

Document 4: Internet Corporation for Assigned Names and Numbers (ICANN) Adopted FY19 Operating Plan

30 May 2018



ADOPTED ICANN FY19 PLANNING DOCUMENTS

This is part of a series of documents that together form the ICANN annual update to the fiscal Operating Plan and Budget.

You are currently reading the document highlighted in light blue in the table below.

Document Number	Document Name	Description of Contents
1	FY19 Budget Introduction & Highlights	Overview of the key elements of the draft FY19 plans
2	FY19 Total ICANN Budget	High-level review of the draft FY19 budget
3	FY19 Key Projects & Activities	Information on key cross-functional projects and activities planned for FY19
4	FY19 Operating Plan	Section 1: Summary of 6 modules of work planned for FY19 Section 2: Breakdown of the operating plan with the budget by strategic goal
5	FY19 Five-Year Operating Plan Update	High-level five-year perspective on the operations ICANN undertakes to implement its strategic plan
6	FY19 Excel Spreadsheet	Detailed breakdown of the budget for each project

To get the most out of this document series, please make sure you first read the Introduction and Highlights document. Then, each document is standalone and can be reviewed separately in no specific order, dependent on your interest.

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1 Introduction

As in previous years, this document contains, in its Section 2, the entire Operating Plan for FY19, presenting the list of portfolios aggregated by Strategic Objective and Goal. For each portfolio, the amount of resources is indicated, including the number of full-time equivalent personnel, and the breakdown of the costs.

As a new feature, this document also contains a new Section 1, presenting a focus on 6 ICANN activities, which are deemed of interest to the community and the public. Each activity is presented in a “Module”, which aggregate information from the various parts of the ICANN organization involved in this activity. As an illustration, Module 1 deals with Engagement activities. This module includes information on the engagement activities carried out by 3 different departments of ICANN (Global Stakeholder Engagement, Government Engagement and Technical Engagement).

In addition, as a result of feedback received in prior years, we have attempted to ease the access to the information in the Operating Plan in two different ways:

1. We have reduced the number of portfolios and projects used to categorize the activities planned:
 - I. We have described our work in about 100 fewer projects and activities compared to last year
This will make it easier to see what we plan to do.
 - II. We have significantly fewer projects with a budget of \$100,000 or less
This makes it easier to build a complete picture of planned work.
2. We have improved the distinction between projects that are for recurring activities and projects that that deliver new tools and improvements to existing activities:
 - III. About two thirds of our work are projects for recurring activities and the rest are projects that deliver new tools and improvements to existing activities
 - IV. Although recurring activities may have changed, this distinction permits community members to focus on the new projects

Separately, a selected list of activities and projects are broken out, with budgets and pie charts showing cost segmentation, which can be found in Document 3, Key Projects and Activities.

Section 1: Six modules of work for FY19

The modules in this section provide views of a selected list of ICANN activities, which may involve several ICANN departments. The portfolios supporting the activities described in the modules are displayed in these modules, and also appear in Section 2 of this document, which contains all the portfolios included in the Operating Plan.

The modules do not describe all the organization's planned work for FY19. They provide a view of some of ICANN's activities that are deemed of particular interest from the ICANN community.

Module 1 – Engagement Activities

Overview

Global Stakeholder Engagement (GSE) is responsible for leading engagement and outreach with stakeholders on ICANN and its mission around the world. The team provides a point of contact in the regions for the ICANN organization (ICANN org) and the ICANN community to assist with:

- ⦿ Raising awareness and providing understanding of ICANN’s role and remit
- ⦿ Driving participation in ICANN policy development and technical activities

The team leads ICANN org to deliver on ICANN’s commitment to foster broad, informed participation reflecting the functional, geographic and cultural diversity of the Internet.

GSE primarily falls under:

Strategic Plan Objective 1	Further globalize and regionalize ICANN functions
Goal 1.1	Further globalize and regionalize ICANN functions
Goal 1.2	Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders

GSE consists of nine regional and functional areas:

- ⦿ Africa
- ⦿ Asia
- ⦿ Eastern Europe and Central Asia
- ⦿ Europe
- ⦿ Latin America and Caribbean
- ⦿ Middle East
- ⦿ North America
- ⦿ Oceania
- ⦿ GSE Executive

The team consists of 32 positions across ICANN’s regions.

GSE also works closely with other community-facing departments, including:

- ⦿ Office of the Chief Technology Officer (OCTO) on technical community engagement
- ⦿ Government Engagement team
- ⦿ Meetings team
- ⦿ Public Responsibility Support
- ⦿ Communications team
- ⦿ Policy Development Support
- ⦿ Global Domains Division

Regional goals and priorities are outlined in annual work plans that are based on the needs in each of the regions. There are community-driven regional engagement strategies in Africa, Asia, Latin America and Caribbean, Middle East and Oceania. These regional engagement strategies help to inform the goals and priorities for the annual work plans in those areas.

GOVERNMENT AND INTERNATIONAL GOVERNMENTAL ORGANIZATION (IGO) ENGAGEMENT

The Government and IGO Engagement (GE) department manages the global government and IGO engagement strategy. This is a global function performed in coordination and collaboration with the regional teams in the GSE department.

GE primarily falls under:

Strategic Plan Objective 4	Promote ICANN's role and the multistakeholder approach
Goal 4.1	Encourage engagement with existing Internet Ecosystem at national, regional and global levels
Goal 4.2	Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem
Goal 4.3	Participate in the evolution of a global, trusted, inclusive, multistakeholder Internet governance ecosystem that addresses Internet issues

The GE team will have a total of nine positions in FY19. The majority of the team is based in the Geneva engagement office. The rest of the team is based in Los Angeles, New York and, soon, Brussels.

In a demonstration of demand-driven community engagement, GE works with the following groups to design and deliver capacity building workshops on ICANN and other themes:

- ⦿ Regional GSE staff
- ⦿ Members of the OCTO team
- ⦿ Governmental Advisory Committee (GAC) Underserved Regions Working Group (WG)
- ⦿ GAC Public Safety WG

TECHNICAL ENGAGEMENT

Engaging with the technical side of the ICANN community is facilitated by OCTO, which consists of four areas:

3. Research
4. Identifier Systems Security, Stability and Resiliency
5. Technical Engagement
6. Administration

At the start of FY18, the team had 17 positions. A few team members are based in the Los Angeles and Washington, D.C., offices and the remaining majority work remotely. There are two employees in the OCTO Technical Engagement team: one based in Montreal and the other in Washington, D.C.

ICANN org technical engagement primarily focuses on capacity building in the area of the identifier technologies that ICANN org helps coordinate, and the abuse of those technologies and how to mitigate that abuse. This capacity building is provided by:

- ⦿ Training targeting specific segments of the ICANN community
- ⦿ Collecting, analyzing, and publishing data relating to the technical operation of the system of unique identifiers ICANN org helps coordinate
- ⦿ Facilitating discussions between various stakeholders both within the ICANN community as well as within the larger Internet community

The technical engagement activities are generally performed as part of:

ICANN Strategic Objective 2	Support a healthy, stable, and resilient unique identifier ecosystem
Goal 2.1	Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem
Goal 2.2	Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities

ICANN Strategic Objective 3	Advance organizational, technological and operational excellence
Goal 3.3	Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, staff and stakeholders

Major Assumptions

GLOBAL STAKEHOLDER ENGAGEMENT

Expected changes from FY18 to FY19

The GSE teams and activities are currently expected to remain unchanged through FY19/FY20, with marginal adjustments where necessary.

There are significant requests to ICANN, across all regions, for technical capacity development and engagement by the GSE and the technical teams (from OCTO). A regional technical training resource based in Europe had been considered but not hired due to budget constraints.

Instead, instead GSE is moving forward with increasing the technical training capability of existing GSE personnel in the regions to support community demand for technical and policy knowledge on subjects within ICANN's mission in FY19/20. GSE is working with the OCTO team to provide enhanced training in the second half of FY18 on key technical topics so GSE's regional teams can provide more training coverage for ICANN. This should reduce pressure on OCTO to respond to all training requests as well as increase the level of technical knowledge within ICANN's remit to a greater number of ICANN org personnel. By FY19/20, GSE will have the expertise to speak more effectively for ICANN in the regions on Domain Name System (DNS) and DNS Security Extensions (DNSSEC), DNS abuse/misuse, Internet Protocol version 6 (IPv6) and other technical topics.

In FY19, GSE business engagement will be carried out within each of the regions. GSE has merged the Global Business Engagement budget into GSE North America and shifted business engagement funds across several of the regions. In coordination with the Vice President (VP), Stakeholder Engagement, regional vice presidents in all the regions are taking on the role of business engagement.

For FY19, the community-driven regional strategy project identities have been consolidated into the respective regional budgets. This will provide clarity on the total amounts used in each region.

Priorities during FY19

For FY19, GSE is focusing on:

- ⦿ Actively soliciting input into ICANN's processes from stakeholders around the world
- ⦿ Fostering confidence in ICANN's mission

GSE is establishing platforms to foster regular and interactive regional community discussion of ICANN issues in the regions. These platforms aim to increase stakeholder participation and meaningful contribution to ICANN's policy work. GSE supports fostering confidence in ICANN's mission through partnerships and trusted relationships with regional and local stakeholders. These partnerships and relationships include capacity development activities to enable regional and local stakeholders to be more effective contributors to ICANN's technical and policy work.

In FY19, GSE will continue to extend its Engagement Measurement and Planning function and its use of Salesforce as a platform for managing its engagement activity, community contacts, trip reports, cases and Memoranda of Understanding with outside organizations. The GSE engagement tracking in Salesforce is used to report GSE's Accountability Indicators.

GSE also supports the delivery of the International Office strategy. Three GSE VPs serve as Managing Directors of the following regional offices:

- ⦿ Singapore
- ⦿ Montevideo
- ⦿ Brussels

Each Managing Director is now responsible for separate regional office budgets that are separate from the GSE regional budgets.

GOVERNMENT ENGAGEMENT

Expected changes from FY18 to FY19

In FY18, Government Engagement (GE) replaced a senior team member but relocated that position from Washington D.C. to Brussels to make the asset more available for dealing with European Union and European Commission regulatory decisions and to provide an additional asset in the European arena. The need for the hire in Brussels was due to the General Data Protection Regulation (GDPR) and the ongoing impact of the implementation of those and future regulations, such as regulations related to e-privacy.

