

**ICANN BOARD OF DIRECTORS
SUBMISSION NO. 2021.10.28.1b**

TITLE: **Appointment of Root Server Operator
Organization Representatives to the RSSAC**

PROPOSED ACTION: **For Board Consideration and Approval**

EXECUTIVE SUMMARY:

Per Article 12, Section 12.2(c)(ii) of the ICANN Bylaws, the Chair of the Root Server System Advisory Committee (RSSAC) submits the following members for appointment to the RSSAC:

- Fred Baker, Internet Systems Consortium

- Matt Larson, Internet Corporation for Assigned Names and Numbers (ICANN)

- Lars-Johan Liman, Netnod

- Brad Verd, Verisign, Inc.

These individuals have been selected by their root server operator organizations to serve on the RSSAC.

RSSAC RECOMMENDATION:

The RSSAC Chair recommends the ICANN Board of Directors appoint Fred Baker, Matt Larson, Lars-Johan Liman, and Brad Verd as the RSSAC representatives of their respective root server operator organizations.

PROPOSED RESOLUTION:

Whereas, the ICANN Bylaws call for the establishment of the Root Server System Advisory Committee (RSSAC) with the role to advise the ICANN community and

ICANN Board of Directors on matters relating to the operation, administration, security, and integrity of the Internet's Root Server System.

Whereas, the ICANN Bylaws call for the ICANN Board of Directors to appoint one RSSAC member from each root server operator organization, based on recommendations from the RSSAC Chair.

Whereas, the RSSAC Chair has recommended to the ICANN Board of Directors the appointments of representatives from Internet Corporation for Assigned Names and Numbers (ICANN); Internet Systems Consortium; Netnod; and Verisign, Inc. to the RSSAC.

Resolved (2021.10.28.XX), the ICANN Board of Directors appoints Fred Baker, Matt Larson, Lars-Johan Liman, and Brad Verd to the RSSAC through 31 December 2024.

PROPOSED RATIONALE:

In May 2013, the root server operator organizations agreed to an initial membership of representatives for the RSSAC, each nominating an individual. The ICANN Board of Directors approved the initial membership of the RSSAC in July 2013 with staggered terms. The current term for the representatives from Internet Corporation for Assigned Names and Numbers (ICANN); Internet Systems Consortium; Netnod; and Verisign, Inc. expires 31 December 2021.

Today, the Board is taking action pursuant to Article 12, Section 12.2 (c)(ii) of the ICANN Bylaws to appoint members to the RSSAC.

The appointment of RSSAC members is not anticipated to have any fiscal impact on the ICANN organization that has not already been accounted for in the budgeted resources necessary for ongoing support of the RSSAC.

This resolution is an organizational administrative function for which no public comment is required. The appointment of RSSAC members contributes to the public interest and the commitment of the ICANN organization to strengthen the security, stability, and resiliency of the DNS.

Submitted by:	Kaveh Ranjbar
Position:	RSSAC Liaison to the ICANN Board
Date Noted:	7 October 2021
Email and Phone Number	kaveh.ranjbar@board.icann.org

ICANN BOARD SUBMISSION No. 2021.10.28.1c

TITLE: Contract Approval, RC Transcriptions

PROPOSED ACTIONS: For Board Consideration and Approval

EXECUTIVE SUMMARY:

The Board is being asked to approve a Confidential Negotiation contract for transcription services by the provider RC Transcriptions. Under the current contract, we expect that ICANN's annual expense for this service will exceed US\$500,000 Confidential Negotiation Information

Accordingly, Board approval is required in accordance with ICANN's Contracting and Disbursement Policy.

ICANN org is pursuing a Confidential Negotiation Information with RC Transcriptions for transcription services during all ICANN Public Meetings Confidential Negotiation Information, plus all transcriptions for teleconference calls. RC Transcriptions has supported transcriptions of audio files recorded during teleconference calls as well as all sessions of ICANN Public Meetings for over 10 years. RC Transcriptions provides transcriptions in all 6 UN languages (English, Arabic, Chinese, French, Russian and Spanish) plus Portuguese, as requested and needed by ICANN org. Transcription services are needed regardless of meeting format (Virtual or Face to Face).

ICANN ORGANIZATION AND BOARD FINANCE COMMITTEE (BFC)

RECOMMENDATION:

Both ICANN organization and the BFC recommend that the Board authorizes the President and CEO, or his designee(s), to take all necessary actions to execute the contract with RC Transcriptions and to make all necessary disbursements pursuant to the contract.

PROPOSED RESOLUTION:

Whereas, ICANN has established a need to enter into a contract for transcriptions services supported by RC Transcriptions.

Whereas, the Board Finance Committee has reviewed the financial implication of contracting with RC Transcriptions.

Whereas, both the organization and the Board Finance Committee have recommended that the Board authorize the President and CEO, or his designee(s), to take all actions necessary to execute the contract with RC Transcriptions and to make all necessary disbursements pursuant to the contract.

Resolved (2021.10.28.xx) the Board authorizes the President and CEO, or his designee(s), to take all necessary actions to execute a contract with RC Transcriptions and to make all necessary disbursements pursuant to the contract.

Resolved (2021.10.28.xx), specific items within this resolution shall remain confidential for negotiation purposes pursuant to Article 3, section 3.5(b) of the ICANN Bylaws until the President and CEO determines that the confidential information may be released.

PROPOSED RATIONALE:

RC Transcriptions has supported transcriptions of audio files recorded during teleconference calls as well as all sessions of ICANN meetings for over 10 years. The service has always been of the upmost quality. Throughout the years the vendor knowledge of ICANN org, from a linguistic perspective, has become of great value in order to ensure accuracy and consistency.

Three years ago, ICANN org moved all transcription projects for the GNSO from Verizon to RC Transcriptions for both cost savings as well as a faster and clearer process and flawless delivery turn around.

ICANN org did not conduct a formal Request for Proposal (RFP) and has chosen to stay with RC Transcriptions due to improved financial terms and a superior product compared with the other vendors. In addition, RC Transcriptions' familiarity with ICANN processes provides the best services for 6 UN Languages. To source another vendor would require additional staff support and expenses to familiarize a new vendor with ICANN's unique platform across SO/AC meetings and ICANN Public Meetings.

Confidential Negotiation Information

After careful analysis, the Board agrees with the organization that a contract with RC Transcriptions ensures seamless continuity of transcription services and is in the best interest of the organization.

Executing the contract on favorable terms is in the public interest as it will continue ICANN org's transcriptions services provided to its community and therefore is also consistent with ICANN's Mission. There is no anticipated impact to the security, stability, and resiliency of the domain name system.

This is an Organizational Administrative function that does not require public comment.

Submitted by: Xavier Calvez, SVP, Planning and Chief Financial Officer
Date Noted: 23 September 2021
Email: xavier.calvez@icann.org

ICANN BOARD PAPER NO. 2021.10.28.2a

TITLE: FY23 Strategic Outlook Trends Report

PROPOSED ACTION: For Board Consideration and Approval

EXECUTIVE SUMMARY:

Tracking new and shifting trends affecting ICANN and the Internet is a critical first step in ICANN's strategic planning process. The Board Strategic Planning Committee oversees the annual strategic outlook (trends) process to identify relevant trends and events that inform ICANN's strategic planning and prioritization efforts and the annual review of the Strategic Plan.

This year, ICANN org convened 16 Strategic Outlook trends identification sessions with 300 participants from the community and the organization, resulting in 1,144 data points collected. The Board Strategic Planning Committee, supported by ICANN org, conducted a thorough analysis of the trend session data inputs received, including assessing the trends, risks, opportunities, and potential impacts on ICANN.

A description of the Strategic Outlook process and methods used to conduct the analysis, the results of those analyses, and appendices with more details on the trend inputs received have been documented in the *FY23 Strategic Outlook: Trend Report* document attached to this paper for reference. The process and methods used were shared with the community during a [webinar](#) held on 15 September 2021.

The synthesis of this analysis is a set of proposed priority trends, related impacts, and associated strategic and/or tactical recommendations, summarized in the table below.

On the basis of the analysis to-date, some adjustments to the five-year Operating Plan have been identified, but the strategic objectives of the organization set forth in the current strategic plan for fiscal years 2021 to 2025 do not need to change at this point. The Board is now being asked to consider these recommendations and to confirm that the current ICANN Strategic Plan for Fiscal Years 2021-2025 remains unchanged.

As next steps, ICANN org will take into consideration the recommendations listed below when drafting the ICANN Five-year Operating Plan for Fiscal Years 2023 to

2027. Findings on trends and their impacts on ICANN, as well as opportunities they represent and resulting proposed planned activities, will be documented in the next ICANN Operating Plan that will be posted for Public Comment in December of this year. Finally, the proposed FY23 trends will serve as reference for the next iteration of the Strategic Outlook trends identification process, which will start early 2022.

SUMMARY OF TRENDS, IMPACTS AND RECOMMENDATIONS

Trends	Notable Shifts in Trend	New Impacts on ICANN / Impacts of Shifts from previous years	Conclusions
<p>On Security: Domain Name System (DNS) ecosystem security threats remain high and have the potential to erode the public trust in ICANN's ability to fulfill its mission.</p>	<p>Last year's overarching trends remain consistent. No notable shifts.</p>	<p>No new impacts.</p>	<p>No change to Strategic Plan. No change to Operating Plan. (Noting this remains a critical trend, with high materiality, and current plans provide adequate response as is).</p>
<p>On Security: Where discussions are continuing within the community over what constitutes "DNS abuse", ICANN's serving its role within its mission and looking for other opportunities to cooperate to address the broader matter of nefarious use of the DNS. ICANN continues to contribute technical knowledge and input to other parties that are developing solutions.</p>	<p>Last year's overarching trends remain consistent. There is a trend of solutions to address DNS abuse developed by parties other than ICANN (such as the Abuse Framework or the Abuse Institute).</p>	<p>The risk to the Internet's trustworthiness persists, and its impact on ICANN's ability to act. Perception remains that ICANN should be doing more to address DNS abuse.</p>	<p>No change to Strategic Plan. Efforts are already underway in FY22 to communicate both what ICANN can do as part of its mission and what it is doing on DNS abuse to address the perception that ICANN is not doing enough to address DNS abuse (for example: webinar of July 2021). Also included in FY23 Draft Operating Plan.</p>
<p>On Geopolitics: Efforts to regulate or regulate the Internet continue to intensify, by some national governments and regional governmental bodies, as well as some global intergovernmental organizations, using national, policy, standards proposals and other types of initiatives.</p>	<p>The increasing importance of the Internet's causing some governments, sometimes under the rationale of digital sovereignty, to seek to increase their level of control of the Internet, including by challenging ICANN's role as steward of the DNS.</p>	<p>There is a threat to the interoperability and openness of the Internet. There is a potential increased threat to ICANN's ability to perform its technical mission and to the ICANN community to create policy using the multi-stakeholder model.</p>	<p>No change to Strategic Plan. Considered in FY23 Draft Operating Plan: Opportunity to increase education and engagement efforts with relevant governments, standards bodies and intergovernmental organizations in order to increase collaboration and minimize the potential risk of over-regulation and its unintended consequences touching on ICANN's mission.</p>

<p>On Unique Identifier Systems: As the diversity of online participants grows, pressure to address universal acceptance issues is accelerating, to support a multilingual Internet.</p>	<p>Interest in Internationalized Domain Names (IDNs) and Universal Acceptance (UA) continues to increase.</p>	<p>Failure to address UA issues could negatively affect the ability for a broader and more diverse global user base to access the Internet.</p>	<p>No change to Strategic Plan. No change to Operating Plan. The New gTLD Subsequent Procedures Operational Design Phase (ODP) will have a specific section on Universal Acceptance.</p>
<p>On Unique Identifier Systems: The continued evolution of emerging identifier technologies – at times promoted by governments – requires ICANN to be responsive to these changes and ensure that the unique identifier systems evolve and continue to serve the global Internet user base.</p>	<p>What's new is that some governments are now talking about new emerging identifier technologies, for example promoting the "New Internet Protocol (IP)".</p>	<p>Impact of the shift on ICANN's mission.</p>	<p>No change to Strategic Plan. No change to Operating Plan. On-going monitoring/early warning and analysis by the Office of the Chief Technology Officer.</p>
<p>On Governance: The prolonged virtual setting and an uneven return to a pre-pandemic participation environment are testing the ability of ICANN's multistakeholder model (MSM) to support efficient and effective engagement and decision-making.</p>	<p>The virtual setting resulting from COVID-19 pandemic has exacerbated the perennial challenges of engagement and participation in ICANN's MSM. There is a sense of urgency about the need to address these challenges in prolonged virtual settings.</p>	<p>Reduced participation diversity could threaten the legitimacy of the MSM.</p>	<p>No change to Strategic Plan. Efforts are already underway in FY22: an internal review of lessons learned from engagement during the pandemic is underway, to collect information and determine adequate ways for future community engagement in the current setting. Also included in FY23 Draft Operating Plan.</p>
<p>On Governance: While there is a continued necessity to fulfill transparency, accountability, inclusiveness, and openness obligations, the prolonged virtual settings exacerbate the challenges of attracting and onboarding newcomers.</p>	<p>Last year's overarching trends remain consistent; but there is a sense of urgency to address how to attract and onboard newcomers in a virtual setting.</p>	<p>Risk of drop-off of new volunteers. Risk that participation in ICANN's multistakeholder processes do not reflect the evolution of the broader Internet user base.</p>	<p>No change to Strategic Plan. Considered in FY23 Draft Operating Plan: Opportunity to explore the possibility and concept of new and enhanced virtual programs and identify potential improvements for the Newcomer program.</p>

<p>On Governance: Heightened awareness of ICANN, coupled with a lack of understanding about its role, threatens legitimacy and public trust in ICANN and increases the need to communicate broadly on ICANN's role.</p>	<p>No notable shift.</p>	<p>No new impacts.</p>	<p>No change to Strategic Plan. No change to Operating Plan. On-going efforts to increase public awareness and understanding of ICANN's role in the Internet ecosystem.</p>
<p>On Financials: The continued consolidation of the DNS marketplace and the perceived lack of interest in the expansion of the gTLD namespace, added to the rapid increase of Internet users shifting to relying on online platforms and the uncertainty of the current global economic climate may impact ICANN's long-term funding.</p>	<p>Internet users rapidly change their preferences to rely on online platforms rather than domain names.</p>	<p>Impact on ICANN's financials minimal.</p>	<p>No change to Strategic Plan. No change to Operating Plan. On-going monitoring of industry trends; Operating initiative to improve understanding of the long-term Domain Name market drivers.</p>
<p>On Financials: Prorated contributions becoming more critical to continue supporting the needs and demands of ICANN's global community.</p>	<p>Last year's overarching trends remain consistent.</p>	<p>No new impacts.</p>	<p>No change to Strategic Plan. No change to Operating Plan. Operating initiative: Planning at ICANN.</p>
<p>New trend: Some existing concerns are vocalized more loudly relative to the New gTLD Subsequent Procedures, as ICANN gets closer to implementation.</p>	<p>New trend</p>	<p>Implications in terms of workload and resources, as well as the ability to fund the program.</p>	<p>No change to Strategic Plan. No change to Operating Plan. Efforts are already underway in FY22 to launch a New gTLD Subsequent Procedures Operations Design Phase (ODP).</p>

BOARD STRATEGIC PLANNING COMMITTEE RECOMMENDATION:

The Board has an obligation to ensure that the adopted Strategic Plan for Fiscal Years 2021-2025 continues to meet ICANN's needs. The Board Strategic Planning Committee, as supported by the ICANN organization, recommends keeping the ICANN Strategic Plan for fiscal years 2021 to 2025 unchanged, with no restatement of the Strategic Plan needed at this time. This recommendation is formed on the basis of the work accomplished by the Board Strategic Planning Committee as supported by ICANN org, and after careful consideration of the inputs received from the community and the organization through the strategic outlook trends identification process. The Board Strategic Planning Committee recognizes that there may be future needs to evolve the FY21-25 Strategic Plan, such as to address funding realities identified through the update of ICANN's five-year Operating and Financial plan, or mid-course modifications during the life of the Strategic Plan. If change is needed in the future, the Board can direct the ICANN org on the scope of further actions.

PROPOSED RESOLUTION:

Whereas, following community and ICANN organization inputs received between February and April 2021 on key trends anticipated to impact ICANN in the coming years, the Board conducted an analysis, and concluded that the strategic objectives for ICANN, as reflected in the Strategic Plan for Fiscal Years 2021-2025, do not need to change.

Whereas, on 22 October 2020, the Board formed a Strategic Planning Committee to oversee the annual strategic outlook (trends) process to identify relevant trends and events that inform ICANN's strategic planning and prioritization efforts. This committee, as supported by the ICANN organization, played a central role in reviewing and analyzing the results of the trend work and the related opportunities, risks, and impacts on ICANN. The committee articulated this work into a set of proposed priority trends, related impacts, and associated strategic and/or tactical recommendations for full-Board consideration.

Whereas, members of the ICANN Board and ICANN organization held a webinar with the community on 15 September 2021 to present the Strategic Outlook process and methods used to conduct the analysis.

Resolved (2021.10.28.xx), the Board affirms that the ICANN Strategic Plan for Fiscal Years 2021 to 2025, as approved on 23 June 2019 shall remain in force and unchanged, with no restatement of the Strategic Plan needed at this time.

Resolved (2021.10.28.xx), the Board recognizes that there may be future need to evolve the FY21-25 Strategic Plan, such as to address funding realities identified through the update of ICANN's five-year Operating and Financial plan, or mid-course modifications during the life of the Strategic Plan. If change is needed, the Board will direct the ICANN org on the scope of further actions.

