FY17 Operating Plan and Budget

June 2016

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Summary of Changes

This section shows changes made to the final budget based on input received from the Public Comment period.

Section/Topic	Public Comments/Rationale for Change	Actions
3.5 – Risks and Opportunities	Updated analysis	Summary updated
4 – IANA Stewardship Transition Implementation	Project Cost Support Team analysis reflected	Activities and costs detailed. Update resulted in a reallocation of some staff personnel costs (Communications and Legal teams) from baseline operations to the IANA Transition Project.
Portfolio 1.1.2, GSE Executive team coordination and administration	Original title was not understood	Updated title
Portfolio 1.1.3 Language Services	Languages supported and services provided not well understood	Updated the description
Portfolio 1.3.2, Reinforce Stakeholder Effectiveness, Collaboration and Communication Capabilities	Additional community travel support	Budget changed to reflect additional support
Portfolio 2.1.4, Global Domains Division (GDD) Operations	Description not understood	Updated the description
Portfolio 2.1.5, Global Customer Support, including Registrant Engagement	Description not understood	Updated the description and merged in what was 2.3.2
Portfolio 2.1.6, Product Management	Description not understood	Updated the description
Portfolio 2.2.1, WHOIS Core Function/Service and Improvements	Description the same as 2.3.1	Updated the description
Portfolio 2.3.1, 2.3.1 Registration Directory Services Analysis and Development	Description the same as 2.2.1	Updated the description
Portfolio 2.3.2 GDD Registrant Engagement and Support (as was)	Merged into 2.1.5	This portfolio merged into 2.1.5 but the number has been retained as a placeholder to minimize reader confusion
Portfolio 2.3.5, New gTLD Program	Description not understood	Updated the description
Portfolio 3.1.5, Support Operations	Description not understood	Updated the description
KPI for Goal 3.2	Scope of top-tier services not understood	KPI wording updated to clarify scope

Portfolio 4.2.2, Engagement with Governments and IGOs	Description not understood	Updated the description
Portfolio 5.2.2, Organizational Reviews	Description not understood	Updated the description
Portfolio 5.3.1, Development and Public Responsibility Tools	Description not understood	Updated the description
Portfolio 5.3.2, Development and Public Responsibility Programs	Description not understood	Updated the description
Portfolio 5.3.3, Development and Public Responsibility Collaborations	Description not understood	Updated the description
Portfolio 5.3.4, Development and Public Responsibility New Program Development	Description not understood	Updated the description

1 – Introduction

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

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

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

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

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

The Operating Plan and Budget includes:

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

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

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

References and Notes

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

2 – Planning and Budget Overview

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

The structure of the budget data that follows in the rest of this document is displayed below.
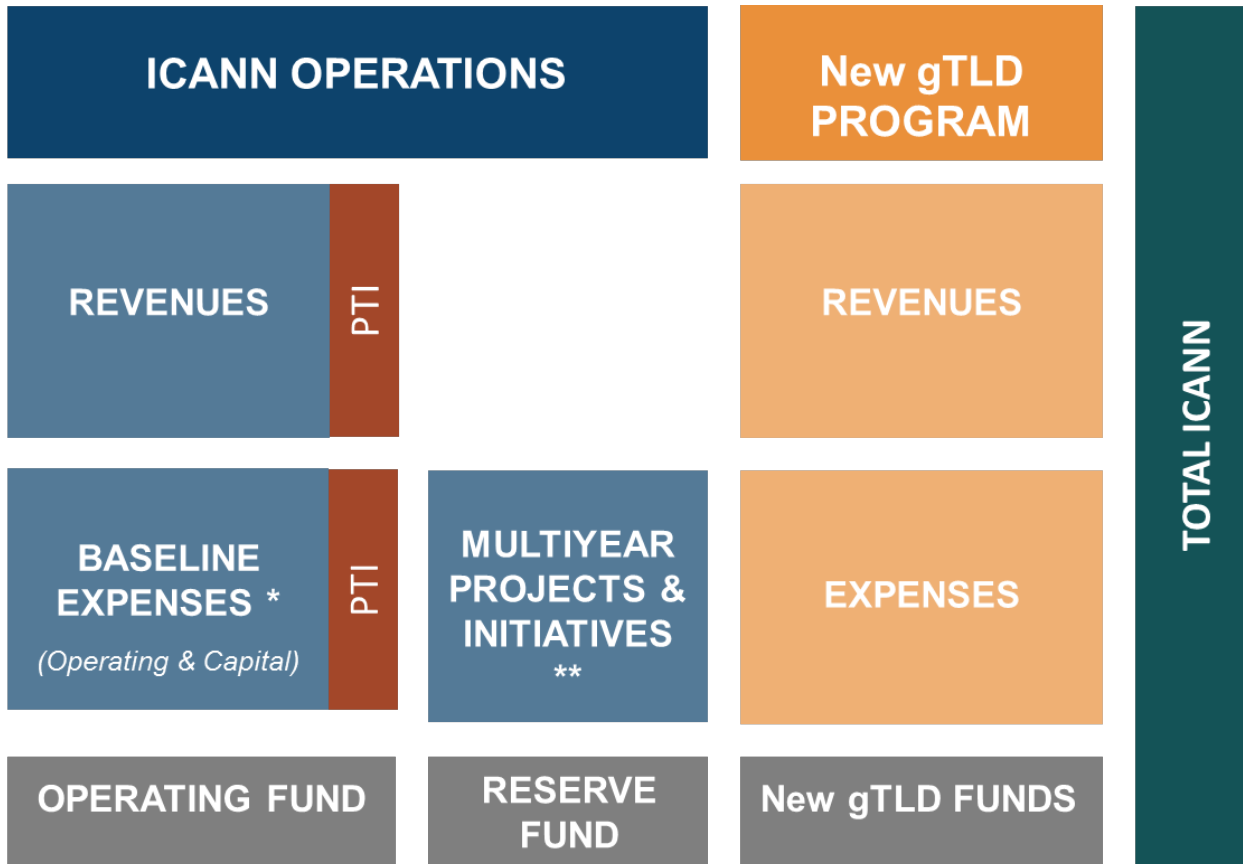
*includes the IANA Operations
**includes the USG IANA Stewardship transition initiative

3 – ICANN Operations

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

3.1 – Resource Utilization

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

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

(b) Excludes bad debt and depreciation expenses.