GE is also planning to add a new, more junior, hire in Geneva to help with the IGO outreach there as well as other activities.

Areas for increased activity in the change from FY18 to FY19 are:

- ⦿ The need for GE personnel time to support the High Level Governmental Meeting to be held in conjunction with the ICANN63 in Barcelona
- ⦿ The need to provide further support to the GAC through the GAC information facilitation process

Demand-driven requests for capacity building workshops and thematic and technical skills training requests are expected to continue to increase in FY19. In FY18, GE developed a mechanism for receiving and defining these requests and working collaboratively with the regional GSE team members and OCTO to design and deliver these workshops. Pre-workshop surveys define the content and post workshop evaluations help further refine the model.

Priorities during FY19

GE collaborates with GSE using the Salesforce platform to better integrate information management and reporting functions and Accountability Indicators.

GE also supports the international office strategy. The Senior Advisor to President and Senior Vice President, Government and IGO Engagement is also the Managing Director of the Geneva Engagement Office. The Geneva office budget is separate from the GE department budget. The Geneva budget include the budget for the rent and administrative expenses for the office in Geneva. The Geneva office personnel are part of the GE team and personnel and other expenses are included in the global GE department budget.

TECHNICAL ENGAGEMENT

Expected changes from FY18 to FY19

As the Research department is the lead on the Open Data Initiative pilot project, additional personnel resources will be necessary as the pilot moves into production. An additional headcount, a Data Scientist, has been budgeted to support this project.

In terms of savings, after demonstrating the collection of root server system query data from the L-Root server is equivalent to the collection of similar data from other root servers, the Research team will discontinue obtaining data from the B, D and F-Root servers.

The primary goal for Security, Stability and Resiliency (SSR) in FY19 is moving the DNS Abuse Analytics and Reporting (DAAR) system to production and releasing monthly reports from that system. In addition, the SSR team will be expanding capacity building, particularly to public safety-related organizations, and improving community understanding of DNS abuse and its implications. These activities are anticipated to require an additional headcount, which has been budgeted in FY18 and should be filled before FY19.

The primary focus for Technical Engagement in FY19 is the development of a technical narrative for ICANN org. A secondary focus is supporting the development of an ICANN “think tank” to provide analyses and data to assist the community with policy development processes. The key budgetary assumptions for these efforts are related to the expanded use of external content publication-related services.

Priorities during FY19

Priorities for the Research area of OCTO for FY19 include:

- ⦿ Continuing to identify internally curated data sets and moving those data sets into the Open Data Initiative pilot
- ⦿ Moving the Open Data Initiative pilot to production status
- ⦿ Expanding ongoing work in the areas of health metrics associated with the Internet’s system of unique identifiers as well as trying to better understand how the Internet’s system of unique identifiers, particularly domain names, are being used on the Internet today

The priority for work in the Identifier Systems Security, Stability and Resiliency area will be to continue to enhance the DAAR platform, to make the data from the platform more trusted and available for the community’s use.

Technical Engagement will be prioritizing the development of an ICANN org “think tank” and continuing to develop and subsequently promote ICANN’s technical narrative.

Risks and Opportunities

GLOBAL STAKEHOLDER ENGAGEMENT

Stakeholders frequently ask the GSE team to represent ICANN at various events, assist with technical training on subjects within ICANN's mission and remit and support stakeholder understanding of ICANN's technical and policy-making work. Where possible, GSE works with other ICANN departments to deliver on these community requests as direct engagement with stakeholders drives participation in ICANN's work. Excluding costs for 32 personnel, most of the team's budget is either travel for engagement or administrative costs, which includes a limited pool of funds for sponsorships and contributions. Sponsorships and contributions have been reduced in FY19 and are being centrally managed based on team prioritization.

GOVERNMENT ENGAGEMENT

GAC members, via the GAC Underserved Regions WG and the GAC Public Safety WG, are increasingly requesting GE to provide technical trainings. FY19 will also be one of increasing international activity due to the ITU Plenipotentiary Conference 2018 (PP-18) being held in the fourth quarter. The preparatory process for the global PP-18 has already begun and includes a series of regional events to develop regional proposals for resolutions that will then be taken to the global PP-18. As the preparatory process develops, GE will assess which resolutions are likely to make it to PP-18.

As well as PP-18, GE will be following the ongoing implementation of the GDPR and the navigation of the potentially sensitive international arena. GE will locate our replacement hire in Brussels to address the increased activity on issues such as e-privacy regulations and areas of public policy that potentially impact ICANN's remit.

Finally, GE will work in collaboration with the GSE team to identify regional regulatory and legislative initiatives that may impact ICANN and integrate the management of those issues into department work plans.

GE also has reduced sponsorships and contributions in FY19 and therefore has also had to reduce the assistance GE used to be able to provide to the regional GE teams events.

TECHNICAL ENGAGEMENT

The primary risks associated with the OCTO FY19 budget are related to the sustainability of the work being undertaken in for:

- ⦿ The Open Data Initiative pilot

The identification of data sets to be made available by the selected open data platform has proven to be difficult, and work to ensure any non-public data within those data sets has been removed or redacted is likely to be labor intensive. Finding the resources to complete the census may therefore be challenging.

- ⦿ The Domain Abuse Analytics and Reporting platform

The risk is the community's willingness to accept the platform and the data it produces. Lack of community acceptance of the platform's information would call the effort into question as the analytics and reports generated by the platform are primarily intended as input into community policy decisions.

FY19 Budgeted Portfolios

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 1: Engagement Activities						
1.1.2 Raising Stakeholder Awareness of ICANN Worldwide	18.1	3.0	0.2	0.5	0.0	3.7
1.2.1 Meeting Services	9.4	1.8	6.5	3.0	0.7	11.9
1.2.2 Engage Stakeholders Regionally	36.1	7.5	1.3	3.0	0.5	12.3
2.2.1 Security, Stability and Resiliency of Internet Identifiers	6.7	2.0	0.2	0.3	0.3	2.9
4.1.1 Coordination of ICANN participation in Internet Governance	2.6	0.8	0.1	0.0	0.2	1.1
4.2.1 Working with Governments and Intergovernmental Organizations	1.7	0.6	0.0	0.0	0.0	0.6
4.3.1 Support Internet Governance Ecosystem Advancement	4.0	1.1	0.1	0.3	0.0	1.5
Total	78.5	16.8	8.3	7.0	1.9	34.0

Module 2 – Direct Community Activity Support

Overview

POLICY DEVELOPMENT SUPPORT

ICANN's global policy development support team, currently consisting of 33 facilitation and secretariat professionals (down two FTEs due to departures from the FY18 level of 35 FTEs), provides support to three Supporting Organizations and four Advisory Committees (SO/ACs). Personnel are located in nine countries covering seven time zones and can communicate in eight languages, four of which are United Nations official languages.

Under the leadership of the Senior Vice President for Policy Development Support, most members of the policy team are assigned to facilitate policy/advice development activities for a Supporting Organization or an Advisory Committee.

Policy team members also offer a broad range of support to the SO/AC community, including:

- ⦿ Support for the Empowered Community Administration
- ⦿ Assistance with Empowered Community procedures under the new Bylaws requirements
- ⦿ Planning and logistics for ICANN Public Meetings
- ⦿ Planning and management of internal SO/AC activities
- ⦿ Cross community interactions and cooperation
- ⦿ Stakeholder/constituency elections and governance
- ⦿ Educational efforts
- ⦿ General policy/advice related research

The policy team's main objective is to support more effective and productive policy/advice development by the SO/ACs. More effective and productive policy/advice development results in:

- ⦿ Stronger levels of support and buy-in
- ⦿ Increased commitment to reaching consensus
- ⦿ More visible outputs

Below is a summary of the activities that the policy team supports:

- ⦿ **Generic Names Supporting Organization (GNSO)**

- Continued progress toward policy development efforts in major GNSO Policy Development Processes (PDPs):
 - Registration Directory Services (RDS)
 - Rights Protection Mechanisms (RPMs)
 - New Generic Top-Level Domain (gTLD) Subsequent Procedures
- Facilitate completion of GNSO PDP on IGO-INGO (International Non-Governmental Organizations) Curative Rights Protections
- Resolution of outstanding issues concerning protection for Red Cross and IGO names/acronyms
- Facilitate and assist in over 20 working group efforts, including:
 - GNSO Review Implementation, Standing Selection Committee
 - Standing Committee on Budget and Operations

- ⦿ **Country Codes Name Supporting Organization (ccNSO)**

- Continued progress on the ccNSO PDP on delegation, re-delegation and retirement of country code name and operators
- Facilitate and assist in the over 10 working groups efforts



- ⦿ **Address Supporting Organization (ASO)**

- Further integrate the ASO and Regional Internet Registries (RIRs) into core ICANN activities, including assisting in regular working calls and ICANN meeting sessions

- ⦿ **Security and Stability Advisory Committee (SSAC)**

- Major Board-mandated study by SSAC on Name Collisions
- Following through with current work program, including six work parties

- ⦿ **Root Server System Advisory Committee (RSSAC)**

- Major work by RSSAC Advice on restructuring the root server operators, while following through with current work program, including the RSSAC Caucus work

- ⊙ **GAC**

- Support information sharing and dialogue between ICANN org and the GAC
- Support the weekly activities of GAC leadership
- Handling of GAC Advice for Board and ICANN org, including support of the Board-GAC Recommendation Implementation (BGRI) effort
- Continue supporting six current GAC working groups

- ⊙ **At-Large Advisory Committee (ALAC)**

- Support the work program of ALAC and the nearly 20 working groups contributing inputs into ICANN work from the five ICANN regions via At-Large communities

- ⊙ **Empowered Community**

- Support for the activities of the Empowered Community administration and related work of the five Decisional Participants in the Empowered Community

- ⊙ **GNSO non-contracted parties**

- Support for the regular activities of the two stakeholder groups and five constituencies making up the Non-Contracted Parties House, including assistance with managing governance matters such as elections and charter revisions

- ⊙ **Other activities**

- Evolve and deepen community recognition programs, including the management of the Multistakeholder Ethos Award and other events and milestones
- Manage and support the ongoing Community Regional Outreach Program and annual Additional Budget Request process
- Improve the management of the ICANN public comment process to provide clearer guidance and greater regional and more targeted reach for community inputs
- Conduct analysis of all policy-related documents and materials on public ICANN websites as part of the Information Transparency Initiative (ITI), to improve search, accessibility and references for community policy activities
- Follow through on the completion of the review of the constituency travel guidelines and related improvements

CONSTITUENCY TRAVEL

ICANN provides travel support for selected community members to:

- ⦿ Advance the work of ICANN
- ⦿ Provide support for those who might otherwise not be able to afford to attend ICANN meetings
- ⦿ Broaden participation in ICANN's processes

Travel guidelines and regular reporting are published on the ICANN website, and form the basis upon which travel allocations are made.

