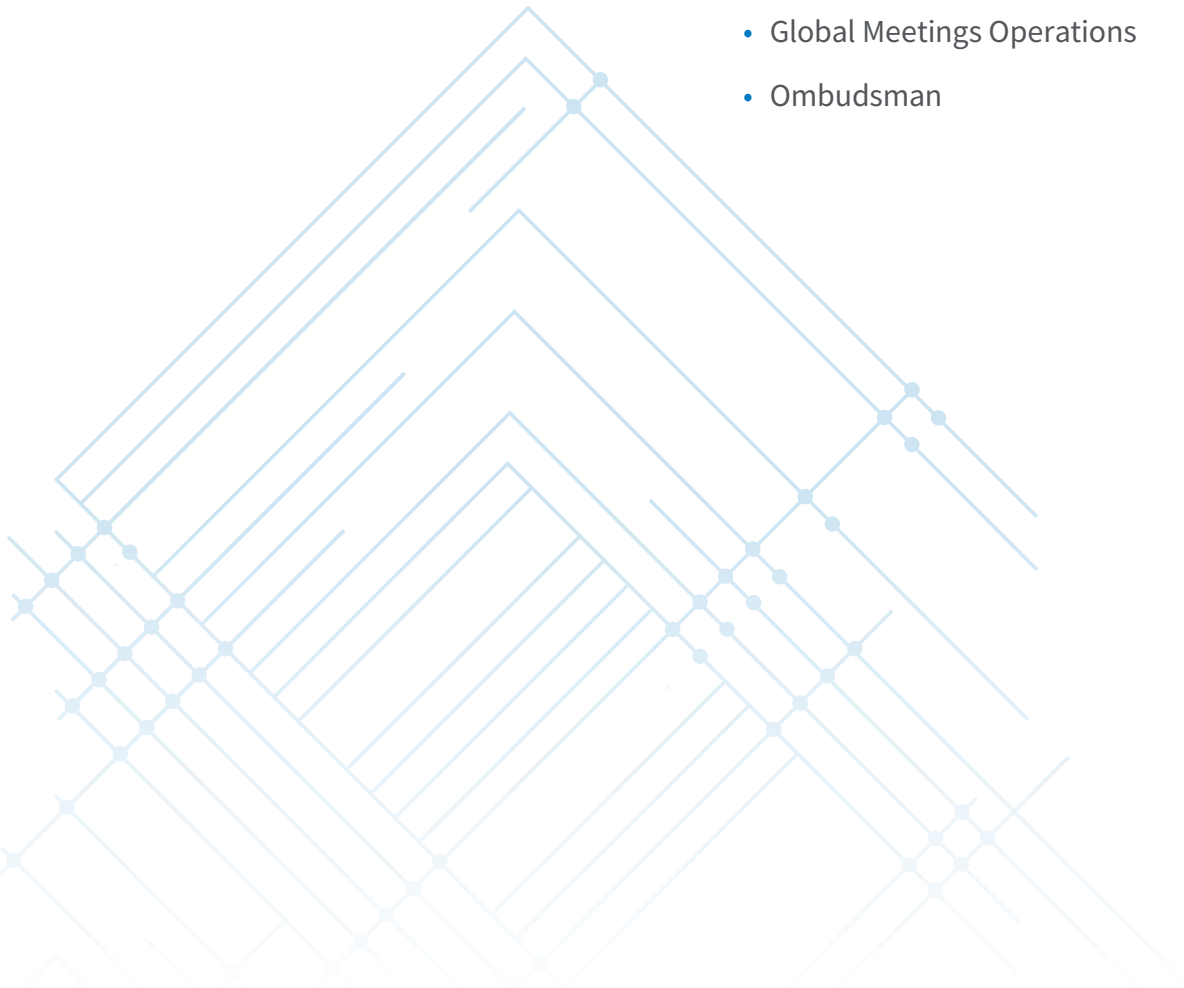The following risks and considerations exist for this Functional Activity and may impact its advancement:

• Allocating limited travel funding among ICANN community members requires prioritization.

• Advance planning is needed to ensure cost-effective pricing. ∎

FUNCTIONAL ACTIVITIES

FY24

COMMUNITY ENGAGEMENT & SERVICES

- Global Stakeholder Engagement
  - Regional Offices
- Public Responsibility Support
- Governmental and Intergovernmental Organization Engagement
- GDD Accounts and Services
- Global Support Center
- Global Communications and Language Services
- Global Meetings Operations
- Ombudsman

COMMUNITY ENGAGEMENT & SERVICES

Global Stakeholder Engagement

PURPOSE

ICANN org's Global Stakeholder Engagement (GSE) team leads engagement and outreach around the world with stakeholders about ICANN and its mission. Through local coverage in ICANN's regions, the team is a point of contact for ICANN org and the ICANN community. Its purpose is:

- Raising awareness and understanding of ICANN's role and remit.

- Encouraging participation in ICANN policy development.

- Establishing and maintaining partnerships for ICANN technical activities.

- Enhancing ICANN org's operating model across all regional offices and ensuring alignment of regional engagement efforts with ICANN org strategic and operational priorities.

- Building relationships, developing understanding among stakeholders, and where possible developing trust.

OPERATING INITIATIVE CONTRIBUTIONS

As GSE's role is to lead enagement and outreach for ICANN org, it provides direct and indirect support for many of the Operating Initiatives, such as:

- Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking.

- Implement New gTLD Auction Proceeds Recommendations as Approved by the Board.

- Facilitate the Domain Name System Ecosystem Improvements.

ACTIVITIES

In FY24, activities will include:

- As events in the regions return to in-person, build on lessons learned and best practices for hybrid meetings to integrate meaningful and effective experiences for virtual and in-person attendees.

- Capacity development to increase understanding of ICANN's mission and to diversify participation in ICANN's core activities.

- Build partnerships and relationships related to ICANN org initiatives with regional and local stakeholders.

- Delivery on President and CEO goals to target stakeholders and key influencers who may impact ICANN but often do not participate in ICANN meetings and who may or may not be aware of the role of ICANN in the DNS ecosystem.

- Continued extension of engagement measurement and planning function and use of a Community Engagement System platform for managing engagement activity, community contacts, trip reports, cases, and Memorandums of Understanding with outside organizations.

COMMUNITY ENGAGEMENT & SERVICES

- Ongoing cross-functional regional engagement related to technical and policy work, participation in relevant national and regional discussions, and delivery of regional engagement strategies.

- Engagement measurement, planning, and administration.

- Support for cross-organizational prioritization to deliver on needs for international office strategy.

- Ongoing implementation of engagement activities related to the implementation of Specific and Organizational Reviews and community work on New gTLD Subsequent Procedures PDP recommendations, and support of initiatives including OCTO, Government and IGO Engagement (GE), and Global Domains and Strategy (GDS).

△ Emphasis on awareness-raising with GEt in key conferences and events to ensure legislative and geopolitical issues do not negatively impact ICANN or the multistakeholder model.

△ Continue work begun in FY22–23 to integrate all of ICANN's engagement and outreach activities in the region and coordinate with other ICANN org functions including the Global Domains Division's Accounts and Services team, OCTO, and GE.

△ Continue outreach with Internet service provider (IS)P associations and connectivity providers on the role of ICANN and support OCTO with the KINDNS initiative.

△ Evaluate lessons learned from engagement during the COVID-19 pandemic so that improvements can be made to engagement efforts.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following metrics will be tracked and milestones will be met:

- Enhance the GSE presence on the ICANN org website with regional pages, incorporating updates made to the Africa, Asia Pacific, Latin America and Caribbean, Middle East and Adjoining Countries, and North America regional engagement plans.

- Data on ICANN's geographical presence and services to regional stakeholders.

- Number of capacity-development and training events and analysis of community feedback.

- Incorporation of stakeholder journeys data into ICANN org's Open Data Program.

- Implementation of FY24 Regional At-Large Organizations outreach and engagement plans with GSE regional engagement plans.

- Metrics related to cross-functional work on DNS ecosystem security, DNSSEC deployment, Universal Acceptance, and IMRS instances.

- Engagement reporting for Competition, Consumer Trust, and Consumer Choice (CCT) Review and Registration Directory Service (RDS/WHOIS2), as well as Accountability and Transparency Review 3 (ATRT3) and Security, Stability and Resiliency Review 2 (SSR2) recommendations adopted by the Board for implementation.

- Support of community prioritization effort at the regional level to participate in Public Comment periods.

- DNSSEC statistics from regional training and local adoption levels by top-level domains, ISPs, and others.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Global Stakeholder Engagement	28	$5.9	$1.4	$7.3

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following considerations exist for GSE team, some of which may pose risks in FY24:

- Demand for GSE team support continues to increase across ICANN org functions.

- The GSE team has been largely stable over time but succession planning, ongoing professional development, and cross-functional training opportunities must be implemented for staff retention.

- The engagement work needed to support potential future rounds of gTLDs and to implement reviews' recommendations will be significant and budget and staff resources will be required.

- GSE team members have improved their ability to speak more effectively for ICANN org on DNS and DNSSEC, DNS security threats and mitigations, IPv6, and other technical topics. OCTO also plans to add technical engagement staff.

- Face-to-face meetings have resumed in the regions but hybrid events remain, utilizing experiences from virtual events during the pandemic.

- GSE continues to make improvements to cross-functional collaboration with OCTO, GE, and GDS. GSE is reviewing its regional engagement events to ensure these incorporate a track for contracted party engagement with GDS and that these events are considered with any requirements for the safe resumption of in-person engagement.

- Geopolitical pressures and legislative impacts on the Internet require raising awareness for GSE in the regions with key decision makers who do not attend ICANN meetings. GSE efforts have largely shifted out of ICANN meetings into regional and national discussions that may impact ICANN.

- Reputational risk may arise from failure to retain active regional stakeholders in ICANN work. The inability to attract newcomers and maintain volunteers in a post-COVID-19 era poses a risk. ∎

Regional Offices

ICANN has regional offices in Brussels, Belgium; Istanbul, Turkey; Montevideo, Uruguay; and Singapore. ICANN has engagement centers in Nairobi, Kenya; Washington, D.C., USA and Beijing, China.

PURPOSE

The primary purpose of the regional offices is stakeholder engagement. Besides bringing ICANN's functions closer to stakeholders, the offices facilitate the functions housed in the region to achieve the goals set out in the Strategic Plan.

OPERATING INITIATIVE CONTRIBUTIONS

As each regional office leads stakeholder engagement in its region and collaborates with other ICANN functions at a regional level, each regional office directly or indirectly supports all Operating Initiatives.