PROPOSED RATIONALE:

On 23 June 2019, the Board [adopted](#) the ICANN Strategic Plan for Fiscal Years 2021 to 2025 and directed that as part of the on-going annual planning cycle with the community, new trends or shifts in existing trends be factored into the annual iteration of ICANN's plans as appropriate. These efforts are conducted under a process known as the Strategic Outlook trend identification process.

The Strategic Outlook trend identification is an annual process, which ensures ICANN has a consistent way to: identify and track trends; prepare for opportunities; mitigate or avoid challenges; inform strategic and operational planning and prioritization.

It is a joint effort between the ICANN organization, the community, and the ICANN Board to engage on emerging or evolving trends that affect ICANN. Trends indicate general directions in which things are developing or changing, that have or could have an impact on ICANN, its mission, its operations, or its ecosystem. Trends can be internal or external, organization-specific, community-related, or go beyond ICANN's ecosystem as ICANN does not operate in a vacuum.

ICANN org has found the exercise to be beneficial to help surface opportunities and challenges that lay ahead, inform planning, help with prioritization considerations, and risk management.

Between February and April 2021, ICANN org convened 16 Strategic Outlook trends identification sessions with 300 participants from the community and the organization, resulting in 1,144 data points collected. Community sessions outputs have been published on the Strategic Planning page of the [icann.org](https://www.icann.org) website.

Between May and September 2021, the Board Strategic Planning Committee, as supported by ICANN org, conducted a thorough analysis of the trend session data inputs received, including assessing the trends, risks, opportunities, and potential impacts on ICANN. The details of this analysis and associated recommendations have been documented in the *FY23 Strategic Outlook Trends Report* document attached to this paper for reference.

The Board Strategic Planning Committee recommends keeping the ICANN Strategic Plan for Fiscal Years 2021 to 2025 unchanged, with no restatement of the Strategic Plan needed at this time.

This resolution is not expected to have a fiscal impact on ICANN, though the changes anticipated to ICANN's Operating Plan might have an impact once approved. This action is expected to have a positive impact on the security, stability and resiliency of the domain name system (DNS) as it continues to support ICANN's strategic work in this area.

This resolution serves ICANN's mission in ensuring a secure and stable operation of the Internet's unique identifier systems. The ICANN Strategic Plan for Fiscal Years 2021-2025 builds upon ICANN's mission so that it may continue to effectively fulfil its aims and meet new and continuously evolving challenges and opportunities.

This resolution is in the public interest as the Strategic Plan guides ICANN's activities and informs ICANN's operating plans and budgets to fulfil its mission in fiscal years 2021 through 2025. The Strategic Plan serves the public interest by articulating the path towards a new vision to be a champion of the single, open, and globally interoperable

Internet. The Strategic Plan complies with ICANN's commitments and is guided by ICANN's core values.

This is an Organizational Administrative Function that has been subject to community consultation as noted above and is not requiring further public comment.

REFERENCE MATERIALS:

- FY23 Strategic Outlook Trends Report
- FY23 Strategic Outlook Trends Report Appendix D - FY23 Trend Impact Assessment

Signature Block:

Submitted by:	Matthew Shears
Position:	Member of the ICANN Board, Chair of the Board Strategic Planning Board Committee
Date Noted:	XX October 2021
Email:	matthew.shears@board.icann.org

Focus Area	Trend #	FY23 Trend Proposal	New or evolved trend?
Security	2.2	Domain Name System (DNS) ecosystem security threats remain high and have the potential to erode the public trust in ICANN's ability to fulfill its mission.	Unchanged
Security	1.15	While discussions are continuing within the community over what constitutes "DNS abuse", ICANN is serving its role within its mission and looking for other opportunities to cooperate to address the broader matter of nefarious use of the DNS. ICANN continues to contribute technical knowledge and input to other parties that are developing solutions.	Evolved
Geopolitics	3.7	Efforts to regulate or legislate the Internet continue to intensify, by some national governments and regional governmental bodies, as well as some global intergovernmental organizations, using legislation, policy initiatives, standards proposals and other types of initiatives.	Evolved

Unique Identifier Systems	1.13	As the diversity of online participants grows, pressure to address universal acceptance issues is accelerating, to support a multilingual Internet.	Evolved
Unique Identifier Systems	1.07	The continued evolution of emerging identifier technologies – at times promoted by governments – requires ICANN to be responsive to these changes and ensure that the unique identifier systems evolve and continue to serve the global Internet user base.	Unchanged
ICANN's Governance	3.1	The prolonged virtual setting and an uneven return to a pre-pandemic participation environment are testing the ability of ICANN's multistakeholder model (MSM) to support efficient and effective engagement and decision-making.	Evolved

ICANN's Governance	1.01	While there is a continued necessity to fulfill transparency, accountability, inclusiveness, and openness obligations, the prolonged virtual setting is exacerbating the challenges of attracting and onboarding newcomers.	Evolved
ICANN's Governance	1.04	Heightened awareness of ICANN, coupled with a lack of understanding about its role, threatens legitimacy and public trust in ICANN and increases the need to communicate broadly on ICANN's role.	Unchanged
Financials	1.02	The continued consolidation of the DNS marketplace and the perceived lack of interest in the expansion of the gTLD name space, added to the rapid increase of Internet users shifting to relying on online platforms and the uncertainty of the current global economic climate may impact ICANN's long-term funding.	Evolved
Financials	1.14	Prioritization is becoming more critical to continue supporting the needs and demands of ICANN's global community.	Unchanged

Notable Shift in trend	New Impacts on ICANN / Impacts of Shifts from previous years
<p>Last year's overarching trends remain consistent. No notable shifts.</p>	<p>No new impacts.</p>
<p>Last year's overarching trends remain consistent. There is a trend of solutions to address DNS abuse getting developed by parties other than ICANN.</p>	<p>The risk to the Internet's trustworthiness persists, and its impact on ICANN's ability to act. Perception remains that ICANN should be doing more to address DNS abuse.</p>
<p>The broader awareness of the importance of the Internet is causing some governments, sometimes under the rationale of digital sovereignty, to seek to increase their level of control of the Internet, including by challenging ICANN in its role as steward of the DNS.</p>	<p>There is a threat to the interoperability and openness of the Internet. There is a potential increased threat to ICANN's ability to perform its technical mission and to the ICANN community's ability to create policy using the multistakeholder model.</p>

<p>Interest in IDNs and in Universal Acceptance continues to increase.</p>	<p>Failure to address UA issues could negatively affect the ability for a broader and more diverse global user base to access the Internet.</p>
<p>Some governments are now talking about new emerging identifier technologies, for example in promoting the "New IP".</p>	<p>Impact of the shift on ICANN is minimal.</p>
<p>The virtual setting resulting from Covid-19 pandemic has exacerbated the perennial challenges of engagement and participation in ICANN's MSM. There is a sense of urgency about the need to address these challenges in prolonged virtual settings.</p>	<p>Reduced participant diversity could threaten the legitimacy of the MSM.</p>

<p>Last year's overarching trends remain consistent; but there is a sense of urgency to address how to attract and onboard newcomers in a virtual setting.</p>	<p>Risk of drop-off of new volunteers.</p> <p>Risk that participants in ICANN's multistakeholder processes do not reflect the evolution of the broader Internet user base.</p>
<p>No notable shift.</p>	<p>No new impacts.</p>
<p>Internet users rapidly change their preferences to relying on online platforms rather than domain names.</p>	<p>Impact on ICANN's financials is minimal.</p>
<p>Last year's overarching trends remain consistent.</p>	<p>No new impacts.</p>

Related Targeted Outcomes	Enhance/impede the targeted outcomes?		Related Strategic risks	Lessen/exacerbate strategic risks?
<p>- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse.</p> <p>- ICANN maintains a reputation as the source</p>	Neutral	0	<p>- Successful cyberattacks and information warfare undermine trust in the DNS.</p> <p>- Inability to mitigate security threats undermines confidence in institutions responsible for the security and stability of the DNS.</p>	Neutral
<p>- ICANN, in partnership with relevant stakeholders, establishes and promotes a coordinated approach to effectively identify and mitigate DNS security threats and combat DNS abuse.</p> <p>- ICANN maintains a reputation as the source of unbiased, reliable, and factual information on DNS health.</p>	Impede	-1	<p>- Domain name abuse continues to grow.</p>	Exacerbate
<p>- ICANN plays an important role in raising awareness among legislators, regulators, and stakeholders about its mission and the effect of various regulatory and other proposals on the Internet ecosystem</p> <p>- ICANN org continues to develop and mature systems to detect and monitor legislative initiatives and other governmental or intergovernmental actions or initiatives that could</p>	Neutral	0	<p>- Internet infrastructure, security, and government control continue to vary by region or nation.</p> <p>- ICANN's inability to establish itself as a key player in Internet governance results in increased external interventions by nation states or other entities.</p>	Exacerbate

<p>- Universal Acceptance readiness measurably increases.</p>	<p>Enhance</p>	<p>1</p>	<p>- Insufficient readiness for Universal Acceptance, IDN implementation, and IPv6 could result in a failure to serve Internet users' needs.</p>	<p>Neutral</p>
<p>- Mechanisms are established with which ICANN assesses new technologies and, when appropriate, embraces them.</p>	<p>Neutral</p>	<p>0</p>	<p>- Failure of the DNS to evolve threatens the single, interoperable Internet, and technical coordination becomes more complex.</p>	<p>Neutral</p>
<p>- The ICANN community establishes mechanisms, such as an accurate measure of community participation, to equitably distribute workload among the pool of stakeholder representatives. - Improved multistakeholder model processes... -Decision-making processes ensure that input from all stakeholders is considered.</p>	<p>Impede</p>	<p>-1</p>	<p>- Limited resources could impact the ability for stakeholders to participate, which could compromise the credibility and integrity of the multistakeholder model.</p>	<p>Exacerbate</p>

<ul style="list-style-type: none"> - ICANN community enhances their transparency practices to increase cross-community accountability and trust. - ICANN Board and org continue enhancing transparency initiatives and upholding accountability. - Continued efforts of ICANN Board, community, and org facilitate the inclusion and participation of all stakeholders. 	Impede	-1	<ul style="list-style-type: none"> - Stakeholder-specific interests preempt Internet policy or governance discussions, impairing the ICANN multistakeholder model. 	Exacerbate
<ul style="list-style-type: none"> - Widespread understanding of the ICANN multistakeholder model is established through increased communication with relevant organizations and institutions. 	Impede	-1	<ul style="list-style-type: none"> - Trends toward multilateralism, as well as changing economic, societal, and governmental interests, result in increased pressures on the ICANN multistakeholder model. - Divergence of interests inherent to the 	Neutral
<ul style="list-style-type: none"> - ICANN has reliable and predictable five-year funding projections, based on a sound understanding of the evolution in the domain name marketplace and realistic assumptions. - ICANN utilizes data about the directions and 	Neutral	0	<ul style="list-style-type: none"> - ICANN is unable to adjust to changes in the domain name marketplace that impact funding, and becomes unable to fulfill its mission. - The DNS industry evolves in a manner or at a speed that makes it difficult for 	Neutral
<ul style="list-style-type: none"> - ICANN prioritizes its activities to deliver its mission in the global public interest in the most cost-effective way. 	Neutral	0	<ul style="list-style-type: none"> - Lack of alignment or consensus on priorities and goals among ICANN stakeholders results in conflicts about resource allocation. - Unclear community and organizational priorities compete for scarce resources. 	Neutral

te the	Validate/strengthen or undermine/impede the vision and/or mission?		Materiality of New Impact	Immediacy of New Impact	
0	Neutral	0	low	Less than a year	short
-1	Undermine/impede	-1	high	Less than a year	short
-1	Undermine/impede	-1	medium	Less than a year	short

0	Validate/strengthen	1	medium	2 to 5 years	medium
0	Neutral	0	low	More than 5 years	long
-1	Undermine/impede	-1	high	Less than a year	short

-1	Neutral	0	medium	2 to 5 years	medium
0	Neutral	0	low	Less than a year	short
0	Neutral	0	low	2 to 5 years	medium
0	Neutral	0	low	Less than a year	short

Decision Matrix	Top-Priority?	Conclusions (from Execs & Board Strategic Planning Committee)
No action	Yes	No change to Strategic Plan. No change to Operating Plan. (Noting this remains a critical trend, with high materiality, and current plans provide adequate response as is).
Take action	Yes	No change to Strategic Plan. Efforts are already under way in FY22 to communicate both what ICANN can do as part of its mission and what it is doing on DNS abuse to address the perception that ICANN is not doing enough in addressing DNS abuse (for example: webinar of July 2021). Also included in FY23 Draft Operating Plan.
Consider taking action	Yes	No change to Strategic Plan. Considered in FY23 Draft Operating Plan: Opportunity to increase educational and engagement efforts with relevant governments, standards bodies and intergovernmental organizations in order to increase collaboration and minimize the potential risk of over-regulation and its unintended consequences touching on ICANN's mission.

Consider revising plan	No	<p>No change to Strategic Plan. No change to Operating Plan. The New gTLD Subsequent Procedures Operational Design Phase (ODP) will have a specific section on Universal Acceptance.</p>
No action	Yes	<p>No change to Strategic Plan. No change to Operating Plan. On-going monitoring/ early warning and analysis by the Office of the Chief Technology Officer.</p>
Take action	Yes	<p>No change to Strategic Plan. Efforts are already underway in FY22: an internal review of lessons learned from engagement during the pandemic is underway, to collect information and determine adequate ways for future community engagement in the current setting. Also included in FY23 Draft Operating Plan.</p>

Consider revising plan	No	<p>No change to Strategic Plan.</p> <p>Considered in FY23 Draft Operating Plan: Opportunity to explore the possibility and concept of new and enhanced virtual programs and identify potential improvements for the Newcomer program.</p>
No action	No	<p>No change to Strategic Plan.</p> <p>No change to Operating Plan.</p> <p>On-going efforts to increase public awareness and understanding of ICANN's role in the Internet ecosystem.</p>
No action	Yes	<p>No change to Strategic Plan.</p> <p>No change to Operating Plan.</p> <p>On-going monitoring of industry trends; Operating initiative to improve understanding of the long-term Domain Name market drivers.</p>
No action	No	<p>No change to Strategic Plan.</p> <p>No change to Operating Plan. Operating initiative: Planning at ICANN.</p>

Materiality of Impact

High	Monitor	Review Plans	Evaluate action and review plans
Medium	Monitor	Consider reviewing plans	Consider taking action and reviewing plans
Low	No action	No action	No action
	Long	Medium	Short

Immediacy of Impact

trend?	the targeted	te the strategic	e ICANN risks	appetite
New	Enhance	Lessen	Decrease	Yes
Evolved	Impede	Exacerbate	Increase	No
Unchanged	Neutral	Neutral	Neutral	
Removed				

en or ~ Immediacy of Impact Sh Top-priority?
Validate/strengthe Less than a year Yes
Undermine/impede 2 to 5 years No
Neutral More than 5 years

ICANN Strategic Outlook: FY23 Trends Report



TABLE OF CONTENTS

1 Summary of Findings and Recommendations	3
2 Process & Methodology	6
2.1 Description of the Trends Identification Sessions	7
2.2 Trend Identification Sessions & Data Computation	8
2.3 Trend Analysis	9
2.4 Trend Impact Assessment	9
2.5 Conclusion and Actions Taken	9
3 Appendices	10
Appendix A Statistical Analysis	10
Appendix B Focus Area Trend Analysis	14
B.1 Security Trends	14
B.2 Unique Identifier Systems Trends	16
B.3 Geopolitics Trends	18
B.4 ICANN's Governance Trends	20
B.5 Financials (and Domain Name Industry) Trends	21
B.6 Other Hot Trend Topics	22
Appendix C Trend Impact Assessment	24

1 Summary of Findings and Recommendations

Tracking new and shifting trends affecting ICANN and the Internet is a critical first step in ICANN's strategic planning process. Each year, ICANN uses trend information to inform appropriate changes to the ICANN five-year strategic plan, operating plans (five-year or annual), and budget. This report provides a summary of ICANN's annual strategic outlook trend identification sessions with ICANN organization (org) and the community. It is intended to inform the Board, executive team, and relevant ICANN staff about shifts in trends that may affect their work, planning, and budget.

In 2021 in planning for fiscal year (FY) 2023, ICANN convened 16 strategic outlook sessions with 300 participants from the community, Board, and org, resulting in 1,114 data points collected. Trend session participants were asked to consider trends, risks, and opportunities across five focus areas: security, unique identifier systems, governance, geopolitics, and financials. It should be noted that the data collected is a point in time, influenced by people's perceptions and opinions, as provided by the participants in the trends sessions. Inclusion of those statements in this report is intended to reflect the data collected and is not intended as an endorsement.

Trend session data inputs received go through a thorough analysis including assessing the trends, risks, opportunities, and potential impacts on ICANN. The synthesis of this analysis is a set of proposed priority trends, related impacts, and associated strategic or tactical recommendations, summarized in the table below.

This paper also provides a description of the strategic outlook process and methods used to conduct the analysis, the results of those analyses, and appendices with more details on the trend inputs received.

SUMMARY OF TRENDS, IMPACTS AND CONCLUSIONS

On the basis of the analysis to-date, some adjustments to the Operating Plan have been identified (see table below), but the strategic objectives of the organization set forth in the current Strategic Plan for fiscal years 2021 to 2025 (FY21-25) do not need to change at this point.