Travel guidelines

The guidelines clarify the level and processes required to provide travel support for community members to ensure:

- ⦿ Travel support is administered effectively and efficiently
- ⦿ ICANN's principles of accountability and transparency are honored

The Travel Support Guidelines:

- ⦿ Describe the policies and processes to use the travel support for community members
- ⦿ Detail the level of support provided to each community

The guidelines are periodically posted to solicit community feedback through online fora, conference calls with stakeholders and workshops at ICANN Public Meetings. Alternatively, if no separate review of the guidelines is planned before the approval of the budget, the level of support provided to community members may be addressed through the annual budget process. The Travel Support Guidelines for each fiscal year is posted in alignment with the Board-approved annual budget.

Travel Summary

The summary is provided for each supported traveler for each ICANN meeting and describes specific details about all travel administration, including how to book itineraries and deadlines to follow. After each ICANN Public Meeting ends, a travel summary for the next ICANN Public Meeting is posted, allowing for enough time to apply for visas, book itineraries and obtain the most cost-effective pricing.

Travel Reports

Reports are provided for each ICANN Public Meeting and provide information about the support provided, including:

- ⦿ Names of community members provided support
- ⦿ The level of support provided

Major Assumptions

Expected changes from FY18 to FY19

- ⦿ Implementation of changes to some SO/AC processes to exercise new Empowered Community powers
- ⦿ ALAC review implementation
- ⦿ RSSAC review implementation
- ⦿ SSAC review implementation
- ⦿ A study by SSAC on Name Collisions
- ⦿ Uncertainty regarding continued support for funding of the GAC independent secretariat

Priorities during FY19

- ⦿ Implementation of RSSAC Advice on restructuring the root server operators
- ⦿ Refinement of consultation/information-sharing mechanism with the GAC and ICANN org
- ⦿ New workshop for the President and CEO and SO/AC Chairs at each ICANN Public Meeting for problem solving and priority setting
- ⦿ Achieve milestones in major GNSO PDPs on RDS, RPMs, and New gTLD Subsequent Procedures
- ⦿ Potential new WHOIS/GDPR temporary policy
- ⦿ Transition to implementation (assuming Board approval) of IGO-INGO Curative Rights PDP recommendations
- ⦿ Finalize solutions to protection of Red Cross and IGO names/acronyms
- ⦿ Support Empowered Community forums and SO/AC implementation of new procedures under the ICANN Bylaws

- ⦿ ALAC review implementation
- ⦿ RSSAC review implementation
- ⦿ SSAC review implementation
- ⦿ Major study by SSAC on Name Collisions

Expected changes from FY18 to FY19 in Constituency Travel

SO/AC:

The number of funded seats for SO/ACs constituent travel support and costs remain stable at the same level as FY18.

- ⦿ The FY19 net allocation by group:

SO/AC	# of seats per meeting in FY19
ALAC	29
ccNSO	16
GAC	40
Others unchanged	83

Fellows/Next Gen:

- ⦿ The number of travel seats funded at each of the three ICANN meetings are:
 - ⦿ 45 Fellows (down from 60)
 - ⦿ 15 Next Gen participants (down from 20)

Reductions to Programs:

Program	# of seats in FY19	# of seats reduced by (from FY18)
Fellowship	45 per meeting	15
NextGen	15 per meeting	5

In FY19 the SO/AC Additional Budget Requests estimate of \$300K was reduced by more than 50% as compared to FY18. In FY19 this results in certain support requests not receiving funding. See Document #2 page 25 for information on the FY19 Additional Budget Requests (ABRs)

FY19 Budget - Constituent travel			Total	\$	2,693,280
Project ID	Rates	Total Trips	Total Amount		
Travel Support for ICANN 63 - Barcelona	175421		228	\$	979,595
	ALAC	3995	29	\$	115,855
	ccNSO	3995	16	\$	63,920
	Fellow	3995	45	\$	179,775
	GAC	3995	40	\$	159,800
	GNSO	3995	48	\$	191,760
	RSSAC	3995	4	\$	15,980
	SSAC	3995	15	\$	59,925
	Nom Com Selectees	3995	4	\$	15,980
	Six Chairs	9975	6	\$	59,850
	Technical Experts	9250	6	\$	55,500
	NextGen	2750	15	\$	41,250
	Visa Services	20000		\$	20,000
Travel Support for ICANN 64 - Kobe	176603		224	\$	836,750
	ALAC	3500	29	\$	101,500
	ccNSO	3500	16	\$	56,000
	Fellow	3500	45	\$	157,500
	GAC	3500	40	\$	140,000
	GNSO	3500	48	\$	168,000
	RSSAC	3500	4	\$	14,000
	SSAC	3500	15	\$	52,500
	Six Chairs	8000	6	\$	48,000
	Technical Experts	8000	6	\$	48,000
	NextGen	2750	15	\$	41,250
	Visa Services	10000		\$	10,000
Travel Support for ICANN 65 - Marrakech	176604		224	\$	614,200
	ALAC	2550	29	\$	73,950
	ccNSO	2550	16	\$	40,800
	Fellow	2550	45	\$	114,750
	Fellows Selection Committee	2550	0	\$	-
	GAC	2550	40	\$	102,000
	GNSO	2550	48	\$	122,400
	RSSAC	2550	4	\$	10,200
	SSAC	2550	15	\$	38,250
	Six Chairs	5300	6	\$	31,800
	Technical Experts	5300	6	\$	31,800
	NextGen	2550	15	\$	38,250
	Visa Services	10000		\$	10,000
OTHER SO-AC Events				\$	262,735
Placeholder for SO-AC Budget Requests	160505	FY19 SO/AC Requests - Placeholder		\$	212,735
CROP Program	151188	Ongoing SO-AC Regional Outreach - CROP	3250	40	\$ 50,000

Please reference Document #2, section 2.5.2 for additional details regarding FY19 Additional Budget Requests

Risks and Opportunities

Priority setting by the ICANN community, ICANN Board and ICANN org may provide opportunities for greater efficiencies, a focus on the most important/critical issues, and better use of the current level of staffing resources.

FY19 Budgeted Portfolios

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 2: Direct Community Activity Support						
1.3.1 Support Policy Development, Policy Related and Advisory Activities	34.6	4.8	0.6	0.7	0.1	6.2
1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	1.1	0.1	2.4	0.0	0.0	2.5
Total	35.6	4.9	3.0	0.8	0.1	8.8

Module 3 – Domain Name System (DNS) Marketplace and Identifier Ecosystem

Overview

ICANN implements domain name policies through contracts and services. The Global Domain Division (GDD) of ICANN org is the unit that engages with the Internet community to implement such policies as well as overseeing and delivering the Internet Assigned Numbers Authority (IANA) services.

The purpose of GDD is to serve the global public interest, the registrants and end users of the Internet by ensuring a secure and stable domain name system (DNS), while promoting trust, choice and competition in the trusted domain name service industry.

GDD achieves its purpose by earning the trust of our stakeholders, by holding ourselves and the contracted parties to high standards of conduct, and by optimizing our operations in order to provide high quality, secure services that can scale to support global expansion.

GDD's ultimate goal is to provide operational excellence within a trusted global market for domain name services.

GDD NAMING SERVICES & INDUSTRY ENGAGEMENT (REGISTRAR SERVICES, REGISTRY LIAISON SERVICES, INTERNATIONALIZED DOMAIN NAME (IDN) PROGRAMS, GDD TECHNICAL SERVICES)

The above departments are responsible for the Domain Name Services and Industry Engagement (DNS&IE) within GDD, managing the implementation lifecycle of policies, services and contracts, and providing subject matter expertise across the ICANN Community.

DNS&IE strives to foster trust, innovation and diversity in the global marketplace and promote a healthy, stable and secure DNS ecosystem through strong relationships, thought leadership, training and outreach, well-informed policy development and excellence in service development and policy implementation.

Overview of major activities of DNS&IE:

- ⦿ Definition and Implementation of plans and processes related to compliance with General Data Protection Regulation (GDPR)
- ⦿ Planning and execution of the GDD Industry Summit
- ⦿ Implementation of policies that will go into operation
 - ⦿ These are significant undertakings that are conducted cross functionally inside the organization, as well as externally through Implementation Review Teams
- ⦿ Providing subject matter expertise and research for the Competition, Consumer Trust and Consumer Choice Review Team (CCT-RT)
- ⦿ Spearheading the revision of the Revised ICANN Procedure for Handling WHOIS Conflicts with Privacy Law
- ⦿ Operating or supporting the large number of services including:
 - ⦿ Registry Services Evaluation Process (RSEP)
 - ⦿ Registry and registrar contract management, including various amendments and renewals
 - ⦿ Specification-13 annual certifications
 - ⦿ Registrar fee approvals
- ⦿ Tracking the domain name market place dynamics by collecting market intelligence and providing regularly updated projections of ICANN org's funding for budgeting purposes
- ⦿ Processing fast track country code top-level domain (ccTLD) applications
- ⦿ Expanding Label Generation Rules via generation panels and embarking on the implementation phase of the IDN Variant program
- ⦿ Coordinating ICANN org's relationship with contracted parties by maintaining regular contact with registry and registrar stakeholder groups, as well as all other contracted parties throughout the world
 - ⦿ DNS&IE leverages the GSE team in engagement activities to provide outreach and training and support contracted parties during escalated compliance issues
- ⦿ Publishing, in cooperation with a community advisory group, the gTLD Marketplace Health Index, as a part of ICANN's Five-year Operating Plan
- ⦿ Tracking and managing technical specifications related to the domain name system, as they pertain to ICANN's contracts. Examples of these include:
 - ⦿ Data escrow format, using the Registry Reporting Interface format
 - ⦿ Trademark Clearinghouse (TMCH) interfaces

-
- Registry and registrar interface specifications
 - Registration access data protocol
 - Centralized Zone Data
 - Registry service providers
 - ICANN's Service Level Agreement (SLA) Monitoring System
 - Across-Field Address Validation
 - Emergency Backend Registry Operator (EBERO)

- Providing subject matter expertise across the domain name space within and outside of ICANN org

GDD OPERATIONS (GLOBAL IMPLEMENTATION, SERVICE OPERATIONS, GLOBAL SUPPORT CENTER (GSC))

This group of departments is responsible for delivering a wide-variety of services to ICANN's contracted parties and applicants, registrants, rights-holders, and general Internet users as well as ICANN org. GDD Operations incorporates continuous improvement in pursuit of operational excellence: operational efficiency, cost-effective service delivery, high-quality operations and extraordinary customer satisfaction.