ACTIVITIES

The FY24 activities of the regional offices encompass recurring work related to the functions located in each office and are not listed here. Major activities undertaken by GSE staff in the regional offices in FY24 include:

- Facilitate collaboration on cross-functional goals with other ICANN org functions.
- Facilitate engagement with stakeholders at a regional level in line with recommendations on the future of meetings post-COVID.
- Update regional engagement strategies to reflect major developments in the Strategic Plan, particularly in relation to technical and government engagement.
- Continue to identify and address internal and external issues, needs, and demand across the regions, and facilitate collaboration, or request for resource support, from the Executive Team to address them.
- Develop a system for the collection and analysis of metrics to measure progress and success in regional and functional participation in the ICANN community, as well as accountability indicators concerning trust in ICANN.
- Identify engagement gaps in the region and facilitate collaboration, or request resource support to address gaps.
- △ If the community process recommends a new round of new gTLDs, develop region-specific plans for promoting the program.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, key measures for the regional offices are:

- Development of documents to track goals and cross-functional work by region.
- Incorporation of regional issues, engagement gaps and needs into org-wide Community Engagement System (CES) platform.
- Development of tailored plans for European legislation tracking and technical engagement.
- Development of a People Development Plan for the European Region that includes tailored personal growth and training goals for staff.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

The administrative costs of running each regional office can be found in the **ICANN Offices** Functional Activity section.

CONSIDERATIONS

The following risks and considerations exist for the success of the regional offices in FY24 and may impact their progression:

- Work depends on other functions and staff, who may have other priorities.
- Functional teams should have region-specific plans and goals in place.
- Achievement of full deployment of an org-wide CES platform in FY23.
- Adequate budget allocation is needed for GSE staff and regional support.
- Willingness of the community to use the regional offices for ICANN-supported face-to-face meetings. ◼

Public Responsibility Support

PURPOSE

The Public Responsibility Support (PRS) team provides the community with the necessary support and tools to carry out public responsibility activities that support ICANN's mission. Increasing diversity and lowering barriers to participation at ICANN is central to these efforts.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Implement New gTLD Auctions Proceeds Recommendations as Approved by the Board.
- Support: Facilitate the DNS Ecosystem Improvements.
- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.
- Support: Geopolitical Monitoring, Engagement, and Mitigation.

ACTIVITIES

In FY24, activities will include:

- Lead research and expertise: PRS provides subject-matter expertise and global good practices advice for public responsibility initiatives within ICANN's remit in the areas of diversity, human rights, anti-harassment, and global public interest, and continues to support implementation efforts of the ICANN Grant Program. Work on human rights initiatives includes those internal to ICANN org and those with community-driven objectives assigned as a result of the planning process.
- Lead diversity programs: PRS manages the ICANN Fellowship Program, NextGen@ICANN, the Internet Access Reimbursement Program, and the ICANN Community Childcare Grants Pilot.
- Lead and support capacity-development initiatives: PRS manages ICANN Learn, the Leadership Program, the Chairing Skills Program, the ICANN for Beginners Program, and the ICANN History Project.
- △ Expand ICANN Learn curriculum to meet increased demand for online learning and capacity-development.
- △ Develop a standard process to support the community and the Board in their diversity assessment efforts recommended in the Cross-Community Working Group on Accountability Work Stream 2 Final Report by FY24.
- △ Improve existing and explore possible new mentoring structures for the NextGen@ICANN and Fellowship programs based on community feedback.
- △ Conduct a five-year evaluation and review of the Fellowship Program in FY24.
- △ Identify, deliver and measure the effectiveness of anti-harassment training opportunities across the ICANN community.
- △ Continue to phase out ICANN History Project activities.

COMMUNITY ENGAGEMENT & SERVICES

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestones will be met:

1. Research and Expertise:

    a. New gTLD auction proceeds: Support implementation of the ICANN Grant Program.

    b. Identify, deliver, and measure the effectiveness of anti-harassment training opportunities across the ICANN community.

2. Diversity Programs:

    a. ICANN Community Childcare Grants Pilot will be evaluated to determine whether the program will continue as a recurring activity.

    b. Five-year review of the Fellowship Program

    c. Fellowship and NextGen:

        i.   Number of participants by region and sector

        ii. Number of pen holders on policy reports and documents

        iii. Number of mailing list contributors

        iv. Number of Public Comment contributors

        v.   Number of alumni in leadership positions

3. Capacity-Development Initiatives:

    a. ICANN for Beginners program evaluation

    b. Continue to phase out ICANN History Project work.

    c. Continue to leverage ICANN Learn for capacity-development.

    d. Online Learn:

        i.   Number of active users

        ii. Number of new courses

        iii. Number of multilingual courses

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Public Responsibility Support	7	$1.1	$0.6	$1.7

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Work depends on clear community and organizational public responsibility priorities and cross-functional collaboration.

- There is a risk of new volunteers dropping off and participants in ICANN's multistakeholder processes not reflecting the evolution of the broader Internet user base.

- Reputational risks may arise from failure to provide sufficient transparency and ability to demonstrate impact and return on investment of programs. This includes failure to support educated and informed stakeholders and a perceived lack of impact and diversity in PRS programs.

- Continued improvement to PRS operations is needed, increasing transparency, scalability, and responsiveness to the community.

- The demand for self-paced, online capacity-development opportunities across the ICANN community continues to rise each year. Over 2,000 learners have actively taken training in the last 12 months. ICANN Learn should be leveraged to improve scalability of capacity-development efforts and resources to manage the expansion of training content.

- Reduce barriers to participation in ICANN by improving the newcomer experience.

- Successful implementation of the ICANN Grant Program, the costs of which will be funded out of the auction proceeds and not ICANN's operational budget. ∎

Governmental and Intergovernmental Organization Engagement

PURPOSE

ICANN org's Government and Intergovernmental Organization (IGO) Engagement team is responsible for outreach and engagement with national and regional government and intergovernmental organizations to protect the remit and mandate of ICANN.

The team acts as a central point of contact to help governments and IGOs understand and be mindful of the way the Internet functions and the role ICANN plays in technical Internet governance. The team's goal in engagement is to provide information to make governments aware of or mitigate the sometimes unintended consequences of government action on areas within ICANN's remit or on policies developed through ICANN's multistakeholder processes. The team specifically provides information about ICANN's role in the management of the Internet's unique identifiers, including the global Domain Name System, IP addresses, and protocol parameters.

The Government and IGO engagement team works with the Governmental Advisory Committee (GAC) as the constituency that is the home of governments and IGOs within ICANN. The team also represents the mission of ICANN with government ministries and IGOs.

OPERATING INITIATIVE CONTRIBUTIONS

Lead: Geopolitical Monitoring, Engagement, and Mitigation.

ACTIVITIES

In FY24, activities will include:

- Assessment of risks to ICANN org due to legislative or regulatory processes or through global activity by IGOs.

- Facilitation of global, regional, and national government engagement strategies reflecting geopolitical challenges and, if necessary, reflecting the changes in the Strategic Plan.

- Ongoing cross-functional regional engagement related to technical and policy work, as well as participation in relevant national and regional discussions.

- Capacity-development.

- Supporting cross-organizational collaboration for legislative tracking, government engagement, operational and strategic planning, and other functions.

- Reviewing and revising the global government and IGO engagement strategies to align with the Strategic Plan.

△ The team will update demand-driven government capacity-development activities against the new ICANN Strategic Plan, and ensure these activities align with the new strategic objectives for ICANN.

△ The team will evaluate the government engagement events ICANN org currently supports, determine effectiveness, and modify engagement as needed.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Government and IGO Engagement	9	$2.5	$1.5	$4.0

In Millions USD
Full-Time Equivalent (FTE)

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Delivery of the postponed High-Level Governmental meeting may occur in FY24 as a virtual or in-person event in conjunction with an ICANN Public Meeting, depending on pandemic safety protocols and discussions with the GAC and the host government.

- Reports and statistics on participation in outreach, technical briefings, and capacity-development sessions for the GAC and through collaboration with other organizations in the ecosystem.

- Reports and statistics on participation for briefings and capacity-development events for diplomats from the Permanent Missions to the United Nations, U.N. staff, as well as other U.N. agencies and IGOs, where appropriate, and on contributions to open consultations on legislative or policy initiatives.

- Comparison of surveys conducted before and after capacity-development events to measure information learned and delivery of information against expectations.

- Completed review of existing Memorandums of Understanding for continuing alignment with goals.

- Metrics related to the number of countries and intergovernmental organizations represented in the GAC and the number of countries and IGOs actively participating in the GAC and ICANN policy processes.

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Changes in the assessment of the risk environment.
- Changes in functional resources and team allocation. ∎

GDD Accounts and Services

PURPOSE

The Global Domains Division (GDD) Accounts and Services team is responsible for the effective implementation of Generic Names Supporting Organization (GNSO) Consensus Policy and contract-related services. Its team builds and maintains relationships with the ICANN-accredited registrars, gTLD registries, and their respective stakeholder groups. The team is also responsible for identifying indicators and trends for the evolution of the DNS ecosystem and leading the organization's DNS Security Threat Mitigation Program.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Improve the Depth of Understanding of the Domain Name Market Drivers That Impact ICANN's Funding.

- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

ACTIVITIES

In FY24, activities will include:

- Develop the FY24 annual and FY24–28 five-year funding forecast and funding assumptions.

- Continue to build and maintain relationships with ICANN's contracted parties.

- Publish updated data for the community in the Domain Name Marketplace Indicators.

- Implement GNSO policy recommendations after adoption by the ICANN Board.

- Implement and enhance services for the contracted parties.

- Prepare contracted parties and ICANN org to support the anticipated changes to the Base gTLD Registry Agreement and Registrar Accreditation Agreement as amended to specify the operational requirements related to the RDAP for providing registration data directory services. Prepare contracted parties and ICANN org for the Registration Data Policy for gTLDs to become effective.

- Implement assigned Specific Review recommendations.

- Lead efforts to prepare to evolve the Registry Agreement and Registrar Accreditation Agreement in anticipation of a next round of gTLDs and to address changes to the industry.

- Coordinate ICANN's efforts to conduct research, provide tools, factual information, and education for the ICANN community regarding DNS security threats and DNS abuse.

- Collaborate and coordinate with industry actors on reducing DNS security threats (botnets, malware, pharming, phishing, and spam when used as vectors).

COMMUNITY ENGAGEMENT & SERVICES

- Work with the community to identify gaps in addressing DNS security threats within ICANN's remit and means to reduce DNS security threats.

- Host the Contracted Parties Summit, which provides ICANN org and contracted parties an opportunity to engage and address issues of mutual interest and importance.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Implementation of adopted consensus policies and assigned Specific Review recommendations Survey of contracted parties.

- Delivery of the annual and five-year funding forecast to Finance for incorporation into the budget and financial plans.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
GDD Accounts and Services	15	$3.1	$0.6	$3.7

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Implementation of approved GNSO Council-developed policy recommendations partially depends on volunteer-based Implementation Review Teams.

- Changes to the Registry Agreements or Registrar Agreement require agreement with relevant contracted party stakeholder groups and approval by a supermajority of the relevant contracted parties. ∎

COMMUNITY ENGAGEMENT & SERVICES

Global Support Center

PURPOSE

A number of ICANN org teams provide services to users, stakeholders and interested parties around the world. The most notable services include, ICANN Global Support Center, **Correspondence** and **Board Advice** tracking and WHOIS Accuracy Reporting System (ARS) functions. This group supports various aspects of ICANN's mission and strategy with a particular emphasis on continual improvement.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives – these are ongoing operational functions.

