ANNUAL REPORT

1 July 2016 - 30 June 2017

ICANN

ONE WORLD, ONE INTERNET

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ICANN

ABOUT ICANN

ICANN'S MISSION is to help ensure a stable, secure, and unified global Internet. To reach another person on the Internet, you need to type an address into your computer or other device – a name or a number. That address must be unique so computers know where to find each other. ICANN helps coordinate and support these unique identifiers across the world. ICANN was formed in 1998 as a not-for-profit public-benefit corporation and a community with participants from all over the world.

COMMITMENTS & CORE VALUES

In performing its Mission, ICANN will act in a manner that complies with and reflects ICANN's Commitments and respects ICANN's Core Values, each as described below.

From the Bylaws for the Internet Corporation for Assigned Names and Numbers
As amended 22 July 2017

(a) COMMITMENTS

In performing its Mission, ICANN must operate in a manner consistent with these Bylaws for the benefit of the Internet community as a whole, carrying out its activities in conformity with relevant principles of international law and international conventions and applicable local law, through open and transparent processes that enable competition and open entry in Internet-related markets. Specifically, ICANN commits to do the following (each, a "Commitment," and collectively, the "Commitments").

(i) Preserve and enhance the administration of the DNS and the operational stability, reliability, security, global interoperability, resilience, and openness of the DNS and the Internet.

(ii) Maintain the capacity and ability to coordinate the DNS at the overall level and work for the maintenance of a single, interoperable Internet.

(iii) Respect the creativity, innovation, and flow of information made possible by the Internet by limiting ICANN's activities to matters that are within ICANN's Mission and require or significantly benefit from global coordination.

(iv) Employ open, transparent and bottom-up, multistakeholder policy development processes that are led by the private sector (including business stakeholders, civil society, the technical community, academia, and end users), while duly taking into account the public policy advice of governments and public authorities. These processes shall (A) seek input from the public, for whose benefit ICANN in all events shall act, (B) promote well-informed decisions based on expert advice, and (C) ensure that those entities most affected can assist in the policy development process.

(v) Make decisions by applying documented policies consistently, neutrally, objectively, and fairly, without singling out any particular party for discriminatory treatment (i.e., making an unjustified prejudicial distinction between or among different parties).

(vi) Remain accountable to the Internet community through mechanisms defined in these Bylaws that enhance ICANN's effectiveness.

COMMITMENTS & CORE VALUES cont'd

(b) CORE VALUES

In performing its Mission, the following "Core Values" should also guide the decisions and actions of ICANN:

(i)   To the extent feasible and appropriate, delegating coordination functions to or recognizing the policy role of, other responsible entities that reflect the interests of affected parties and the roles of bodies internal to ICANN and relevant external expert bodies.

(ii) Seeking and supporting broad, informed participation reflecting the functional, geographic, and cultural diversity of the Internet at all levels of policy development and decision-making to ensure that the bottom-up, multistakeholder policy development process is used to ascertain the global public interest and that those processes are accountable and transparent.

(iii) Where feasible and appropriate, depending on market mechanisms to promote and sustain a competitive environment in the DNS market.

(iv) Introducing and promoting competition in the registration of domain names where practicable and beneficial to the public interest as identified through the bottom-up, multistakeholder policy development process.

(v)   Operating with efficiency and excellence, in a fiscally responsible and accountable manner and, where practicable and not inconsistent with ICANN's other obligations under these Bylaws, at a speed that is responsive to the needs of the global Internet community.

(vi) While remaining rooted in the private sector (including business stakeholders, civil society, the technical community, academia, and end users), recognizing that governments and public authorities are responsible for public policy and duly taking into account the public policy advice of governments and public authorities.

(vii) Striving to achieve a reasonable balance between the interests of different stakeholders, while also avoiding capture.

(viii) Subject to the limitations set forth in Section 27.2, within the scope of its Mission and other Core Values, respecting internationally recognized human rights as required by applicable law. This Core Value does not create, and shall not be interpreted to create, any obligation on ICANN outside its Mission, or beyond obligations found in applicable law. This Core Value does not obligate ICANN to enforce its human rights obligations, or the human rights obligations of other parties, against other parties.

The Commitments and Core Values are intended to apply in the broadest possible range of circumstances. The Commitments reflect ICANN's fundamental compact with the global Internet community and are intended to apply consistently and comprehensively to ICANN's activities. The specific way in which Core Values are applied, individually and collectively, to any given situation may depend on many factors that cannot be fully anticipated or enumerated. Situations may arise in which perfect fidelity to all Core Values simultaneously is not possible. Accordingly, in any situation where one Core Value must be balanced with another, potentially competing Core Value, the result of the balancing must serve a policy developed through the bottom-up multistakeholder process or otherwise best serve ICANN's Mission.

📖 **READ MORE about ICANN Bylaw Section 1.2**

ANNUAL REPORT REQUIREMENT FROM ICANN BYLAWS

The Board shall publish, at least annually, a report describing its activities, including an audited financial statement, a description of any payments made by ICANN to Directors (including reimbursements of expenses) and a description of ICANN's progress towards the obligations imposed under the Bylaws as revised on 1 October 2016 and the Operating Plan and Strategic Plan. ICANN shall cause the annual report and the annual statement of certain transactions as required by the California Corporations Code (CCC) to be prepared and sent to each member of the Board and to such other persons as the Board may designate, no later than one hundred twenty (120) days after the close of ICANN's fiscal year.

📖 **READ MORE about ICANN Bylaw Section 22.3 concerning the Annual Report**

LETTER FROM THE PRESIDENT & CEO

Fiscal year 2017 marked a new chapter for the ICANN organization and the multistakeholder model. On 1 October 2016, the contract between ICANN and the U.S. Department of Commerce National Telecommunications and Information Administration (NTIA), to perform the Internet Assigned Numbers Authority (IANA) functions, officially expired. The IANA functions stewardship transition brought with it new ICANN Bylaws and a new, nonprofit public benefit affiliate of ICANN named Public Technical Identifiers (PTI), which performs the IANA functions under contract with ICANN.

The ICANN org's role is to support the community and implement community policy at the Board's direction. This year, the ICANN org operates under new, enhanced, and improved accountability measures. As president and CEO of the ICANN org, I am committed to the revised Mission and Bylaws, and to making sure we deliver on the Mission. My goals for the previous fiscal year reflect that focus and intent.

For FY17, I put forward nine goals for my performance. Many are inward-facing and all aim to improve either the accountability, efficiency, or transparency of our operations:

- **Documenting ICANN Review and Implementation Processes**: The Specific and Organizational Reviews provide important oversight and accountability. To ensure their continued effectiveness, the organization is preparing a practical manual for how to act upon resulting recommendations.

- **Studying and Proposing a Plan for the Implementation of a Document Management System**: During FY17, the ICANN org undertook a review of ICANN's public content and the technical infrastructure of our public websites. The ICANN org finalized cost-effective recommendations for improving our technical infrastructure and content governance. In September 2017, the Board approved this plan, which is called the Information Transparency Initiative. The implementation of this plan will begin in January 2018.

- **Internal Communication Strategy**: The ICANN org is adapting internal communications to effectively reach the ICANN org's teams, who are located in 33 countries. This is challenging and important work because it helps employees understand ICANN's Mission, Commitments, and Core Values.

continued on next page

- **International Strategy**: With the aim of ensuring adequate representation within the global community, we are calibrating the ICANN regions and office locations to ensure their effectiveness.

- **Finalizing a New Narrative**: Changes to ICANN's governance and stewardship are being incorporated into our overarching communications.

- **Internal Culture Project**: This multipronged project contains five elements: ICANN organizational culture and ethics; demand-driven outreach; sharing of best practices; internal core knowledge training; and internal communications.

- **Reviewing Internal Projects and Reports**: More than 300 projects exist within the ICANN org, and staff produces more than 200 reports annually to document progress. We're looking at ways to increase efficiency within project management and reporting.

- **Implementing Strategic Forecast Internally**: Staff has conducted 21 departmental workshops to identify strategic outlook trends for the FY19-20 time frame, aiming to identify key trends to inform organizational planning.

- **Developing Action Request Register**: A cross-functional team is addressing how requests for action by the CEO or Board are handled, to maximize efficiency and effectiveness.

Efforts like these increase transparency, and help us create accountability and trust. As my team and I work on these goals, we know that the ICANN org will succeed only if it continues to benefit from the willingness and dedication of its many stakeholders to hold us accountable. I am confident the ICANN org will carry out its commitments to the satisfaction of the IANA functions' customers, as well as to the billions of current and future Internet users.

This year, we will witness another major milestone. The Chair of the ICANN Board, Steve Crocker is retiring. He first attended an ICANN meeting in 1998. In 2002, he served as the first chair of the Security and Stability Advisory Committee (SSAC). As Board Chair since 2011, his commitment, depth of knowledge, and leadership has guided ICANN through six years of change to evolve into an independent organization. I have learned a lot from him and am grateful for his wisdom and time with ICANN, and with me. Our organization has matured into a model of how bottom-up, consensus-driven policymaking can work, thanks in large part to Steve's stewardship.

Sincerely,

Göran Marby
PRESIDENT & CEO

📖 **READ MORE** about the Office of the President and CEO

LETTER FROM THE BOARD CHAIR

A little over one year ago, ICANN realized nearly two decades of work, collaboration, and outreach to become an organization accountable to the world through its stakeholders and an empowered community.

Every part of ICANN has evolved in some way through this transfer of stewardship from the U.S. government to the community, and the Board of Directors is no exception.

We are immensely proud of what we have achieved. Together, we have created a historic moment in the growth and evolution of the Internet. The community's direction now sets our future course, and the world is watching as our work continues.

This year, the Board established several areas of focus to help us move closer to goals upon which I think we can all agree. These include: strengthening our relationship with the community through more effective engagement, improving transparency, and increasing diversity. We have also sought to improve the efficiency and performance of our meetings and workshops through financial discipline and actionable reviews. Finally, we continue to strive for operational excellence through our support of the ICANN President & CEO, improved budget processes, and oversight of Public Technical Identifiers (PTI).

Underscoring each priority is an increased call for accountability and transparency. This year, the Board took steps to improve both by opening up several of our workshop sessions to the public, so our stakeholders can better understand how decisions are made.

It is through greater transparency that our multistakeholder community will hold ICANN accountable to our commitments. These commitments include meeting the needs the IANA functions customers. It also includes ensuring that ICANN upholds the principles of the multistakeholder model and the accountability mechanisms put in place by the community.

Looking forward, strengthening our technical orientation must be a top priority for ICANN. It is those operations that lie at the heart of our small, but significant, role in the Internet ecosystem.

This year, ICANN's technical team focused on the ongoing and carefully planned effort to change, or "rollover", the cryptographic keys that help secure the Domain Name System (DNS). This is the first rollover since the DNS root was signed in 2010. It is anticipated that the actual rollover to the new key signing key (KSK) will occur in 2018. In preparation for this event, the ICANN org is conducting a global effort to ensure that network operators, Internet service providers, and other technical players are well aware of the pending rollover and are prepared for it. Careful planning, communication, coordination, and testing are required to ensure that no users are locked out once the cryptographic keys are changed.

LETTER FROM THE
BOARD CHAIR cont'd

As I conclude my appointment to the Board of Directors as its Chair, I look forward to returning to a role within the ranks of our broad community. I cherish the time I spent with all of you and I am thankful for the opportunity to be part of this vibrant and diverse community. I believe that ICANN has evolved into a mature and truly global organization prepared for the challenges ahead. One aspect of our maturation is the smooth succession we have within the Board. I have had the pleasure of working with Cherine Chalaby for seven years, and I have been impressed with his skill and calm handling of complex financial, business, and political matters. He is a man of high integrity and total commitment to ICANN and service to the Internet community. The Board is in good hands and is fully organized to support both the community and the organization.

Finally, the IANA Functions Contract with the NTIA is now part of our past and no longer defines us. As the future emerges, it is critical that we set our priorities solidly within our Mission, scope, and budget. History will judge us by how we, the global multistakeholder community, work together to construct this new path forward.

Sincerely,

Stephen D. Crocker
CHAIR, BOARD OF DIRECTORS

Highlights of the Year

JULY 2016–JUNE 2017

IANA Stewardship Transition

On 1 October 2016, the contract between ICANN and the NTIA to perform
the IANA functions expired. The contract's expiration marked the transition
of the coordination and management of the Internet's unique identifiers
to the private sector.

During FY17, the ICANN org worked closely with the multistakeholder community
to implement the requirements of the IANA functions stewardship transition proposals.
By the end of September 2016, all implementation tasks required to allow the IANA functions
contract to expire were complete, including:

• The ICANN Board approved the revisions to the ICANN Bylaws, including incorporating
the recommendations from the Cross-Community Working Group on Enhancing ICANN
Accountability (CCWG-Accountability) Work Stream 1.

• ICANN incorporated an affiliate, PTI, which is now performing the IANA functions on behalf
of ICANN.

• ICANN and Verisign successfully completed the 90-day parallel testing period on the
Root Zone Management System and signed the Root Zone Maintainer Agreement.

• The ICANN and PTI Boards adopted the PTI Bylaws and agreements for PTI to perform
the IANA functions.

📖 **READ MORE about the IANA stewardship transition**

Highlights from the ICANN Board of Directors

OPEN SESSION PILOT PROGRAM

As part of the Board's commitment to greater transparency into its deliberations, several of its sessions were opened up to the community. These included:

Board Workshop, May 2017

- Marketplace Dynamics Session I: Registries and Registrars.

- Internet Governance Engagement Strategy with a Focus on the Internet Governance Forums (IGFs): Proposal to the Board.

Board Sessions, ICANN58, March 2017

- Community Anti-Harassment Policy.

- Informational Briefing on the Draft FY18 Operating Plan and Budget.

Board Workshop, September 2016

- Impact of the new Bylaws on ICANN.

- Topics Related to Work Stream 2 of the CCWG on Enhancing ICANN Accountability.

- Technical Presentation on Réseaux IP Européens Network Coordination Centre (RIPE NCC).

📖 **READ MORE about 2017 Board Meetings**

📖 **READ MORE about 2016 Board Meetings**

NEW BOARD MEMBERS

At its November 2016 meeting, five new members joined the Board.

The Nominating Committee (NomCom) selected **Maarten Botterman**, an independent strategic advisor on Internet governance and related issues, and **Khaled Koubaa**, founder and president of the Arab World Internet Institute.

The Generic Names Supporting Organization (GNSO) selected Neustar's Deputy General Counsel and Chief Privacy Officer **Becky Burr**.

The Address Supporting Organization (ASO) selected **Akinori Maemura**, general manager of the Internet Development Department at Japan Network Information Center (JPNIC).

The Root Server System Advisory Committee (RSSAC) selected **Kaveh Ranjbar**, RIPE Network Coordination Centre's Chief Information Officer, as its new liaison to the Board.

At the conclusion of ICANN60 in November 2017, a new ICANN Board Chair, a new Vice-Chair, and two new Board members will take up their positions.

Highlights from the Community

EMPOWERED COMMUNITY

Among the accountability enhancements made following the IANA stewardship transition was the formation of the Empowered Community. All of ICANN's Supporting Organizations (SOs), as well as the At-Large and Governmental Advisory Committees, can participate in the Empowered Community including: the Generic Names Supporting Organization (GNSO), the Country Code Names Supporting Organization (ccNSO), the Address Supporting Organization (ASO), the Governmental Advisory Committee (GAC), and the At-Large Advisory Committee (ALAC). Through the Empowered Community, the groups can enforce specific powers, such as considering or rejecting changes to ICANN's Bylaws, budget, or strategic operating plan.

The Empowered Community has had two opportunities to exercise its powers. In July 2017, the Empowered Community approved changes to ICANN's Fundamental Bylaws to move the Board Governance Committee's reconsideration responsibilities to another Board Committee. Also in June and July of 2017, the Empowered Community had an opportunity to exercise its powers to veto ICANN's FY18 Annual Budget and Operating Plan, an update to the five-year Operating Plan, and to the FY18 IANA Budget. No challenges were raised.

📖 **READ MORE and view an infographic about the Empowered Community**

SUPPORTING ORGANIZATION AND ADVISORY COMMITTEE HIGHLIGHTS

I C A N N | A S O
Address Supporting Organization

ADDRESS SUPPORTING ORGANIZATION (ASO)

The Internet number community proposed the creation of a Service Level Agreement (SLA) between ICANN and the five Regional Internet Registries (RIRs), under which ICANN would continue performing the IANA numbering services. ICANN and the RIRs signed the SLA in June 2016, and the SLA came into effect on 1 October 2016.

📖 **READ MORE**

I C A N N | c c N S O
Country Code Names Supporting Organization

COUNTRY CODE NAMES SUPPORTING ORGANIZATION (CCNSO)

The ccNSO is one of the chartering organizations of the Cross-Community Working Group on Use of Country and Territory Names as TLDs (CCWG-UCTN). The CCWG-UCTN completed its work, which was to provide guidance on the second Extended Process Similarity Review.

📖 **READ MORE**

I C A N N | G N S O
Generic Names Supporting Organization

GENERIC NAMES SUPPORTING ORGANIZATION (GNSO)

During FY17, the GNSO Council:

• Passed 29 resolutions, including:

  - Approval of the charter for the GNSO Review Working Group.

  - Approval of the Final Framework for Future CCWGs.

  - Adoption of the GAC-GNSO Consultation Group on GAC Early Engagement in GNSO PDPs Final Status Report and Recommendations.

  - Initiation of Policy Amendment Process on Specific Red Cross and Red Crescent Names.

  - Confirmation of process and criteria for selection of GNSO representative to the Empowered Community Administration.

📖 **READ MORE**

SUPPORTING ORGANIZATION AND ADVISORY COMMITTEE HIGHLIGHTS cont'd

AT-LARGE ADVISORY COMMITTEE (ALAC)

The At-Large community successfully concluded its ICANN Board Director selection process on 27 February 2017. At-Large elected León Felipe Sánchez Ambía, who will begin his three-year term at the close of ICANN60.

📖 **READ MORE**

GOVERNMENTAL ADVISORY COMMITTEE (GAC)

The GAC membership increased to 173 members and 36 observers. GAC working groups continued to advance matters between ICANN Public Meetings. Topic areas included geographical names, public safety, underserved regions, and human rights and international law.

📖 **READ MORE**

ROOT SERVER SYSTEM ADVISORY COMMITTEE (RSSAC)

The RSSAC completed 11 publications. Most of these publications contribute to the body of work on the evolution of the root server system, and focus on topics such as accountability and continuity of root name service.