Overview of major activities of GDD Operations:

- **New gTLD Program Operations**



GDD Operations operates and manages the services associated with the 2012 Round of the New gTLD Program. This includes all evaluation, contracting and transition to delegation processes as well as the objections and contention resolution processes (Auction and Community Priority Evaluation)

- **Action Request Registry (ARR)**

Provides a centralized system supporting a consistent and repeatable process for tracking and managing advice received by the Board. GDD Operations manages the ARR and facilitates the processes that it supports:

- **Correspondence Process**

Provides a centralized, standard and consistent manner in which to accept, process and respond to letters received from external sources and track outgoing letters. GDD Operations facilitates this process by coordinating the efforts of other executives and subject matter experts (SMEs) and performing administrative support.

- **Board Advice Register**

Provides a standardized and consistent process for tracking and managing advice received by the Board. Board Advice refers to the subset of Action Requests from ALAC, RSSAC and SSAC. GDD Operations facilitates this process by coordinating the efforts of other executives and SMEs and performing administrative support.

- **GAC Advice Process**

GAC Advice is tracked and managed via the ARR. GDD Operations facilitates this process by coordinating the efforts of other executives and SMEs and performing administrative support.

- **Registrar Services Delivery**

GDD Operations delivers services to registrars and applicants for registrar accreditation. These services include processing a variety of transaction types such as name changes, primary contact updates, terminations and assignments. Additionally, GDD Operations optimizes delivery over time when opportunities for efficiency are identified or there are changes in a service.

- **Registry Services Delivery**

GDD Operations also delivers service to registry operators. These services include processing a variety of transaction types including RSEP requests, assignments, Material Subcontracting Arrangement changes and terminations. Additionally, GDD Operations optimizes delivery over time when opportunities for efficiency are identified or there are changes in a service.

- **TMCH operations and service evolution**

GDD Operations provides ongoing support for the implementation and operation of the Trademark Clearinghouse (TMCH) which is comprised of both the validation function and the operational systems that support contracted parties. GDD Operations provides vendor management and general oversight of support functions and operations. As needs evolve in the platform, GDD Operations shepherds the development process along with interactions with the vendors involved.

- **EBERO operations and service evolution**

The EBERO function is a safety net for all TLDs that fail to perform to the uptime and performance requirements set forth in the Registry Agreement. GDD Operations provides overall administrative support for the program and is part of the on-call team that administers emergency functions for fail-over to a new backup operator. GDD Operations identifies areas for improvement as part of exercises or events and implements them as needed.

- ④ **Privacy/Proxy Accreditation Program**

The purpose of the Privacy/Proxy Accreditation Program is to ensure that providers of privacy/proxy services for domain registrants' WHOIS (or RDS) data are accredited through ICANN to ensure the security and availability of the underlying registrant data for legitimate purposes (backup, law enforcement requests, etc.). The Global Implementation Department develops and manages the operational implementation of the program, after which the GDD Operations Department supports the application process for accreditation for privacy/proxy service providers. Additionally, GDD Operations delivers service for transactional requests from accredited providers, such as name changes, mergers and acquisitions, terminations and other related requests. GDD Operations optimizes delivery over time when opportunities for efficiency are identified or there are changes in a service.

- ④ **WHOIS Accuracy Reporting System (ARS)**

Created in response to recommendations delivered by the 2012 WHOIS Review Team. The Global Implementation Department manages the creation and publication of the semi-annual WHOIS ARS report. This team is responsible for managing the vendors associated with the process as well as coordinating the cross functional involvement of other departments within ICANN org.

- ④ **Global Support Center (GSC)**

Provides 5 x 24 tier one support and inquiry management via telephone, email, portal and web form submissions. Using a follow-the-sun approach, support centers are staffed in Singapore, Istanbul and Los Angeles to provide uninterrupted first level support for inquiries. This support consists of triage, case management and resolution of routine inquiries as well as escalation throughout ICANN org and management for resolution of complex inquiries. Each interaction is logged in Salesforce for tracking and reporting purposes and the GSC maintains a comprehensive knowledge base in the interest of providing consistent, accurate and high-quality responses and resolutions to inquiries in a standard and repeatable manner. This knowledge base is maintained real-time and accessible to the entire team regardless of location. In the interest of continuous improvement in service delivery, the GSC will continue to enhance and evolve the knowledge base to support a broadened scope of customer cases.

- ④ **Service Level Target (SLT) Management**

Many services have contractual or policy defined SLTs. For those which do not, we have created a comprehensive matrix of SLTs. GDD Operations holds itself accountable to these SLTs, reporting on them regularly and publishing the results.

PRODUCT MANAGEMENT

Product Management is a function sitting at the intersection of the customer, business and engineering and that attempts to maximize service benefits within operational constraints.

New projects:

- ⦿ Group Enrollment
- ⦿ Working Group Document Co-Authoring
- ⦿ Collaboration and Asynchronous Community Collaboration
- ⦿ Naming Services Portal (NSP):
 - ⦿ Registrar functions
 - ⦿ Application function (privacy/proxy, registrar, etc.)
 - ⦿ Compliance functions

Continuing projects:

- ⦿ ICANN.org enhancements
- ⦿ Naming Services Portal – Registry enhancements
- ⦿ GSE contact management
- ⦿ Action Request Registry (ARR)
- ⦿ Technical Services (all applications and services)
- ⦿ Mobile and accessibility work
- ⦿ GAC website
- ⦿ ALAC website

GDD STRATEGIC PROGRAMS

The primary responsibility is the management of key programs and projects in support of GDD's objectives and mission. Key programs and projects currently supported by the department include:

- ⦿ Registry Directory Services (RDS, formerly WHOIS)
- ⦿ Support ICANN Bylaws-mandated, community-led reviews, including:
 - ⦿ Secretariat services
 - ⦿ Project management activities

-
- Event logistics coordination with ICANN org's travel and meeting services teams
 - Meeting facilitation
 - Professional services procurement (for any studies/surveys/legal expertise)
 - ICANN public comment publication and summary/analysis
 - Drafting of recommendations and other materials requested by the review teams (e.g., terms of reference, blogs)
 - Providing subject matter expert information requested by the review team (e.g., implementation briefings, responses to specific questions)
 - Implementation feasibility analysis, preparation of briefing materials for ICANN executives and Board
- Ensure Public Technical Identifiers (PTI) and Verisign continue to meet their contractual obligations, including:
 - Monitoring of performance reports to ensure timely delivery and SLAs are met
 - Ensuring deliverables under the contracts are delivered on-time and in accordance to requirements
 - Provide guidance on contract requirements (with assistance from ICANN legal as appropriate)
- Support subsequent procedures for gTLD activities, including:
 - Monitoring the PDP
 - Providing subject matter expertise as appropriate to inform PDP deliberations
 - Implementation feasibility analysis
 - Cross-functional preparations and planning for implementation of PDP recommendations
 - Preparation of briefing materials for ICANN executives and Board
- Registrant program, including:
 - Creating and updating educational content for registrants
 - Project management activities
 - Vendor management
 - Planning and executing content awareness campaign
 - Working with community – registrars and the Non-Commercial Stakeholder Group (NCSG) – to incorporate feedback into work

Major Assumptions

Expected changes between now and the end of FY18

- ⦿ Privacy/Proxy Provider Program becomes operational and requires additional resources
- ⦿ NSP used by all contracted parties allowing for streamlined support
- ⦿ Resolution of most remaining new gTLD applications
- ⦿ GDPR compliance work both internally and with contracted parties will have major resource implications for ICANN through the end of FY18
- ⦿ GDPR will not require ICANN to implement an accreditation program for RDS access

Expected changes during FY19

- ⦿ Workload to continue to increase (PTI-related functional reviews, Applicant Guidebook drafting, proxy/privacy provider support, etc.)
- ⦿ NSP becomes the system of record for supporting all contracted parties
- ⦿ GSC provides level 0 support to compliance
- ⦿ Expansion of scope for the ARR to include addition of review team and policy recommendations
- ⦿ More pressure for technical compliance monitoring as registries' business models fail
- ⦿ Subsequent procedures implementation planning to trigger a new round of negotiations for the registry and registrar agreements

Priorities during FY19

- ⦿ Support ICANN Bylaws-mandated, community-led reviews
- ⦿ Ensure PTI and Verisign continue to meet their contractual obligations
- ⦿ Support subsequent procedures for gTLDs activities
- ⦿ Making NSP the support system of record for all contracted parties
- ⦿ Support Universal Acceptance Steering Group (UASG) and registrant program activities
- ⦿ Train and ramp up GSC personnel and processes to manage, resolve and escalate compliance inquiries
- ⦿ Improve AAR SLAs and add functionality
- ⦿ Driving the current round of the New gTLD Program to closure
- ⦿ Evolve the Registrar Data Escrow service and WHOIS ARS as the GDPR drives changes in RDS
- ⦿ Support GDPR implementation as well as other privacy laws
- ⦿ Address the required changes to contracts and services in response to GDPR
- ⦿ Improve service level quality to contracted parties
- ⦿ Enhance and strengthen outreach efforts and relationship with contracted parties

-
- ⦿ Support ICANN.org and transition to the ITI

Risks and Opportunities

Risks

- ⦿ The New gTLD Subsequent Procedures PDP WG could generate a lot of work once it converges on recommendations. This activity will affect resources from various departments across ICANN org
- ⦿ Continued cancellations of drop catching registrars
 - FY18 has seen a loss of a group of 447 registrars
- ⦿ Scalability due to complexity of processing in NSP is unknown
- ⦿ As timeline for the New gTLD Program lengthens, the available personnel with first-hand knowledge continues to shrink. The loss of institutional knowledge around the New gTLD Program continues to be a concern
- ⦿ GDPR impact on Data Escrow program and Privacy/Proxy Provider Accreditation process
- ⦿ If the work load continues to increase without adding staff, this will lead to turnover and attrition
- ⦿ Engineering capability to deliver the systems that we plan on to scale operations without resources to deliver on prioritized projects

Opportunities

- ⦿ Continued expansion of services
- ⦿ Continued improvement in cross training of services among team members.
- ⦿ Evolution of Data Escrow program
- ⦿ Evolution of EBERO program
- ⦿ Improve SLT commitments for registrants and contracted parties
- ⦿ Improve customer satisfaction and increased compliance scalability at lower cost
- ⦿ Scalability and Customer Relationship Management (CRM) improvements through NSP enhancements
- ⦿ Improved visibility of advice and recommendations
- ⦿ ITI enabling personnel to post status to ICANN.org
- ⦿ Standardized criteria for privacy/proxy service providers
- ⦿ Enhancement of other services through leveraging of the cost reductions in the WHOIS ARS toolset

Projects and Activities NOT Included in the Budget Submission

gTLD Subsequent Procedures PDP Working Group

This Working Group is reviewing existing policies for the introduction of new gTLDs and determining whether to recommend changes, or new policies for subsequent procedures for new gTLDs. In accordance with the Consensus Policy Implementation Framework, GDD has planned for resources in FY18 and FY19 to support the PDP Working Group (see GDD Strategic Programs section above). This support includes providing data and information to inform the PDP Working Group's deliberations, including implementation feasibility analysis of recommendations. When the recommendations are submitted to the Board, ICANN org will provide a cost assessment for the implementation and work with the Board to identify necessary resources and funds to support implementation of the adopted recommendations. Until then, no resources are included in the budget for implementation work.