Trends	Notable Shifts in Trend	New Impacts on ICANN / Impacts of Shifts from previous years	Conclusions
<p>On Security: Domain Name System (DNS) ecosystem security threats remain high and have the potential to erode the public trust in ICANN's ability to fulfill its mission.</p>	<p>Last year's overarching trends remain consistent. No notable shifts.</p>	<p>No new impacts.</p>	<p>No change to Strategic Plan. No change to Operating Plan. (Nothing thus remains a critical trend, with high materiality, and current plans provide adequate response as is).</p>
<p>On Security: While discussions are continuing within the community over what constitutes "DNS abuse", ICANN's services remain robust and looking for other opportunities to cooperate to address the broader matter of nefarious use of the DNS. ICANN continues to contribute technical knowledge and input to other parties that are developing solutions.</p>	<p>Last year's overarching trends remain consistent. There is a trend of solutions to address DNS abuse getting developed by parties other than ICANN (such as the Abuse Framework or the Abuse Institute).</p>	<p>The risk to the Internet's trustworthiness persists, and its impact on ICANN's ability to act. Perception remains that ICANN should be doing more to address DNS abuse.</p>	<p>No change to Strategic Plan. Efforts are already underway in FY22 to communicate both what ICANN can do as part of its mission and what it is doing on DNS abuse to address the perception that ICANN is not doing enough in addressing DNS abuse (for example: webinar of July 2021). Continued efforts included in FY23 Draft Operating Plan.</p>
<p>On Geopolitics: Efforts to regulate or regulate the Internet continue to intensify, by some national governments and regional governmental bodies, as well as some global intergovernmental organizations, using legislation, policy initiatives, standards proposals and other types of initiatives.</p>	<p>The increasing importance of the Internet is causing some governments, sometimes under the rationale of digital sovereignty, to seek to increase the level of control of the Internet, including by challenging ICANN's role as steward of the DNS.</p>	<p>There is a threat to the interoperability and openness of the Internet. There is a potential increased threat to ICANN's ability to perform its technical mission and to the ICANN community's ability to create policy using the multi-stakeholder model.</p>	<p>No change to Strategic Plan. Considered in FY23 Draft Operating Plan: Opportunity to increase education and engagement efforts with relevant governments, standards bodies and intergovernmental organizations in order to increase collaboration and minimize the potential risk of over-regulation and its unintended consequences touching on ICANN's mission.</p>
<p>On Unique Identifier Systems: As the diversity of online participants grows, pressure to address universal acceptance issues is increasing, to support a multi-global Internet.</p>	<p>Interest in Internationalized Domain Names (IDNs) and Universal Acceptance (UA) continues to increase.</p>	<p>Failure to address UA issues could negatively affect the ability for a broader and more diverse global user base to access the Internet.</p>	<p>No change to Strategic Plan. No change to Operating Plan. The New gTLD Subsequent Procedures Operational Design Phase (ODP) will have a specific section on Universal Acceptance.</p>

Trends	Notable Shifts in Trend	New Impacts on ICANN / Impacts of Shifts from previous years	Conclusions
<p>On Unique Identifier Systems: The continued evolution of emerging identifier technologies – at times promoted by governments – requires ICANN to be responsive to these changes and ensure that the unique identifier systems evolve and continue to serve the global Internet user base.</p>	<p>Some governments are now talking about new emerging identifier technologies, for example promoting the “New Internet Protocol (IP)”.</p>	<p>Impact of the shift on ICANN’s mission.</p>	<p>No change to Strategic Plan. No change to Operating Plan. On-going monitoring/yearly warning and analysis by the Office of the Chief Technology Officer.</p>
<p>On Governance: The prolonged virtual setting and an uneven return to a pre-pandemic participation environment are testing the ability of ICANN’s multi-stakeholder model (MSM) to support efficient and effective engagement and decision-making.</p>	<p>The virtual setting resulting from COVID-19 pandemic has exacerbated the perennial challenges of engagement and participation in ICANN’s MSM. There is a sense of urgency about the need to address these challenges in prolonged virtual settings.</p>	<p>Reduced participation diversity could threaten the legitimacy of the MSM.</p>	<p>No change to Strategic Plan. Efforts are already underway in FY22: an internal review of lessons learned from engagement during the pandemic is underway, to collect information and determine adequate ways for future community engagement in the current setting. Continued efforts included in FY23 Draft Operating Plan.</p>
<p>On Governance: While there is a continued necessity to fulfill transparency, accountability, inclusiveness, and openness obligations, the prolonged virtual settings exacerbate the challenges of attracting and onboarding newcomers.</p>	<p>Last year’s overarching trends remain consistent; but there is a sense of urgency to address how to attract and onboard newcomers in a virtual setting.</p>	<p>Risk of drop-off of new volunteers. Risk that participation in ICANN’s multi-stakeholder processes do not reflect the evolution of the broader Internet user base.</p>	<p>No change to Strategic Plan. Considered in FY23 Draft Operating Plan: Opportunity to explore the possibility and concept of new and enhanced virtual programs and identify potential improvements for the Newcomer program.</p>
<p>On Governance: Heightened awareness of ICANN, coupled with a lack of understanding about its role, threatens legitimacy and public trust in ICANN and increases the need to communicate broadly on ICANN’s role.</p>	<p>No notable shift.</p>	<p>No new impacts.</p>	<p>No change to Strategic Plan. No change to Operating Plan. On-going efforts to increase public awareness and understanding of ICANN’s role in the Internet ecosystem.</p>

Trends	Notable Shifts in Trend	New Impacts on ICANN / Impacts of Shifts from previous years	Conclusions
On Financials: The continued consolidation of the DNS marketplace and the perceived lack of interest in the expansion of the gTLD namespace, added to the rapid increase of Internet users shifting to relying on online platforms and the uncertainty of the current global economic climate may impact ICANN's long-term funding.	Internet users rapidly change their preferences to relying on online platforms rather than domain names.	Impact on ICANN's financials minimal.	No change to Strategic Plan. No change to Operating Plan. On-going monitoring of industry trends; Operating initiative to improve understanding of the long-term Domain Name market drivers.
On Financials: Priorizations becoming more critical to continue supporting the needs and demands of ICANN's global community.	Last year's overarching trends remain consistent.	No new impacts.	No change to Strategic Plan. No change to Operating Plan. Operating initiative: Planning at ICANN.
New trend: Some existing concerns are vocalized more loudly relative to the New gTLD Subsequent Procedures, as ICANN gets closer to implementation.	New trend.	Implications in terms of workload and resources, as well as the ability to fund the program.	No change to Strategic Plan. No change to Operating Plan. Efforts are already underway in FY22 to launch a New gTLD Subsequent Procedures Operational Design Phase (ODP).

2 Process & Methodology

The strategic outlook trend identification is an annual process, which ensures ICANN has a consistent way to:

- Identify and track trends.
- Prepare for opportunities.
- Mitigate or avoid challenges.
- Inform strategic and operational planning and prioritization.

It is a joint effort between the organization, the community, and the ICANN Board to engage on emerging or evolving trends that affect ICANN. Trends indicate general directions in which things are developing or changing, that have or could have an impact on ICANN, its mission, its operations, or its ecosystem. Trends can be internal or external, organization-

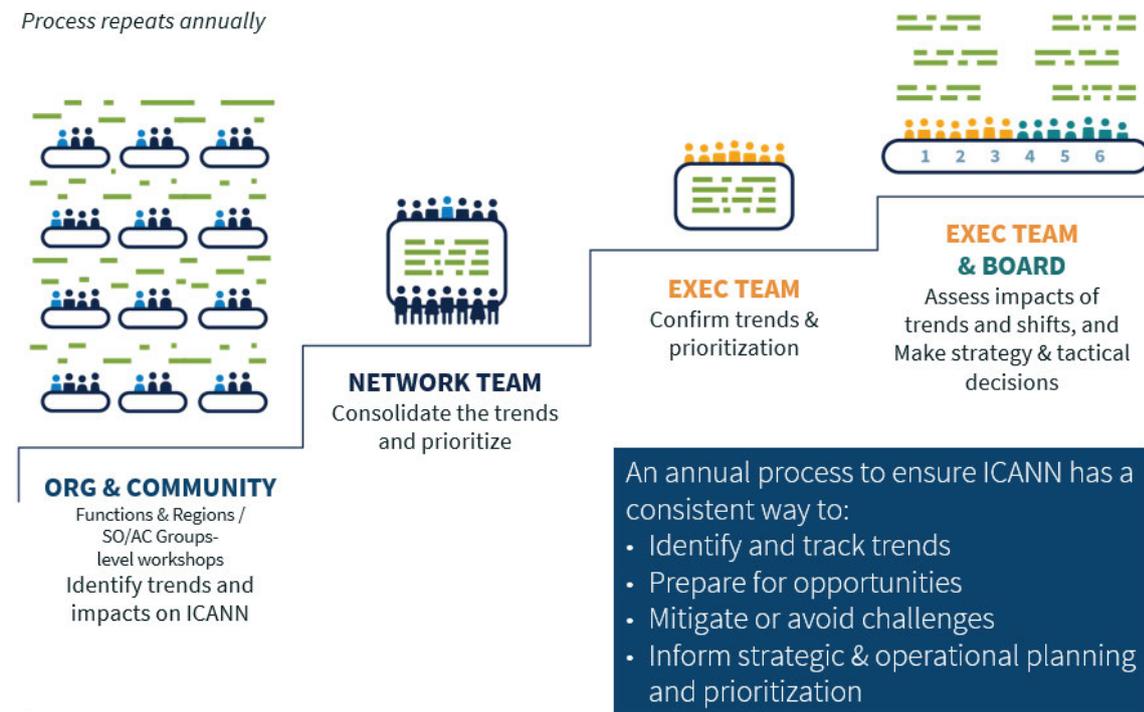
specific, community-related, or go beyond ICANN's ecosystem as ICANN does not operate in a vacuum.

The organization has found the exercise to be beneficial to help surface opportunities and challenges that lay ahead, inform planning, help with prioritization considerations, and risk management.

As a first step in the [strategic planning process](#), the community, ICANN Board, and ICANN org participate each year in strategic outlook trend identification sessions to discuss emerging trends that could affect ICANN. The trend identification process repeats annually to help inform ICANN's strategy in an ever-changing environment.

Strategic Outlook Process:

Process repeats annually



The ICANN Bylaws ([Section 22.5](#)) mandate ICANN to develop a five-year strategic plan, a five-year operating plan, and an annual operating plan. Every year, new trends or shifts in existing trends related to the operating plans (five-year or annual), the budget, or both are factored into the annual iteration of those plans, as appropriate.

2.1 Description of the Trends Identification Sessions

Trend identification session participants from Board, ICANN org, and the community are divided into subgroups and engaged in a brainstorming exercise to identify and track the evolution of trends that may affect ICANN; and evaluate the impacts that these trends pose to ICANN, either in terms of threats or in terms of opportunities. Subgroups share their ideas with the larger group, and additional discussions follow. At the end of the session, each participant is invited to vote for top three priorities that ICANN should be focusing on.

This year, the sessions were structured around the five areas of focus of ICANN's Strategic Plan for fiscal years 2021 to 2025:

-
- **Security** – Relating to cybersecurity, Internet of Things (IoT) vulnerabilities, Domain Name System (DNS) security, root service reliability, resilience, interoperability, and DNS abuse.
 - **ICANN's Governance** – Referring to ICANN's governance rather than Internet governance in general, ICANN's multistakeholder model of governance, efficiency and effectiveness, transparency and accountability, inclusiveness, and openness.
 - **Unique Identifier Systems** – Evolution of the unique identifier systems in the context of the development of their uses and their user base, considering external technology advancement (such as blockchain, IoT, rise of artificial intelligence, etc.), alternate roots, alternative infrastructures, Universal Acceptance, and Internationalized Domain Names (IDNs).
 - **Geopolitics** – Including the effects of legislation and regulation on ICANN, as well as other globalization topics such as the global reliance on the Internet, or Internet fragmentation.
 - **Financials** – Including financial sustainability, financial responsiveness to changing industry economics, funding strategies, and cost management.

Each session was initiated by reviewing previous year's trends with participants. Then, questions were asked about the relevance of last year's trend, any notable shifts, or new trends to consider as well as the impacts, opportunities, and priorities arising from those trends.

2.2 Trend Identification Sessions & Data Computation

Between February and April 2021, 300 participants (34% community, 6% Board, 60% org) participated in 16 trend identification sessions collecting 1,114 data elements. Due to the global pandemic, all sessions were held remotely, and used Zoom breakout rooms and a Jamboard virtual whiteboarding solution to engage participants.

Following each session, results were summarized and shared with those participants to gather final feedback before aggregating all results for further analysis. Inputs were also catalogued in a central repository by several criteria:

- **Focus area** of the data element: *Financials* (and domain name industry trends), *Geopolitics*, *ICANN's Governance*, *Security*, or *Unique Identifier Systems*.
- **Data qualification**: Data points were qualified as a trend, a risk, or an opportunity.
- **Number of votes** received: During each session, participants were asked to vote for what they thought ICANN should consider to be top priorities.
- **Topic**: The core issue primarily discussed in the statement. Our catalog currently contains about 40 topics. Each year, new topics are introduced based on the inputs received while some previous topics are no longer relevant.
- **Overarching trend** connected to the data element. Overarching trends are identified through consolidation and summarization of similar or related trend statements. Each year, overarching trends are added, removed, or revised to reflect the evolutions observed.

In some cases, the previous year's overarching trend was no longer applicable and was retired; in other cases, data indicated a new overarching trend was needed to reflect an emerging trend.

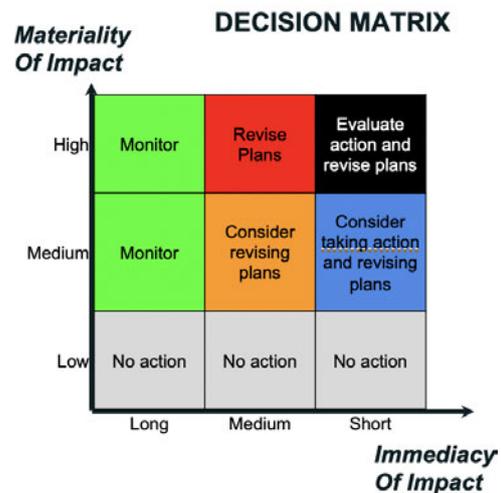
2.3 Trend Analysis

To analyze the trends, ICANN org formed a liaison network bringing together different subject matter experts from across the organization. For each focus area, the liaisons assessed trends, risks, and opportunities identified through the trend sessions and shared their observations. This analysis resulted in the identification of new trends and notable shifts in previously identified trends and their impacts on ICANN. The analysis is appended to this paper.

2.4 Trend Impact Assessment

The following methodology was followed to conduct the assessment:

1. Evaluation and determination of the **materiality** and the **immediacy** of the impacts of the new and notable shifts in existing trends identified in the trend analysis. (completed by org)
2. Preliminary, systematic impact assessment using a materiality/immediacy decision matrix. (completed by org)



3. Decision of strategic or tactical opportunities:
 - a. Strategic assessment results in recommendation to evolve strategic plan (subject to BSPC recommendation).
 - b. Tactical assessment results in recommendation to take short-term (current fiscal year plan) actions and/or to consider in next fiscal year operating plan (org considers and updates OP)

2.5 Conclusion and Actions Taken

On the basis of the work accomplished by the Board Strategic Planning Committee (BSPC) as supported by ICANN org, and after careful consideration of the inputs received from the community and the organization through the strategic outlook trends identification process, the BSPC recommended keeping the ICANN Strategic Plan for fiscal years 2021 to 2025 unchanged.

The BSPC recognized that there may be future needs to evolve the FY21-25 Strategic Plan, such as to address funding realities identified through the update of ICANN's five-year Operating and Financial Plan, or mid-course modifications during the life of the Strategic Plan.

On 28 October 2021, the ICANN Board resolved that the ICANN Strategic Plan for Fiscal Years 2021 to 2025 as approved on 23 June 2019 shall remain in force and unchanged, with no restatement of the Strategic Plan needed at this time

Once approved by the ICANN Board, findings on trends and their impacts on ICANN, as well as opportunities they represent and resulting proposed planned activities, were documented for consideration in the next Draft ICANN Operating Plan.

The FY23 trends will serve as reference for the next iteration of the strategic outlook trends identification process, which will start early 2022 at the latest.

