# FY15
# Draft Operating Plan and Budget

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# Introduction

This document sets forth ICANN's draft annual Operating Plan and Budget for FY15 (from 1 July 2014 to 30 June 2015). This draft will be submitted to public comment and may be modified as a result. The public comments and potential changes to this draft will be communicated to the Board Finance Committee and the Board along with the final Budget (including potential changes) submitted for Board approval.

Community feedback and input are a critical component of the accountability and transparency of the Multistakeholder model. The public comment process is the opportunity to provide feedback on the planning process and the content of this document, with specific and constructive input.

As a result of the previously received feedback, the Operating Plan and Budget includes:
- An introduction describing the highlights of FY15
- An overview of the budgeted resources and expenses, including comments on year-on-year variances by category and by function.
- A description of the activities of the organization planned for in FY15 for each portfolio. A list of selected projects included in each portfolio in FY15. Their associated budget amounts can be found in Appendix A.2

The amount of information provided is significant and is the result of a detailed planning by the organization during the weeks preceding the publication of this draft. This detailed amount of information requires on-going review, and ICANN expects that corrections or adjustments are identified routinely and could be reflected in the final version of this document.

The public comment process should also provide an opportunity to any reader to help this validation process by signaling to ICANN staff apparent or possible inconsistencies to ICANN staff. We appreciate the collective work towards permanent improvement of the quality of the information that ICANN publishes. Please provide feedback in the public comment response section of ICANN.org.

Beginning with the FY16 annual planning process, the Five-Year Strategic Plan will provide input into the annual planning process.  The graphic shows the expected annual planning cycle for FY16-20, at a high level.
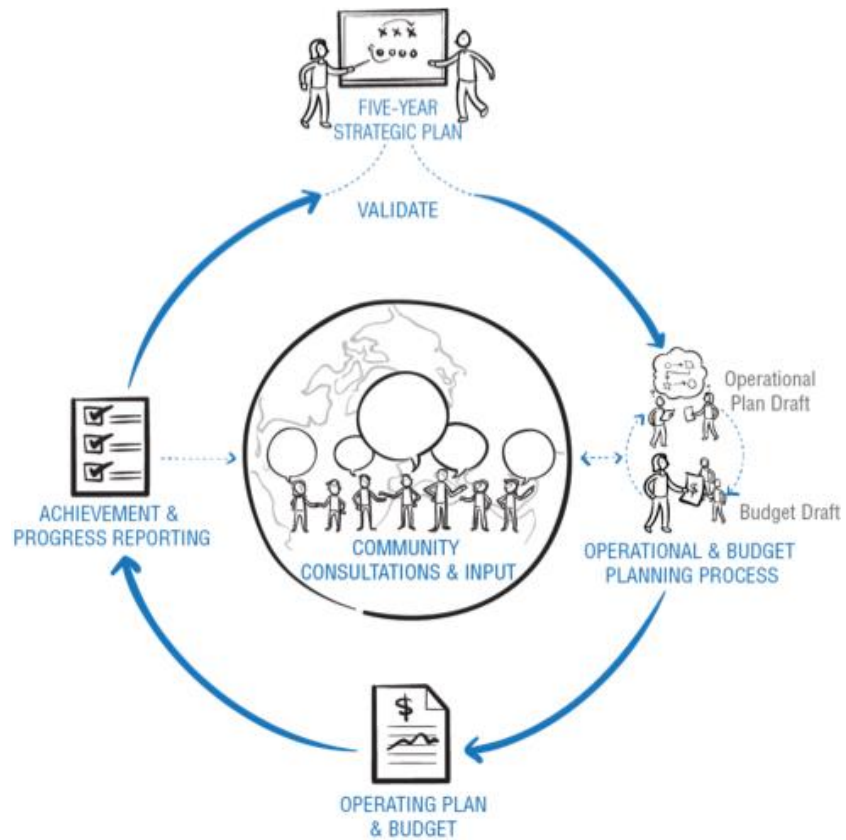
# 1. FY15 Highlights

ICANN is entering FY15 with as much focus on its accountability and transparency mechanisms as ever. With the significant amount of work that the organization has been facing in most areas, it has grown significantly over the past 2 years.

As a result, with the objective of maximizing efficiency and continuously improving operational performance during FY15, management will focus the organization on fully integrating the resources on-boarded by the end of June 2014, and stabilize the organization during FY15 and maximize efficiency, with limited growth in selective areas. Additionally, management will ensure that specific and targeted resource investments support the following activities:

- Manage the USG transition process
- Develop the gTLD service platform to accommodate the growing volume of activity
- Launch multi-year build-out of enterprise system architecture (IT front end and back end)
- Optimize the Contractual Compliance capabilities.

## 1.1. Revenues
### 1.1.1. Revenue Overview

| in millions, USD | FY15 Budget | FY14 Forecast | Incr/ (Decr) | % |
|---|---|---|---|---|
| **Existing TLDs** | | | | |
| **Registry** | $43.5 | $43.1 | $0.4 | 1.0% |
| **Registrar** | 34.9 | 34.5 | 0.4 | 1.2% |
| **RIR** | 0.8 | 0.8 | 0.0 | 0.0% |
| **ccTLD** | 2.1 | 2.4 | -0.3 | -12.5% |
| **IDN ccTLD** | 0.0 | 0.0 | 0.0 | 0.0% |
| **Meeting Sponsorships/other** | 1.5 | 1.6 | -0.1 | -6.3% |
| **Sub-total** | **82.9** | **82.4** | **0.5** | **0.5%** |
| **New gTLDs** | | | | |
| **Registry** | 27.7 | 2.5 | 25.2 | 1022.9% |
| **Registrar** | 3.4 | 0.2 | 3.2 | 1490.7% |
| **Sub-total** | **31.1** | **2.7** | **28.4** | **1060.4%** |
| **ICANN Ops Revenue** | **114.0** | **85.1** | **28.9** | **33.9%** |
| **New gTLD Application Fees** | **55.9** | **43.4** | **12.5** | **28.8%** |
| **Total Support and Revenue** | **$169.9** | **$128.5** | **$41.4** | **32.2%** |
| | | | | |
| **New gTLD breakdown** | **$31.1** | **$2.7** | **$28.4** | **1060.4%** |
| Registry fixed fee | 20.0 | 2.3 | 17.7 | 757.1% |
| Registry per transaction fee | 7.7 | 0.1 | 7.5 | 5731.6% |
| Registrar per transaction fee | 3.4 | 0.2 | 3.2 | 1490.7% |

**Commented [TSP1]:** Distribution of revenues by category changed. Total revenues did not change.
New gTLD breakdown added.

## 1.1.2. Revenue assumptions

- Historical gTLD revenue stream is consistent with current growth trend (+2% of registrations), leading to a 1% growth of revenues.

- New registries assumptions:

    - In the root by end of June 2014: 400

    - In the root by end of June 2015: 1200

    - 33 million registrations in FY15.

- Sponsorships/contributions

    - ccTLD: FY14 includes some FY13 contributions collected in FY14. Excluding those, the ccTLD contributions grow following the recent ccNSO contribution guidelines.

    - Meetings sponsorship lower due to 3 meetings in FY15 vs 4 meetings in FY14.

- New gTLD revenue continue to decrease as the evaluation work and spend decreases year on year.

# 1.2. Operating Expenses

### 1.2.1. ICANN Operations (excludes New gTLD program)
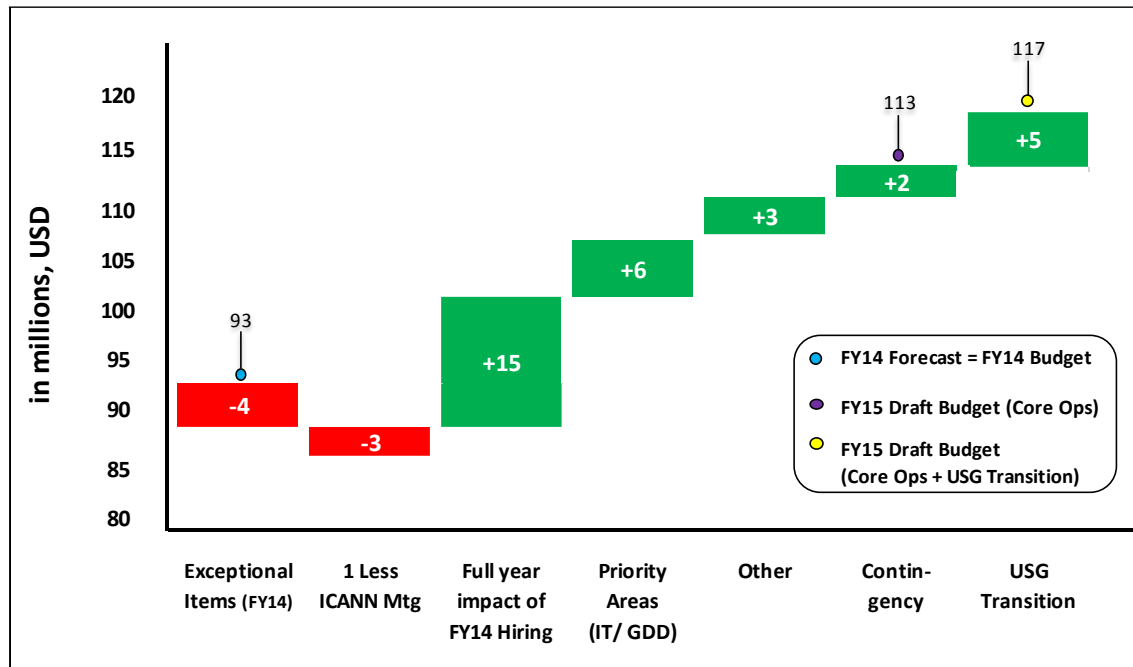


**Commented [TSP2]:** Total FY15 Operating Expenses changed from $118M to $117M due to rounding.
"Other" changed from $4M to $3M due to rounding.

See comments on each variance item on next page.

The operating expenses budget for ICANN Ops (excludes New gTLD) is $117M. This represents a $25M increase from the FY14 level of $93.

- Exceptional items - FY14 Strategy Panels and ATLAS II costs not included in FY15
- 1 Less ICANN meeting (3 in FY15 vs. 4 in FY14)
- Full year impact of FY14 hiring - Increase in personnel costs due to 120 employees hired in FY14 working a full year in FY15 vs. a partial year in FY14, plus increase/promotion assumption.

- Priority areas - GDD service platform, Enterprise system architecture, and Optimizing Contractual Compliance
- Other - Increase in depreciation due to capital investments (Salesforce, Digital Platform, website, etc.), decreased allocations to the New gTLD Program and all other variances.
- Contingency - Higher Contingency as a percentage of operating expenses
- USG Transition – transition of the IANA stewardship role of the U.S. Government.

## 1.3. Headcount - 3 Year Overview

The headcount of the organization is expected to grow at a slower pace towards a normalized level.  The headcount growth after June 2014 is concentrated in the areas listed in the FY15 Highlights section (page 6), while other areas have marginal hirings.
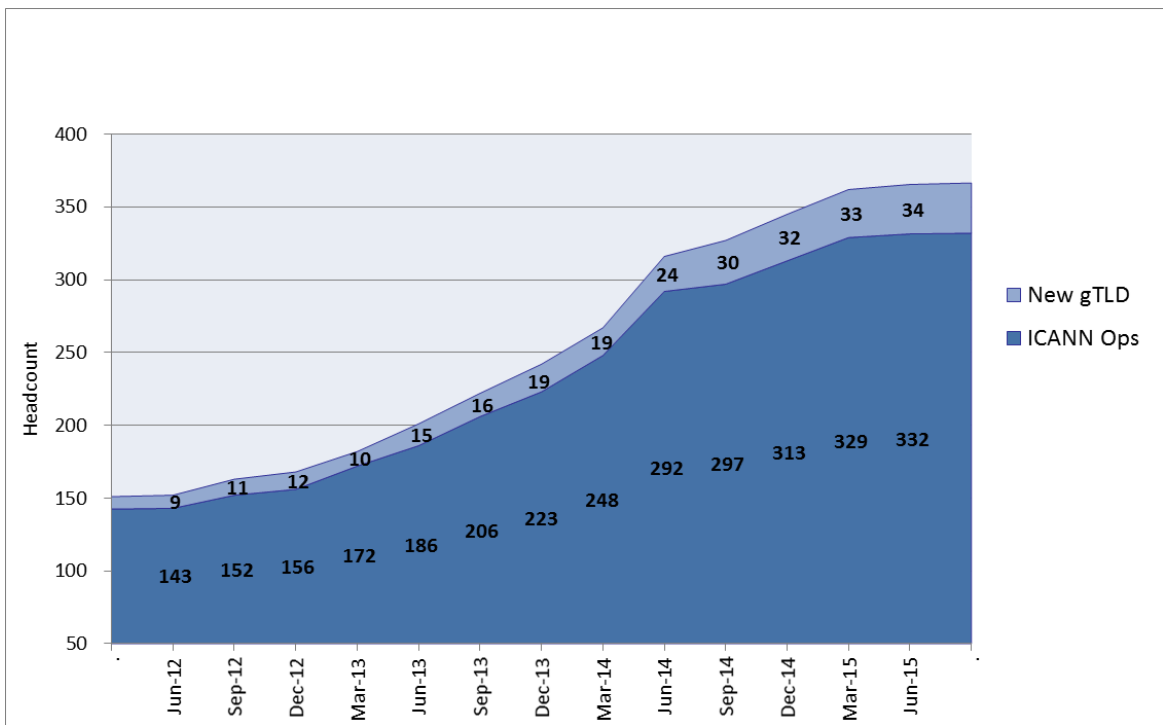
# 1.4. Statement of Activities

| in millions, USD | ICANN Ops | | | | | New gTLD Program | | | | | Total | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY 15 Budget | FY14 Forecast | Incr/ (Decr) | % | | FY 15 Budget | FY14 Forecast | Incr/ (Decr) | % | | FY 15 Budget | FY14 Forecast | Incr/ (Decr) | % |
| **TOTAL SUPPORT AND REVENUE** | 114.0 | 85.1 | 28.9 | 33.9% | | 55.9 | 43.4 | 12.5 | 28.8% | | 169.9 | 128.5 | 41.4 | 32.2% |
| **OPERATING EXPENSES** | | | | | | | | | | | | | | |
| Personnel | 52.6 | 36.0 | 16.5 | 45.9% | (a) | 9.3 | 8.5 | 0.8 | 9.4% | | 61.8 | 44.5 | 17.3 | 39.0% |
| Travel & Meetings | 14.7 | 15.0 | (0.3) | -2.1% | (b) | 1.1 | 2.1 | (1.0) | -48.7% | | 15.8 | 17.1 | (1.3) | -7.9% |
| Professional Services | 21.7 | 23.7 | (2.0) | -8.4% | (c) | 20.8 | 24.4 | (3.6) | -14.9% | | 42.4 | 48.0 | (5.6) | -11.7% |
| Administration | 14.7 | 12.9 | 1.8 | 14.0% | (d) | 2.2 | 1.5 | 0.8 | 51.6% | | 16.9 | 14.4 | 2.6 | 17.8% |
| Bad Debt Expenses | 0.5 | 0.5 | (0.0) | -4.2% | | 0.0 | 0.0 | 0.0 | 0.0% | | 0.5 | 0.5 | (0.0) | -4.2% |
| Depreciation Expenses | 6.3 | 3.8 | 2.5 | 64.1% | (e) | 0.0 | 0.0 | 0.0 | 0.0% | | 6.3 | 3.8 | 2.5 | 64.1% |
| Community Support Requests | 0.7 | 0.7 | (0.0) | -1.6% | | 0.0 | 0.0 | 0.0 | 0.0% | | 0.7 | 0.7 | (0.0) | -1.6% |
| Contingency | 6.0 | 0.0 | 6.0 | 0.0% | (f) | 0.0 | 0.0 | 0.0 | 0.0% | | 6.0 | 0.0 | 6.0 | 0.0% |
| **Operating Expenses** | 117.0 | 92.6 | 24.5 | 26.4% | | 33.4 | 36.5 | (3.1) | -8.5% | | 150.3 | 129.0 | 21.4 | 16.6% |
| **CHANGE IN NET ASSETS DUE TO OPERATING ACTIVITIES** | (3.1) | (7.5) | 4.4 | 58.9% | | 22.5 | 6.9 | 15.6 | 224.9% | | 19.5 | (0.5) | 20.1 | 3773.0% |
| Historical Development Costs | 5.8 | 5.6 | 0.2 | 3.8% | | (5.8) | (5.6) | (0.2) | 3.8% | | 0.0 | 0.0 | 0.0 | 0.0% |
| **CHANGE IN NET ASSETS** | $2.8 | ($1.8) | $4.6 | 250.3% | | $16.7 | $1.3 | $15.4 | $0.0 | | $19.5 | ($0.5) | $20.1 | 3773.0% |

> **Commented [TSP5]:** FY15 Operating expenses for ICANN Ops changed from $116.3M to $117.1M to correct calculation error.

a) Impact of 120 employees hired in FY14 working a full year in FY15 vs. a partial year in FY14, and FY15 hires
b) 3 ICANN meetings in FY15 vs. 4 in FY14 and no ATLAS II in FY15 partially offset by additional travel for new hires
c) No Strategy Panels in FY15 and reduced consulting costs due to more internal resources
d) Increase in facilities costs, primarily due to headcount increase and hub offices
e) Impact of FY14 capital investments (Salesforce.com, Digital Platform, website, etc.)
f) The FY14 contingency of $3.7M has been used on travel & meetings, professional services and administration and the costs appear in those respective lines