Technical Compliance Monitoring

Technical compliance monitoring is an internal project to automate the monitoring of the technical requirements included in the registry agreements. A Request for Proposals (RFP) was issued in late 2017 and the submissions are under review, accordingly the path forward has not been set yet. Depending on the RFP results ICANN org will develop a plan for implementation and if needed work with the Board to identify necessary resources and funds to support implementation of the project.

GDPR

Since the scope of GDPR requirements are still being finalized, there may be unforeseen costs which will be attributed to this program. Any changes to business practices as a result of the GDPR are to be considered part of the normal course of business. In this case, contingency dollars will be allocated to GDPR. Any changes to business practices as a result of the GDPR are to be considered part of the normal course of business. In this case, contingency dollars will be allocated to GDPR.

FY19 Budgeted Portfolios

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 3: DNS Marketplace and Identifier Ecosystem						
2.1.1 Registration Directory Services (WHOIS)	1.4	0.2	0.0	0.4	0.0	0.6
2.1.2 Global Domains Division (GDD) Strategic Programs	5.1	1.0	0.2	0.1	0.0	1.2
2.1.3 PTI Operations	20.2	3.8	0.5	1.0	0.3	5.7
2.1.4 PTI Technical System Enhancements	2.3	0.5	0.0	0.1	0.0	0.6
2.1.5 Global Domains Division (GDD) Operations	39.3	5.8	0.2	2.3	0.3	8.5
2.3.1 GDD Technical Services	4.0	1.0	0.0	0.2	0.0	1.2
2.3.3 Registrar Services	6.0	1.1	0.0	0.3	0.0	1.4
2.3.4 Registry Services	9.0	1.5	0.0	0.2	0.0	1.7
2.3.5 Domain Name Services	6.5	1.3	0.1	0.0	0.1	1.6
2.3.6 Internationalized Domain Names and Universal Acceptance	2.0	0.2	0.1	1.6	0.0	1.9
Total	95.6	16.4	1.2	6.1	0.7	24.4

Module 4 – Technology and DNS Security

Overview

RESEARCH

ICANN Office of the Chief Technology Officer (OCTO) Research department falls under:

ICANN Strategic Plan Objective 2	Support a healthy, stable, and resilient unique identifier ecosystem
Goal 2.1	Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem
Goal 2.2	Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities

The purpose of the OCTO Research department is to ensure that the ICANN community, Board and organization have data and knowledge that can inform discussions related to the development of policy that impacts the management of the Internet's system of unique identifiers that ICANN helps coordinate. The creation and dissemination of this information is accomplished via:

- ⦿ Explorations of how the Internet's system of unique identifiers is used
- ⦿ Creation of presentations, white papers, blogs, etc., that publish findings and analyses of those explorations
- ⦿ Working directly with community members, Board members, and others to improve the understanding of how the Internet works, particularly those areas directly involving ICANN

IDENTIFIER SYSTEM SECURITY, STABILITY AND RESILIENCE

The Identifier System Security, Stability and Resiliency (SSR) department's activities fall under:

ICANN Strategic Plan Objective 2	Support a healthy, stable, and resilient unique identifier ecosystem
Goal 2.1	Foster and coordinate a healthy, secure, stable and resilient identifier ecosystem
Goal 2.2	Proactively plan for changes in the use of unique identifiers and develop technology roadmaps to help guide ICANN activities

In service to these goals, the SSR department facilitates community understanding of the misuse and abuse of the identifier systems within ICANN's remit.

Major activities include holding training and capacity building events aimed at educating community members and stimulating further discussions on abuse and misuse of the Internet's system of unique identifiers. Personnel of this department also frequently provide subject matter expertise in actions aimed at mitigating identifier system abuse.

Major Assumptions

RESEARCH

Expected changes from FY18 to FY19

- ⦿ As the OCTO Research department is the lead on the Open Data Initiative pilot project, more personnel will be necessary as the pilot moves into production
- ⦿ After demonstrating the collection of root server system query data from the L-Root server is equivalent to the collection of similar data from other root servers, the Research team will discontinue obtaining data from the B, D and F-Root servers
- ⦿ Further definition of the Identifier Technologies Health Indicators (ITHI) metrics along with systematized collection of those metrics

Priorities during FY19

- ⦿ Move the Open Data Initiative pilot into production
- ⦿ Expand the data sources made available via the Open Data Initiative pilot
- ⦿ Further definition and refinement of Identifier Technology Health Indicators
- ⦿ Expanding the ICANN DNS Symposium, focusing on bringing new developments and innovations in DNS technologies to the community
- ⦿ Improving community understanding of the Internet's system of unique identifiers

IDENTIFIER SYSTEM SECURITY, STABILITY AND RESILIENCY

Priorities during FY19

- ⦿ Moving the DAAR system to production and releasing monthly reports
- ⦿ Expanding capacity building, particularly to public safety organizations
- ⦿ Improving community understanding of DNS abuse and its implications

Risks and Opportunities

RESEARCH

- ⦿ Difficulty in identifying data sources and/or constraints on making public data from those sources delays or reduces the usefulness of the Open Data Initiative pilot
- ⦿ Sensitivity relating to implications of health indicators delays or reduces the usefulness of the Identifier Technologies Health Indicators

IDENTIFIER SYSTEM SECURITY, STABILITY AND RESILIENCY

- ⦿ Lack of understanding of the DNS abuse statistics made available via the DAAR system impedes its use in providing information to the community to aid policy discussions
- ⦿ Lack of capacity building resources impacts the ability to improve understanding of identifier system abuse and its mitigation

FY19 Budgeted Portfolios

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 4: Technology & DNS Security						
2.2.2 Identifier Evolution	9.1	2.4	0.5	0.5	0.6	4.0
Total	9.1	2.4	0.5	0.5	0.6	4.0

Module 5 – Contractual Compliance and Consumer Safeguards

Overview

CONTRACTUAL COMPLIANCE

ICANN Contractual Compliance department falls under:

ICANN's Strategic Plan Objective 4 Promote ICANN's role and multi-stakeholder approach	
Goal 4.4	Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest

The purpose of the ICANN Contractual Compliance department is to ensure that the ICANN contracted parties (registries and registrars) demonstrate compliance with the applicable agreements and community policies. This is accomplished via a proactive approach, monitoring, outreach, audits and also via responses to complaints filed with ICANN (reactive approach). In addition, the department is an active contributor to community policy development and reviews.

CONSUMER SAFEGUARDS

The Consumer Safeguards department, which is new to ICANN, facilitates community education and discussion on safeguards within ICANN's remit and authority as well as topics concerning Internet-related, consumer protection efforts by others, such as registries, registrars and government organizations.

Major activities include:

- ⦿ Holding webinars
- ⦿ Creating podcasts and other content to educate community members and further discussions on consumer safeguards
- ⦿ Facilitate sessions at ICANN meetings as requested and supported by community

Major Assumptions

CONTRACTUAL COMPLIANCE

Expected changes from FY18 to FY19

- ⦿ Potential changes to contractual compliance reviews and procedures due to GDPR impact
- ⦿ Additional resources directed to support enhanced audits for Transparency in Infrastructure Abuse and Compliance
- ⦿ Deliver the enhanced metrics related to GAC Safeguards and Public Interest Commitments
- ⦿ Generation of narratives and reports to support ICANN org initiatives
- ⦿ Replace existing tools due to changes in IT solutions (e.g., Lucid, document management tools, Cognos replacement, etc.)
- ⦿ Support OCTO initiatives - Open Data Initiative, ITHI data requests
- ⦿ Review and contribute to the amendments to the Consensus Policy Implementation Framework document

Priorities during FY19

- ⦿ Managing the impacts of GDPR compliance
- ⦿ Monitoring and enforcement of DNS abuse
- ⦿ Ongoing handling of external complaints
- ⦿ Ongoing handling of internal referrals to compliance from departments such as Technical Services, Finance, etc.
- ⦿ On-going audits
- ⦿ Audits that are particularly related to DNS abuse
- ⦿ Improved transparency in compliance
- ⦿ Continued development of compliance team
- ⦿ ICANN org initiatives impacting compliance

CONSUMER SAFEGUARDS

Priorities during FY19

- ⦿ Facilitate community-wide, transparent discussions on consumer safeguard-related topics and educate the Empowered Community through webinars, meetings, podcasts and blogs
- ⦿ Support consensus-based PDPs that originate from within the community discussions regarding consumer safeguards

Risks and Opportunities

CONTRACTUAL COMPLIANCE

- ⊙ Increased demand on contractual compliance resources by community for:
 - ⊙ Enhanced transparency in reporting, data and detailed explanation of compliance actions
 - ⊙ Complexity of issues
 - ⊙ Increased scope of work (e.g., GDPR and DNS abuse)
 - ⊙ Support for third-party demand activities (e.g., review teams, policy working groups), internal cross-functional projects and ICANN-specific projects like the NSP and ITI
- ⊙ Impact on the Contractual Compliance department of the implementation of GDPR (being assessed at the time of publication of this document)
- ⊙ Increased complexity of issues (e.g., DNS abuse, requirements of and/or conflicts with local law, creativity of contracted parties and their business models) requiring more time and focus
- ⊙ Increased contract interpretation challenges (e.g., whether RSEP is required)
- ⊙ Readiness and anticipation of the ICANN community demands for data transparency
- ⊙ Extent of support to the implementation and on-going requirements of the Privacy/Proxy Accreditation Program