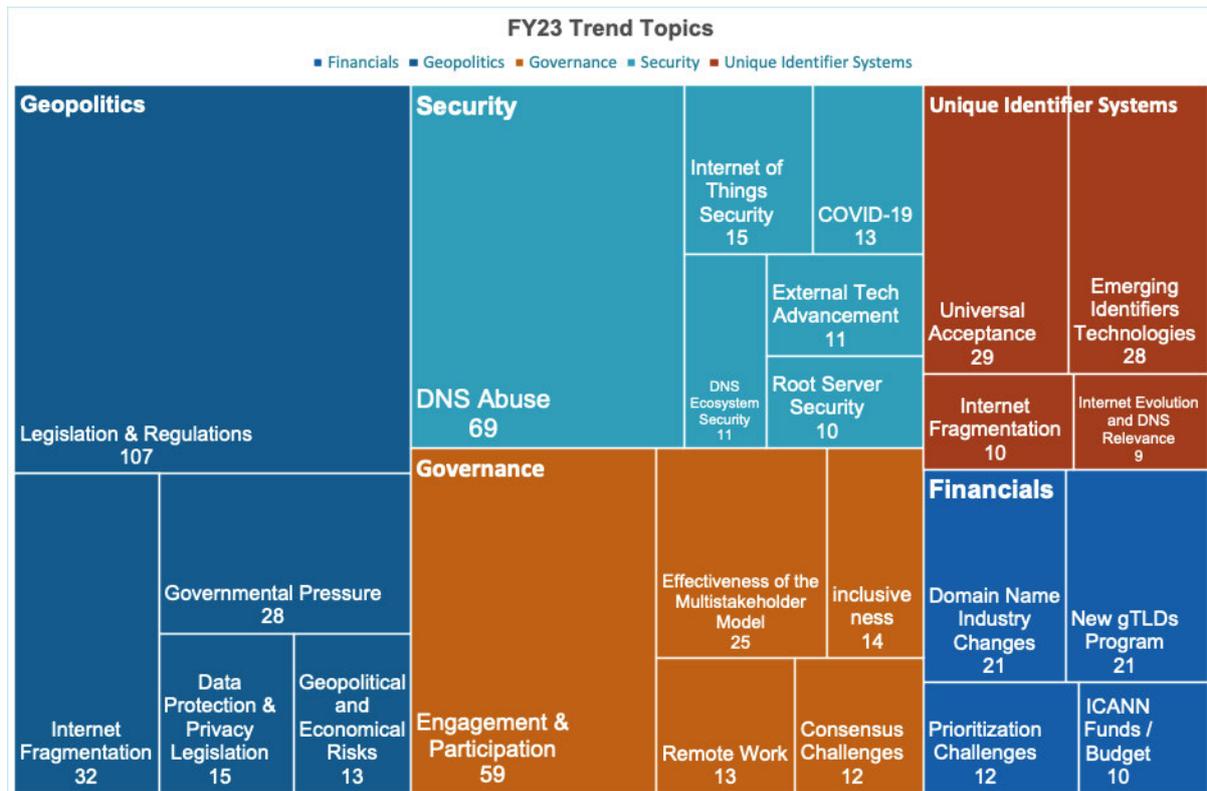
3 Appendices

Appendix A | Statistical Analysis

FY23 Trend Topics

The FY23 Trend Topics chart (Figure 1) provides an analysis of the inputs that reflects the level of attention these topics received in 2021. Topics are first organized by focus area (e.g., 'Governance') and then by topic (e.g., 'Engagement & Participation').

Figure 1. FY23 Trend Topics



In 2021, the focus areas of **Geopolitics** received the greatest volume of priority vote, followed by *Security and Governance*.

To illustrate how the top 20 trend topics of 2021 compare to 2020, Figure 2 below shows a comparison ranked by number of votes per topic. The *Number of Votes* column indicates the number of priority votes received related to that topic in a given year.

The chart uses a heat map in the final column of the chart to compare the ranked position of the top 20 trend topics in 2021 (FY23) to the ranked position of the same topics in 2020 (FY22). This heat map shows which topics had the greatest movement between these two

years. The green fields highlight which topics saw the greatest increase in emphasis and the red fields show the topics that have fallen in importance.

Figure 2. Top 20 Topics in FY23 in Comparison to FY22

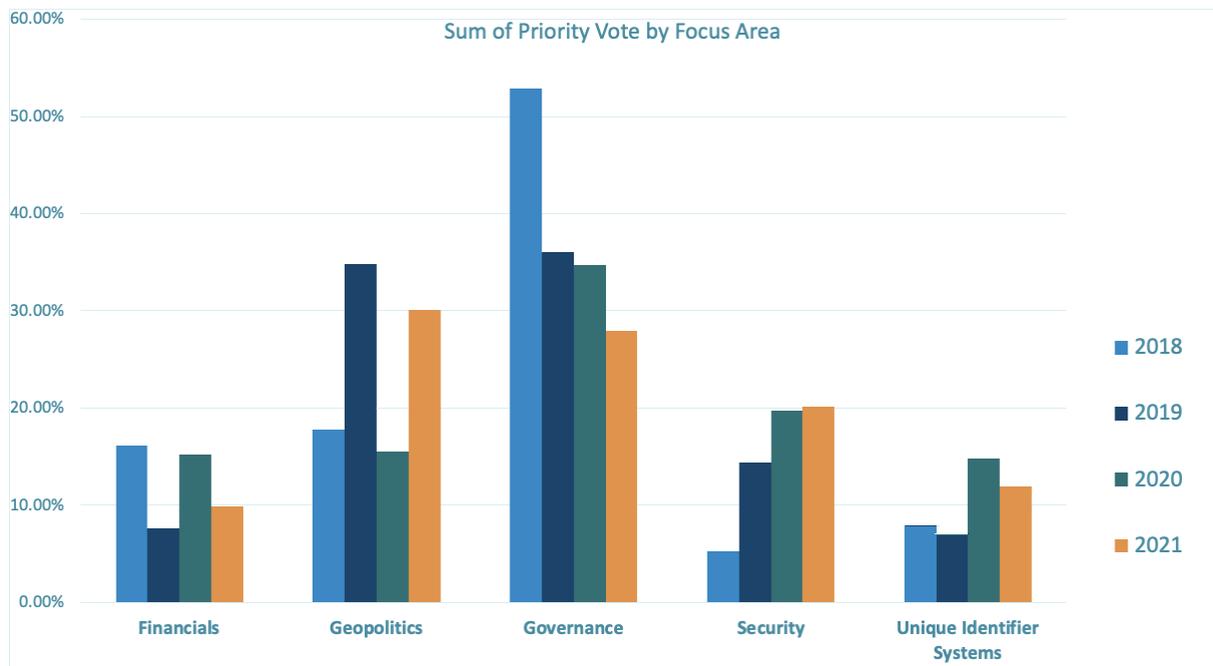
FY23 Top-20 Topics	# of Statements	# of Votes	FY23 position	FY22 position	Heat Map
Legislation & Regulations	64	107	1	16	15
Remote Work	32	69	2	n/a	new
DNS Abuse	39	69	3	4	1
Engagement & Participation	47	59	4	10	6
Internet Fragmentation	28	42	5	23	18
Governmental Pressure	12	31	6	26	20
New gTLDs Program	21	30	7	8	1
COVID-19	22	29	8	20	12
Universal Acceptance	28	29	9	6	-3
Emerging Identifiers Technologies	28	28	10	30	20
Effectiveness of the Multistakeholder Model	25	25	11	2	-9
Prioritization Challenges	18	22	12	36	24
Domain Name Industry Changes	37	21	13	18	5
Talent Acquisition & Retention	6	19	14	11	-3
Workload and Pressure on Staff	10	17	15	34	19
Data Protection & Privacy Legislation	12	15	16	12	-4
Internet of Things Security	10	15	17	48	31
Geopolitical and Economical Risks	9	15	18	17	-1
inclusiveness	8	14	19	35	16
External Tech Advancement	7	13	20	3	-17

In 2021, the topics *Legislation and Regulation*, *Remote Working* and *DNS Abuse* received the most votes. The topics: *Internet of Things Security*, *Prioritization Challenges*, *Emerging Identifiers Technologies*, and *Governmental Pressure* received the highest increase in priority votes year-over-year, while the topics *External Tech Advancement* and *Effectiveness of the Multistakeholder Model* showed the greatest drop in votes as compared to 2020.

Evolution of Trend Focus Areas Over Time

Figure 3 below provides an overview of how focus areas have evolved since 2018, based on the number of votes for each focus area.

Figure 3: Focus Area Evolution

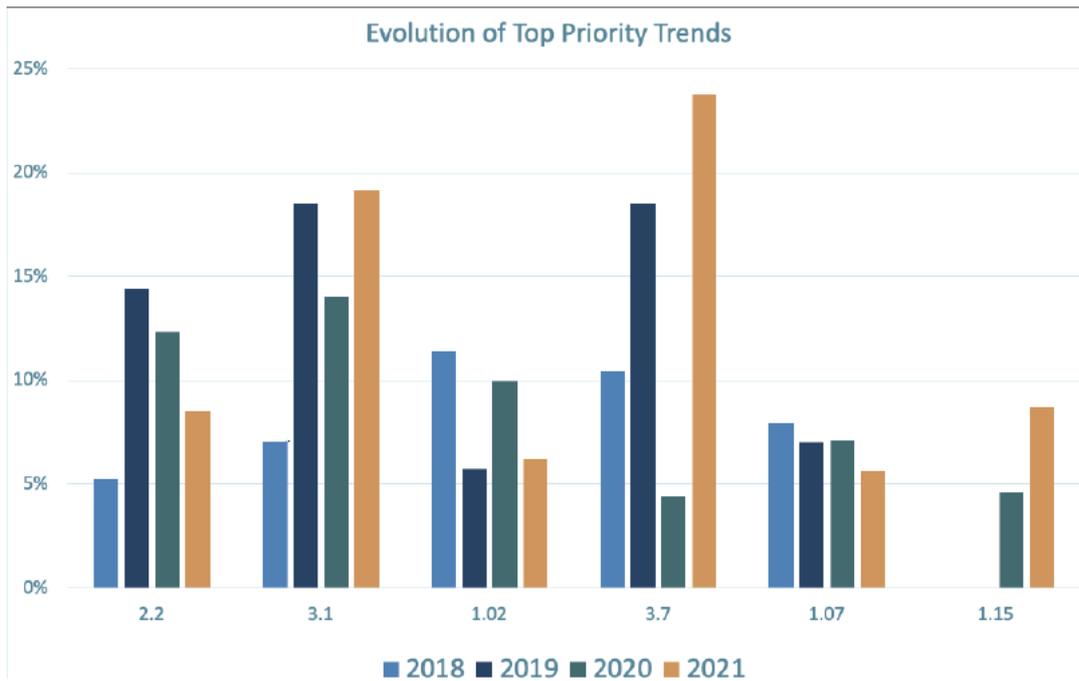


Over the years, the area of governance has been losing votes to the focus areas of security and geopolitics, showing a notable shift of interest from internal trends towards external trends. Financials and Unique Identifier Systems have remained mostly stable.

Evolution of Top Priority Trends Over Time

Figure 4 below illustrates the trends that received the most votes in FY23, compared to their priority (based on vote count) in the previous three years. It is calculated based on the ratio of the number of votes for each trend over the total number of votes for a given year.

Figure 4: Evolution of Top Six Priority Trends



Note: Bar graph labels are rounded to the nearest one and do not reflect exact values.

Fig. 4 Horizontal axis: Top Priority Trends (left to right)	Noteworthy evolution of the trend
2.2: Trend relating to DNS ecosystem security	Trending down: focus is shifting towards DNS abuse (trend 1.15). The two trends combined continue to increase.
3.1: Trend relating to ICANN's multistakeholder model	Steady and remains top priority
1.02: Trend relating to Domain Name industry changes & impacts on funding	Variable priority over years
3.7: Trend relating to legislation & regulations	Significant variability in priority; ranked top priority this year
1.07: Trend relating to the emerging identifiers technologies	Sustained priority over years
1.15: Trend relating to DNS Abuse	Newer trend introduced in 2020, showing significant increase this year

Appendix B | Focus Area Trend Analysis

Purpose of Document

The purpose of the Trend Analysis is to summarize the results of this year's trend identification sessions and, where possible, to:

- Provide additional observations noted by the Strategic Outlook Network.¹
- Identify noticeable shifts in trends or new trends that may be worth highlighting.

This document was prepared by the Planning team in collaboration with the Strategic Outlook Network liaisons. It was intended for the Executive team, the Board Strategic Planning Committee, and the entire ICANN Board as input into the next step of the strategic planning process.

Please note: One of the roles of the Strategic Outlook Network liaisons was to review trend statements, risks, opportunities, and address significant inaccuracies or areas that required further elaboration to clarify the point. In some cases, these statements represent perceptions from participants in the trends sessions. Inclusion of those statements is intended to reflect the data collected and is **not intended as an endorsement**. In cases where the Strategic Outlook Network had a different opinion or felt that a trend, risk, or opportunity statement represented a perception rather than a fact, it is explicitly indicated as such. These instances are elaborated in each Focus Area section titled "**Additional Observations from ICANN Org's Strategic Outlook Network**". In some cases, words or phrases are in quotations as a reflection of what was heard in the trend sessions but to clarify that these are not necessarily well defined or agreed upon. For example, the phrase '*DNS Abuse*' was frequently mentioned in the trend sessions but this phrase has a different meaning across various stakeholder groups.

B.1 Security Trends

Summary of Trend Elements Collected During the Trend Sessions

- Related to Trend 2.2 on DNS ecosystem security threats:
DNS ecosystem security threats remain high. IoT continues to be cited as a major source of vulnerability, especially with 5G adoption forcing more security protocols. Remote work was also cited as an additional source of vulnerability. New applications and technologies will keep coming, bringing along security concerns. Examples cited include post-quantum cryptography in Domain Name System Security Extensions (DNSSEC), and the decentralizing of the root zone. More changes in DNS (DoH,² DoT,³ etc.) and the bifurcation of DNS into the applications instead of the operating system stubs may introduce additional unforeseen security problems.

¹ The Strategic Outlook Network is a cross-functional and cross-regional team of ICANN staff, who act as liaisons for the strategic outlook-related work in the respective functional or regional. The liaisons provide subject matter expertise and share their observations around key findings in order to provide context and flag any key issues that need to be taken into consideration in the formulation of recommendations.

² DoH: DNS over Hypertext Transfer Protocol (HTTP)

³ DoT: DNS over Transport Layer Security (TLS)

Suggested opportunities included continuing to promote DNSSEC as a single secure trust anchor, bringing IoT back up for discussion within the community to be proactive, and promoting IoT security best practices.

- Related to Trend 1.15 on DNS abuse:
'DNS abuse' is currently a high priority topic. The community continues to request ICANN to address 'DNS abuse,' including through numerous review team recommendations, and through increased governmental pressure. Discussions on a definition of DNS abuse and ICANN's role continue, but no consensus has been reached. There is a limited awareness of ICANN's efforts towards DNS security threat mitigation, but a broader perception remains that ICANN should be doing more to address DNS abuse.

Suggested opportunities to address DNS abuse include: industry self-regulation initiatives (such as the Abuse Framework or the Abuse Institute), technical research and tools (such as Domain Abuse Activity Reporting (DAAR), or Domain Name Security Threat Information Collection and Reporting (DNSTICR), and policy (to fill gaps). Another recommendation was for ICANN to facilitate collaboration (e.g., Trusted Notifiers,⁴ or the Security and Stability Advisory Committee's Common Abuse Response Facilitator⁵) and promote best practices to remediate various types of DNS abuse.

Additional Observations from ICANN Org's Strategic Outlook Network

- DNS ecosystem security threats cover a broad range of issues, and not all of them are within ICANN's mission. ICANN has a role in mitigating some of these threats and abuses, ICANN can influence some others, and others are out of ICANN's remit. The vast majority of people still do not understand ICANN's role, which continues to threaten its reputation.
- ICANN org's efforts towards addressing DNS security may not have been widely visible to community stakeholders, with the risk for ICANN to be perceived as moving too slowly or not being relevant. There is an opportunity for ICANN to better communicate what it is doing and temper the level of concern over ICANN's perceived lack of an active role in addressing DNS abuse. ICANN should consider focusing its public narrative on DNS abuse on all the efforts the org is putting forward in addressing this issue.

⁴ Trusted Notifiers are defined in the [DNS Abuse Framework](#) as subject matter experts to monitor and help address some of the categories of Website Content Abuse, or other sorts of abuse that may fall under an organization's policies.

⁵ See [SAC 115](#): SSAC Report on an Interoperable Approach to Addressing Abuse Handling in the DNS

B.2 Unique Identifier Systems Trends

Summary of Trend Elements collected during the Trend Sessions

- Related to Trend 1.07 on the evolution of emerging identifier technologies:

Among emerging identifier technologies, blockchain is increasing in use and popularity, with applications including blockchain top-level domains (TLDs) (e.g. namecoin, ens, handshake). The blockchain technology and its fully decentralized model could be a considerable evolution for the DNS, as the DNS is currently based on a centralized model of trust.

Other technologies like DoH and DoT were also cited as having the potential to result in alternate roots based on the centralization of resolvers (fewer public DNS providers than Internet service providers).

As public awareness of alternate roots continues to increase, so does the perception of a possible threat to the relevance of the DNS, to ICANN's legitimacy, and to the future of a single, interoperable Internet. Name collision and user confusion are other risks associated with this trend.

The opportunities cited suggested that ICANN adapt to some changes that are already here and collaborate with emerging players to keep a single system, which meets community needs rather than split the Internet in two or more systems.

Another recurring theme that prevailed this year related to the continued growth in popularity of online platforms, such as WeChat, Tencent, Facebook, and domain names that are becoming a secondary means of accessing the Internet. The acceleration in the global trend of the digital transformation has resulted in more users connecting to the Internet, but the growth of domain names did not proportionally follow that trend, raising questions about the relevance of the DNS.

- Related to Trend 1.13 on Internationalized Domain Names (IDNs) and Universal Acceptance (UA):

Interest in IDNs and in UA to support a multilingual Internet continues to increase, especially in developing markets, as more people are online more frequently and rely more heavily on the Internet – a trend accelerated by the COVID-19 pandemic and the associated measures of working remotely.

Adoption trends appear to vary by region. See the section below, titled, “Additional Observations from ICANN Org’s Strategic Outlook Network” for more information.

ICANN and other relevant parties’ efforts to facilitate the implementation of IDNs, including IDN variant management-related policy development activities, as well as improvements to the IDN tables for security or stability purposes were noted, though some participants thought that these actions remained unstructured and weak at times.