ACTIVITIES

In FY24, activities will include:

- Tier one support for ICANN org functions.
- Contracted party support and communications management.
- New gTLD applicant support.
- Account and contact management.
- Registrant and community support.
- Correspondence and Board Advice tracking.
- WHOIS ARS functions, when and if they resume.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of metrics and reports to track Functional Activities. During FY24, the following milestones will be monitored:

- Service level targets will continue to be monitored and modified as per operational needs.
- Customer satisfaction will continue to be measured through transactional surveys and reported regularly.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Global Support Center	**11**	$**1.2**	$**0.2**	$**1.4**

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist in FY24 for this Functional Activity and may impact its operations:

- Future demand for the Global Support Center cannot be estimated with high confidence. Regional and world events may result in an unanticipated and severe increase in volume.

- Policies and contractual obligations continuously evolve and require Global Support Center to stay abreast of the changing landscape in order to provide accurate responses to contracted parties and community members.

- The effectiveness and efficiency of the function is highly dependent on the systems and tools on which it relies. Specifically, the team is highly reliant on the Naming Services Portal.

- Resources needed to deliver these functions are in high demand both internally and outside the organization. Retaining staff is critical to successful ongoing operations.

- Correspondence and Advice volume is highly variable. ■

Global Communications and Language Services

PURPOSE

ICANN org's Global Communications and Language Services function is responsible for creating awareness of ICANN and its role in supporting the public interest, and ensuring that ICANN is represented accurately and consistently in all forms of communication. This is accomplished by:

- Demonstrating successes, knowledge, and thought leadership through compelling, clear, and consistent messaging.
- Continuing to grow, globalize, and diversify communications efforts and channels for geographic and target-audience reach.
- Expanding and engaging with new audiences by reaching outside of traditional forums.
- Leveraging media and industry contacts to amplify key messages.
- Increasing external understanding of and participation in ICANN's policy development process and multistakeholder model.
- Explaining the role of the IANA functions and ICANN's technical remit.
- Educating internal audiences and supporting staff activities.
- Facilitating access to ICANN by providing translations, interpretation, and transcription services in the six U.N. languages for ICANN Public Meetings and other events.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Facilitate the DNS Ecosystem Improvements.
- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.
- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.
- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Support: Geopolitical Monitoring, Engagement, and Mitigation.
- Support: Implement New gTLD Auction Proceeds Recommendations As Approved by the Board.

COMMUNITY ENGAGEMENT & SERVICES

ACTIVITIES

In FY24, activities will include:

- Support Global Domains and Strategy through dedicated communications staff.

- Provide strategic communications support and content development for initiatives such as DNS security threats, data privacy, the ICANN Grant Program, adoption of Universal Acceptance and Internationalized Domain Names, and Subsequent Procedures for New gTLDs.

- Collaborate with engagement teams to strengthen alignment and consistency of messaging through narratives, briefs, presentations, media relations, and increased internal communications. Develop messaging to create awareness and strengthen ICANN's position related to Internet governance and technical Internet governance.

HOW PROGRESS IS TRACKED

The Global Communications team will use tools, such as social listening and media monitoring, to track key metrics including: press release, blog, and announcement reach, content likes, retweets, shares, etc.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Global Communications and Language Services	27	$4.6	$4.1	$8.7

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Overall, unclear or inconsistent communications and messaging to stakeholders can negatively impact ICANN's reputation.

- Advance notice of special projects or initiatives that will require communications support is key to ensuring that resources are available to provide assistance. Other functions are strongly encouraged to involve the team as early as possible.

- Promoting a shared understanding of key and current issues requires that staff throughout ICANN org work with the Global Communications team to access accurate and consistent information on topics of interest.

- Translated materials, which are costly to produce, are not well used in some of the languages. ∎

COMMUNITY ENGAGEMENT & SERVICES

Global Meetings Operations

PURPOSE

Global Meetings Operations supports face-to-face and virtual meetings hosted by ICANN globally. For face-to-face meetings, the team ensures that the selected cities, venues, meeting facilities, and services provide an environment conducive to effective meetings. The team works in close collaboration with the community to establish the meeting schedule and provide travel support for funded travelers and staff.

For virtual meetings, the team works with the community and the org to establish the schedule and ensure an effective online participation strategy.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

In FY24, activities will include:

- Three ICANN Public Meetings scheduled for FY24:
  - ICANN78, Hamburg, Germany | Annual General Meeting
  - ICANN79 San Juan, Puerto Rico | Community Forum
  - ICANN80 TBD | Policy Forum
- Three Board workshops.
- Community face-to-face and virtual meetings. In FY24, the number and type of meetings will be dependent on the status of the global COVID-19 pandemic.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestone will be met:

- Continue to implement the approved cost-savings plan for three ICANN Public Meetings per year.

COMMUNITY ENGAGEMENT & SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Global Meetings Operations	10	$2.1	$4.0	$6.1

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- As the world emerges from the pandemic in FY24, there is likely to be an increase in the demand for smaller face-to-face and virtual meetings, which could cause more work for the Meetings and Travel Support teams.

- The COVID-19 pandemic-related disruption is likely to affect the format and cost of meetings conducted face-to-face or virtually in FY24. ■

Ombudsman

PURPOSE

The Office of the Ombudsman is a neutral dispute resolution practitioner for the ICANN community. The principal function of the Ombudsman is to provide an independent internal evaluation of complaints by members of the ICANN community who believe that the ICANN org, Board, or an ICANN constituent body has treated them unfairly. The Ombudsman serves as an objective advocate for fairness, and seeks to evaluate and resolve complaints about unfair or inappropriate treatment by ICANN org staff, the Board, or ICANN constituent bodies, clarifying the issues and using conflict resolution tools such as negotiation, facilitation, and "shuttle diplomacy" to achieve these results.

The Ombudsman also has a formal role in conducting a substantive review of Reconsideration Requests. However, the Ombudsman recuses the office from such a review if the office has been previously involved in the subject matter of the Reconsideration Request.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

In FY24 activities will include:

- Complaint management.
- Raising awareness of Expected Standards of Behavior and Community Anti-Harassment Policy within the community, Board and org. There is currently good awareness, but actions in FY24 aim to increase visibility and activity.
- Promoting anti-harassment training via ICANN Learn.
- Increasing online presence in virtual meetings to demonstrate availability of the Office of Ombudsman and its service to the community and serve as a preventative measure to reduce conflict.
- Ongoing education to empower leadership in community via ICANN Learn and providing training for community leaders to empower and educate on conflict resolution.
- Implementation of recommendations related to the Ombudsman from the Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2.

HOW PROGRESS IS TRACKED

ICANN Bylaws require the Office of the Ombudsman to produce an annual report detailing consolidated analysis of the year's complaints and resolutions, documentation of adherence to confidentiality obligations and concerns, as well as recommendations for steps to minimize future complaints.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Ombudsman	0	$0.0	$0.3	$0.3

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

Work Stream 2 of the Cross-Community Working Group on Enhancing ICANN Accountability issued recommendations that have been accepted by the Board, relating to the Office of the Ombudsman. This portion of the plan will be updated as the planning work continues. ■

FUNCTIONAL ACTIVITIES

FY24

ICANN ORG GOVERNANCE

- Board Activities
- Office of the President and CEO
- Governance Support
- Nominating Committee Support
- Complaints Office
- Review Support and Implementation
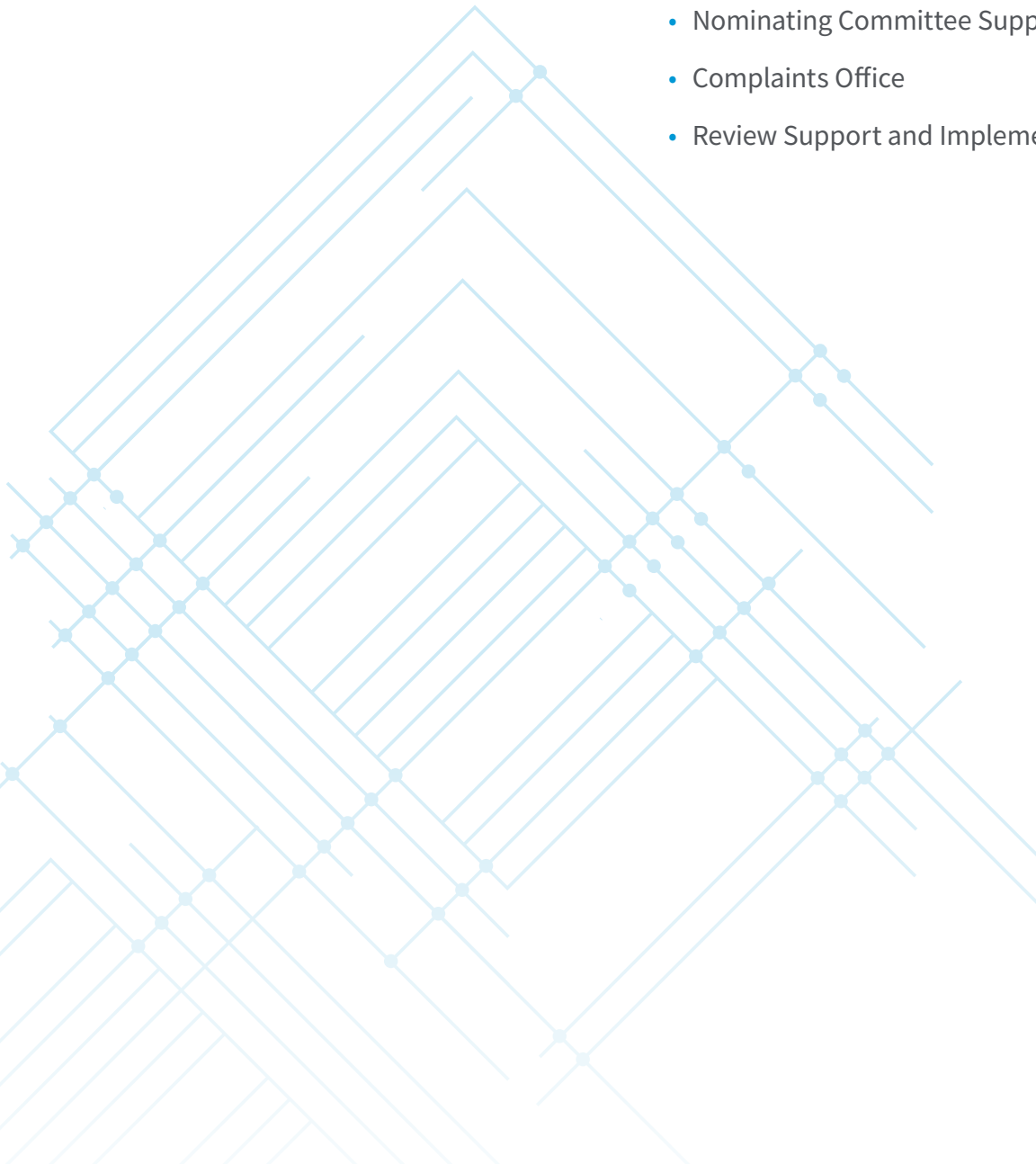
ICANN ORG GOVERNANCE

Board Activities

PURPOSE

The Board Activities Functional Activity represents the work and responsibilities of the ICANN Board of Directors. Among its duties, the ICANN Board:

- Ensures that ICANN remains at all times true to its mission, commitments, and core values.