(c) FTE: Full-time staff equivalent

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

"Corporate" represents staff attrition.

3.2 – Support and Revenue

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

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

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

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

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

3.3 – Operating and Capital Expenses

In Millions, USD

Waterfall chart:

- FY17 Baseline* — 120 (right side: 121.5)
- FY16 New Baseline* — 114.6
- FY16 Baseline* — 108.1
- 100

+6% (between FY16 New Baseline and FY17 Baseline)

Bars (left to right):
- IT Infrastructure strengthening & Salesforce Development: +2.7
- Public Responsibility: +1.3
- Reduction of New gTLD Allocations: +2.7
- Full year impact of FY16 hires; compensation increases, net of personnel attrition**: +3.0
- FY17 Hirings: +2.6
- IANA/PTI costs increase: +1.0
- Other: +0.1

Baseline increase resulting from Initiatives

*Excludes contingency

** Excludes impact of FY16 hires for IT Infrastructure strengthening & Salesforce Development and Public Reposibility multiyear projects which are separately reflected in those categories above.

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

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

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

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

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

3.4 – Multiyear Projects (formerly Initiatives)

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

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

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

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

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

3.5 – Risks and Opportunities

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

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

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

4 – Overview of the IANA Stewardship Transition and Implementation (including PTI)

4.1 – Overview of Transition and Implementation (including PTI)

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

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

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

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

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

Track 1: Root Zone Management

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

Track 2: Stewardship Transition

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

Track 3: Accountability Enhancements (Workstream 1)

Contains work related to implementing enhancements to ICANN's Independent Review and Reconsideration Request processes, updating ICANN's governance documents, and operationalizing new community powers defined by the CCWG-Accountability.

Workstream 2

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

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

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

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

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

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

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

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

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

Legal Services

Costs for independent legal advice obtained on request.