The pressure to address UA issues is increasing, as an essential factor for a successful next round of gTLDs. Failure to address UA issues could negatively affect the ability for a broader and more diverse global user base to access the Internet.

Opportunities identified included continuing outreach and promotion efforts towards greater adoption of IDNs, as well as developing broader and more structured actions to address UA.

Additional Observations from ICANN Org’s Strategic Outlook Network

- Related to emerging identifiers technologies:

Alternate root systems have existed since before ICANN existed. They evolve as new technologies arise and are an ongoing trend, which is not noticeably evolving. Emerging identifier technologies are still using IP addresses and domain names, the number of DNS registrations continues to increase, and the risk of DNS obsolescence appears more based on perception rather than data. Emerging identifier technologies should be seen as opportunities to evolve the Internet’s systems of unique identifier, not as a threat to its existence.

These new technologies do present some level of risks for the interoperability and openness of the Internet. For example, by putting the resolution at the application level, DoH increases the risk of Internet fragmentation, as the application can choose how to serve the user.

Local root distribution – also known as *hyperlocal* – is another emerging technology that has big upsides but also potential downsides. It is being monitored by ICANN org’s Office of the Chief Technology Officer (OCTO).

- Related to Internet evolution and DNS relevance:

The growing popularity of the online marketplace and Internet platforms reflects an evolution of the way the domain names are being used, with domain names being less visible or less noticeable, but still being used in the background (for example, advertising-driven domain names). The ratio of connected devices to people keeps increasing, and all of these devices are still using the unique identifier systems. There are many new creative ways to connect online users, such as Clubhouse,⁶ and new ways to use domain names, such as action-based *.new* links, or *.bank*’s “Stamp of Trust.”⁷ These evolutions do not constitute a threat to the relevance of the DNS.

- Related to UA and IDNs:

The recent [ICANN IDN report](#) shows declining trends for most scripts (see Second-Level IDN Registrations Under All gTLDs, Table 1, Page 6). IDN registrations at the second level in gTLDs have been decreasing for almost all scripts for the last two years. The number peaked between 2017-2018, then from 2019 it has been decreasing for almost all scripts. A comparison of data between December 2015 and 2020 shows a 22% decrease overall. It is important to note that country code top-level domains (ccTLDs) are not included in this picture, as ICANN does not collect data from ccTLDs.

⁶ Clubhouse is an audio-based social media app. The company describes itself as “a new type of social product based on voice [that] allows people everywhere to talk, tell stories, develop ideas, deepen friendships, and meet interesting new people around the world.”

⁷ The *.bank* domain, gated exclusively for banks, prevents lookalike domains making it easy for anyone to immediately identify bank emails and websites versus Business Email Compromise (BEC), phishing, or spoofing attacks.

It is also important to underscore that ICANN org itself cannot address UA issues, and only can educate and provide resources. Companies that own platforms and technologies need to actually do the work.

B.3 Geopolitics Trends

Summary of Trend Elements Collected During the Trend Sessions

- Related to Trend 3.7 on Legislation and Regulations:

The trend towards an increase in national and regional initiatives to regulate or legislate aspects of the Internet continues and is expected to intensify in the future, especially as more intergovernmental organizations (IGOs) develop an interest in engaging with ICANN and ICANN's mission.

The behaviors observed are perceived as becoming more intense. Some nation-states are perceived as becoming increasingly concerned about Internet security issues. More countries intend to implement, or have been implementing technologies that allegedly protect their citizens and combat cybercrime. Some of these measures could reduce or adversely affect Internet access at times.

Several proposed broad legislative initiatives, primarily coming out of the European Commission (EC), could substantially impact many stakeholders and service providers of the DNS arena, including ICANN as a root server operator. The impact could be as major as that caused by the European Union's General Data Protection Regulation (GDPR). For example:

- The DNS is mentioned and included in the scope of the Digital Services Act (DSA). For example, intermediary services such as Internet service providers and DNS service providers as well as hosting services are covered under the DSA, though it is not clear at this stage how the legislation will apply to the DNS and DNS services.
- The Digital Markets Act (DMA) could affect some members of the ICANN community as it focuses on regulating the market power of large Internet platforms.
- The Network and Information Security Directive 2 (NIS2) also includes DNS services within its scope.
- The Cybercrime Convention Committee (T-CY) is preparing a [2nd additional protocol to the Budapest Convention on Cybercrime](#).

There appears to be increasing frustration among governments due to a perception that ICANN and the domain name industry are not doing enough to resolve ongoing Internet-related concerns around data protection, privacy, or security, among others. The trend of *digital sovereignty* is also increasing (see observations from ICANN org's Strategic Outlook Network below). In addition, a few governments have expressed views that demonstrate decreasing confidence in the multistakeholder model of governance (see ICANN's [Government Engagement Publication of April 2021](#)). At the United Nations (U.N.), some nation-states are attempting to bring ICANN's work under the U.N. umbrella through the International Telecommunications Union (ITU) or proposing treaties that have the potential to impact ICANN's mission. For example, the U.N. Ad Hoc Committee is drafting a new U.N. cybercrime convention. There are ongoing cybersecurity deliberations at the U.N. General Assembly (UNGA), as well as ITU Council Working Group's proposals to discuss

issues which touch on ICANN's mission. The U.N. Secretary-General's [Roadmap for Digital Cooperation](#) has the potential to shift the discussions at the Internet Governance Forum (IGF) with a greater stress on multilateral rather than multistakeholder cooperation. Changes in the IGF will be discussed at the twentieth anniversary of the World Summit on the Information Society (WSIS+20) UNGA deliberations in 2025.

Some of the same risks were identified and remain the same as in previous years. These include, among others, challenges to the single Internet, its openness and interoperability, as well as potential increased threats to ICANN's ability to perform its technical mission and the ICANN community's ability to create policy using the multistakeholder model.

Opportunities identified by participants included:

- Effective anti-abuse contracts and policies, coupled with increased engagement with law enforcement and appropriate engagement with governments, could lead to the realization that conflicting laws may not be required.
- Greater collaboration with the ITU to promote global cooperation and minimize the risk of over-regulation.
- Providing quality information about the risks to regulating the DNS and proposing alternatives for governments and diplomats at the U.N. to consider.
- Other Geopolitical Trends:
A few other trends were brought up and voted as priorities during the sessions:
 - Freedom of speech is being endangered as single entities (business or nation-states) have the power to silence certain voices.
 - There is a growing antitrust focus on major technology firms in Europe and the United States.
 - Energy consumption and associated carbon emissions of the Internet are growing, greatly accelerated by blockchain operations.

Additional Observations from ICANN Org's Strategic Outlook Network

- Over the past year, ICANN has intensified its efforts to inform the community about legislative and regulatory initiatives. The high scores of the legislation and regulation topic in the statistical analysis confirms that those briefings have heightened awareness of the topic. While this may be viewed as a positive and intended outcome, ICANN's efforts are not the sole reason for this result – it also reflects an actual increase in legislation and regulation activity by governments and IGOs.
- It is important to distinguish two distinct forms of digital sovereignty: the first form, where some regulatory regimes are asserting or have already implemented unilateral Internet capabilities, has the potential for Internet fragmentation. The second form of digital sovereignty is demonstrated by the growing political interest and push for data localization, more countries wanting their "own" Internet infrastructure (e.g., root server instances). Europe, for example, is working on a proposal to promote DNS diversification and set up a "DNS4EU." Saudi Arabia recently asked ICANN for their "own" root server. ICANN's root server strategy is aligned with this trend, in looking to multiply instances of ICANN Managed Root Servers (IMRS) in diverse locations.

-
- With the acceleration of the digital transformation (largely due to the COVID-19 pandemic), Internet and Internet-based services are increasingly perceived as essential utilities. The broader awareness of the importance of the Internet is causing some governments, sometimes under the rationale of digital sovereignty, to seek to increase their level of control of the Internet, including by challenging ICANN in its role as steward of the DNS.

B.4 ICANN's Governance Trends

Summary of Trend Elements Collected During the Trend Sessions

- Related to Trend 3.1 on ICANN's Multistakeholder Model:
ICANN's multistakeholder model continues to face effectiveness and efficiency challenges. First and foremost, the concern over global health risks and the emerging trend of remote working created pressure on ICANN's ability to engage with its stakeholders and encourage continued community participation. Potential volunteer burnout, especially among the core of regular participants is another factor. Decreased levels or reduced effectiveness of participation in the virtual setting could impact ICANN's ability to do its work.

The challenge of reaching agreement in policymaking processes remains similar to what was identified in the previous three years. There is growing recognition for a need to prioritize to ensure that work is done in a timely manner and to prevent volunteer burnout.

The following is a summary of associated risks:

- The prolonged virtual setting and an uneven return to normalcy may impact the relationship-building among community members, as building ICANN multistakeholder relationships depends significantly on in-person meetings and engagement.
 - Remote participation could have an impact on the effectiveness of participation as it is easier to be a passive observer in a virtual setting than an active participant.
 - Limited volunteer capacity and the length of time needed to develop policy presents challenges to the multistakeholder model that could lead to the risk that some stakeholders will look to increased regulation to address policy problems.
- Related to Trend 1.04 on public awareness of ICANN:
The continued media and public attention on ICANN, on topics such as domain name market consolidation and DNS abuse, has spurred misconceptions and differing opinions about ICANN's remit and role in Internet governance. This increased attention has also led to greater awareness of the multistakeholder model and raised questions about the model's legitimacy and agility, including whether this is the right governance structure and whether its challenges will create more geopolitical pressure for dealing with domain name issues.
- Related to Trend 1.01 on transparency, accountability, inclusiveness, and openness:
ICANN's ability to ensure diversity and inclusiveness continue to be challenged. Newcomer retention challenges are enhanced in the prolonged virtual setting. Despite the greater number of young Internet users around the world, they are more active on large Internet platforms rather than searching for products and services in the domain name space. Moreover, the majority of new Internet users are non-

English speakers and many stakeholders do not have affordable or reliable Internet access, which are additional challenges to participation in the virtual setting. There is a risk that the participants in ICANN's multistakeholder processes do not reflect the evolution of the broader Internet user base.

Reduced or lack of participant diversity could have an immediate impact on and risk the legitimacy of the multistakeholder model. It poses an existential threat to ICANN's multistakeholder model if the outcome is insufficient and less diverse representation of the various stakeholders.

Questions over accountability and transparency arise due to the fact that the accountability mechanisms of ICANN's Supporting Organizations and Advisory Committees (SO/ACs) are not clearly defined. A recent example of that is the Third Accountability and Transparency Review Team (ATRT3) in relation to its recommendation for a continuous improvement program.

Additional Observations from ICANN Org's Strategic Outlook Network

- Although data about registration and attendance at ICANN Public Meetings and stakeholders' membership numbers are valuable resources, they do not measure either the level of actual participation in ICANN policy work or the effectiveness of participation. It is not clear how participation is to be defined or how its effectiveness can be measured.
- During the virtual ICANN meeting cycle throughout the pandemic, the amount of work did not change for the regular core of volunteer participants within the community, although the level of interest in ICANN's work from newcomers may be decreasing. It may be useful to conduct research to more fully understand the challenges of newcomer onboarding and participation levels presented by virtual engagement and meetings.

B.5 Financials (and Domain Name Industry) Trends

Summary of Trend Elements Collected During the Trend Sessions

- Related to Trend 1.02 on ICANN's long-term funding:
Within the gTLD marketplace, market consolidation as well as some trends of vertical integration continue. There are several concerns related to the continued marketplace consolidation; it could lead to reduced funding for ICANN as a result of fewer contracted parties; it may also have an impact on the domain name industry's competitive landscape.

ICANN's financial position has remained strong throughout the COVID-19 pandemic, due to higher funding than anticipated at the beginning of the pandemic and savings from meetings and travel. However, the increasing market consolidation, a trend that more and more internet users are shifting to relying on specific online platforms for a wide variety of services and away from searching the Internet for these services, as well as the economic uncertainty in the current global climate, may still have an impact on ICANN's long-term funding.

ICANN's operating costs might increase to implement community recommendations and policy decisions. There will also be additional costs with future rounds of new gTLDs.

Additional Observations from ICANN Org's Strategic Outlook Network

Although market consolidation is happening, its impact on ICANN's financials has been minimal. The change to the number and size of some of ICANN's contracted parties does not mean that the multistakeholder model is therefore less effective or efficient, but consolidation may change the tone and the way that contracted parties interact with other stakeholders, including within the GNSO, and make the MSM less representative.

Since a thorough assessment of the demand for the next new gTLD round has not been performed, ICANN is at risk of a financial loss if there are few applicants, because of the high costs to implement GNSO's new gTLD Subsequent Procedures recommendations. There may be an opportunity to explore ways to enable smaller players to participate and whether there is a market for this strategy. Perhaps ICANN could build a prototype modeling a new round at a much lower cost than the last round. However, the goal of the new gTLD program is to increase competition, innovation, and consumer choice; ICANN should be transparent about the cost-benefit analysis of the program.

Although the higher than planned funding and net excess generated some perceptions of ICANN's favorable financial position towards the end of FY21, it is important to acknowledge that ICANN's funding trend is still flat. The overall perception is that ICANN's challenge is not so much a problem of the level of monetary resources available, but more a difficulty in prioritizing its work.

B.6 Other Hot Trend Topics

New gTLD Program

The topic of the new gTLD program and subsequent rounds came as a hot topic in the trend sessions this year, with trend elements and impacts identified in all six focus areas of interest for ICANN.

As ICANN gets closer to implementation (the GNSO Council [adopted](#) the final report of the Policy Development Process on New gTLD Subsequent Procedures in February 2021), some concerns are being vocalized louder relative to the subsequent rounds of new gTLDs:

- The substantial implementation efforts were brought up, with implications in terms of workload and resources, as well as the ability to fund the program.
- Some fundamental issues are perceived as needing to be resolved as a prerequisite into the new round, among which:
 - DNS abuse
 - IDN and UA
- Other technicalities and operational challenges associated with the program were also brought up (or may be perceived as not resolved to the satisfaction of all within the community), including:
 - Reserved geographic names and community names
 - Namespace collisions

-
- Community priority evaluation
 - Private auctions contentions (“losers” are making money off of the “winners”)
 - Public interest commitments
 - Possibilities to lower the entry barrier
 - The fundamental question of the value of future rounds of gTLDs was brought up, as well as the effects of adding more gTLDs in the root.

Appendix C | Trend Impact Assessment

The impact assessment framework used for the trends is available in the separately attached Excel document entitled "[FY23 Trend Impact Assessment.xlsx](#)".



One World, One Internet

Visit us at icann.org



[@icann](https://twitter.com/icann)



facebook.com/icannorg



youtube.com/icannnews



flickr.com/icann



linkedin/company/icann



soundcloud/icann



instagram.com/icannorg

ICANN BOARD PAPER NO. 2021.10.28.2b

TITLE: **Acceptance of the Second Organizational Review of the ccNSO – Final Report and Feasibility Assessment and Initial Implementation Plan; Initiation of Bylaws Amendment Process**

PROPOSED ACTION: **For Board Consideration and Approval**

EXECUTIVE SUMMARY:

The Board is being asked to accept the independent examiner's [final report](#) of the second Organizational Review of the Country Code Names Supporting Organization (ccNSO2 Review), the ccNSO2 Review Working Party's [Feasibility Assessment and Initial Implementation Plan](#) (Feasibility Assessment), and the status of implementation of recommendations from the ccNSO2 Review as [reported](#) by the ccNSO. The Board is also being asked to recognize the completion of the ccNSO2 Review. Further, the Board is requested to initiate a Standard Bylaws Amendment Process under Article 25 of the ICANN Bylaws for amendments that are proposed by the ccNSO to bring clarity to its membership and voting structure.

The Organizational Effectiveness Committee (OEC) has been overseeing the progress of the ccNSO2 Review and implementation thereof, including consultations with the independent examiner and the ccNSO Council. The ccNSO reports that it has made considerable progress on implementation of recommendations and findings within the Final Report, which was issued on 29 August 2019. The [ccNSO2 Review Working Party](#) noted support for 13 of the 14 findings, and six of the 15 recommendations in the final report. The ccNSO considers 11 recommendations as fully implemented; one in process; and two requiring action from the ICANN organization (ICANN org). No other significant action is required from the ccNSO for these 14 recommendations. One recommendation is flagged for deferral to the next ccNSO review, where it can be evaluated to consider if implementation would be proper. For the three recommendations where work is noted as ongoing, as with other organizational reviews, these seem appropriate for periodic status reports to the Board, while still considering the ccNSO2 Review complete.

The ccNSO has also identified a series of standard amendments to Article 10 and Annex B of the ICANN Bylaws, which support the improvements arising out of the ccNSO2 Review and bring clarity to issues of ccNSO membership and voting as countries and territories maintain both ASCII and IDN ccTLDs. The ccNSO Council [requests](#) the initiation of the Standard Bylaws Amendment Process at Section 25.1 of the ICANN Bylaws to allow for these changes to be further considered by the ICANN community and Board.

ORGANIZATIONAL EFFECTIVENESS COMMITTEE RECOMMENDATION:

The Organizational Effectiveness Committee of the ICANN Board (OEC) is responsible for the oversight of all Organizational Reviews mandated by Section 4.4 of the ICANN Bylaws, including the ccNSO review. The OEC recommends that the Board accept the independent examiner's [final report](#) of the second Organizational Review of the Country Code Names Supporting Organization (ccNSO2 Review), the ccNSO2 Review Working Party's [Feasibility Assessment and Initial Implementation Plan](#) (Feasibility Assessment), and the status of implementation of recommendations from the ccNSO2 Review as [reported](#) by the ccNSO.