- Oversees ICANN org's performance to ensure it operates with efficiency, effectiveness, in a fiscally responsible and accountable manner, and, where practicable and not inconsistent with ICANN's other obligations under the Bylaws, in a manner that is responsive to the needs of the global Internet community.

- Oversees development and periodic revisions of ICANN's Strategic Plan and Operating Plan.

- Ensures that ICANN operates pursuant to the highest ethical standards, complies with applicable laws, and considers adherence to best practices in all areas of operation.

- Ensures all policy development and decision-making processes are transparent, open, reflective of the public interest and accountable to all stakeholders.

OPERATING INITIATIVE CONTRIBUTIONS

The Board supports ICANN's ongoing activities.

ACTIVITIES

The ICANN Board organizes its FY24 work into five key areas of responsibilities, with a focus on community-driven activities:

- **Policy Development and Cross-Community Initiatives**:
  - Prepare for Board review and action by staying well informed of the content, priority, and timing of all policies being developed by the community.
  - Respond to Supporting Organization policy recommendations and Advisory Committee advice on a timely basis.
  - Participate in and provide timely comments to cross-community working groups and initiatives.
  - Appoint Liaisons to community groups on request, to effectively contribute to community initiatives.

- **ICANN Org Oversight**:
  - Ensure that Board-approved policies are implemented in a manner consistent with the adopted policies.
  - Oversee implementation of significant engineering projects undertaken by the ICANN org such as the Information Transparency Initiative.
  - Oversee ICANN org's efficient and effective delivery of operational services to the community.

ICANN ORG GOVERNANCE

- **Strategic and Forward Thinking**:
  - Review and revision, if needed, of the Strategic Plan.
  - Review and revision of the FY24–28 Operating and Financial Plan.
  - Work with the community on the work plan to improve the effectiveness of ICANN's multistakeholder model.
  - Lead brainstorming discussions on key strategic topics affecting ICANN.
- **Governance and Fiduciary Responsibilities**:
  - Develop FY24 Board Operational Priorities aligned with ICANN President and CEO's priorities to ensure greater operational efficiency and effectiveness.
  - Oversee work related to the GDPR.
  - Oversee ICANN's governance and accountability issues.
  - Discharge fiduciary (legal and financial) responsibilities.
  - Monitor organizational risks and mitigation actions.
  - Oversee implementation and understanding of the Bylaws.
  - Improve Board transparency.
- **Community Engagement and External Relationships**:
  - Outreach and engagement with the community during and in between the ICANN Public Meetings.
  - Participate in Board-community working groups.
  - Develop effective relationships with key actors in the global Internet ecosystem.

In addition, some Board activities are handled by Board Committees, which form a fundamental part of Board activities. Committees allow a smaller group of Board members to work together when a more focused approach is needed. The list of Committees as well as the scope of their duties and activities can be found on this **page**.

When necessary, the Board may also establish working groups or caucuses that are focused on a specific topic or issue. These activities are not included here.

HOW PROGRESS IS TRACKED

The ICANN Board fulfills its objectives and outcomes by directing the ICANN org to implement policies. The following measures will be used in FY24:

- **Outcomes**
  - Successful implementation of the Strategic Plan.
  - Implementation of the work plan to improve the effectiveness of ICANN's multistakeholder model.

ICANN ORG GOVERNANCE

- ◌ Strengthen DNS and Root Server System security.

- ◌ Evolution of unique identifier systems.

- ◌ ICANN's long-term financial sustainability.

- **Performance Metrics**

  - ◌ Timely revision of the Strategic Plan and FY24–28 Operating and Finance Plan.

  - ◌ Amount of funds transferred into the Reserve Fund, per the Board resolution for replenishment.

  - ◌ Number of geopolitical issues impacting ICANN's mission identified on time and successfully addressed.

  - ◌ Number of additional stakeholders join ICANN globally.

  - ◌ Number of effective relationships with key actors in the global Internet ecosystem established.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Board Activities	0	$0.0	$2.0	$2.0

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for the ICANN Board in its activities:

- Workload and competing priorities may slow down progress in key areas of work.

- Maintaining institutional knowledge is helped if there is stability in the Board's composition over the long term.

- The ability to select and retain qualified and diverse Board members is dependent on factors such as available candidate pool, time commitments required, and compensation.

- Failure to identify trends impacting ICANN and subsequent adaptation of the strategic objectives could have important repercussions. ■

ICANN ORG GOVERNANCE

Office of the President and CEO

PURPOSE

The Office of the President and CEO provides support to the President and CEO, who has fiduciary responsibility for the organization. The goals of the President and CEO are achieved through work conducted by ICANN org.

OPERATING INITIATIVE CONTRIBUTIONS

The Office of the President and CEO supports all of ICANN's ongoing operations and activities.

ACTIVITIES

The nature of the Office of the President and CEO is to provide ongoing support to the President and CEO to effectively manage ICANN org. The Office of the President and CEO includes three employees: two administrative support, and the President and CEO of ICANN.

In FY24, activities will include:

- Support the President and CEO in day-to-day activities, including travel and meetings arrangement and other administrative tasks

- Provide strategic direction and support to the Executive Team to achieve organizational goals.

- Meet regularly with Supporting Organization and Advisory Committee leadership and the ICANN Board to ensure ICANN org effectively implements policy.

- Ensure ICANN org is accountable to the Board and community.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Office of the President and CEO	3	$1.8	$0.5	$2.3

In Millions USD
Full-Time Equivalent (FTE)

HOW PROGRESS IS TRACKED

Progress of the Office of the President and CEO is related to the progress made on the established **goals** of the President and CEO, which are approved by the ICANN Board. Additionally, the President and CEO and Executive Team provide **regular reports** to the Board and the community ahead of ICANN Public Meetings. ∎

Governance Support

PURPOSE

The Governance Support function legally safeguards ICANN org and mitigates adverse litigation and regulatory impacts to ICANN org.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Evolve and Improve Internal and External Ethics Policies.

- Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

- Support: Facilitate the DNS Ecosystem Improvements.

- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.

- Support: Geopolitical Monitoring, Engagement, and Mitigation.

- Support: Implement New gTLD Subsequent Auction Proceeds as Approved by Board.

ACTIVITIES

In FY24, activities will include:

- Litigation and Accountability Mechanisms support, such as maintaining litigation readiness, monitoring, and managing ICANN litigation matters and issues, and Accountability Mechanism proceedings.

  - General legal internal support.

  - Advice to senior management.

  - Contractual support, such as contract review, analysis, recommendations, risk assessments, and amendments.

- Secretarial support to ICANN Board and PTI Board, such as performing duties related to notices, meetings, corporate records, and implementation of Board and committee decisions.

- Service as Chief Data Protection Officer, with a focus on ICANN organization-level data to ensure ICANN's internal data protection and privacy program is compliant and up-to-date.

- Support for anticipated implementation of the New gTLD Subsequent Procedures policy recommendations.

- Support for anticipated implementation of a WHOIS Disclosure System as well as a standardized system for accessing registration data.

ICANN ORG GOVERNANCE

- Support for implementation of Board-approved recommendations from Specific Reviews, including the Holistic Review.

- Support for implementation of the ICANN Grant Program.

- Support the anticipated implementation of the Board-approved recommendations from the Root Server System Governance Working Group.

Establishment of a contract management database. In the current global environment, there has been an increase in the support services provided by Governance Support to aid the org's response to the pandemic.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following milestones will be met:

- Achieving functional purpose within funding allowance.

- Sufficient contingency funds to cover unforeseen legal events (e.g., skilled in looking at past trends, present environment, and future projections to derive contingency fund amounts year-over-year).

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Governance Support, Complaints Office and NomCom Support	24	$8.3	$4.3	$12.5

In Millions USD
Full-Time Equivalent (FTE)

The governance team is preparing for a significant increase in needed resources, including to address the operationalizing of the New gTLD Subsequent Procedures, the continued design of the system for standardized access disclosure for gTLDs, the operation of the ICANN Grant Program, and anticipated Specific Reviews activity. While some of this work is anticipated to be absorbed by existing budgeted resources, the need for additional full-time equivalents (FTEs) is anticipated to support the range of work. Additionally, significant support from outside legal counsel from one or more firms may be needed. Additional FTEs are anticipated to be needed including additional lawyers, paralegals, project managers, analysts, and administrative support professionals.

ICANN ORG GOVERNANCE

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

• Changing landscape of privacy regulations.

• Outcomes related to litigation or general internal legal support are dependent on when the Legal team is engaged on matters or issues.

• Advance notice of special projects or initiatives that will require legal services is key to ensuring that budget and resources are available. Other functions are strongly encouraged to involve the Legal function as early in the planning stages as possible.

• Large scale initiatives such as the next round of new gTLDs require not just substantive support from the Governance Support function, but also require scaling to meet growth in other areas of the organization. One of the key areas of work of the Governance Support function is to provide legal advice and guidance in support of human resources, finance, and other such internal services to ICANN org. If, for example, 50 new employees or contracted staff are added across ICANN org to help implement the Subsequent Procedures Program, such staff increases also require additional legal support and guidance to the Human Resources team to scale to the heightened organizational demand. Given that each function is potentially proposing to add new resources as part of program implementation, this will impact the amount of additional legal support needed.

• Within programs such as Subsequent Procedures and the ICANN Grant Program, timing, quantity, and scale issues still need to be accounted for, such as supporting multiple requests for proposals that all have to be launched at the same time, or new processes that need to be designed. The timing and scale of effort needed, which is not yet defined, could impact the amount of legal resources that need to be available.

• In order to provide meaningful legal support and guidance to program-related activities, it is important to stress the time and effort that would need to be undertaken to prepare attorneys at all levels. This includes any lawyers to be hired in-house as well as outside counsel. Such training is needed in order to ensure that those working on the program will be able to contribute in a meaningful way. ∎

Nominating Committee Support

PURPOSE

The Nominating Committee Support function provides support and coordination for the ICANN Nominating Committee (NomCom), an independent committee responsible for appointing leadership positions to the ICANN Board, PTI Board, At-Large Advisory Committee, Country Code Names Supporting Organization, and Generic Names Supporting Organization. The NomCom acts on behalf of the interests of the global Internet community and within the scope of ICANN's mission and the Bylaws.

OPERATING INITIATIVE CONTRIBUTIONS

Support: Evolve and Strengthen the ICANN Community's Decision-making Processes To Ensure Efficient and Effective Policymaking.