# 1.5. Capital Expenditures

| Description | Total | Comments |
|---|---|---|
| ⊟ Real Estate | $1.4 | |
| Leasehold Improvement | 1.2 | Includes mainly leasehold improvments in Hub offices |
| Office Furniture & Equipment | 0.1 | |
| ⊟ Strategic | 5.1 | |
| Business Applications | 2.6 | Includes the GDD Portal, Contractual Compliance SFDC implementation |
| Infrastructure Improvement | 1.2 | Includes Global data center expansion, IT/Security enhancements |
| Online Community Services | 1.2 | Includes website improvements (GDD, ICANN.org, SO/AC), collaboration tools |
| Audio / Visual Equipment | 0.1 | |
| ⊟ On-going replacements & improvements | 2.0 | |
| Business Applications | 0.2 | |
| Infrastructure Improvement | 1.5 | Includes mainly hardware/software purchases/replacements |
| Online Community Services | 0.3 | |
| Grand Total | $8.4 | |

# 1.6. Resource Utilization - ICANN Ops

| in millions, USD | [A] FY14 Exit runrate pro forma $ | [B] USG trans. +AOC +strat. agreements $ | [C] Other priority areas $ | Total $ | FY14 Forecast $ | Incr/ (Decr) vs. FY15 $ | % |
|---|---|---|---|---|---|---|---|
| **Support & Revenue** | **$114.0** | | | **$114.0** | **$85.1** | **$28.9** | **33.9%** |
| Strategic Reviews & Initiatives | $3.5 | $2.7 | | $6.2 | $6.6 | -$0.4 | -5.4% |
| Strategic Communications | $8.5 | $0.6 | | $9.1 | $7.6 | $1.5 | 20.2% |
| GSE/ Gov. Eng./ Public Resp. | $14.6 | $0.7 | | $15.8 | $12.1 | $3.7 | 30.7% |
| SO/AC Policy and Engagement | $5.7 | | | $5.7 | $5.6 | $0.1 | 1.7% |
| Governance support | $9.8 | $0.7 | | $10.5 | $8.7 | $1.8 | 21.3% |
| Operations | $25.2 | | | $25.2 | $24.6 | $0.6 | 2.6% |
| IT & Cyber Security | $12.9 | | $1.7 | $14.6 | $12.2 | $2.4 | 19.3% |
| Global Domains Division | $13.9 | | $3.8 | $17.7 | $13.2 | $4.5 | 34.1% |
| Contractual Compliance | $4.0 | | $0.2 | $4.2 | $3.8 | $0.5 | 12.4% |
| Other | $2.0 | | | $2.0 | -$1.7 | $3.7 | -216.5% |
| Contingency | $0.0 | | | $6.0 | $0.0 | $6.0 | n/a |
| **Total Operating Expenses** | **$100.6** | **$4.7** | **$5.8** | **$117.1** | **$92.6** | **$24.5** | **26.5%** |
| **Change in Net Assets** | **$13.4** | | | **-$3.1** | | | |
| **Cash from change in Net Assets** | **$20.2** | | | **$3.7** | | | |
| Capital Expenses | $7.9 | | $0.5 | $8.4 | | | |
| Contribution to Reserve Fund | $12.3 | | | -$4.7 | | | |
| **Net Cash from Operations** | **$0.0** | | | **$0.0** | | | |
| **YOY Revenue Growth %** | **33.9%** | | | | | | |
| **YOY Operating Expense Growth** | **8.7%** | | | | | | |

**Commented [TSP6]:** $1.7M transferred from Global Domains Division to IT & Cybersecurity for transfer of DNS Operations.

# 1.7. Risks and Opportunities to the FY15 Budget

<u>High/Medium/Low</u>
<u>Likelihood</u>

## Risks

| | |
|---|---|
| USG Transition: requires significant unbudgeted actions | Med |
| Revenue shortfall due to:<br>    slower ramp up of registries<br>    lower number of transactions per registry | <br>High<br>Med |
| Overspend: Functional budgets have little to no contingency | Med |

## Opportunities

| | |
|---|---|
| USG Transition: requires less work / costs less | Low |
| Revenue upside due to:<br>    Faster ramp up of registries<br>    Higher number of transactions per registry | <br>Low<br>Low |
| Lower spend based on delayed activities | Low |
| Effectiveness of costs saving actions | Med |

Risk: defined as the possibility of a lower revenue or higher cost / Opportunity is the opposite.
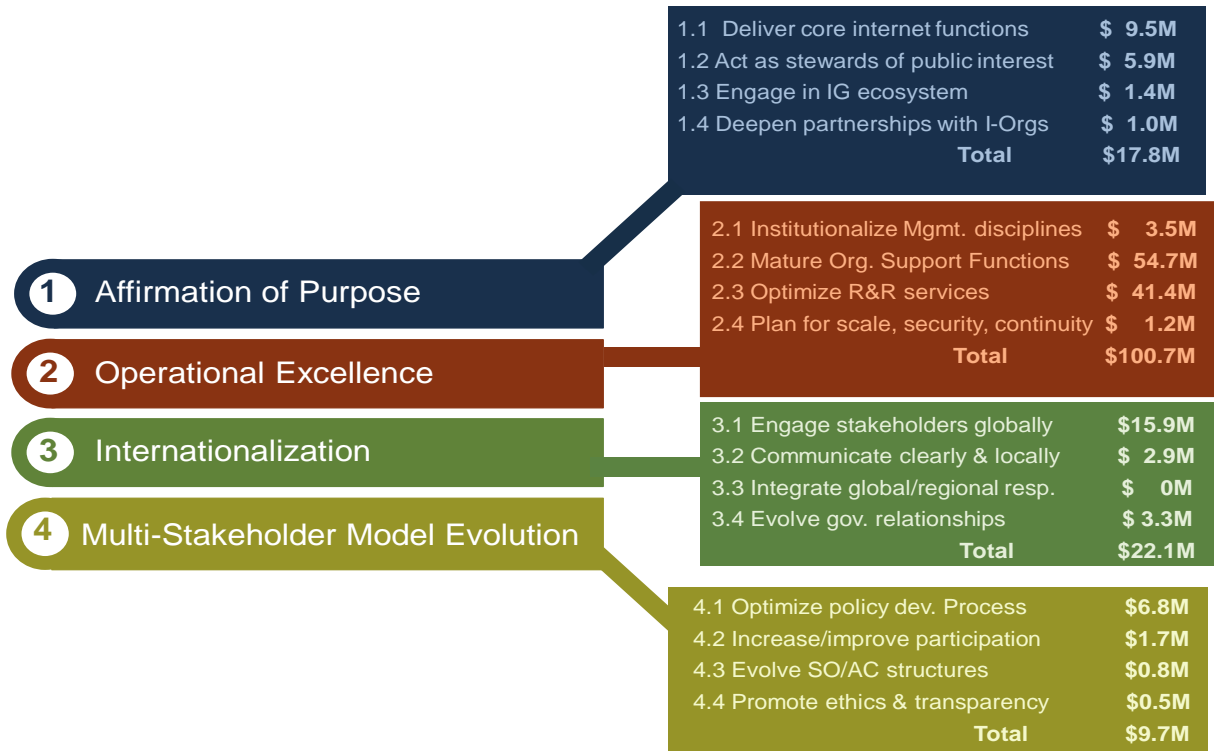
## 2. FY15 Operating plan

### Management System

Our framework for the Operating and Budget plan is based on the below structure. This allows to map all activities and resources back to our four main Objectives. The Operating Plan information in this document is organization on the basis of this structure.

- **4 Objectives-** these are core areas for us to deliver on, and remain unchanged at this level from FY14.
  - **16 Goals-** typically owned at the Global Leader level, the 16 goals also have defined Key Success Factors to help clarify what 'success' looks like.
    - **50 Portfolios**- within each goal is a set of Portfolios. Portfolios also have defined Key Success Factors (KSFs) and we actively measure Key Performance Indicators (KPIs) on a regular basis (depending on what is being measured).
      - **300 Projects (approximately)-** Projects should be viewed as somewhat fluid as this is very much an operational level for ICANN staff. The Budget gets assigned at a Project level. Selected Projects can be found within this document under the section for the Portfolio to which it has been assigned. Their associated budget amounts can be found in Appendix A.2.

# Strategic Objectives and Goals

| 1.1 Deliver core internet functions | $ 9.5M |
|---|---|
| 1.2 Act as stewards of public interest | $ 5.9M |
| 1.3 Engage in IG ecosystem | $ 1.4M |
| 1.4 Deepen partnerships with I-Orgs | $ 1.0M |
| **Total** | **$17.8M** |

**1** Affirmation of Purpose

| 2.1 Institutionalize Mgmt. disciplines | $ 3.5M |
|---|---|
| 2.2 Mature Org. Support Functions | $ 54.7M |
| 2.3 Optimize R&R services | $ 41.4M |
| 2.4 Plan for scale, security, continuity | $ 1.2M |
| **Total** | **$100.7M** |

**2** Operational Excellence

**3** Internationalization

| 3.1 Engage stakeholders globally | $15.9M |
|---|---|
| 3.2 Communicate clearly & locally | $ 2.9M |
| 3.3 Integrate global/regional resp. | $ 0M |
| 3.4 Evolve gov. relationships | $ 3.3M |
| **Total** | **$22.1M** |

**4** Multi-Stakeholder Model Evolution

| 4.1 Optimize policy dev. Process | $6.8M |
|---|---|
| 4.2 Increase/improve participation | $1.7M |
| 4.3 Evolve SO/AC structures | $0.8M |
| 4.4 Promote ethics & transparency | $0.5M |
| **Total** | **$9.7M** |

**Commented [TSP7]:** 1.2 Act as stewards of public interest changed from $6.0M to $5.9M
Total Affirmation of Purpose changed from $17.9 to $17.8
2.3 Optimize R&R services $41.3 changed to $41.4
4.4 Promote Ethics & transparency changed from $0.4M to $0.5M

## 1. OBJECTIVE: AFFIRMATION OF PURPOSE

**1.1 GOAL: DELIVER ON CORE INTERNET FUNCTIONS** by delivery of round-the-clock key (and usually technical) services essential to the functioning of the Internet.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Affirmation of Purpose | **1.1 Deliver core internet functions**<br><br>**Description:** To demonstrate that ICANN is performing core internet functions in a dependable, transparent and accountable manner. This involves delivery of round-the-clock key (and usually technical) services essential to the functioning of the Internet.<br><br>**Key Success Factor for this Goal:**<br>• Demonstrate that ICANN is performing core internet functions in a dependable, transparent and accountable manner<br><br>FY15 Draft Budget: $9.5M | 1.1.1 WHOIS core function/service & improvements | $1.1M |
| | | 1.1.2 Support identifier technology innovation | $0M |
| | | 1.1.3 IANA Operations | $2.6M |
| | | 1.1.4 Internationalized Domain Names (IDNs) | $1.4M |
| | | 1.1.5 Security Stability & Resiliency of Identifier System | $2.5M |
| | | 1.1.6 Root System | $1.7M |
| | | 1.1.7 DNS OPS / SSR | $0.2M |

1.1.1 The WHOIS core function/service & improvements Portfolio includes projects relating to the implementation of the Board-approved recommendations resulting from the first WHOIS Review called for under the Affirmation of Commitments (AoC).

1.1.2 IANA Operations Portfolio includes projects that will: (a) measuring and reporting the continuous improvement in delivery of the IANA functions; (b) enhancing the Root Zone Management (RZM) system and other tools used to deliver the IANA functions; and (c) continuing several DNSSEC initiatives to maintain the security and stability of the root.

1.1.3 Internationalized Domain Names (IDNs) Portfolio. This work enables development of variant management procedures for the root zone. The set of activities incorporates a high level of community involvement so that the results are informed by expertise from all regions. Study and consultation are designed to inform processes for creating a label generation rule set for the root zone, and help identify measures required to support a good user experience in the implementation of IDN variant TLDs.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 10537 | C.3.2 – Secure Systems Notification | This project is to operate and maintain a secure notification system capable of notifying all relevant stakeholders of discrete IANA functions of such events as outages, planned maintenance and new development. |
| 24950 | C.4.5 - Customer Service Survey 2014 | This is a project to develop and conduct the third annual IANA customer service survey about performance of the IANA functions. This is an annual project to identify areas for improvement based on customer feedback. |
| 26403 | Annual Review of Protocol Parameter Service | The 214 SLA requires an annual review of the Protocol Parameter Service by a third-party reviewer.  The review is an "audit" to make sure the protocol parameter requests are being processed according to the policies established. |
| 26501 | Root DNSSEC | Hold 4 key signing ceremonies per year; review and revise policy and procedures documents; select TCRs for each of the key ceremonies; update the scripts for the ceremonies, and other administrative tasks related to signing of the root zone. |
| 26550 | IANA FY15 Systrust Audits | Annual Systrust audits of DNSSEC and IANA systems by 3rd party. |
| 26551 | IANA Root Zone Key Rollover | This is an umbrella project to plan and execute a root zone key rollover in collaboration with NTIA and Verisign. |

1.1.4 The Root System Operations Portfolio related projects are aimed at: (a) increasing heterogeneity, scalability and resiliency in operation of the L-root server; (b) measuring, reporting and analyzing performance of L-root; and (c) planning and executing a table-top exercise with the Root Zone Partners (ICANN, NTIA and Verisign).

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26324 | IDN ccTLD Fast Track Ongoing Activities | IDN ccTLD Fast Track enables countries and territories that use languages based on scripts other than Latin to offer users domain names in non-Latin characters. This project deals with processing the IDN ccTLD Fast Track applications and related requests and managing internal processing tools and data. |

1.1.5 The Security Stability & Resiliency (SSR) of Identifier System Portfolio continues to focus on observing, assessing and influencing the SSR of the Internet's Identifier systems in close collaboration with other ICANN departments and the community. This will be achieved through a range of activities including risk awareness and preparedness, measurement and analysis of identifier system behaviors or performance, and cooperative outreach that emphasizes coordination, capability building, and knowledge transfer.

Supplying Ongoing Expertise: During FY15 the department will coordinate closely with the Global Stakeholder Engagement GSE team to contribute SSR subject matter expertise in ICANN's engagements with private sector, civil society, governments, and others, and to participate as delegates to OECD Working Party on Information Security and Privacy and Security Expert Groups, NGO representatives on Commonwealth Cybercrime Initiative committees, or similar roles that the GSE team recommends.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 20266 | Capability Building (FY14 - DNS Capability Training) | Providing capability training in coordination with GSE with the goal of improving the overall SSR of the Identifiers systems. FY15 will have a focus on developing remote training solutions and train the trainer programs whilst continuing to deliver in person training. |
| 20270 | Outreach (FY14 - Trust Based Collaboration) | Activities related to working with the community that entail providing Subject Matter Expertise (SME) resources. These include participation in panels, working groups, committees etc. They also include participation at events upon request from GSE, the ICANN Speaker bureau or others. |

1.1.6 Corporate Security - DNS Center of Excellence. During FY15, SSR staff will provide expertise to the DNS Security Center of Excellence (India) as needed in order to enable the growth of the centers' capabilities and eventually see return to the community in the form of research output and capacity building in the region. This will focus on "train the trainer" efforts, and aiding in defining research areas.

Capability Building. This area will build on the successful knowledge transfer programs that ICANN has developed and delivered to ccTLD operators, law enforcement, and staff, with the goal of identifying programs that will not only be delivered to current audiences but also used to reach out to new audiences.

During FY15, ICANN will take a complete inventory of existing capability building program content and methods of delivery, define with the community a desired/target inventory, perform a gap analysis, and develop missing elements to these programs.

In parallel, ICANN will classify programs as "canned" or "custom." ICANN will apply time, talent, and technology to render those programs identified as "canned" into forms that can be delivered digitally. The programs of this kind will generally teach fundamentals. The "custom" classification includes programs that involve transfers of "trade craft" which require more in person interaction.

**1.2 GOAL: ACT AS STEWARD OF THE PUBLIC INTEREST -** Emphasis on and demonstration of serving in the global public interest / public benefit in all aspects of the work of ICANN. As seen by clarifying and promoting an understanding of the public Interest, and developing and assessing "Guidance" for ICANN's stewardship.

1.2.1 The "Affirmation of Commitments (AoC) Reviews" Portfolio will include projects relating to: (a) conducting 3 Affirmation of Commitments reviews in conformance with the timelines in the Affirmation; (b) implementation of ATRT2 recommendations; (c) the implementation of Accountability Metrics and Benchmarks; (d) implementation of Board-adopted recommendations stemming from previous AoC reviews (i.e., Accountability and Transparency, SSR, and WHOIS); (e) development of a new model for Directory Services (WHOIS Expert Group); and (f) facilitation of the work of the Implementation Advisory Group for Competition, Consumer Trust and Consumer Choice in preparation for the future review mandated by the AoC.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26002 | Internet Governance | Follow-up work on Strategy Panel on Internet Gov. Ecosystem as appropriate or as |
| 26005/ 27000 | ICANN Globalization/ USG Transition | Support ICANN's role as convener of global stakeholders to develop a proposal to transition the current role played by NTIA in stewardship of the IANA functions. |

1.2.2 The Define, build a guidance framework & identify programs to meet public interest" Portfolio will include projects supporting the:  (a) creation of a framework for ICANN's bodies to assist them in assessing how their actions can be better aligned with the public interest; and (b) assessment of the public interest framework and its implementation; and (c) evaluation of recommendations from the Public Responsibility Panel.