📖 **READ MORE**

SECURITY AND STABILITY ADVISORY COMMITTEE (SSAC)

The SSAC published several documents related to the security and stability of the DNS, including the stability of the domain namespace, the use of emoji in domain names, and the Centralized Zone Data Service.

📖 **READ MORE**

FY17 Meetings

ICANN|PUBLIC MEETINGS

ICANN Public Meetings are a vital part of ICANN's multistakeholder model because they provide a venue for advancing policy work, exchanging best practices, and conducting business deals. They also give opportunities for interacting with members of the ICANN community, Board, and organization.

ICANN|57 HYDERABAD

ICANN57 HYDERABAD

ICANN57 drew a record-breaking 3,182 attendees, which broke the previous record of 3,155 for ICANN50 in London. The Annual General Meeting took place over 7 days and spread across 205 sessions. A key theme of the meeting was recognizing the work of community volunteers. Twelve community leaders received the ICANN Leadership Award for their contributions to the successful IANA stewardship transition, and 36 community members were recognized at the end of their terms.

ICANN|58 COPENHAGEN

ICANN58 COPENHAGEN

The ICANN58 Community Forum kept accountability and transparency at the forefront of ICANN discussions. The meeting featured two Public Forum sessions, as well as a new, question-and-answer session with the executive team of the ICANN org. Key community sessions focused on ICANN reviews and CCWG-Accountability Work Stream 2.

ICANN|59 JOHANNESBURG

ICANN59 JOHANNESBURG

ICANN59 was ICANN's second Policy Forum, and the SOs and ACs led the effort to construct a session schedule focused on policy work. Mornings were dedicated to outreach, and advancing policy and advice development. Afternoons featured cross-community sessions aimed at ongoing policy development efforts. In the evenings, networking sessions allowed participants to interact on an informal basis.

FY17 ICANN Public Meeting Registrations

ICANN|58
COPENHAGEN

TOTAL REGISTRATION
2,089

FIRST-TIME PARTICIPANTS
640

ICANN|57
HYDERABAD

TOTAL REGISTRATION
3,182

FIRST-TIME PARTICIPANTS
2,180

ICANN|59
JOHANNESBURG

TOTAL REGISTRATION
1,353

FIRST-TIME PARTICIPANTS
448

READ MORE about ICANN Public Meetings

Copenhagen, Denmark

Hyderabad, India

Johannesburg, South Africa

Highlights from the ICANN Org

INTERNATIONAL OFFICE STRATEGY

In June 2017, ICANN launched the organization's new international office strategy for managing its locations around the world. This strategy helps improve accountability, provides more consistency, and clarifies roles across the organization. The goal of this change is to better support the needs of ICANN's diverse community, which varies greatly by region.

The three global hubs were replaced with five regional offices:

- Los Angeles, U.S.A. (headquarters)
- Brussels, Belgium
- Istanbul, Turkey
- Montevideo, Uruguay
- Singapore

The ICANN org has engagement centers in:

- Beijing, China
- Geneva, Switzerland
- Nairobi, Kenya
- Washington, D.C. U.S.A

Three strategic partnerships will help the ICANN org reach more stakeholders around the world.

- Asunción, Paraguay
- Cairo, Egypt
- Seoul, Republic of Korea

Regional Offices:
Los Angeles, U.S.A (Headquarters)
Brussels, Belgium
Istanbul, Turkey
Montevideo, Uruguay
Singapore

Engagement Centers:
Beijing, China
Geneva, Switzerland
Nairobi, Kenya
Washington, D.C., U.S.A.

Partnership Centers:
Asunción, Paraguay
Cairo, Egypt
Seoul, Republic of Korea

KSK ROLLOVER

ICANN's technical team is implementing the rollover, or change, of the cryptographic key used in the DNS Security Extensions (DNSSEC) protocol in the process that DNSSEC-signs the root zone, commonly known as the Root Zone Key Signing Key (KSK). This is the first rollover since the domain name system root was signed in 2010. The rollover to the new key signing key (KSK) is anticipated to occur in 2018. The KSK is an essential component of DNSSEC, a security technology that allows for the authentication and the assurance of the integrity of information in the DNS. Because the KSK rollover has never been implemented at the root level before, the ICANN org is working and communicating extensively with the Internet operator and user communities about the changes to minimize the risk of disruption of DNS resolution services.

📖 **READ MORE about the KSK Rollover**

COMPLAINTS OFFICE

Established in March 2017, the ICANN Complaints Office handles complaints regarding the ICANN org not covered by other accountability mechanisms. These may include complaints about how a request has been handled, a process that appears broken, insufficient handling of an issue, or an indication of a systemic issue. Under the leadership of Complaints Officer Krista Papac, the office receives complaints; researches, analyzes, and resolves issues; and aggregates and tracks complaints over time. The ICANN Complaints Office reports to ICANN's General Counsel.

📖 **READ MORE about the Complaints Office**

Board Achievements

Board Achievements

Improving the Board's Relationship With the Community

In FY17, the Board focused on five areas in which to improve its openness and relationship with the community. These priorities include:

- Improving transparency.
- Developing collegiality and trust with the community.
- Increasing community engagement.
- Boosting diversity.
- Using volunteers more efficiently.

The Board's key activities that demonstrate these efforts include:

- A pilot program that opened some Board sessions to the public. The sessions are listed on of this report.

- A recommendation to form a new Board committee responsible for oversight of ICANN Accountability Mechanisms. The formation of this new committee, which will be responsible for Reconsideration Requests and other mechanisms, required a change to ICANN's Fundamental Bylaws, and thus was subject to approval by the Empowered Community.

- While the community is in the process of completing its review of the Ombudsman's role and its importance to ICANN's accountability, the Board appointed Herb Waye as ICANN Ombudsman. Once the Board has reviewed and considered the community's pending recommendations on the scope and nature of the role, the Board will conduct a global search for the next ICANN Ombudsman.

Improving Effectiveness and Efficiency

The Board focused on how it could improve the effectiveness and efficiency of its Board workshops, oversight of financial operations, and the conduct of reviews.

Enhancing Operational Excellence

The Board enhances operational excellence through its support of the ICANN President and CEO, improving the FY18 Budget process, advancing policy and technical issues, overseeing PTI, and supporting the Nominating Committee.

Community Achievements

Community Achievements

Supporting Organizations & Advisory Committees (SOs/ACs)

THE EMPOWERED COMMUNITY

Under the revised ICANN Bylaws that came into effect in October 2016, the new Empowered Community was born. The Empowered Community is comprised of five Decisional Participants, which include the three SOs (ASO, ccNSO, and GNSO), and two of the ACs (ALAC and GAC). The purpose of the Empowered Community is to exercise its rights and perform its obligations under the revised Bylaws. These rights include a number of new powers. These new powers are the result of the work of the CCWG-Accountability.

In FY17, two of these powers were triggered. The first was the need for the Empowered Community to approve a proposed amendment to a Fundamental Bylaw concerning transference of the Board's responsibility for reconsideration requests to a new Board committee. The second was the ability of the Empowered Community to reject ICANN's FY18 Annual Budget and Operating Plan, an update to the five-year Operating Plan, and the FY18 IANA Budget. No challenges were raised.

Noteworthy milestones:

• At ICANN59, the Empowered Community's Cross-Community Forum on Proposed Fundamental Bylaws Amendments was held to discuss the proposed Fundamental Bylaws amendment. Under the revised ICANN Bylaws, support from three of the five Decisional Participants is required in order for the amendment to pass. The Empowered Community approved the amendment in July 2017.

📖 **READ MORE about this session**

• On 24 June 2017, the ICANN Board approved ICANN's FY18 Annual Budget and Operating Plan, an update to the five-year Operating Plan, and to the FY18 IANA Budget. This triggered a second Empowered Community power, and began a 21-day period during which any individual could petition any of the five Decisional Participants to initiate the rejection process outlined in the revised ICANN Bylaws. No challenges were raised and each of the documents went into force in July 2017.

ADDRESS SUPPORTING ORGANIZATION (ASO)

ICANN | ASO
Address Supporting Organization

The now expired IANA Functions Contract (ICANN performed the IANA functions, on behalf of the United States Government, through a contract with NTIA) defined requirements for reporting and performance of the IANA numbering services. In absence of the IANA Functions Contract, the Internet number community proposed the creation of a Service Level Agreement (SLA) between ICANN and the five Regional Internet Registries (RIRs), under which ICANN would continue performing the IANA numbering services. ICANN and the RIRs signed the SLA in June 2016, and the SLA came into effect on 1 October 2016.

To provide oversight of the SLA, the Internet number community recommended the formation of the IANA Numbering Services Review Committee. The review committee ensures the SLA for the IANA numbering services is met by the IANA numbering services operator. The review committee held an open meeting at ICANN58 focusing on its scope and administration.

Also in FY17, the Number Resource Organization (NRO) Executive Council, in communication with the ICANN Board Organizational Effectiveness Committee, selected ITEMS International to conduct an independent review of the ASO. ITEMS International presented the draft final report at ICANN59.

As described in the call for proposals by the NRO, and in alignment with the ICANN Bylaws, the objective of the review is to determine whether the ASO has a continuing purpose at ICANN, and if so, whether any change in structure or operations of the ASO is desirable to improve its effectiveness. Additionally, the review would also evaluate whether the ASO is accountable to the Internet number community when carrying out its responsibilities.

The scope of the review includes all functions undertaken by the ASO in support of ICANN, and in particular, global number policy development and the appointment of individuals to various ICANN bodies, including the ICANN Board.

📖 **READ the final report**

Several new members joined the ASO Address Council in FY17 including Kevin Blumberg, appointed by the American Registry for Internet Numbers (ARIN) Board of Trustees; Brajesh Jain, elected by the Asia-Pacific Network Information Centre (APNIC) community; and Omo Oaiya, elected by the African Network Information Center (AFRINIC) community.

The ASO Address Council also elected a new leadership team: **Filiz Yilmaz** from the Réseaux IP Européens Network Coordination Centre (RIPE NCC) region as chair, and, as vice chairs, **Louie Lee** from the ARIN region and **Ricardo Patara** from the Latin American and Caribbean Network Information Centre (LACNIC) region.

COUNTRY CODE NAMES SUPPORTING ORGANIZATION (ccNSO)

ICANN|ccNSO
Country Code Names Supporting Organization

Following the IANA stewardship transition, the ccNSO Guideline Review Committee (GRC) developed processes and procedures to align ccNSO community practices with the new ICANN Bylaws. The outcomes included ccNSO internal guidelines on work methods, ccNSO nominations for ICANN Board Seats 11 and 12, and the role of the ccNSO as a Decisional Participant in the Empowered Community.

In March 2017, the ccNSO Council initiated a policy development process. This is the third since the ccNSO's founding in 2003. The goal is to develop policy recommendations for the retirement of country code top-level domains (ccTLDs) and for a review mechanism for decisions on delegation, transfer, revocation, and retirement.

As part of its policy-related work, the ccNSO is one of the chartering organizations of the Cross-Community Working Group on Use of Country and Territory Names as TLDs (CCWG-UCTN). The CCWG-UCTN completed its work, which was to provide guidance on the second Extended Process Similarity Review. This was a procedure introduced as part of the Internationalized Domain Names (IDNs) ccTLD Fast Track process.

📖 **READ MORE**

Also, during FY17, the ccNSO continued to be involved in organizing meeting days and workshops to share information and best practices on managerial, technical, and operational aspects of running a TLD. This was not limited to the ccNSO meeting days and Tech Day, but included a new annual workshop for people who are responsible for the operational security and stability of their ccTLD.

The ccNSO and its Council FY17 highlights:

MEMBERSHIP GREW TO MORE THAN **161** ccTLD MANAGERS.	**189** ccTLDs (INCLUDING IDN ccTLDs) SUBSCRIBED TO THE INCIDENT RESPONSE MAILING LIST.	THE ccNSO COUNCIL PASSED **58** RESOLUTIONS.	THE ccNSO RECEIVED **62** REQUESTS TO PROVIDE INPUT OR REQUESTS TO PARTICIPATE IN WORK.	PARTICIPATED IN **5** CROSS-COMMUNITY WORKING GROUPS AS A CHARTERING ORGANIZATION.

GENERIC NAMES SUPPORTING ORGANIZATION (GNSO)

ICANN | GNSO
Generic Names Supporting Organization

In FY17, the GNSO continued making progress on four policy development processes (PDPs) including:

- Intergovernmental and international non-governmental organizations' access to curative rights protection mechanisms (publication of Initial Report).
- Review of all rights protection mechanisms in all gTLDs.
- New gTLDs subsequent procedures.
- Next generation registration directory services (RDS) to replace WHOIS.

These four PDPs are in the working group phase.

During ICANN Public Meetings in FY17, the GNSO met in a combined 165 sessions, including a post-ICANN57 one-day development activity for both incoming and returning councilors. In addition to many working group meetings, the GNSO led several cross-community sessions on key policy topics such as geographic names and next-generation RDS to expand the opportunities for interaction and understanding.

As a Decisional Participant, the GNSO also made progress on adapting its processes and procedures to the post-transition reality. The GNSO accepted the report of the GNSO Bylaws Implementation Drafting Team. The report included recommendations for new or modified structures and procedures (as necessary) to fully implement the new or additional rights and responsibilities under the post-transition Bylaws. Subsequently, the GNSO published the revised GNSO Operating Procedures for public comment. The GNSO Council also formed the GNSO Standing Selection Committee to take responsibility for making recommendations concerning recurring appointments for post-transition structures, as well as review team nominations.

The GNSO co-chartered the Cross-Community Working Group on New gTLD Auction Proceeds (CCWG-AP). The CCWG-AP has been tasked with developing one or more proposals on the mechanism that should be developed to allocate the new gTLD auction proceeds.

GNSO FY17 Highlights

18 DIFFERENT EFFORTS, INCLUDING WORKING GROUPS, IMPLEMENTATION REVIEW TEAMS, AND CROSS-COMMUNITY PROJECTS. THE GNSO CHARTERED 13 OF THESE EFFORTS AND CO-CHARTERED THE REMAINING FIVE.

THE GNSO COUNCIL MET

13 TIMES.

THE GNSO COMMUNITY MET IN A COMBINED

165 SESSIONS.

THE GNSO COUNCIL PASSED

29 RESOLUTIONS

INCLUDING:

APPROVAL of the charter for the GNSO Review Working Group, which has been tasked to oversee the implementation of the GNSO Review recommendations.

APPROVAL of the Final Framework for Future CCWGs.

ADOPTION of the GAC-GNSO Consultation Group on GAC Early Engagement in GNSO Policy Development Process Final Status Reports and Recommendations.

INITIATION of Policy Amendment Process on Specific Red Cross and Red Crescent Names.

CONFIRMATION of process and criteria for selection of GNSO representative to the Empowered Community Administration.

AT-LARGE ADVISORY COMMITTEE (ALAC)

The At-Large Advisory Committee and broader At-Large community, consisting of Regional At-Large Organizations (RALOs), At-Large Structures (ALSes), and individual members, focused primarily on the At-Large organizational review. The independent examiner focused on the role of the RALOs and ALSes within At-Large. The review, which continues into FY18, involves an iterative process of reports and comments between the independent examiner and the At-Large Review Working Party. The aim of the review includes:

• Examining the mission and purpose of the At-Large community.

• Studying the accountability to its target group of Internet end users.

• Assessing its organizational effectiveness within ICANN.

At the same time, the ALAC continued to produce policy advice on numerous ICANN policy issues. The ALAC submitted 23 policy advice statements in response to ICANN public comment proceedings. In addition, the ALAC submitted the Second At-Large Summit (ATLAS II) Recommendations Implementation Report to the ICANN Board. This report is the conclusion of a two-year endeavor to implement the 43 ATLAS II recommendations stated in the ATLAS II Declaration. Additionally, At-Large community and European Regional At-Large Organization (EURALO) policy briefing documents have been developed for capacity-building purposes, emphasizing why end users should care about ICANN policy work.

After six months of efforts, the At-Large community successfully concluded its ICANN Board Director selection process on 27 February 2017. At-Large elected **León Felipe Sánchez Ambía**, who will begin his three-year term at the end of ICANN60, as successor to Rinalia Abdul Rahim.

AT-LARGE FY17 HIGHLIGHTS

22
NEW GROUPS WERE CERTIFIED AS ALSES.

7
INDIVIDUAL MEMBERS WERE FORMALLY WELCOMED INTO THE AT-LARGE COMMUNITY.

ALAC MET
45
TIMES.

DURING THE THREE ICANN PUBLIC MEETINGS, AT-LARGE MET DURING
81
SESSIONS.

GOVERNMENTAL ADVISORY COMMITTEE (GAC)

ICANN | GAC
Governmental Advisory Committee

The GAC's FY17 main agenda items included:

• Adaptation to the new Bylaws.
• Roles of the Empowered Community post-transition.
• Continued work of the CCWG-Accountability.

GAC advice to the ICANN Board addressed issues related to new gTLDs:

• Implementation of safeguards.
• Intergovernmental organization and Red Cross/Red Crescent protections.
• Privacy and proxy accreditation services.
• Use of two-letter codes and country names at the second level.
• Interaction between the GAC and the ICANN Board.

GAC FY17 accomplishments:

Working groups continued to advance matters between ICANN Public Meetings. Topic areas included geographical names, public safety, underserved regions, and human rights and international law. These areas also involved internal matters such as relations with the Nominating Committee and revisions of the GAC operating principles.

The GAC Chair was re-elected for a second two-year term and five new GAC Vice Chairs were elected.

Spain agreed to host a fourth High-Level Governmental Meeting in Barcelona at ICANN63. These meetings allow high-level officials timely opportunities to discuss current ICANN and GAC developments, as well as general Internet governance issues.

Requests from the Underserved Regions Working Group to strengthen the engagement between developing countries and ICANN led to the launch of regional capacity building workshops in cooperation with the ICANN org's Government Engagement team. Three such workshops were organized, and regional demand has prompted scheduling of more workshops.

GAC membership increased to 173 members and 36 observers.

ROOT SERVER SYSTEM ADVISORY COMMITTEE (RSSAC)

ICANN|RSSAC
Root Server System Advisory Committee

The role of the RSSAC is to advise the community and the ICANN Board on matters relating to the operation, administration, security, and integrity of the Internet's root server system.

FY17 marked the third year of the RSSAC Caucus of DNS and Root Server System experts (founded in 2014). The purpose of the Caucus is to:

• Identify a well-defined pool of motivated experts to whom RSSAC can turn to for getting work done.

• Provide transparency to the community about the people doing the work.