ACTIVITIES

In FY24, activities will include:

- Systems Administration: Configuring systems and tools for NomCom use including the NomCom application system, web pages, and workspace.
- Meeting Planning: Plan and coordinate telephone, face-to-face, and virtual NomCom meetings.
- Meeting Support: Facilitate the work of the NomCom, including maintaining process and procedures documents and agendas.
- Training: Provide appropriate training and tools for NomCom delegates as per the recommendation from the NomCom Review Implementation Working Group (NomComRIWG).
  - Produce content used in NomCom meetings.
- Vendor Management: Procure, negotiate, contract, and manage vendors in support of NomCom functions, including outside services which include, training, recruitment, due diligence, and leadership review services.
  - NomCom staff provide subject matter knowledge and support to the NomComRIWG and the implementations of their recommendations which have been approved by the ICANN Board.
- Support the implementation of the NomCom org review recommendation.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. In FY24, the following metrics will be met:

- Number of face-to-face meetings supported.
- Number of telephonic or virtual meetings supported.
- Number of leadership positions filled.

ICANN ORG GOVERNANCE

RESOURCES

Resources for the NomCom Support Functional Activity are found in the **Governance Support** Functional Activity section.

CONSIDERATIONS

The following risks and considerations exist for this functional activity and may impact its advancement:

Increased support activities as a result of the NomComRIWG may exceed the capacity of existing resources.

- Ongoing NomCom operational costs may increase as a result of the NomComRIWG recommendations.

- Due to the short-term status of NomCom leadership, ICANN org must be prepared to revise operating procedures and approach annually.

- The COVID-19 pandemic has affected how NomCom's mandatory meetings are planned and coordinated, which may impact the need for additional internal and outside resource support (e.g., remote training services, planning for adjusted remote meeting planning, etc). ∎

Complaints Office

PURPOSE

The Complaints Office enables ICANN org to transparently identify and resolve issues in one centralized location. The Complaints Office handles complaints regarding ICANN org that do not fall into an existing complaints mechanism, such as Contractual Compliance, Request for Reconsideration, or the Office of the Ombudsman.

The Complaints Office reviews verifiable information to ensure recommendations and resolutions are based in fact. It strives to be open and transparent, responsive and accountable to all parties, and to make recommendations that are constructive and actionable. Above all, the Complaints Office acts with the utmost integrity in service of ICANN's mission.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

The Complaints Office reviews verifiable information to ensure recommendations and resolutions are based in fact. The office strives to be open and transparent, responsive and accountable to all parties, and to make recommendations that are constructive and actionable. In FY24, activities will include:

- Receiving, researching, analyzing, and responding to submitted complaints.
- Reporting on activities of the office.
- Business and communications planning and implementation.
- Internal and external engagement.
- Implement Board-approved recommendations from the Cross Community Working Group on Enhancing ICANN Accountability Work Stream 2 (CCWG-WS2), including:
- Support Ombudsman in helping differentiate services provided by the Complaints Office.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Number of complaints received.
- Number of complaints received in scope.
- Number of complaints resolved.

ICANN ORG GOVERNANCE

RESOURCES

Resources for the Complaints Office are found in the **Governance Support** Functional Activity section.

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Shifting to a centralized system for complaints depends on ICANN org's prioritization and resource availability.

- The function has limited staff, which creates risk that could lead to slow or stalled delivery on commitments.

- As awareness and visibility regarding the Complaints Office increases over time, the number of in-scope complaints could escalate rapidly. ∎

Review Support and Implementation

PURPOSE

The ICANN Bylaws-mandated reviews represent a fundamental mechanism to continuously improve ICANN's multistakeholder model. The improvements result from the implementation of Board-approved recommendations made by community-led review teams for Specific Reviews or by external independent reviewers for Organizational Reviews.

The org's functional support of the reviews process is provided by two complementary teams actively involved in the process from inception of the review to the conclusion of the implementation:

- The Review Support and Accountability (RSA) team of the GDS function facilitates and supports both the Specific and Organizational Reviews. This work includes the evolution of review processes and support from review inception through Board action on the recommendations made by the review team.

- The Implementation Operations (IO) team in the Office of the Chief Financial Officer function is responsible for the implementation of Board-approved non policy recommendations. This includes, but is not limited to, output from Specific Reviews, as well as other community-led working groups, such as the Cross-Community Working Group (CCWG) on Enhancing ICANN Accountability Work Stream 2 and on New gTLD Auction Proceeds, and the Enhancing the Effectiveness of ICANN's Multistakeholder Model project.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Implement New gTLD Auction Proceeds recommendations as approved by the Board.

- Support: Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking.

- Support: Planning at ICANN.

ACTIVITIES

- Conducting the Pilot Holistic Review and starting the Pilot Continuous Improvement Program, including monitoring their progress as they relate to the deferral of Organizational Reviews and Review timing over the next three-to-five-year period.

- Delivering on, reporting on, and documenting the implementation of Board-approved and prioritized recommendations emerging from the Competition, Consumer Trust, and Consumer Choice (CCT), the third Accountability and Transparency Review 3 (ATRT3), the second Registration Directory Service (RDS-WHOIS2), and second Security, Stability and Resiliency Review 2 (SSR2) recommendations.

- Overseeing work to address Specific Reviews recommendations placed into various pending categories, to inform Board consideration.

- Supporting FY24 prioritization activities and monitoring the status of recommendations ineligible for prioritization, including resolving dependencies where possible.

ICANN ORG GOVERNANCE

- Supporting the work of the NomCom Review Implementation Working Group (NomComRIWG) if it extends into FY24. This work is also expected to include supporting the Board and its Organizational Effectiveness Committee, as well as community discussions in preparation for the initiation of both a Fundamental and Standard Bylaws Amendment Process for the NomCom-related Bylaws (including Articles 7 and 8 of the ICANN Bylaws), following the conclusion of the NomComRIWG's work. The Fundamental Bylaws Amendment Process will require the approval of the Empowered Community, and related preparations.

- Starting to implement process improvements from the Life Cycle of Reviews Project to enhance the end-to-end reviews process under the Life Cycle of Reviews Program. These activities will support Operating Initiative 3, To Evolve and Strengthen the ICANN Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking.

- Continuing to oversee and complete the implementation of the Board-adopted recommendations from the Enhancing ICANN Accountability WS2 implementation.

- Advancing the **Enhancing the Effectiveness of ICANN's Multistakeholder Model** project through monitoring of the related/ identified activities/projects already in progress, and implementation of the new activities or projects, which could help fully address the issue areas.

- Refining the implementation design of the ICANN Grant Program and supporting the Program grant cycles. This program is the instrument through which ICANN org is going to distribute the auction proceeds funds.

- Ensuring that the icann.org and community workspace webpages on the above matters are regularly updated.

HOW PROGRESS IS TRACKED

The specific metrics and milestones guiding the work will be:

- Board action on remaining Specific Reviews recommendations pending Board consideration, as appropriate.

- Issuance of the Final Report from the Pilot Holistic Review team 18 months after the start of the review; Board action and assessment of the Pilot Holistic Review.

- Completion of NomCom2 Review Implementation and related Bylaws amendments.

- Start of the implementation of review process improvements from the Life Cycle of Reviews Project under the Life cycle of Reviews Program.

- Completion of the Grant Program implementation design and launch of the first grant cycle.

- Annual Review Implementation Report, in compliance with the ICANN Bylaws.

- Periodic progress reports on the status of implementation of Board-approved recommendations resulting from reviews and cross-community working groups.

- Evaluation of at least 10 projects and initiatives supporting ICANN's multistakeholder model.

- Up-to-date Operating Standards for Specific Reviews, in compliance with the Bylaws and to reflect improvements supported by community, and at Board direction.

ICANN ORG GOVERNANCE

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Review Support and Implementation Operations	10	$2.2	$0.4	$2.6

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following elements may impact the progress of the work to implement the above mentioned activities:

• Bandwidth constraints or competing priorities of the available staff resources who are subject-matter experts for internal and community efforts.

• Streamlining of reviews.

• For the Grant Program, new elements identified during the implementation design. ∎

FUNCTIONAL ACTIVITIES

FY24

ICANN ORG SHARED SERVICES

- Planning
- Finance and Procurement
- Risk Management
- Engineering and Information Technology
- Global Human Resources and Administrative Services
- Security Operations
- Board Operations
- ICANN Offices

Planning

PURPOSE

The purpose of this function is to support the development, implementation, monitoring, and evolution of ICANN's planning activities to ensure that ICANN org is accountable to the public in its stewardship of ICANN's mission. The Planning function leads and coordinates all planning activities with the ICANN community, org, and Board. The long-term objective of the Planning function is to continuously increase the organization's effectiveness through adequate planning and performance measurement. The Planning function also includes the economist function, which contributes to the strategic planning activities and analysis on economic trends. The role serves as a subject-matter expert and adviser on DNS market analysis and provides advisory and programmatic support throughout the organization through research and analysis utilizing market and macroeconomic data.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: Planning at ICANN.

- Support: Improve the Depth of Understanding of the Domain Name Marketplace Drivers that Impact ICANN's Funding.

ACTIVITIES

- Lead ICANN's annual planning processes, including strategic outlook and strategic planning, operating planning, budgeting and progress reporting.

- Communicate and engage on the planning processes, timelines, and milestones with ICANN org, Board and community.

- Manage the development of all plans per ICANN Bylaws' requirements.

- Ensure alignment of regional and other planning programs and implementation efforts with ICANN plans.

- Manage progress reporting and measurement.

- Research and analysis.

- Advisory and programmatic support.

- Economic research and analysis.

HOW PROGRESS IS TRACKED

The following milestones will be used to track progress of this Functional Activity in FY24:

- Timely delivery of IANA FY25 Operating Plan and Budget and PTI FY25 Operating Plan and Budget per Bylaws requirements.

- Timely delivery of ICANN's Strategic Plan FY25 update (as needed), FY25–29 Operating and Financial Plan, and FY25 Operating Plan and Budget per Bylaws requirement.

- Further refine ICANN's strategic planning and operating planning processes.

ICANN ORG SHARED SERVICES

- Delivery of the program measurement framework.
- Improve the implementation planning process as needed and approved.
- Report progress toward the achievement of ICANN's plans.
- Monitor global macroeconomic conditions, DNS marketplace, and Internet-related economic sectors.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Planning	4	$1.1	$0.2	$1.3

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity and may impact its advancement:

- Lack of planning tools, including data collection and analysis, to facilitate org-wide prioritization.
- Progress reporting can impact the efficiency and effectiveness of planning activity.
- The function is largely dependent on functions and personnel, and outcomes are dependent on ongoing policy work and progress at ICANN.
- Global macroeconomic and financial conditions are subject to change. Any assessment is done with base-level parameters and expectations. Unanticipated changes in the global economic environment can therefore render prior assessments and opinions outdated or invalid.
- Global macroeconomic factors may change priority areas, as the economic climate may prompt additional research needs for the organization. ∎

Finance and Procurement

PURPOSE

The Finance and Procurement function is the steward of ICANN's public funds, and the champion of financial accountability and transparency. It provides timely, accurate, and reliable financial and procurement services that support responsible decision-making.