**1.3 GOAL: ENGAGE IN THE INTERNET GOVERNANCE ECOSYSTEM** by participating in, and teaming and actively engaging with, the full spectrum of organizations involved in Internet Governance (IG). This will involve: (a) increasing the number of organizations with public recognition of roles and responsibilities in the IG ecosystem; (b) identifying, tracking and communicating to stakeholders relevant outputs of the five strategy panels; (c) contributing to ICANN's efforts on the evolution of the IG ecosystem and to the relevant areas of IG as undertaken by other organizations; and (d) identifying and operationalizing key areas relevant to ICANN's evolution in the IG ecosystem, including the Affirmation of Commitments.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Affirmation of Purpose | **1.3 Engage in the Internet Governance (IG) ecosystem**<br><br>**Description**- To participate in key IG dialogues, discussions, events, etc in a multi-stakeholder and bottom-up manner.<br><br>Key Success Factors for this Goal:<br>• Increase the number of organizations with public mutual recognition of roles and responsibilities with ICANN (in the IG ecosystem)<br>• Identify, track and communicate to efforts under this goal relevant parts of the strategy panels<br>• Contribute to ICANN's efforts on the evolution of the Internet governance ecosystem, and contribute to relevant areas of IG undertaken by other departments<br>• Identify and operationalize key areas relevant to ICANN's evolution in the Internet governance ecosystem, including the AoC<br><br>**FY15 Draft Budget: $1.4M** | 1.3.1. ICANN participation in Internet Governance meetings processes dialogues and other initiatives | $1.4M |
| | | 1.3.2. Support Internet Gov. Ecosystem advancement capital | $0M |

1.3.1 The "Coordination of ICANN participation in Internet Governance" Portfolio will include projects, that will focus on : (a) increasing coordination and collaboration among Internet technical community and I* organization leaders; (b) supporting 1Net; (c) defining and coordinating ICANN's role in IG ecosystem and participation in the Internet Governance Forum (IGF) and regional IGF events; (d) implementing strategic panel outputs; and (e) increasing or change in engagement level with defined targets.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26200 | ICANN Participation in Internet Governance Discussions | Project for activity under portfolio Coordination of ICANN Participation in Internet Governance |
| 26218 | FY 15 IGF participation and coordination | Coordination of the work to put together sessions and events at the IGF Istanbul Sept 1-8 |
| 26226 | Preserving Inclusive Internet Governance Ecosystem | Preserving Inclusive Internet Governance Ecosystem - Follow up to Panel Work and engagement in the Internet Governance ecosystem |

**1.4 GOAL: DEEPEN PARTNERSHIPS WITH INTERNET ORGANIZATIONS** by participating, teaming and actively engaging, usually publicly, with I* organizations.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Affirmation of Purpose | **1.4 Deepen partnerships with Internet organizations**<br><br>**Description:** To build stronger partnerships with Internet organizations<br><br>Key Success Factors for this Goal:<br>• Establish clarity on roles and responsibilities of Internet Organizations with in framework<br>• Establish (a) framework(s) for partnership<br><br>FY15 Draft Budget: $1.0M | 1.4.1 Build stronger partnerships with Internet organizations and initiatives | $1.0M |

1.4.1 The "Build stronger partnerships with Internet organizations and initiatives" Portfolio will consist of projects, such as: (a) establishing clarity on roles and responsibilities of Internet Organizations within a framework; (b) establishing a framework(s) for partnership; and (c) engaging regularly with Internet organizations on initiatives to strengthen ongoing relations and partnerships.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26146 | I* Engagement | Work on I* Engagement project |

## 2.0 OBJECTIVE: OPERATIONAL EXCELLENCE

**2.1 GOAL: INSTITUTIONALIZE MANAGEMENT DISCIPLINES** by developing and adopting management systems, processes and standards to increase management insight, control and efficiency. This will involve: (a) achieving management understanding and utilization of standardized systems and processes; (b) continued development and enhancement of the mechanisms that enable management to make timely and effective decisions; and (c) timely implementation/tracking of AoC recommendations, as directed by the Board.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|-----|------|-----------|--------------|
| Operational Excellence | **2.1 Institutionalize Management Disciplines**<br><br>**Description**- To develop and adopt management systems, processes and standards to bring clarity to decision making and ensure robust controls and increase efficiency.<br><br>Key Success Factors for this Goal:<br>• Management understands and utilizes standardized systems and processes<br>• Put in place the mechanisms to enable management to make timely and effective decisions<br>• Conduct timely implementation/tracking of AoC recommendations, as directed by the Board<br><br>FY15 Draft Budget: $3.5m | 2.1.1 Management Systems Mapping | $0M |
| | | 2.1.2 Strategic Initiatives | $3.3 M |
| | | 2.1.3 AoC Reviews Implementation | $0M |
| | | 2.1.4 Business Excellence via EFQM Standards | $0.2M |

2.1.1 The Management Systems Mapping Portfolio will include projects that will support the following activities: (1) standardizing and aligning management systems within ICANN to ensure linkage, consistency, and with effective use of resources; (2) creating and automating Executive Dashboard for business intelligence, organization visibility and risk mitigation; (3) improving performance evaluation system to motivate and drive excellence in management and staff performance; and (4) ensuring continued adoption and increased value-add of Portfolio management system.

2.1.2 The Strategic Initiatives Portfolio will include projects that will focus on: (a) supporting cross-Community efforts of the Strategy Panels in regards to ICANN's role in the future of internet governance; (b) facilitating the work of high-level panel (HLP) in promoting the Multistakeholder model; (c) advancing the support of the Multistakeholder model with tools, community discussion and reporting of activities and progress.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 20209 | Office of the CEO Management | Central coordinating point for activities related to the President and CEO's Office. |
| 26000 | Strategy Panel on Identifier Technology Innovation Follow-Up | Follow-up work on Strategy Panel on Identifier Technology Innovation as appropriate or as directed. |
| 26001 | Strategy Panel on Multi-stakeholder Innovation Follow-Up | Follow-up work on Strategy Panel on Multi-stakeholder Innovation as appropriate or as directed. |

2.1.3 The AOC Reviews Implementation Portfolio will include projects that support, and are associated with, implementation of the Board-approved recommendations from several review teams, in various stages of completion – ATRT2, SSR RT and WHOIS RT.

2.1.4 The "Business Excellence via European Foundation for Quality Management (EFQM) Standards" Portfolio will consist of projects to support: (a) executing on ICANN Business Excellence roadmap, including the refinement and documentation of operational processes and implementation of improvements; (b) completing the initial EFQM internal assessment on Operations; and (c) continuing to maintain the IANA EFQM processes.

**2.2 GOAL: MATURE ORGANIZATIONAL SUPPORT FUNCTIONS** by supporting functions so that they are operating in a standardized and harmonized manner, thereby increasing efficiency and the quality of output. This involves ensuring standard systems and processes that work across the organization in an integrated fashion and that quality services are delivered timely and effectively.

2.2.1 The "Support Enterprise Wide Systems" Portfolio will consist of projects to support: (a) implementing organizational system and process improvements to achieve and maintain service availability and delivery in accordance with published SLA's; (b) assessing support function system improvement requirements, determining restructuring roadmap, and implementing an initial phase of refinements; and (c) developing and implementing

infrastructure and applications to ensure proper system support for new gTLD growth & Community involvement.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26453 | IDS & Cyber Security Improvements | Intrusion Detection System & Cyber Security Improvements - |
| 26456 | GSE/Policy SFDC Implementation | GSE/Policy - Define, develop and implement contact management and communications management using Salesforce.com |
| 26461 | Risk Remediation - IT/Security | CyberSecurity focused activities - Bridging gaps identified from T3FY214 assessment against the SANS Institute framework |

2.2.2 DNS Internal Infrastructure deals with the ICANN's server infrastructure that supports the DNS Root Servers (L-root) and the number-to-name mapping in IPv4 and IPv6.

2.2.3 The Contractual Compliance Functions Portfolio includes: (a) the rollout and completion of the Contractual Compliance Year-3 Audit Program; (b) stabilization and evolution of the monitoring and enforcement of the agreements; (c) cross-functional training for scalability; (d) contributions to the policy support and working group effort; (e) the rollout and reporting on the new Registry Agreement Audit; and (f) migration of the compliance complaint management tool to the ICANN enterprise solution.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 25705 | Contractual Compliance New Registry Agreement Audit | To proactively identify deficiencies, manage the remediation process to ensure compliance with the New Registry Agreement, publish the audit report findings and provide an update to the community. |
| 25802 | Contractual Compliance Reporting & Outreach | To develop and deliver outreach activities related to community and contracted parties for information purposes, training or improvements. This project includes travel. |
| 25950 | Contractual Compliance System Improvements | To plan and implement system improvements as it relates to enhanced requirements, updates and process improvements in FY15.  Includes metric updates and reporting. |
| 25951 | Contractual Compliance Contract & Policy Work | To support and contribute to contract, Policy and working groups effort in FY15. |
| 25953 | Contractual Compliance Year-3 Audit Program | To proactively identify deficiencies and manage the remediation process to ensure compliance with contractual obligations. Year 3 audit program of 1/3rd of Registrars and "legacy" Registries. |
| 26021 | Contractual Compliance Risk & Audit Effort | To review and identify contract and policy related risks  and plan the audit approach and timeline in FY15. A proactive annual effort to ensure audits are delivering value to the community. |
| 26022 | Contractual Compliance on Stakeholder Relationship | To migrate the contractual compliance systems to the enterprise centralized solution in FY15. |
| 26027 | Contractual Compliance of Public Interest Commitments | To proactively enforce the PIC requirements in FY15. |

2.2.4 The Meetings Operations Portfolio will include projects to support ICANN's to work collaboratively with its Multistakeholder community to strengthen regional and global engagement in the ICANN processes. ICANN Public Meetings facilitate both face-to-face and remote interaction among a growing number of international participants.

Activities in support of the ICANN Public Meetings are:

- Conduct three ICANN Public Meetings in this fiscal year. Activities include site selection, contract negotiations, logistics planning and execution, development of the technical infrastructure, and sponsorship development and support.
- Focus on increasing the professionalism of ICANN Public Meetings through improved execution of audio-visual technology, simultaneous interpretation and scribing services, and remote connectivity.

Highlighted Projects:

| ID | Project Name | Project Description |
|----|-------------|---------------------|
| 25450 | ICANN 51 Los Angeles MEETING COSTS | ICANN 51 total meeting costs |
| 25451 | ICANN 52 AF (Tentative) MEETINGS COSTS | ICANN 52 total meeting costs |
| 25452 | ICANN 53 LAC (Tentative) MEETINGS COSTS | ICANN 53 total meeting costs |

2.2.5 The Legal internal support and Support ICANN Board Portfolio will include, among others, projects that will focus on: (a) maintaining a variety of tools to support the work of the Board, including a Board portal; (b) providing administrative and travel support for all Board members for three workshops, three ICANN Public Meetings, and as required for regularly scheduled Board meetings or appearances; (c) providing administrative support to all Board committees; (d) effectively manage the Board calendar, including regular tracking of the work of the full Board and Board committees; (e) supporting the Board of Directors in its work to assess Board skills and provide a variety of training options for directors; and (f) supporting the implementation of ATRT2 recommendations approved by the Board.

| ID | Project Name | Project Description |
|---|---|---|
| 25891 | FY15 - Board Meeting and Board Workshop Coordination and Substantive Support - (Combination of 21902, 21900& 21551) Not to include travel support | Coordination and execution - FY15 Board Workshop, Board Regular and Telephonic meetings |
| 26051 | FY15 - Board Travel and Expense Report Processing Administrative Support for All ICANN and Non-ICANN Events | Coordination of all Board travel costs both domestic and international (ICANN Meetings, Board Workshops and Non-ICANN Events) - including airfare, lodging, meals and incidentals. |

2.2.6 The Support Function Operations Portfolio will include projects that will help: (a) advance support functions globally with proper controls and effective processes; (b) adopt and implement HR Business Partner approach to partner with management in organization development and change management; and continue to develop and implement HR development programs to ensure hiring/retaining the best, motivate and advance staff, and to ensure succession; (c) advance financial reporting, budget and forecast processes, accounting service efficiencies, procurement controls, and cost management initiatives to ensure the effective use of organization assets while maintaining/increasing quality; (d) implement the meeting strategy as approved and adopted by the Community; and (e) review and model HR practice and compliance to best practices, develop improvement plan, and implement phase for the year

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 22153 | FY14 Operations Executive Department Activities | Various department recurring management tasks; manage budget, administrative tasks, trimester goals, halogen; ADP; etc. |
| 23401 | New gTLD Allocation and Direct Costs | Allocation of ICANN shared services for New gTLD program and reimbursement of direct costs paid by ICANN Ops on behalf of New gTLD. |
| 25709 | FY15 HR Operations Ongoing Activities | HR Operation Services department ongoing activities focusing on efficiency improvements, controls, compliance, analytics, reporting, and business excellence advancements. |
| 26024 | Finance Operations | Finance department ongoing activities focusing on efficiency improvements, controls, compliance, analytics, reporting, and business excellence advancements |
| 26053 | FY15 On-going Operations Leadership | Global Operations leadership & hub operation management ongoing activities |
| 26138 | Administrative Operations - Engagement Offices | Administer the ongoing operations of the Engagement Offices. |
| 26142 | Administrative Services - Hub Offices | Administer the ongoing operations of the Hub Offices. |
| 26147 | HR Development | HR Development department activities focusing on organization and staff development, coaching and training, HR business partner services, and succession planning. |
| 26149 | Travel Support for ICANN 51 - Los Angeles | Support community travelers to ICANN 51 |
| 26150 | Travel Support for ICANN 52 | Support community travelers to ICANN 52 |
| 26151 | Travel Support for ICANN 53 | Support community travelers to ICANN 53 |

**2.3 GOAL: OPTIMIZE gTLD SERVICES** by establishing a DNS Industry service delivery capability, including relationship management for participants in the DNS value chain. This involves standardizing systems and processes that work across the organization in an integrated fashion and quality services are delivered timely and effectively.



| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Operational Excellence | **2.3 Optimize gTLD Services**<br><br>**Description-** To establish DNS Industry service delivery capability including relationship management for participats in DNS value chain.<br><br>Key Success Factor for this Goal:<br>• Define and implement the right services that find acceptance with the targeted stakeholders<br><br>FY15 Draft Budget:$41.4M | 2.3.1 GDD Services | $9.4M |
| | | 2.3.2 GDD Customer Service | $0M |
| | | 2.3.3 GDD Operations | $1.6M |
| | | 2.3.4 New gTLD Program | $29.5M |
| | | 2.3.5 Outreach and Relationship Management with Existing and New Registry, Registrar Community | $0.7M |

2.3.1 The GDD Services Portfolio will include, among others, projects that will support: (a) managing the definition, delivery and ongoing support for GDD services and service enhancements in response to global stakeholder needs: (b) DNS engagement and training on GDD services with stakeholders via events, in person and online training sessions; and (c) timely deployment of new services measured against FY15 target dates.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 19104 | Universal Acceptance of TLDs | Work with software vendors and other related parties to evangelize about the dynamicity of the root zone and the need to have the proper tools to account for it. |
| 24952 | DNS Services Operationalization | Define, design, develop, deploy and operate DNS Registry and Registrar services to optimize for ICANN as a whole.  The improvements for operation could be achieved through process, people, and technology.<br>Cross-functional Core team to lead the project:  GDD Ops, IT, On-line Services and DNS Engagement Services. |
| 25250 | CCT Metrics Research & Reporting | This project implements collection, analysis, and presentation of information in response to the GNSO/ALAC recommended metrics to inform the anticipated AOC review of the New gTLD Program. |

2.3.2 The GDD Customer Services Portfolio will include projects to: (a) define a forward-looking, global customer strategy to support all participants in the DNS value chain; (b) optimize ongoing delivery of customer service to New gTLD applicants; and (c) develop the operational capabilities, tools and procedures to support the strategic direction as defined for GDD Customer Service.

2.3.3 The "GDD Operations" Portfolio will include projects to help: (a) identify, define and implement services delivery capabilities that process requests for service in a timely, dependable and predictable manner; (b) complete EBERO program implementation to protect registrants from a Registry failure; and (c) ensure that the Trademark Clearinghouse is accessible and functional for trademark holders, as well as registries and registrars.