The OEC acknowledges that there is still work ongoing towards full implementation of some recommendations. As the remaining implementation work is limited and in some cases is dependent on factors beyond the control of the ccNSO, the OEC recommends that the Board determine that the ccNSO2 Review is complete. Further, the OEC recommends that the Board request the ccNSO to provide periodic updates on progress toward completing implementation of the one recommendation for which the ccNSO has reported that implementation is in process, and the two recommendations for which the ccNSO has reported that action is required by ICANN org, starting within six months from this Board action. The OEC recommends that the Board direct ICANN President and CEO, or his designee, to continue efforts underway to complete the implementation of those recommendations where action is required by ICANN org.

The OEC recommends that the Board encourage the ccNSO to continue monitoring the impact of the implementation of the recommendations from the ccNSO2 Review as part of its continuous improvement process.

The OEC makes its recommendation to the Board having reviewed all relevant materials, and based on its determination that the process was in compliance with the relevant Bylaw provisions.

The OEC also recommends that the Board initiate the Standard Bylaws Amendment Process as set forth in Section 25.1 of the ICANN Bylaws and direct the ICANN President and CEO to post for public comment the ccNSO's proposed changes to Article 10 and Annex B of the ICANN Bylaws.

PROPOSED RESOLUTION:

Whereas, the second Organizational Review of the Country Code Names Supporting Organization (ccNSO2 Review) commenced in March 2018, in accordance with [Section 4.4 of the ICANN Bylaws](#).

Whereas, the independent examiner that conducted the ccNSO2 Review produced an [assessment report](#) that was published for [public consultation](#) on 8 April 2019, a [draft final report](#) that was published for [public comment](#) on 17 June 2019 and a [final report](#) containing 14 findings and 15 recommendations that was published on 3 June 2019. The ICANN community provided input via consultation on the [assessment report](#) and public comment on the [draft final report](#).

Whereas, the [ccNSO2 Review Working Party](#), serving as a liaison between the ccNSO, the independent examiner and the Organizational Effectiveness Committee of the ICANN Board (OEC), analyzed the independent examiner's recommendations for feasibility and usefulness, considered provisional budget implications, and anticipated resources to propose a prioritized implementation timeline in its [Feasibility Assessment and Initial Implementation Plan](#) (Feasibility Assessment). In its Feasibility Assessment, the ccNSO2 Review Working Party supports 13 of the 14 findings, and six of the 15 recommendations issued by the independent examiner. The ccNSO Council [approved](#) the Feasibility Assessment on 24 June 2020.

Whereas, the OEC received [briefings](#) from the independent examiner on its [final report](#) and from the [ccNSO2 Review Working Party](#) on its [Feasibility Assessment](#) on 11 August 2020. The OEC also [sought](#) additional information and clarification from the ccNSO Council on elements of the Feasibility Assessment on 9 December 2020. The ccNSO Council [provided](#) the requested information to the OEC on 26 February 2021.

Whereas, at the request of the OEC, ICANN organization (ICANN org) compiled information from the ccNSO2 Review Working Party's [Feasibility Assessment](#) and the ccNSO Council's 26 February 2021 [letter](#) in order to provide the ICANN Board (through the OEC) and ICANN community with a [reference document](#) on the status of the ccNSO2 Review recommendations. On 17 June 2021, the ccNSO Council [confirmed](#) its agreement with ICANN org's compilation.

Whereas, the OEC considered the independent examiner's [final report](#), the ccNSO2 Review Working Party's [Feasibility Assessment](#), [presentations](#) to the OEC given by the independent examiner and the ccNSO2 Review Working Party, the ccNSO Council's 26 February 2021 [letter](#), the [reference document](#) compiled by ICANN org, and the [public comment](#) input in order to reach a recommendation to the Board for how to proceed with the ccNSO2 Review. The OEC acknowledged that there is still work ongoing towards full implementation of some recommendations, however, the remaining implementation work is limited and in some cases is dependent on factors beyond the control of the ccNSO. The OEC discussed and approved its recommendation that the Board accept the independent examiner's final report and the ccNSO2 Review Working Party's Feasibility Assessment. Given the status of implementation of recommendations as [reported](#) by the ccNSO, the OEC also approved a recommendation to complete the ccNSO2 Review, while requesting regular reporting on the three implementation items that are still underway.

Whereas, the OEC also considered a [request from the ccNSO Council](#) to initiate the Standard Bylaws Amendment Process as set forth in Section 25.1 of the ICANN Bylaws regarding a series of changes that the ccNSO proposes to Article 10 and Annex B of the ICANN Bylaws. These changes address issues of definition of membership and voting rights when there are multiple ccTLD members from the same country or territory, and are important to the continued effectiveness of the ccNSO's processes.

Resolved (2021.10.28.xx), the Board accepts the [final report](#) from the independent examiner on the ccNSO2 Review.

Resolved (2021.10.28.xx), the Board accepts the [Feasibility Assessment](#) from the ccNSO2 Review Working Party.

Resolved (2021.10.28.xx), the Board acknowledges the ccNSO's implementation work aimed at improving the ccNSO's effectiveness, transparency, and accountability, in line with the findings from the independent examiner, and accepts the status of implementation of recommendations from the ccNSO2 Review as [reported](#) by the ccNSO, thereby completing the ccNSO2 Review.

Resolved (2021.10.28.xx), for the one recommendation for which the ccNSO has reported that implementation is in process, and the two recommendations for which the ccNSO has reported that action is required by ICANN org, the Board requests the ccNSO to provide periodic updates on progress toward completing implementation, starting within six months from this Board action. The Board directs ICANN President and CEO, or his designee, to continue efforts underway to complete the implementation of those recommendations where action is required by ICANN org. The Board encourages the ccNSO to continue monitoring the impact of the implementation of the recommendations from the ccNSO2 Review as part of its continuous improvement process.

Resolved (2021.10.28.xx), the Board approves the initiation of the Standard Bylaws Amendment Process to allow for consideration of the ccNSO Council's requested changes to Articles 10 and Annex B of the ICANN Bylaws, and directs the ICANN President and CEO, or his designee, to post those proposed amendments for public comment.

PROPOSED RATIONALE:

Why is the Board addressing the issue?

To ensure ICANN's multistakeholder model remains transparent and accountable, and to improve its performance, ICANN conducts Organizational Reviews of its Supporting Organizations, Advisory Committees (other than the Governmental Advisory

Committee) and the Nominating Committee, as detailed in [Section 4.4](#) the ICANN Bylaws.

Reviews are critical to maintaining an effective multistakeholder model and helping ICANN achieve its Mission, as detailed in Article 1 of the Bylaws. Reviews also contribute to ensuring that ICANN serves the public interest.

The second Country Code Names Supporting Organization Review (ccNSO2 Review) commenced in August 2018. The independent examiner conducting the review produced a [final report](#) that was published in August 2019. The ccNSO2 Review Working Party, based on its detailed review of the independent examiner's final report, prepared a [Feasibility Assessment and Initial Implementation Plan](#) (Feasibility Assessment), [approved](#) by the ccNSO Council on 24 June 2020. The ccNSO2 Review Working Party has made considerable progress on the implementation of recommendations since the ccNSO2 Review final report was published in August 2019 and the Feasibility Assessment was published in July 2020. The status of recommendations and the level of remaining implementation work as of 3 June 2021 is documented in the [reference document](#) that ICANN org produced at the request of the OEC and the ccNSO Council confirmed on 17 June 2021. Details of the activities that the ccNSO has carried out towards implementation and the rationale for the ccNSO's conclusion are also provided in ICANN org's compilation. The role of the Board is to ensure that the review process was in compliance with the relevant Bylaw provisions

What is the proposal being considered?

The proposal being considered is for the Board to accept the independent examiner's final report and the ccNSO2 Review Working Party's Feasibility Assessment. The Board is being asked to acknowledge the ccNSO's implementation work aimed at improving the ccNSO's effectiveness, transparency, and accountability, in line with the findings from the independent examiner, and accept the status of implementation of recommendations from the ccNSO2 Review as [reported](#) by the ccNSO, thereby completing the ccNSO2 Review. The Board is also being asked to consider requesting the ccNSO to provide periodic updates on progress toward completing implementation

of the three recommendations for which the ccNSO has reported that implementation is not yet complete, starting within six months from this Board action.

Further, the Board is being asked to approve the initiation of the Standard Bylaws Amendment Process to allow for consideration of the ccNSO Council's requested changes to Articles 10 and Annex B of the ICANN Bylaws, and directs the ICANN President and CEO, or his designee, to post those proposed amendments for public comment.

Independent Examination

Meridian Institute was [appointed](#) as the independent examiner for the second Country Code Names Supporting Organization Review (ccNSO2 Review) on 31 August 2018, in accordance with ICANN's procurement process that involved ICANN organization personnel and the Organizational Effectiveness Committee of the Board (OEC), which is responsible for overseeing the organizational review process. During its work, the independent examiner reviewed relevant documentation, conducted 45 targeted stakeholder semi-structured interviews with ccNSO members and participants, the wider ICANN community, the ICANN Board, and ICANN org, and gathered 78 complete responses to its online survey from 111 individuals. In addition, the independent examiner held [regular meetings](#) with the ccNSO2 Review Working Party throughout the review, including public meetings at [ICANN64](#) and [ICANN65](#),

The independent examiner published an [assessment report](#) for [community consultation](#) on 8 April 2019 and hosted a community [webinar](#) on the assessment report on 17 April 2019. Following the standard ICANN process, a [draft final report](#) was published for [public comment](#) on 17 June 2019. The independent examiner hosted a community [webinar](#) on the draft final report on 10 July 2019.

The independent examiner submitted its final report on 29 August 2019. The final report included fourteen (14) underlying findings and fifteen (15) recommendations designed to address those findings.

Input from ICANN Community

In addition to the responses collected by the independent examiner through interviews and the online survey, and through the public consultation on the assessment report, two public comments were submitted on the draft final report (see the [summary report](#) of the public comment proceeding): one authored by the ccNSO Council, and one authored by the Business Constituency (BC). The ccNSO Council [provided](#) suggested amendments to the report in several areas, such as “in the next, final version of the report, the proposed recommendations could be updated to reflect existing implementation work”, and “[i]n order to ensure a proper follow up of the recommendations, the ccNSO Council would like to receive guidance about who should be responsible for it”. The BC [noted](#) support for the draft final report.

The ccNSO2 Review Working Party also provided direct feedback to the independent examiner on initial drafts of the assessment report, draft final report and final report.

ccNSO Response to the Recommendations

The ccNSO2 Review Work Party analyzed the independent examiner’s recommendations for feasibility and usefulness, considered provisional budget implications, and anticipated resources to propose a prioritized implementation timeline in its Feasibility Assessment. In its Feasibility Assessment, the ccNSO2 Review Working Party supports 13 of the 14 findings, and six of the 15 recommendations issued by the independent examiner. The ccNSO Council [approved](#) the Feasibility Assessment on 24 June 2020.

The ccNSO proceeded with implementation work to address the findings identified by the independent examiner and supported by the ccNSO.

The independent examiner provided a [briefing](#) to the OEC on its [final report](#) and the [ccNSO2 Review Working Party](#) on its [Feasibility Assessment](#) on 11 August 2020. The OEC [sought](#) additional information and clarification from the ccNSO Council on elements of the Feasibility Assessment on 9 December 2020. For example, the OEC asked that the ccNSO2 Review Working Party detail specific steps that the ccNSO is taking, or planning to take, and what resources will be required in cases where the ccNSO2 Review Working Party supported the findings identified by the independent examiner, but not the recommendation. The OEC posed the same questions for

recommendations supported by the ccNSO Review Working Party. Further, the OEC requested an implementation status update for recommendations that the ccNSO2 Review Working Party reported as already in progress. Finally, the OEC requested that the ccNSO2 Review Working Party provide detail as to ongoing activities that the ccNSO believes respond to the issues behind the recommendations that were not supported by the ccNSO2 Review Working Party, and potential ways to address the issues reported as deferred until the next ccNSO review.

The ccNSO Council [provided](#) the requested information to the OEC on 26 February 2021, noting that the ccNSO had progressed work on implementation of the recommendations from the independent examiner since the ccNSO2 Review final report was published in August 2019 and the Feasibility Assessment was published in July 2020. The ccNSO reported that of the 15 recommendations from the independent examiner, the ccNSO considers eight recommendations to be fully implemented in the manner proposed by the independent examiner and no further action is required; one recommendation to be in the process of implementation in the manner proposed by the independent examiner and no further action is required; three recommendations to be fully implemented, while not in the manner proposed by the independent examiner, and no further action is required; two recommendations require action from ICANN org; and one recommendation should be deferred to the next ccNSO review, if implemented at all.

At the request of the OEC, ICANN org compiled information from the ccNSO2 Review Working Party's [Feasibility Assessment](#) and the ccNSO Council's 26 February 2021 [letter](#) in order to provide the ICANN Board (through the OEC) and the ICANN community with a [reference document](#) for the status of the ccNSO2 Review recommendations.

The ccNSO Council [confirmed](#) its agreement with the status of recommendations and the level of remaining implementation work as detailed in the reference document on 17 June 2021.

Recommendations already implemented or in process to be implemented in the manner proposed by the independent examiner

The ccNSO proposes that implementation of Recommendations 1, 4, 6, 7, 9, 10, 12 and 13 is complete and no further action is required.

- Recommendation 1 pertains to developing materials to clearly articulate the value of the ccNSO to members and potential new members.
- Recommendation 4 pertains to amendments to Bylaws requirements for the composition of future IANA Naming Function Review teams to be geographically diverse and membership-neutral.
- Recommendation 6 pertains to adjustments to the ccNSO meeting formats to allow more varied interactions between participants.
- Recommendation 7 pertains to providing real-time scribing of ccNSO member meetings.
- Recommendation 9 pertains to streamlining the mentorship program to more efficiently connect mentors to mentees.
- Recommendation 10 pertains to collating resources for newcomers into one easily accessible location.
- Recommendation 12 pertains to improving the process for naming, filing, and uploading documents to the ccNSO website to ensure a clear, transparent and efficient process.
- Recommendation 13 pertains to adherence to the ccNSO Council Practices Guideline to ensure timely publication of meeting materials.

Further, the ccNSO notes that implementation of Recommendation 3, pertaining to updating to the ccNSO Working Group Guidelines to clarify and standardize processes, is in progress. The ccNSO reports that, upon adoption of the updated Guidelines, implementation will be complete and no further action will be required. The ccNSO provides supporting rationale for its proposal for each recommendation in the [reference document](#).

Recommendations already implemented with alternative implementation steps

The ccNSO notes agreement with the findings identified by the independent examiner in relation to Recommendations 2a, 2b and 5. However the ccNSO disagrees that these

recommendations should be implemented in the manner proposed by the independent examiner and follows alternative implementation steps for these recommendations.

- Recommendations 2a and 2b pertain to measures to attract new participants to the ccNSO.
- Recommendation 5 pertains to the number of consecutive terms that ccNSO Councilors may serve.

The ccNSO notes that, since the final report and Feasibility Assessment were presented to the OEC, the ccNSO has addressed the findings identified by the independent examiner. As such, the ccNSO proposes that implementation of Recommendations 2a, 2b and 5 be considered complete with no further action required. The ccNSO provides supporting rationale for its proposal for each recommendation in the [reference document](#).

Recommendations that require action from ICANN org

The ccNSO reports that Recommendations 8 and 11 require action from ICANN org. Recommendation 8 asks that the ccNSO Council request that the written ccNSO course on the ICANN Learn portal should be translated into all ICANN languages. The ccNSO notes that the Chair of the ccNSO Council sent a [letter](#) to ICANN org to this effect on 4 May 2021, to which ICANN org responded noting that implementation steps are in progress. With regard to Recommendation 11 pertaining to updating the ccNSO website, the ccNSO notes that it has “been informed that updating the ccNSO website has become part of ICANN’s ITI initiative as one of its (sub-) projects”¹, and proposes that further action by ICANN org is required to complete implementation of Recommendation 11. The ccNSO provides supporting rationale for its proposal for each recommendation in the [reference document](#).

Recommendations that pertain to future ccNSO reviews

Recommendation 14 calls for future reviewers to be subscribed to relevant mailing lists. The ccNSO believes that this recommendation “preempts on how the future

¹ Letter from K Sataki to A Doria, 26 February 2021:
<https://www.icann.org/en/system/files/correspondence/sataki-to-doria-26feb21-en.pdf>

reviewer intends to conduct its business”², and as such, implementation of the recommendation should be deferred, to be revisited at the time of the third review of the ccNSO. The ccNSO provides supporting rationale for its proposal for each recommendation in the [reference document](#).

OEC and Board Considerations and Actions

The OEC, as the ICANN Board committee overseeing Organizational Reviews, reviewed all relevant documents pertaining to the ccNSO2 Review in detail. Specifically, it considered the final report and the Feasibility Assessment, the public comment input, presentations from the independent examiner and the ccNSO2 Review Working Party, and input from the ccNSO with regard to work completed after the final report and Feasibility Assessment were submitted to the OEC.

Under the typical cadence and process for Organizational Reviews, the Board would accept the final report and the Feasibility Assessment and request the Review Working Party to develop a detailed implementation plan to be submitted to the Board within six months. The Board would pass a resolution to accept the implementation plan, and, once implementation is complete, a resolution to accept the final implementation report and mark the completion of the review.

