

CEO Report to the Board

Period covering: 9 December 2024 to 9 May 2025

Kurtis Lindqvist
28 May 2025



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EXECUTIVE SUMMARY

Kurtis Lindqvist, President and CEO

During this reporting period, in December 2024, I took over as ICANN President and CEO. While I have engaged with ICANN in various forms in previous roles, I spent part of my initial six months getting to know the ICANN organization (org) as well as the leaders of the Supporting Organizations (SOs) and Advisory Committees (ACs). ICANN82 in Seattle was my first ICANN meeting in my new role and it provided a great opportunity to meet the wider community.

One of the top priorities, from before I became CEO, was to secure the financial stability and long-term outlook for ICANN org. This has proceeded well and, as reported, we are now seeing a much-improved long-term financial outlook, despite macroeconomic volatility and continued uncertainty for both our costs and revenue. We will continue to monitor and review our financial situation and savings.

A major success has been the Engineering & IT rationalization that has produced relatively large savings. The team overhauled and reviewed many systems inside ICANN, bringing us to a more coherent and modern systems architecture. The How We Meet Project, in which we solicited input on our meetings and possible efficiency and savings around the structure, is something we will take into account going forward.

The New Generic Top-Level Domains (gTLDs) Program: Next Round is another major project for ICANN. At the start of the year, the overall project status had changed to “Red” – an indication that there was a risk of missing the target of opening the round in April 2026 unless action was taken. The team has worked to mitigate these risks and ensure we have enough resources in among other areas the GAP program. Thanks to this, by the end of April the project status returned “Green” and continues to be on track for launch in April 2026.

In January, the Board approved the final slate of grantees for the first cycle of the ICANN Grant Program. Contract negotiations with the grantees are expected to finish by the end of May.

A major upcoming event and focus for ICANN is the 20-year review of the World Summit on the Information Society outcomes, or WSIS+20 review, in December 2025. What is potentially at stake is not only the future of the Internet Governance Forum (IGF) but the Tunis Agenda and the principles of the current Internet governance model and multistakeholder model that emerged from it. ICANN has been engaged in promoting the idea of a future permanent IGF, as well as the value of the Tunis Agenda and multistakeholder governance. Over the past few months, ICANN has held bilateral meetings with many governments, businesses, and other organizations, particularly during the IGF in Riyadh in December 2024. I have also engaged in high-level discussions with government officials and business leaders, among them European Commissioner Henna Virkkunen.

In addition to this work, ICANN org continues to support the community, the Board, and our mission through efforts in all functions. On the following pages, you’ll find an overview of each team’s activities and achievements during the reporting period.

KEY INDICATORS

Financials

As of 31 March 2025 (latest reported):

Annual Funding – Forecast vs. Budget (should be $\geq 100\%$): 106%

Annual Expense – Forecast vs. Budget (should be $\leq 100\%$): 97%

Funds vs. Investment Policy Minimums (Operating Fund + Reserve Fund $\geq 100\%$): 134%

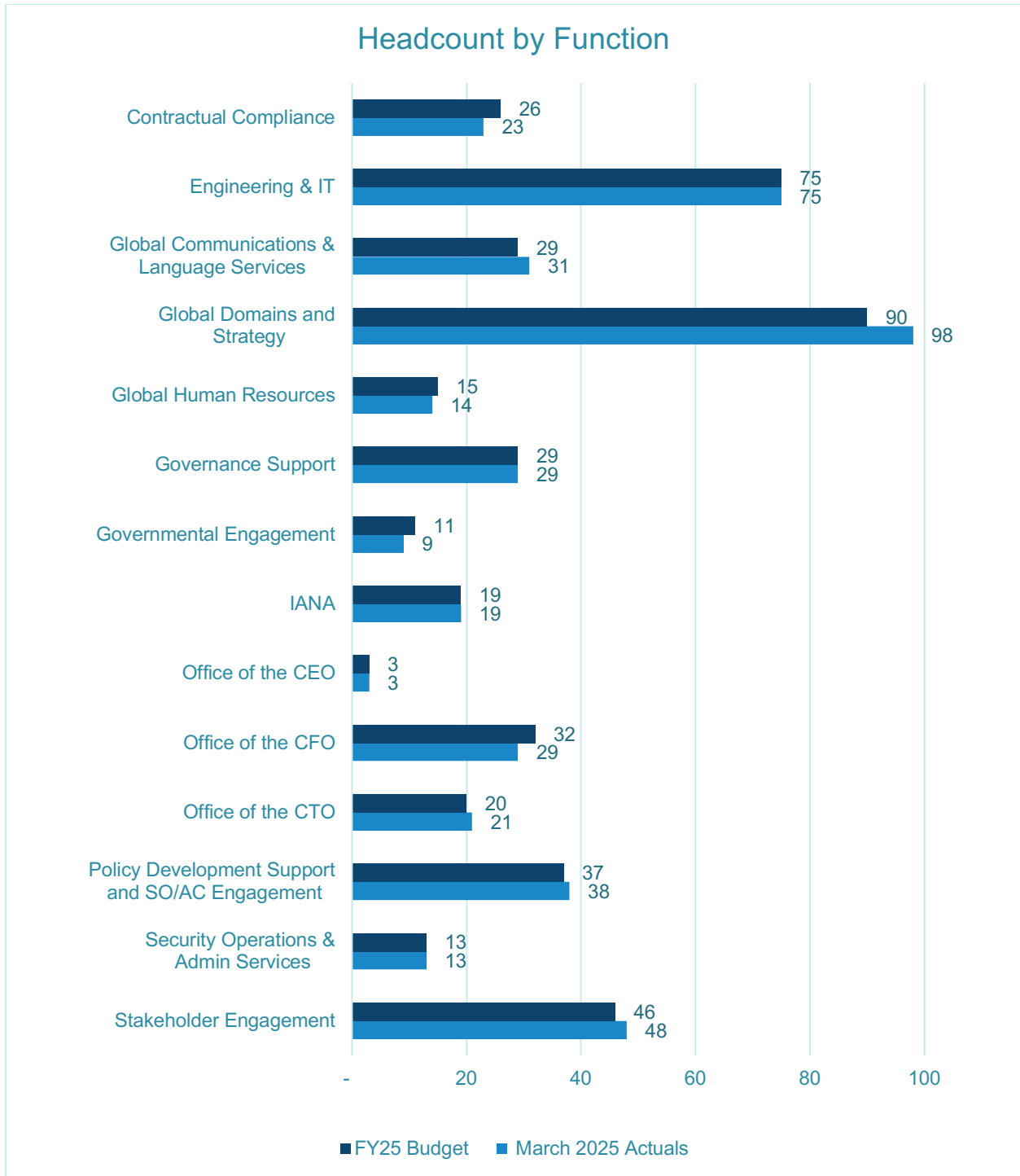
People Metrics

As of 9 May 2025:

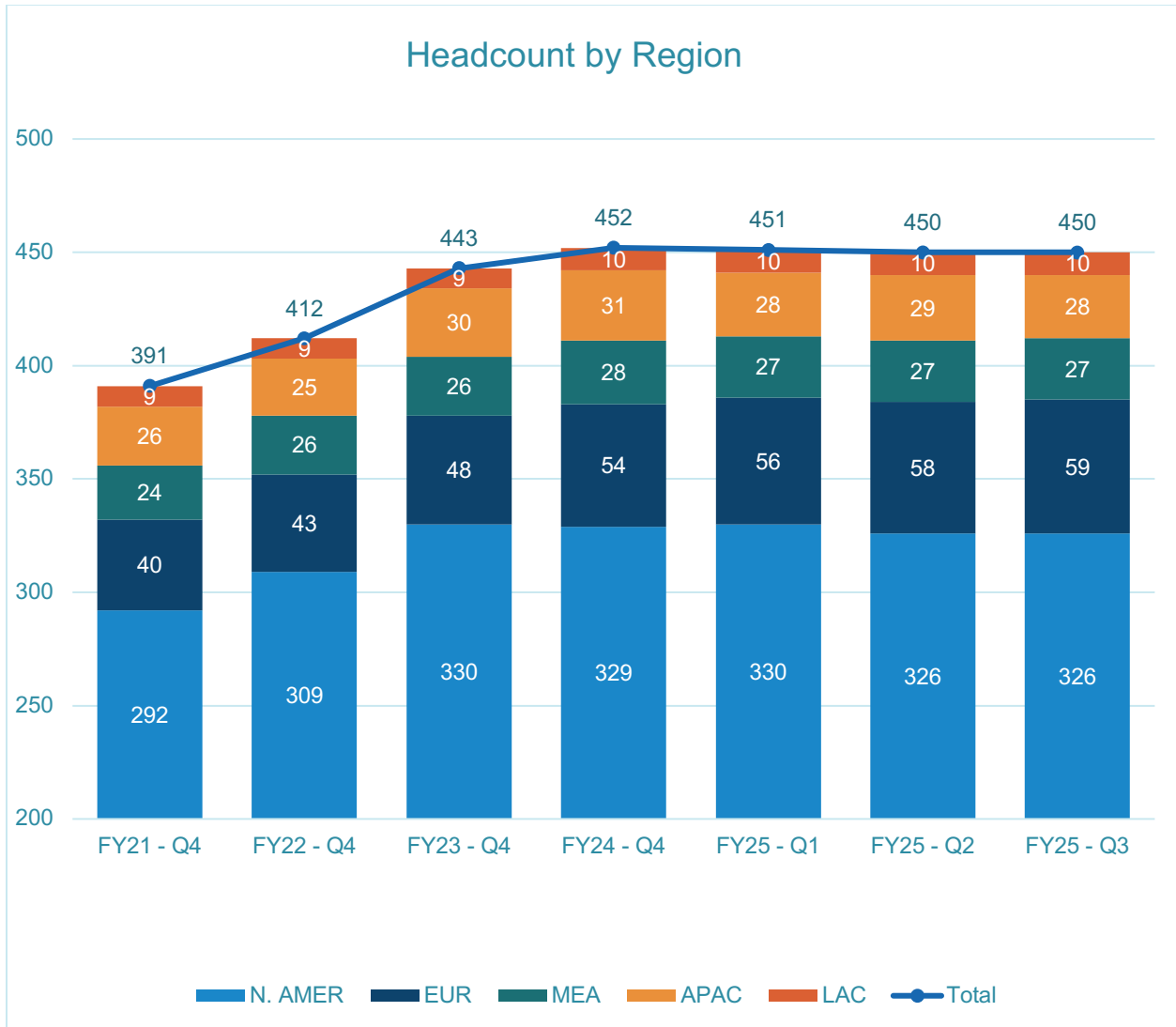
	FYTD	FY24
Headcount	447	451
Roles Filled	32	80
External Hires	24 (75%)	64 (80%)
Internal Hires	8 (25%)	16 (20%)
Time to Fill	2.7 mos	3.6 mos
% Roles Filled Outside North America Region	37.5%	31.3%
Voluntary Turnover	2.4%	3.9%
Years of service (avg)	7.5 yrs	7 yrs