2.3.4 The New gTLD Program Portfolio will include projects to support the: (a) continuing execution of New gTLD Program processes and activities in a timely, fair, and transparent manner with existing resources; (b) automation to enhance efficiency in the execution of Program processes; (c) continued enhancement of reporting mechanisms in order to provide clear and transparent status updates on application-specific, as well as overall program, progress.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 10856 | Pre-Delegation Testing Operational Readiness | Develop and launch New gTLD Pre-delegation testing system and processes. Each applicant will be required to complete pre-delegation technical testing as a prerequisite to delegation in the root zone. This requirement is defined in Applicant Guidebook Book (AGB) Module 5.2. ICANN must establish the pre-delegation testing capability and capacity in a time to begin pre-delegation testing (PDT) immediately upon receiving the first request. |
| 20210 | On-Going Operation of Extended Evaluation | Conduct Extended Evaluation of New gTLD Applications that completed Initial Evaluation and requested to proceed to EE. This project follows the planning project called "Operational Planning for Extended Evaluation." |
| 20217 | FY14 Contracting Operations | Maintain continuing process of contracting with gTLD registries: new and renew. |
| 20221 | gTLD FY14 gTLD Auctions Operations | Conduct auctions for competing gTLD strings as required. This project follows the "Auction Operational Readiness" Project which develops the auction system. |
| 20234 | gTLD FY14 Community Priority Evaluation (CPE) Operations | On going operations for Community Priority Evaluation (CPE) |
| 20248 | TMCH Operational Management | Plan and prepare to start Trademark Clearinghouse operations to support the New gTLD program |
| 20252 | EBERO Operational Readiness | Plan and prepare for EBERO Operation |
| 23400 | gTLD Team | This is to capture the time/budget for the team. |
| 24850 | EBERO Operational Management | Ongoing activities to support the EBERO program |

2.3.5 The Outreach and relationship management with existing and new registry, registrar community, Portfolio, will include projects to: (a) the enhance a solid, professional relationship with contracted parties; (b) help ensure

a consistent and more precise understanding of the community's needs as well as ICANN's requirements; (c) help maintain frequent and regular contact with the registrar and registry communities, including regular teleconferences, open sessions at ICANN Public Meetings, and targeted outreach campaigns to serve specific needs such as training or community cross communications.

**2.4 GOAL: PLAN FOR SCALE, SECURITY, CONTINUITY** by assuring of the long-term growth and continuity of ICANN by mitigating risk and planning for the future. This involves developing, communicating and maintaining continuity plans to mitigate risk and ensure organizational scalability.

| | OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|---|
| | Operational Excellence | **2.4 Plan for Scale, Security, Continuity**<br><br>**Description-** To ensure long-term growth and continuity through risk mitigation and forward planning.<br><br>Key Success Factor for this Goal:<br>• Develop, communicate and maintain continuity plans to mitigate risk and ensure organizational scalability<br><br>FY15 Draft Budget: $1.2M | 2.4.1 Enterprise Risk Management (ERM) | $1.2M |
| | | | 2.4.2 Business Continuity | $0M |

2.4.1 The Enterprise Risk Management (ERM) Portfolio will include projects to help: (a) leverage ERM tool to properly track all mitigation activities against Key Success Factors (KSF), Key Performance Indicators (KPIs) for new gTLD Risks and DNS Risks; and (b) establish and communicate a staff succession plan, Emergency Response Plan and Business Continuity Plan.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 25554 | ICANN Insurance Renewal | Includes primarily the cost of the risk insurance policy premium for the entire organization plus the cost of the internal resources dedicated to risk evaluation, insurance coverage assessment, and insurance policy management. |

2.4.2 The "Business Continuity" Portfolio work will consist of: (a) defining and measuring Service Level Agreements (SLAs) metrics to ensure the continued efficiency of critical services and implement proper response for improvement; and (b) establishing continuity plans across the organization, and (c) short, medium and long term Financials security through Operating and Reserve Funds and the monitoring of forecasted revenues and expenses versus budget.

# 3 OBJECTIVE: INTERNATIONALIZATION

**3.1 GOAL: ENGAGE STAKEHOLDERS GLOBALLY** through iterative dialogue, joint work and communications with stakeholders, working holistically and strategically to expand and diversify participation of stakeholders from around the world to strengthen ICANN.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Internationalization | **3.1 Engage Stakeholders Globally**<br><br>**Description**- To foster engagement with stakeholders worldwide, through iterative, two-way dialogue and expand/diversify stakeholder participation across ICANN.<br><br>Key Success Factor for this Goal:<br>• Expand and diversify participation of stakeholders from around the world to strengthen ICANN<br><br>FY15 Draft Budget: $15.9M | 3.1.1 Engage Stakeholders Regionally | $9.1M |
| | | 3.1.2 Digital Engagement | $2.9M |
| | | 3.1.3 Global Stakeholder Engagement Planning | $1.1M |
| | | 3.1.4 Language Services | $2.9M |

3.1.1 The Portfolio "Engage Stakeholders Regionally" projects aim to expand and diversify participation of stakeholders for each region and in certain functional areas (business engagement, security & technical community engagement); this portfolio contains the regional engagement strategies and ICANN's activities with the community on global engagement in the regions.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 25704 | FY15 Ongoing Regional Engagement - Middle East | Engagement projects and activities in the Middle East including year-2 implementation of the Middle East regional strategy |
| 25800 | FY15 Ongoing Regional Engagement - Asia | Project covers ongoing regional engagement activities in the Asia region (including activities with the Beijing Engagement Office, Singapore Hub office, regional partners in support of the Asia-Pacific Regional Engagement Strategy) |
| 26203 | FY 15 Ongoing Engagement Russia/CIS | Ongoing engagement activities for Russia/CIS region |
| 26204 | FY 15 Global Security/Technical Community Engagement | Ongoing engagement with global security and technical community on ICANN; facilitate Tech Day at ICANN meetings and engagement from security and technical community in ICANN efforts. |
| 26205 | FY 15 Ongoing Engagement North America | Ongoing engagement with stakeholders in North America for GSE |
| 26206 | FY 15 Ongoing Engagement Africa | Project for ongoing engagement activities for GSE in Africa. |
| 26207 | FY 15 Ongoing Engagement Latin America & Caribbean | Ongoing GSE regional engagement activities for Latin America & the Caribbean |
| 26208 | FY 15 Ongoing Engagement Europe | Ongoing Engagement Activities for GSE in Europe |
| 26209 | FY 15 Ongoing Engagement Oceania | Project for ongoing GSE engagement with Australia & Pacific Islands stakeholders |
| 26212 | FY 15 Ongoing Global Business Engagement | Global business engagement in support of ICANN's mission; encouraging greater participation and new participants; improving effectiveness of existing business stakeholders |

3.1.2 Projects within the Digital Engagement Portfolio will help: (a) improve ICANN's digital presence with tools to meet needs of people seeking information or alternative ways to engage with ICANN; (b) provide collaborative mechanisms to support enhanced global participation; and (c) provide comprehensive tracking and analytics.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26113 | ICANN.org | Iterate enhancements to the www.icann.org website |
| 26116 | ICANN Labs: ICANN Online Multilingual Support | Proof-of-concept to test potential long-term solutions for translation management and internationalization |
| 26120 | SO/AC Sites | Support 3 initiatives for SO/AC website development |
| 26122 | Community Working Group Collaboration Tools | Work with the community to define, source, test, and deploy improved collaboration tools to support the day-to-day efforts of the ICANN working groups. |

3.1.3 The Global Stakeholder Engagement Planning portfolio work covers: (a) the overall global stakeholder engagement plan; (b) delivery of an Engagement Interface within the ICANN website; (c) overall management and coordination of the Global Stakeholder Engagement team; and (d) coordination of those activities that are cross-regional and cross-functional involving GSE senior leaders.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26210 | FY 15 GSE Operations | Project to cover operations planning, budgeting meetings, team coordination, leadership training and other team operations. |
| 26211 | FY 15 Global Engagement Activities | Project covers engagement coordinated at the GSE Exec level (cross-regional/cross-functional initiatives and partnerships) |

3.1.4 The Language Services Portfolio includes work toward an aggressive two---year strategy to enhance its multilingual programs, including: (a) to make information about ICANN and its work accessible to those who speak languages other than English in ways that enhance participation in and the effectiveness of the Multistakeholder model; and (b) to make ICANN more effective as a global organization. The strategy will included the following components: (a0 providing simultaneous interpretation in the six UN languages for major ICANN Public Meeting plenary sessions and GAC sessions, as well as select AC/SO teleconferences; (b) developing

the staff structure necessary to ensure the highest level of accuracy of translated documents; and (c) developing five abridged versions of the English ICANN website, focusing on the core elements.

**3.2 GOAL: COMMUNICATE EFFECTIVELY WITH STAKEHOLDERS** to effect growth and diversification of the level of communications to demonstrate ICANN's relevance in distinct geographies and for target audiences.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Internationalization | **3.2 Communicate Effectively with Stakeholders**<br><br>**Description-** To communicate with stakeholders and the community in an open, transparent way that promotes collaboration through a consensus-led approach.<br><br>Key Success Factor for this Goal:<br>• Growth and diversification of communications activity to demonstrate ICANN's role in distinct geographies and for target audiences<br><br>FY15 Draft Budget: $2.9M | 3.2.1 Raise awareness of ICANN worldwide | $2.9M |
| | | 3.2.2 Raising Awareness of IANA Functions, Performance & Reporting | $0M |

3.2.1 The FY15 "Raising Awareness of ICANN Worldwide" Portfolio aims to: (a) increase awareness and the positive opinion of ICANN amongst target stakeholders; (b) provide clarity on how ICANN's global strategy interconnects with regional strategies and other initiatives throughout ICANN; and (c) create and implement global campaigns to raise awareness of ICANN and key IG issues.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 25605 | FY15 new gTLD communications- ongoing | All communication and public relations related activities related to the new gTLD program (Creation of materials, on-going communication support for announcement, communications event/campaign). |

3.2.2 The FY15 Raising Awareness of IANA Functions, Performance & Reporting Portfolio projects are aimed at: (a) creating on-line materials to better explain the IANA functions to the general public; and (b) tracking, and responding to as necessary, press articles and blogs about the IANA functions as well as the proposals for stewardship transition.

**3.3 GOAL: INTEGRATE GLOBAL AND REGIONAL RESPONSIBILITIES** internationally through the alignment of people and resources with regional and geography-based plans that will establish a rapid and dynamic two-way information flow between the regional and global functions by ensuring appropriate resource allocation to regional offices that optimizes alignment and integration of matrix responsibilities.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Internationalization | **3.3 Integrate Global and Regional Responsibilities**<br><br>**Description-** to align people and resources with regional and location-based plans to help ensure two-way information flow between global and local/regional activities.<br><br>Key Success Factors for this Goal:<br>• Establish rapid and dynamic two-way information flow between regional and global functions<br>• Ensure appropriate resource allocation to regional offices<br>• Optimize alignment and integration of matrix responsibilities<br><br>FY15 Draft Budget: $0M | 3.3.1 Global matrix development | $0M |
| | | 3.3.2 Hub and engagement offices (strategy and planning) | $0M |
| | | 3.3.3 Internal Communications | $0M |

Portfolios under this goal are under review.

**3.4 GOAL: EVOLVE GOVERNMENT RELATIONSHIPS** by deepening and strengthening the ongoing dialogue with governments and International governmental organizations (IGOs) to increase support for ICANN; and also increasing the number of governments, IGOs, International organizations (IOs) and regional governmental organizations that recognize and accept the role of ICANN.

3.4.1 The Engagement with Governments and IGOs Portfolio aims to strengthen existing relationships, create new relationships, and diversify the aspect of governments with which ICANN engages.  The projects in this Portfolio will help initiate increased work with the country missions to the UN and the national participants in the IGOs in New York and Geneva through increased staff dedication and targeted activities, including briefings for the attaches and mission staff in coordination with the information being delivered in the national capitals by the regional engagement teams.

3.4.2 The Support GAC Engagement Portfolio encompasses activity to support GAC activity in the ICANN Multistakeholder model, as well as specific staff work in alignment with the ATRT2 recommendations and requests from the GAC Chair and Secretariat working in collaboration with the GAC government engagement working group (an internal working group that the GAC created in order to develop engagement strategies in coordination with GSE staff).

# 4.0 OBJECTIVE: MULTISTAKEHOLDER MODEL EVOLUTION

**4.1 GOAL: OPTIMIZE POLICY DEVELOPMENT PROCESS.** Progress toward achieving this goal in FY15 includes stabilizing processes, support and resources to make policy development efforts more effective and productive, with stronger levels of staff support and broader community commitment to reaching consensus, and collectively producing more effective and implementable policy outputs. Such progress will be enabled by strengthening and promoting participation of all stakeholders interested in policy development, policy-related and other advisory processes and improving the predictability of policy development, policy related and other advisory processes; along with improving the implementation of policies and advice.

| OBJ | GOAL | PORTFOLIO | Draft Budget |
|---|---|---|---|
| Multi-Stakeholder Model Evolution | **4.1 Optimize Policy Development Process**<br><br>**Description-** To strengthen policy development process with stronger levels of consensus, with more visibility on outcomes.<br><br>Key Success Factors for this Goal:<br>• Enable, strengthen and promote participation of all stakeholders interested in the policy development, policy related and advisory processes<br>• Improve predictability of policy development, and policy related advisory processes<br>• Improve implementability of policies and advice<br><br>FY15 Draft Budget: $6.8M | 4.1.1 Enable Stakeholder Collaboration, Communication & Engagement | $1.9M |
| | | 4.1.2 Support policy development, policy related and advisory activities | $4.9M |

4.1.1 The "Enable Stakeholder Collaboration, Communication & Engagement" Portfolio will include strengthening the cooperation and participation in policy development, policy related and other advisory activities among Supporting Organizations, Advisory Committees, their component organizations and other interested stakeholders.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 17200 | Digital Engagement Project | New digital engagement tools and services are to enable community involvement across a continuum of stakeholders |
| 25904 | SO-AC Engagement Program Management - FY15 | Tasks and activities intended to improve and promote community engagement with ICANN Supporting Organizations and Advisory Committees |
| 25905 | SO-AC Toolkit Support - FY15 | Tasks and activities intended to improve and promote community engagement with ICANN Supporting Organizations and Advisory Committees |
| 25909 | SO-AC Communications - FY15 | Effective and regular communications are critical to improved community collaboration and engagement.  This project identifies a number of specific "task" activities that support the development and management of a number of core communications tools made available to the community. |
| 27450 | FY15 SO/AC Additional Budget Requests | The dedicated part of the overall ICANN annual budget that is set aside to take into account specific requests from the community for activities that are not already included in the recurring ICANN budget. |

4.1.2 The "Strengthen co-operation and participation in policy development, policy related and advisory activities among SO/ACs and other interested stakeholders" Portfolio will consist of, among other things, efforts to: (a) enable, strengthen and promote participation of all stakeholders interested in the policy development, policy related and advisory processes; (b) improve predictability of policy development, policy related and advisory processes; and (c) improve implementation of policies and advice.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 25910 | Policy - General Management Administration - FY15 | Administration and management of all core internal management processes and liaison efforts for department (e.g., finance, HR, etc.)  This project is budget home for all general Policy Team Admin expenses. |

**4.2 GOAL: INCREASE AND IMPROVE GLOBAL PARTICIPATION.**  Progress toward achieving this goal in FY15 will include efforts to grow the numbers of participants in the work of ICANN and in the depth of their involvement.

4.2.1 The Advanced Media Tools for Outreach and Participation (labs, new icann.org, etc.) Portfolio projects will (a) involve increasing numbers, diversity and pathways for engagement by participants interested in ICANN's activities and events; (b) include the development and roll-out of Advanced Media Tools for Outreach and Participation (labs, new icann.org, etc.); (c) include the deployment of new collaboration platforms consisting of (i) deploying Community Participation & Engagement Programs & Services; (ii) engaging with a number of working groups and participants including their affiliations; and (c) assessing availability and quality of participation and engagement programs and services.

4.2.2 The Deploy Collaboration Platform (platform for sharing) Portfolio will consist in working closely across several ICANN teams (IT, online services, communications, GSE) to ensure that the right platforms are created and implemented to provide modern effective community engagement.

4.2.3 The "Deploy Community Participation & Engagement Program and Services" Portfolio work will consist of, among other things, efforts to support and expand resources made available to help the various ICANN communities to perform their work effectively and efficiently.

Highlighted Projects:

| ID | Project Name | Project Description |
|---|---|---|
| 26055 | Fellowship Program | Management and coordination of the ICANN Fellowship program (includes Fellowship application and selection process) |

**4.3 GOAL: EVOLVE SO/AC STRUCTURES** by preparing for and enabling of the development of new and improved policy structures to reflect and support the evolving stakeholder environment. This will involve: (a) establishing a framework for evolving the SO/AC structure to increase inclusion and efficiencies / effectiveness that will

establish a mechanism for participation, reputation, while improving ease; (b) engagement to ensure legitimizing the Multistakeholder model; and (c) improving the mechanism for participation and representation, while improving ease of engagement to ensure legitimizing Multistakeholder model.

4.3.1.The "Evolving Multistakeholder Model" Portfolio will include projects that will help: (a) identify and operationalize key areas relevant to ICANN's evolution as a Multistakeholder organization, including with the Internet governance ecosystem, including the AoC; and (b) ensure incubator capabilities for initiatives relevant to the strategic objectives of ICANN, the evolution of the Multistakeholder model and ICANN's responsibilities therein, and it's longer term strategy to serve the community within its mission and scope.

4.3.2 The Advancing Multistakeholder model Innovation Portfolio will include work to develop and manage process for educating and promoting ICANN's Multistakeholder model as the preferred and only method of successful Internet Governance.

4.3.3 The Organizational Reviews Portfolio includes work to: (a) support the Board Structural Improvements Committee (SIC) in its activities; and (b) monitor the conduct of organizational reviews mandated by ICANN's Bylaws.  (The reviews are on a five-year cycle and if FY15 are scheduled to include: GNSO, NomCom, RSSAC, SSAC and ALAC.)