CONSUMER SAFEGUARDS

- ⊙ A lack of community input and participation is a risk to the departments goals and objectives
- ⊙ With sufficient community support, and in partnership with other ICANN departments, there is an opportunity to address and reduce abuse within the DNS

FY19 Budgeted Portfolios

Modules	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 5: Contractual Compliance and Consumer Safeguards					0.0	
4.4.1 Contractual Compliance and Safeguards	2.4	0.8	0.0	0.0	0.0	0.9
4.4.2 Contractual Compliance Function	27.0	3.5	0.1	0.7	0.1	4.4
Total	29.4	4.4	0.1	0.7	0.1	5.3

Module 6 – Reviews

Overview

Reviews are one of several important ICANN accountability mechanisms. [Organizational Reviews](#) and [Specific Reviews](#) provide the means for independent assessment of ICANN’s performance toward its commitments. The reviews result in progress reports that:

1. Demonstrate how the ICANN org, the ICANN community and the ICANN Board deliver on their commitments
2. Identify areas for improvement

Reviews promote a common goal: a single, interoperable Internet supported by stable, secure, and resilient unique identifier systems. This allows the Internet to be free and open and will help shape its future.

Previously, the Multistakeholder Strategy and Strategic Initiatives department determined a baseline assumption for standard review costs for both Specific Reviews and Organizational Reviews. The number of review team members requiring travel support is a significant driver of Specific Review costs, yet there is no predictability or means to estimate this number. To achieve predictability in review expenditures and exercise fiscal responsibility, we plan to:

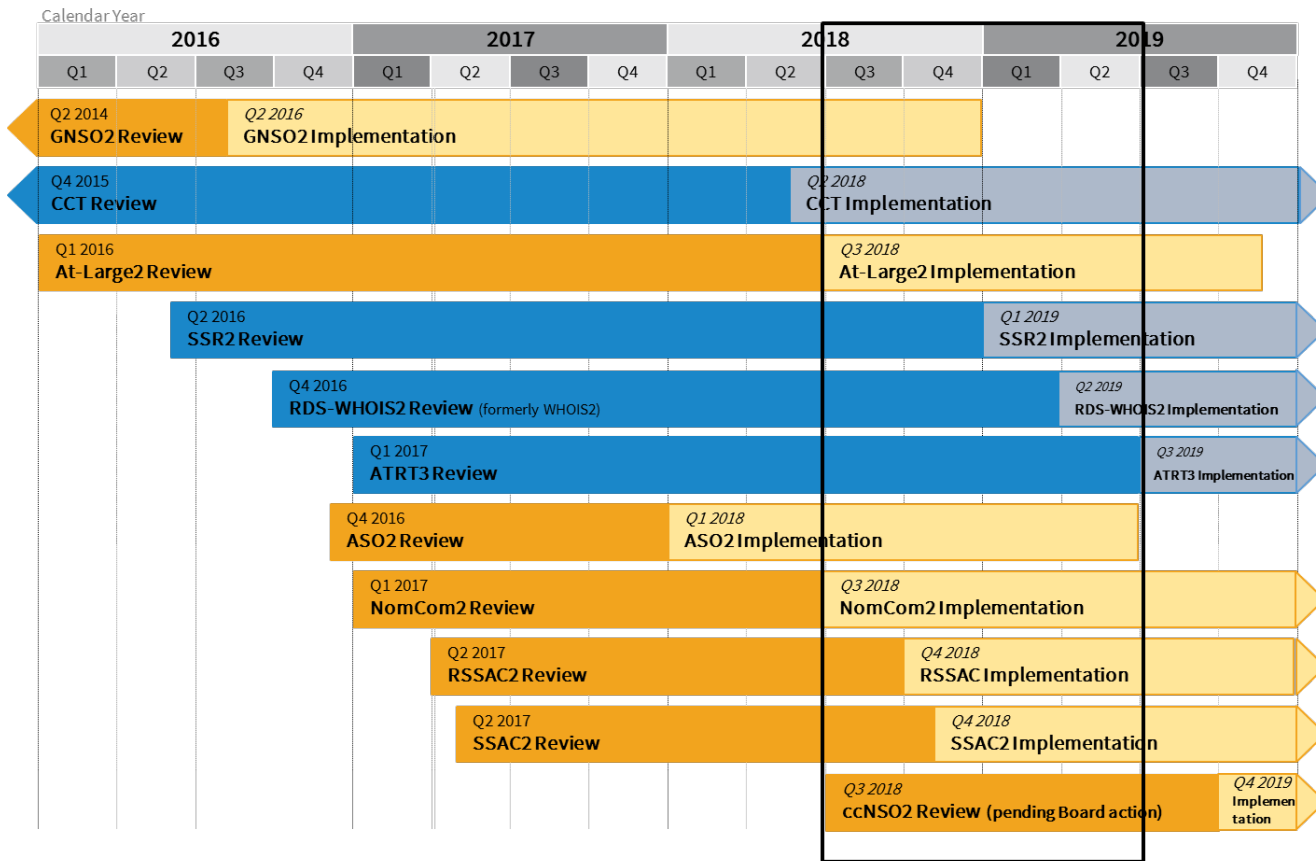
- ⦿ Implement a new “standard” assumption of 10 supported travelers for each review (see summary cost tables below)
- ⦿ Encourage remote participation options and other options for cost effective travel plans (i.e., leveraging ICANN Public Meetings) while also enabling each review team to have the flexibility to decide how to best use the travel budget to meet its specific needs

SPECIFIC REVIEW

	Planning (USD)	Conduct Review (USD)	Implementation (USD)
Travel & Meetings	0	195,000	0
Professional Services	0	350,000	100,000
Total Cost per Review	0	545,000	100,000

ORGANIZATIONAL REVIEW

	Planning (USD)	Conduct Review (USD)	Implementation (USD)
Travel	0	20,000	0
Professional Services	0	205,000	0
Total Cost per Review	0	225,000	0



LEGEND: SPECIFIC REVIEWS (Blue) ORGANIZATIONAL REVIEWS (Orange)
 ■ Execution ■ Implementation ■ Execution ■ Implementation

Future dates are forecasted and subject to change

As indicated within the timelines highlighted in the black box above, this schedule shows the phases for reviews that will occur in FY19. Eleven reviews will be running simultaneously in various phases during the upcoming fiscal year. The darker shading in the schedule indicates the review is underway while the lighter shading indicates the review is in the implementation phase. For example, the Second Security, Stability and Resiliency of the Domain Name System Review (SSR2) will still be underway during the first half of FY19, while implementation will begin during the second half of FY19.

In 2015, the ICANN community expressed concern regarding volunteer workload, its ability to effectively participate in these important accountability mechanisms and the need to change the review schedule. The Second Accountability and Transparency Review Team (ATRT2) recommendations adopted by the Board called for improvements to the review process. Based on public feedback, the Board endorsed the schedule for reviews noted in the chart above. Since then, additional deferrals have taken place in response to community concerns (notably ccNSO).

A specific challenge to the reviews budgets is that every fiscal year may cause us to be above target due to timing changes in response to community needs. To address this challenge, reviews should be planned and resourced as a separate, multiyear budget with a project reserve. Taking into consideration prior assistance from the Finance department, and new assumptions for review team travel, the Multistakeholder Strategy and Strategic Initiatives department has revised its projections for the costs associated with reviews (see summary cost table above). There may be years where the reviews budget exceeds this amount and other years where there is a surplus. Over the course of several years, the multiyear budgets for reviews should equalize. For this to occur, Finance would need to establish a fund for reviews, irrespective of when they occur during a fiscal year.

Major Assumptions

The Multistakeholder Strategy and Strategic Initiatives department will manage even more reviews than in previous years (for example, there will be 11 in FY19 compared to 10 in FY18).

There is an additional dimension resulting from community processes to hold volunteer-led review teams accountable to their communities while also having a greater role in the reviews post-transition.

To account for and better manage these teams, we have transformed the review support services into a project management discipline, following industry standards and best practices, as well as leveraging the success of the Project Cost Support Team (PCST) model. This includes:

- ① Further enhancing tracking and reporting capabilities in support of fact-based decisions (by ICANN org, the Board and the community)
- ① Real-time reporting of progress and key performance indicators

To respond to the increasing demands relating to reviews, and to address review streamlining and recalibration, we will continue to work on short-term improvements based on existing opportunities as well as longer-range changes. These efforts will involve research and assessments to gauge effectiveness and use models that have proven to be effective in other broadly similar environments.

Operating Standards will be finalized with support of the community and operationalized in a consistent manner across all reviews and will continue into FY19.

While the Cross-Community Working Group on Enhancing ICANN Accountability's (CCWG-Accountability) Work Stream 2 (WS2) is expected to wind-down its work in FY19 when it issues its final recommendations, our work will transition into facilitating and coordinating Board actions on the recommendations and implementation work of a cross-functional team.

Preparation and coordination of a cross-functional strategic planning effort to develop the next Five-Year Strategic Plan and Five-Year Operating Plan will continue into FY19 as well.

The CCT review will move into its implementation phase during FY19, with the work shifting from providing project management support for the CCT-RT, to project managing the cross-functional implementation efforts in a streamlined manner for as many as 40 wide-ranging recommendations currently being drafted by the review team.

SPECIFIC REVIEWS

Due to the uncertain timing of Specific Reviews and resulting delays, we expect that a substantial part of our original FY18 travel and professional services budget will be pushed into FY19. Such timing differences are an integral part of reviews; the most meaningful way to evaluate costs is on a multiyear basis, as reflected in the Review Fact Sheets.

Status of Specific Reviews:

- ② **Second Security, Stability and Resiliency of the Domain Name System Review (SSR2)**

The Board paused SSR2 so SO/ACs could consider whether there is a need to adjust the scope, terms of reference, work plan, skill set and/or resources allocated to the review. The decision to un-pause the review lies with the SO/AC chairs, who are in the process of gathering information to assist with their decision. Currently, it is unknown when the review will resume and/or what (if any) consequences will occur as a result of this action.