Lobbying and Other Professional Services

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

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

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

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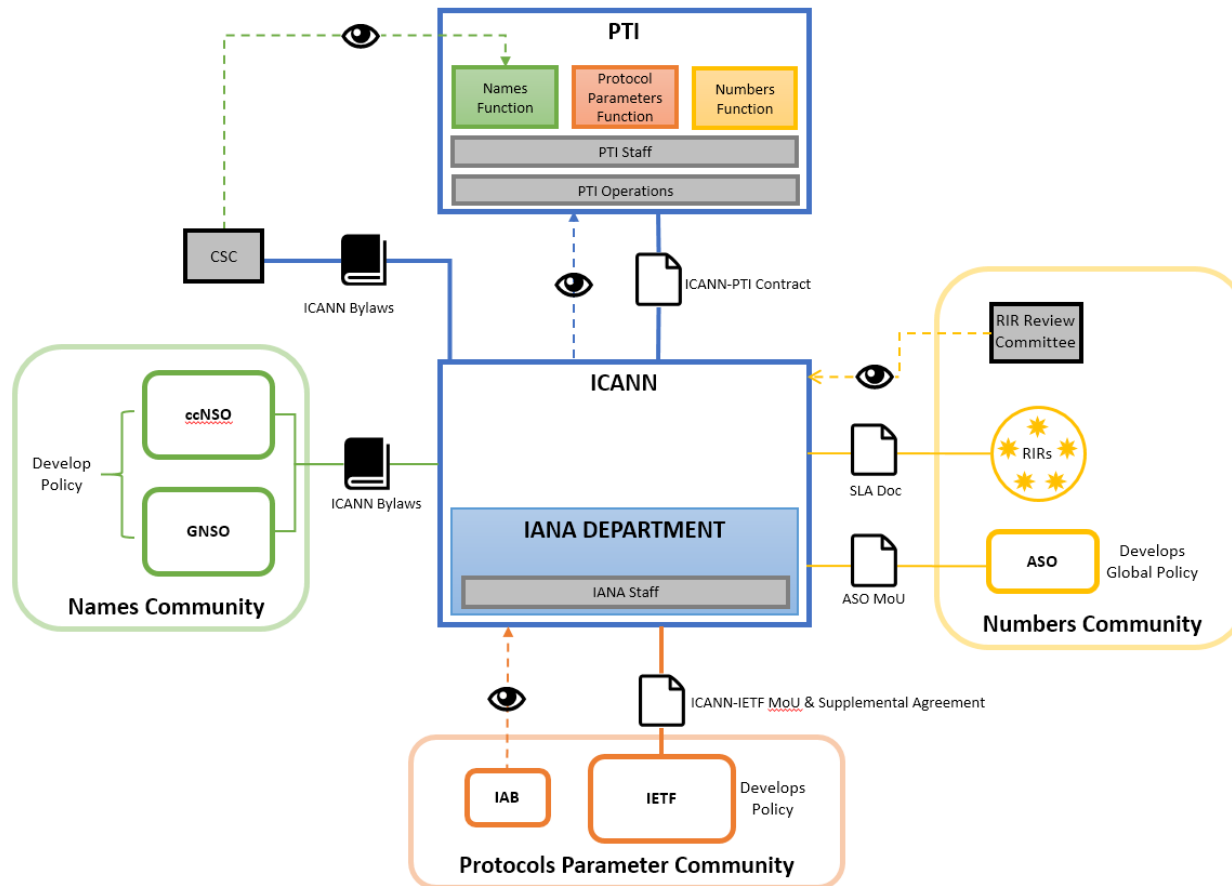
The structure of ICANN's Operating Plan and Budget that results from the above future state, focusing on the PTI, is described below:
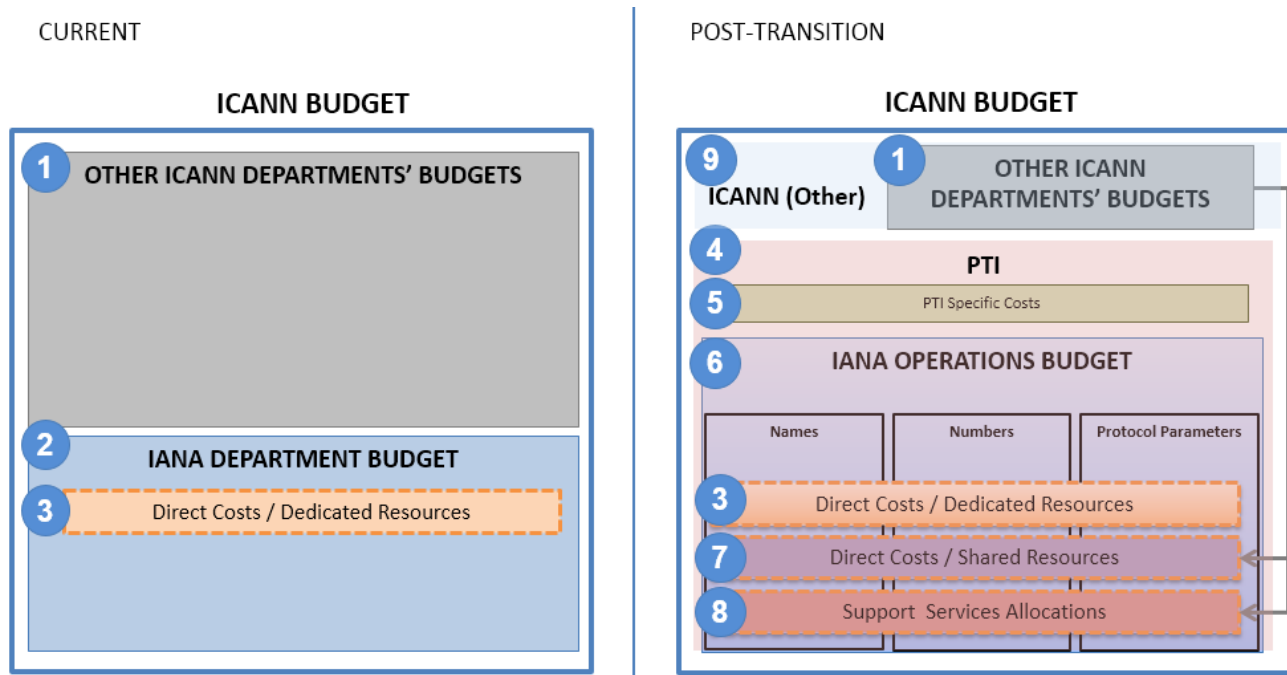
#	Item	Description
1	Other ICANN Departments' Budgets	Budgets of all ICANN departments except for the IANA department
2	IANA Department's Budget	Budget for the IANA department, consisting only of direct costs/dedicated resources (see below)
3	Direct Costs / Dedicated Resources	Costs of the IANA Department,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

4.3 – Focus on the IANA Functions Operating Plan and Budget

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

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

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

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

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

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

FY17 Budget IANA/PTI

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

The three sources of costs are further described below.

Direct Costs of Dedicated Resources

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

Direct Costs of Shared Resources

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

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

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

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

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

Allocated Support Function Costs

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

List of functions included in the Allocated support functions are:

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

5 – New gTLD Program

5.1 – New gTLD Financial Summary

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

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

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

VARIANCE EXPLANATIONS

Refunds   -$3.2

Lower projected withdrawals 680 vs. 701 prior estimate and higher rate of withdrawals at 20%.

Evaluation Costs   -$3.4

(i) Program Administration - lower costs due to lower number of EBERO providers (-$2.0M).

(ii) Pre-delegation - lower costs for legal due to internalization of contracting efforts (-$1.2M).

(ii) Extended Evaluation - Lower number of applications going through Extended Evaluation (-$0.1M).

Overhead $2.6

Allocation for ICANN staff support (+$3.7M); Other overhead (-$1.2M).

Others   4.6

This includes actual risk costs of (+$5.0M) and net investment gains (-$0.4M). Future risk cost through the end of the program cannot be estimated.

5.2 – New gTLD Program Multiyear View

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

5.3 – New gTLD – Variance Analysis

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

* Excludes Actual Risk Costs.

VARIANCE EXPLANATIONS

Expenses *   **-$0.8**

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

Revenue   **$3.8**

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

* Detailed explanation of expenses provided in the following pages

5.4 – New gTLD – Operating Expenses Variance Analysis

Prior Estimate (Mar 2015)	
Operating Expenses	$181.8

Variances - Increase/(Decrease):

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

Current Estimate (Feb 2016)	$181.0

6 – Total ICANN Overview

6.1 – FY17 Resource Utilization

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

(a) Excludes new gTLD auction proceeds.