**4.4 GOAL: PROMOTE ETHICS AND TRANSPARENCY** by making ICANN a more respected organization with an improved reputation in the area of ethics. This involves reviewing, improving and promoting existing Accountability and Transparency mechanisms and ensuring the observance of a clearly defined ethical framework.

4.4.1 The Conflicts of Interest & Organizational Ethics Portfolio work will continue with projects focusing on: (a) improvement and promoting awareness of ICANN's ethical framework; (b) the revision of existing documentation; and (c) the creation of new documentation regarding the ethical framework.

4.4.2 The Conflict of Interest Management Portfolio will include work that, among other things, will: (a) help ensure the maintenance of robust conflicts of interest policies for staff, Board and contractors; (b) help ensure compliance with the conflicts of interest policies; (c) involve regular posting and updating summaries of Officer and Board member conflicts of interest disclosure statements; and (d) include the annual posting of the Conflict of Interest Compliance and Enforcement Report.

4.4.3 Board Accountability and Transparency Portfolio work will include, among other things: (a) posting in a timely fashion Board related materials, including agendas, Board briefing materials, resolutions and rationales, preliminary reports and minutes; (b) consideration and implementation of Board-approved ATRT2 recommendations relating to Board accountability and transparency; and (c) consideration of results stemming from the "Enhancing ICANN Accountability" process.

4.4.4 The Bylaws-mandated accountability and transparency mechanisms Portfolio work will, among other things, include: (a) continuing to promote awareness of the Bylaws-mandated accountability mechanisms; (b) posting of requests and results of those requests under the existing Reconsideration and Independent Review mechanisms; (c) posting the independently audited financial statements each year;  (d) posting the budget as called for in the budget; (e) implementation of any Board-approved ATRT2 recommendations relating to Bylaws-mandated accountability and transparency mechanisms; and (f) consideration of applicable results stemming from the "Enhancing ICANN Accountability" process.

# 3. New gTLD Program* Multi-year View

## 3.1. New gTLD Financial Summary

| ICANN (NgTLD) APRIL 2014 | FINANCIAL SUMMARY | | $ in Millions |
|---|---|---|---|
| | FULL PROGRAM | | |
| | Current Estimate (Apr 2014) | Prior Estimate (June 2013) | Incr/(Decr) |
| Total Application Fees | -$361.8 | -$363.3 | |
| Less: Total Refunds | 51.0 | 52.0 | |
| **Net Application Fees** | **-310.8** | **-311.3** | **-0.5** |
| | | | |
| **Expenses** | | | |
| Evaluation Costs | 136.6 | 130.5 | 6.2 |
| Overheads | 54.3 | 41.4 | 12.9 |
| Historical Development Costs | 32.5 | 32.5 | 0.0 |
| **Total Operating Expenses** | **223.4** | **204.3** | **19.1** |
| | | | |
| **Remaining Balance** | **-$87.4** | **-$107.0** | **$19.7** |

**VARIANCE EXPLANATIONS**

**Application Fees**          **-$1.6**
RSTEP for Extended Evaluation no longer going to occur (-$3.0M); Application Evaluation Fees (+$1.5M).

**Refunds**          **-$1.0**
Total projected withdrawals 625 vs. 646 budgeted.

**Evaluation Costs**          **$6.2**
(i) Program Administration - higher mainly due to EBERO costs, surveys and reviews and legal professional services fees (+$18.6M).

(ii) Extended Evaluations - lower number of applications going through extended evaluation and RSTEP no longer going to occur (-$4.6M).
(iii) Pre-delegation - internalized contracting process (-$3.9M).
(iv) Objection Processes - evaluation costs came in lower than projected (-$3.6M).
(v) Initial Evaluation - lower costs incurred due to favorable contract
(vi) All others (-$1.3M).

**Overhead**          **$12.9**
Additional costs due to extended duration of the program. Allocation for ICANN staff support (+$11.5M); New gTLD team (+$2.2M); Other overhead (+$3.5M); partially offset by Legal Prof Srvcs previously budgeted under overhead moved to Program Admin (-$4.3M).

**\*All information is related to the current round of the New gTLD Program (2012-2017)**

| EXPENSES | | | REVENUE | | |
|---|---|---|---|---|---|
| Current Estimate (Apr 2014) | Prior Estimate (June 2013) | Incr/(Decr) | Current Estimate (Apr 2014) | Prior Estimate (June 2013) | Incr/(Decr) |
| FY12 $5.6 | $5.6 | $0.0 | $0.0 | $0.0 | $0.0 |
| FY13 93.8 | 101.0 | -7.3 | -157.9 | -162.5 | -4.6 |
| FY14 43.7 | 73.6 | -29.9 | -43.4 | -112.1 | -68.7 |
| FY15 37.8 | 24.1 | 13.7 | -55.9 | -36.7 | 19.2 |
| FY16 25.6 | 0.0 | 25.6 | -36.6 | 0.0 | 36.6 |
| FY17 11.9 | 0.0 | 11.9 | -17.0 | 0.0 | 17.0 |
| Beyond FY17 5.0 | 0.0 | 5.0 | 0.0 | 0.0 | 0.0 |
| Full Program $223.4 | $204.3 | $19.1 | -$310.8 | -$311.3 | -$0.5 |

**VARIANCE EXPLANATIONS**

**Expenses \*** $19.1
ICANN Staff Allocation (+$11.6M); gTLD Team (+$2.2M); Other Overhead (+$3.5M);

**Revenue** -$0.5
Extended Evaluation Fees (-$3.0M) for RSTEP; offset by Refunds (+$1.0M); New gTLD Applicant

\* Detailed explanation of expenses provided in the following pages

## 3.2. New gTLD Program* Multi-year View

| 1930 Applications | | Statement of Activities by Fiscal Year | | | | | | | Statement of Activities for Full Program (Apr 2014) |
|---|---|---|---|---|---|---|---|---|---|
| | FY12 Actual | FY13 Actual | FY14 Forecast | FY15 Forecast | FY16 Forecast | FY17 Forecast | Beyond FY17 Forecast | | |
| **Application Fees** | | | | | | | | | |
| New gTLD Applicant Fees | | (166,846) | (57,831) | (65,065) | (51,641) | (19,651) | | | (361,034) |
| ICANN Applicant Support Contributions | | - | (138) | - | - | - | | | (138) |
| Auction Proceeds | | - | - | - | - | - | | | - |
| Additional Fees | | - | - | (600) | - | - | | | (600) |
| Refunds | | 8,936 | 14,580 | 9,774 | 15,056 | 2,654 | | | 51,000 |
| *Revenue (Net of Refunds)* | $ - | $ (157,909) | $ (43,390) | $ (55,891) | $ (36,585) | $ (16,997) | | | $ (310,772) |
| **Operating Expenses** | | | | | | | | | |
| **Direct Costs** | | | | | | | | | |
| Initial Evaluation | 3,172 | 57,491 | 6,287 | - | - | - | | | 66,950 |
| Extended Evaluation | - | - | 1,577 | 630 | - | - | | | 2,207 |
| Quality Control | - | 7,100 | 2,121 | - | - | - | | | 9,222 |
| String Contentions | - | - | 360 | 900 | 525 | - | | | 1,785 |
| Objection Processes | 39 | 3,550 | 512 | - | - | - | | | 4,102 |
| Pre-delegation | - | 124 | 4,675 | 7,491 | 6,881 | 1,149 | | | 20,319 |
| Program Administration | 450 | 2,347 | 5,820 | 10,206 | 4,794 | 3,436 | 5,000 | | 32,053 |
| **Indirect/Overhead** | | | | | | | | | |
| gTLD Team | 689 | 1,827 | 3,870 | 4,454 | 2,277 | 1,509 | | | 14,628 |
| ICANN Staff Allocation | 1,137 | 5,725 | 9,789 | 8,389 | 6,270 | 3,022 | | | 34,333 |
| Other Overhead | 107 | 228 | 1,441 | 1,370 | 1,143 | 1,053 | | | 5,342 |
| *Total Operating Expenses* | $ 5,594 | $ 78,394 | $ 36,452 | $ 33,440 | $ 21,889 | $ 10,170 | $ 5,000 | | $ 190,939 |
| | | | | | | | | | |
| Investment (Income)/Loss | | 811 | (2,215) | (500) | - | - | | | (1,904) |
| Investment Management Fees | - | 14 | 337 | 222 | - | - | | | 573 |
| Historical Development Costs | - | 15,396 | 5,625 | 5,837 | 3,821 | 1,775 | | | 32,454 |
| Risk Costs | 281 | 1,068 | 609 | - | - | - | | | 1,957 |
| *Total Other Income/(Expense)* | $ 281 | $ 17,289 | $ 4,356 | $ 5,559 | $ 3,821 | $ 1,775 | $ - | | $ 33,080 |
| *Change in Net Remaining Funds* | $ 5,874 | $ (62,227) | $ (2,582) | $ (16,892) | $ (10,875) | $ (5,052) | $ 5,000 | | $ (86,754) |

**\*All information is related to the current round of the New gTLD Program (2012-2017)**

# 3.3. New gTLD Program* – Revenue Variance Analysis

| Prior Estimate (June 2013) Revenue/Application Fees | -$311.3 | |
|---|---|---|
| | | |
| **Variances - Incr/(Decr):** | | |
| | | |
| **New gTLD Applicant Fees** | 1.5 | Application Evaluation Fees. |
| | | |
| **Additional Evaluation Fees** | -3.1 | RSTEP process no longer going to occur. |
| | | |
| **Refunds** | 1.0 | Total projected withdrawals 625 vs. 646. |
| | | |
| Current Estimate (April 2014) | -$310.8 | |

**\*All information is related to the current round of the New gTLD Program (2012-2017)**

# 3.4. New gTLD Program* – Operating Expenses Variance Analysis

| Prior Estimate (June 2013) | | |
|---|---|---|
| Operating Expenses | $171.8 | |

**Variances - Incr/(Decr):**

| | | |
|---|---|---|
| **Initial Evaluation** | -3.5 | Due to favorable contract negotiations. Geographic Names (-$4.6M), Background Screening (-$2.0M), DNS Stability (-$.3M); offset by additional costs incurred due to change request for Fin/Tech/Ops Panel (+$3.2M) and Registry Services (+$.3M). |
| **Extended Evaluation** | -4.6 | RSTEP no longer going to transpire (-$3.0M) and lower number of applications going through extended evaluation (-$1.6M). |
| **Quality Control** | -0.6 | Lower costs due to favorable contract negotiations. |
| **String Contentions** | -0.6 | Lower costs due to favorable contract negotiations. |
| **Objection Processes** | -3.6 | Actual costs came in lower than projected. |
| **Pre-Delegation** | -3.9 | Lower professional services costs for contracting due to internalized contracting efforts by New gTLD team. |
| **Program Administration** | 18.6 | EBERO (+$8.3M), CCT Metrics (+$2.8M), COI Management (+$2.0M), Professional Services (+$1.7M), Legal Professional Services (+$1.5M), Communications (+$1.5M), Review of Application Guidebook (+$.5M), and all others (+$.3M). |
| **gTLD Team** | 2.2 | Continued support needed for the in FY16 and FY17 due to extended duration of the New gTLD Program. |
| **ICANN Staff Allocation** | 11.6 | Allocation for ICANN staff increased due to additional support needed for the New gTLD program.<br>(i) FY14, $9.8M vs. $9.9M (-$0.1M)<br>(ii) FY15, $8.4M vs. $6.0M (+$2.4M)<br>(iii) FY16, $6.3M<br>(iv) FY17, $3.0M |
| **Other Overhead** | 3.5 | Depreciation (+$3.2M); All other i.e. travel, etc. (+$.3M). |
| Current Estimate (April 2014) | $190.9 | |

**\*All information is related to the current round of the New gTLD Program (2012-2017)**

# Appendix

## A.1: FY15 Draft Budget by Portfolio and Cost Category

| FY15 Objective | FY15 Goal | FY15 Portfolio | Person nel | Travel & Mtgs | Prof. Svcs. | Admin | Other* | Draft Budget |
|---|---|---|---|---|---|---|---|---|
| 1 - Affirmation of Purpose | 1.1 Deliver Core Internet Functions | 1.1.1 WHOIS core function/ service & improvements | 0.3 | 0.0 | 0.8 | 0.0 | 0.0 | 1.1 |
| | | 1.1.3 IANA Operations | 1.5 | 0.2 | 0.8 | 0.0 | 0.0 | 2.6 |
| | | 1.1.4 Internationalized Domain Names (IDNs) | 0.4 | 0.3 | 0.7 | 0.0 | 0.0 | 1.4 |
| | | 1.1.5 Security, Stability & Resiliency Identifier System | 1.8 | 0.3 | 0.1 | 0.3 | 0.0 | 2.5 |
| | | 1.1.6 Root System Operation | 0.9 | 0.2 | 0.5 | 0.2 | 0.0 | 1.7 |
| | | 1.1.7 DNS Ops/ SSR | 0.0 | 0.0 | 0.0 | 0.2 | 0.0 | 0.2 |
| | **1.1 Deliver Core Internet Functions Total** | | **4.8** | **1.0** | **3.0** | **0.7** | **0.0** | **9.5** |
| | 1.2 Act as Steward of the Public Interest | 1.2.1 Affirmation of Commitment Reviews | 1.7 | 0.9 | 3.4 | 0.0 | 0.0 | 5.9 |
| | **1.2 Act as Steward of the Public Interest Total** | | **1.7** | **0.9** | **3.4** | **0.0** | **0.0** | **5.9** |
| | 1.3 Engage in the Internet Governance Ecosystem | 1.3.1 Coordination of ICANN participation in Internet Governance meetings, processes, dialogues and other initiatives | 0.9 | 0.4 | 0.0 | 0.1 | 0.0 | 1.4 |
| | **1.3 Engage in the Internet Governance Ecosystem Total** | | **0.9** | **0.4** | **0.0** | **0.1** | **0.0** | **1.4** |
| | 1.4 Deepen Partnerships with Internet Organizations | 1.4.1 Build stronger partnerships with Internet organizations and initiatives | 0.5 | 0.0 | 0.5 | 0.0 | 0.0 | 1.0 |
| | **1.4 Deepen Partnerships with Internet Organizations Total** | | **0.5** | **0.0** | **0.5** | **0.0** | **0.0** | **1.0** |
| **1 - Affirmation of Purpose Total** | | | **8.0** | **2.3** | **6.8** | **0.8** | **0.0** | **17.8** |
| 2 - Operations Excellence | 2.1 Institutionalize Management Disciplines | 2.1.2 Strategic Initiatives | 1.7 | 0.8 | 0.7 | 0.1 | 0.0 | 3.3 |
| | | 2.1.4 Business Excellence via EFQM Standards | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 |
| | **2.1 Institutionalize Management Disciplines Total** | | **1.9** | **0.8** | **0.7** | **0.1** | **0.0** | **3.5** |
| | 2.2 Mature Organizational Support Functions | 2.2.1 IT Infrastructure | 4.9 | 0.2 | 1.1 | 4.3 | 0.0 | 10.5 |
| | | 2.2.2 DNS internal infrastructure | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 |
| | | 2.2.3 Contractual Compliance Functions | 2.8 | 0.1 | 0.0 | 1.2 | 0.0 | 4.2 |
| | | 2.2.4 Meetings Ops | 1.1 | 4.9 | 3.1 | 0.9 | 0.0 | 10.0 |
| | | 2.2.5 Legal Internal Support | 3.8 | 1.0 | 2.1 | 0.1 | 0.0 | 7.0 |
| | | 2.2.6 Support Function Operations | 7.5 | 2.5 | 0.8 | 6.7 | 4.4 | 21.9 |
| | | 2.2.7 Support ICANN Board | 0.4 | 0.0 | 0.1 | 0.0 | 0.0 | 0.5 |
| | | 2.2.8 Legal Advisory Function | 0.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.6 |
| | **2.2 Mature Organizational Support Functions Total** | | **21.1** | **8.7** | **7.2** | **13.3** | **4.4** | **54.7** |
| | 2.3 Optimize gTLD Services | 2.3.1 GDD Services | 4.0 | 0.4 | 5.0 | 0.0 | 0.0 | 9.4 |
| | | 2.3.2 GDD Customer Service | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | 2.3.3 GDD Operations | 1.5 | 0.0 | 0.1 | 0.0 | 0.0 | 1.6 |
| | | 2.3.4 New gTLD Program | 9.5 | 0.9 | 16.9 | 2.3 | 0.0 | 29.5 |
| | | 2.3.5 Outreach and relationship management with existing and new Registry, Registrar community | 0.5 | 0.2 | 0.0 | 0.0 | 0.0 | 0.7 |
| | **2.3 Optimize gTLD Services Total** | | **15.4** | **1.5** | **22.1** | **2.3** | **0.0** | **41.4** |
| | 2.4 Plan for Scale, Security, Continuity | 2.4.1 Enterprise Risk Management (ERM) | 0.5 | 0.0 | 0.0 | 0.7 | 0.0 | 1.2 |
| | **2.4 Plan for Scale, Security, Continuity Total** | | **0.5** | **0.0** | **0.0** | **0.7** | **0.0** | **1.2** |
| **2 - Operations Excellence Total** | | | **38.9** | **11.0** | **30.1** | **16.3** | **4.4** | **100.7** |