As of 31 March 2025:

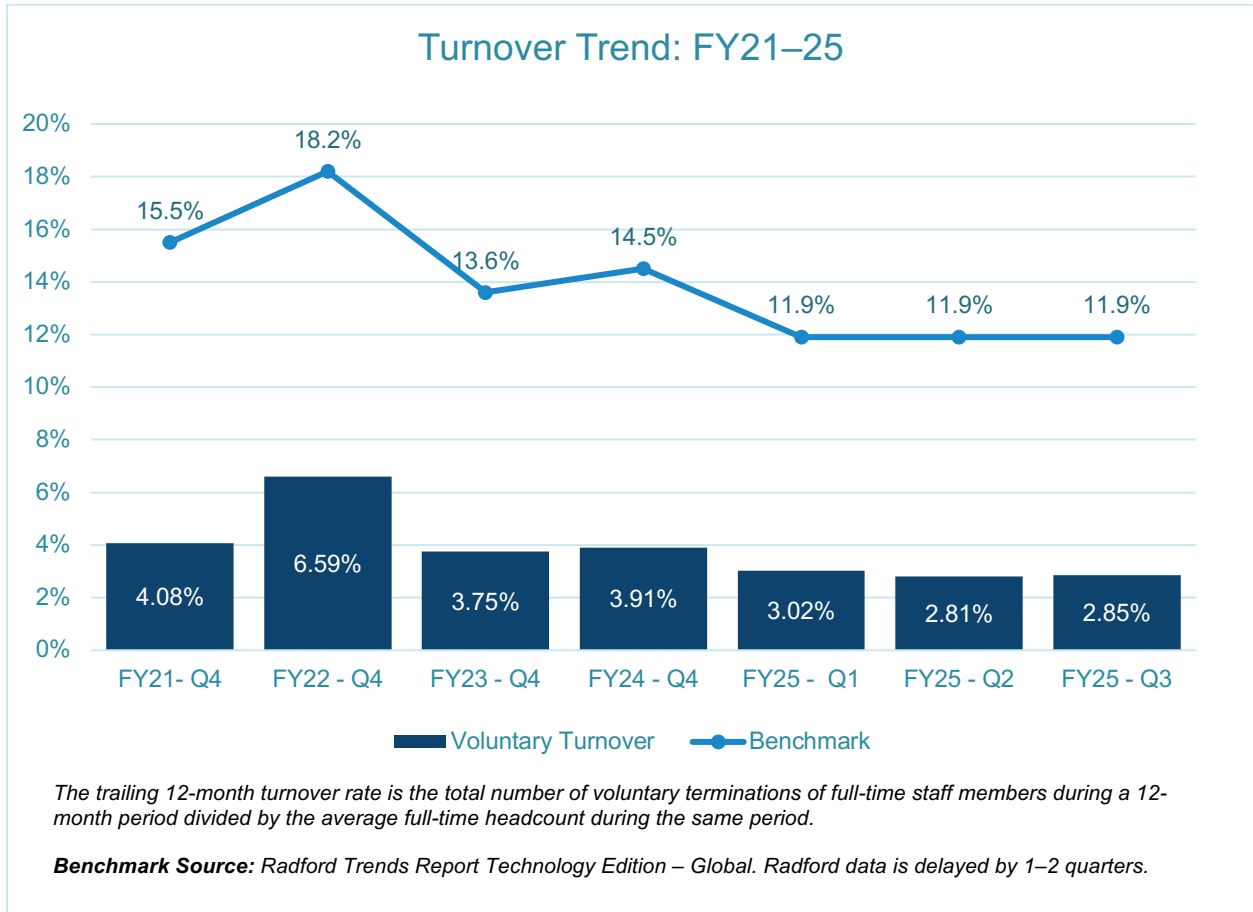
Headcount: Total headcount was 450 vs. budgeted 460.



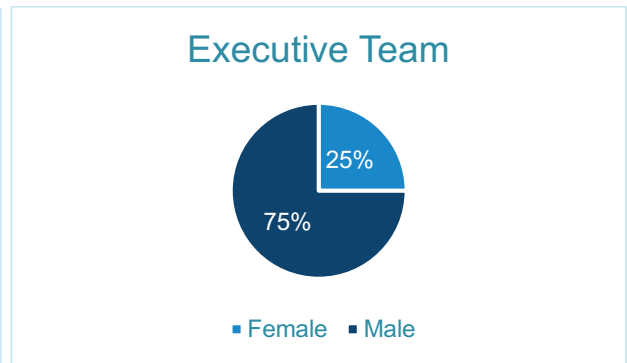
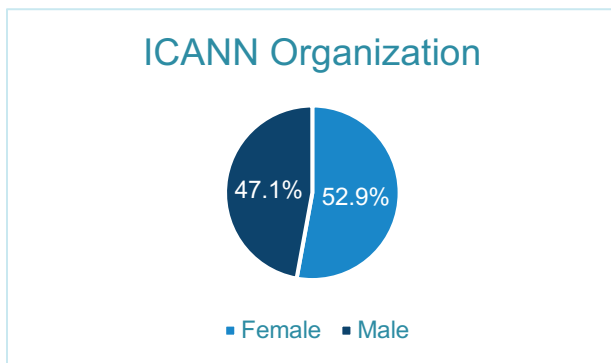
Headcount by Region: The staff distribution by region was 326 (72%) in North America, 59 (13%) in Europe, 27 (6%) in the Middle East and Africa, 28 (7%) in Asia Pacific, and 10 (2%) in Latin American and Caribbean, for a total of 450.



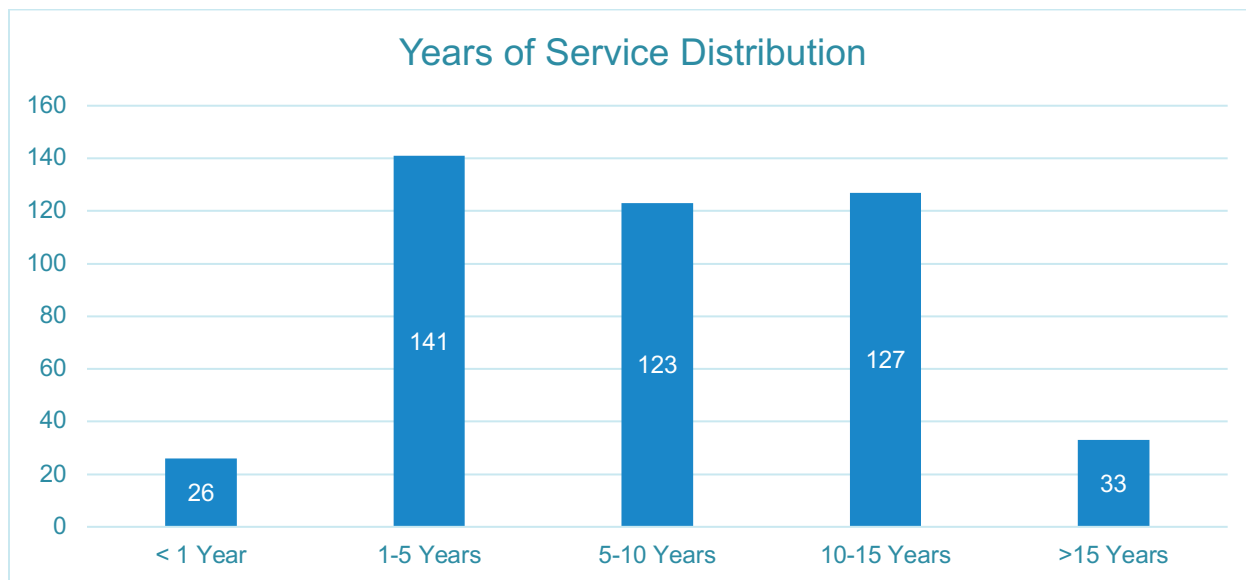
Voluntary Turnover: Rolling average turnover was 2.85% and increased slightly from the previous quarter-end rate of 2.81%. Voluntary turnover has remained substantially lower than the worldwide voluntary turnover benchmark, reflecting high staff retention and contributing to organizational continuity and stability.



Gender Distribution: Gender distribution remains well-balanced, with women representing a slight majority at 52.9%.



Years of Service: Average years of service is seven years.



Next Round Progress

Applicant Support Program Key Performance Indicators (KPIs) as of 29 April 2025:¹

- 19 applications in draft
- 17 initiated applications
- 3 submitted applications
- 1 application withdrawn by the applicant

Registry Service Provider Evaluation Program KPIs:²

- 20 applicants in the process of drafting organization information
- 11 applicants have submitted organization information
- 10 applicant organizations have passed completeness checks
- 3 applicants have paid and are undergoing background checks
- 13 applicants are approved and ready to submit RSP applications

gTLD Application Processing Project KPIs:

- 70% of business requirements documents completed
- 50% of technical development completed for the Top-Level Domain (TLD) Application Management System

¹ See [Applicant Support Program Statistics](#) for further detail. In comparison, during the 2012 round, three applications were received in total, of which one qualified for support. Although no specific targets have been established by the community for the ASP program, the [GNSO Guidance Process for Applicant Support Guidance Recommendation Final Report](#) noted that an indicator of success would be that “No fewer than 10, or 0.5 percent (.005), of all successfully delegated gTLD applications were from supported applicants. This should be considered a floor, not a ceiling, and ICANN should strive to exceed this minimum.”