• Create a framework for the RSSAC Caucus participants to formalize their availability and to execute the work.

RSSAC Caucus membership grew from 74 to 86. Nearly half of the members do not work in root server operations. The RSSAC completed 11 publications:

RSSAC000 v2	Operational Procedures
RSSAC002 v3	Advisory on Measurements of the Root Server System
RSSAC019	May 2016 Workshop Report
RSSAC020	Statement on Client Side Reliability of Root DNS Data
RSSAC021	Statement Concerning the Impact of the Unavailability of a Single Root Server
RSSAC022	Response to the GNSO New gTLD Subsequent Procedures Policy Development Working Group
RSSAC023	History of the Root Server System
RSSAC024	Key Technical Elements of Potential Root Operators
RSSAC025	October 2016 Workshop Report
RSSAC026	Lexicon
RSSAC027	May 2017 Workshop Report

Most of these publications contribute to the body of work on the evolution of the root server system, and focus on topics such as accountability and continuity of root name service.

The RSSAC continued work on the technical analysis of the naming scheme used for individual root servers. The RSSAC also initiated work on best practices for the distribution of anycast instances of the root name service and on the harmonization of anonymization procedures for data collecting.

SECURITY AND STABILITY ADVISORY COMMITTEE (SSAC)

ICANN | SSAC
Security and Stability Advisory Committee

The SSAC advises the ICANN community and Board on matters relating to the security and integrity of the Internet's naming and address allocation systems.

The SSAC produces reports, advisories, and comments on a range of topics. The SSAC considers matters pertaining to the correct and reliable operation of the root name system, to address allocation and Internet number assignment, and to registry and registrar services such as WHOIS. The SSAC also tracks and assesses threats and risks to the Internet naming and address allocation services.

The SSAC published the following documents relating to the security and stability of the DNS, including the stability of the domain namespace, the use of emoji in domain names, and the Centralized Zone Data Service:

SAC097	SSAC Advisory Regarding the Centralized Zone Data Service and Registry Operator Monthly Activity Reports
SAC096	SSAC Comment on the CCWG-Accountability-WS2 Draft Framework of Interpretation for Human Rights
SAC095	SSAC Advisory on the Use of Emoji in Domain Names
SAC094	SSAC Response to the New gTLD Subsequent Procedures PDP Working Community Comment 2
SAC093	SSAC Comments on the Draft Recommendations of the CCWG-Accountability-WS2 on SO/AC Accountability
SAC092	SSAC Input to the Cross-Community Working Group on Accountability Work Stream 2 Human Rights
SAC091	SSAC Comment on Identifier Technology Health Indicators
SAC090	SSAC Advisory on the Stability of the Domain Namespace
SAC089	SSAC Response to ccNSO Comments on SAC084
SAC088	SSAC Response to the ccNSO Evaluation of SAC084
SAC087	SSAC Response to the GNSO Policy Development Process Working Group on Next Generation gTLD Registration Directory Services – Second Outreach
SAC086	SSAC Response to the GNSO Policy Development Process Working Group on New gTLD Subsequent Procedures – Seeking Community Comments

SAC085	SSAC Response to the GNSO Policy Development Process Working Group on the Review of All Rights Protection Mechanisms in all Generic Top-Level Domains (gTLDs)
SAC084	SSAC Comments on Guidelines for the Extended Process Similarity Review Panel for the IDN ccTLD Fast Track Process
SAC083	SSAC Comment on Proposed Amendments to Base New gTLD Registry Agreement

In addition, the SSAC held workshops, in coordination with the **Internet Society Deploy360 Program**, on DNS Security Extensions (DNSSEC) at ICANN57, ICANN58, and ICANN59. The DNSSEC Workshop has been a part of ICANN meetings for several years and has provided a forum for both experienced and new people to meet, present, and discuss current and future DNSSEC deployments. The SSAC also held a successful workshop in December 2016 at the Internet Governance Forum in Jalisco, Mexico.

Customer Standing Committee (CSC)

The Customer Standing Committee (CSC) was established as a result of the revised ICANN Bylaws. The mission of this new committee is to ensure continued satisfactory performance of the IANA naming function for the direct customers of the naming services. The CSC achieves its mission by monitoring PTI's performance of the IANA naming function against the service level expectations in the IANA Naming Function Contract. The CSC analyzes performance reports provided by PTI and publishes its findings on a monthly basis.

📖 **READ the monthly reports**

The committee comprises four members – two appointed by the ccNSO and two by the Registries Stakeholder Group (RySG) – and liaisons appointed by other groups with a direct interest in the performance of the IANA naming function. Byron Holland from the Canadian Internet Registration Authority serves as the chair.

📖 **READ MORE about the CSC**

Root Zone Evolution Review Committee (RZERC)

The RZERC reviews proposed architectural changes to the content of the DNS root zone, the systems (both hardware and software components) used in executing changes to the DNS root zone, and the mechanisms used for distribution of the DNS root zone. The RZERC was formed as a result of the IANA stewardship transition.

- In August 2016, ICANN received notification of representatives from all appointing organizations and formally formed the RZERC. Appointing organizations are the ASO, SSAC, RSSAC, the Registry Stakeholder Group (RySG), ccNSO, Internet Engineering Task Force, and Verisign (in its role as the Root Zone Maintainer).

- In March 2017, the RZERC selected Root Zone Maintainer representative Duane Wessels as its chair for an initial term of two years.

- In May 2017, as part of an ongoing transparency effort, the RZERC made public its mailing list archive, transcripts, and teleconferences recordings.

MULTISTAKEHOLDER ETHOS AWARD 2017

ICANN volunteer panelists selected longtime community members **Hiro Hotta** and **Patricio Poblete** as recipients of the 2017 Multistakeholder Ethos Award. The annual award was created in 2014 to recognize ICANN participants who have invested deeply in consensus-based solutions and the importance of ICANN's multistakeholder model of Internet governance.

ICANN LEADERSHIP AWARD 2016

From left to right: Patrik Fältström, León Felipe Sánchez, Thomas Rickert, Jonathan Robinson, Izumi Okutani, and Marc Blanchet.

Not pictured: Alissa Cooper, Leslie Daigle, Mohamed El Bashir, Lise Fuhr, Nurani Nimpuno, and Mathieu Weill.

At ICANN57, twelve community members who contributed to the successful IANA stewardship transition were honored with the annual ICANN Leadership Award. The award recognizes community members for their extraordinary commitment to ICANN.

- **Alissa Cooper, Mohamed El Bashir, and Patrik Fältström**
  - IANA Stewardship Transition Coordination Group

- **Mathieu Weill, León Felipe Sánchez, and Thomas Rickert**
  - Cross-Community Working Group on Enhancing ICANN Accountability

- **Lise Fuhr and Jonathan Robinson**
  - Cross-Community Working Group to Develop an IANA Stewardship Transition Proposal on Naming Related Functions

- **Nurani Nimpuno and Izumi Okutani**
  - Numbering Resources: Consolidated Regional Internet Registry IANA Stewardship Proposal Team

- **Marc Blanchet and Leslie Daigle**
  - IANAPLAN Working Group

Financial Overview

JULY 2016–JUNE 2017

📖 **REVIEW the ICANN Consolidated Audited Financial Report**

Note: Arithmetical inconsistencies and discrepancies in the figures in the FY17 Annual Report compared to the FY17 Audited Financial Report are the result of rounding to the next million.

FY17 FINANCIAL HIGHLIGHTS (in millions USD) (Unaudited)

Funding (Support and Revenue) $290

ICANN operations funding is 46 percent of total ICANN funding and consists of funding from the number of domain registrations collected from registrants through registries and registrars, and annual fixed fees collected from the number of parties under contract with ICANN. About 3 percent of ICANN operations funding consists of contributions and sponsorships. New gTLD application fees account for 7 percent of total ICANN funding. The New gTLD Program is a $360-million, multiyear program to create new top-level domains. The program is fully funded through application fees collected in 2012, for which funding is recognized as the application evaluation work progresses and fees become nonrefundable. Funding from new gTLD Auction Proceeds represents 47 percent of total ICANN funding. This funding is the result of auctions held during the fiscal year for New gTLD Program contention sets. Contention sets are groups of applications containing identical or confusingly similar applied-for gTLD strings.

New gTLD Applications **$21**

Auction Proceeds **$135**

ICANN Operations **$134**
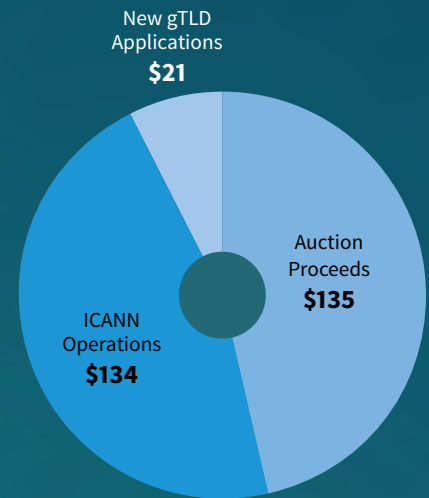
Total Cash Expenses (excludes depreciation and bad debt) $155

ICANN's main expense is personnel costs, corresponding to an average of 364 employees during the course of FY17 and representing 43 percent of cash expenses. Travel and meeting costs include the costs of travel, lodging and venue rental for various meetings, and represent 12 percent of cash expenses. Professional services represent 27 percent of cash expenses and primarily include contractor services, legal fees, and language services for transcription, translation, and interpretation. Administration costs represent 13 percent of cash expenses and primarily include rent and other facilities costs for all ICANN locations, and network and telecommunication costs. Capital costs represent 5 percent of cash expenses and primarily include IT infrastructure and security improvements. Total expenses include approximately $5.5 million in costs for the IANA stewardship transition initiative. This initiative supports NTIA's request for ICANN to convene an inclusive, global discussion to determine a process for transitioning the stewardship of the IANA functions to the multistakeholder community.

Personnel **$66**

Capital **$8**

Travel & Meetings **$19**

Administration **$20**

Professional Services **$42**
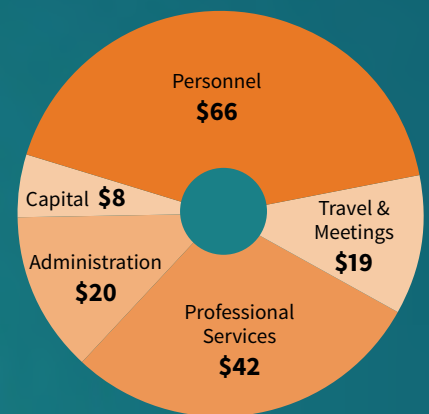
Funds under Management

$460

As of June 2017, ICANN managed a total of $460 million in funds. The Operating Fund is the cash on hand used to fund ICANN's day-to-day operations. The Operating Fund is used to collect revenues and to fund the payment of employees, suppliers, and other third parties. The Operating Fund contains enough funds to cover ICANN's expected expenditures for three months. Periodically, any funds in excess of three months are transferred to the Reserve Fund. The Operating Fund increased between June 2016 and June 2017 as a result of planned operations, the reimbursement from the Reserve Fund for IANA stewardship transition project costs, and the repayment from the New gTLD Program for accumulated direct allocated costs and historical development costs that ICANN Operations incurred on behalf of the program. The repayment for historical development costs was subsequently transferred to the Reserve Fund. The Reserve Fund is held by ICANN for contingent expenses resulting from any unexpected events or economic uncertainties. It supports the financial stability of the organization. The Reserve Fund is invested as per the ICANN Investment Policy, and is under the custody and management of State Street Global Advisors. The returns generated through the investment of the funds are fully reinvested within the Reserve Fund.
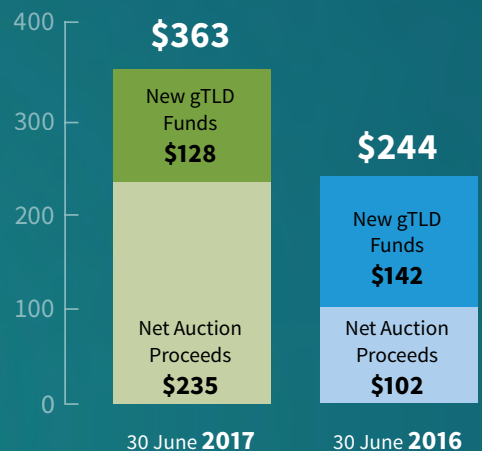
The Reserve Fund decreased between June 2016 and June 2017 as a result of the reimbursement to the operating cash account for IANA stewardship transition project costs, partially offset by the contribution of the repayment received from the New gTLD Program for historical development costs and the appreciation in the market value of investments. The New gTLD Program funds result from the unspent funds collected from the program applicants. These funds were collected mainly between January and June 2012 and are used exclusively to pay for expenses related to the New gTLD Program. The new gTLD unspent funds are invested as per the New gTLD Investment Policy, and are under the shared custody and management of Northern Trust, US Bank, and Deutsche Bank. The New gTLD Program funds have decreased since June 2015 as a result of the expenses incurred to perform the evaluation of the new gTLD applications and of the refund of fees for applications withdrawn.

ICANN collected Net Auction Proceeds of $235M by 30 June, 2017. The proceeds result from the auctions that ICANN offers as a last-resort mechanism for resolving string contention under the New gTLD Program. (The auction of .web and .webs occurred in FY17 and will be reported in next year's report.)

**ICANN Operations
Cash / Operating Reserve Funds**

$97 $97

- 30 June **2017**: Reserve Fund $62, Operating Cash $35
- 30 June **2016**: Reserve Fund $71, Operating Cash $26
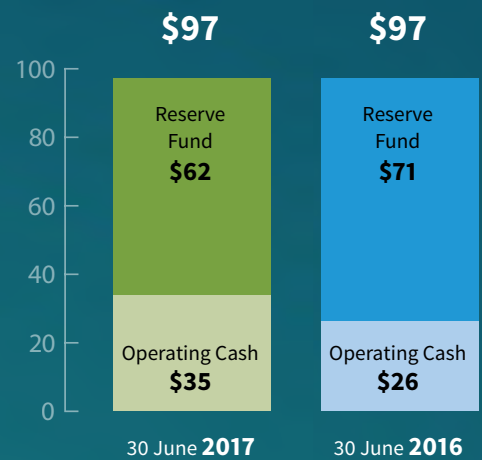
**New gTLD Program
New gTLD Funds / Net Auction Proceeds**

$363 $244

- 30 June **2017**: New gTLD Funds $128, Net Auction Proceeds $235
- 30 June **2016**: New gTLD Funds $142, Net Auction Proceeds $102

Cash Flow Synopsis

30 June **2016**

30 June **2017**

$341
Funds Under
Management

-$82
Payment to
Vendors

-$66
Payment to
Employees

-$8
Capital
and Other

$6
Change in
Market Value

$135
Auction
Proceeds

$134
Receipts from
Third Parties

$460
Funds Under
Management
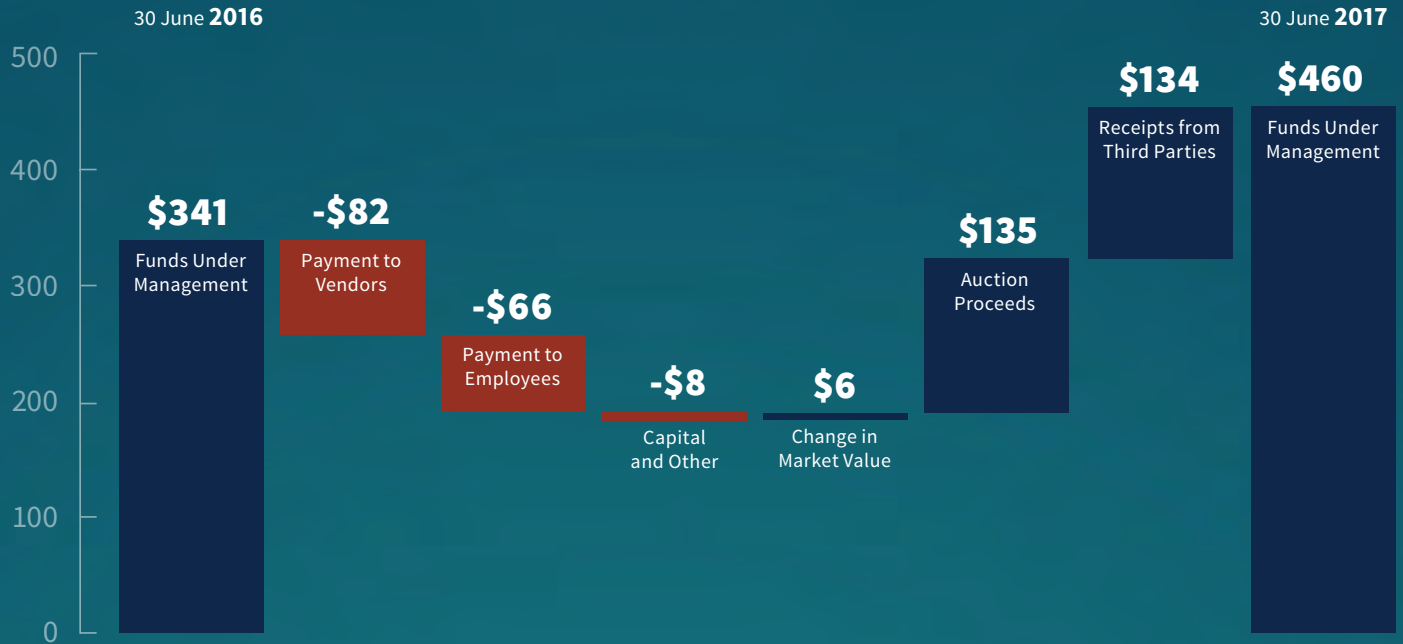
Cash flows for ICANN operations on a recurring basis consist of the collection of fees and contributions from contracted parties and other contributors, payroll payments and payments to vendors for operating and capital expenses. During its fiscal year 2017, ICANN Operations cash flows also include approximately $5.5 million in costs for the IANA stewardship transition initiative. During its fiscal year 2017, ICANN continued with the Initial and Extended Evaluation, Predelegation testing and contracting phases of the New gTLD Program. The disbursements to vendors during this fiscal year of $82 million include those related to the New gTLD Program for approximately $17 million and refunds to applicants of $2 million. In fiscal year 2017, ICANN collected Auction Proceeds of $135 million. The proceeds result from the auctions that ICANN offers as a last-resort mechanism for resolving string contention under the New gTLD Program.