OPERATING INITIATIVE CONTRIBUTIONS

- Lead: ICANN Reserves.
- Support: Formalize the ICANN Org Funding Model and Improve Understanding of the Long-term Drivers of the Domain Name Marketplace.
- Support: Planning at ICANN.

ACTIVITIES

In FY24, activities will include all accounting, auditing, financial analysis, financial reporting, statutory reporting, taxes, payroll, billing and collections, insurance, treasury (including payments), procurement, and sourcing for ICANN operations, IANA functions, and Public Technical Identifiers, as applicable.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Continuous improvement of processes to gain efficiency and improve quality.
- Continuous improvement of financial analysis.
- Measuring and reporting service-level metrics.
- Tracking of ICANN's Reserve Fund replenishment.
- Contribute to the Operating Initiative Planning at ICANN.

ICANN ORG SHARED SERVICES

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Finance and Procurement, and Risk Management	21	$4.7	$2.3	$6.9

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

No new risks or considerations noted for FY24. ■

Risk Management

PURPOSE

The role of Risk Management function is to facilitate the identification and articulation of risks faced by ICANN so that the org may make informed decisions about planning for and managing those risks. Through the established Risk Management Framework, the function focuses on developing a risk-aware culture that incorporates the risk framework into the org's activities and planning.

OPERATING INITIATIVE CONTRIBUTIONS

Support: Risk Management supports all Operating Initiatives.

ACTIVITIES

In FY24, activities will include:

- Maintain and enhance the risk identification and communication within the org and to the Board, including strategic risks and existential threat monitoring.
- Expand awareness of a risk-aware culture within the org through education and training.
- Review and strengthen organizational continuity planning.
- Include risk management planning with operational and strategic planning under the Office of the SVP, Planning, and CFO.
- Broader Risk Awareness Training: Functional risk awareness presentations, review of Function Risk Register, provide context and training to staff, including on the Risk Appetite Statement.
- Risk Management in Planning: Support achievement of the Strategic Plan and Operating and Financial Plan by leveraging the Risk Identification Management process.

HOW PROGRESS IS TRACKED

The following measures will be used in FY24 for this Functional Activity:

- Consistency of Risk Management process, such as risk identification, monitoring, and reporting.
- Training provided within the org.
- Appropriate risk management planning input into the operating and strategic planning process.

ICANN ORG SHARED SERVICES

RESOURCES

FY24 resources for risk management are found in the **Finance and Procurement** Functional Activity.

CONSIDERATIONS

The largest consideration for this functional activity in FY24 is the team's dependency on other functions and staff, who have many priorities. The function relies on Risk Liaisons from each function to actively participate in risk-management initiatives. ■

Engineering and Information Technology

PURPOSE

Engineering and Information Technology (E&IT) provides trusted technical expertise to support the global multistakeholder model and ICANN org by:

- Building a sustainable and resilient team that is able to respond to organizational needs.
- Fostering trusted, transparent relationships with stakeholders through collaborative planning and data-driven decisions.
- Delivering secure, effective, and accessible services through innovation and persistence.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Evolve and Strengthen the Multistakeholder Model To Facilitate Diverse and Inclusive Participation In Policymaking.
- Support: Support the Evolution and Strengthening of the Root Server System and Root Zone Management.
- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.
- Support: Formalize the ICANN Org Funding Model and Improve Understanding of the Long-term Drivers of the Domain Name Marketplace.

ACTIVITIES

In FY24, activities will include:

- Better position and prepare the E&IT function to deal with New gTLD Subsequent Procedures work.
- Better position and prepare the E&IT function to work on implementation of Board-approved recommendations from the ATRT3, the CCT Review team, and the CCWG-WS2.
- Proactively securing ICANN's digital services and systems.
- Helping ICANN deliver results by aligning E&IT developing capacity along the organization's long-term strategy.
- Enabling organizational effectiveness through efficient use of ICANN's digital services.
- Providing effective support to ICANN's international office strategy.
- Maintaining financial soundness and business continuity.
- Supporting all functions within ICANN org, Board, and community via end-user support, business analysis, custom application development, off-the-shelf software selection and support, infrastructure support, security monitoring, and network services.
- Continuing to emphasize portfolio management and platform reduction mindset.

ICANN ORG SHARED SERVICES

- Continuing work on capacity planning tools for organizational capacity planning.

- Investigating career development and promotional opportunities to improve retention, provide greater clarity to staff, and help identify resource gaps.

- Continue to work on moving from Capability Maturity Model Level 3 to Level 4.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Number of projects and services requested and completed every six months.

- Number of projects delayed or canceled in every six months.

- Evaluation of financial management through review of planned and actual budgets.

- Digital services availability.

- Universal Acceptance readiness.

- Completed phases of adoption and use of the National Institute of Standards and Technology Cybersecurity Framework.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Engineering and Information Technology	58	$14.1	$14.8	$28.9

In Millions USD
Full-Time Equivalent (FTE)

ICANN ORG SHARED SERVICES

CONSIDERATIONS

The following risks and considerations exist for this Functional Activity in FY24 and may impact its advancement:

- Completion of strategic projects depends on Board and community efforts.

- Finding a suitable offshore location for outsourced work is challenging.

- Geopolitical impacts on international office locations.

- Hiring and retaining staff continues to be challenging in the current economic climate.

- Staff may leave, but improvements in process documentation will lessen new employee onboarding time and costs.

- Staff may leave if initiatives offering career progression are not implemented.

- Business decisions may mean ICANN org is not able to reduce the number of platforms it uses. This may lead to retaining talent to deal with potential issues. A possible mitigation is to make platform reduction part of the functional business strategies.

- There is a lack of understanding of the function's capacity and capability among the ICANN Board and community, leading to unrealistic scope and delivery expectations.

- Global data regulations are fluid and could adversely affect roadmaps.

- Onboarding remote staff is challenging and may have difficulty absorbing them into ICANN org culture absent any in-person meetings. ∎

Global Human Resources and Administrative Services

PURPOSE

The primary purpose of Global Human Resources is to attract and retain top talent, and enable high performance for ICANN org. This includes talent acquisition, onboarding and offboarding staff, administration of global compensation and benefit plans, performance management, employee relations, investigations, learning and development, employment policies and workplace compliance, global mobility and immigration, team member morale and engagement activities, Enterprise Resource Planning data integrity and reporting, and organizational planning and development.

The primary purpose of Administrative Services is to provide office administrative support and facilities management for ICANN org across all locations. This includes real estate/lease management, construction management, ergonomics program management, office security access controls management, and special events planning for employee morale activities/events.

OPERATING INITIATIVE CONTRIBUTIONS

- Support: Promote and Evolve the Domain Name System (DNS) Through Open and Transparent Processes That Enable Competition and Open Entry In Internet-related Markets While Ensuring the Stability, Security, and Resiliency of the Domain Name System.

- Support: Implement New gTLD Auction Proceeds Recommendations.

ACTIVITIES

In FY24, Global Human Resources activities will include:

- Focus on maintaining staff engagement by sustaining organizational culture seamlessly between offices, regions, and remote and virtual working environments, while continuing to build diversity to best represent the community in ICANN org serves.

- Ensure appropriate staff (full-time and part-time) levels as needed for initiatives including support of technical platforms, implementation of Board-approved recommendations from the New gTLD Subsequent Procedures Policy Development Process, the Information Transparency Initiative, and more.

- Provide the internal programs necessary for leadership training and professional development of staff in order to retain talent.

- Focus on our diversity and inclusion initiative to continue to foster a diverse, inclusive, and respectful culture within ICANN org.

- Continue to provide support and guidance to managers and staff on using ICANN's Career Framework to conduct conversations around career path and development.

- Introduce a Talent Review process to continue to support staff growth, recognition, and development.

In FY24, Administrative Services activities include:

- Provide support for a healthy work environment in ICANN offices and for those working remotely. Support the safety readiness of ICANN offices as staff return from working remotely as a result of the COVID-19 pandemic.

ICANN ORG SHARED SERVICES

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones, metrics, and reports to track Functional Activities. The following measures will be used in FY24 for this Functional Activity:

- Global Human Resources

  - The results of the annual staff engagement survey, which gains structured feedback from staff on their employment experience.

- Administrative Services

  - Lease negotiations result in favorable outcomes to maintain budgetary commitments.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Global Human Resources and Administrative Services	23	$4.8	$0.9	$5.7

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist in FY24 for the Global Human Resources component:

- Maintaining productivity and efficiency when staff have to balance work with personal isolation, concerns for family health, safety and schooling, political turmoil, and prevailing economic challenges due to the ongoing uncertainty presented by the COVID-19 pandemic.

- Geographic spread across several countries and multiple U.S. states makes it challenging to efficiently handle staff relations issues with existing policies.

- A more competitive labor market as economies recover from the impact of the COVID-19 pandemic and the anticipated resources required for upcoming initiatives mean hiring full-time and part-time staff will be more challenging.

- Staff are eager for development opportunities, and will need more understanding of what resources are currently offered and be able to take advantage of career progression opportunities.

The following risks and considerations exist in FY24 for the Administrative Services component:

- Continued uncertainty in the global real estate market as a result of the COVID-19 pandemic may create instability in cost for office space in the next five years.

- Maintain a flexible workspace environment remotely and in offices during the COVID-19 pandemic and as staff return to ICANN facilities. ∎

Security Operations

PURPOSE

The purpose of Security Operations is to provide a safe and secure environment in which the community, Board, and ICANN org operate.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This function supports ICANN's ongoing activities.

ACTIVITIES

In FY24, activities will include:

- Event Security: Provide on-site event health, safety, and security support to ICANN Public Meetings and other ICANN-hosted events in line with ICANN's COVID-19 Return to Normal Operations (RTNO) Framework and Implementation Plan – Travel and Events.

- Travel Security: Assess, approve, and support org and Board travel in line with ICANN's COVID-19 RTNO Framework and Implementation Plan – Travel and Events and ICANN's long-standing travel security best practices.

- Security Intelligence: Regional security managers will continue to assess and understand the unique health, safety, and security risk landscapes of their regions.

- Response Planning: Conduct annual emergency and crisis-management training for staff and emergency response and crisis management teams.

- Physical Security: Maintain and optimize physical security procedures, processes, and protocols across ICANN's facilities.

- Threat Management: Detect, assess, mitigate, and respond to ICANN's internal and external security threats. Continue development of an Insider Threat Program in collaboration with the Global Human Resources and Information Security teams.

- Knowledge Management: Provide tailored, region-specific training to staff as well as org-wide core learning.

HOW PROGRESS IS TRACKED

ICANN org uses a combination of milestones and reports to ensure that initiatives advance. The following measures will be used in FY24 for this Functional Activity:

- ICANN events are safe, healthy, and secure with risks minimized through robust risk assessment and mitigation strategies, plans, procedures, and protocols in line with ICANN's COVID-19 RTNO Framework and Implementation Plan – Travel and Events.