The Board accepts that the ccNSO has made considerable progress on the implementation of recommendations since the final report and Feasibility Assessment were submitted to the OEC, and has provided an appropriate response to each of the findings presented by the independent examiner during the review. As such, the typical cadence and process for Organizational Reviews has been overtaken by the ccNSO’s work and progress toward implementation since the final report and Feasibility Assessment were published, and several of the usual process steps are combined in this Board action.

The Board is requesting the ccNSO to provide periodic updates on progress toward completing implementation of the one recommendation for which the ccNSO has

² Status of implementation of recommendations from the ccNSO2 Review, 3 June 2021: <https://community.icann.org/display/ccNSOCWS/Council+at+ICANN71+%7C+17+June+2021?preview=/166265872/167543059/Item%208%20meeting%20174%20ccNSO%20Review%20comparison%20document+3Jun.pdf>

reported that implementation is in process, and the two recommendations for which the ccNSO has reported that action is required by ICANN org, starting within six months from this Board action.

Requested Bylaws Changes

The Board is also considering a proposal from the ccNSO to initiate a Standard Bylaws Amendment Process under Section 25.1 of the ICANN Bylaws. The ccNSO Council initially wrote to the ICANN Board of Directors on [7 February 2020](#) to request changes to Article 10 and Annex B of the ICANN Bylaws to support a more accurate description of the ccNSO's members and voting structure given the possibility of multiple ccTLD managers within a single country or territory. The ccNSO Council leadership coordinated with ICANN's legal department on the substance of the amendments, and after further consultation with the ccNSO membership, on [9 September 2021](#) the ccNSO Council chair renewed a request to the ICANN Board for initiation of the Standard Bylaws Amendment Process with refined language. As clarity in membership and voting structure is key for continued healthy operations of the ccNSO as anticipated through the Organizational Review Process, the OEC considered and recommended to the Board that the Standard Bylaws Amendment Process be initiated with the posting of the proposed changes for public comment. Neither the OEC nor the Board have evaluated the substance of the proposed Bylaws amendments, as that will be reserved until the Board can consider the public comments.

Which stakeholders or others were consulted?

In addition to the responses collected by the independent examiner through interviews and the online survey, and through the public consultation on the assessment report, two public comments were submitted on the draft final report (see the [summary report](#) of the public comment proceeding): one authored by the ccNSO Council, and one authored by the Business Constituency (BC). The ccNSO Council [provided](#) suggested amendments to the report in several areas, such as “in the next, final version of the report, the proposed recommendations could be updated to reflect existing implementation work”, and “[i]n order to ensure a proper follow up of the

recommendations, the ccNSO Council would like to receive guidance about who should be responsible for it". The BC [noted](#) support for the draft final report.

The ccNSO2 Review Working Party also provided direct feedback to the independent examiner on initial drafts of the assessment report, draft final report and final report.

What concerns or issues were raised by the community?

The community did not raise any concerns.

Are there positive or negative community impacts?

This Board action is expected to have a positive impact on the community as it supports the continuing process of facilitating periodic review of ICANN's Supporting Organizations and Advisory Committees, as mandated by the Bylaws.

What significant materials did the Board review?

The Board considered the relevant Bylaws provisions, the independent examiner's [final report](#), the ccNSO2 Review Working Party's [Feasibility Assessment](#), [presentations](#) to the OEC given by the independent examiner and the ccNSO2 Review Working Party, the ccNSO Council's 26 February 2021 [letter](#), the [reference document](#) compiled by ICANN org, and the [public comment](#) input. The Board took onboard the OEC's considerations when making this decision.

Are there fiscal impacts or ramifications on ICANN (strategic plan, operating plan, budget); the community; and/or the public?

The Board anticipates that full implementation of the three recommendations for which implementation is not yet complete will have low or no additional fiscal impact. As such, this Board action is anticipated to have low or no additional fiscal impact.

Are there any security, stability or resiliency issues relating to the DNS?

This Board action is not expected to have a direct effect on security, stability or resiliency issues relating to the DNS.

How is this action within ICANN's Mission? How does it relate to the global public interest?

The Board's action is consistent with ICANN's commitment pursuant to [Section 4](#) of the [Bylaws](#) to ensure ICANN's multistakeholder model remains transparent and accountable, and to improve the performance of its supporting organizations and advisory committees. This action will serve the public interest by contributing to the fulfillment of ICANN's commitment to maintaining and improving its accountability and transparency.

Is this either a defined policy process within ICANN's Supporting Organizations or ICANN's Organizational Administrative Function decision requiring Public Comment or not requiring Public Comment?

Public comments were received prior to Board consideration.

Submitted by: Theresa Swinehart

Position: Senior Vice President, Global Domains and Strategy

Date Noted: XX October 2021

Email: theresa.swinehart@icann.org

ICANN Bylaws

Proposed Amendments to Article 10 and Annex B

Draft as of changes as of 22 September 2021, redline to version currently in force (28 November 2019)

Reflects Final Changes Proposed by ccNSO in 9 September 2021 Letter to the Board

Article 10

Section 10.4. MEMBERSHIP

(a) The ccNSO shall have a membership consisting of ccTLD managers. Any ccTLD manager that meets the membership qualifications stated in Section 10.4(b) shall be entitled to be members of the ccNSO. For purposes of this Article 10, a “ccTLD manager” is the organization or entity responsible for managing a ccTLD according to and under the current heading “Delegation Record” in the Root Zone Database ~~an ISO 3166 country code top-level domain~~, or under any later ~~variant~~ modification, for that country-code top-level domain.

For purposes of this Article, and Annexes B and C of these Bylaws, “Territory” is defined to be the country, dependency or other area of particular geopolitical interest listed on the ‘International Standard ISO 3166-1, Codes for the representation of names of countries and their subdivisions – Part 1: Country Codes’, or, in some exceptional cases listed on the reserved ISO 3166-1 code elements.

(b) Any ccTLD manager may become a ccNSO member by submitting an application to a person designated by the ccNSO Council to receive applications. The application shall be in writing in a form designated by the ccNSO Council. The application shall include the ccTLD manager's recognition of the role of the ccNSO within the ICANN structure as well as the ccTLD manager's agreement, for the duration of its membership in the ccNSO, (i) to adhere to rules of the ccNSO, including membership rules, (ii) to abide by policies developed and recommended by the ccNSO and adopted by the Board in the manner described by Section 10.4(j) and Section 10.4(k), and (ii) to pay ccNSO membership fees established by the ccNSO Council under Section 10.7(c). A ccNSO member may resign from membership at any time by giving written notice to a person designated by the ccNSO Council to receive notices of resignation. Upon resignation the ccTLD manager ceases to agree to (A) adhere to rules of the ccNSO, including membership rules, (B) to abide by policies developed and recommended by the ccNSO and adopted by the Board in the manner described by Section 10.4(j) and Section 10.4(k), and (C) to pay ccNSO membership fees established by the ccNSO Council under Section 10.7(c). In the absence of designation by the ccNSO Council of a person to receive applications and notices of resignation, they shall be sent to the ICANN Secretary, who shall notify the ccNSO Council of receipt of any such applications and notices.

(c) Neither membership in the ccNSO nor membership in any Regional Organization described in Section 10.5 shall be a condition for access to or registration in the IANA database. Any individual relationship a ccTLD manager has with ICANN or the ccTLD manager's receipt of IANA services is not in any way contingent upon membership in the ccNSO.

ICANN Bylaws

(d) The Geographic Regions of ccTLDs shall be as described in Section 7.5. For purposes of this Article 10, managers of ccTLDs within a Geographic Region that are members of the ccNSO are referred to as ccNSO members "within" the Geographic Region, regardless of the physical location of the ccTLD manager. In cases where the Geographic Region of a ccNSO member is unclear, the ccTLD member should self-select according to procedures adopted by the ccNSO Council.

(e) Designation of Representative and Territory

(i) Each ccTLD manager may designate in writing a person, organization, or entity to represent the ccTLD manager in matters relating to the ccNSO ("Representative"). In the absence of such a designation, the ccTLD manager shall be represented by the person, organization, or entity listed as the administrative contact in the IANA database shall be deemed to be the designate of the ccTLD manager by whom the ccNSO member shall be represented.

(ii) For any Territory for which there is a single ccTLD manager that is a ccNSO member, the Representative selected by that manager in accordance with Section 10.4(e) shall be the Territory's emissary ("Emissary") for the purpose of voting in the specific cases enumerated in this Article, Annex B, or Annex C of these Bylaws. In the event two or more ccTLD managers from the same Territory are ccNSO members, those ccTLD managers are to appoint one of the Representatives from among those ccNSO members to serve as the Emissary to vote on behalf of the ccNSO members from that Territory.

(iii) During any period in which an Emissary is not appointed, the ccTLD manager that has been the member of the ccNSO for the longest period is deemed to be the Emissary for that Territory.

(iv) Each Emissary, regardless of the number of ccTLD managers within the relevant Territory, is entitled to cast a single vote in any round of any voting process defined within this Article, Annex B or Annex C that is reserved for Emissary voting. The ccTLD managers within each Territory may define the process to determine how their respective Emissary's vote is determined.

(f) There shall be an annual meeting of ccNSO members, which shall be coordinated by the ccNSO Council. Annual meetings should be open for all to attend, and a reasonable opportunity shall be provided for ccTLD managers that are not members of the ccNSO as well as other non-members of the ccNSO to address the meeting. To the extent practicable, annual meetings of the ccNSO members shall be held in person and should be held in conjunction with meetings of the Board, or of one or more of ICANN's other Supporting Organizations.

(g) The ccNSO Council members selected by the ccNSO members from each Geographic Region (see Section 10.3(a)(i)) shall be selected through nomination, and if necessary election, by the ccNSO members within that Geographic Region. At least 90 days before the end of the

ICANN Bylaws

regular term of any ccNSO-member-selected member of the ccNSO Council, or upon the occurrence of a vacancy in the seat of such a ccNSO Council member, the ccNSO Council shall establish a nomination and election schedule, which shall be sent to all ccNSO members within the Geographic Region and posted on the Website.

(h) Any ccNSO member may nominate an individual to serve as a ccNSO Council member representing the ccNSO member's Geographic Region. Nominations must be seconded by another ccNSO member from a different Territory, from the same Geographic Region. By accepting their nomination, individuals nominated to the ccNSO Council agree to support the policies committed to by ccNSO members.

(i) If at the close of nominations there are no more candidates nominated (with seconds and acceptances) in a particular Geographic Region than there are seats on the ccNSO Council available for that Geographic Region, then the nominated candidates shall be selected to serve on the ccNSO Council. Otherwise, an election by written ballot (which may be by ~~e-mail~~ electronic means) shall be held to select the ccNSO Council members from among those nominated (with seconds and acceptances), with ccNSO members from the Geographic Region being entitled to vote in the election through their ~~designated representatives~~ Emissaries. In such an election, a majority of ~~all ccNSO members~~ the Emissaries entitled to vote in the Geographic Region ~~entitled to vote~~ shall constitute a quorum, and the selected candidate must receive a plurality ~~the votes of a majority of those the votes~~ cast by ~~ccNSO members~~ the Emissaries within the Geographic Region. The ccNSO Council Chair shall provide the ICANN Secretary prompt written notice of the selection of ccNSO Council members under this paragraph.

(j) Subject to Section 10.4(k), ICANN policies shall apply to ccNSO members by virtue of their membership to the extent, and only to the extent, that the policies (i) only address issues that are within scope of the ccNSO according to Section 10.6(a) and Annex C; (ii) have been developed through the ccPDP as described in Section 10.6, and (iii) have been recommended as such by the ccNSO to the Board, and (iv) are adopted by the Board as policies, provided that such policies do not conflict with the law applicable to the ccTLD manager which shall, at all times, remain paramount. In addition, such policies shall apply to ICANN in its activities concerning ccTLDs.

(k) A ccNSO member shall not be bound if it provides a declaration to the ccNSO Council stating that (i) implementation of the policy would require the member to breach custom, religion, or public policy (not embodied in the applicable law described in Section 10.4(j)), and (ii) failure to implement the policy would not impair DNS operations or interoperability, giving detailed reasons supporting its statements. After investigation, the ccNSO Council will provide a response to the ccNSO member's declaration. If there is a ccNSO Council consensus disagreeing with the declaration, which may be demonstrated by a vote of 14 or more members of the ccNSO Council, the response shall state the ccNSO Council's disagreement with the declaration and the reasons for disagreement. Otherwise, the response shall state the ccNSO Council's agreement with the declaration. If the ccNSO Council disagrees,

ICANN Bylaws

the ccNSO Council shall review the situation after a six-month period. At the end of that period, the ccNSO Council shall make findings as to (A) whether the ccNSO members' implementation of the policy would require the member to breach custom, religion, or public policy (not embodied in the applicable law described in Section 10.4(j)) and (B) whether failure to implement the policy would impair DNS operations or interoperability. In making any findings disagreeing with the declaration, the ccNSO Council shall proceed by consensus, which may be demonstrated by a vote of 14 or more members of the ccNSO Council.

ICANN Bylaws

Annex B: ccNSO Policy-Development Process (ccPDP)

The following process shall govern the ccNSO policy-development process ("PDP").

1. Request for an Issue Report

An Issue Report may be requested by any of the following:

- a. *Council.* The ccNSO Council (in this Annex B, the "**Council**") may call for the creation of an Issue Report by ~~an affirmative vote~~ documentation of support from ~~of at least seven of the members of the Council present at any meeting or voting by e-mail~~ electronic means.
- b. *Board.* The Board may call for the creation of an Issue Report by requesting the Council to begin the policy-development process.
- c. *Regional Organization.* One or more of the Regional Organizations representing ccTLDs in the ICANN recognized Regions may call for creation of an Issue Report by requesting the Council to begin the policy-development process.
- d. *ICANN Supporting Organization or Advisory Committee.* An ICANN Supporting Organization or an ICANN Advisory Committee may call for creation of an Issue Report by requesting the Council to begin the policy-development process.
- e. *Members of the ccNSO.* ~~The members of the ccNSO may call for the creation of an Issue Report by an affirmative vote of at least ten members of the ccNSO~~ At least ten members of the ccNSO from at least ten different Territories may call for the creation of an Issue Report at any meeting or by electronic means ~~present at any meeting or voting by e-mail.~~

Any request for an Issue Report must be in writing and must set out the issue upon which an Issue Report is requested in sufficient detail to enable the Issue Report to be prepared. It shall be open to the Council to request further information or undertake further research or investigation ~~for the purpose of determining whether or not the requested Issue Report should be created.~~

2. Creation of the Issue Report and Initiation Threshold

Within ~~seven~~ fourteen (14) days after ~~an affirmative vote as outlined in Item 1(a) above or the receipt of a request as outlined in Items 1 (b), (c), or (d) above~~ the Council shall appoint an Issue Manager. The Issue Manager may be a staff member of ICANN (in which case the costs of the Issue Manager shall be borne by ICANN) or such other person or persons selected by the Council (in which case the ccNSO shall be responsible for the costs of the Issue Manager).

ICANN Bylaws

Within fifteen (15) calendar days after appointment (or such other time as the Council shall, in consultation with the Issue Manager, deem to be appropriate), the Issue Manager shall create an Issue Report. Each Issue Report shall contain at least the following:

- a. The proposed issue raised for consideration;
- b. The identity of the party submitting the issue;
- c. How that party is affected by the issue;
- d. Support for the issue to initiate the PDP;
- e. A recommendation from the Issue Manager as to whether the Council should move to initiate the PDP for this issue (the "**Manager Recommendation**"). Each Manager Recommendation shall include, and be supported by, an opinion of the ICANN General Counsel regarding whether the issue is properly within the scope of the ICANN policy process and within the scope of the ccNSO. In coming to his or her opinion, the General Counsel shall examine whether:

- 1) The issue is within the scope of the Mission;

- 2) Analysis of the relevant factors according to Section 10.6(b) and Annex C affirmatively demonstrates that the issue is within the scope of the ccNSO;

In the event that the General Counsel reaches an opinion in the affirmative with respect to points 1 and 2 above then the General Counsel shall also consider whether the issue:

- 3) Implicates or affects an existing ICANN policy;

- 4) Is likely to have lasting value or applicability, albeit with the need for occasional updates, and to establish a guide or framework for future decision-making.

In all events, consideration of revisions to the ccPDP (this Annex B) or to the scope of the ccNSO (Annex C) shall be within the scope of ICANN and the ccNSO.

In the event that General Counsel is of the opinion the issue is not properly within the scope of the ccNSO Scope, the Issue Manager shall inform the Council of this opinion. If after an analysis of the relevant factors according to Section 10.6 and Annex C a majority of 10 or more Council members is of the opinion the issue is within scope the Chair of the ccNSO shall inform the Issue Manager accordingly. General Counsel and the ccNSO Council shall engage in a dialogue according to agreed rules and procedures to resolve the matter. In the event no agreement is reached between General Counsel and the Council as to whether the issue is within or outside Scope of the ccNSO then by a vote of 15 or more members the Council may decide the issue is within scope. The Chair of the ccNSO shall inform General Counsel and the Issue Manager accordingly. The Issue Manager shall then proceed with a recommendation whether or not the Council should move to initiate the PDP including both the opinion and analysis of General Counsel and Council in the Issues Report.

ICANN Bylaws

- f. In the event that the Manager Recommendation is in favor of initiating the PDP, a proposed time line for conducting each of the stages of PDP outlined herein ("**PDP Time Line**").
- g. If possible, the issue report shall indicate whether the resulting output is likely to result in a policy to be approved by the Board. In some circumstances, it will not be possible to do this until substantive discussions on the issue have taken place. In these cases, the issue report should indicate this uncertainty. Upon completion of the Issue Report, the Issue Manager shall distribute it to the full Council for a vote on whether to initiate the PDP.