Statement of Financial Position (in millions USD) (Extract) (Unaudited)

Assets

	30 June **2017**	30 June **2016**
Cash & Cash Equivalents	$ 107	$ 37
Investments	353	304
Receivables	40	37
Capital & Other Assets	20	22
Total Assets	**$ 520**	**$ 400**

Liabilities

	30 June **2017**	30 June **2016**
Accrued Payable & Accrued Liabilities	$ 19	$ 19
Deferred Revenue	26	47
Total Liabilities	*45*	*66*
Unrestricted Net Assets	475	334
Total Liabilities & Net Assets	**$ 520**	**$ 400**

The increase of total assets reflects the Auction Proceeds received during the fiscal year, partially offset by cash spent to support the overall growth of the organization and the progress of the New gTLD Program, and the IANA stewardship transition initiative.

The decrease in Deferred Revenue from June 2016 to June 2017 is driven by the New gTLD revenue recognized during the period, and by the fees refunded for applications withdrawn. The application fees collected are recognized as revenue as the program evaluation progresses and fees become non-refundable.

Statement of Activities (in millions USD) (Extract) (Unaudited)

Unrestricted Support & Revenue (Funding)

	30 June **2017**	30 June **2016**
Registry	$ 84	$ 75
Registrar	47	48
Contributions	3	3
Auction Proceeds	135	44
Revenues from gTLD Application Fees	21	25
Total Support & Revenue	**$ 290**	**$ 195**

Expenses

Personnel	$ 66	$ 60
Travel & Meetings	19	16
Professional Services	42	41
Administration	28	26
Total Expenses	**$ 155**	**$ 143**

Other Income

Total Other Income	$ 6	$ 3

Change in Net Assets

Change in Net Assets	$ 141	$ 55

Unrestricted Net Assets

Beginning of Year	$ 334	$ 279
End of Year	475	334

During the fiscal year 2017, the Total Support and Revenue increased as compared to the previous year mainly as a result of the Auction Proceeds for the New gTLD Program for $135 million as well as the portion of the new gTLD application fees recognized in revenue, for $21 million. Revenues for the New gTLD Program are recognized as the application evaluation work has progressed and fees become nonrefundable. The Total Expenses have increased year-on-year as a result of the overall growth of the organization resulting from the strengthening of its infrastructure and its management capabilities, the IANA stewardship transition initiative, and from the support to the New gTLD Program, partially offset by lower costs incurred for Initial and Extended Evaluation and delayed Pre-Delegation testing and contracting for the New gTLD Program.

ACHIEVING FY17 STRATEGIC OBJECTIVES AND GOALS 📖 READ MORE

Evolve and Further Globalize ICANN

1.1   Further Globalize and Regionalize ICANN Functions

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

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

1

Support a Healthy, Stable, and Resilient Unique Identifier Ecosystem

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

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

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

2

Advance Organizational, Technological, and Operational Excellence

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

3.2   Ensure Structured Coordination of ICANN's Technical Resources

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

3

Promote ICANN's Role and Multistakeholder Approach

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

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

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

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

4

Develop and Implement a Global Public Interest Framework Bounded by ICANN's Mission

5.1   Act as a Steward of the Public Interest

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

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

5

1

OBJECTIVE 1

Evolve and Further Globalize ICANN

1.1   Further Globalize and Regionalize ICANN Functions

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

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

FY17 Achievements

ICANN continues to evolve its face-to-face and online multistakeholder processes and structures to adapt to the changing global landscape. This will enable:

- Broad, inclusive, and multilingual engagement.
- New forms of participatory, consensus-based decision-making.
- Global and regional institutional frameworks.

1.1 Further Globalize and Regionalize ICANN functions

CENTRALIZED PLANNING

The ICANN org's Global Stakeholder Engagement (GSE) team focused on centralizing its planning and measurement functions. This allows the GSE team to better capture its measurable achievements around key work. This centralization work included:

- Mapping key activities and initiatives to regional and functional goals.
- Creating a measurement and planning function within GSE.
- Gathering initial data around the services ICANN provides.
- Delivering those services throughout the regions.

This planning effort identified gaps in participation, and determined which services could and should be deployed in the regions. The next steps in this effort include the development of a targeted outreach plan, updates to delivery methodology through the new regional office strategy, and a focus on measurement and forward planning for FY18.

AFRICA

Developed over four years ago, the ICANN Africa Strategy is focused on:

- Developing a framework for implementing the strategy.

- Supporting a sustainable DNS industry in Africa.

ICANN established its presence in Africa with three dedicated organization team members and an engagement center in Nairobi, Kenya.

ICANN continued to expand the L-Root footprint in Africa with the addition of one new location in Malawi. Through concerted and direct outreach missions carried out by the African GSE team, ICANN welcomed Zimbabwe as a GAC member and the West African Telecommunications Regulators Association (WATRA) as an observer. The ICANN org continues to support and collaborate with leaders and communities of other organizations involved in the Internet ecosystem in Africa. This support and collaboration maximizes regional engagements in a cost-effective manner. ICANN supported, sponsored, and participated in key events including:

- AFRINIC 25

- Africa Internet Summit 2016

- Africa Internet Governance Forum

- Africa School of Internet Governance 2016

ICANN also launched and sent African ICANN-accredited registrars on an exchange program with established registries such as IP Mirror in Singapore and Afilias. This internship program has now been supplemented by an intra-African exchange with registries such as the Tunisian Internet Agency and the South African .ZA Central Registry (ZACR).

ICANN launched the first-ever Africa Domain Name System Market Study on the continent.

📖 **READ THE STUDY**

ASIA PACIFIC

The ICANN org's Asia Pacific team focused on raising awareness of ICANN's Mission, multistakeholder model, and work. This was accomplished through engagement efforts including:

- Monthly APAC newsletters sent to 934 subscribers.

- Weekly emails sent to 687 subscribers.

Social media campaigns across various platforms including Twitter, Facebook, LinkedIn, YouTube, Youku, Weibo, and WeChat.

Media outreach also increased attention to ICANN work. Six media events in four markets earned a total of 200 mentions or articles. These events included:

• Pre-ICANN57 media briefing in India (19 Oct 2016)

• ICANN57 in Hyderabad, India (3–9 Nov 2016)

• CEO Göran Marby's visit to Beijing (19–21 April 2017)

• GAC Capacity Development Workshop in Pacific (28–29 April 2017)

• IDNs / gTLDs media briefing in Vietnam (3 May 2017)

Beijing, China

Hanoi, Vietnam

Hyderabad, India

Media interviews with ICANN Board members and the organization's executives garnered ICANN even greater visibility.

President and CEO Göran Marby's interview with Economic Times (15 Nov 2016)
https://go.icann.org/2lhPE2i

ICANN Senior Vice-President Theresa Swinehart's Interview with ZDNet (19 Jan 2017)
https://go.icann.org/2gH67rE

ICANN Board Member Ram Mohan's Interview with Gadgets Now (12 April 2017)
https://go.icann.org/2zR6mJa

President and CEO Göran Marby's interview with Guangming online
**https://go.icann.org/2xppXOR**

The ICANN org APAC team was involved in many engagement events and achievements during FY17. Activities included:

- Facilitated APAC Space, a platform for APAC community members to raise issues, share views, and coordinate activities relating to regional participation in ICANN's work. In FY17, there were a total of six sessions, with a combined total of 340 attendees who participated in-person or via a webinar.

- Participated in post-ICANN meeting readouts in China, Japan, and, for the first time, India. Local community members organized the readouts for those unable to attend the ICANN meeting. In FY17, about 300 people collectively attended a total of eight readouts.

- Continued support of the joint APRALO-APAC hub capacity-building webinar, organized by ICANN APAC, At-Large policy team members, and APRALO. Seventy people attended a total of three sessions in FY17.
  – In FY17, the APRALO has welcomed seven new At-Large Structures.

- Engaged young stakeholders from the region through youth programs, such as the Asia Pacific Internet Governance Academy (APIGA). This five-day capacity-building program on Internet governance issues attracted 46 youths, 12 of whom went on to participate in ICANN and Internet governance activities.

- Continued engagement with the governments via regular outreach, participation in events, and capacity development workshops with the governments.
  – In FY17, Nepal was the latest economy from the APAC region to join as a GAC member.
  – A successful GAC Capacity Development Workshop was organized for the Pacific governments from 28–29 April 2017, with 16 Pacific GAC representatives attending.

- Provided support to regional Internet Governance Forums (IGF) by participating in regional IGFs – APrIGF and Pacific IGF. Also participated in other regional Internet events including Asia Pacific Top-Level Domain Association (APTLD), the Asia Pacific Regional Internet Conference on Operational Technologies (APRICOT) and regional Internet Network Operators' Groups (NOGs).

- Contributed to a secure, stable, and resilient Internet in the Asia Pacific region through:
  - Deployment of two L-Root instances in Sri Lanka and Marshall Islands.
  - DNSSEC deployment at two ccTLDs in APAC – Singapore (.SG) and Vietnam (.VN).
  - Seventeen training and capacity-building events on technical issues (e.g. DNSSEC, managing Internet identifier systems) in 10 countries to a total of more than 700 participants.

- Engaged with registries and registrars in 13 countries in the APAC region via regular outreach, participation in industry events, and capacity development workshops with the Compliance team.

EUROPE
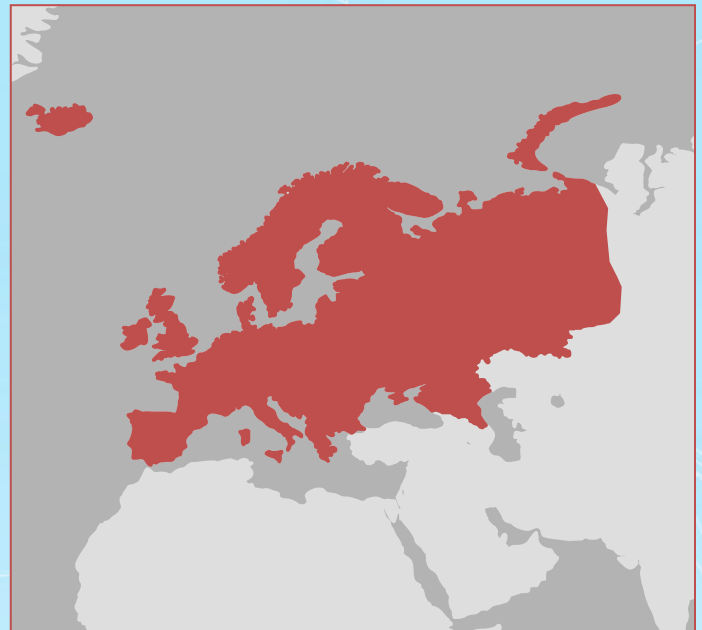
The ICANN org, working together with local communities, ICANN constituencies, and other organizations (including the Réseaux IP Européens (RIPE) and the Internet Society), have delivered more than 100 outreach and engagement activities across 30 countries in the region.

This is an increase of nearly 30 percent from 2014, when the GSE Europe team launched its engagement effort. This effort has reached an expanding number of stakeholders including: the technical community, business, the public sector, and civil society (including academia).

These events range from in-depth training sessions to conferences such as Domain Pulse and SEEDIG. ICANN also helped create the first Polish Internet Governance Forum in October 2016. This event drew strong attendance and led to the development of related activities, such as the Internet Academy seminars. These seminars, which take place in Warsaw, Poland and are supported by ICANN, are now a regular event.

ICANN representatives attended major international events like Mobile World Congress, RightsCon, and EuroDIG, and expanded their reach to the business community through the ICANN President and CEO's inaugural participation in World Hosting Days.

EASTERN EUROPE & CENTRAL ASIA

The GSE team in Eastern Europe and Central Asia focused on supporting and solidifying the current level of interaction with regional stakeholders, as well as exploring and developing new engagement and cooperation opportunities. The team's three main areas of focus for engagement activities remained:

- The security and stability of the global network identifiers system at a regional and local level.

- The support of the regional and local DNS industry.

- The involvement of local stakeholders in ICANN-led policy development projects and initiatives.

The GSE team participated in and supported many regional events concentrated on awareness and capacity-building programs. The ICANN org conducted training sessions, workshops, and presentations including training sessions for law enforcement agencies in Belarus, Ukraine, and Georgia. ICANN supported annual DNS industry events such as TLDCON in September 2016 in Georgia and DOMino in July 2016 in Russia. ICANN also supported local and regional Internet Governance Forums in Georgia, Armenia, Ukraine, Russia, Belarus, and Tajikistan.
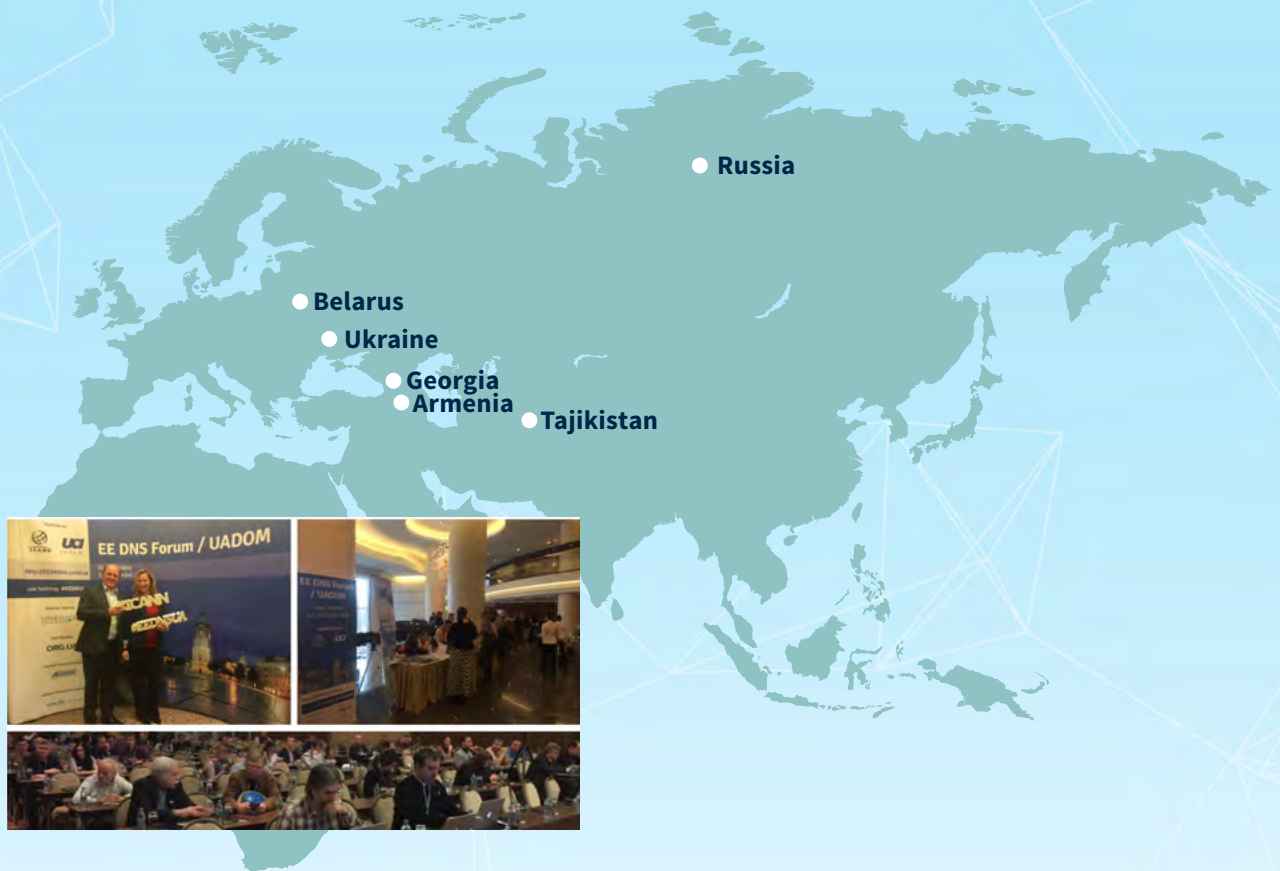
In December 2016, ICANN co-organized the first Eastern European DNS Forum in Kiev, Ukraine. This forum was combined with the local UA-Dom conference, hosted by ccTLD.UA. It generated interest from Ukrainian and regional stakeholders, and was welcomed by the regional community.

ICANN GSE team was also active with local and regional media, social networks, and began conducting regional webinars in the Russian language.

LATIN AMERICA & CARIBBEAN ISLANDS (LAC)

ICANN's President and CEO Göran Marby with Latin American and Caribbean Internet community members during the signing of the LACNIC-LACRALO MoU in Foz do Iguaçu, Brazil, May 2017.

ICANN's GSE LAC team is consistently working to increase regional participation by providing new opportunities to engage with ICANN through the following channels:

Social media: After a successful 2016 campaign, the @ICANN_ES and @ICANN_PT Twitter accounts added thousands of new followers, bringing the total to more than 14,500 followers combined.

Media relations: The LAC team uses scoop.it, a social platform through which the team shares and compiles news releases, articles and interviews. All the releases and articles in Spanish and Portuguese are posted on the **scoop.it page**.

Video production: New videos are shared through the **regional YouTube list**. During this fiscal, the team produced two videos to highlight LAC participation at ICANN56 and ICANN57, and an educational video on the Root Zone Key Signing Key rollover. **More here**.

New material: The regional team released a **trifold about the LAC Strategy** (available in English, Spanish, and Portuguese), **a trilingual brochure** about the new Internet Entrepreneurship Center for LAC (CEILAC), and the **2016 LAC Year in Review Report**.

LAC Newsletter: Another important communications effort includes the LAC **newsletter**, distributed monthly to the regional community and sent simultaneously in the region's four main languages: Spanish, Portuguese, English, and French.

CLICK HERE to subscribe

RELOCATION OF ICANN PUBLIC MEETINGS IN PANAMÁ AND PUERTO RICO RESULT IN THE MITIGATION PLAN

Panama City, Panama

San Juan, Puerto Rico

In 2016, ICANN relocated ICANN Public Meetings originally planned for Panamá and Puerto Rico. This was due to the Zika virus. This postponement meant that some regional organizations missed having the opportunity to engage with their communities in person. As a result, the LAC team worked with regional leaders to draft and execute a **Mitigation Plan**. The plan's goal was to increase outreach and participation in ICANN-related activities in the region throughout the year. The Mitigation Plan included the following five measures:

• Support for increased participation in regional ICANN events.

• Support for increased participation in other regional and global events.

• Remote hubs at ICANN57.

• ICANN56 and 57 webinars and read-out sessions.

• Increased presence of the ICANN President and CEO and Executive Team members at LAC regional events.