² See [RSP Program Statistics](#) for further details.

Program Financial Status KPIs From April 2023 to March 2025:

- Spending Actuals: \$37.3M | Budget: \$41.2M | Variance: \$3.9M Favorable
- Staffing Actuals: 33.2 FTE | Budget: 35.4 | Variance: 2.2
- Funding Tranches Approved: No. 1: \$9M | No. 2: \$13M | No. 3: \$23M

IANA Service-Level Agreement Performance

The aggregated performance metrics are the percentage of formally defined individual SLA targets that were met during the period. Each individual SLA has an acceptable performance level defined, with periodical review of performance by the respective community’s representatives.

	2024	2025 YTD
Naming Functions Aggregate	99.6%	100%
Protocol Parameters Aggregate	100%	99.8%
Numbering Services Aggregate	100%	100%
Customer Satisfaction	95.7%	98.8%

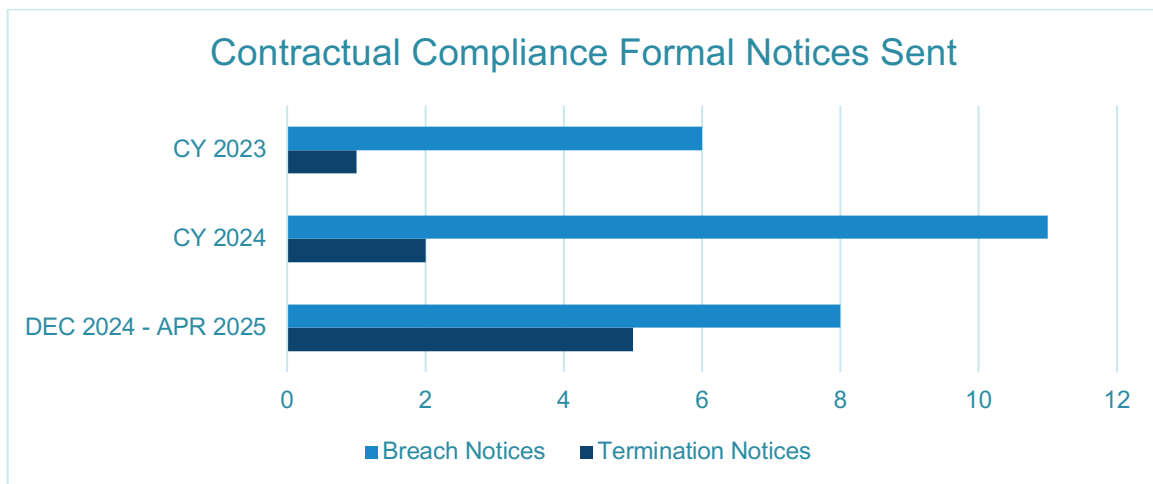
CONTRACTUAL COMPLIANCE

Jamie Hedlund, SVP, Contractual Compliance and U.S. Government Engagement

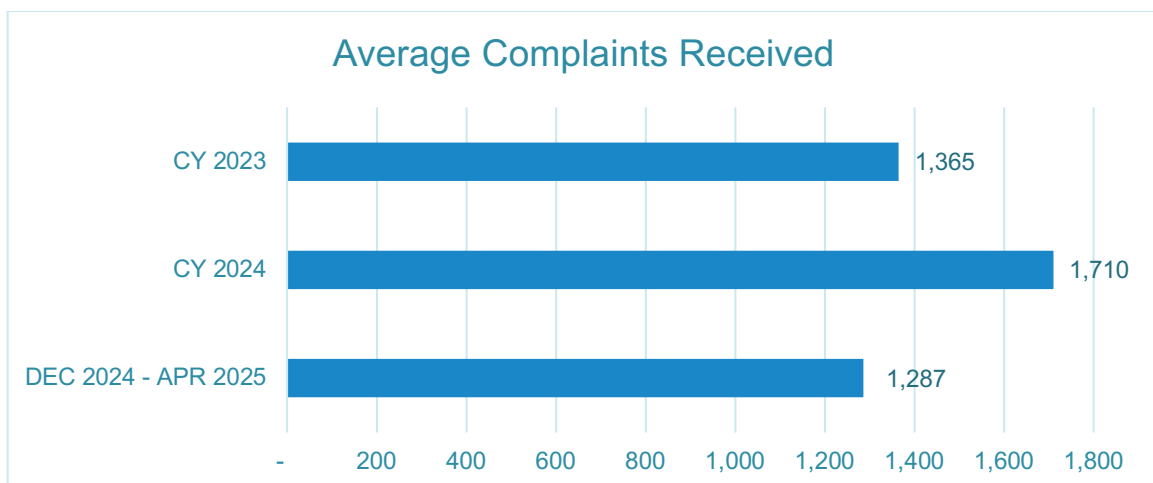
KEY INDICATORS

From December 2024 through April 2025:

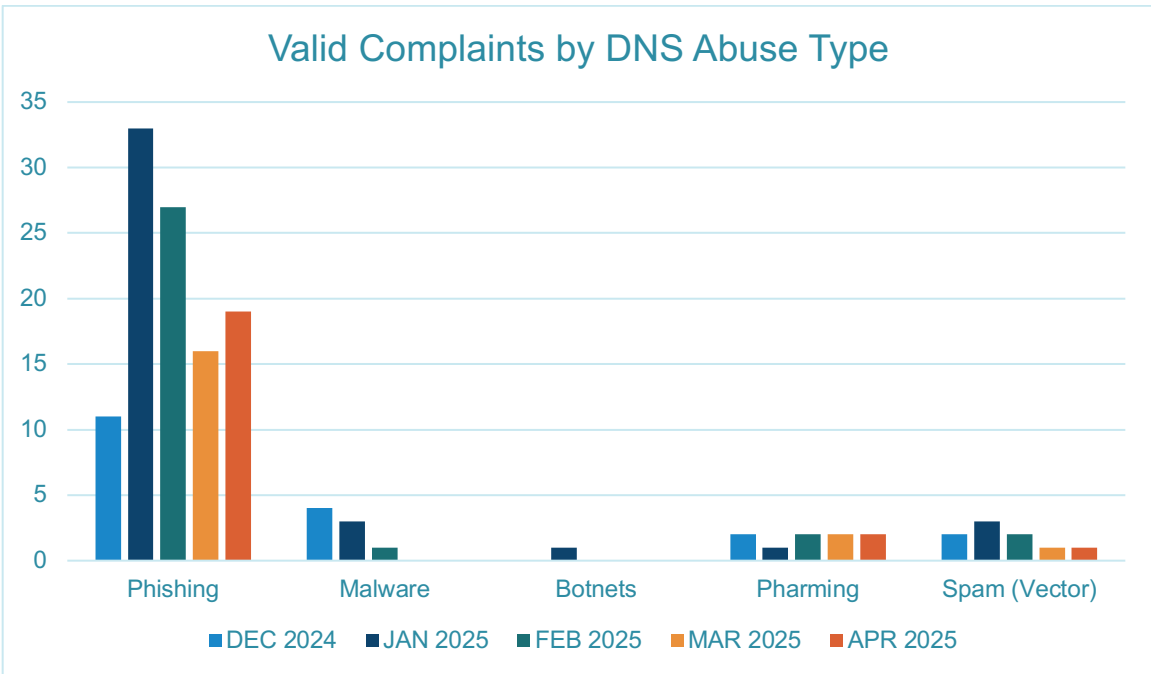
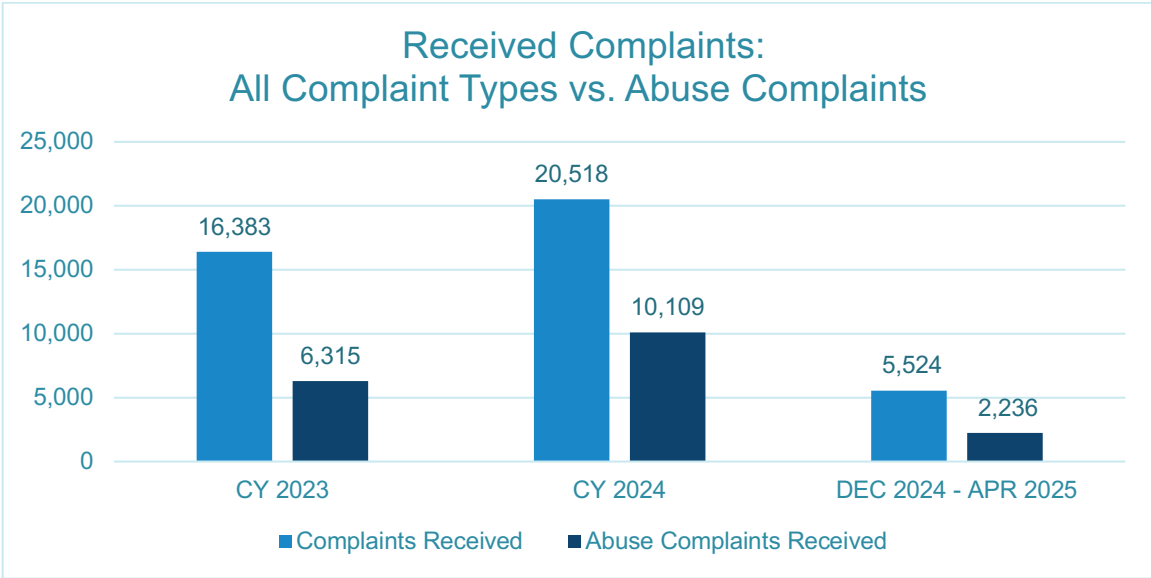
- Contractual Compliance sent eight Notices of Breach and five Notices of Termination to contracted parties. This is a notable increase compared to calendar years 2024 and 2023 primarily due to enforcement of new obligations related to Domain Name System (DNS) Abuse and Registration Data Access Protocol (RDAP) services, as well as internal efficiency improvements in enforcement processes. All formal notices are published on [this webpage](#).