- Org travel is safe, healthy, and secure through a risk-driven assessment and approval process in line with ICANN's COVID-19 RTNO Framework and Implementation Plan – Travel and Events.

ICANN ORG SHARED SERVICES

- The development of a new Security Operations org structure with optimized regional alignment, global dispersion, and increased local knowledge and diversity.

- Promote a culture of security awareness to inform the org's decision-makers and furnish staff with the tools and know-how to operate and travel safely and securely in a COVID-19 world and increasingly insecure threat landscape. Staff are "street-smart" and "travel-savvy."

- Complete annual training for the Global Crisis Management Team and office Emergency Response Teams.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Security Operations	3	$0.8	$0.8	$1.6

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist in FY24 for this Functional Activity and may impact its advancement:

- ICANN's mission and engagement require the org to send travelers to and host events within locations of highly variable risk profiles. These risks have only increased in response to the global COVID-19 pandemic. In addition, many of these risks may be unknown at any given moment in time. As a result, ICANN may be required to conduct engagement in rapidly changing, higher-risk locations, requiring planning flexibility and increased and more costly Security Operations support. While Security Operations does not control where ICANN hosts events or travels, the team is still responsible for sufficiently supporting events and travel as safely and cost-effectively as possible.

- Security Operations will continue its efforts to develop and bolster an organizational culture of security awareness. This will both inform the decision-making of the organization's key stakeholders and empower staff to proactively mitigate security risks and reduce the likelihood of safety incidents.

- Security Operations will continue to ensure that the org is sufficiently prepared to respond to and manage emerging threats and crises. ∎

Board Operations

PURPOSE

The purpose of this function is to support the ICANN and Public Technical Identifiers (PTI) Boards, and to serve as liaison between the ICANN Board and org. This includes coordinating with ICANN org to provide substantive content and logistical support to the ICANN Board, as well as its committees and subgroups. This function also facilitates the interaction between the Board and the community.

OPERATING INITIATIVE CONTRIBUTIONS

No linked initiatives at this time. This supports ICANN's ongoing activities.

ACTIVITIES

In FY24, activities will include:

- Content management: Support the agenda development of Board meetings and workshops; facilitates preparation and submission of org-wide materials for Board Meetings, workshops, committees and other subgroup meetings; manages Board materials publication; supports drafting of Board operational priorities, Board Correspondence, and Board Public Comments submissions; and facilitates preparation for Board and stakeholder meetings.

- Logistics management: Manages Board members' travels and expenses, manages vendors, manages and reports Board budget, and facilitates and organizes calls and meetings.

- Training and capacity-development: Supports the Board training programs and tools, including Board members; onboarding, development, and mentorship programs.

- Board communications and engagement: Supports and facilitates the Board's communications and engagement efforts with the community as well as participation in other meetings, events, and speaking engagements.

- Org cross-functional improvements efforts: Participates in cross-functional ICANN org teams and projects aimed at improving effectiveness and cost management.

△ The team does not anticipate any significant changes, but will pursue its operational excellence and team development efforts that focus on process improvements and tools enhancement.

HOW PROGRESS IS TRACKED

- Outcome Measurement:
    - Smooth operations of the Board activities (content, logistics, skills development, etc.) and continuous advancement of Board best practices.
    - Continuous advancement of org-wide support for the Board.

ICANN ORG SHARED SERVICES

- Performance Measurement:
  - Content Management: Bylaws compliance, accountability and transparency metrics achievements.
    - Percent of Board materials ready prior to Board meetings.
    - Percent of Board Meeting agendas published prior to meeting, per ICANN Bylaws.
  - Logistic Management:
    - Number of trips booked for the Board.
    - Number of expense reports managed for the Board.
  - Training and capacity-development:
    - Number of Board members completing the onboarding process.
    - Number of trainings attended by individual Board members.
    - Number of trainings attended by the full Board.
    - Improvements in Board skill sets.
  - Board Priorities:
    - Timely delivery on Board Ops-related Board priorities.

RESOURCES

FUNCTIONAL ACTIVITY	FTE	Staff	Non-Staff	TOTAL
Board Operations	6	$1.2	$0.1	$1.4

In Millions USD
Full-Time Equivalent (FTE)

CONSIDERATIONS

The following risks and considerations exist in FY24 for this Functional Activity and may impact its advancement:

- The team works closely with ICANN org, including the Legal team, to deliver content to the Board and publish Board materials, but that support depends on the workload and priorities of other functions.

- The loss of institutional knowledge on the Board poses a significant risk and could have a negative impact on the Board's operational effectiveness and subsequent negative impact to ICANN org. The team plans to continue working with the President and CEO and the General Counsel and Secretary to advance Board and committee manuals, process documentation, training and development, and more. ■

ICANN Offices

PURPOSE

ICANN offices are located around the world and work together to serve the global community. Brussels, Istanbul, Montevideo, and Singapore have detailed plans described in the Global Stakeholder Engagement section of the FY24 Operating Plan. Below is an overview of the non-staff administrative costs of running each office.

RESOURCES

FUNCTIONAL ACTIVITY	Non-Staff
ICANN Offices	$6.3
Istanbul Regional Office	$0.2
Brussels Regional Office	$0.3
Singapore Regional Office	$0.5
Montevideo Regional Office	$0.0
Los Angeles Headquarters	$4.4
Washington D.C. Regional Office	$0.8
Geneva Regional Office	$0.1

In Millions USD
Full-Time Equivalent (FTE)

FY24 BUDGET

▶ **Click here** to read the ICANN FY24 Budget.

APPENDIX

- **Appendix A**
  ICANN Rolling Five-Year Roadmap:
  Policy, Reviews and Cross-Community
  Working Groups

- **Appendix B**
  Operating Initiatives Supporting
  the Strategic Plan

- **Appendix C**
  Recommendations Relating to
  Cross-Community Working Group on
  Enhancing ICANN Accountability Work
  Stream 2 and ICANN Reviews

- **Appendix D**
  ICANN Security, Stability, and Resiliency
  (SSR) of the Internet Unique Identifiers

Appendix A:

ICANN Rolling Five-Year Roadmap: Policy, Reviews and Cross-Community Working Groups

The rolling five-year roadmap includes activities related to policy, reviews, and cross-community working groups with estimated timelines. Work related to these activities will be prioritized and resourced on an ongoing basis. The timelines on this roadmap are indicative, tentative, and subject to update as work progresses.

The roadmap includes the implementation of Board-approved recommendations of the Cross-Community Working Group on ICANN Accountability Work Stream 2 and Organizational Review implementations. The Board-approved recommendations from the third Accountability and Transparency Review Team (ATRT3) may impact the timing of future Specific and Organizational Reviews. The timing of future Reviews are expected to be deferred to allow the implementation of ATRT3 recommendations to progress. ICANN org will update the roadmap as implementation work on Board-approved ATRT3 recommendations progresses.

Read the **ICANN Rolling Five-Year Roadmap**.

Operating Initiatives Supporting the Strategic Plan

Operating Initiatives

Strategic Objectives	Strategic Goals	Support the Evolution and Strengthening of the Root Server System and Root Zone Management (OI-1)	Facilitate the Domain Name System (DNS) Ecosystem Improvements (OI-2)	Evolve and Strengthen the Multistakeholder Model to Facilitate Diverse and Inclusive Participation in Policymaking (OI-3)	Evolve and Strengthen the ICANN Community's Decision-Making Processes to Ensure Efficient and Effective Policymaking (OI-4)	Evolve and Improve Internal and External Ethics Policies (OI-5)	Promote and Evolve the DNS Through Open and Transparent Processes That Enable Competition and Open Entry in Internet-Related Markets While Ensuring the Stability, Security, and Resiliency of the DNS (OI-6)	Geopolitical Monitoring, Engagement, and Mitigation (OI-7)	Improve the Depth of Understanding of the Domain Name Market Drivers That Impact ICANN's Funding (OI-8)	Implement New gTLD Auction Proceeds Recommendations as Approved by the Board (OI-9)	Planning at ICANN (OI-10)	ICANN Reserves (OI-11)
Strengthen the **security** of the Domain Name System (DNS) and the DNS Root Server System.	Improve the shared responsibility for upholding the security and stability of the DNS by strengthening DNS coordination in partnership with relevant stakeholders (SG-1).	✓	✓									
	Strengthen DNS root server operations governance in coordination with the DNS root server operators (SG-2).	✓										
	Identify and mitigate security threats to the DNS through greater engagement with relevant hardware, software, and service vendors (SG-3).		✓									
	Increase the robustness of the DNS root zone key signing and distribution services and processes (SG-4).	✓	✓									
Improve the effectiveness of ICANN's multistakeholder model of **governance**.	Strengthen ICANN's bottom-up multistakeholder decision-making process and ensure that work gets done and policies are developed in an effective and timely manner (SG-5).			✓	✓							
	Support and grow active, informed, and effective stakeholder participation (SG-6).			✓		✓						
	Sustain and improve openness, inclusivity, accountability, and transparency (SG-7).			✓		✓						
Evolve the **unique identifier systems** in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.	Foster competition, consumer choice, and innovation in the Internet space by increasing awareness of, and encouraging readiness for Universal Acceptance, IDN implementation, and IPv6 (SG-8).						✓					
	Improve assessment of, and responsiveness to, new technologies which impact the security, stability, and resiliency of the Internet's unique identifier systems by greater engagement with relevant parties (SG-9).	✓	✓									
	Continue to deliver and enhance the IANA functions with operational excellence (SG-10).	✓										
	Support the continued evolution of the Internet's unique identifier systems with a new round of gTLDs that is responsibly funded, managed, risk-evaluated, and consistent with ICANN processes (SG-11).	✓					✓					
Address **geopolitical** issues impacting ICANN's mission to ensure a single, globally interoperable Internet.	Identify and address global challenges and opportunities within its remit by further developing early warning systems, such as ICANN org's Legislative and Regulatory Development Reports (SG-12).							✓				
	Continue to build alliances in the Internet ecosystem and beyond to raise awareness of and engage with global stakeholders about ICANN's mission and policy making (SG-13).							✓				
Ensure ICANN's long-term **financial** sustainability.	Implement a five-year Financial Plan that supports the five-year Operating Plan (SG-14).								✓	✓		
	Develop reliable and predictable funding projections (SG-15).								✓			
	Manage operations and their costs to optimize the effectiveness and efficiency of ICANN's activities (SG-16).									✓	✓	✓
	Ensure that the level of ICANN reserves is continuously set, reached, and maintained consistent with the complexity and risks of the ICANN environment (SG-17).										✓	✓

Appendix C:

Recommendations Relating to Cross-Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews

As of 1 December 2022

Description	# of Recs in the Final Report	# of Recs Approved by the Board	Status of Recommendations
Cross-Community Working Group			
Cross-Community Working Group on Enhancing ICANN Accountability Work Stream 2 (WS2)[1]	**116**[2]	**116**[3]	See **this page** for information on the implementation status of WS2 recommendations.
Specific Reviews			
Accountability and Transparency (ATRT) Review[4] (**Section 4.6 (b) of ICANN Bylaws**)	**5** (15 components)	**5** (15 components)	See **this page** for information on the implementation status of recommendations emerging from the third iteration of the ATRT Review.
Competition, Consumer Trust and Consumer Choice (CCT) Review[5] (**Section 4.6 (d) of ICANN Bylaws**)	**35**	**17**	See **this page** for information on the implementation status of CCT recommendations.
Registration Directory Service (RDS)-WHOIS Review[6] (**Section 4.6 (e) of ICANN Bylaws**)	**22**	**15**	See **this page** for information on the implementation status of recommendations emerging from the second iteration of the RDS Review.
Security, Stability and Resiliency (SSR) Review[7] (**Section 4.6 (c) of ICANN Bylaws**)	**63**	**23**	See **this page** for information on the implementation status of recommendations emerging from the second iteration of the SSR Review.