REGIONAL EVENTS

Students and instructors of the first CEILAC course in Asunción, Paraguay, October 2016

Mediation exercise at the LAC Regional At-Large Organization (LACRALO) - Los Angeles, California, 30 January - 1 February 2017

LAC DNS Forum (24-25 August 2016)

The LAC team travelled to Santo Domingo, Dominican Republic to celebrate the 25th delegation anniversary of .DO and to run the **III LAC DNS Forum**. This was in partnership with the LAC Top-Level Domain Association (LACTLD). ICANN President and CEO Göran Marby and colleagues from ICANN's Global Domains Division (GDD); Security, Stability, and Resiliency; and the Policy Development team joined many stakeholders including: four registries, three registrars, and six ccTLD operators. Three hundred participants attended the two-day event.

Internet Governance Forum in Mexico (6-9 December 2016)

The 11th Internet Governance Forum (IGF 2016) was held just outside Guadalajara, Mexico. Board Chair Stephen Crocker and President and CEO Göran Marby were among the participants, and led an ICANN's town hall meeting titled "ICANN – Reflections on the Evolution of the Multistakeholder Model in the Context of the IANA Stewardship Transition."

LACNIC27 (22-26 May 2017)

ICANN sponsored the 27th annual meeting of Latin American and Caribbean Network Information Centre (LACNIC) in Foz do Iguaçu, Brazil. Over six hundred participated in the event. It was the first time President and CEO Göran Marby visited South America, and the first time he participated in LACNIC's annual meeting. During his keynote address, Marby thanked the LAC community for its support and engagement throughout the IANA stewardship transition and highlighted the unique level of cooperation in the technical community.

CEILAC Entrepreneurship Center

The Internet Entrepreneurship Center for Latin America and the Caribbean (CEILAC) in Asunción, Paraguay opened in October 2016. The center is the result of discussions between ICANN and the National Secretariat for Information and Communication Technologies (SENATICs) to build an initiative to promote the DNS market in Paraguay. CEILAC held its first capacity-building event entitled "DNS Industry – Business, Marketing, Operations and Legal Aspects" on 12–14 October, and trained 25 students from seven regional countries. CEILAC is an open initiative from SENATICs, the Latin American and Caribbean Country Code Top-Level Domain Association (LACTLD), and ICANN.

LACRALO Mediation Exercise

Members of the Latin American and Caribbean Islands Regional At-Large Organization (LACRALO) met face-to-face in Los Angeles from 30 January to 1 February to address challenges facing the regional organization. Significant decisions emerged from the meeting and will guide the priorities of LACRALO's regional members throughout 2017.

Organization team members from At-Large and the LAC GSE team participated in the discussions, which took place over two-and-a-half days. The meeting was facilitated by independent consultants from the Consensus Building Institute.

MIDDLE EAST

Since 2013, the GSE Middle East team has focused on fulfilling ICANN's goals to support a secure, stable, and resilient DNS infrastructure in the Middle East and Adjoining Countries (MEAC) region.

The Task Force on Arabic Script IDNs spent FY17 working on two topics: Label Generation Rulesets (LGR) at the second level, and Universal Acceptance of Arabic Script IDNs. Work has concluded on the former, while the latter is ongoing, and parallels the work of the Universal Acceptance Steering Group.

ICANN held DNS capacity-building workshops with strategic partners from the Middle East Network Operators Group. These include DNSSEC workshops in Ankara, Turkey; Islamabad, Pakistan; Muscat, Oman; Riyadh, Saudi Arabia; and Dubai, UAE. Another three workshops were held for law enforcement agencies in the UAE, Qatar, and Lebanon. The fourth Middle East DNS Forum and the third Turkey DNS Forum were held in FY17, each attracting over 110 participants.

The DNS Entrepreneurship Center held six DNS Operations and DNSSEC workshops, and announced a partnership with IBM Egypt.

ICANN continued its involvement in the Middle East and Adjoining Countries School on Internet Governance. The third edition was held in Beirut, Lebanon in August 2016.

Finally, ICANN launched a pilot Youth Engagement Initiative in Tunisia – Al-Khawarizmi Center for Computing – in collaboration with the Research and Education Network. This initiative involved a series of joint events for academic students on Internet governance, ICANN, and the DNS.

NORTH AMERICA

To build stakeholder awareness in the North American region, an evolutionary approach was adopted to reach a young and diverse audience that may not have previously been aware of ICANN or its mission. The North American team capitalized on media interest generated by the IANA functions stewardship transition and the upcoming KSK Key Roll to launch a social media campaign that successfully landed the placement of a well-attended session at the famed South by Southwest (SXSW) annual conference in Austin, Texas. SXSW draws thought leaders from around the world and covers a varied range of subjects. It is one of the most sought-after conference opportunities in North America and is a "must attend" for much of the tech sector.

Engagement of established regional stakeholders was punctuated by the NARALO General Assembly in New Orleans (pictured above), which coincided with the ARIN meeting. The assembly embodied a one-day workshop aimed at maximizing volunteer participation and increasing the ability to represent the best interests of end-users. And like the SXSW conference, it also served to increase ICANN's "on the street" relevance.

The organization expressed its gratitude to the numerous North American volunteers who worked tirelessly to help effect a successful IANA stewardship transition. The Washington ICANN office hosted a reception for community members to mark the historic embrace of full global stewardship.

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

MEASURING GLOBAL ENGAGEMENT

In FY17, there was greater focus on identifying data points which more accurately measure the success of engagement activities, and how best to gather and report on this data. FY18 will focus on refining data capture methods and reporting, whereas FY17 was focused on building the foundation for gathering data that reports on the activities of the GSE team.

FY17 Speaking Engagements by Region

This chart is an example of some of the data that the GSE team will begin to capture and analyze.

TOTAL: **236**

- Africa — 34
- Asia — 49
- Eastern Europe & Central Asia — 19
- Europe — 49
- Latin America & Caribbean — 46
- Middle East — 17
- North America — 17
- Oceania — 5
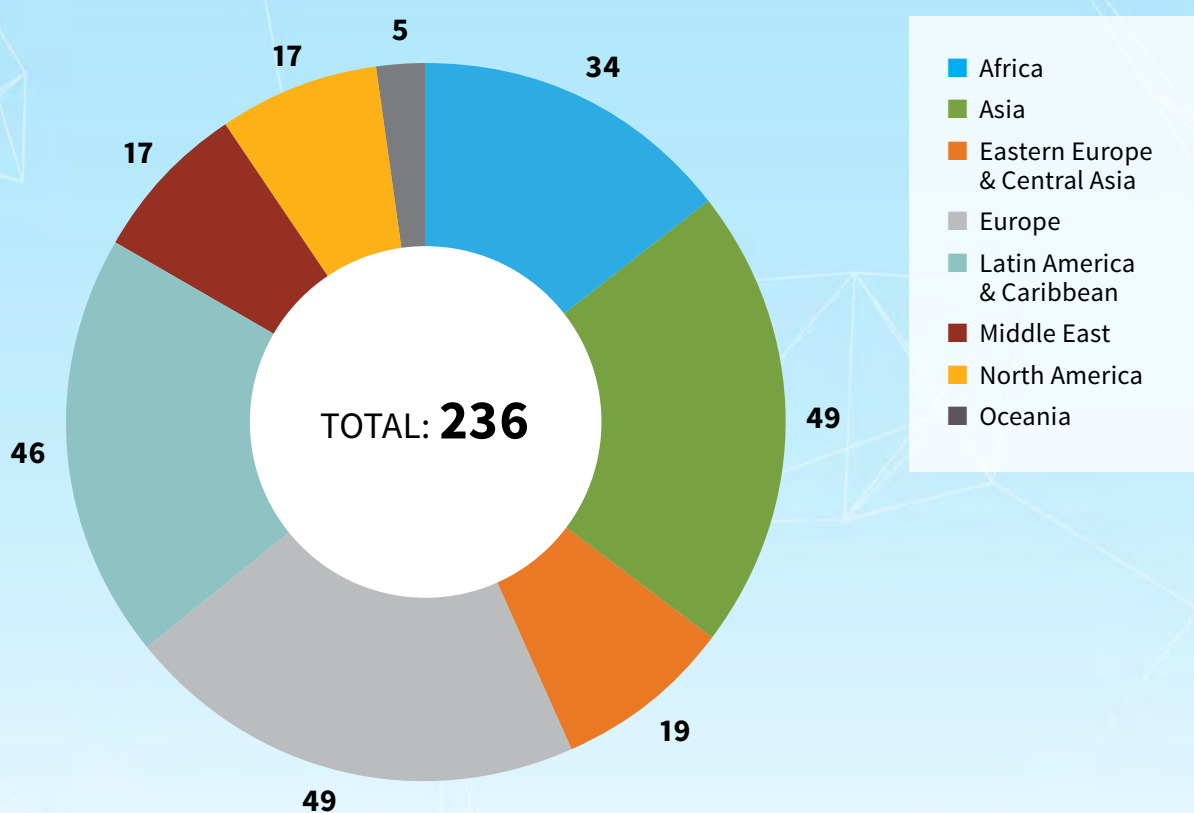
DIGITAL SERVICES FOR THE COMMUNITY

The ICANN org worked with the community to enhance and update web pages and implement an improved content management system for community websites.

FY17 achievements included:

• Delivered enhancements and content updates as required after the IANA stewardship transition and to align with the new ICANN Bylaws. This includes the PTI website, and landing pages for the Empowered Community, Root Zone Evolution Review Committee, and Customer Standing Committee.

• Consolidated content and built a new landing page for an improved experience for the **Domain Name Registrant**.

• Began the implementation of an improved content management system, dotCMS, **for the GAC site**.

• Completed a prototype of a new global enrollment service to be piloted for the community.
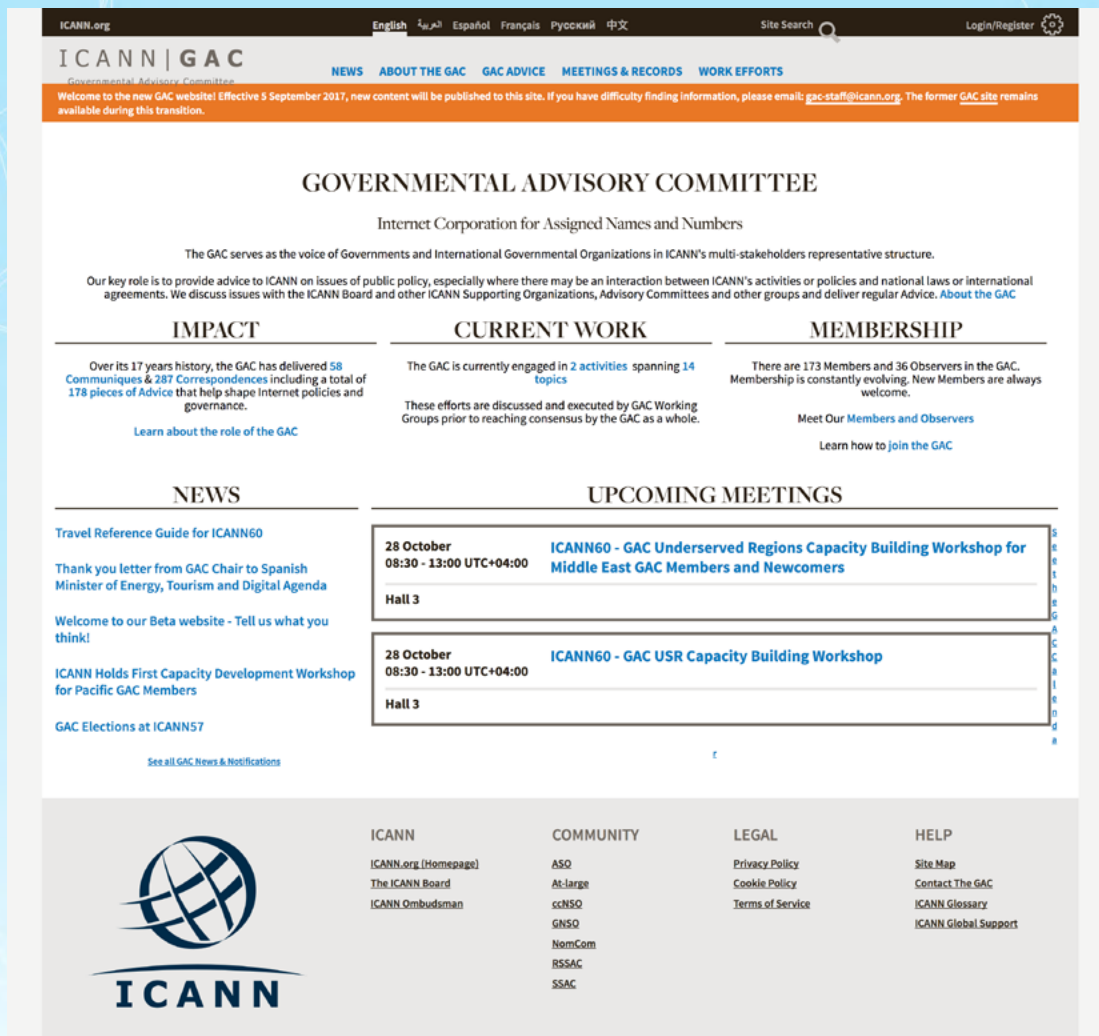
The new GAC website became available in September 2017. It aims to improve the operational and organizational parts of the original GAC website.

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

ADVANCING POLICY DEVELOPMENT

POLICY FORUM

ICANN59 marked the organization's second Policy Forum. This shorter meeting was focused on policy work and cross-community engagement. It was created as part of the ICANN Meeting Strategy implemented in 2016. ICANN's SO/ACs took the lead in organizing the program, and the policy development support team provided its support to more than 160 sessions.

EMPOWERED COMMUNITY

ICANN's Policy Development Support team assists the ICANN community in its work to make the new Empowered Community mechanism as effective and transparent as possible. The Empowered Community comprises the ASO, ccNSO, GNSO, ALAC, and GAC, which can enforce specific community powers, such as considering or rejecting changes to ICANN's Bylaws, budget, or strategic operating plan.

📖 **READ MORE about Empowered Community**

COMMUNICATIONS

The policy team disseminates information about policy development work within the ICANN community and to other stakeholders to ensure that the process remains open and inclusive. One of these communications tools is the Pre-and Post-Meeting Policy Reports, which offer high-level updates from the SOs and ACs. These reports provide participants with a summary of new developments in advance of and after ICANN Public Meetings. These reports include information about what to expect and specifics about high-interest sessions.

📖 **CLICK HERE for all Pre- and Post-Meeting Reports**

Pre-ICANN57 Policy Report	Post-ICANN57 Policy Report	Pre-ICANN58 Policy Report	Post-ICANN58 Policy Report	Pre-ICANN59 Policy Report	Post-ICANN59 Policy Report
ICANN57 HYDERABAD	ICANN57 HYDERABAD	ICANN58 COPENHAGEN	ICANN58 COPENHAGEN	ICANN59 JOHANNESBURG	ICANN59 JOHANNESBURG
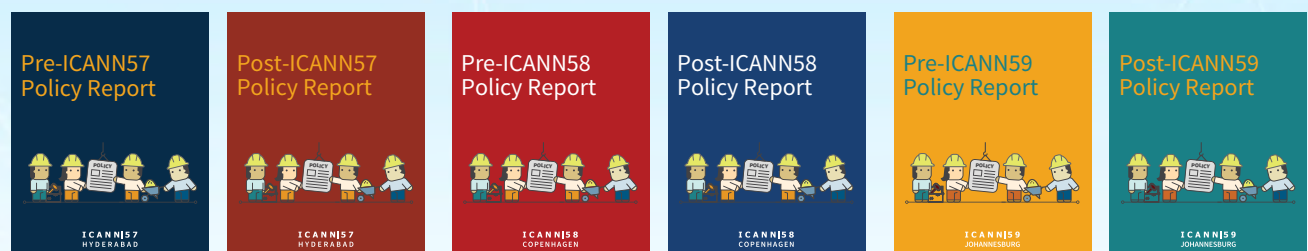
2

OBJECTIVE 2

Support a Healthy, Stable, and Resilient Unique Identifier Ecosystem

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

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

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

FY17 Achievements

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

IMPLEMENTATION OF IANA STEWARDSHIP TRANSITION AND ENHANCING ICANN ACCOUNTABILITY RECOMMENDATIONS

The U.S. Department of Commerce accepted the proposal to allow its contract with ICANN for the IANA functions to expire in 2016. The proposal required formation of Public Technical Identifiers (PTI), an affiliate of ICANN. Through contracts and subcontracts with ICANN, PTI began performing the IANA functions on behalf of ICANN in October 2016. The newly established PTI Board held its first meeting in September 2016.

The proposal also required the establishment of contracts between ICANN and the following entities: PTI, the Regional Internet Registries (RIRs), IETF, and Verisign as the Root Zone Maintainer to enhance accountability for the performance of the IANA functions. Additional metrics and reporting required in the contracts provide transparency into how obligations are being met. PTI began its own planning and budgeting process that included consultation with the community. The separate budget and financial reporting for PTI includes additional level of details to provide for visibility into resources and costs in support of each IANA function. ICANN has also provided support to operationalize the new entities required in the proposal. These include the Customer Standing Committee (CSC) and the Root Zone Evolution Review Committee (RZERC). These entities are now fully functional and operating as per their charters in support of ensuring the secure, stable and resilient operation of the DNS.

IANA SYSTEMS ENHANCEMENTS

The ICANN org, through PTI, met all service level agreement (SLA) expectations for IANA functions and continued to garner high levels of customer satisfaction. In its annual Customer Satisfaction Survey, the overall satisfaction with the delivery of the IANA Services remained high at 94 percent. In addition to the annual Customer Satisfaction Survey, two Service Organization Control (SOC) audits were conducted and confirmed there are appropriate controls in place for the key systems providing the IANA Services.

In keeping with the organization's commitment to continuous improvement, a new service level monitoring dashboard was developed and deployed to provide better transparency into IANA naming functions performance metrics. A variety of items are reported ranging from service availability, to requests volumes and other statistics such as root zone file accuracy.

Preparations for the Root Zone Key Signing Key (KSK) key rollover were completed following comprehensive consultations and collaborations with the community. The KSK is used to cryptographically sign the Zone Signing Key (ZSK), which is used by the Root Zone Maintainer to DNSSEC-sign the root zone of the Internet's DNS.