- The average monthly complaint volume received held steady during the period (1,287). The averages over calendar years 2024 and 2023 were 1,710 and 1,365, respectively.



- Approximately 40% of all complaints received during this period related to abuse; in 2023, that figure was 39% and in 2024 was 49%. Abuse complaints increased 60% between 2023 and 2024. This upward trend began even before the DNS Abuse amendments took effect. The vast majority of complaints alleging DNS Abuse refer to phishing.



OVERVIEW OF ACTIVITIES

Enforcement Through Audit Program

In October 2024, Compliance launched a new registry audit focused on validating registries' compliance with multiple terms of the Registry Agreement (RA), including the DNS Abuse requirements that became effective on 5 April 2024. The audit is ongoing.

Enforcement Through External Complaint Processing and Internal Monitoring

During this period, Compliance received 6,433 complaints and initiated 885 investigations with contracted parties across multiple areas of the agreements.

Compliance also has a team focused on contracted parties' implementation of their RDAP services to ensure continuity of the provision of public access to registration data. All eight formal Notices of Breach issued during this period included requests to cure RDAP noncompliance. Enforcement in this area includes complex technical reviews to ensure compliance with either the 2019 or 2024 RDAP Profile, the latter of which must be implemented by 21 August 2025.

- Monthly dashboards available for this reporting period are accessible at [Contractual Compliance Monthly Dashboards](#).
- Trend Reporting for this period is available at [Contractual Compliance Twelve-Month Trends Reporting](#).

Contractual Compliance Outreach

Compliance continued to uphold its commitment to enforcement through engagement and transparency, including by participating in multiple outreach and training activities.

5 April 2025 marked the first anniversary of the DNS Abuse mitigation requirements. To commemorate this milestone, Compliance conducted a [webinar](#) that provided key highlights, an analysis of enforcement metrics from the first year, next steps, and more. Compliance also participated in a [session](#) related to measuring the impact of the DNS Abuse amendments during the Contracted Parties Summit 2025.

ENGINEERING AND INFORMATION TECHNOLOGY (E&IT)

Andre Abed, VP, Relationship and Delivery Management and Interim Head of E&IT

KEY INDICATORS

Tech Rationalization and Consolidation:

- Initiative spans hundreds of services, platforms, and components that E&IT manages and aims to reduce cost run rate and consolidate platforms.
- Annualized savings of \$2M with an estimated impact in FY25 of \$1M and YTD savings of \$0.5M.
- FY26 impact compared to FY24 estimated at \$1.9M.

Development and Delivery Across Products and Services:

Category	No. of Tickets	Percentage
New Capabilities – Drives Business	948	35.2%
Quality Improvements – Improves Business	898	33.3%
Keep the Lights On (KTLO) – Running the Business	585	21.7%
Internal Productivity – Running the Business	263	9.8%

- **Increased Productivity:** Integrated Continuous Integration/Continuous Delivery toolchain with Atlassian Compass to show timelines of deployment activities for increased visibility and faster feedback.
- **Increased Productivity:** Standardized a majority of Jira schemas to allow for better reporting and more uniformity in its usage across projects.
- **Increased Visibility:** Enhanced reporting capabilities through Jira dashboards to capture project work categories to understand how much time is spent in new development, bug fixing, productivity enhancements, and KTLO – segmented by vendor and/or project.
- **Cost Savings:** Migrated services to the new Openshift cluster, enabling downscaling of previous cluster to save on resources and cost and will lead to its full decommission in the coming months.
- **Cost Savings:** New applications being designed with cloud native in mind to deploy within Amazon Web Services over our own infrastructure.

End User Support:

- Managed 2,954 ticket requests compared to 3,954 tickets from prior period.
- Onboarded 38 staff and contracted resources, with an additional 12 scheduled in May.

OVERVIEW OF ACTIVITIES

New gTLD Program: Next Round

Applicant Support Program (ASP) and Registry Service Provider (RSP) Evaluation Systems transitioned to operational maintenance with minimal active support needs. This milestone allows the team to reallocate capacity to higher-risk systems, notably the TLD Application Management System (TAMS).

- Since November 2024, E&IT has handled 136 support cases (bugs, general inquiry/training, feature enhancement requests).
- Maintenance ticket backlog down 70% since transition from hypercare state³, indicating platform stability.

Registry System Testing (RST) 2.0 entered the final development stretch. In addition, the RSP-RST integration has been completed and the two systems seamlessly communicate onboarding and results and is ready for release once RST goes live.

- Since Februarys, E&IT has logged 72 critical issues (showing how expansive and complex RST v2.0 is), with +3 added in our most recent sprint.
- 90%+ critical bugs resolved with 11 in the most recent agile development sprint showing an increase in velocity to closure. Remaining known issues are being triaged in the OT&E environment.

TAMS Minimum Viable Product scope finalized after Iteration 2; Iteration 3 underway with additional development resources pulled from ASP/RSP.

- A scope and timeline reevaluation planned for May to ensure delivery remains aligned to launch goals.
- Timeline and scope risk tied to pending Work Stream 2 service requirements (due in May). Mitigation includes agile delivery, iterative scope review, and increased developer support.

Label Generation Rules Tool Application Programming Interface and **String Similarity** have progressed to User Acceptance Testing and remain on schedule for delivery in Q3 2025.

Name Collisions Observatory requirements definition is in progress. Implementation begins June targeting early 2026 release.

Next Round Postcontracting Readiness:

- Planning and solutions design for TLD variant support continues.
- Completed research and Proof of Concept (POC) for Application Chatbot solution in Salesforce.
- Delivered the **Registration Reporting Interface (RRI) Refactor** Phase 1 to improve scalability and performance for registry operators and data escrow agents for postcontracting.

³ Hypercare is the period of extra support and monitoring after the go-live to ensure that the new solution works as expected and to resolve any issues that may arise. In this phase engineering is still in the driver's seat for support for a period of time until service is stable and in full operational phase.

-
- Delivered newer version of gTLD **Service-Level Agreement Monitoring (SLAM)** application.
 - Completed **RDAP Compliance Tool (RCT)** – the first release for RCT as a standalone test suite that verifies the conformity of an RDAP server against the specifications developed by the IETF and ICANN.

Community Services

Data Privacy:

- OneTrust Cookie Consent Management launched on the ICANN website on both legacy and Information Transparency Platform (ITP) sites in February. This strengthens our data privacy compliance by ensuring ICANN org websites are using a centralized cookie management platform. Integration for other ICANN org websites is in planning for this coming semester.
- ICANN Account/Community Engagement System (CES) Opt-In launched a centralized record for contacts to agree to having their data processed and receive communications. On average 44% of new contacts and prospects opt in.

Community Collaboration:

- Deployment and launch of ITP Governance Contracted Parties completed. The content was migrated from the legacy icann.org platform, progressing the goal to improve ICANN's content governance and infrastructure, while increasing the transparency and accessibility of all ICANN content.
- Launch of the eBallot third-party voting tool in February. Primarily used by the Policy team, this tool replaces an existing internally developed service, Tally, that is no longer fit for purpose.
- Migrated weCANN, ICANN's employee engagement platform, from Jive to Workvivo, and launched the new experience in March. This effort was driven by the Tech Rationalization and Consolidation initiative, but also part of a larger strategy to build a cohesive collaboration platform with Zoom.
- Migrated and launched the ICANN Community Wiki to Confluence Cloud in March. This migration was performed because the existing server-based Confluence platform was unreliable and had published security vulnerabilities.

Community Engagement:

- Delivered a more efficient and cost-effective solution utilizing the Submittable platform for the Nominating Committee.
- Added ICANN Account Email Address Internationalization to increase accessibility for Universal Acceptance standards.
- Designed a new prototype of CES Events to reduce friction points.
- Completed CES integration of meetings data from EventsAir. Additional integrations from Wizehive for Fellowship and NextGen@ICANN programs will follow.
- Delivered CES speaker requests for Office of the CEO and Board Ops.
- Delivered a reboot of the Engagement Activity Report.

-
- Delivered 66 reports to measure stakeholder activity and trends, including reports supporting RDRS, Government Engagement, the next round, Office of the CTO, and Global Stakeholder Engagement.
 - 20% increase in published events from January to March 2025.
 - 10% increase in contacts from bulk upload of prospects in March 2025.

Contracted Parties and Technical Services

- Delivered streamlined Compliance Metrics to simplify compliance reporting backend. This reduced run rate by two offshore resources.
- Deployed changes in Naming Services portal (NSp) to support RDAP Differential tool so Compliance team can use both existing WHOIS lookup and RDAP on cases.
- Launched RRI integration with NSp to allow Registrars to manage their credentials as well as TLS Client Authentication data directly in NSp.
- Deployed NSp changes to remove registrant contact creation on new Global Support Center cases in order to prevent thousands of contact records, no longer overloading the system with unnecessary personally identifiable information.
- Launched RegistrarWatch to monitor configuration changes from multiple data sources for registrars into the SLAM system on adherence to comply with Registrar Accreditation Agreement.
- Domain Metrica is released to ICANN community members and contracted parties.

Meetings Technical Services

- Helped implement Zoom interpretation feature for all meetings and webinars that require interpretation, improving service and annual savings of about \$100K for the org. Provided hybrid meeting services for ICANN82 and 13 additional meetings and events.
- Conducted site surveys for potential future venues, ICANN83, and ICANN84.

Staff Services

Information Security

Automated certificate renewals for several key services to eliminate the chance of human error while also freeing up resources to focus on delivery.

- Deployed Certificate Authority Authorization DNS records for most ICANN zones, which will help prevent unauthorized parties from requesting certificates for ICANN services.
- Deployed CrowdStrike Cloud Security Posture Management for containers and cloud, enabling tracking and alerting on indicators of misconfiguration and creating an easy roadmap for future security posture compliance monitoring.

Enterprise Resource Planning (ERP)

ERP Evaluation project completed producing recommendations and plans for enhancements in functionality and consolidation of service by eliminating disparate solutions.