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

(c) Excludes bad debt and depreciation expenses.

(d) FTE: Full-time staff equivalent

6.2 – Headcount – Three Year Overview

The headcount below represents staff employed on the last calendar day of each period.
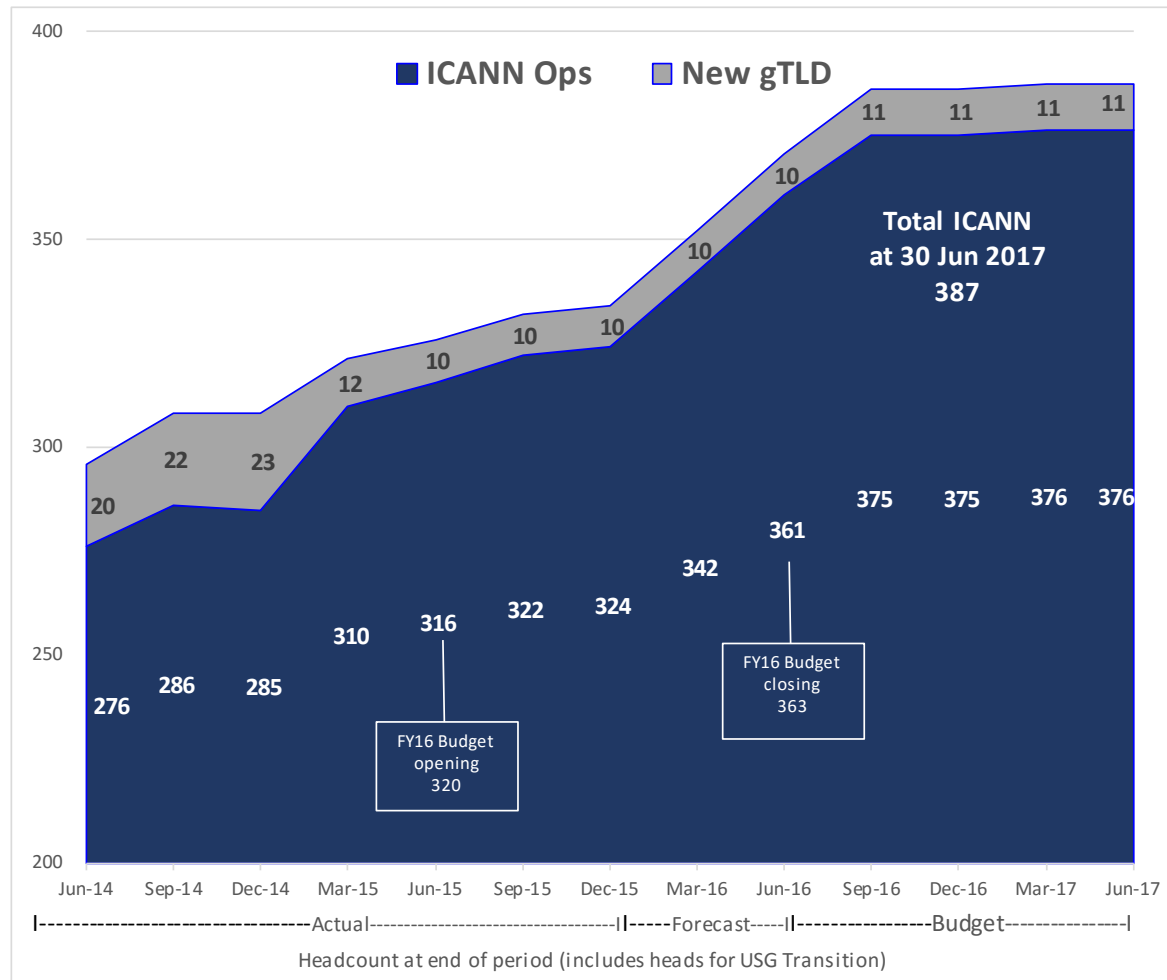
7 – FY17 Operating Plan and Budget – Description

7.1 – Management System

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

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

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

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

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

5 Strategic Objectives | 16 Goals

1. Evolve and further **globalize** ICANN

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

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

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

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

7.2 – Objective 1: Evolve and Further Globalize ICANN

7.3 – 1.1 Further Globalize and Regionalize ICANN Functions

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

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

We will measure our success in achieving this goal by:

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

Portfolios

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

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

1.1.3 – Language Services
Description: Make information about ICANN and its work accessible to those who speak languages other than English in ways that enhance participation in, and the effectiveness of, the multistakeholder model. To make ICANN more effective as a global organization, ICANN's translations are available in the six United Nations languages –Arabic, Chinese (Simplified), English, French, Russian and Spanish – where appropriate. Additional languages are also being supported to promote inclusion, this is done through two different means. These are by providing support to hub and engagements offices, such as Turkish for the Istanbul hub, and by promoting the Translation/Localization Kit Program where ICANN Language Services works with the community to translate

into languages not supported within the UN set of languages. These languages include Japanese, Korean, and some others. ICANN Language Services also promotes the Teleconference Interpretation support in the six United Nations languages for all working group calls and any other teleconference call where the presence of support of availability of other languages may increase and facilitate participation.