Events related to the key signing included generating a new key (KSK-2017) in the Culpeper, Virginia, key management facility. This was the first time a new key has been generated since DNSSEC was deployed in the root zone in 2010. The new KSK-2017 was subsequently replicated in the secure El Segundo, CA key management facility. The ICANN org also issued a call for volunteers to serve as Trusted Community Representatives. These individuals serve as part of the multi-layered safeguards that protect the key material used to secure the DNS Root Zone.

ADVICE REGISTRY MANAGEMENT

An Action Request Register Framework was developed to manage community requests to the ICANN Board in an efficient and transparent manner. Centralized processes were implemented to accommodate advice to the Board from four community groups: The At-Large Advisory Committee (ALAC), Governmental Advisory Committee (GAC), Root Server System Advisory Committee (RSSAC) and the Security and Stability Advisory Committee (SSAC). The ICANN org also began **publishing** monthly statistics on advice status and providing detailed reports on ALAC, RSSAC and SSAC advice. Internally, the ICANN org developed better coordination tools to track advice, recommendations, and correspondence.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Receive & Acknowledge	Understand	Evaluate & Consider	Take Action	Close
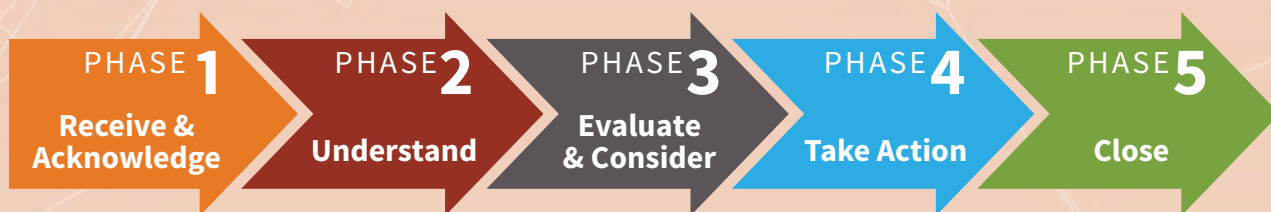
GLOBAL DOMAINS DIVISION (GDD) OPERATIONS

In February 2017, a trial version of the Naming Services portal for the registries was released. The test was favorably concluded and user input is being incorporated into the final version, which is due to launch in FY18.

Personnel cross-training was conducted and service operations have developed staff redundancies to improve resiliency of service delivery. Process documentation was also refreshed to ensure a consistent and disciplined approach throughout operations.

Additional operational activities included successfully conducting the vote by eligible registries for the approval of certain proposed Global Amendments to the base New gTLD Registry Agreement (RA).

A total of 20 registry agreement terminations were completed, 44 Registry Evaluation Service Policy (RSEP) requests were approved and 69 assignments were completed.

Improved registrar management functionality was rolled out in the Registrar Contact Information Database (RADAR). Registrars use this system to update contact listings, addresses, telephone numbers, and billing information to facilitate communication concerning a registrar's ICANN accreditation and information displayed in ICANN's public listings of accredited registrars.

The annual registrar fee approval vote was conducted per the Registrar Accreditation Agreement (RAA) and the threshold to approve the fee schedule was met. In total, 847 additional registrars were accredited, 866 primary contact updates were processed, and 71 assignments, mergers and acquisitions completed.

GLOBAL CUSTOMER SUPPORT

The Global Support Center (GSC) developed business continuity plans and disaster recovery plans for GSC offices in Istanbul and Singapore, as well as business critical third-party systems such as those used for phone and case logging. During the fiscal year, the GSC team fielded and resolved over 10,200 registrant cases.

The GSC also began providing case logging, management and issue resolution support to the Universal Acceptance Steering Group (UASG). In addition, the GSC team tested and analyzed over 1,000 websites to determine the level of UA readiness for each site. Additional activities included developing process documentation and auditing processes for GSC process and procedures.

From a customer satisfaction standpoint, GSC maintained a 4.1 rating on a 5-point scale for overall satisfaction for all inquiries including registrants and earned a 4.5 rating from contracted parties.

GSC performs routine checks to measure quality of service delivery and adherence to processes and procedures. Quality scores for phone inquiries and case management were 96 and 98 out of a possible 100, respectively, compared to target goals of 90/100. In addition, service level targets were met or exceeded for responsiveness and case resolution.

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

WHOIS ACCURACY REPORTING SYSTEM

Reports on the accuracy of WHOIS information in gTLDs using the WHOIS Accuracy Reporting System (ARS) were published in December 2016 and June 2017. These reports explore both the syntax and operability accuracy of WHOIS records in gTLDs as compared to the requirements of the 2009 and 2013 Registrar Accreditation Agreements (RAAs). They also examine the leading types of non-conformances, trends and comparisons of WHOIS accuracy across ICANN regions, RAA versions and gTLD types. The data from these reports was provided to ICANN Contractual Compliance for follow up on potentially inaccurate WHOIS records with gTLD registrars.

IDENTIFIER EVOLUTION

Staff from the ICANN org remains involved in key protocol development bodies such as the Internet Engineering Task Force and operations bodies such as DNS Operations, Analysis, and Research Center (DNS-OARC). ICANN staff have, in an individual capacity, co-authored 12 current Internet Drafts and have published one Request for Comments (RFC). The ICANN org continued to sponsor and participate in the DNS-OARC in May 2017 in Madrid, Spain, alongside ICANN's first DNS Symposium. The DNS Symposium showcased some of the technical work that the ICANN org is doing in the DNS field. The ICANN org has also been working closely with the regional Internet registries in developing the framework for the Identifier Technology Health Indicators project. This is a project aimed at identifying and tracking the "health" of the Internet via key indicators such as identifier abuse and other mechanisms, which could impact the security, stability, and resiliency of the Internet.

📖 **READ MORE**

FORMATION OF THE TECHNICAL EXPERTS GROUP

Several years ago, the ICANN Board formed the Technical Experts Group (TEG). Although this group is not an advisory committee, the role of the ICANN TEG is to be an avenue for the technical experts to provide informal presentations on emerging issues that either the Board has requested, or that the TEG membership feels are significantly important. Consisting of members of the Technical Liaison Group, the ICANN Board Technical Group, ICANN team members working in the Office of the CTO, and other invited members, the TEG meets at most ICANN meetings with Board members, TLG members, and invited participants.

SECURITY, STABILITY, AND RESILIENCY OF INTERNET IDENTIFIERS

The ICANN org is committed to doing its part in maintaining the security, stability, and resiliency of Internet identifiers it manages. In order to do so, the ICANN org creates and maintains key relationships with other Internet ecosystem entities such as ccTLDs, regional Internet registries, as well as other bodies within the core Internet ecosystem. The ICANN org also has trusted relationships with members of the public safety community and at times may act as a subject matter expert or relationship facilitator for activities that involve law enforcement or other governmental agencies.

The ICANN org has also initiated a project that analyzes DNS abuse through a system called the Domain Abuse Activity Reporting (DAAR) system, which uses publicly available feeds from organizations that track various types of abuse on the Internet. These tools help track and analyze abuse trends that take place in the DNS and the goal of the project is to provide information to the community to help facilitate policy discussions around the issues of DNS abuse.

L-ROOT SERVER SYSTEM EVOLUTION

Building L-Root Resiliency

The ICANN org continued to expand the L-Root footprint in 11 locations in nine countries by strategically engaging with organizations, both private and governmental, through the ICANN GSE team. The efforts to boost name resolution capacity have helped make the L-Root resilient against several Internet-wide cyber events that occurred during the year. At the end of FY17, there were 160 L-Root instances in 81 countries. The below L-Root instances were added between 1 July 2017 and 30 June 2017.

NORTH AMERICA
United States:
Iowa, Kansas, Maryland

LATIN AMERICA/CARIBBEAN
Bolivia: Cochabamba

EUROPE
Belarus: Minsk
Bulgaria, Sofia
Russia: Moscow

AFRICA
Malawi: Blantyre

ASIA/ASIA PACIFIC
Australia: Melbourne
Marshall Islands: Majuro
Sri Lanka

Moscow
RUSSIA

Minsk
BELARUS

Sofia
BULGARIA

Iowa
Kansas
UNITED STATES

Maryland
UNITED STATES

Majuro
MARSHALL ISLANDS

SRI LANKA

Cochabamba
BOLIVIA

Blantyre
MALAWI

Melbourne
AUSTRALIA

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

REGISTRY DIRECTORY SERVICES

During FY17, the ICANN org was involved in several key activities related to Registration Directory Services (RDS). This included supporting the GNSO Policy Development Working Group on gTLD RDS, which is tasked with determining if and why a next-generation RDS is needed, as well as supporting a number of other activities identified by the community to improve the existing RDS, including:

- The Inter-Registrar Transfer Policy C (IRTP-C) implementation went into effect on 1 December 2016. This policy governs how domain names are transferred between registrars and registrants.

- In February 2017, the ICANN org announced that all ICANN gTLD contracted parties must update their registration data directory services to comply with the Thick WHOIS Transition Policy for .COM, .NET, and .JOBS and the Registry Registration Data Directory Services Consistent Labeling and Display Policy.

- The ICANN org also continued to work with the contracted parties on the implementation of a new Registration Data Access Protocol (RDAP) developed by the Technical Community within the IETF intended to replace the (port 43) WHOIS protocol.

- On 18 April 2017, the updated Procedure for Handling WHOIS Conflicts with Privacy Law was **published**. This revision, which incorporates an additional trigger to invoke the **Revised WHOIS Procedure**, went into effect immediately upon publication.

The ICANN Board and organization are closely following developing data privacy and protection regulations including the General Data Protection Regulation (GDPR), the enforcement for which takes effect on 25 May 2018. The new regulation may have effects relevant to ICANN and the domain name ecosystem in at least two areas: (1) personal data that participants in the domain name ecosystem collect, display and process, including registries and registrars pursuant to ICANN contracts; and (2) personal data that ICANN collects and processes for internal or external services. Numerous discussions on this topic occurred with the community, data protection agencies, the European Union Article 29 Working Party and other relevant stakeholders to help prepare for the new requirements in the GDPR prior to the effective date.

GDD TECHNICAL SERVICES

ICANN is working to upgrade the Service Level Agreement (SLA) Monitoring system to greatly improve the scalability of the system and enable in the future full monitoring capabilities.

INTERNATIONALIZED DOMAIN NAMES

In March, **public comment** opened on proposed Internationalized Domain Name (IDN) Implementation Guidelines, which are designed to minimize the risk of cybersquatting and consumer confusion.

The second version of Root Zone Label Generation Rules (RZ-LGR-2) integrating six scripts – Arabic, Ethiopic, Georgian, Khmer, Lao and Thai – was published for public comment in June. The Root Zone LGR will be used to determine valid top-level IDN labels and their variant labels, if any.

Four additional IDN ccTLD applications for India passed string evaluation, bringing the total of successfully evaluated IDN ccTLDs to 57 strings representing 39 countries/territories worldwide. Of these, 56 IDN ccTLDs for 38 countries/territories are delegated as of 30 June 2017. These IDN ccTLDs cover 35 languages and are written in 21 different scripts.

NEW gTLD PROGRAM

Among the projects and ongoing activities in support of the New gTLD Program are:

- Program Operations to support new gTLD contracting, as well as prior to delegation operations including: pre-delegation testing, registry onboarding, and transition to delegation.

- Trademark Clearinghouse to enable new gTLD launch processes.

- Project to capture FY17 cost allocations from ICANN to new gTLD budget.

FY17 accomplishments:

New gTLD Program	Completed in FY17	Cumulative Total	
Executed Registry Agreements	6	1241	These two figures exclude TLDs that have terminated registry agreements prior to or after delegation.
Delegations	175	1226	
Specification 13 Status	10	488	These two combined could be used to describe the total "brand" TLDs.
Code of Conduct Exemptions	4	78	
Remaining Applications	—	108	Remaining applications are those that have not yet delegated, withdrawn, or terminated registry agreement.
Remaining Strings	—	42	Remaining strings are unique applied-for strings either not yet delegated, withdrawn, or terminated registry agreement.

Additional activities included four auctions that resulted in $235 M in net auction proceeds. The final two community priority evaluations were also completed.

OUTREACH AND RELATIONSHIP MANAGEMENT

The GDD team regularly engages with contracted parties and other constituents at ICANN meetings, the GDD Summit, and various industry events, as well as through the Naming Services portal. The team also participates in regular teleconferences with the registry and registrar stakeholder groups.

In addition, the team began issuing regular e-briefings to contracted parties to provide additional updates to, and transparency in, GDD activities and ongoing projects. The briefings are timed to coincide with the ICANN tri-annual meetings.

GDD Services team has dedicated engagement managers to provide a single point-of-contact for contracted parties to support their requirements, help resolve prevailing issues, and conduct training. In addition, we provide GDD and the ICANN org with additional insight and understanding of the contracted parties' needs to help set internal priorities. Account managers work closely with the relevant Global Stakeholder Engagement (GSE) team members in coordinating outreach and resolution of standing issues at the regional level. The GDD engagement team has a global footprint that, in conjunction with the GSE team, enables a more personal and timely approach to issue resolution by minimizing potential linguistic issues and cultural barriers.

DOMAIN NAME SERVICES

In May 2017, we held the third annual GDD Industry Summit in Madrid, Spain, attended by more than 450 people from 60 countries, as well as dozens of remote participants. The main purpose of the GDD Industry Summit is to provide a forum for ICANN contracted parties to discuss issues of mutual interest and importance, share best practices, and meet one-on-one with members of the ICANN org.

NEXT gTLD ROUND PLANNING

New gTLD Program review areas include program implementation, DNS Abuse, Rights Protection, Trademark Clearinghouse, and Root Server System Stability. These reviews have all been completed. The final review for Competition, Consumer Trust and Consumer Choice (CCT) is close to completion. The Global Domains Division provided significant support to the CCT Review Team, including implementation feasibility input of the Review Team's initial recommendations.

In addition, the ICANN org supported the GNSO Subsequent Procedures PDP Working Group discussion and provided data and implementation input where requested to inform the PDP Working Group's ongoing deliberations.

UNIVERSAL ACCEPTANCE

The Universal Acceptance Steering Group (UASG) was formed to effectively promote the universal acceptance of all valid domain names and email addresses. The UASG commissioned technology consulting and research firm Analysys Mason that found material economic and social benefit for organizations that update their IT systems to accept all domain names and email addresses. They also found that system level efforts to implement UA are generally not complex to perform. The report was broadly promoted to stakeholders and global media outlets. Additional material produced during the year included quick guides to email address internationalization, linkification and use cases, as well as a road map for CIOs. Additional work was initiated to enable Open Source programming languages with UA-readiness.

REGISTRY SERVICES

In May 2017, the Global Domains Divisions engaged the MITA Group to survey contracted parties to assess customer satisfaction. This opportunity enabled contracted parties to provide input that will directly impact GDD's outreach and future activities. Survey results will be published in the first quarter of FY18.

The second Emergency Back-end Registry Operator (EBERO) simulation with a new gTLD was successfully completed on 3 May 2017. Lessons learned are used to support ICANN's efforts to ensure the security, stability and resiliency of the Internet and the domain name system.

3

OBJECTIVE 3

Advance Organizational, Technological, and Operational Excellence

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

3.2   Ensure Structured Coordination of ICANN's Technical Resources

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

FY17 Achievements

ICANN is maturing its organization – to improve the skillsets, processes, and technologies through which it delivers services. ICANN is also developing a greater ability to meet the speed and scale of innovation.

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

ICANN'S PLANNING PROCESS

ICANN's planning cycle encompasses an integrated Strategic Plan, a Five-Year Operating Plan, and an Annual Operating Plan and Budget. The cycle incorporates periodic achievement and progress reporting, such as the Quarterly Stakeholder Calls.

MISSION STATEMENT

ICANN's planning process begins with ICANN's Mission Statement.

📖 **READ MORE**

STRATEGIC PLAN

The ICANN Strategic Plan is developed to reaffirm and service ICANN's Mission Statement.

The Five-Year Strategic Plan FY16–FY20 was developed with community input, to be updated every five years, and includes the Vision and Mission, strategic objectives, goals, key success factors, and strategic risks.

The Five-Year Strategic Plan for FY16–FY20 was approved by the Board and published on 14 October 2014.

📖 **READ MORE**

OPERATING PLAN

The Five-Year Operating Plan FY16–FY20 was developed with community input and will be updated annually to include: a five-year planning calendar; strategic goals with corresponding key performance indicators, dependencies, five-year phasing, and list of portfolios; and five-year financial model.

The updated Five-Year Operating Plan for FY16–FY20 was approved by the Board at ICANN56 in June 2016, and a further update was approved in June 2017.

📖 **READ MORE**

ANNUAL OPERATING PLAN AND BUDGET

Based on the ICANN Five-Year Operating Plan and annual community input, the annual Operating Plan and Budget includes portfolios of activities that support the achievement of the goals and objectives – with corresponding key performance indicators, dependencies, budgets, and projects.

The ICANN Board approved the FY17 Operating Plan and Budget at ICANN56 in June. As a result of the collaborative work by the community, organization, and Board, the Plan and Budget document supports the goals and objectives set forth in the ICANN Strategic Operating Plan.

📖 **READ MORE**

FINANCE AND PROCUREMENT

During FY17 the Finance team successfully met all deadlines for reporting and long-term financial planning. The financial reporting and annual audit and tax filings were all completed on time and with no deficiencies. The team successfully implemented a new ERP system that went live in December 2016.

With the completion of the IANA stewardship transition, the finance team worked on the accounting and tax filings for the new legal entity PTI. Finance provided support to the new Project Cost Support Team process, which provided additional reporting on the IANA stewardship transition project.

The annual Planning cycle was successfully completed with enhanced steps for community engagement to seek the goal of transparency. The Board approved the FY18 Operating Plan and Budget, the FY18 IANA Budget, and the Five-Year Operating Plan Update at ICANN59 in June 2017.

3.2 Ensure Structured Coordination of ICANN's Technical Resources

CYBERSECURITY HARDENING AND CONTROL, AND IT INFRASTRUCTURE

The IT Cybersecurity team continues to strengthen ICANN's infrastructure by implementing recommendations from its security consulting partner Leidos. This has resulted in a further improvement in the CSC20 score over the past year. Efforts in the infrastructure arena have resulted in an uptime of 99.999 percent for all Tier 1 (community facing) servers over the past year.

DNS Engineering, responsible for the root server operated by ICANN, actively engaged in the RSSAC and the RSSAC Caucus with the express goal of collaborating with other interested community stakeholders on topics directly related to the Root Server System. DNS Engineering also sponsored and facilitated a collaborative tabletop exercise with other root server operators focused on communication aspects during an event that might cause operational disruptions.