- ERP-TAMS integration for the next round project kicked off and is on track.
- Grant Program workflow approvals and setup completed for Finance and Procurement.
- Registry Pricing updates completed in Billing and ERP systems.

-
- Registrar pricing updates development, testing in progress.
 - Enabled staff data integrations from ERP to travel portal (AmTrav) and weCANN (Workvivo).

GLOBAL COMMUNICATIONS AND LANGUAGE SERVICES

Sally Newell Cohen, Senior Vice President, Global Communications

MEDIA COVERAGE

ICANN Press Releases

ICANN published three releases during the period: ICANN82, ICANN-UNESCO partnership, and APAC DNS Forum

- Total views: 954,755
- Total pickups: 4,363
- Total engagement: 3,262 (image and website clicks)

Organic Media Coverage

- Total media mentions: 2,707, or approximately 15 mentions per day
 - Arabic: 10
 - Chinese: 493
 - English: 2,139
 - French: 23
 - Spanish: 42

SOCIAL MEDIA

Platform Engagement Performance

Platform	Engagement Rate	Industry Benchmark	% Above Industry
LinkedIn	9.1%	2.1%	+7%
Facebook	6.0%	3.8%	+2.2 %
Instagram	6.0%	5.6%	+0.4%
X (Twitter)	4.6%	3.7%	+0.9%

Follower Growth Trends

Platform	Follower Growth	Context & Notes
X (Twitter)	-0.3%	Decline due to bot removals and audience migration to alternatives (e.g., Bluesky).
Facebook	+0.3%	Modest growth after plateau; momentum remains steady.
LinkedIn	+2.4%	Strongest growth this period, aligned with outreach to professionals.
Instagram	+4.2%	Continued growth supported by strong visually oriented assets from event coverage.

Content Highlights

- **Top-Performing Themes:** Event-based content consistently ranks at the top – particularly the ICANN82 Community Forum, Fellowship Program, and NextGen@ICANN campaigns.
- **Visuals Win:** Flickr albums and real-time event photos drove high interaction, underscoring the impact of timely, authentic updates featuring ICANN’s community.

Paid Campaign Performance

ICANN’s paid campaigns – supporting initiatives such as the NextGen@ICANN Program, Internet governance advocacy, new gTLD awareness, and the APAC DNS Forum – were strategically targeted and cost-efficient, significantly expanding reach across key regions and audiences. Facebook campaigns generated 12.8M impressions and 315K clicks, demonstrating strong performance. LinkedIn delivered 1.9M impressions and 15K clicks, proving effective for reaching niche professional audiences. X produced 749K impressions and 2.3K clicks.

ANNOUNCEMENTS AND BLOGS

Global Communications is responsible for proofreading all blogs and announcements published on the ICANN website. During this period, ICANN published 54 announcements and 41 blogs.

CREATIVE SERVICES

The Creative Services team completed **195 projects**, including graphics, newsletters, photography, and social media campaigns.

INFORMATION TRANSPARENCY PLATFORM (ITP)

Initiatives Completed and Launched

- [Governance Documents](#): Improved layout and new user experience to access content.
- [Contracted Parties](#): Content migrated from legacy website to ITP.

WEBSITE METRICS

All metrics exclude internal ICANN traffic.

Website Visits Per Month⁴

December	January	February	March	April
390,479	431,405	364,179	433,302	362,045

Top Pages by Unique Pageviews

Page	Unique Pageviews (2,700,355 total)
1. Homepage	279,655
2. EPP Status Codes What Do They Mean, and Why Should I Know?	249,819
3. The Dark Web: The Land of Hidden Services (Arabic Version)	156,540
4. 2013 Registrar Accreditation Agreement	100,012
5. Site Search	57,409

Top Unique Downloads

File	Unique Downloads (123,108 total)
1. Cookies Policy Redline (21 May 2018)	3,024
2. Privacy Policy Redline (5 March 2021)	2,953
3. Terms of Service Redline (12 June 2020)	1,646
4. Life Cycle of a Typical gTLD Domain Name (Infographic)	1,381
5. Submitting a Complaint to ICANN Contractual Compliance	1,243

Top Announcements (English) by Unique Pageviews

Page	Date Posted	Unique Pageviews
1. ICANN Update: Launching RDAP; Sunsetting WHOIS	27 Jan 2025	37,827
2. ICANN Announces IDN Guidelines Version 4.1 Implementation Timeline	28 Oct 2024	9,451
3. ICANN Publishes Internationalized Domain Names Reputation Block List Analysis	5 Feb 2025	8,279
4. Call for Applications: NextGen@ICANN84	31 Mar 2025	7,635
5. ICANN Extends Deadline for NextGen@ICANN83 Program Applications	9 Jan 2025	5,109

⁴ Due to the General Data Protection Regulation, ICANN cannot track unique visits.

Top Blogs (English) by Unique Pageviews

Page	Date Posted	Unique Pageviews
1. Chair's Blog: September Board Workshop Recap	26 Sep 2023	2,039
2. The Dark Web: The Land of Hidden Services	27 Jun 2017	1,421
3. The First Message Transmission	29 Oct 2019	1,341
4. Remembering Nigel Hickson	1 Apr 2025	1,286
5. The Adventure Begins	13 Dec 2024	1,252

NEW INTRANET PLATFORM LAUNCH

ICANN launched a new intranet platform for staff to enhance internal communications. The project included migration of **13,000 content items**. Within the first week, we achieved an **80% activation rate** (staff logging on for the first time).

LANGUAGE SUPPORT

ICANN82 Prep Week and Meeting Support

- Simultaneous interpretation for 192 sessions
- Real Time Transcription (RTT) for 41 sessions
- 38,000 minutes transcribed
- 7 languages
- 44 interpreters
- 8 tech experts
- 4 captioners

Translation Projects

Type	No. of Projects	No. of Words
General	185	1,680,806
GAC	61	1,276,557
Board	45	1,296,412
Newsletters	11	45,030
Press Releases	4	15,460
Announcements	49	67,380
Blogs	46	110,771
IANA	8	27,484
Next Round	87	128,924
Total	361	4,519,900

Teleconference Interpretation

No. of Calls	83 (with at least 3 languages per call)
No. of Interpreters	27
No. of Minutes	13,022

Transcriptions

Type	No. of Calls	No. of Minutes
GNSO	93	5,408
ICANN General	122	17,322
ALAC (RTT)	41	3,281

GLOBAL DOMAINS AND STRATEGY

Theresa Swinehart, SVP, Global Domains and Strategy (GDS)

KEY HIGHLIGHTS AND MILESTONES

- The Registration Data Request Service (RDRS) [Annual Report](#) was published in February and provides a summary of RDRS program operations from 28 November 2023 to 31 December 2024.
- After over a decade of no changes to its fees, ICANN initiated a [plan](#) to raise the fees it charges to gTLD registries, which became effective 1 January. Furthermore, ICANN recommended increasing the fees it charges accredited registrars, which is proposed to take effect after the upcoming registrar fee vote in June and July 2025.
- In April, convened the Implementation Review Team for IGO-INGO Curative Rights in policy recommendations, one of the strategic dependencies for the next round.

OVERVIEW OF ACTIVITIES

New gTLD Program: Next Round

Implementation of Adopted Policy Recommendations

- [Nonacceptance](#) by the Board of ALAC Advice on standing to object for community objections (29 January).
- Issued [RFP for Dispute Resolution Service Providers](#) (5 March to 2 April).
- [Subsequent Procedures Implementation Review Team \(IRT\)](#) meetings held: 42 with the full group, two Applicant Support Program (ASP) subtrack, and one Internationalized Domain Names (IDN) subtrack.
- Two Public Comment proceedings on the draft section of the Applicant Guidebook (AGB), covering all remaining SubPro Final Report topics.
- Three AGB workshops.
- Preparation for Public Comment on the final AGB draft, due to launch on 30 May.

Applicant Support Program (ASP)

- Contracted, onboarded, and trained vendor and 13 panelists serving as the ASP Support Applicant Review Panel (SARP). Despite contracting delay with the SARP vendor, panelists were trained well in time for the first applications to be received.
- Trained the 10 staff required in ASP Application System and application processing roles, escalations, and governance processes.
- Initiating and continuing application processing of ASP applications ([ASP application statistics](#)). See the [Next Round Progress Key Indicators](#).
- Contracted, onboarded, and initiated work with a continuous monitoring and evaluation vendor, in support of assessing against relevant policy and GNSO Guidance Process ASP recommendations.
 - Launched two surveys in May:
 - Awareness, Outreach, Communications, and Engagement survey
 - ASP System Applicant survey

-
- Convened cross-functional workshop to develop an ASP capacity-development program and map broader gTLD applicant readiness needs across the applicant journey.

Registry Service Provider (RSP) Evaluation Program

- Processing of the RSP applications is ongoing with regular reporting of [application metrics and results](#).
- Multiple clarifications have been provided through the [FAQ section](#) of the RSP website.
- During ICANN82, RSP and Registry System Testing (RST) v2.0 sessions were held to answer questions from RSP applicants.
- The systems development of the [RSP program/RST v2.0](#) integration has been completed and is currently being tested by the business team.
- RSP preevaluation window closed on 20 May.

Next Round Base Registry Agreement

- Provided first working draft of the Base gTLD Registry Agreement (RA) to the SubPro IRT for feedback.
- Held dual track discussions on the Base RA with the SubPro IRT and the Registries Stakeholder Group (RySG).
 - SubPro IRT meetings held: 10
 - RySG meetings: Six with two two-day workshop sessions (D.C. and Seattle)
 - Two-day meeting with RySG during Contracted Parties Summit
- Preparation for the Public Comment proceeding in progress with an expected publication date of late May/early June.

gTLD Application Processing

- The gTLD Application Processing (GAP) Project is in progress in all three areas of work (business requirements, system capabilities, and vendor procurement).
- Project risk for missing the Q2 2026 launch was changed from red to yellow status on 28 April after resolving issues caused by increased business and systems scope.
- GAP Project team structure reorganized in February to decentralize some implementation decision-making to leads and SMEs.
- Onboarded three contract and full-time staff for business requirement development, maintenance, and/or translation to system requirements.
- Business requirement documents are 70% completed. 21 completed and remaining nine estimated to be ready for remaining TLD Application Management System (TAMS) development builds by May.
- Drafting of overarching evaluation process flow by operations team on track for completion by May.
- Completed TAMS build No. 2, and TAMS build No. 3 development is expected to be complete in June.
- Application Comment Forum development underway and anticipated to complete by November.
- Began development of three other non-TAMS systems and components: Oracle, SMD Validation, and String Similarity Evaluation Tool.
- Developed guidelines for insourcing or outsourcing GAP operations to third parties.