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

7.4 – 1.2 Bring ICANN to the World by Creating a Balanced and Proactive Approach to Regional Engagement with Stakeholders

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

1. Examine # of community participants in ICANN programs to enable measurement of the Stakeholder Journey
2. Broadcast and Engage with Global Stakeholders

We will measure our success in achieving this goal by:

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

Portfolios

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

1.2.2 – Broadcast and Engage with Global Stakeholders
Description: Conceptualize and build a set of integrated digital tools to inform and enable engagement and collaboration within the ICANN Community

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

7.5 – 1.3 Evolve Policy Development and Governance Processes, Structures and Meetings to be More Accountable, Inclusive, Efficient, Effective and Responsive

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

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

We will measure our success in achieving this goal by:

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

Portfolios

1.3.1 – Support Policy Development, Policy Related and Advisory Activities
Description: Optimize efficiency and effectiveness of community policy development and advice efforts

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

1.3.3 – Evolving Multistakeholder Model
Description: Planning and implementation of ICANN's online education platform to:
- ⊙ Support increased, informed, global involvement in ICANN;

- Plan for evolving ICANN's multistakeholder model
- Facilitate the development and publication of academic research on the multi-stakeholder model for DNS coordination, Internet policy development and governance

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

7.6 – Objective 2: Support a Healthy, Stable, and Resilient Unique Identifier Ecosystem

7.7 – 2.1 Foster and Coordinate a Healthy, Secure, Stable, and Resilient Identifier Ecosystem

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

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

We will measure our success in achieving this goal by:

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

Portfolios

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

2.1.2 – IANA System Enhancements
Description: Software enhancements, tool development, and other discrete projects to improve delivery of the IANA services

2.1.3 – Advice Registry Management

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

2.1.4 – Global Domains Division (GDD) Operations
Description: Projects related to the service implementation and ongoing delivery of services to contracted parties by the GDD. This includes reviewing and improving the way services are delivered

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

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

2.1.7 – Implementation of IANA Functions Stewardship Transition and Enhancing ICANN Accountability
Description: Implementation of the community-developed proposals to transition the IANA Functions stewardship and enhance ICANN's accountability

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

7.8 – 2.2 Proactively Plan for Changes in the Use of Unique Identifiers and Develop Technology Roadmaps to Help Guide ICANN Activities

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

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

We will measure our success in achieving this goal by:

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

Portfolios

2.2.1 – WHOIS Core Function/Service and Improvements
Description: To promote trust and confidence in the Internet for all stakeholders, ICANN is committed to:
⊙ Enforcing its current WHOIS policy
⊙ Identifying improvements to the accuracy and reliability of the WHOIS system
⊙ Implementing new GNSO consensus policies for WHOIS
⊙ Addressing privacy and data protection concerns

2.2.2 – Identifier Evolution
Description: Track and support the evolution of the Internet's system of unique identifiers through venues such as the IETF, DNS-OARC, W3C, the RIRs, and other relevant bodies

2.2.3 – Technical Experts Group

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

2.2.4 – Security, Stability, and Resiliency of Internet Identifiers

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

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

7.9 – 2.3 Support the Evolution of Domain Name Marketplace to be Robust, Stable and Trusted

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

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

We will measure our success in achieving this goal by:

- ◉ Domain Name Marketplace Health Index

Portfolios

2.3.1 – Registration Directory Services Analysis and Development
Description: To promote trust and confidence in the Internet for all stakeholders, ICANN will evaluate whether there is a better system for providing information about gTLD domain names, consistent with applicable data protection and privacy laws to replace WHOIS, including:
- ◉ Conducting a Policy Development Process, to examine whether a new policy framework will be needed to support the next generation of registration directory services
- ◉ Evaluating new Registration Directory Services technology
- ◉ Understanding the evolving data protection and privacy regulatory framework

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

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

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

2.3.5 – New gTLD Program

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

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

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

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

2.3.7 – Domain Name Services

Description: Domain Name Services ongoing operations and Industry Engagement

2.3.8 – Next gTLD Round Planning

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

2.3.9 – Universal Acceptance

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

2.3.10 – Registry Services

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

2.3.11 – Registrar Services

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

Portfolios	FTE	Pers	T&M	Prof Svcs	Admin	Capital	Total
2.3.1 Registration Directory Services Analysis and Development	1.0	0.2	0.0	0.0	0.0	0.0	0.2
2.3.2 Placeholder: Projects in this portfolio were moved to 2.1.5 based on feedback received on the draft plans. This placeholder has been retained to minimize reader confusion regarding portfolio numbering.	-	0.0	0.0	0.0	0.0	0.0	0.0
2.3.3 GDD Technical Services	3.4	0.6	0.0	0.2	0.0	0.0	0.8
2.3.4 Internationalized Domain Names	1.0	0.2	0.2	0.8	0.0	0.0	1.2
2.3.5 New gTLD Program	4.4	3.5	0.8	6.2	1.1	0.0	11.7
2.3.6 Outreach and Relationship Management with Existing and new Registry, Registrar Community	-	0.0	0.0	0.1	0.0	0.0	0.1
2.3.7 Domain Name Services	5.7	1.3	0.1	0.2	0.0	0.0	1.7
2.3.8 Next gTLD Round Planning	8.3	1.6	0.0	0.8	0.0	0.0	2.5
2.3.9 Universal Acceptance	-	0.0	0.0	1.3	0.0	0.0	1.3
2.3.10 Registry Services	9.0	1.4	0.2	0.2	0.0	0.0	1.9
2.3.11 Registrar Services	6.0	1.1	0.1	0.1	0.1	0.0	1.4
Total	38.8	$9.9	$1.5	$9.9	$1.3	$0.0	$22.7
	105.7	$22.2	$3.1	$14.4	$2.3	$0.4	$42.2

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

7.11 – 3.1 Ensure ICANN's Long-Term Financial Accountability, Stability and Sustainability