- ② **Registration Directory Service-WHOIS 2 Review Team (RDS-WHOIS2)**

RDS-WHOIS2 is making steady progress, having recently finalized its scope of work, terms of reference and work plan.

- ⦿ **Accountability and Transparency Review Team 3 (ATRT3)**

ATRT3 was officially launched in January 2017 with a call for volunteers. The SO/ACs are in the process of selecting members for the review team. Pending the selection of the review team members by the SO/AC chairs, the review team is expected to commence its work no earlier than March 2018.

ORGANIZATIONAL REVIEWS

Two reviews have been delayed as compared to the original budget assumptions:

- ⦿ **SSAC Review**

Delayed due to Board concerns over the selection of an independent examiner. While the concerns are being addressed, the outcome and therefore, the timing of the review are unknown.

- ⦿ **ccNSO Review**

Deferred to FY19 at the request of the ccNSO due to community bandwidth limitations.

Similar to Specific Reviews, the primary drivers of cost (professional services and travel) will be pushed into the next fiscal year.

ON THE HORIZON FOR REVIEWS BUDGETING

Review fact sheets have become a useful tool for review teams to manage their budget, and the Board and SO/ACs are beginning to use them as a means of tracking progress relative to resources used.

Additionally, the department is expanding and leveraging the PCST model successfully used for WS2, for review projects.

Risks and Opportunities

Risks

The following items have been identified as potential impediments on the review [process flowcharts](#):

- ⦿ Uncertainties around how specific review teams will be monitored by the communities that appoint them

- ⦿ Uncertainty around how the ICANN Board will handle potentially problematic final recommendations and what the community’s reaction will be if a large number of recommendations are rejected by the Board

Review teams are supplied with a budget envelope for the entire review at the start of their work. Therefore, it is important to provide them with clear updates and compelling justifications for changes in assumptions in budgeting having an impact on their work. The change to a “standard” number of 10 supported travelers is an example of this.

Opportunities

- ⦿ Opportunities to gain efficiency
 - ⦿ Streamlining and ongoing process improvements in line with the project management discipline operationalization of operating standards
 - ⦿ Implementation of process improvements from lessons learned
- ⦿ Opportunity to improve for the department to work with the community on improving processes for Specific Reviews

Currently, the Bylaws require that reviews occur every five years from the date the previously review team was convened, except CCT, which is required to start after a new gTLD round has been in operation for one year. One possible option could be to amend the Bylaws to reflect that a review should start five years after the last review’s recommendations were adopted by the Board. This would enable:

- ⦿ Review recommendations to be implemented, tried and tested before launching the next round of reviews
- ⦿ Reviews to be staggered so the next review does not start immediately after the recommendations have been implemented
- ⦿ The funding of reviews has been reduced, and a portion of the Contingency has been reserved for additional funding of reviews, should it be necessary

FY19 Budgeted Portfolios

Modules	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
Module 6: Reviews						
5.2.2 Organizational Reviews	1.2	0.2	0.0	0.4	0.0	0.6
5.2.3 Specific Reviews (Bylaws Article 4, Section 4.6)	3.7	0.6	0.3	0.4	0.1	1.4
Total	4.9	0.7	0.4	0.8	0.1	2.0

Section 2: Operating Plan by Objectives, Goals and Portfolios

Management System

ICANN's Five-Year Operating Plan informs the FY19 Operating Plan and Budget. The FY19 Operating Plan and Budget is aligned to the Five-Year Operating Plan in phasing and Key Performance Indicators. This allows us to map all activities and resources back to the five main Strategic Objectives developed by a community driven bottom up process.

Five Objectives	These were reviewed and revised during the development of ICANN Strategic Plan for fiscal years 2016–2020, which was adopted by the Board in October 2014.
16 Goals	Owned by the President and CEO's executive team. Each goal has defined Key Success Factors to clarify what constitutes progress towards achieving a goal.
41 Portfolios	Each goal contains a set of portfolios, which are groups of related projects. Portfolios also have defined success metrics.
Over 220 Projects	Projects reflect ongoing work. Expenses are budgeted at the project level. A breakdown of all projects is linked from the Appendix. The budgeted amounts in this document are inclusive of capital expenditures and multiyear projects.

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

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

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

The next page shows how ICANN's five strategic objectives are subdivided into 16 strategic goals. These are each divided into portfolios of projects.

1.1 Further globalize and regionalize ICANN functions

5 Strategic Objectives | 16 Goals



- 1.2 Bring ICANN to the world by creating a balanced and proactive approach to regional engagement with stakeholders
- 1.3 Evolve policy development and governance processes, structures and meetings to be more accountable, inclusive, efficient, effective and responsive
- 2.1 Foster and coordinate a healthy, secure, stable and resilient Identifier ecosystem
- 2.2 Proactively plan for changes in the use of unique identifiers, and develop technology roadmaps to help guide ICANN activities
- 2.3 Support the evolution of the domain name marketplace to be robust, stable and trusted
- 3.1 Ensure ICANN's long-term financial accountability, stability and sustainability
- 3.2 Ensure structured coordination of ICANN's technical resources
- 3.3 Develop a globally diverse culture of knowledge and expertise available to ICANN's Board, organization and stakeholders
- 4.1 Encourage engagement with the existing Internet governance Ecosystem at national, regional and global levels
- 4.2 Clarify the role of governments in ICANN and work with them to strengthen their commitment to supporting the global Internet ecosystem
- 4.3 Participate in the evolution of a global, trusted, inclusive multistakeholder Internet governance ecosystem that addresses Internet issues
- 4.4 Promote role clarity and establish mechanisms to increase trust within the ecosystem rooted in the public interest
- 5.1 Act as a steward of the public interest
- 5.2 Promote ethics, transparency and accountability across the ICANN community
- 5.3 Empower current and new stakeholders to fully participate in ICANN activities

1.1 Further Globalize and Regionalize ICANN Functions

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

1.1.1 – Language Services

Work to provide translation and interpretation services to the community. This includes work to support community-led translations.

1.1.2 – Raising Stakeholder Awareness of ICANN Worldwide

Work to raise awareness of ICANN's mission, its multistakeholder model and its work. This work is related to other work measuring communications activities including social and traditional media monitoring and measurement, global newsletter open rates and reach of speaking engagements.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
1.1.1 Language Services	6.7	0.7	0.1	2.0	0.1	2.9
1.1.2 Raising Stakeholder Awareness of ICANN Worldwide	18.1	3.0	0.2	0.5	0.0	3.7
Total	24.8	\$3.7	\$0.3	\$2.5	\$0.1	\$6.6

1.2 Bring ICANN to the World by Creating a Balanced and Proactive Approach to Regional Engagement with Stakeholders

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

1.2.1 – Meeting Services

Work associated with planning and running ICANN’s three public meetings a year.

1.2.2 – Engage Stakeholders Regionally

Work supporting regional and functional engagement strategies, including regional and functional area work plans, stakeholder engagement heat map.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
1.2.1 Meeting Services	9.4	1.8	6.5	3.0	0.7	11.9
1.2.2 Engage Stakeholders Regionally	36.1	7.5	1.3	3.0	0.5	12.3
Total	45.5	\$9.3	\$7.7	\$6.0	\$1.2	\$24.2

1.3 Evolve Policy Development and Governance Processes, Structures and Meetings to be More Accountable, Inclusive, Efficient, Effective and Responsive

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

1.3.1 – Support Policy Development, Policy Related and Advisory Activities

Work to optimize the efficiency and effectiveness of community policy development and advice efforts.

1.3.2 – Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities

Work to help ICANN Supporting Organizations and Advisory Committees increase their effectiveness through structured measurement and reporting.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
1.3.1 Support Policy Development, Policy Related and Advisory Activities	34.6	4.8	0.6	0.7	0.1	6.2
1.3.2 Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	1.1	0.1	2.4	0.0	0.0	2.5
Total	35.6	\$4.9	\$3.0	\$0.8	\$0.1	\$8.8

2.1 Foster and Coordinate a Healthy, Secure, Stable and Resilient Identifier Ecosystem

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

2.1.1 – Registration Data Services (RDS aka WHOIS)

Work related to enhancing and evolving Registration Directory Services (RDS aka WHOIS) aimed at promoting trust and confidence in the Internet for all stakeholders.

2.1.2 – Global Domains Division (GDD) Strategic Programs

Work related to Global Domains Division strategic programs in support of a healthy, secure, stable and resilient identifier ecosystem.

2.1.3 – PTI Operations

Work relating to operational responsibilities for maintaining registries for protocol parameters, IP numbers, Autonomous System numbers, and root zone changes. Maintenance of relationship with Internet Engineering Task Force (IETF), Internet Architecture Board, five RIRs and TLD operators.

2.1.4 – PTI Technical System Enhancements

Work to improve and develop software, tools and other discrete projects to improve delivery of the IANA services.

2.1.5 – Global Domains Division (GDD) Operations

Work to support the implementation and delivery of services to contracted parties by the Global Domains Division. This includes continuous improvement work for service design and delivery.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
2.1.1 Registration Directory Services (WHOIS)	1.4	0.2	0.0	0.4	0.0	0.6
2.1.2 Global Domains Division (GDD) Strategic Programs	5.1	1.0	0.2	0.1	0.0	1.2
2.1.3 PTI Operations	20.2	3.8	0.5	1.0	0.3	5.7
2.1.4 PTI Technical System Enhancements	2.3	0.5	0.0	0.1	0.0	0.6
2.1.5 Global Domains Division (GDD) Operations	39.3	5.8	0.2	2.3	0.3	8.5
Total	68.2	\$11.3	\$0.9	\$3.8	\$0.6	\$16.6

2.2 Proactively Plan for Changes in the Use of Unique Identifiers and Develop Technology Roadmaps to Help Guide ICANN Activities

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

2.2.1 – Security, Stability and Resiliency of Internet Identifiers

Work to observe, assess and improve the security, stability, and resiliency of the Internet’s Identifier systems. It includes a range of activities including risk awareness and preparedness, measurement and analysis of identifier system behaviors or performance, and cooperative outreach that emphasizes coordination, capability building, and knowledge transfer.