**\* includes depreciation, bad debt, contingency, and allocations to New gtld program**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **3 - Internationalization** | 3.1 Engage Stakeholders Globally | 3.1.1 Engage Stakeholders Regionally | 5.3 | 1.5 | 0.9 | 1.4 | 0.0 | 9.1 |
| | | 3.1.2 Digital Engagement | 2.1 | 0.1 | 0.7 | 0.0 | 0.0 | 2.9 |
| | | 3.1.3 Global Stakeholder Engagement Planning | 0.9 | 0.2 | 0.0 | 0.0 | 0.0 | 1.1 |
| | | 3.1.4 Language Services | 0.7 | 0.2 | 1.9 | 0.2 | 0.0 | 2.9 |
| | **3.1 Engage Stakeholders Globally Total** | | **8.9** | **1.9** | **3.5** | **1.6** | **0.0** | **15.9** |
| | 3.2 Communicate Effectively with Stakeholders | 3.2.1 Raising Awareness of ICANN Worldwide | 2.1 | 0.2 | 0.5 | 0.1 | 0.0 | 2.9 |
| | **3.2 Communicate Effectively with Stakeholders Total** | | **2.1** | **0.2** | **0.5** | **0.1** | **0.0** | **2.9** |
| | 3.3 Integrate Global and Regional Responsibilities | 3.3.1 Global matrix development | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | 3.3.2 Hub and engagement offices (strategy and planning) | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | | 3.3.3 Internal Communications | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | **3.3 Integrate Global and Regional Responsibilities Total** | | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** | **0.0** |
| | 3.4 Evolve Government Relationships | 3.4.1 Engagement with Government IGOs | 1.4 | 0.5 | 0.9 | 0.4 | 0.0 | 3.2 |
| | | 3.4.2 Support GAC engagement | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 |
| | **3.4 Evolve Government Relationships Total** | | **1.5** | **0.5** | **0.9** | **0.4** | **0.0** | **3.3** |
| **3 - Internationalization Total** | | | **12.6** | **2.6** | **4.9** | **2.1** | **0.0** | **22.1** |
| **4 - Multi-Stakeholder Model Evolution** | 4.1 Optimize Policy Development Process | 4.1.1 Enable Stakeholder Collaboration, Communication & Engagement | 1.1 | 0.7 | 0.2 | 0.0 | 0.0 | 1.9 |
| | | 4.1.2 Support policy development, policy related and advisory activities | 4.0 | 0.5 | 0.3 | 0.1 | 0.0 | 4.9 |
| | **4.1 Optimize Policy Development Process Total** | | **5.0** | **1.2** | **0.5** | **0.1** | **0.0** | **6.8** |
| | 4.2 Increase and Improve Global Participation | 4.2.1 Advanced Media Tools for Outreach and Participation | 0.6 | 0.1 | 0.2 | 0.0 | 0.0 | 0.9 |
| | | 4.2.3 Deploy Community Participation & Engagement Programs & Services | 0.6 | 0.1 | 0.2 | 0.0 | 0.0 | 0.8 |
| | **4.2 Increase and Improve Global Participation Total** | | **1.2** | **0.1** | **0.4** | **0.0** | **0.0** | **1.7** |
| | 4.3 Evolve SO/AC Structures | 4.3.1 Evolving Multi-Stakeholder Model | 0.3 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| | | 4.3.3 Organizational Reviews | 0.2 | 0.0 | 0.1 | 0.0 | 0.0 | 0.4 |
| | **4.3 Evolve SO/AC Structures Total** | | **0.6** | **0.0** | **0.2** | **0.0** | **0.0** | **0.8** |
| | 4.4 Promote Ethics and Transparency | 4.4.1 Conflicts of Interest and Organizational Ethics | 0.3 | 0.1 | 0.1 | 0.1 | 0.0 | 0.4 |
| | | 4.4.4 Bylaws-mandated Accountability and Transparency Mechanism | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | **4.4 Promote Ethics and Transparency Total** | | **0.3** | **0.1** | **0.1** | **0.1** | **0.0** | **0.5** |
| **4 - Multi-Stakeholder Model Evolution Total** | | | **7.0** | **1.4** | **1.1** | **0.2** | **0.0** | **9.7** |
| **Total FY15 Draft Budget** | | | **66.5** | **17.2** | **42.8** | **19.4** | **4.4** | **150.3** |

**Commented [TSP8]:** 3.3 Integrate Global and Regional Responsibilities Total line changed from $3.3M to $0.0M (typographic error).

# A.2: Selected FY15 Projects by Portfolio

| Objective | Goal | Portfolio | Project ID | Project Name | FY15 Draft Budget |
|---|---|---|---|---|---|
| 1 - Affirmation of Purpose | 1.1 Deliver Core Internet Functions | 1.1.1 WHOIS core function/ service & improvements | All Others | All Others | 1.1 |
| | | **1.1.1 WHOIS core function/ service & improvements Total** | | | **1.1** |
| | | 1.1.2 Support identifier technology innovation | All Others | All Others | 0.0 |
| | | **1.1.2 Support identifier technology innovation Total** | | | **0.0** |
| | | 1.1.3 IANA Operations | 10537 | C.3.2 – Secure Systems Notification | 0.1 |
| | | | 24950 | C.4.5 - Customer Service Survey 2014 | 0.0 |
| | | | 26403 | Annual Review of Protocol Parameter Service | 0.2 |
| | | | 26501 | Root DNSSEC | 0.2 |
| | | | 26550 | IANA FY15 Systrust Audits | 0.4 |
| | | | 26551 | IANA Root Zone Key Rollover | 0.5 |
| | | | All Others | All Others | 1.1 |
| | | **1.1.3 IANA Operations Total** | | | **2.6** |
| | | 1.1.4 Internationalized Domain Names (IDNs) | 26324 | IDN ccTLD Fast Track Ongoing Activities FY15 | 0.3 |
| | | | All Others | All Others | 1.0 |
| | | **1.1.4 Internationalized Domain Names (IDNs) Total** | | | **1.4** |
| | | 1.1.5 Security, Stability & Resiliency Identifier System | 20266 | Capability Building (FY14 - DNS Capability Training) | 0.4 |
| | | | 20270 | Outreach (FY14 - Trust Based Collaboration) | 0.5 |
| | | | All Others | All Others | 1.6 |
| | | **1.1.5 Security, Stability & Resiliency Identifier System Total** | | | **2.5** |
| | | 1.1.6 Root System Operation | All Others | All Others | 1.7 |
| | | **1.1.6 Root System Operation Total** | | | **1.7** |
| | | 1.1.7 DNS Ops/ SSR | All Others | All Others | 0.2 |
| | | **1.1.7 DNS Ops/ SSR Total** | | | **0.2** |
| | **1.1 Deliver Core Internet Functions Total** | | | | **9.5** |
| | 1.2 Act as Steward of the Public Interest | 1.2.1 Affirmation of Commitment Reviews | 26002 | Internet Governance | 0.2 |
| | | | 27000 | ICANN Globalization/ USG Transition | 4.8 |
| | | | All Others | All Others | 0.9 |
| | | **1.2.1 Affirmation of Commitment Reviews Total** | | | **5.9** |
| | | 1.2.2 Define, build a guidance framework & identify programs to meet public interest | All Others | All Others | 0.0 |
| | | **1.2.2 Define, build a guidance framework & identify programs to meet public interest Total** | | | **0.0** |
| | **1.2 Act as Steward of the Public Interest Total** | | | | **5.9** |
| | 1.3 Engage in the Internet Governance Ecosystem | 1.3.1 Coordination of ICANN participation in Internet Governance meetings, processes, dialogues and other initiatives | 26200 | ICANN Participation in Internet Governance Discussions | 0.7 |
| | | | 26218 | FY 15 IGF participation and coordination | 0.3 |
| | | | 26226 | Preserving Inclusive Internet Governance Ecosystem | 0.5 |
| | | **1.3.1 Coordination of ICANN participation in Internet Governance meetings, processes, dialogues and other initiatives Total** | | | **1.4** |
| | | 1.3.2 Support Internet Gov. Ecosystem advancement | All Others | All Others | 0.0 |
| | | **1.3.2 Support Internet Gov. Ecosystem advancement Total** | | | **0.0** |
| | **1.3 Engage in the Internet Governance Ecosystem Total** | | | | **1.4** |
| | 1.4 Deepen Partnerships with Internet Organizations | 1.4.1 Build stronger partnerships with Internet organizations and initiatives | 26146 | I* Engagement | 0.1 |
| | | | All Others | All Others | 0.9 |
| | | **1.4.1 Build stronger partnerships with Internet organizations and initiatives Total** | | | **1.0** |
| | **1.4 Deepen Partnerships with Internet Organizations Total** | | | | **1.0** |
| **1 - Affirmation of Purpose Total** | | | | | **17.8** |

| Objective | Goal | Portfolio | Project ID | Project Name | FY15 Draft Budget |
|---|---|---|---|---|---|
| 2 - Operations Excellence | 2.1 Institutionalize Management Disciplines | 2.1.1 Management System Mapping | All Others | All Others | 0.0 |
| | | **2.1.1 Management System Mapping Total** | | | **0.0** |
| | | 2.1.2 Strategic Initiatives | 20209 | Office of the CEO Management | 2.5 |
| | | | 26000 | Strategy Panel on Identifier Technology Innovation Follow-Up Work | 0.0 |
| | | | 26001 | Strategy Panel on Multi-stakeholder Innovation Follow-Up Work | 0.0 |
| | | | All Others | All Others | 0.7 |
| | | **2.1.2 Strategic Initiatives Total** | | | **3.3** |
| | | 2.1.3 AoC Reviews Implementation | All Others | All Others | 0.0 |
| | | **2.1.3 AoC Reviews Implementation Total** | | | **0.0** |
| | | 2.1.4 Business Excellence via EFQM Standards | All Others | All Others | 0.2 |
| | | **2.1.4 Business Excellence via EFQM Standards Total** | | | **0.2** |
| | **2.1 Institutionalize Management Disciplines Total** | | | | **3.5** |
| | 2.2 Mature Organizational Support Functions | 2.2.1 IT Infrastructure | 26453 | IDS & Cyber Security Improvements | 0.2 |
| | | | 26456 | GSE/Policy SFDC Implementation | 0.2 |
| | | | 26461 | Risk Remediation - IT/Security | 0.8 |
| | | | All Others | All Others | 9.4 |
| | | **2.2.1 IT Infrastructure Total** | | | **10.5** |
| | | 2.2.2 DNS internal infrastructure | All Others | All Others | 0.1 |
| | | **2.2.2 DNS internal infrastructure Total** | | | **0.1** |
| | | 2.2.3 Contractual Compliance Functions | 25705 | Contractual Compliance New Registry Agreement Audit | 0.2 |
| | | | 25802 | Contractual Compliance Reporting & Outreach | 0.2 |
| | | | 25950 | Contractual Compliance System Improvements | 0.1 |
| | | | 25951 | Contractual Compliance Contract & Policy Work | 0.1 |
| | | | 25953 | Contractual Compliance Year-3 Audit Program | 0.7 |
| | | | 26021 | Contractual Compliance Risk & Audit Effort | 0.1 |
| | | | 26022 | Contractual Compliance on Stakeholder Relationship Management | 0.1 |
| | | | 26027 | Contractual Compliance of Public Interest Commitments | 0.0 |
| | | | All Others | All Others | 2.6 |
| | | **2.2.3 Contractual Compliance Functions Total** | | | **4.2** |
| | | 2.2.4 Meetings Ops | 25450 | ICANN 51 Los Angeles MEETING COSTS TRACKING | 2.8 |
| | | | 25451 | ICANN 52 AF (Tentative) MEETINGS COSTS TRACKING | 3.2 |
| | | | 25452 | ICANN 53 LAC (Tentative) TOTAL MEETINGS COSTS | 3.1 |
| | | | All Others | All Others | 0.9 |
| | | **2.2.4 Meetings Ops Total** | | | **10.0** |
| | | 2.2.5 Legal internal support | 25891 | FY15 - Board Meeting and Board Workshop Coordination and Substantive Support - (Combination of 21902, 21900& 21551) Not to include travel support | 0.4 |
| | | | 26051 | FY15 - Board Travel and Expense Report Processing Administrative Support for All ICANN and Non-ICANN Events | 0.8 |
| | | | All Others | All Others | 5.7 |
| | | **2.2.5 Legal internal support Total** | | | **7.0** |
| | | 2.2.6 Support Function Operations | 22153 | FY14 Operations Executive Department Activities | 0.0 |
| | | | 23401 | New gTLD Allocation and Direct Costs | 4.4 |
| | | | 25709 | FY15 HR Operations Ongoing Activities | 1.8 |
| | | | 26024 | Finance Operations | 2.0 |
| | | | 26053 | FY15 On-going Operations Leadership | 1.2 |
| | | | 26138 | Administrative Operations - Engagement Offices | 1.7 |
| | | | 26142 | Administrative Services - Hub Offices | 4.2 |
| | | | 26147 | HR Development | 0.8 |
| | | | 26149 | Travel Support for ICANN 51 - Los Angeles | 0.7 |
| | | | 26150 | Travel Support for ICANN 52 | 0.8 |
| | | | 26151 | Travel Support for ICANN 53 | 0.6 |
| | | | All Others | All Others | 3.8 |
| | | **2.2.6 Support Function Operations Total** | | | **21.9** |
| | | 2.2.7 Support ICANN Board | All Others | All Others | 0.5 |
| | | **2.2.7 Support ICANN Board Total** | | | **0.5** |
| | | 2.2.8 Legal Advisory Function | All Others | All Others | 0.6 |
| | | **2.2.8 Legal Advisory Function Total** | | | **0.6** |
| | **2.2 Mature Organizational Support Functions Total** | | | | **54.7** |

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| | | | | | |
|---|---|---|---|---|---|
| 2 - Operations Excellence cont. | 2.3 Optimize gTLD Services | 2.3.1 GDD Services | 19104 | Universal Acceptance of TLDs | 0.2 |
| | | | 24952 | DNS Services Operationalization | 0.7 |
| | | | 25250 | CCT Metrics Research & Reporting | 3.1 |
| | | | All Others | All Others | 5.4 |
| | | **2.3.1 GDD Services Total** | | | **9.4** |
| | | 2.3.2 GDD Customer Service | All Others | All Others | 0.0 |
| | | **2.3.2 GDD Customer Service Total** | | | **0.0** |
| | | 2.3.3 GDD Operations | All Others | All Others | 1.6 |
| | | **2.3.3 GDD Operations Total** | | | **1.6** |
| | | 2.3.4 New gTLD Program | 20248 | TMCH Operational Management | 0.1 |
| | | | 23400 | gTLD Team | 4.5 |
| | | | 24850 | EBERO Operational Management | 0.1 |
| | | | All Others | All Others | 24.9 |
| | | **2.3.4 New gTLD Program Total** | | | **29.5** |
| | | 2.3.5 Outreach and relationship management with existing and new Registry, Registrar community | All Others | All Others | 0.7 |
| | | **2.3.5 Outreach and relationship management with existing and new Registry, Registrar community Total** | | | **0.7** |
| | **2.3 Optimize gTLD Services Total** | | | | **41.4** |
| | 2.4 Plan for Scale, Security, Continuity | 2.4.1 Enterprise Risk Management (ERM) | 25554 | ICANN Insurance Renewal | 0.7 |
| | | | All Others | All Others | 0.5 |
| | | **2.4.1 Enterprise Risk Management (ERM) Total** | | | **1.2** |
| | | 2.4.2 Business Continuity | All Others | All Others | 0.0 |
| | | **2.4.2 Business Continuity Total** | | | **0.0** |
| | **2.4 Plan for Scale, Security, Continuity Total** | | | | **1.2** |
| **2 - Operations Excellence Total** | | | | | **100.7** |