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

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

We will measure our success in achieving this goal by:

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

Portfolios

3.1.1 – Raising Stakeholder Awareness of ICANN Worldwide
Description: Review of the Five-Year Strategic and Operating Plan Implementation, and the development of FY18 Operating Plan and Budget

3.1.2 – Raising Stakeholder Awareness of ICANN Worldwide
Description: Assessment, evaluation, reporting, and guidance to advance organizational, technological and operational excellence

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

3.1.4 – Raising Stakeholder Awareness of ICANN Worldwide
Description: Continue the focus on planning, assessing risk, evaluating mitigation, monitoring and progress reporting to minimize the effects of risks to the organization

3.1.5 – Raising Stakeholder Awareness of ICANN Worldwide
Description: Various programs and projects that support functional operations. This includes:
- Coordination for the office of the President and CEO
- Tracking costs for ICANN Public Meetings
- Managing other conferences and events
- Developing the FY18 Operating Plan and Budget

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

7.12 – 3.2 Ensure Structured Coordination of ICANN's Technical Resources

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

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

We will measure our success in achieving this goal by:

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

Portfolios

3.2.1 – Cybersecurity Hardening and Control
Description: All on-going infrastructure projects and services to maintain adequate performance of the systems supporting all ICANN operations

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

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

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

7.13 – 3.3 Develop a Globally Diverse Culture of Knowledge and Expertise Available to ICANN's Board, Staff, and Stakeholders

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

We will measure our success in achieving this goal by:

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

Portfolios

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

3.3.2 – ICANN Technical University
Description: Providing a mechanism to improve the technical understanding of the technology ICANN coordinates

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

7.14 – Objective 4: Promote ICANN's Role and Multistakeholder Approach

7.15 – 4.1 Encourage Engagement with the Existing Internet Governance Ecosystem at National, Regional and International Levels

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

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

We will measure our success in achieving this goal by:

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

Portfolios

4.1.1 – Coordination of ICANN Participation in Internet Governance (IG)
Description: This portfolio includes those projects that coordinate ICANN's support for and participation in the Internet Governance Ecosystem as well as collaboration with other entities in the ecosystem on projects and initiatives of shared interest

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

7.16 – 4.2 Clarify the Role of Governments in ICANN and Work with them to Strengthen their Commitment to Supporting the Global Internet Ecosystem

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

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

We will measure our success in achieving this goal by:

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

Portfolios

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

4.2.2 – Engagement with Governments and IGOs
Description: This portfolio includes those projects supporting and coordinating outreach and engagement with governments and IGOs nationally, regionally and internationally to increase governments knowledge of and participation in the global Internet Governance ecosystem. Currently the IG-related events we anticipate in FY17 include:
◉ Regional and National IGF and IG events such as the European Dialogue on Internet Governance; Meissen Studentkrisse; SEEIG, SISS; APrIG; the Africa Internet Summit and several of the African regional IGF; US IGF and others
◉ Global IGF in Guadalajara, Mexico December 2016
◉ ITU Council meetings WG on Internet public policy
◉ Enhanced Cooperation WG of the CSTD reporting to ECOSOC
◉ WSIS Forum
◉ WTSA regional preparatory meetings
◉ Global WTSA meeting in Tunisia November 2016

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

7.17 – 4.3 Participate in the Evolution of a Global, Trusted, Inclusive Multistakeholder Internet Governance Ecosystem that Addresses Internet Issues

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

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

We will measure our success in achieving this goal by:

⊙ Participation in the evolution of the IG ecosystem

Portfolios

4.3.1 – Support Internet Governance (IG) Ecosystem Advancement

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

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

7.18 – 4.4 Promote Role Clarity and Establish Mechanisms to Increase Trust within the Ecosystem Rooted in the Public Interest

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

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

We will measure our success in achieving this goal by:

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

Portfolios

4.4.1 – Contractual Compliance Functions
Description: Day-to-day activities to ensure compliance by registrars and registries with their contractual obligations to ICANN and to report back to the community

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

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

4.4.4 – Strategic Initiatives

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

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

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

7.20 – 5.1 Act as a Steward of the Public Interest

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

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

We will measure our success in achieving this goal by:

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

Portfolios

5.1.1 – Legal Advisory Function
Description: Provide legal advice to all functions at ICANN

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

5.3.1 – Legal Internal Support
Description: Provide legal support to all functions at ICANN

5.4.1 – Support ICANN Board
Description: Provide staff support to the ICANN Board of Directors

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

7.21 – 5.2 Promote Ethics, Transparency and Accountability Across the ICANN Community

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

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

We will measure our success in achieving this goal by:

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

Portfolios

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

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

- Conduct regularly scheduled reviews of ICANN entities to support their effectiveness and ongoing improvement; Support Board assessment and development of plans to maximize improvements to each entity and benefits to ICANN as a whole. Scheduled FY17 Organizational Reviews include At-Large Review 2, NomCom2 Review, and RSSAC2 Review.

5.2.3 – Conflicts of Interest and Organizational Ethics
Description: Support compliance with ICANN's conflict of interest and organizational ethics policy and framework

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

5.2.5 – Raising Stakeholder Awareness of ICANN Worldwide
Description: Supporting compliance with ICANN's Accountability and Transparency Mechanisms framework

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

7.22 – 5.3 Empower Current and New Stakeholders to Fully Participate in ICANN Activities

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

We will measure our success in achieving this goal by:

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

Portfolios

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

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

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

5.3.4 – Development and Public Responsibility New Program Development
Description: FY17 new program development for Development and Public Responsibility efforts overseen by DPRD team to address identified gaps in broadening and supporting the multistakeholder model along focus areas. This includes pilot projects as requested and identified by ICANN stakeholders such as the Stakeholder Onboarding Mentors Program pilot and a pilot exploring the topic of gender diversity at ICANN

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

Appendix

A – FY17 Budget by Project

The document listed below is linked from the ICANN's financial web pages. It includes the detail of the costs by category as well as full-time equivalent number of allocated staff to each project. The file is provided in both PDF and Excel format.