[1] WS2 references: **WS2 Final Report**; **Board resolution** and **Implementation status**

[2] total number of recommendations was refined at the conclusion of the implementation design to encompass 95 recommendations. This translates into a set of 58 recommendations the org owns, 30 recommendations the community owns, and seven recommendations co-owned by the org and community. See the **WS2 workspace** for more information.

[3] The total number of recommendations was refined at the conclusion of the implementation design to encompass 95 recommendations. This translates into a set of 58 recommendations the org owns, 30 recommendations the community owns, and seven recommendations co-owned by the org and community. See the **WS2 workspace** for more information.

[4] ATRT3 Review references: **ATRT3 Final Report**; **November 2020 Board action**; **Implementation status**

[5] CCT Review references: **CCT Final Report**; **March 2019 Board action**; **October 2020 Board action**

[6] RDS-WHOIS2 Review references: **RDS-WHOIS2 Final Report**; **February 2020 Board action**

[7] SSR2 Review references: **SSR2 Final Report**; **July 2021 Board Action**; **May 2022 Board action**

Appendix C: Recommendations Relating to Cross-Community Working Group on Enhancing ICANN Accountability Work Stream 2 and Reviews, Cont'd.

Description	# of Recs in the Final Report	# of Recs Approved by the Board	# of Recs Implementation Complete	# of Recs Implementation In Progress	# of Recs Implementation Not Started
Organizational Reviews					
At-Large Review 2[8]	24	8	6	2[9]	0
NomCom Review 2[10]	27	27	25	2[11]	0
RSSAC Review 2[12]	15	6	4	2[13]	0
SSAC Review 2[14]	30	24	21	3[15]	0
ASO Review[16]	18	18	18	0	0
ccNSO Review 2[17]	15	15	13	2[18]	0

[8]At-Large Review 2 references: **Board resolution; Implementation completed**; **Implementation Status reports**

[9]The two recommendations that are not yet fully implemented have dependencies that are outside of the At-Large control.

[10]NomCom Review 2 references: **Board resolution**; **Board approved the implementation plan**; **Implementation Status Reports**; **Final Implementation Report**

[11]The NomCom2 review implementation was completed in **June 2022**, as reported by the community. The related Board Resolution is estimated to occur Q4 2022. An ICANN Bylaws Amendment process will take place after Board Resolution.

[12]RSSAC Review 2 references: **Board resolution; Board approved the implementation plan**; **Implementation Status Reports**; **Final Implementation Report**

[13]The RSSAC2 review implementation was completed in **June 2022**, as reported by the community. The related Board Resolution occurred on **22 September 2022**. For the two recommendations for which the RSSAC has reported that work is dependent on the Root Server System Governance Working Group, the Board requested the RSSAC to provide periodic updates on progress toward completing implementation.

[14]SSAC Review 2 references: **Board Resolution**; **Board Accepts Implementation Plan**; **Implementation Status Reports**; **Final Report**

[15]The three recommendations that are not yet fully implemented have dependencies that are outside of the SSAC control.

[16]ASO Review references: **ASO2 Review** and **Completed implementation**

[17]ccNSO Review references: **Board Resolution to conclude the review**; **Implementation Status Reports** and **Implementation Completed**

[18]The two recommendations that are not yet fully implemented have dependencies that are outside of the ccNSO control.

Appendix D:

ICANN Security, Stability, and Resiliency (SSR) of the Internet Unique Identifiers

The very idea of the secure, stable, and resilient operation of the Internet's unique identifier systems is built into **ICANN's mission**. Commonly referred to as SSR, the essential elements of security, stability, and resiliency are paramount to the continued predictable manner in which the Internet currently operates. ICANN org contributes to the overall SSR of the Internet via its management and stewardship of Internet unique identifier systems that fall within ICANN's remit. These identifiers include: the top-most level of the Domain Name System (DNS), IP address and autonomous system number allocation to the Regional Internet Registries, and other unique Internet identifiers as identified by the Internet Engineering Task Force. When used in accordance with globally recognized standards, these identifiers create an environment in which a secure, stable, and resilient Internet infrastructure can exist.

ICANN's deep commitment to SSR underscores an approach to the concept that is holistic and interwoven into daily operations. In other words, every function of ICANN org contributes to the overall SSR through its support of org's work to advance ICANN's mission. However, this appendix aims to articulate some of the specific areas that particularly focus on supporting the SSR of these unique Internet identifiers.

SSR Definitions

ICANN's **Acronyms and Terms** webpage and its *FY15–16 Identifier Systems Security, Stability and Resiliency Framework* define the SSR elements as:

- **Security**: the capacity to protect Internet identifier systems and prevent misuse.

- **Stability**: the capacity to ensure that Internet identifier systems operate as expected, and that users of these systems have confidence that the systems operate as expected or intended.

- **Resiliency**: the capacity of Internet identifier systems to effectively withstand, tolerate, or survive malicious attacks and other disruptive events without interruption or cessation of service.

SSR in Operating Initiatives

The FY24–28 Operating and Financial Plan includes the plans for SSR initiatives over the five-year period beginning 1 July 2021. These plans support activities within the following Operating Initiatives:

Operating Initiative	Scope of Work
Support the Evolution and Strengthening of the Root Server System and Root Zone Management	• ICANN org Policy Advice and Development team supporting the implementation of the Root Server System Advisory Committee (RSSAC) document **RSSAC037**, "A Proposed Governance Model for the DNS Root Server System," and **RSSAC038**, "RSSAC Advisory on a Proposed Governance Model for the DNS Root Server System," both published on 15 June 2018.
	• ICANN org Office of the Chief Technology Officer (OCTO) team will support the eventual outcome of RSSAC037 and RSSAC038 that could propose a plan for the coordination of an appropriate response to any Root Server System incidents.
	• Develop a prototype Root Server System Metric Monitoring System to collect data on the operation of the Root Server System as discussed in **RSSAC047**. This will be complete by the end of FY23.
	• Leveraging lessons learned from the first root zone key signing key (KSK) rollover, define and publish a long-term root zone KSK Rollover Policy, and implement the next rollover in accordance with that policy. See more details in the Internet Assigned Numbers Authority Functions.
	• Identify and implement features to enhance the Root Zone Management System to improve operations while ensuring accuracy, quality, and timeliness of business processes.
	• Develop technical and operational solutions that meet new community requirements, such as those resulting from the New Generic Top-Level Domain Subsequent Procedures and Internationalized Domain Names Policy Development Processes.

Facilitate Domain Name System Ecosystem Improvements	• **Advocate and Promote Improvements to DNS Security Infrastructure**
	  ○ Advocate for developers to enable Domain Name System Security Extensions (DNSSEC), both signing and validation, by default.
	  ○ Support the implementation of DNS-based Authentication of Named Entities (DANE).

	• **Technical Engagement and Capacity Development**
	  ○ Continue to improve and deliver capacity-development training on key Internet technologies that support a secured DNS ecosystem aligned with ICANN's technical remit, such as DNSSEC and DANE. Work internally to expand ICANN org's technical remit, such as DNSSEC and DANE.
	  ○ Expand programs for DNS ecosystem security and technical engagement. Training and programs on the DNS ecosystem security have been expanded and a new initiative is underway to specifically engage with Computer Emergency Response Teams (CERT) globally to provide them with additional training and collaboration.
	  ○ Work with the community to develop and promote commonly agreed-on norms for a secure DNS ecosystem, a project known as Knowledge-sharing and Instantiating Norms for DNS (KINDNS).
	    ■ This was launched on 09 September 2022. Please see **https://kindns.org** for the resulting product.
	  ○ Evolve efforts to educate domain registries and registrars about DNS security threats and approaches to measure, prevent, detect and mitigate DNS security threats within their platforms.

	• **Research**
	  ○ Continue to collect data, analyze, and publish fact-based, unbiased, objective information on how the DNS is used and abused.
	  ○ Research, report, and raise community awareness on emerging identifiers technologies and how they impact and/or compare to the DNS through the OCTO series of documents and other avenues of publication.
	  ○ Research the use of machine learning to enhance understanding and identification of abusive trends in DNS registration. This project will launch in FY23 but there will be an ongoing spend in FY24 and on to keep the program active.

SSR Funding

The FY24–28 Financials include a contribution to support ICANN's efforts to preserve and enhance the SSR of the Internet unique identifiers that ICANN manages, including the DNS, Root Server System governance, mitigation of DNS security threats, promotion and facilitation of DNSSEC deployment, the mitigation of name collisions, and DNS operations research.

[A binding Letter of Intent](#) (LOI) between ICANN and Verisign, executed in March 2020, provides that Verisign will contribute a total of $20M over five years. In January 2021, Verisign provided the first installment of $4 million. In light of Verisign's history of stewardship, and in order to further support a continued focus on security, stability, and resiliency, Verisign has chosen to provide additional funding to ICANN for the purpose of preserving and enhancing SSR of the Internet's unique identifier systems in the form of the contribution outlined in the binding LOI referenced above.

An example of how these funds may be used is the expansion of the ICANN Managed Root Server (IMRS). An IMRS cluster can benefit both the Internet as a whole by increasing the Root Server System infrastructure but also more directly, those who run large networks, such as Internet service providers, data service providers, domain name registries and registrars, or even independent organizations that are working to secure a stable and resilient DNS infrastructure for geographical locations, including countries and regions.

Another area of focus is ICANN's Domain Abuse Activity Reporting (DAAR) system, which is used to study and report on domain name registration and security threats across top-level domain registries. The overarching purpose of DAAR is to develop a robust, reliable, and reproducible methodology for analyzing security threat activity, which the ICANN community may use to make informed policy decisions. The funds from the LOI have allowed ICANN's OCTO team to make changes to how the org presents the data to make it more user-friendly, and look at additional data feeds that will help ICANN org further enhance and validate the statistics in DAAR. ICANN org has also developed a prototype to apply machine learning within our research programs to help us better detect security threats.

These initiatives and all SSR-related expenses will be the subject of continued monitoring and reporting over the plan period, conducted in a transparent manner to ensure full accountability of the funds collected and used.

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