| Objective | Goal | Portfolio | Project ID | Project Name | FY15 Draft Budget |
|---|---|---|---|---|---|
| 3 - Internationalization | | 3.1.1 Engage Stakeholders Regionally | 25704 | FY15 Ongoing Regional Engagement - Middle East | 0.8 |
| | | | 25800 | FY15 Ongoing Regional Engagement - Asia | 2.2 |
| | | | 26203 | FY 15 Ongoing Engagement Russia/CIS | 0.9 |
| | | | 26204 | FY 15 Global Security/Technical Community Engagement | 0.6 |
| | | | 26205 | FY 15 Ongoing Engagement North America | 0.5 |
| | | | 26206 | FY 15 Ongoing Engagement Africa | 0.5 |
| | | | 26207 | FY 15 Ongoing Engagement Latin America & Caribbean | 1.3 |
| | | | 26208 | FY 15 Ongoing Engagement Europe | 1.1 |
| | | | 26209 | FY 15 Ongoing Engagement Oceania | 0.6 |
| | | | 26212 | FY 15 Ongoing Global Business Engagement | 0.7 |
| | 3.1 Engage Stakeholders Globally | **3.1.1 Engage Stakeholders Regionally Total** | | | **9.1** |
| | | 3.1.2 Digital Engagement | 26113 | ICANN.org | 0.6 |
| | | | 26122 | Community Working Group Collaboration Tools | 1.1 |
| | | | All Others | All Others | 1.2 |
| | | **3.1.2 Digital Engagement Total** | | | **2.9** |
| | | 3.1.3 Global Stakeholder Engagement Planning | 26210 | FY 15 GSE Operations | 0.5 |
| | | | 26211 | FY 15 Global Engagement Activities | 0.6 |
| | | | All Others | All Others | 0.0 |
| | | **3.1.3 Global Stakeholder Engagement Planning Total** | | | **1.1** |
| | | 3.1.4 Language Services | All Others | All Others | 0.4 |
| | | | 26300 | On-going Language Services Support (All Services) - FY15 | 2.5 |
| | | **3.1.4 Language Services Total** | | | **2.9** |
| | **3.1 Engage Stakeholders Globally Total** | | | | **15.9** |
| | 3.2 Communicate Effectively with Stakeholders | 3.2.1 Raising Awareness of ICANN Worldwide | 25605 | FY15 new gTLD communications- ongoing | 1.5 |
| | | | All Others | All Others | 1.4 |
| | | **3.2.1 Raising Awareness of ICANN Worldwide  Total** | | | **2.9** |
| | | 3.2.2 Raising Awareness of IANA Functions, Performance & Reporting | All Others | All Others | 0.0 |
| | | **3.2.2 Raising Awareness of IANA Functions, Performance & Reporting Total** | | | **0.0** |
| | **3.2 Communicate Effectively with Stakeholders Total** | | | | **2.9** |
| | 3.3 Integrate Global and Regional Responsibilities | 3.3.1 Global matrix development | All Others | All Others | 0.0 |
| | | **3.3.1 Global matrix development Total** | | | **0.0** |
| | | 3.3.2 Hub and engagement offices (strategy and planning) | All Others | All Others | 0.0 |
| | | **3.3.2 Hub and engagement offices (strategy and planning) Total** | | | **0.0** |
| | | 3.3.3 Internal Communications | All Others | All Others | 0.0 |
| | | **3.3.3 Internal Communications Total** | | | **0.0** |
| | **3.3 Integrate Global and Regional Responsibilities Total** | | | | **0.0** |
| | 3.4 Evolve Government Relationships | 3.4.1 Engagement with Government IGOs | All Others | All Others | 3.2 |
| | | **3.4.1 Engagement with Government IGOs Total** | | | **3.2** |
| | | 3.4.2 Support GAC engagement | All Others | All Others | 0.1 |
| | | **3.4.2 Support GAC engagement Total** | | | **0.1** |
| | **3.4 Evolve Government Relationships Total** | | | | **3.3** |
| **3 - Internationalization Total** | | | | | **22.1** |

| Objective | Goal | Portfolio | Project ID | Project Name | FY15 Draft Budget |
|---|---|---|---|---|---|
| 4 - Multi-Stakeholder Model Evolution | 4.1 Optimize Policy Development Process | 4.1.1 Enable Stakeholder Collaboration, Communication & Engagement | 17200 | Digital Engagement Project | 0.2 |
| | | | 25904 | SO-AC Engagement Program Management - FY15 | 0.7 |
| | | | 25905 | SO-AC Toolkit Support - FY15 | 0.1 |
| | | | 27450 | FY15 SO/AC Additional Budget Requests | 0.7 |
| | | | All Others | All Others | 0.3 |
| | | **4.1.1 Enable Stakeholder Collaboration, Communication & Engagement Total** | | | **1.9** |
| | | 4.1.2 Support policy development, policy related and advisory activities | 25910 | Policy - General Management Administration - FY15 | 1.3 |
| | | | All Others | All Others | 3.5 |
| | | **4.1.2 Support policy development, policy related and advisory activities Total** | | | **4.9** |
| | **4.1 Optimize Policy Development Process Total** | | | | **6.8** |
| | 4.2 Increase and Improve Global Participation | 4.2.1 Advanced Media Tools for Outreach and Participation | All Others | All Others | 0.9 |
| | | **4.2.1 Advanced Media Tools for Outreach and Participation Total** | | | **0.9** |
| | | 4.2.2 Deploy Collaboration Platform | All Others | All Others | 0.0 |
| | | **4.2.2 Deploy Collaboration Platform Total** | | | **0.0** |
| | | 4.2.3 Deploy Community Participation & Engagement Programs & Services | 26055 | Fellowship Program | 0.2 |
| | | | All Others | All Others | 0.5 |
| | | **4.2.3 Deploy Community Participation & Engagement Programs & Services Total** | | | **0.8** |
| | **4.2 Increase and Improve Global Participation Total** | | | | **1.7** |
| | 4.3 Evolve SO/AC Structures | 4.3.1 Evolving Multi-Stakeholder Model | All Others | All Others | 0.4 |
| | | **4.3.1 Evolving Multi-Stakeholder Model Total** | | | **0.4** |
| | | 4.3.2 Advancing MSM Innovation | All Others | All Others | 0.0 |
| | | **4.3.2 Advancing MSM Innovation Total** | | | **0.0** |
| | | 4.3.3 Organizational Reviews | All Others | All Others | 0.4 |
| | | **4.3.3 Organizational Reviews Total** | | | **0.4** |
| | **4.3 Evolve SO/AC Structures Total** | | | | **0.8** |
| | 4.4 Promote Ethics and Transparency | 4.4.1 Conflicts of Interest and Organizational Ethics | All Others | All Others | 0.4 |
| | | **4.4.1 Conflicts of Interest and Organizational Ethics Total** | | | **0.4** |
| | | 4.4.2 Conflicts of Interest Management | All Others | All Others | 0.0 |
| | | **4.4.2 Conflicts of Interest Management Total** | | | **0.0** |
| | | 4.4.3 Board Accountability and Transparency | All Others | All Others | 0.0 |
| | | **4.4.3 Board Accountability and Transparency Total** | | | **0.0** |
| | | 4.4.4 Bylaws-mandated Accountability and Transparency Mechanism | All Others | All Others | 0.0 |
| | | **4.4.4 Bylaws-mandated Accountability and Transparency Mechanism Total** | | | **0.0** |
| | **4.4 Promote Ethics and Transparency Total** | | | | **0.5** |
| **4 - Multi-Stakeholder Model Evolution Total** | | | | | **9.7** |
| **Grand Total** | | | | | **150.3** |

**Commented [TSP9]:** 4.1.1 Enable Stakeholder Collaboration, Communication & Engagement – "All Others" changed from $0.1M to $0.3M due to calculation error, causing the following changes:
4.1.1 Enable Stakeholder Collaboration, Communication & Engagement Total changed from $1.7M to $1.9M.
4.1 Optimize Policy Development Process Total changed from $6.6M to $6.8M.
4 - Multi-Stakeholder Model Evolution Total changed from $9.5M to $9.7M.
Grand Total changed from $150.1M to $150.3M.

# A.3: FY15 SO/ AC Additional Budget Requests

The estimated impact of FY15 SO/ AC Additional Budget Requests is approximately $680K ($671k in
FY14). Certain requests were not granted because they are funded in the draft budget submitted by
Staff.  Below are summaries of the requests by SO/AC group and type of request followed by a detailed
list of the requests.  The requests can also be found in .xls and .pdf formats on ICANN.org.

| Community Group | # of Requests | Recommended Amount |
|---|---|---|
| ⊞At Large | 10 | $ 5,500 |
| ⊞GAC | 1 | $ - |
| ⊞GAC / GNSO | 1 | $ 10,450 |
| ⊞GNSO | 27 | $ 325,650 |
| ⊞RSSAC | 1 | $ - |
| ⊞SSAC | 5 | $ 33,250 |
| SO/ AC Total | 45 | $ 374,850 |

| Request Type | # of Requests | Recommended Amount |
|---|---|---|
| Outreach | 3 | $ 10,000 |
| Publications | 5 | $ 50,000 |
| Secretariat Support | 4 | $ 122,000 |
| Travel & Meetings | 31 | $ 498,150 |
| Other | 2 | $ - |
| Grand Total | 45 | $ 680,150 |

| ICANN budget for multiple similar community requests. | |
|---|---|
| CROPP | $ 100,000 |
| Pre-public Meeting Seminars | $ 33,300 |
| Secretariat Support Pilot Services (CSG-NCSG) | $ 122,000 |
| Publications support | $ 50,000 |
| Grand Total | $ 680,150 |

| Request # | Community Group | Sub-group | Request Document Title | Request Description | Request Type Summary | Recommended Amount | Recommendation |
|---|---|---|---|---|---|---|---|
| FY15-01 | GNSO | RySG | Travel support for ICANN meetings | Funding for four (4) additional RySG/Observer /NTAG participants for a total of seven [7] including the three allocated (or the RySG via the GNSO ) for each of the three ICANN meetings in FY15.  This will provide an opportunity for enrichment of members to not only participate in new gTLD and general RySG work sessions and meetings, but also in GNSO and other ICANN meetings. In addition, it would allow us to encourage participation from more diverse gTLD registries including registries from under-represented geographic regions and registries with new business models. | Travel & Meetings | $42,000 | The RySG was resourced with 2 additional travel slots in FY14 as a pilot effort and the feedback has been positive.  Two(2) additional slots(for a total of 4) are granted for FY15. Travelers using the 2 additional slots must follow guidelines of ICANN Fellowship program.  Fellowship staff will coordinate with RySG leaders to ensure that those guidelines are understood and followed. |
| FY15-02 | SSAC | SSAC | Security and Stability Advisory Committee (SSAC) Meetings at IETF Meetings | Funding for audio/visual equipment rental, room rental, teleconference facilities, and dinner for approximately 20 SSAC members. | Travel & Meetings | $10,000 | This resource support has been successfully applied in the past and will be continued in FY15.  Recommendation to become a core budget activity in FY16. |
| FY15-03 | SSAC | SSAC | Security and Stability Advisory Committee (SSAC) Member Travel to ICANN Meetings | Travel funding for 15 SSAC members to attend 3 meetings in FY15 for a total of 45 slots that can be used for any combination of the ICANN meetings. Included in the 45 slots is funding for travel to 3 meetings for the SSAC Chair and Vice Chair.  Note: The SSAC is specifically requesting that it may decide how to use the 45 slots and that unused slots from any meeting can be used for subsequent meetings in FY15. | Travel & Meetings | $0 | 15 travel slots per each ICANN Public Meeting were made available to the SSAC in FY14 and this level of support will be continued in FY15.  Due to substantial traveler support increases, meeting space planning and hotel room blocks arrangements, communities will not have the flexibility to reallocate unused slots to other public meetings throughout the year. Unused slots cannot be carried forward and will remain unused. |
| FY15-04 | SSAC | SSAC | Security and Stability Advisory Committee (SSAC) Administrative Committee Face-to-Face Meetings | Expansion of admin F2F meetings sought from 2 on Public Meeting in DC to include 3 F2F at ICANN Public Meetings | Travel & Meetings | $20,500 | The SSAC has confirmed that these meetings are currently supported and this request does not reflect new services.  The SSAC administration committee has made valuable use of the inter-sessional administrative meetings in Washington, D.C.  Further, the meetings held prior to ICANN Public Meetings have been very low impact with basic room space for only a handful of people. Resources will continue in FY15 and consideration given to making this a core budget capability in FY16. |
| FY15-05 | SSAC | SSAC | Security and Stability Advisory Committee (SSAC) Special Administrative Committee Face-to-Face Meeting for the Transition to the New Chair and Vice Chair | meeting to be held in Washington, DC to facilitate the transition from the outgoing SSAC Chair and Vice Chair whose terms end in 2014, and the incoming new Chair and Vice Chair, whose terms begin in 2015. | Travel & Meetings | $0 | The need for this meeting seems entirely dependent on SSAC leadership changes that may or may not take place. Staff is confident that if circumstances require this meeting to take place that resources can be found through other budget savings to conduct the meeting. No additional resources are being allocated for FY15. |
| FY15-06 | SSAC | SSAC | Security and Stability Advisory Committee (SSAC) Travel for Internet Governance Forum Workshop | Funding for an SSAC member to travel to the IGF to support the workshop on security and stability issues at the IGF. | Travel & Meetings | $2,750 | Support for this activity will be dependent on confirmed approval for the proposed workshop by the IGF MAG. |
| FY15-07 | GAC / GNSO | GAC/ GNSO | GAC – GNSO Liaison – Pilot Project | Fund 1) the GNSO liaison (member of the joint Consultation Group on GAC Early Engagement in Policy Development Processes aimed at developing mechanisms to encourage and facilitate earlier engagement of the GAC in GNSO Policy making) to attend the ICANN meetings in FY15 to be able to participate in GAC and GNSO meetings. | Travel & Meetings | $10,450 | This proposed pilot initiative is likely to help to address elements of ATRT2 Recommendations 6.1 and 10.2 to improve GAC transparency and to forge more collaboration between the GAC and the GNSO. As such it should be resourced and evaluated for effectiveness in FY15. |
| FY15-08 | GNSO | GNSO Council | GNSO Council Development Session | Funding to organize another GNSO Council Development Session on Friday 17 October immediately following the ICANN meeting for the new Council to meet to conduct a strategic planning session that would foster co-operation within the GNSO Council as well as planning for ongoing and upcoming projects and activities | Travel & Meetings | $40,000 | The FY14 pilot effort conducted in Buenos Aires was determined to be very effective and should be continued as a pilot effort in FY15. Cost effectiveness efforts can be realized to deliver this service more efficiently in FY15. Effective implementation of this activity will help address concepts noted in ATRT2 recommendation 10 and this activity is a candidate for core budget in FY16. |
| FY15-09 | GNSO | GNSO | GNSO PDP Working Group F2F Meetings – Pilot Project | Funding to develop a pilot project that would accommodate a facilitated face - to face (F2F) meeting of a GNSO PDP working group just before or after an ICANN Meeting. The F2F meeting would consist of a full - day meeting managed by a skilled facilitator aimed at making substantial progress in the WG's deliberations, which are normally conducted in the form of weekly 1-hour conference calls. | Travel & Meetings | $120,000 | ATRT2 recommendation 10.1 calls specifically for this type of endeavor and the activity merits a pilot effort at the three Public Meetings scheduled in FY15. Based on experience with the GNSO Council FY14 pilot meeting effort, cost efficiencies can be realized with this proposal. |

| Request # | Community Group | Sub-group | Request Document Title | Request Description | Request Type Summary | Recommended Amount | Recommendation |
|---|---|---|---|---|---|---|---|
| FY15-10 | GAC | GAC | Support for GAC Travelers to the three (3) ICANN meetings | The GAC requests that the number of GAC travelers supported for FY15 be maintained at 30 per ICANN meeting. The GAC travel rules state that these funds should be available to low income economies. For FY15, like for FY14, 25 slots would be dedicated to representatives from GAC Members fitting that criterion, and 5 slots would be dedicated to observer organizations from developing regions. | Travel & Meetings | $0 | 30 travel slots per ICANN Public Meeting were made available to the GAC in FY14 and this level of support will be continued in FY15. Due to substantial traveler support increases, meeting space planning and hotel room blocks arrangements, communities will not have the flexibility to reallocate unused slots to other public meetings throughout the year. Unused slots cannot be carried forward and will remain unused. |
| FY15-11 | GNSO | NCUC | Workshops & related outreach at the IGF meeting in Istanbul, September 2014 | Workshops & related outreach at the IGF meeting in support of global outreach and strategic engagement, particularly with noncommercial users and governments in the developing countries | Travel & Meetings | $9,500 | Pending acceptance by the IGF MAG of this program - support for 2 NCUC travelers is allocated. Travelers must agree to produce a trip report on what the support made possible - i.e., other work, mtgs. Travelers will be expected to give some support time to ICANN while at the IGF meeting (e.g., booth attendance, etc.,). ICANN staff is not available to support session development, preparation or other support. |
| FY15-12 | GNSO | NCSG | Support for NCSG administrative activities | Getting administrative support via a part-time staff to assist NCSG officers for all non-policy NCSG activities. The support is different from the standard GNSO toolkit (conference call etc.). | Secretariat Support | $0 | See Item FY15-52 below. ICANN staff will provide part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support). Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff (i.e., specific staff assigned to specific functions like elections, telephone support, etc.). Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner. |
| FY15-13 | GNSO | NCSG | Printed Brochures for outreach effort | Brochures could be used by all NCSG members and in particular NCSG officers to hand out to people interested to join or otherwise participate in NCSG. It would briefly explain what NCSG is, what ICANN is, why someone would want to join, how . Such material was suggested by Stakeholder Engagement ICANN Staff to distribute it during their own outreach efforts. | Publications | $0 | See Item FY15-53 below. As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept. (within standard ICANN guidelines). Appropriate funds will be allocated to support community requests from all SO/AC communities. As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |
| FY15-14 | GNSO | NCSG | IGF Workshop for outreach purpose: "Developing countries participation in ICANN, GNSO case" | Outreach effort toward civil society outside ICANN including NGOs, academics, activists, through IGF workshop. Promoting ongoing policy discussion, non-commercial community involvement and community and leadership led globalization initiatives e.g. participation in NCSG and its constituencies, new gTLD policy matters from non-commercial standpoint. | Travel & Meetings | $8,250 | Pending acceptance by the IGF MAG of this program - support for 3 travelers (NCUC, NPOC and NCSG) is allocated. Travelers must agree to produce a trip report on what the support made possible - i.e., other work, mtgs. Travelers will be expected to give some support time to ICANN while at the IGF meeting (e.g., booth attendance, etc.,) |
| FY15-15 | GNSO | IPC | IPC Secretariat | To provide secretariat services in a professional manner, meeting all requirements of the organization including full independence and transparency and fulfilling the increasing administrative and support demands on the Constituency. As this activity was approved in FY14 budget for 12 hours per week for the IPC, this budget request is intended to build upon this approval and fund the IPC secretariat at the approved level through FY15. | Secretariat Support | $0 | See Item FY15-52 below. ICANN staff will provide part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support). Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff. Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner. |
| FY15-16 | GNSO | IPC | IPC Outreach activities | Outreach in underserved communities and regions, specifically by supporting presentations/ workshops/ events led by IPC leadership and other active IPC representatives in or co-located with meetings of intellectual-property related associations in Latin America, Africa, and Asia-Pacific. | Travel & Meetings | $0 | See Item FY15-50 below. The Community Regional Outreach Pilot Program (CROPP) is renewed for a second year to allow for a full year of community experience and evaluation. Community outreach travel opportunities and initiatives are being funneled to this program and the requestor is advised to use that program to address this request. In FY15 the program will continue to allocate 5 trip opportunities for each of the ALAC RALOs and the GNSO non-contract Constituencies. Expanded resources will be allocated to permit longer trips and coverage of activity registration fees where appropriate. |