⊙ FY17 Budget by Portfolio and Project

B – FY17 IANA Operations by Activity

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

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

IANA Activity	Description & Methodology
Stakeholder Reports	Names Community Stakeholder Reports: Create the following reports: • Monthly DNSSEC report – this is a report to NTIA and is marked confidential • Monthly Root Zone Processing Time report – this is a report to NTIA and is published on ICANN's IANA website • Monthly Root Zone Audit report – this is a report to NTIA and is published on ICANN's IANA website • Monthly Performance Standards Metric report – this is a report to NTIA and is published on ICANN's IANA website. It includes metrics for the names and numbers functions • Periodic reports on delegation and transfers of Top Level Domains published on ICANN's IANA website • C.4.2 Monthly Performance Progress Report – this is a report to NTIA and is marked confidential. The report includes metrics for the names and numbers functions Numbers Community Stakeholder Reports: • Create monthly Performance Standards Metric report – this is a report to NTIA and is published on ICANN's IANA website. The report includes metrics for the names and numbers functions. • C.4.2 Monthly Performance Progress Report – this is a report to NTIA and is marked confidential. The report includes metrics for the names and numbers functions Protocol Parameters Customer Reports: Create the following reports: • Monthly IETF SLA report • Status of IETF Internet Draft Daily report – automated report posted on IANA website • Monthly reports to the IAB about IANA activities • Monthly Expiration of Early Allocations Report to the IESG

Request Handling	Names Community Request Handling: • Handle requests from the Name Community • Write reports for the Board and NTIA related to TLD change of control (for example, delegations) • Establish new processes and procedures for introducing new services such as EBERO • Handle root zone and names issues and address technical or policy clarifications needed in order to handle a request • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control) Numbers Community Request Handling: • Handle requests from the Numbers Community • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control) Protocol Parameters Request Handling: • Handle requests from the Protocol Parameters Community including new registrations, modifications to existing registrations and the removal of existing registrations • Introduce new processes and procedures for handling requests • Define new processes and procedures for creating new protocol parameter registries as per the IANA Considerations of an RFC • Manage escalations for unresolved issues • Compliance with applicable laws (for example, Office of Foreign Assets Control)
Stakeholder Engagement	Names Community Stakeholder Engagement: • Preparation, planning and attendance for three ICANN and three regional TLD meetings, and one Registrar & Registry meeting • Includes drafting, renewing and finalizing annual SLA • Drafting and reviewing documents for Public Comments Numbers Community Stakeholder Engagement: • Preparation, planning and attendance for 10 RIR meetings and 12 ASO (Address Supporting Organization) teleconferences • Includes drafting, renewing and finalizing annual SLAs, and reviewing policy documents adopted by the RIRs Protocol Parameters Community Stakeholder Engagement: • Attendance for three IETF meetings and periodic teleconferences with IPROC • Includes drafting, renewing and finalizing annual Service Level Agreements • Participation in twice-monthly IESG teleconferences and monthly IAB business meetings. Formal review of Internet-Drafts during IETF Last Call, IESG Evaluation, Document Approval and Final publication

	• Contract with expert for technical review of Internet-Drafts
Internal Reports	Names, Numbers and Protocol Parameters Community Internal Reports: • Conduct annual EFQM assessments to identify strengths and implement improvements to processes, services, people, leadership and customer results across all three functions • Development of KPI dashboards • Quarterly reports for the Board • Quarterly reports for Global Stakeholder Engagement • Reports for ICANN GDD Operations • Reports for internal staff meetings • Reports for the ICANN annual report • Materials for ICANN meetings
Systems/Tools Enhancements	Names, Numbers and Protocol Parameters Community Systems/Tools Enhancements: Perform the following across all three functions: • Develop dedicated systems/tools enhancements to improve performance of services provided by the IANA department • Develop tools required to implement new community mandated processes • Consult about enhancements for registry workflow • Architect and implement website improvements, and administer ICANN's IANA website including oversight of contractors and developers • Provide general management oversight for website tools and enhancements • Architect and implement system improvements for the registry workflow • Provide requirements and propose improvements to the registry workflow, as well as engage in User Acceptance testing • Provide general management oversight for system enhancements Includes software licenses and materials for ICANN's IANA website development, outsourced development to implement projects (for example, RDAP) and transition related web development. Names Community Systems/Tools Enhancements: Outsourced development for tools to monitor uptime of systems and software to report on SLEs defined by CWG. Protocol Parameters Community Systems/Tools Enhancements: Provide website improvement criteria and requests specifically for protocol parameters. Includes outsourced development for XML format registries, development of reporting tools, and enhancements to XML format registries.