3.3 Advance Organizational, Technological, and Operational Excellence

ORGANIZATIONAL EXCELLENCE AND INTELLIGENCE

In FY17, the ICANN org created an Organizational Assessment and Improvement team. This team led its third organization-wide EFQM internal assessment. The organization developed an internal version of the Accountability Indicators, prior to a public launch early in FY18. It utilized technologies to create the dashboard that was launched early in FY18.

About Accountability Indicators

General Feedback

OBJECTIVE 1

Evolve and further globalize ICANN

OBJECTIVE 2

Support a healthy, stable, and resilient unique identifier ecosystem

OBJECTIVE 3

Advance organizational, technological, and operational excellence

OBJECTIVE 4

Promote ICANN's role and multistakeholder approach

OBJECTIVE 5

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

📖 **EXPLORE the Accountability Indicators**

TALENT MANAGEMENT

In FY17, the ICANN org's Human Resources department partnered across the organization to enable departments to achieve their strategic objectives and goals, recruit and retain the best talent, strengthen leaders and skills, and create an environment where teams are engaged and motivated to perform their roles in service of ICANN's Mission. Key achievements for FY17 include:

Talent Acquisition

- Supported the global and strategic growth of the organization by hiring 38 new employees. As of 30 June 2017, ICANN had 397 people based in 32 countries.

- Launched the ICANN Apprentice Program that enables ICANN to broaden its reach and engagement with graduates or young professionals by offering them a temporary and paid project-focused learning experience.

Employee Engagement

- Conducted ICANN's yearly people survey, in January 2017, which indicated an 85 percent overall satisfaction rate with working at ICANN. As a result of this survey, action items aimed at enhancing communications and managing teams are in process.

- Created and conducted flexible environment and remote working guidelines and workshops.

Learning and Skill Development

- Launched an online language tool that offers the ability to learn 80-plus languages anytime, anywhere.

- Launched the "Getting to Know ICANN" series in 2017 to enhance internal core knowledge.

- Offered 12 learning courses for leadership and soft skills development that included titles such as "Crucial Conversations" and "Prioritization and Time Management."

Organizational and Team Effectiveness

Talent Acquisition	Staff Engagement	Learning and Skill Development

Organizational and Team Effectiveness

- Implemented the enterprise resource planning (ERP) system, Oracle. This provided the organization with access to personal data under one umbrella instead of having to rely on 11 disparate systems.

- Facilitated eight departmental offsite meetings geared toward helping the teams strategize plans for the next fiscal year.

- Supported the organization's twice-yearly performance management and goal-setting process, as well as the annual compensation/merit review process.

- Enabled smooth implementation of large-scale change initiatives by providing change management expertise on large-scale projects.

- Launched the Business Partner function that enables Human Resources strategic partnership with departments to meet organizational objectives.

BOARD TRAININGS

The Board recognizes that the skills of Board members are critical to its ability to function effectively in the complex and evolving ICANN environment, and is committed to the appropriate support for director training and development. At the Board's direction, the ICANN org established programs aiming at guiding and supporting the Board members' development processes to improve individual skills as well as the Board's collegial performance. The Board attended several trainings in FY17, as reported in the **Accountability Indicators** and will continue to do.

ICANN TECHNICAL UNIVERSITY

Since 2012, the ICANN org has performed training, either directly or via training partners on DNS and other technologies. Often, collaborating with key partners, such as the Network Startup Resource Center (NSRC), as well as ccTLDs and other bodies, the ICANN org provides training and capacity building on DNS, DNSSEC, risk mitigation, and registry operations. The ICANN org also provides training to government bodies and members of the public safety community upon request.

In 2015, the ICANN org introduced the "How It Works" series of tutorials available at most ICANN meetings. The purpose of these tutorials is to provide foundational knowledge about key technologies and methodologies. Topics have included DNS fundamentals, DNS abuse, Internet networking, the root server system, the World Wide Web Consortium (W3C), the IETF, and other topics. This series is aimed at members who are new to the community and may benefit from foundation-level tutorials, especially prior to an ICANN meeting.

The Office of the CTO is also working with the ICANN Public Responsibility Service team to identify potential courseware for the **http://learn.icann.org** platform, and act as subject matter experts during course creation.

4

OBJECTIVE 4

Promote ICANN's Role and Multistakeholder Approach

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

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

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

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

FY17 Achievements

ICANN strives to clarify the linkages and frameworks that underlie its responsibilities in the Internet ecosystem. The organization also commits to developing ways to maintain and enhance ICANN's stewardship in an evolving ecosystem. ICANN pledges to cultivate thought leadership on ways in which it can serve a complex set of Internet constituencies, and commits to strengthening relationships with members of this evolving ecosystem to achieve shared goals and serve the public interest.

By extension of this effort, and without seeking to expand its role and mandate, ICANN commits to contributing to creating greater role clarity for the entire Internet governance ecosystem. ICANN sees an opportunity for the ecosystem to grow stronger together through greater cooperation and coordination. ICANN pledges open, transparent communications to foster a single, open, global Internet for a worldwide benefit.

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

Intergovernmental organization and government engagement work in support of Objective 4 follows a three-pillar engagement model endorsed by the Board: Leadership issues, where the ICANN org takes a lead role to protect its role in the IG Ecosystem; collaborative participation issues where we take a secondary or supporting role while working with others; and selective engagement on specific subjects or thematic issues, within ICANN's remit, in existing and evolving issues in the societal and economic layer of digital governance. This outreach and engagement is focused to gain strategic support from the national governments, and regional and international intergovernmental groups and IGOs for ICANN's role in the IG ecosystem and for the multistakeholder approach to participation and decision making. Governments and intergovernmental entities have many multilateral venues in which to work but ICANN is one of the few multistakeholder arenas for government participation. As such it is important to keep this constituency engaged. In FY17, this meant Government Engagement (GE) Department focused at the beginning of the fiscal year on support and explanation of the IANA stewardship transition. Once that event was successfully achieved, the focus moved to explaining and supporting participation in the ongoing activities of the transition implementation including explaining the new structure and the role of the Empowered Community. Of particular focus was the need for active and diverse participation, including from governments, in the Work Stream 2 (WS2) processes. Encouraging and facilitating governmental participation in these processes ensures a multistakeholder engagement and allows governments to carry the information and messages outward from the ICANN processes to other multilateral venues.

Later in the year, work focused more on encouraging engagement more broadly with the existing global Internet Governance (IG) Ecosystem. One of the most prominent events was the Global Internet Governance Forum (IGF) 2016 which was held in Guadalajara, Mexico. This was the first global IGF since the renewal of the mandate through the WSIS +10 process at the UN. ICANN was well represented at the IGF 2016 by a Board delegation, active community participation and staff. ICANN organized a pre-conference "Day Zero" event as a town hall session that focused on the IANA functions stewardship transition. The IGF also provided opportunities to meet with specific members of

government to explain the new structure. These types of events were an important aspect of the successful endorsement of the IANA functions stewardship transition by the global community including the governments.

In addition, ICANN participated in National and Regional IGF (NRIs) such as the Asia Pacific regional IGF; several of the African regional IGF; the US IGF and others and IG events such as the European Dialogue on Internet Governance; the Africa Internet Summit, the Meissen IG School, the ICANN Studenkries; LAC School on Internet Governance among others. These IGF and IG events are important discussion platforms for ideas and the development of best practices to address Internet related issues identified by the community. They also reinforce a multistakeholder model in national and regional events. The outputs from national and regional IGF funnel upward to the global IGF with ideas and solutions shared and refined at each iteration. ICANN also supported the IGF and NRIs as a member the IGF Multistakeholder Advisory Group (MAG) and as a member of the Executive Committee of the Internet Governance Forum Supporting Association (IGFSA).

📖 **READ MORE about the ICANN session at IGF 2016**

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, GE continued its work with governments to assist them in clarifying their role in ICANN and worked with them to strengthen their commitment to supporting the global Internet ecosystem by encouraging governments to join the

Governmental Advisory Committee (GAC). The GAC membership currently stands at 173 members and 36 observers. The larger the GAC membership and more comprehensive its coverage the greater the relevance of the GAC to the governments of the world for addressing technical related issues. This is strategically important in balancing ICANN's multistakeholder model with government participation in other multilateral venues.

An ongoing challenge with this work is the frequent turnover for government representatives due to changes in assignment, portfolio or government due to political processes. That means that there is often a new ministry or staff person within the regulators that is made responsible for the Internet in a country. It is important to provide background to bring these newer GAC participants up to speed on the issues so that they can fully engage in the policy development process and issues discussed at in ICANN. Therefore, GE has worked with the GAC leadership to identify information and activities that would strengthen participation within ICANN once a government has made the decision to join the

GAC. Specifically, working with the GAC Underserved Regions Working group (URWG) and the Public Safety working group (PSWG) and in collaboration with other departments (GSE, Policy Development and OCTO) we developed a model for capacity building workshops and trainings. These sessions are demand driven engagement with content tailored by survey responses from the region in which the event is held. The workshops use a partnership of ICANN staff and community leaders and subject matter experts to provide instruction and facilitate dialog. Successful workshops were held in Nairobi, Kenya, Nadi, Fiji, and Johannesburg, South Africa. These events have now become a model for demand driven engagement targeted specifically to the interests and needs of the GAC and PS members to increase knowledge of the Internet and effective participation in the ICANN policy development processes. We will continue with other regional GAC capacity building workshops in other regions.

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

Outside ICANN, GE staff also worked with ISOC, IEEE, and other groups in partnership with various government missions to provide informative presentations and discussions on Internet related topics to diplomats in New York from the United Nations General Assembly and the First, Second, and Third Committees to the UNGA 2017 agenda. Outreach and informational events were also held for the missions to the United Nations in Geneva and for the various delegates to the IGOs.

ICANN also actively participated in the work of the Commission on Science and Technology for Development (CSTD) working group on Enhanced Cooperation (EC). The CSTD ECWG reviews and addresses contributions on what makes up the characteristics of Enhanced Cooperation and what the recommendations of the CSTD should be to the UN in 2018.

Other work in the evolution of the IG ecosystem included attending the International Telecommunication Union (ITU) Council Working Groups meetings on World Summit Information Society (WSIS), on Internet Public Policy issues (CWG-Internet) and the Expert Group on International Telecommunication Regulations (ITRs). ICANN also engaged with the Organization for Economic Cooperation and Development (OECD), taking part as a member of the Technical Community in the German Presidency G20 Information Communications Technology multistakeholder conference in Berlin.

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

NEW LEADERSHIP

In January 2017, **Jamie Hedlund** replaced Allen Grogan as SVP, Contractual Compliance and Consumer Safeguards. Since then, the department has had frequent and direct engagements with the community, including at:

- Non-Contracted Party House intersessional meeting in Reykjavik, Iceland.
- ICANN58 in which Compliance participated in sessions with the Registries Stakeholder Group (RySG), Registrar Stakeholders Group (RrSG), ALAC, Intellectual Property Constituency (IPC), Business Constituency (BC), SSAC, and the GAC.
- The GDD Summit, at which ICANN participated in a roundtable.
- ICANN59 sessions.

Contractual Compliance also participated on a number of stakeholder group calls. The Contractual Compliance team published a number of blogs laying out high-level objectives for the department, including enhancing transparency around reported complaints and how they are resolved; coordinating with OCTO in identifying the worst actors and determining how to pursue them; and facilitating a community-wide ad hoc working group to discuss compliance and consumer safeguards matters.

ICANN Contractual Compliance hired its first Consumer Safeguards Director, **Bryan Schilling**, who started on 1 June 2017.

📖 **READ MORE about Bryan Schilling's announcement**

CONTRACTUAL COMPLIANCE

ICANN Contractual Compliance team:

RECEIVED A TOTAL OF	CLOSED A TOTAL OF	THE AVERAGE TURN-AROUND TIME WAS
49,249	**43,535**	**11.8**
COMPLAINTS FROM JULY 2016 TO JUNE 2017	COMPLAINTS FROM JULY 2016 TO JUNE 2017	DAYS FROM THE TIME THE COMPLAINT WAS RECEIVED TO WHEN IT CLOSED

AUDITS

ICANN's Contractual Compliance Audit Program is a continuous and ongoing activity to proactively identify and remediate deficiencies. ICANN completed two rounds of the 2013 Registrar Accreditation Agreement (RAA), completed one round for the New Registry Agreement Audit program, and is in the process of finalizing the second round. The second round is inclusive of TLDs subject to safeguards applicable to Category 1 gTLDs (consumer protection, sensitive strings, and regulated markets).

READ MORE

CONTRACTUAL COMPLIANCE ONLINE LEARNING

ICANN Contractual Compliance team launched three additional **infographics** and new **Learn More** pages to improve knowledge and increase community awareness on the following compliance topics: Transfer, WHOIS Inaccuracy, Domain Renewal, and About Lost Domains.

Domain Name Renewal Complaint

Transfer Complaint

WHOIS Inaccuracy Complaint

OUTREACH EFFORTS

The ICANN Contractual Compliance team held numerous outreach activities in collaboration with the GDD and GSE teams. These were opportunities for contracted parties to gain a better understanding of the different contractual obligations and issues with a focus on proactively being in compliance. The team also conducted one-on-one meetings with the contracted parties to address their specific compliance questions.

📖 **READ MORE**

FOCUSED PROJECT TO IMPROVE COMPLIANCE

The ICANN Contractual Compliance team launched multiple projects including the 3rd Notice Continuous Improvement Project. Its goal is to improve registrar compliance and resolution rate. Other projects focused on:

- APAC registrar compliance with WHOIS verification to test compliance with the 2013 RAA requirements.

- Remediation Validation Project to test and validate past remediation.

📖 **READ MORE in Quarterly Updates**

THIRD ANNUAL CONTRACTUAL COMPLIANCE CONTINUOUS IMPROVEMENT WEEK

The Contractual Compliance team held its third annual Continuous Improvement workshop in February 2016. The objective was to identify and discuss opportunities to increase and improve quality, and efficiency. The subject matter experts facilitated approximately 25 sessions and covered discussions about the ticketing system, process, procedures, communication templates, and the different types of compliance areas that relate to contract obligations.

The team continues its journey to strengthen the Contractual Compliance program and improve transparency and accountability.

5

OBJECTIVE 5

Develop and
Implement a Global
Public Interest
Framework Bounded
ICANN's Mission

5.1   Act as a Steward of the Public Interest

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

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

ICANN seeks to develop a public interest framework for promoting the global public interest in the coordination of the Internet's unique identifier systems and to further ICANN's mission. The framework will clarify ICANN's roles, objectives, and milestones in promoting the public interest through capacity building, and by increasing the base of internationally diverse, knowledgeable, and engaged ICANN stakeholders. Subsequent financial years will have additional focus areas as determined by the ICANN community and organization through its work.

5.1 Act as a Steward of the Public Interest

DEFINING THE PUBLIC INTEREST

As part of every substantive decision taken by the ICANN Board, a rationale accompanies that resolution. Within those rationales, ICANN continues to identify how the decision serves the public interest. During the completion of the IANA stewardship transition and the implementation of the CCWG-Accountability recommendations, updates to the Articles of Incorporation and Bylaws also strengthened ICANN's commitments to acting as a steward of the public interest. While the ICANN community as a whole has not moved toward the development of collective definitions of public interest, ICANN, through many departments, including the Public Responsibility Support and Legal departments, has remained available to the community to support their work if requested.

ENFORCING CONFLICTS OF INTEREST POLICIES

Another aspect of acting as a steward of the public interest is ICANN's enforcement of its organizational and Board Conflicts of Interest Policies, which protect against improper benefit to ICANN Board or organization members. Internally, the ICANN org remains at 100 percent participation in completing the required forms. For the ICANN Board and officers, ICANN maintains up-to-date summaries of their statements of interest.

📖 **READ MORE**

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

REVIEWS

Reviews provide a means for the independent assessment of the effectiveness of ICANN's structures and of ICANN's performance toward its commitments to continuous improvement. ICANN strives for operational excellence by implementing recommended improvements. While the performance of these reviews demonstrates the commitment to ensuring accountability and transparency, each review has a specific focus.

Calendar Year

	2016				2017				2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Q2 2014
GNSO2 Review   *Q2 2016* **GNSO2 Implementation**

Q4 2015
CCT Review   *Q2 2018* **CCT Implementation**

Q1 2016
At-Large2 Review   *Q3 2018* **At-Large2 Implementation**

Q2 2016
SSR2 Review   *Q1 2019* **SSR2 Implementation**

Q4 2016
RDS-WHOIS2 Review (formerly WHOIS2)   *Q2 2019* **RDS-WHOIS2 Implementation**

Q1 2017
ATRT3 Review   *Q3 2019* **ATRT3 Implementation**

Q4 2016
ASO2 Review   *Q1 2018* **ASO2 Implementation**

Q1 2017
NomCom2 Review   *Q3 2018* **NomCom2 Implementation**

Q2 2017
RSSAC2 Review   *Q4 2018* **RSSAC Implementation**

Q2 2017
SSAC2 Review   *Q4 2018* **SSAC2 Implementation**

Q3 2018
ccNSO2 Review   *Q4 2019* **Implementation**

LEGEND: **SPECIFIC REVIEWS**   ■ Execution □ Implementation   **ORGANIZATIONAL REVIEWS**   ■ Execution □ Implementation   *Future dates are forecasted and subject to change*

Following the commitments mandated by its Bylaws, ICANN has made the following progress in executing Specific and Organizational Reviews and implementing Review Recommendations:

SPECIFIC REVIEWS AND IMPLEMENTATION PROGRESS

- **Specific Review Progress**: **The third Accountability and Transparency Review (ATRT3)**, the **Competition, Consumer Trust, and Consumer Choice (CCT) Review**, the second **Security, Stability, and Resiliency of the DNS (SSR2)** and the **Registration Directory Service Review WHOIS (RDS/WHOIS2)** are all underway.

- **Specific Review Implementation Progress**: Implementation of board-approved recommendations resulting from **ATRT2** will be complete with the publication of the ICANN Transparency Report; implementation of board-approved recommendations resulting from the first **SSR Review** was completed in April 2017; and implementation of board-approved recommendations resulting from the first **WHOIS Review** was completed in September 2016.

ORGANIZATIONAL REVIEWS AND IMPLEMENTATION PROGRESS

- **Organizational Review Progress**: The independent examiners for the second **ASO** and **At-Large** Reviews have submitted their respective final reports; Board action on next steps is expected in early 2018. The second reviews of the **RSSAC** and **NomCom** are underway with the final reports expected in mid-2018. The selection of the independent examiner for the **SSAC** is imminent; the review will start after ICANN60. The second review of the **ccNSO** has been **deferred to August 2018** by **resolution** of the Board.