2.2.2 – Identifier Evolution

Work to support the evolution of the Internet’s system of unique identifiers through venues such as the IETF, DNS Operations, Analysis, and Research Center (DNS-OARC), World Wide Web Consortium (W3C), the RIRs and other relevant bodies.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
2.2.1 Security, Stability and Resiliency of Internet Identifiers	6.7	2.0	0.2	0.3	0.3	2.9
2.2.2 Identifier Evolution	9.1	2.4	0.5	0.5	0.6	4.0
Total	15.8	\$4.4	\$0.7	\$0.8	\$0.9	\$6.8

2.3 Support the Evolution of Domain Name Marketplace to be Robust, Stable and Trusted

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

2.3.1 – GDD Technical Services

Work to enhance systems, services and technical subject matter expertise related to a safe, secure and reliable operation of the DNS.

2.3.2 – New gTLD Program

Work to support all aspects of the New gTLD Program.

2.3.3 – Registrar Services

Work to support managing the contracts, defining new services and building a strong relationship with current and future registrar operators.

2.3.4 – Registry Services

Work to support managing the contracts, defining new services and building a strong relationship with current and future registry operators.

2.3.5 – Domain Name Services

Work to support the Domain Name Services and Industry Engagement team.

2.3.6 – Internationalized Domain Names and Universal Acceptance

Work to support the introduction and universal acceptance and adoption of Internationalized Domain Names.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
2.3.1 GDD Technical Services	4.0	1.0	0.0	0.2	0.0	1.2
2.3.2 New gTLD Program	-	2.0	0.5	2.8	0.3	5.6
2.3.3 Registrar Services	6.0	1.1	0.0	0.3	0.0	1.4
2.3.4 Registry Services	9.0	1.5	0.0	0.2	0.0	1.7
2.3.5 Domain Name Services	6.5	1.3	0.1	0.0	0.1	1.6
2.3.6 Internationalized Domain Names and Universal Acceptance	2.0	0.2	0.1	1.6	0.0	1.9
Total	27.4	\$7.1	\$0.9	\$5.1	\$0.4	\$13.4

3.1 Ensure ICANN's Long-Term Financial Accountability, Stability and Sustainability

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

3.1.1 – Internal Facing Operations

Work supporting the full range of internal-facing operations. It includes managing the ARR, Risk Management and all organizational improvement activities.

3.1.2 – Finance and Procurement

Work to deliver all Finance and Procurement functions for the entire organization, in all locations. This includes accounting, reporting and analysis, planning, tax, audit, procurement and sourcing.

3.1.3 – Strategic and Operating Planning

Work to review and update all ICANN's strategic and operating planning documents, as required by the Bylaws.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
3.1.1 Internal Facing Operations	10.5	2.1	0.3	0.7	0.2	3.3
3.1.2 Finance and Procurement	18.3	3.3	0.0	0.3	1.4	5.0
3.1.3 Strategic and Operating Planning	8.5	1.4	0.3	0.3	0.1	2.1
Total	37.2	\$6.8	\$0.6	\$1.3	\$1.6	\$10.3

3.2 Ensure Structured Coordination of ICANN’s Technical Resources

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

3.2.1 – IT Infrastructure, Cybersecurity Hardening and Control

Work to maintain performance of the systems supporting all ICANN operations.

3.2.2 – Root Systems Operations

Work to support the continued development of the root server system to ensure its ongoing security, stability, and resiliency as DNS technology and operations change over time. This includes maintaining relationships with the Root Server Operators, RSSAC and related stakeholders.

3.2.3 – IT Service Scaling and Product Management

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

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
3.2.1 IT Infrastructure, Cybersecurity Hardening and Control	21.4	3.8	0.2	0.9	3.4	8.2
3.2.2 Root Systems Operations	5.0	0.9	0.2	0.1	1.1	2.4
3.2.3 IT Service Scaling and Product Management	45.9	8.9	0.2	1.4	2.0	12.5
Total	72.2	\$13.6	\$0.6	\$2.5	\$6.5	\$23.1

3.3 Develop a Globally Diverse Culture of Knowledge and Expertise Available to ICANN's Board, Organization and Stakeholders

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

3.3.1 – People Management

Work to establish and develop the right mix of skills to accomplish critical business needs at both leadership and organization level. This includes talent acquisition, leadership development, team effectiveness, learning and skill development and organizational change management.

3.3.2 – Global Operations

Work to support the globalization of operations functions, such as Human Resources (HR) and Finance.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
3.3.1 People Management	13.1	2.3	0.0	0.3	0.3	2.9
3.3.2 Global Operations	13.2	3.0	0.6	0.3	6.3	10.3
Total	26.3	\$5.3	\$0.6	\$0.7	\$6.6	\$13.2

4.1 Encourage Engagement with the Existing Internet Governance Ecosystem at National, Regional and International Levels

In FY19, we will deliver work described in this portfolio of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolio

4.1.1 – Coordination of ICANN Participation in Internet Governance

Work coordinating ICANN's support for and participation in the Internet governance ecosystem and collaboration with other entities in the ecosystem on projects and initiatives of shared interest.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
4.1.1 Coordination of ICANN participation in Internet Governance	2.6	0.8	0.1	0.0	0.2	1.1
Total	2.6	\$0.8	\$0.1	\$0.0	\$0.2	\$1.1

4.2 Clarify the Role of Governments in ICANN and Work with them to Strengthen their Commitment to Supporting the Global Internet Ecosystem

In FY19, we will deliver work described in this portfolio of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolio

4.2.1 – Working with Governments and Intergovernmental Organizations

Work supporting the activities of the Governmental Advisory Committee and supporting outreach to increase participation in its work.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
4.2.1 Working with Governments and Intergovernmental Organizations	1.7	0.6	0.0	0.0	0.0	0.6
Total	1.7	\$0.6	\$0.0	\$0.0	\$0.0	\$0.6

4.3 Participate in the Evolution of a Global, Trusted, Inclusive Multistakeholder Internet Governance Ecosystem that Addresses Internet Issues

In FY19, we will deliver work described in this portfolio of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolio

4.3.1 – Support Internet Governance Ecosystem Advancement

Work within the Internet governance ecosystem to support evolution of multistakeholder distributed approaches.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
4.3.1 Support Internet Governance Ecosystem Advancement	4.0	1.1	0.1	0.3	0.0	1.5
Total	4.0	\$1.1	\$0.1	\$0.3	\$0.0	\$1.5

4.4 Promote Role Clarity and Establish Mechanisms to Increase Trust within the Ecosystem Rooted in the Public Interest

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

4.4.1 – Contractual Compliance and Safeguards

Work relating to the full set of Contractual Compliance activities, measurements and engagement. It also includes work done in cooperation with the Consumer Safeguards team.

4.4.2 – Contractual Compliance Function

Work to ensure compliance by registrars and registries with their contractual obligations to ICANN and to report back to the community.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
4.4.1 Contractual Compliance and Safeguards	2.4	0.8	0.0	0.0	0.0	0.9
4.4.2 Contractual Compliance Function	27.0	3.5	0.1	0.7	0.1	4.4
Total	29.4	\$4.4	\$0.1	\$0.7	\$0.1	\$5.3

5.1 Act as a Steward of the Public Interest

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

5.1.1 – Legal Support and Advice

Legal support for all functions at ICANN.

5.1.2 – Support ICANN Board

Work to support the ICANN and PTI Boards of Directors.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
5.1.1 Legal Support and Advice	9.6	2.6	0.0	0.8	0.1	3.5
5.1.2 Support ICANN Board	12.4	2.3	0.6	1.3	0.1	4.4
Total	22.0	\$4.9	\$0.7	\$2.1	\$0.2	\$7.9

5.2 Promote Ethics, Transparency and Accountability Across the ICANN Community

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

5.2.1 – Enhancing ICANN Accountability - WS2

Work relating to the CCWG-Accountability, which is able to produce recommendations that provide assurance that ICANN is accountable in the absence of its historical contractual relationship with the U.S. Government.

5.2.2 – Organizational Reviews

Work to conduct Organizational Reviews as required by the ICANN Bylaws. This includes all aspects of the review process, including project management and community engagement.

5.2.3 – Specific Reviews (Bylaws Article 4, Section 4.6)

Work to conduct Specific Reviews as required by the ICANN Bylaws. This includes all aspects of the review process, including project management and community engagement.

5.2.4 – Strategic Initiatives

Work to develop an Institutional Confidence Index (long-range) while assembling and refining Accountability-related Key Performance Indicators (KPIs), in line with the Accountability Framework proposed by One World Trust (short-range).

5.2.6 – Accountability and Transparency Mechanisms

Work to support compliance with ICANN's Accountability and Transparency Mechanisms framework.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
5.2.1 Enhancing ICANN Accountability - WS2	1.5	0.3	0.0	0.4	0.0	0.7
5.2.2 Organizational Reviews	1.2	0.2	0.0	0.4	0.0	0.6
5.2.3 Specific Reviews (Bylaws Article 4, Section 4.6)	3.7	0.6	0.3	0.4	0.1	1.4
5.2.4 Strategic Initiatives	5.9	1.7	0.1	0.6	0.0	2.4
5.2.5 Accountability and Transparency Mechanisms	2.8	0.8	0.0	0.3	0.1	1.1
Total	15.1	\$3.5	\$0.5	\$2.2	\$0.1	\$6.2

5.3 Empower Current and New Stakeholders to Fully Participate in ICANN Activities

In FY19, we will deliver work described in these portfolios of activities and projects. We will measure our success through the [Accountability Indicators](#) published on ICANN.org.

Portfolios

5.3.1 – Supporting Public Interest Initiatives

Work to broaden and support the multistakeholder model through initiatives related to strengthening diversity, supporting the public interest and human rights within ICANN’s remit.

5.3.2 – Supporting Stakeholder Participation

Work to broaden and support the multistakeholder model through the Fellowship Program, NextGen@ICANN, Newcomer Program and Community Onboarding.

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin & Capital	Total
5.3.1 Supporting Public Interest Initiatives	1.3	0.2	0.0	0.3	0.0	0.5
5.3.2 Supporting Stakeholder Participation	7.6	0.9	0.2	0.4	0.1	1.6
Total	8.8	\$1.1	\$0.2	\$0.7	\$0.1	\$2.1

Appendix A: FY19 Budget by Project

The FY19 Budget by Portfolio and Project document is linked from the ICANN's [financial web pages](#). The documents include the detail of the costs by category for each project, and the full-time equivalent number of allocated staff. They are provided in both PDF and Excel formats. The Excel includes both sets of information, the PDFs break it out into separate files.

- ⦿ FY19 Budget by Project
- ⦿ FY19 Budget by Portfolio

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