Dept. Management Responsibilities	Names, Numbers and Protocol Parameters Community Department Management Responsibilities: • Membership and participation in ICANN's Technology and Operations Senior Management Teams, representing all three functions • Represent IANA Functions Operator at I-Star meetings. I-Star is a loosely coordinated group including ICANN, the IETF, W3C, regional ccTLD groups, the RIRs, and the Internet Society. • Management responsibilities related to post-transition bodies (for example, CSC) The VP of IANA Functions owns and manages FY17 budget for the 15 staff supporting all three functions: • Five senior staff with management responsibilities • Two Cryptographic Key Managers • Five IANA Specialists • One Audit Associate • One Project Manager/Technical Writer • One Sr. Administrative Assistant
Key Signing Ceremonies	Names Community Root Zone Key Signing Ceremonies: Four Root Zone Key Signing Key Ceremonies (both East and West Coast) each year, including ceremony preparation and post-ceremony processing of the logs, video, and ceremony notes, then posting of material on ICANN's IANA website. Includes: • Consultation with ceremony participants in reviewing and revising ceremony scripts • Reviewing and revising DNSSEC policy documentation with the Policy Management Authority • Collaboration with Verisign, the Root Zone Maintainer, which manages Zone Signing Keys • Manage relationships with Trusted Community Representatives Numbers and Protocol Parameters functions do not apply
KMF Facility Management	Names KMF facilities: • Manage the Key Management Facilities (KMF) and the Root Zone Key Signing Ceremonies • Manage and oversee plans to maintain and upgrade the KMF facilities, including related travel • Capital expense includes furniture, computer equipment, audit camera replacement, signing software development and service contracts for alarm system and the facilities Numbers and Protocol Parameters functions do not apply.
Customer Surveys	Names, Numbers and Protocol Parameters Communities Customer Satisfaction Surveys: • Involves selecting, contracting, and overseeing the third-party vendor that administers and analyzes the annual survey, as well as writing the final report which is posted on ICANN.ORG and IANA.ORG

	• The procurement office issues the RFP and reviews the responses for compliance to the criteria in the RFP and negotiates the best price for the contract • There is only one RFP for the customer satisfaction survey since all the functions are surveyed by a single contractor and at the same time
Third-party Systems Audits	Names Community third-party System Audits: • Two staff members lead the selection, contracting and oversight of the third-party vendor. Staff reviews the status of internal controls, and meets with control owners on a quarterly basis to ensure no changes have occurred to in-scope processes and systems. Staff also leads the internal review of the final report and assertion letter. • The procurement office reviews the contract and negotiates the best price/terms with the vendor. The IT department as well as the HR, Security and Facilities departments are instrumental in providing evidence related to systems that are in-scope of the audits. • Legal reviews the final audit reports and ICANN's assertion and representation letters prior to signing by the President of GDD and submission to NTIA. • Two ICANN Cryptographic Key Managers are instrumental in providing evidence related to systems that are in-scope of the audits. • IANA department personnel are interviewed and tender evidence to the auditor in response to inquiries, perform visits to remote facilities to collect audit-related material, and perform audit-related reviews Numbers Community third-party System Audits: Although the current controls for the SOC2 audit were not specifically designed to address the Numbers processes, the evidence provided to the vendor demonstrates that ICANN remains compliant with the Process Operations controls. The controls involve reviewing the monthly reports that are published on ICANN's IANA website, as well as the list of documented processes for all of the IANA Functions. Protocol Parameters Community third-party System Audits: In addition to the above explanation under "Names Community third-party Systems Audit," a third staff member is involved in establishing the controls for the audit of the protocol parameter systems. Two of the seven Process Operations controls are specifically related to the protocol parameters function.
Risk, Security, Continuity Plans	Names, Numbers and Protocol Parameters Community Risk/Security/Continuity Plans: Review and revise the department's Continuity and Security Plans each year
Consultation to Policy Groups	Names Community Consultation to Policy Groups: Consulting with the policy department regarding ccNSO, gTLD, IDN and ISO-3166 updates, policy recommendations, implementations and reports Numbers Community Customer Consultation to Policy Groups:

	Consulting with the RIR CEOs or ASO regarding allocations of IP and AS numbers, and reviewing ASO teleconference minutes and confirming there are no new Global Policies to be implemented. Protocol Parameters Consultation to Policy Groups: Consulting with the IETF/IAB leadership regarding IANA Considerations and the resulting implementation implications of those RFCs, as well as the relationship between ICANN and the Protocol Parameters Community. Also consulting internally regarding implications of the IANA Considerations detailed in RFCs that impact how IANA services are delivered.
Organizational Meetings (Corporate & Departmental)	Names Organizational Meetings: Includes immigration activities and services as needed for volunteer Trusted Community Representatives and staff, as well as administration (support and facilities) costs for DNSSEC meetings including security, rent, Internet access, phone and registration costs Names, Numbers and Protocol Parameters Organizational Meetings: Training provided to Audit Associate and IANA Specialists across all three functions, as well as administration costs for team lunches, transportation, postage, home Internet connectivity, tuition reimbursement, training courses and recognition awards for staff members. Provide IANA cross-training across ICANN organization. Attend for semi-annual Senior Management Team (SMT) meetings. Contribute to weekly SMT Operations meetings. Represent IANA functions at weekly GDD meetings.

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

IANA Budget Summary by Activities
In Thousands, USD

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

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

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

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

C – Registrar Fees

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

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

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

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

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

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

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

- ⊙ Per registrar variable fee
- ⊙ Transaction based fee

Per registrar variable fees are based on a validated concept that ICANN often expends the same quantum of effort in providing services to a registrar regardless of size. However, provided that the registrar is considerably smaller in size and in activity, some registrars will continue to be eligible for "forgiveness" of two-thirds of the standard per-registrar variable fee. To be eligible for forgiveness, the registrar must have: (1) less than 350,000 gTLD

names under its management; and (2) no more than 200 attempted adds per successful net add in any TLD. Forgiveness will be granted each quarter to all registrars that qualify.

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

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

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

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

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

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