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- The Dispute Resolution Service Provider RFP closed with seven submitted bids and bidder interviews will commence in May.
 - RFI preparations began for String Similarity, Auctions, and Geographic and Reserved Names.

Next Round Communications, Engagement, Readiness, and Website

Communications

- Retained Burson, a global strategic communications agency, to support communications campaigns through June 2026.
- The Global Communications team conducted a successful media campaign for the ASP in seven target markets from October 2024 to January 2025, including paid social media. The campaign resulted in engagement with over 170 media outlets, over 270 articles published, and 12 interviews with ICANN regional Vice Presidents.
- Launched the [Next Round In YOUR Language program](#).
- Published 25 [new gTLD use cases](#) highlighting how different organizations use gTLDs.

Engagement

- Revised regional engagement plans that transitions from ASP focus to broader potential targets. Curated listing of large global events that are traditionally non-ICANN events with the aim of working cross-functionally to secure speaking and exhibition slots on an ongoing basis.
- Continued monthly reporting to the SubPro IRT on next round engagement.
- Between January and March 31, there have been 78 next round-related events covering both ASP, RSP and overall next round engagement.

Readiness

- Developed a comprehensive Business Process Master List (BPML) – an inventory used for cataloging business capabilities and process ownership. The BPML will enable the team to model resource estimates, develop business process maps and standard operating procedures, and document development and training needs.
- Collaborated with next round projects and staff on developing an integrated roadmap to document milestones, activities, and deliverables into a holistic, cross-functional plan.
- Developing readiness resource materials for various external and internal audiences to provide a summary of AGB topics, address frequently asked questions, and offer insights into what to expect with the next round. Topics are being prioritized to enable foundational understanding, address pain points or areas of significant change along the applicant journey, and address community questions preemptively and iteratively.

Website

- Recent updates to the [New gTLD Program website](#) include a webinars and presentations section, sourcing timeline, additional use cases from the 2012 round, and a link to the Next Round in YOUR Language Program.

Board Support

- Supported Next Round Board Caucus meetings and presented information, prepared Board papers and scorecards during three Board Workshops.
- Supported Board-Governmental Advisory Committee consultations on ICANN82 GAC issues of importance in relation to the ASP, application fees and refunds, and the Next Round in YOUR Language Program.

Data Protection/Privacy

Registration Data Policy (EPDP Phase 1)

- Continued to coordinate updates to internal procedures necessary to support updated data formats in accordance with the policy and continues to support the contracted parties and other stakeholders with questions and clarifications on the policy requirements.
- Launched the [service](#) for contracted parties to add the Data Processing Specification to their agreements.
- Closed the open issue on billing contact, implementing [GNSO Council clarification](#).
- As agreed in the trilateral discussions among the ICANN Board, GAC, and GNSO Council on urgent requests for registration data, GDS opened a series of calls to facilitate further discussion on timeline requirements for urgent requests.

EPDP Phase 2: System for Standardized Access/Disclosure and Registration Data Request Service (RDRS)

- In March 2025, Tucows, one of the top five registrars processing RDRS requests, withdrew four IANA accreditations, representing approximately 14.7 million domains under management (DUMs), since the pilot, reducing total RDRS DUMs coverage from 60% to 54%.
- There is no indication that other large registrars plan to follow Tucows' lead in immediately withdrawing from RDRS; however, some smaller registrars have indicated they may withdraw following the publication of the GNSO Standing Committee's findings report.
- RDRS outreach and awareness efforts are ongoing and include discussions with the Public Safety Working Group (PSWG) practitioner's group on exploring solutions for law enforcement authentication in RDRS and any permanent solution for requesting access to nonpublic registration data.

DNS Abuse Mitigation Program

ICANN org's cross-functional program focused on DNS Abuse is built upon three strategic pillars:

1. Establishing ICANN as a trusted source of information by providing research, data, and expertise that can support fact-based discussions.
 - Published the [Inferential Analysis of Maliciously Registered Domains \(INFERMAL\)](#) project's [final report](#). Continued its active engagement with stakeholders by providing subject-matter expertise and supporting community discussions at industry events,

including the Middle East DNS Forum and the Contracted Parties Summit, and the Asia Pacific (APAC) DNS Forum.

2. Providing resources that assist in raising levels of awareness and support in mitigating DNS Abuse.

- Introduced [ICANN Domain Metrica](#), a platform designed to provide metadata, essential metrics, and insights on domain names. The ICANN Domain Metrica platform publicly released its first module in January 2025, offering one-time and historical information on DNS Abuse related to domains, registrars and gTLDs. ICANN Domain Metrica also provides information on [Tranco](#) domain popularity metrics which can be useful in DNS Abuse investigations.

3. Enforcing contractual provisions, such as RAs, Registrar Accreditation Agreements (RAAs), and ICANN consensus policies by conducting audits and investigating complaints.

- Highlights from the first year of enforcing the new DNS Abuse contractual requirements are summarized in the [Contractual Compliance section](#).

Internationalized Domain Names (IDN) Program

- ICANN org continued to support policy development work on IDNs by the Generic Names Supporting Organization (GNSO) and the Country Code Names Supporting Organization (ccNSO).
- Coordinated the input from Chinese, Japanese, and Korean communities on [Han Script Single-Character IDN gTLDs](#).

Universal Acceptance (UA) Program

- Kicked off several of the 58 UA Day events around the globe on 28 March, including the keystone UA Day celebration in Hanoi on 8 May as part of the first day of the [APAC DNS Forum](#).
- Published the [UA Readiness Report for FY24](#).
- Took up UA remediation effort of the following open-source tools:
 - Email tools: Dovecot, PHP Mailer
 - Content Management Systems: Drupal, Joomla, Symfony, WordPress
 - Web hosting systems: cPanel
- Developed the UA Curriculum Program for adoption by the universities.
- Conducted pilot faculty training for five universities in Bahrain in collaboration with the Telecom Regulatory Authority of Bahrain.

Global Support

- All trends noted are compared with the same period last year.
- Answered 1,494 phone calls (no change) and closed 6,059 cases (down 15%). Consisted of 14% contracted party cases and 86% registrant and community cases.
- Sent 48 mass communications, including [contracted party communications](#).

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- The overall customer satisfaction score for contracted parties was 4.9 on a five-point scale for the question, “How satisfied are you with the service you received from ICANN?” (up from 4.8).

Contracted Party Service Delivery

- All trends noted are compared with the same period last year.
- Completed 1,709 service requests (down 7%).
- Renewed 63 RAAs (up 68%) and 197 RAs (up 29%).
- Terminated seven RAAs (six voluntarily, one involuntarily) (no change) and seven gTLD RAs (two voluntarily, five involuntarily) (down 36%).
- Accredited 211 new registrars in four regions: 96% in Asia/Australia/Pacific, 2% in Europe, 1% in North America, and 1% in Latin America and the Caribbean. This brings the total number of registrars to 2,823.
- Completed nine RA assignments for eight gTLDs (up 50%) and seven RAA assignments (down 30%).
- Executed 13 RA Amendments (down 73%) as a result of nine Registry Services Evaluation Policy requests for 84 gTLDs, three IDN Service requests for three gTLDs, and one Registry Operator Name Change.
- Annual Compliance Certification completion rates were 93% for registries (up 5%) and 94% for registrars (down 1%), with the remainder of contracted parties referred to Contractual Compliance.
- Implemented new functionality in the Naming Services portal for registrars to be able to view their cases in the portal.
- Operationalized the Data Processing Specification (DPS) Add service to allow registries and registrars to efficiently submit a request to add the DPS to their respective agreements.

Correspondence

ICANN org handled 82 cases related to the work of processing correspondence. Of those, 23 were letters resulting in substantive responses and were published on the [ICANN Correspondence page](#). ICANN also published 15 letters directed to the ICANN community to inform the community or request information on various topics.

New gTLD Program: 2012 Round

As of 5 December 2024, 28 applications remain in the 2012 round, with one application actively working toward contracting. During this period, one application completed contracting and no applicants withdrew from the New gTLD Program. ICANN org has reached out to all remaining applicants that have a status of “not approved” or “will not proceed” (25 applicants) to encourage withdrawal.

Reviews Program

Continuous Improvement Program (CIP)

- Published the Draft CIP Framework for [Public Comment](#) in November to gather community input on the principles, criteria, and indicators.
- Held a webinar with the CIP Community Coordination Group (CIP-CCG) to raise awareness and drive engagement on Draft CIP Framework.
- Completed a Public Comment summary report and drafted updates to the CIP Framework in coordination with CIP-CCG.
- Established working methodology with Policy Development Support team to coordinate operationalization of the CIP Framework.

Pilot Holistic Review

- Created and analyzed survey effort to facilitate review team alignment on [Terms of Reference](#).
- Supported Organizational Effectiveness Committee and Board deliberations on options and possible next steps for the Pilot Holistic Review.

Operating Standards for Specific Reviews

- Published draft updates for [Public Comment](#) in December. The proposed updates focused on review scope setting and planning, increasing the efficiency and effectiveness of review work, and incorporating best project management practices.
- Held a webinar to increase awareness, provide clarifications to updates, and generate informed participation in the Public Comment proceeding.
- Completed a [summary report](#) on the proceeding to determine next steps. Given the range of input and the active and continuing discussion on reviews, ICANN org opted not to propose formalizing the updated Operating Standards at this time.