3. Initiation of PDP

The Council shall decide whether to initiate the PDP as follows:

- a. Within 21 days after receipt of an Issue Report from the Issue Manager, the Council shall vote on whether to initiate the PDP. Such vote should be taken at a meeting held in any manner deemed appropriate by the Council, including in person or by conference call, but if a meeting is not feasible the vote may occur by ~~e-mail~~electronic means.
- b. A vote of ten or more Council members in favor of initiating the PDP shall be required to initiate the PDP provided that the Issue Report states that the issue is properly within the scope of the Mission and the ccNSO Scope.

4. Decision Whether to Appoint Task Force; Establishment of Time Line

At the meeting of the Council where the PDP has been initiated (or, where the Council employs a vote by ~~e-mail~~electronic means, in that vote) pursuant to Item 3 above, the Council shall decide, by a majority vote of members present at the meeting (or voting by ~~e-mail~~electronic means), whether or not to appoint a task force to address the issue. If the Council votes:

- a. In favor of convening a task force, it shall do so in accordance with Item 7 below.
- b. Against convening a task force, then it shall collect information on the policy issue in accordance with Item 8 below.

The Council shall also, by a majority vote of members present at the meeting or voting by ~~e-mail~~electronic means, approve or amend and approve the PDP Time Line set out in the Issue Report.

...

7. Task Forces

- a. *Role of Task Force.* If a task force is created, its role shall be responsible for (i) gathering information documenting the positions of the ccNSO members within the Geographic Regions and other parties and groups; and (ii) otherwise obtaining relevant information that shall

ICANN Bylaws

enable the Task Force Report to be as complete and informative as possible to facilitate the Council's meaningful and informed deliberation.

The task force shall not have any formal decision-making authority. Rather, the role of the task force shall be to gather information that shall document the positions of various parties or groups as specifically and comprehensively as possible, thereby enabling the Council to have a meaningful and informed deliberation on the issue.

b. *Task Force Charter or Terms of Reference.* The Council, with the assistance of the Issue Manager, shall develop a charter or terms of reference for the task force (the "**Charter**") within the time designated in the PDP Time Line. Such Charter shall include:

1. The issue to be addressed by the task force, as such issue was articulated for the vote before the Council that initiated the PDP;
2. The specific time line that the task force must adhere to, as set forth below, unless the Council determines that there is a compelling reason to extend the timeline; and
3. Any specific instructions from the Council for the task force, including whether or not the task force should solicit the advice of outside advisors on the issue.

The task force shall prepare its report and otherwise conduct its activities in accordance with the Charter. Any request to deviate from the Charter must be formally presented to the Council and may only be undertaken by the task force upon a vote of a majority of the Council members present at a meeting or voting by ~~e-mail~~ electronic means. The quorum requirements of Section 10.3(n) shall apply to Council actions under this Item 7(b).

...

13. Members Vote

Following the submission of the Members Report and within the time designated by the PDP Time Line, the ccNSO members shall be given an opportunity to vote on the Council Recommendation. The vote of members shall be electronic and lodged through their designated Emissaries. ~~The~~ and members' votes shall be lodged over such a period of time as designated in the PDP Time Line (at least 21 days long).

In the event that at least 50% of the ~~ccNSO members~~ Emissaries lodge votes within the voting period, the resulting vote will be employed without further process. In the event that fewer than 50% of the ccNSO members lodge votes in the first round of voting, the first round will not be employed and the results of a final, second round of voting, conducted after at least thirty_ days notice to the ccNSO members, will be employed irrespective of whether ~~if~~ at least 50% of the Emissaries ~~the ccNSO members~~ lodge votes. In the event that more than 66% of the votes received at the end of the voting period shall be in favor of the Council Recommendation, then

ICANN Bylaws

the recommendation shall be conveyed to the Board in accordance with Item 14 below as the ccNSO Recommendation.

ICANN BOARD SUBMISSION No. 2021.10.28.2c

TITLE: **Transfers to Reserve Fund and Supplemental Fund for Implementation of Community Recommendations**

PROPOSED ACTION: **For Board Consideration and Approval**

EXECUTIVE SUMMARY:

The Board is being asked to approve a transfer to the Reserve Fund and a transfer to the Supplemental Fund for Implementation of Community Recommendations (SFICR) from the Operating Fund.

Per the ICANN Investment Policy ([ICANN Investment Policy](#)), the Operating Fund is set at a target level necessary to fund a minimum of three months expected operating expenses. Then, the Reserve Fund must be at or above its target level, equivalent to one year of budgeted operating expenses, to ensure financial sustainability and resilience to unforeseen events. Finally, the SFICR can be allocated funds as is deemed useful to support increasing the capacity of the organization to address projects that are multi-year and focus on community recommendations that are approved by the Board but cannot fit within the annual budget.

ICANN ORGANIZATION AND BOARD FINANCE COMMITTEE (BFC) RECOMMENDATIONS

Both ICANN organization and the BFC recommend that the Board approve:

- The transfer of US\$10,000,000 from the Operating Fund to the Reserve Fund
- The transfer of US\$5,000,000 from the Operating Fund to the SFICR

PROPOSED RESOLUTION:

Whereas, the Operating Fund includes the funds used for ICANN's day-to-day operations and must contain enough funds to cover a minimum of three months of ICANN organization's operating expenses.

Whereas, periodically, excess funds in the Operating Fund may be transferred to the Reserve Fund to ensure its balance is at or above the minimum target level, as determined and approved by the Board.

Whereas, a Supplemental Fund for Implementation of Community Recommendations (SFICR) will allow ICANN to segregate resources in support of increasing the capacity of the organization to address projects that are multi-year and focus on community recommendations that are approved by the Board but cannot fit within the annual budget.

Whereas, periodically, if excess funds exist in the Operating Fund after an allocation to the Reserve Fund has been considered or decided, an allocation to the SFICR will be considered based on the project needs identified.

Whereas, ICANN organization has determined that the balance of the Operating Fund as of 30 June 2021, based on unaudited Financial Statements, contained excess funds.

Whereas, both ICANN organization and the Board Finance Committee have recommended that the Board approve a US\$10,000,000 transfer to the Reserve Fund and a US\$5,000,000 transfer to the SFICR from the Operating Fund.

Resolved (2021-10-28-xx), the Board approves the transfer of US\$10,000,000 from the Operating Fund to the Reserve Fund.

Resolved (2021-10-28-xx), the Board approves the transfer of US\$5,000,000 from the Operating Fund to the SFICR.

PROPOSED RATIONALE:

As part of ICANN's Investment Policy, the Operating Fund should be at a level of funds to cover a minimum of three months of ICANN organization's operating expenses, and that any amount determined to be in excess may be transferred to the Reserve Fund to ensure its balance is at or above the minimum target level, as determined and approved by the Board.

The Supplemental Fund for Implementation of Community Recommendations (SFICR) establishes segregated resources in support of increasing the capacity of the organization to address activities projects that are multi-year and focus on community recommendations that are approved by the Board but cannot fit within the annual budget. If the Operating Fund contains excess after an allocation to the Reserve Fund has been considered or decided, an allocation to the SFICR will be determined based on the project needs identified.

ICANN organization has evaluated the balance of the Operating Fund as of 30 June 2021 on the basis of its unaudited Financial Statements and has determined that excess funds of US\$10,000,000 should be transferred to the Reserve Fund and US\$5,000,000 should be transferred to the SFICR.

This action is consistent with ICANN's mission and is in the public interest as it is important to ensure stability of ICANN organization in the way of a robust Reserve Fund in case use of a Reserve Fund becomes necessary. Furthermore, this action is consistent with ICANN's mission and is in the public interest as the SFICR will fund projects, as approved by the Board, when the size, complexity, and length of the projects create a challenge to be solely funded by recurring funding.

This action will not have a financial impact on ICANN, and will not have an impact on the security, stability, or resiliency of the domain name system.

This is an Organizational Administrative function that does not require public comment.

Submitted by:	Xavier Calvez
Position:	SVP, Planning and CFO
Date Noted:	6 October 2021
Email:	xaver.calvez@icann.org

ICANN BOARD PAPER NO. 2021-10-28-2j

TITLE: **Thank You to Community Members**
PROPOSED ACTION: **For Board Consideration and Approval**
EXECUTIVE SUMMARY:

ICANN wishes to acknowledge the considerable effort, skills, and time that members of the stakeholder community contribute to ICANN. In recognition of these contributions, ICANN wishes to express appreciation for and thank members of the community when their terms of service end in relation to our Supporting Organizations, Advisory Committees, Customer Standing Committee, Empowered Community Administration, Nominating Committee, and the Root Zone Evolution Review Committee.

STAFF RECOMMENDATION:

ICANN org recommends the ICANN Board of Directors recognize ICANN community members who concluded a term of service between ICANN69 and ICANN72, the recipients of the 2021 ICANN Community Excellence Award, and the recipient of the 2021 Dr. Tarek Kamel Award for Capacity Building.

PROPOSED RESOLUTION:

Whereas, ICANN wishes to acknowledge the considerable effort, skills, and time that members of the stakeholder community contribute to ICANN.

Whereas, in recognition of these contributions, ICANN wishes to express appreciation for and thank members of the community when their terms of service end in relation to our Supporting Organizations, Advisory Committees, Customer Standing Committee, Empowered Community Administration, Nominating Committee, and the Root Zone Evolution Review Committee.

Whereas, the following members of the Address Supporting Organization are concluding their terms of service:

- Brajesh Jain, Address Supporting Organization Address Councilor
- Mukhangu Noah Maina, Address Supporting Organization Address Councilor
- Simon Sohel Baroi, Address Supporting Organization Address Councilor
- Filiz Yilmaz, Address Supporting Organization Address Councilor

Resolved (2021.10.28.xx), Brajesh Jain, Mukhangu Noah Maina, Simon Sohel Baroi, and Filiz Yilmaz have earned the deep appreciation of the ICANN Board of Directors for their terms of service, and the ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following members of the Country Code Names Supporting Organization are concluding their terms of service:

- Young Eum Lee, Country Code Names Supporting Organization Councilor
- Byron Holland, Country Code Names Supporting Organization Councilor
- Abdalla Omari, Country Code Names Supporting Organization Councilor
- Katrina Sataki, Country Code Names Supporting Organization Council Chair
- Margarita Valdés, Country Code Names Supporting Organization Councilor

Resolved (2021.10.28.xx), Young Eum Lee, Byron Holland, Abdalla Omari, Katrina Sataki, and Margarita Valdés have earned the deep appreciation of the ICANN Board of

Directors for their terms of service. The ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following members of the Generic Names Supporting Organization are concluding their terms of service:

- Raphaël Beauregard-Lacroix, Non-Commercial Users Constituency Chair
- Tom Dale, Generic Names Supporting Organization Councilor
- Pam Little, Generic Names Supporting Organization Council Vice Chair
- Osvaldo Novoa, Generic Names Supporting Organization Councilor
- Jimson Olufuye, Business Constituency Vice Chair
- Jonathan Robinson, Registries Stakeholder Group Treasurer
- Carlton Samuels, Generic Names Supporting Organization Councilor
- Craig Schwartz, Registries Stakeholder Group Vice Chair
- Claudia Selli, Business Constituency Chair
- Jennifer Taylor Hodges, Internet Service Providers and Connectivity Providers Constituency Vice Chair
- Tatiana Tropina, Generic Names Supporting Organization Council Vice Chair
- Barbara Wanner, Business Constituency Representative to the Commercial Stakeholder Group

Resolved (2021.10.28.xx), Raphaël Beauregard-Lacroix, Tom Dale, Pam Little, Osvaldo Novoa, Jimson Olufuye, Jonathan Robinson, Carlton Samuels, Craig Schwartz, Claudia Selli, Jennifer Taylor Hodges, Tatiana Tropina, and Barbara Wanner

have earned the deep appreciation of the ICANN Board of Directors for their terms of service. The ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following members of the At-Large community are concluding their terms of service:

- Harold Arcos, Latin American and Caribbean Islands Regional At-Large Organization Secretary
- Justine Chew, At-Large Advisory Committee Member
- Judith Hellerstein, North American Regional At-Large Organization Secretary
- Sylvia Herlein-Leite, At-Large Advisory Committee Member
- Augusto Ho, Latin American and Caribbean Islands Regional At-Large Organization Chair-Elect
- Yrjö Länsipuro, At-Large Advisory Committee Liaison to the Governmental Advisory Committee
- Abdulkarim Oloyede, At-Large Advisory Committee Member
- Carlos Raúl Gutierrez, At-Large Advisory Committee Member
- Sergio Salinas-Porto, Latin American and Caribbean Islands Regional At-Large Organization Chair

Resolved (2021.10.28.xx), Harold Arcos, Justine Chew, Judith Hellerstein, Sylvia Herlein-Leite, Augusto Ho, Yrjö Länsipuro, Abdulkarim Oloyede, Carlos Raúl Gutierrez, and Sergio Salinas-Porto have earned the deep appreciation of the ICANN Board of Directors for their terms of service, and the ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following member of the Governmental Advisory Committee is concluding her term of service:

- Luisa Paez, Governmental Advisory Committee Vice Chair

Resolved (2021.10.28.xx), Luisa Paez has earned the deep appreciation of the ICANN Board of Directors for her term of service, and the ICANN Board of Directors wishes her well in her future endeavors within the ICANN community and beyond.

Whereas, the following member of the Security and Stability Advisory Committee has concluded his term of service:

- Ben Butler, Security and Stability Advisory Committee Member

Resolved (2021.10.28.xx), Ben Butler has earned the deep appreciation of the ICANN Board of Directors for his term of service. The ICANN Board of Directors joins the ICANN community in celebrating the legacy of Ben Butler.

Whereas, the following members of the Customer Standing Committee are concluding their terms of service:

- James Gannon, Customer Standing Committee Liaison from the Generic Names Supporting Organization
- Alejandra Reynoso, Customer Standing Committee Member

Resolved (2021.10.28.xx), James Gannon and Alejandra Reynoso have earned the deep appreciation of the ICANN Board of Directors for their terms of service, and the ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following members of the Empowered Community Administration are concluding their terms of service:

- John Curran, Empowered Community Administration Member
- Stephen Deerhake, Empowered Community Administration Member

Resolved (2021.10.28.xx), John Curran and Stephen Deerhake have earned the deep appreciation of the ICANN Board of Directors for their terms of service, and the ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, the following member of the Root Zone Evolution Review Committee is concluding his term of service:

- Duane Wessels, Root Zone Evolution Review Committee Chair

Resolved (2021.10.28.xx), Duane Wessels has earned the deep appreciation of the ICANN Board of Directors for his term of service, and the ICANN Board of Directors wishes him well in his future endeavors within the ICANN community and beyond.

Whereas, the following members of the Nominating Committee are concluding their terms of service:

- Sébastien Bachollet, Nominating Committee Member

- Pankaj Chaturvedi, Nominating Committee Member
- Amrita Choudhury, Nominating Committee Member
- Hadia Elminiawi, Nominating Committee Member
- Robert Guerra, Nominating Committee Member
- Tracy Hackshaw, Nominating Committee Chair Elect
- Wolfgang Kleinwächter, Nominating Committee Member
- Peter Koch, Nominating Committee Member
- Marie-Noémie Marques, Nominating Committee Member
- Glenn McKnight, Nominating Committee Member
- Tobias Sattler, Nominating Committee Member
- Jay Sudowski, Nominating Committee Associate Chair

Resolved (2021.10.28.xx), Sébastien Bachollet, Pankaj Chaturvedi, Amrita Choudhury, Hadia Elminiawi, Michael Graham, Robert Guerra, Tracy Hackshaw, Ole Jacobsen, Wolfgang Kleinwächter, Peter Koch, Marie-Noémie Marques, Glenn McKnight, Tobias Sattler, and Jay Sudowski have earned the deep appreciation of the ICANN Board of Directors for their terms of service, and the ICANN Board of Directors wishes them well in their future endeavors within the ICANN community and beyond.

Whereas, Marilyn Cade and Rafik Dammak received the 2021 ICANN Community Excellence Award.

Resolved (2021.10.28.xx), Marilyn Cade and Rafik Dammak have earned the deep appreciation of the ICANN Board of Directors for their dedication to ICANN's multistakeholder model, and the ICANN Board of Directors wishes Rafik Dammak well in his future endeavors within the ICANN community and beyond. The ICANN Board of Directors joins the ICANN community in celebrating the legacy of Marilyn Cade.

Whereas, Satish Babu received the 2021 Dr. Tarek Kamel Award for Capacity Building.

Resolved (2021.10.28.xx), Satish Babu has earned the deep appreciation of the ICANN Board of Directors for his significant contributions to local and regional capacity-building programs in Asia Pacific region and beyond, and the ICANN Board of Directors wishes him well in his future endeavors within the ICANN community and beyond.

PROPOSED RATIONALE:

Community-driven work is at the core of ICANN's mission. Countless hours are spent in working groups across the Supporting Organizations, Advisory Committees, and other groups, including the Customer Standing Committee, Empowered Community Administration, Nominating Committee and the Root Zone Evolution Review Committee. Together, these community groups develop and refine policies that ensure the security, stability, and resiliency of the global Internet. The Board is grateful for the community's tireless efforts and cooperative spirit shown over the last year.

Signature Block:

Submitted by: Maarten Botterman

Position: The Chairman of the
ICANN Board

Date Noted: 8 October 2021

Email:
maarten.botterman@board.icann.org