| Request # | Community Group | Sub-group | Request Document Title | Request Description | Request Type Summary | Recommended Amount | Recommendation |
|---|---|---|---|---|---|---|---|
| FY15-17 | GNSO | IPC | IPC website modernization | The IPC website is in need of modernization to allow for more efficient membership activities, interaction with the interested public, communication of ICANN events, and IPC efforts. The current toolkit provides for webhosting and other backend operations, but does not provide for modernizing the website or interface between IPC membership (and ICANN) and the public. | Other | $0 | In FY15 ICANN's digital engagement team is planning to collaborate with the community to develop "ICANN in a box"- a website template with preconfigured content and access to ICANN API for ICANN communities to use for their own web design purposes. This effort will be coordinated by staff. |
| FY15-18 | GNSO | IPC | IPC leadership travel support to ICANN meetings. | Under its by-laws IPC has 4 elected officers and other appointed leadership roles. As a result, the IPC requests full travel support for 4 persons to each ICANN public meeting in FY 2015 as well as any inter-sessional meeting that may occur during FY 2015. In the absence of approval for 4 persons, the IPC requests that the traditional level of travel support for 3 persons be maintained for each ICANN public meeting in FY 2015 as well as any inter-sessional meeting that may occur during FY 2015. | Travel & Meetings | $0 | Previous pilot program to expand travel opportunities for GNSO leaders was deemed successful. Three leadership slots for each public meeting have become part of the core budget. This level of support will continue in FY15. Support for the proposed intersessional meeting is addressed in request FY15-24. |
| FY15-19 | GNSO | ISPCP | Officer and WG Chair Travel to ICANN meetings | Travel support for 3 officers and 1 WG Chair | Travel & Meetings | $0 | Previous pilot program to expand travel opportunities for GNSO leaders was deemed successful. Three leadership slots for each public meeting have become part of the core budget. This level of support will continue in FY15. |
| FY15-20 | GNSO | ISPCP | Secretariat Services | To provide secretariat services in a professional manner, meeting all requirements of the organization including full independence and transparency and fulfilling the increasing administrative and support demands on the Constituency. Improving and maintaining the constituency website. | Secretariat Support | $0 | See Item FY15-52 below. ICANN staff will provide part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support). Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff (i.e., specific staff assigned to specific functions like elections, telephone support, etc.). Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner. |
| FY15-21 | GNSO | ISPCP | Constituency outreach support | Support of an outreach program continuing from FY14 which will result in on-going, active engagement. | Travel & Meetings | $0 | See items FY15-50 and FY15-53 below. |
| FY15-22 | GNSO | ISPCP | Constituency outreach material | Production of ISPCP Outreach material, primarily Newsletter and Factsheet for distribution at the ICANN meeting and other member events and for download from the ISPCP website. Graphic Design, Translation, Printing locally, Transport to meeting. Content written by ISPCP members. Photographs from ISPCP member. Translation mostly in Spanish. | Publications | $0 | See Item FY15-53 below. As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept. (within standard ICANN guidelines). Content support will be made available on request when resources permit. Appropriate funds will be allocated to support community requests from all SO/AC communities. As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |
| FY15-23 | GNSO | ISPCP | ISPCP Members Travel to an Intersessional meeting of the Non Contracted Parties House | Travel support for ISPCP officers and other Constituency members. Note: This funding request for the FY 2015 budget is submitted jointly by the Commercial Stakeholder Group and the Non-Commercial Stakeholder Group of GNSO, with the full support of their respective constituencies (BC, IPC, ISPC, NCUC and NPOC). A formal NCPC request for agreement in principle is being submitted separately. | Travel & Meetings | $0 | ICANN staff will use the model from 2012 to plan and conduct this activity at a time mutually agreed to by staff and community. |
| FY15-24 | GNSO | CSG/ NCSG | Intersessional Meeting for Non-Contracted Parties | NCSG and CSG with support of BC, IPC, ISPC, NCUC and NPOC. | Travel & Meetings | $75,000 | ICANN staff will use the model from 2012 to plan and conduct this activity at a time mutually agreed to by staff and community. |

| Request # | Community Group | Sub-group | Request Document Title | Request Description | Request Type Summary | Recommended Amount | Recommendation |
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| FY15-25 | GNSO | BC | Secretarial Support Admin Services | To provide secretarial services in a professional manner, meeting all requirements of the organization including full independence and transparency and fulfilling administrative and support demands on the Constituency. We suppose a minimum to 12 hrs./week provided ICANN support. Details to be discussed with ICANN Staff Community Liaison. | Secretariat Support | $0 | See Item FY15-52 below. ICANN staff will provide part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support). Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff. Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner. |
| FY15-26 | GNSO | BC | Banking Support | BC Banking management • Frequent Monitoring of on-line Bank account • Making transfers to suppliers • Recording payments in budget spreadsheet for Finance Committee • Reconciling member subscription payment and bank charges and currency loss/gain • Quarterly and annual account reconciliation, and next year Budget preparation. •Annual members dues Invoice sending and follow up of next few months. | Other | $0 | The services described in the request pertain to the BC bank account management and accounting for which ICANN does not have fiduciary responsibility and can not take it over. ICANN has provided an exceptional and temporary help to issue invoices to BC members on behalf of the BC. However a long term solution needs to be determined by the BC to accomodate these services relative to the BC's bank account. |
| FY15-27 | GNSO | BC | Outreach Material | Production of BC Outreach material, primarily Newsletter and Factsheet for distribution at the ICANN meeting and other member events and for download from the BC website. •Graphic Design by professional for print and web. •Translation by ICANN language services if time permits, otherwise outsource. •Printing by ICANN if time permits otherwise local to BC member responsible for production •Transport to meeting. Production carried out by either a BC officer and member or by secretariat service Content written by BC members or ICANN staffer at no cost. Photographs from BC member or ICANN Flickr at no cost for credit line. | Publications | $0 | See Item FY15-53 below. As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept. (within standard ICANN guidelines). Content support will be made available on request when resources permit. Appropriate funds will be allocated to support community requests from all SO/AC communities. As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |
| FY15-28 | GNSO | BC | Leadership Travel | Travel support to ICANN meeting for three BC constituency leaders. for all ICANN face to face meetings which occur during fiscal FY15 | Travel & Meetings | $0 | Previous pilot program to expand travel opportunities for GNSO leaders was deemed successful. Three leadership slots for each public meeting have become part of the core budget. This level of support will continue in FY15. |
| FY15-29 | GNSO | BC | Intersessional Meeting for Non-Contracted Parties | One-time activity, between ICANN 51 and 52 or 52 and 53 | Travel & Meetings | $0 | ICANN staff will use the model from 2012 to plan and conduct this activity at a time mutually agreed to by staff and community. |
| FY15-30 | GNSO | BC | Outreach Events | two or more outreach events. A Co-Organized event with local organization is a strong option. Other scenario is BC sponsoring and sending a speaker to a suitable existing event. | Outreach | $10,000 | This pilot was not fully developed in FY15. For FY15, staff wants to again explore the concept on a pilot basis. Staff will establish similar guidelines to CROPP. The VP of Bus Eng. will collaborate with community and the appropriate regional GSE team members. |
| FY15-31 | GNSO | BC | Leadership Development | Our goal is to bring 6 senior business participants from a range of countries to ICANN meetings, with an objective of 2 per meeting. Participants will be selected based on criteria of the BC having a member with presence in that country via an association who can participate and a willingness to work as part of the project. | Travel & Meetings | $20,900 | This is approved as a pilot program for FY15 and is contingent upon adherence to use of the established fellowship program rules. To be coordinated by Fellowship staff. |
| FY15-32 | GNSO | NPOC/ NCSG/ GNSO | Ongoing multi-stakeholder dialogue on DNS for development. | The workshops will gather representatives of the ICANN community from the non-commercial sectors and commercial sectors and from outside ICANN to analyse to following thematic themes to specifically address the needs of developing countries and identify challenges in those regions. Issue 1: gTLD for development Issue 2: The need for rights protection mechanisms in new gTLDs from a development perspective Issue 3: ICT4D in transition – building and living with stakeholder engagement | Travel & Meetings | $0 | Due to limited space and resources available at ICANN public meeting sites, the full concept of this proposal cannot be resourced. Perhaps the community can fashion a program that takes advantage of a single workshop/conference at one of the three ICANN public meetings and the remainder of the program can be built our over time using a combination of ICANN meeting space and private sponsorship. See Item FY15-51 below for availability of pre-public meeting space. |

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| FY15-33 | GNSO | NCSG - NPOC | Printed materials | Printing of pamphlets/factsheets and translation (of part of the copies) to local languages where ICANN meetings take place (if and when language is different from English) | Publications | $0 | See Item FY15-53 below. As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept (within standard ICANN guidelines). Content support will be made available on request when resources permit. Appropriate funds will be allocated to support community requests from all SO/AC communities. As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |
| FY15-34 | GNSO | NPOC/ NCSG/ GNSO | 2 Workshops at IGF 2014 | This is a debate panel potentially funded by the 3 new gtlds to show the safeguards or thought they have given to protecting kids on line and is a discussion of the registry responsibilities  - asking for travel funding to go to a mtg. to discuss issues proposed for the panel, then travel for 3 NPOC | Travel & Meetings | $0 | ICANN cannot support sessions debating on-line content or advertising for particular new gTLDs. |
| FY15-35 | At Large | AFRALO | Workshop at the 2014 IGF | no concept of what a metric is - ICANN already has a large presence at the IGF and makes a contribution, why is this panel necessary for ICANN - how does it help support MSM and robust IG ecosystem? Definition of success is that they attended and presented "and the "echo" of the workshop" - wants support for 5 panelists | Travel & Meetings | $0 | Request currently under review. |
| FY15-36 | At Large | APRALO | Workshop at IGF 2014 (Istanbul, Turkey) | Organizing a workshop at the upcoming Internet Governance Forum in Istanbul in September 2014. Proposed Overarching Theme: Connecting Continents for Enhanced Multistakeholder Internet Governance | Travel & Meetings | $5,500 | Pending acceptance by the IGF MAG of this program - support for 2 APRALO travelers is allocated.  Travelers must agree to produce a trip report on what the support made possible - i.e., other work, mtgs. Travelers will be expected to give some support time to ICANN while at the IGF meeting (e.g., booth attendance, etc.,).  ICANN staff is not available to support session development, preparation or other support. |
| FY15-37 | At Large | APRALO | Workshop at PacINET, 22-26 September 2014 | Workshop raising awareness on accessibility to the Internet for people with disability to participants at PacINET. Demonstrations of Internet use by members of the Cook Islands National Disability Council. This workshop will reflect the work of the newly formed At-Large Accessibility Taskforce. | Travel & Meetings | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-52. |
| FY15-38 | At Large | NARALO | Revamp of NARALO Outreach Materials | The current NARALO brochure needs updating. We are suggesting new mail card and NARALO. Recruitment ALS startup folders. Review, edit and produce new eye appealing mail cards, folders and pull out literature that is clear and direct. Translation into French and Spanish | Publications | $0 | See Item FY15-53 below. As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept (within standard ICANN guidelines).  Content support will be made available on request when resources permit. Appropriate funds will be allocated to support community requests from all SO/AC communities. As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |
| FY15-39 | At Large | EURALO | EURALO members participation at EuroDIG 2015 | To take an active part in the 8th edition of the pan-European dialogue on Internet governance (EuroDIG) - an open platform for informal and inclusive discussion and exchange on public policy issues related to Internet Governance (IG) among stakeholders from all over Europe. | Travel & Meetings | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-50. |
| FY15-40 | At Large | LACRALO | LACRALO Outreach Campaign | We are present in 16 of the 33 countries that make up our region. We have to achieve the incorporation of as many organizations as possible to strengthen and enhance the ecosystem. First ICANN and then LACRALO as a permanent part of that ecosystem, need to have at least one ALS in each country. | Outreach | $0 | As part of our core capabilities we are supporting travel (5 travelers - CROPP- see Item FY15-50), publication materials (see Item FY15-53), meetings support, etc. Support to be coordinated by staff responsible for ALAC support. |

| Request # | Community Group | Sub-group | Request Document Title | Request Description | Request Type Summary | Recommended Amount | Recommendation |
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| **ENTRIES BELOW REFLECT RECOMMENDED CONSOLIDATED SOLUTIONS TO MULTIPLE SIMILAR COMMUNITY REQUESTS** | | | | | | | |
| FY15-41 | At Large | LACRALO | Outreach to Caribbean Internet Forum 2014 | Over 150 persons from various stakeholders in the Caribbean attend this event ranging from civil society, telecom, business and government. This event is an unique outreach opportunity to reach persons in the Caribbean involved in internet governance issues to raise awareness of ICANN multi-stakeholder model and the opportunities for participation therein. | Travel & Meetings | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-50. |
| FY15-42 | At Large | NARALO | Outreach at IETF Dallas | Booth display, literature distribution and networking at the IETF meeting. Need Travel support and hotel for two attendees | Travel & Meetings | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-50. |
| FY15-43 | At Large | NARALO | Outreach at South by Southwest | It draws an International audience but our target group is North Americans. We are looking to target Technology professions and entrepreneurs to join ICANN and become an At Large Structure. | Outreach | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-50. |
| FY15-44 | At Large | APRALO | Workshop and outreach activities at Asia Pacific Regional IGF (APrIGF) | Organizing at least one workshop and/or panel and to operate an information booth at the upcoming Asia Pacific Regional IGF to be held in India New Delhi which is to be held in conjunction with the South Asian Network Operators Group (SANOG) meeting in August 2014. | Travel & Meetings | $0 | Proposers should consider applying for this activity through the CROPP. See Item FY15-50. |
| FY15-45 | RSSAC | RSSAC | Member Travel to ICANN Meetings | 6 traveler for each ICANN Public Meeting | Travel & Meetings | $0 | 5 travel slots will be made available to the RSSAC for each public meeting in FY15. Due to substantial traveler support increases, meeting space planning and hotel room blocks arrangements, communities will not have the flexibility to reallocate unused slots to other public meetings throughout the year. Unused slots cannot be carried forward and will remain unused. |
| FY15-50 | ICANN | ICANN | CROPP | The Community Regional Outreach Pilot Program (CROPP) is renewed for a second year to allow for community outreach travel opportunities and initiatives. The program will continue to allocate 5 trip opportunities for each of the ALAC RALOs and the GNSO non-contract Constituencies. Expanded resources will be allocated to permit longer trips and coverage of activity registration fees where appropriate. | Travel & Meetings | $100,000 | The Community Regional Outreach Pilot Program (CROPP) is renewed for a second year to allow for a full year of community experience and evaluation. Community outreach travel opportunities and initiatives are being funneled to this program and the requestor is advised to use that program to address this request. In FY15 the program will continue to allocate 5 trip opportunities for each of the ALAC RALOs and the GNSO non-contract Constituencies. Expanded resources will be allocated to permit longer trips and coverage of activity registration fees where appropriate. |
| FY15-51 | ICANN | ICANN | Pre-public Meeting Seminars | Pre-public Meeting Seminars | Travel & Meetings | $33,300 | These types of efforts have proven to be quite useful and popular to the community in the past. One "conference" slot and room support available for an ICANN community to host a pre-Public Meeting policy conference before each ICANN Public Meeting in FY15. To be developed by ICANN staff based on previous NCUC (San Francisco and Singapore) model. To the extent demand exceeds supply, conference slots will be initially selected by lottery and rotated among community groups as appropriate. |
| FY15-52 | ICANN | ICANN | Secretariat Support Pilot Services (CSG-NCSG) | In-kind Community Admin Support | Secretariat Support | $122,000 | Combining request items FY15-12,15,20 and 25, ICANN staff will provide part-time in-kind support on a pilot basis for administrative staff support resources to non-contracted GNSO communities (equivalent of approximately 12 hours a week of support) in FY15. Funds will not be provided directly to the community. Support will be offered on a "functional" basis and managed by the ICANN staff (i.e., specific staff assigned to specific functions like elections, telephone support, etc.). Staff will coordinate specific points of contact for the community to ensure that requests for service are provided in a timely manner. |

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| FY-15-53 | ICANN | ICANN | Publications support (advice, printing) available for 15 ICANN communities | Community Publications Support | Publications | $50,000 | Combining requests Items FY15-13,22,27,33,38 and 40 ... As a core function of community support printing and publishing of community outreach content will be managed by the Communications Dept (within standard ICANN guidelines). Content support will be made available on request when resources permit. Appropriate funds will be allocated to support community requests from all SO/AC communities.  As noted in Item FY15-53, recommended resource for Communications Team is $50K. Independent/unilateral community efforts will not be able to be resourced. |