GLOBAL HUMAN RESOURCES

Henry Meyer, VP, Global HR Operations and Interim Head of HR

KEY HIGHLIGHTS AND MILESTONES

- ICANN's benefits broker, Gallagher, selected ICANN from among its many clients as a 2024 Best-in-Class Employer – reflecting ICANN's successful application of remuneration philosophy and practices through meaningful investment in benefits, compensation, and employee communication to support staff well-being.
- Completed the FY25 Semester 1 (SR1) Performance Review process for 441 eligible staff on schedule, supporting timely feedback, recognition, objective setting, and development and reward decisions.
- Completed the digitization of all employee files to support recordkeeping compliance, improve data security, and enable more efficient access and management.

OVERVIEW OF ACTIVITIES

Talent Acquisition

- Filled 12 open roles – nine externally and three internally, and with one-third of the placements being outside of the U.S. Key starts included our new CEO, SVP of Policy Development Support, and the VP – GDD Accounts and Services.
- To support initiatives like the New gTLD Program, maintained a focus on hiring efficiency, with a year-to-date average time-to-fill of 2.7 months per role (an improvement from 3.6 months in FY24).

Learning and Development

- As a follow-up to the engagement survey, DecisionWise conducted nine focus groups (88 staff, or 20%) to gather insights on strengthening ICANN's "speaking-up" culture. Insights are being used by senior leadership for improvement actions.
- Executives facilitated workshops with their people managers focused on strengthening a culture of speaking up.
- Provided modules of the Leadership Education and Development (LEAD) Program, including "Creating an Environment of Opportunity for All" and "Coaching for Peak Performance." LEAD is a structured program designed to build consistent, foundational leadership skills.
- Onboarded 12 new hires, with three- and six-month check-ins completed for recent new staff – supporting a smooth transition, early engagement, and retention.

Compensation and Benefits

- Made At-Risk payments on 31 December to eligible staff, reflecting their achievements and impact as determined through the SR1 performance review process.

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- Renewed Belgian staff group benefits in January, with no changes in carriers or plan design after a market review. Reviewed and renewed Turkish staff group benefits in April, with carrier and coverage adjustments enhance the total rewards package while ensuring cost-effectiveness and competitiveness.
 - In January, destructive wildfires affected a number of our Los Angeles staff. Provided support services to ensure the safety and security of affected staff, alongside the introduction of a new globally applicable Natural Disaster Relief Policy.

Compliance

- Met key governance requirements for staff through the completion of the annual Policy Acknowledgement, Conflict of Interest, and Outside Business Activity disclosure processes.
- Provided Bystander training for all staff in February to help them recognize and respond to harassment, bullying, and other inappropriate behavior, and to support those affected.
- Staff members scheduled for compliance training completed the following courses, demonstrating that training remains up-to-date and aligned with compliance expectations:
 - Cybersecurity: 10
 - Global Anti-Bribery: 46
 - Global Data Privacy: 3
 - HIPAA (Safeguarding medical information privacy): 1
 - Workplace Harassment Prevention: 60
 - Workplace Violence and Abusive Conduct: 14

GOVERNANCE (LEGAL, BOARD OPERATIONS, AND COMPLAINTS OFFICE)

John Jeffrey, General Counsel and Secretary

KEY INDICATORS

Board Operations

- **Board Communication Tool Transition to Slack:** 100% transition completed from Skype to Slack before Skype shutdown deadline.
- **Board Member Onboarding:** New Board member appointed by ccNSO onboarded ahead of ICANN82.
- **Board Materials On-Time Delivery:** 100% delivery rate during reporting period.
- **Board Engagement Events:** Three workshops and multiple engagement sessions successfully executed.

Data Privacy

- Conducted privacy and data protection impact assessment of systems and applications prior to implementation to ensure compliance with data privacy regulations.
- Conducted semiannual review of Record of Processing Activities, responded to data subject rights requests, and ensured that contracted vendors comply with data privacy regulations through execution of data processing addendum.

Dispute-Related Matters

- **Active Independent Review Processes (IRPs):** Afilias IRP (.WEB), Namecheap IRP (.ORG, .INFO, .BIZ), and .GCC IRP.
- **Other Bylaws Accountability Mechanisms:** Managed two Reconsideration Requests and two requests under ICANN's Documentary Information Disclosure Policy.
- **Litigation Matters:** Managing seven active cases, including a California lawsuit related to single-character domain names, one filed by IRP claimant, four trademark lawsuits in India, and a lawsuit filed by a former employee. One matter filed in China was dismissed. Also, responded to 17 subpoenas.

Labor and Employment Legal Support

- Managed employment-related issues and associated legal risks, including investigations, document management, and litigation holds for employment matters and related disputes.

Legal Contracting

- **Contracts Processed:** ~520 new requests handled in the reporting period, reduced by 50 contracts compared with the same period from previous year, due to efficiencies created by consolidating agreements.
- **Grant Agreements Executed:** 17 agreements totaling ~\$7.2M disbursed.

Nominating Committee Support

- **Applications Received:** 106 applications for 10 leadership roles, compared to 78 applications last year.
- **Candidate Interviews:** 48 conducted for shortlist determination, compared to 33 interviews last year.
- **Workshops and Events:** Onboarding and intersessionals executed in Istanbul and Los Angeles.

ADDITIONAL HIGHLIGHTS AND ACHIEVEMENTS

- System redesign in progress to improve Complaints Office intake and routing of complaints to the proper functions and ensure backlog is mitigated and senders receive responses in a timely manner.
- Successfully launched a new Nominating Committee application platform (Submittable).
- Active in bringing the first cycle of the ICANN Grant Program to Board approval, including the updating of the community recommendation on access to ICANN Accountability Mechanisms, which was necessary for proper implementation of the Program. Advised on negotiation and development of all agreements with grantees, including risk-based concerns, with 17 of 23 grant agreements executed within the reporting period. Continued advice on development of documentation to support ICANN's grant-management practices.
- Supported development of three Memorandums of Understanding, in each case facilitating cross-functional awareness to make sure that the MoUs are proper for ICANN's mission.
- Furthered the development of the ICANN Ethics Policy through participation in the ICANN83 dialogue on the ICANN Community Participant Code of Conduct Concerning Statements of Interest, as well as development of a new draft of the Code for Public Comment.
- Supported the preparation and completion of the Tax Form 990 required for nonprofits for both ICANN and Public Technical Identifiers, as well as the IANA SOC audits.
- After collaboration with the Regional Internet Registries (RIRs), finalized the Implementation and Assessment Procedures for ICP-2 Compliance.
- Participated in the Root Server System Governance Working Group on behalf of ICANN, including drafting work to advance the group's efforts.
- Supported all Board committees, working groups, and caucus meetings, and served as subject-matter expert for Board Accountability Mechanism Committee, Board Governance Committee, and Board Compensation Committee.

KEY RISKS AND MITIGATION

- **Ongoing IRP and Litigation Exposure:** These matters carry legal and reputational risk, which is mitigated by strong coordination with external counsel and internal stakeholders. The function also regularly provides an attorney-client privileged version of a litigation report to the Board under separate cover.
- **General Legal Advisory Work on Key Projects:** Request volume may strain resources at times, and this risk is being mitigated through identifying and implementing process efficiencies and prioritization protocols, as well as stronger cross-functional collaboration.
- **Uncertainty in RIR Matters:** The uncertainty within the RIR system has heightened potential to result in the need for use of significant legal resources to address the risk to the Internet's numbering system. This risk is being mitigated through ICP-2 updating support, maintaining strong external relationships within the RIR system, and closely monitoring AFRINIC-specific risk issues.
- **Employment Practice:** These matters carry legal and reputational risks and contribute to the burden on legal resources. Mitigated by early engagement with relevant stakeholders to address potential risks at an early stage.
- **New gTLD Program:** Legal support for ongoing dispute resolution-matters and litigation for the 2012 round continues to be a source of risk, and the upcoming launch of the next round presents added risk and constraints on legal resources for vendor agreements and the procurement process, developing a new Registry Agreement, and overall advisory work on policy issues and advice from Advisory Committees.

GOVERNMENT AND IGO ENGAGEMENT

Veni Markovski, VP, Government Engagement – U.N. N.Y. and Interim Head of Government Engagement (GE)

LEGISLATIVE AND REGULATORY

KPI: Identify and regularly report on legislative developments around the world that could have an impact on ICANN.

KPI: Provide technical information on issues, regulations, and legislative efforts that impact ICANN's mission.

ICANN org is monitoring legislative and nonlegislative initiatives that have the potential to touch on ICANN's mission, including the security and stability of the identifiers' system and our multistakeholder policymaking.

A noteworthy initiative was put forth in Brussels called a Cyber Blueprint, which focused on DNS resolution capabilities, among other areas to enhance EU cyber crisis coordination. It proposed the development of "emergency failover guidelines that outline the steps for switching to Union-based DNS infrastructure in case other DNS services fail" and mandated the creation of "a multistakeholder forum tasked with identifying best available standards and deployment techniques for crucial network security measures." ICANN engagement provided information about the DNS and the resilience of the system. The latest revision of the blueprint does not include any mentions of the DNS. The blueprint is still under negotiation and the Council aims to adopt the Recommendation at the Telecommunications Ministerial meeting planned on 6 June.

KEY ACTIVITIES

ICANN Workshop on Internet Governance

- On 15 January, ICANN held a Workshop on Internet Governance organized together with the Polish Presidency of the Council of the EU, gathering 50 Member State and EU institutional representatives.

Global Multistakeholder Conference on Governance of Web 4.0 and Virtual Worlds

- ICANN's CEO participated in the High-Level Panel "Internet Governance Today and Tomorrow – Preparing for the Challenges and Opportunities of the Future Web" at the Conference organized by the European Commission and the Polish Presidency of the Council of the EU in Brussels (31 March to 1 April).