- **Implementation of Recommendations from Organizational Reviews**: The **implementation of recommendations from the second review of the GNSO** began in March 2017 and is progressing as planned.

EFFECTIVE COMMUNITY ENGAGEMENT

ICANN provides the community with a range of ways to engage in the review processes including, but not limited to, ICANN public comments, surveys, participation in open sessions at ICANN meetings, and participation in reviews as team members or observers. ICANN supports effective community engagement by leveraging a variety of different channels including the ICANN website, social media channels, ICANN's Global Stakeholder Engagement (GSE) team, and outreach through SO and AC leadership to their respective communities.

ICANN has several new initiatives designed to improve awareness of and engagement in the ICANN multistakeholder decision-making process.

• As mandated by its Bylaws, ICANN is working to develop Review Operating Standards for Specific Reviews, collating best practices, and assuring consistent, transparent, and accountable review processes.

The Process Flow and Impasse Resolution Project, also called "Hubba-Bubba," has documented processes for Reviews, Policy Development, Advice and Correspondence, and Empowered Community Powers. The processes have been provided to the community for input in preparation for the creation of process manuals.

The process flows were first socialized with the community at ICANN59 and will be published at ICANN60.

GNSO Policy Development Process
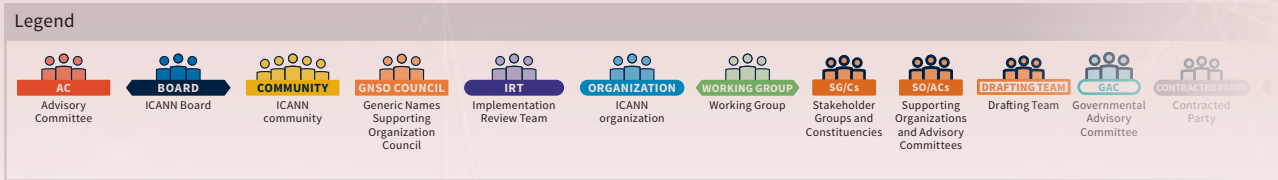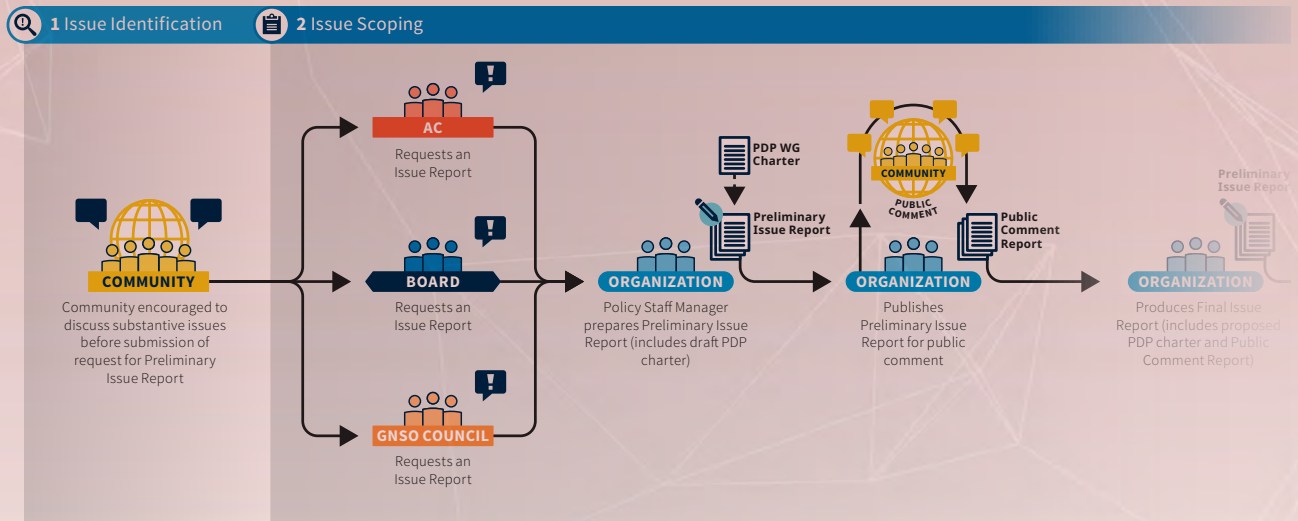
5.3 Empower Current and New Stakeholders to Fully Participate in ICANN Activities

REMOTE PARTICIPATION

In the past year, ICANN Learn has added certificates of completion, and enhanced course offerings across the various topics and language platforms. NextGen and Fellow alum collaboration was strengthened to enhance courses and encourage course development to assess learning needs. Demand for technical course content has risen and is included in the implementation plan for ICANN Learn for FY18.

Remote hubs did not bring significant numbers of new participants into ICANN, in part due to low demand and technical complications. As a result, they were canceled at the end of FY17. The Public Responsibility Service team continues to provide remote participation coordination and support where necessary.

FELLOWSHIP, NEXTGEN, AND INTERNSHIP PROGRAMS

ICANN|NEXTGEN

ICANN|FELLOWS

The Fellowship Program went through a comprehensive review to assess strengths and areas of improvement moving forward. A survey of all 603 alumni to date was carried out to understand the level of Fellow participation in ICANN. Changes were also made in response to the comments received from the community through the Public Comment process, most significantly with regards to lifting country restrictions so that individuals from around the globe may apply.

Improvements in the candidate criteria and selection process will help the Fellowship Program evolve into an even more globally reaching and diverse program to help facilitate more inclusive participation in ICANN.

The NextGen@ICANN Program diversifies the age range of the stakeholder base, providing an immersive and informative experience. The NextGen selection committee has been adjusted in the past year to include NextGen alumni, in addition to organization and community members.

The internship pilot program was successfully completed and transferred over to the Human Resources department for implementation.

ICANN HISTORY

The Public Responsibility Service team played a key role in the launch of the ICANN History Project, which explores the key events in ICANN's growth, from its birth to its current status. The aim is to preserve the organization's institutional memory by capturing stories from key figures who helped shape ICANN's past and present. The community can now find online documents, photos, and videos that helped frame ICANN's history, as well as an interactive timeline presenting the chronology of significant events.

📖 **READ MORE about the ICANN History Project**

PUBLIC INTEREST AND HUMAN RIGHTS

Public Responsibility Service continued to help facilitate and support the work of the community in the areas of public interest and human rights. Discussions on these two areas are ongoing, with specific deliverables subject to community needs and consultations.

PILOT PROGRAMS FOR COMMUNITY ONBOARDING MENTORS AND GENDER DIVERSITY

The ongoing Community Onboarding Pilot draws from the knowledge and expertise of community members to develop the structure, content, and process needed to onboard new community members into their SO and ACs, Stakeholder Groups or Constituencies. Through mentoring new community members, gaps in each group's resources and capacity development opportunities were identified during this first phase. Draft onboarding materials have been developed to help improve engagement and retention of new participants within ICANN.

The gender diversity pilot has completed an initial assessment of available data on participation by gender and responded to calls from the community for increased quality data by launching a gender diversity and participation survey, which will be followed by a full report circulated widely to the community.

📖 **READ MORE about the gender diversity pilot**

Payments Made to Directors

PAYMENTS MADE TO DIRECTORS

REVIEW the Report of Expense Reimbursement and Other Payments to ICANN Directors - Fiscal Period ending 6/30/2017

ICANN

Board, Community, and Corporate Leadership

JULY 2016–JUNE 2017

ICANN BOARD OF DIRECTORS

AS OF 30 JUNE 2017

Steve Crocker
*Chair, Board of Directors
CEO and Cofounder of Shinkuro, Inc.*

Ron da Silva
CEO and Founder, Network Technologies Global

Cherine Chalaby
*Vice Chair, Board of Directors
Various leadership roles in banking and technology*

Chris Disspain
Board Chairman, WGP Global

Rinalia Abdul-Rahim
Managing Director, Compass Rose Sdn Bhd

Asha Hemrajani
Principal Consultant, Business Evaluation Center, part of Knight Griffin Group

Maarten Botterman
Independent strategic advisor, Internet governance

Rafael "Lito" Ibarra
Founding President and Executive Director, SVNet

Becky Burr
Deputy General Counsel and Privacy Officer, Neustar

Khaled Koubaa
Founder and President, Arab World Internet Institute

ICANN BOARD
OF DIRECTORS cont'd

Markus Kummer

*Independent consultant,
Internet governance and policy*

George Sadowsky

Independent consultant

Akinori Maemura

*General Manager,
Internet Development Department,
Japan Network Information Center*

Thomas Schneider

*GAC Liaison, non-voting
Deputy Head of International Relations
and International Information Society
Coordinator, Federal Office of
Communication (OFCOM), Switzerland*

Göran Marby

*Ex officio Member of the Board
President and CEO, ICANN*

Mike Silber

*Attorney and Head, Legal and
Commercial, Liquid Telecom*

Ram Mohan

*SSAC Liaison, non-voting
Executive Vice President and
Chief Technology Officer, Afilias Ltd.*

Jonne Soininen

*Internet Engineering Task Force
Liaison, non-voting
Head of Software Industry
Initiatives at Nokia*

Kaveh Ranjbar

*RSSAC Liaison, non-voting
Chief Information Officer, RIPE NCC*

Lousewies van der Lann

*Independent consultant on strategy,
communication, public affairs,
and politics*

COMMUNITY LEADERS

AS OF 30 JUNE 2017

Address Supporting Organization (ASO)

John Curran

Chair

President and CEO, ARIN

Address Supporting Organization (ASO) Address Council

Filiz Yilmaz

Chair

Director of Network Infrastructure Options EMEA, Akamai Technologies

Country Code Names Supporting Organization (ccNSO) Council

Katrina Sataki

Chair

Chief Executive, NIC.LV

Generic Names Supporting Organization (GNSO) Council

James Bladel

Chair

Vice President, Policy, GoDaddy

GNSO COMMERCIAL STAKEHOLDER GROUP

Commercial Business Users Constituency

Andrew Mack

Chair

Principal, AM Global Consulting

Internet Service Providers and Connectivity Providers Constituency

Wolf-Ulrich Knoben

Chair

Consultant, DE-CIX

Intellectual Property Constituency

Greg Shatan

President

Partner, McCarter & English LLP

COMMUNITY LEADERS cont'd

NON-COMMERCIAL STAKEHOLDER GROUP

Tapani Tarvainen

Chair

*Chief Engineer,
Jyväskylä University*

Non-commercial Users Constituency

Farzaneh Badii

Chair

*Ph.D. Candidate,
Hamburg Institute of Law and Economics*

NOT-FOR-PROFIT OPERATIONAL CONCERNS CONSTITUENCY

Klaus Stoll

Chair

*President,
Fundación Chasquinet*

REGISTRAR STAKEHOLDER GROUP

Graeme Bunton

Chair

*Manager,
Analytics and Insights, Tucows, Inc.*

REGISTRIES STAKEHOLDER GROUP

Paul Diaz

Chair

*Vice President,
Policy, Public Interest Registry*

AT-LARGE ADVISORY COMMITTEE

Alan Greenberg

Chair

ICT Consultant

REGIONAL AT-LARGE ORGANIZATIONS

African Regional At-Large Organization (AFRALO)

Aziz Hilali

Chair

*Professor,
National Institute of
Telecommunications of Morocco*

Asian, Australasian and Pacific Islands Regional At-Large Organization (APRALO)

Satish Babu

Chair

*President and Cofounder,
InApp Information Technologies*

COMMUNITY
LEADERS cont'd

REGIONAL AT-LARGE ORGANIZATIONS (CONTINUED)

European Regional At-Large Organization (EURALO)

Olivier Crépin-Leblond

Chair

*Managing Director,
Global Information Highway Ltd.*

**Latin American and Caribbean Islands Regional
At-Large Organization (LACRALO)**

Humberto Carrasco

Chair

Ph.D Student, University of Edinburgh

North American Regional At-Large Organization (NARALO)

Glenn McKnight

Chair

IT Consultant

Governmental Advisory Committee

Thomas Schneider

Chair

*Deputy Head of International Relations
and International Information Society
Coordinator, Federal Office of
Communication (OFCOM), Switzerland*

Root Server System Advisory Committee

Tripti Sinha

Co-chair

*Assistant Vice President and Deputy CIO,
Division of Information Technology,
University of Maryland*

Brad Verd

Co-chair

*Vice President, DNS Operations,
Verisign, Inc.*

Security and Stability Advisory Committee

Patrik Fältström

Chair

*Head of Engineering,
Research and Development,
Netnod*

Customer Standing Committee

Byron Holland

*President and CEO,
Canadian Internet Registry
Authority*

Root Zone Evolution Review Committee

Duane Wessels

*Principal Research Scientist,
Verisign Labs*

CORPORATE OFFICERS

AS OF 30 JUNE 2017

Göran Marby

President and Chief Executive Officer

Joined in May 2016

Former Director General of the independent regulatory body Swedish Post and Telecom Authority, with two decades of experience as a senior executive in the Internet and technology sectors.

Susanna Bennett

Senior Vice President & Chief Operating Officer

Joined in July 2013

Prior experience as Chief Financial Officer, Vice President of Human Resources and Board Director for Jazz Technologies, a public semiconductor company, where she led a merger integration.

John Jeffrey

General Counsel and Secretary

Joined in September 2003

Prior experience includes service as Executive Vice President of Corporate Strategy and General Counsel for streaming media startup Live365, and managing his own media consulting business, Point Break Media.

David Olive

Senior Vice President, Policy Development Support

Joined in February 2010

Previously completed a 20-year career at Fujitsu Limited, a leading provider of ICT-based business solutions, where he most recently served as General Manager and Chief Corporate Representative.

Xavier Calvez

Chief Financial Officer

Joined in August 2011

Spent the 10 years before joining ICANN in progressive leadership positions in finance at Technicolor, ultimately serving as Chief Financial Officer for Technicolor Creative Services.

Ashwin Rangan

Senior Vice President, Engineering and Chief Information Officer

Joined in March 2014

Previously served as Chief Information Officer for Edwards Lifesciences Corporation, a medical equipment company, and also held Chief Information Officer positions with Wal-Mart and Conexant Systems.

Akram Atallah

President, Global Domains Division

Joined in September 2010

Previously served as Chief Operating Officer at CoreObjects Software, an engineering services startup, where he was responsible for the company's successful restructuring.

COMMUNITY RECOGNITION

ICANN extends its thanks to the following community members for their hard work over the years.

ADDRESS SUPPORTING ORGANIZATION ADDRESS COUNCIL
Ajay Kumar
Mark Elkins

AFRICAN REGIONAL AT-LARGE ORGANIZATION
Aziz Hilali

AT-LARGE ADVISORY COMMITTEE
Tijani Ben Jemaa
Wafa Dahmani Zaafouri
Mohamed El Bashir
León Sánchez
Harold Arcos
Garth Bruen

COMMERCIAL BUSINESS USERS CONSTITUENCY
Chris Wilson

COUNTRY CODE NAMES SUPPORTING ORGANIZATION COUNCIL
Ching Chiao

EUROPEAN REGIONAL AT-LARGE ORGANIZATION
Wolf Ludwig

GENERIC NAMES SUPPORTING ORGANIZATION
James Bladel
Hsu Phen Valerie Tan
Wolf-Ulrich Knoben
Marília Maciel
Stefania Milan
Edward Morris
Johan Helsingius

GOVERNMENTAL ADVISORY COMMITTEE
Thomas Schneider
Mark Carvell
Alice Munyua

INTELLECTUAL PROPERTY CONSTITUENCY
Steve Metalitz
Fabricio Vayra

INTERNET SERVICE PROVIDERS AND CONNECTIVITY PROVIDERS CONSTITUENCY
Tony Holmes

NORTH AMERICAN REGIONAL AT-LARGE ORGANIZATION
Judith Hellerstein
Glenn McKnight

NOMINATING COMMITTEE
Hans Petter Holen
Zahid Jamil
Stéphane Van Gelder
Dave Kissoondoyal
Amir Qayyum
Eduardo Diaz
Ken Stubbs
Tom Barrett
Jörg Schweiger
Osvaldo Novoa
Damon Ashcraft
Hartmut Glaser
Tim Wicinski

NON-COMMERCIAL STAKEHOLDER GROUP
Tapani Tarvainen

NON-COMMERCIAL USERS CONSTITUENCY
Rafik Dammak
Farzaneh Badii

NOT-FOR-PROFIT OPERATIONAL CONCERNS CONSTITUENCY
Klaus Stoll
Martin Silva Valent

ROOT SERVER SYSTEM ADVISORY COMMITTEE
Hank Kilmer
Warren Kumari

SECURITY AND STABILITY ADVISORY COMMITTEE
Steve Crocker
Mark Kosters

GLOSSARY

AFRALO	African Regional At-Large Organization
AFRINIC	African Network Information Centre
AFTLD	African Top-Level Domains Organization
ALAC	At-Large Advisory Committee
APNIC	Asia-Pacific Network Information Centre
APRALO	Asian, Australasian, and Pacific Islands Regional At-Large Organization
APTLD	Asia Pacific Top-Level Domain Association
ARIN	American Registry for Internet Numbers
ASO	Address Supporting Organization
ccNSO	Country Code Names Supporting Organization
ccTLD	country code top-level domain
CENTR	Council of European National Top-Level Domain Registries
DNS	Domain name system
DNSSEC	Domain Name System Security Extensions
EURALO	European Regional At-Large Organization
GAC	Governmental Advisory Committee
GNSO	Generic Names Supporting Organization
gTLD	generic top-level domain
IAB	Internet Architecture Board
IANA	Internet Assigned Numbers Authority
IDN	Internationalized Domain Name
IETF	Internet Engineering Task Force
ISOC	Internet Society
KSK	Key signing key
LACNIC	Latin American and Caribbean Network Information Centre
LACRALO	Latin American and Caribbean Islands Regional At-Large Organization
LACTLD	Latin American and Caribbean ccTLDs Organization
NARALO	North American Regional At-Large Organization
NRO	Number Resource Organization
NTIA	National Telecommunications and Information Administration
PTI	Public Technical Identifiers
RIPE NCC	Réseaux IP Européens Network Coordination Centre
RIR	Regional Internet Registry
RSSAC	Root Server System Advisory Committee
SSAC	Security and Stability Advisory Committee
TLD	Top-level domain
W3C	World Wide Web Consortium
WSIS	World Summit on the Information Society (U.N.)

ICANN
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