Bilateral Meetings With Stakeholders

- The ICANN CEO met with the European Commission executive vice president and director general of DG CNECT, and several Member State high-level representatives.
- Meeting with UNESCO director of the Division for Digital Inclusion and Policies and Digital Transformation
- Meeting with director general and CEO of Smart Africa

Policy Events and Community Updates

- RIPE NCC Roundtable on Digital and Cyber Diplomacy in Brussels
- RIPE NCC Fifth South East European Roundtable for Governments and Regulators

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- European Security and Defence College: Course on Cybersecurity and International Law
 - eco – Association of the German Internet Industry: Workshop on the State of the DNS 2025
 - Board Working Session: Update on Internet Governance and WSIS+20 related topics
 - ICANN82 Prep Week: Geopolitical Updates session
 - ICANN82 Community Forum: Geopolitical, Legislative, and Regulatory Developments session
 - Contracted Parties Summit: Geopolitical and WSIS+20 Panel

GOVERNMENTAL ADVISORY COMMITTEE (GAC)

ICANN org and GAC leadership have both recognized the lack of participation within the GAC, which threatens the legitimacy and effectiveness of ICANN's multistakeholder model. In this context, GE's engagement with the GAC is focused on encouraging broader and more consistent participation from governments and intergovernmental organizations (IGOs) and ensuring that public policy perspectives are meaningfully represented in ICANN processes.

African Regional Engagement at ICANN82

- Ministerial session on Internet governance challenges on the continent, organized by Smart Africa and attended by 63 attendees from 17 countries among which were five African ministers and two Heads of regulators.
- Internet Governance Working Group training session, as part of Smart Africa's Internet Governance Blueprint development in collaboration with ICANN.
- GAC Africa Awareness Session and Call to Action: Part of a joint effort launched at ICANN80 in collaboration with Smart Africa to assist African governments in identifying regional Internet governance issues of interest.

GAC Leadership Retreat

- Met on 14–15 April and reviewed strategic priorities for 2025–26.
- GE presented its strategy aimed at increasing participation in the GAC. Discussions explored alignment with the GAC's internal strategy launched in 2023 to address the lack of participation in the GAC.

APAC GAC Network

- Met two times – in person at ICANN82 and virtually on 29 April. Discussed topics of interest, such as: ICP-2 and resources to help GAC members participate more actively.
- Since its establishment in early 2023, this network has met regularly and helped to bridge information gaps with the GAC members in APAC. We have seen more active participation from a few GAC members.
- From April 2025 onwards, APAC GAC Network plans to meet – in person or virtually – once every two months. Our goal is to encourage APAC GAC members to be more vocal and involved in the process.

INTERGOVERNMENTAL ORGANIZATIONS

ICANN's engagement with IGOs is twofold. We are committed to collaborating and fostering partnerships with IGOs that prioritize development agendas aimed at promoting the positive benefits of technology in society. Additionally, we serve as a trusted, neutral and factual information resource on technical aspects of the Internet, to ensure that outcomes in IGO processes support the continued evolution of the Internet.

United Nations

KPI 1: Monitor and report on U.N. processes that might touch on ICANN's mission.

Key Activities

- Participated in two sessions of the Open-ended Working Group on Security of and in the Use of ICTs (OEWG) in December 2024 and February 2025, along with ICANN analysis of proposals.
- Published a [blog](#) in December on ICANN's position on the Global Digital Compact (GDC) endorsement.
- ICANN's OCTO and Legal functions assessed potential implications of the U.N. Cybercrime Convention for ICANN's mission.
- Monitored the adoption of the U.N. General Assembly (UNGA) resolutions on the U.N. Cybercrime Convention, ICTs for sustainable development, and the WSIS+20 Modalities.
- Tracked the UNGA resolution on the adoption of the 2025 program budget as it pertains to the implementation of the GDC and the creation of the new Office of Digital and Emerging Technologies.
- Ongoing engagement with U.N. diplomats on the cyber-related processes, e.g. OEWG and WSIS+20 review.

Results

The U.N. has taken up ICT policy issues, usually addressed in multistakeholder venues such as the Internet Governance Forum (IGF), for example the OEWG, Ad Hoc Committee on Elaboration of a Cybercrime Convention, and GDC. Through [GE Publications](#), ICANN informs the community about key issues affecting the global, single, and interoperable Internet and its unique identifier systems. The 2024 OEWG consensus Annual Progress Report and the U.N. Cybercrime Convention provisions are generally positive for the global Internet. Furthermore, ICANN built new and strengthened existing relationships with U.N. permanent missions involved in the various cyber-related processes.

WSIS+20 Review

ICANN has been actively engaged in preparing for the WSIS+20 process. The org has been aiming to achieve three key goals: preserving the multistakeholder model of Internet governance, extending the mandate for the IGF, or ensuring its permanence and sustainable status, and ensuring the distinct role of the technical community in Internet governance.

Key Activities

- Expanded the WSIS+20 Outreach Network to 600+ members from over 80 U.N. Member States.
- Hosted webinars, including the 17 February 2025 GAC webinar on WSIS+20.
- Organized a briefing for over 120 diplomats in total in collaboration with the International Telecommunication Union (ITU) on 17 February.
- Partnered with ISOC, ITU, and governments to raise awareness through events such as the IETF Policymaker Program (March) and the U.N. diplomat briefings in New York and Geneva (February).
- Participated in/hosted over 30 webinars and panel discussions, including the International Digital Dialogues Conference and National and Regional and Youth Initiatives IGFs events.
- Encouraged community participation in open stakeholder consultative processes on WSIS+20 at the Commission on Science and Technology for Development (CSTD) and ITU.
- Shared and published formal input to consultations at the ITU Council Working Group on WSIS and SDGs Call for Inputs on WSIS+20 in January 2025.
- Published two blogs and one factsheet to articulate ICANN's positions and advocacy for multistakeholder Internet governance.
- Participated in the 28th Session of CSTD in Geneva on 7–11 April and delivered an intervention on ICANN's contributions in the implementation of the WSIS+20 outcomes and key messages on WSIS+20.

Internet Governance Forum

At the 2024 IGF in Riyadh, 15–19 December, ICANN strategically advanced several core objectives from its FY21–25 Strategic Plan as well as the strategic objectives for the WSIS+20 Review Project. ICANN's engagement, led by its CEO, was focused, proactive, and aligned with ensuring the stability, security and resilience of the Internet's unique identifier system and achieving ICANN's WSIS+20 Review goals.

Key Activities

- Over 15 bilateral meetings with government and IGO officials.
- CEO participation in main sessions, high-level panels, and opening ceremony.
- ICANN representatives spoke at over 10 sessions.
- ICANN organized five sessions with speakers from around the globe.

Results

ICANN's presence at the IGF 2024 reinforced its core identity as a trusted global steward of the Internet's unique identifiers and champion of the multistakeholder Internet governance, the technical community, and the IGF. Despite geopolitical tensions and trends toward fragmentation, ICANN advanced its strategic goals through active dialogue, technical leadership, and diplomacy.

International Telecommunication Union

ICANN is a Sector Member of the ITU and participates in relevant Sector meetings and major conferences. ICANN maintains a collaborative relationship with the ITU on capacity-building initiatives such as the Coalition for Digital Africa, annual sponsorship of the WSIS Forum, and joint briefings for U.N. diplomats as part of the ITU's demystifying series.

Key Activities

- Participated in the ITU Cluster of Council Working meetings in February: the CWG on WSIS and SDGs and the CWG-Internet open physical consultation on “the Role of Public Policy in Promoting Multilingualization of the Internet.”
- An ICANN OCTO representative participated in the second meeting of the Informal Expert Group on the ITU World Telecommunication/ICTs Policy Forum on 13–14 February.
- Participated remotely in sessions of the Fourth meeting of ITU-D Study Group 1 (Enabling Environment for Connectivity) on 28 April to 2 May.

Regional Activities

- Americas
 - Inter-American Telecommunication Commission
 - Regional preparatory meetings for the World Telecommunication Development Conference 2025 in Asuncion, Paraguay, on 1–2 April.
- Asia Pacific
 - Asia Pacific Telecommunity and ITU-APAC: Raised awareness of ICANN and the technical community's role – including showcasing the success of our multistakeholder model – among governments and IGOs in the APAC region.

Results

The ITU Plenipotentiary 2022 Resolution related to IDNs/Multilingualism tasks the ITU Secretariat and Directors of the Sectors “to encourage the ITU members, as appropriate, to develop and deploy the IDNs in their respective language scripts using their specific character sets.” ICANN's engagement at the ITU CWG-Internet physical consultation on the topic on the multilingualization of the Internet raised awareness among ITU member states of ICANN's IDNs and UA programs, as well as the technical challenges of the UA of IDNs. Furthermore, it showcased our partnership with UNESCO. The engagement resulted in new collaborative opportunities with various governments from countries with diverse language communities.

OTHER RELEVANT ENGAGEMENTS

Asia-Pacific Economic Cooperation (APEC)

- Raised awareness of the role of ICANN, the technical community, and the continued functioning of the Internet's technical layer to economic growth.
- Engagement is still at early stages, as it was ICANN's first participation in APEC's Telecommunications and Information Working Group.

IDENTIFIER RESEARCH, OPERATIONS, AND SECURITY

John Crain, SVP and Chief Technology Officer

Internet Assigned Numbers Authority

PERFORMANCE

Key measures of performance of IANA are meeting the requirements of the contracts, which stipulate many service-level agreements (SLAs) that govern how the functions are to be performed. Customer sentiment is also measured through surveys sent during transactional processing, annual surveys of key stakeholders, and periodical reviews performed by community oversight bodies.

	Dec. 2024	Jan. 2025	Feb. 2025	Mar. 2025	Apr. 2025
DNS Root Zone					
• SLAs Met	100%	100%	100%	100%	100%
• Metrics Met	64/64	64/64	64/64	64/64	64/64
• CSC assessed satisfactory or higher	✓	✓	✓	✓	✓
• Request Volume	105	139	202	93	224
• TLDs in Root Zone	1446	1446	1444	1444	1442
• Ceremony KPIs Met	—	—	12/12	—	12/12
Protocol Parameters					
• SLAs Met	100%	99%	100%	100%	100%
• Met MoU requirement (90%)	✓	✓	✓	✓	✓
• Met internal target (95%)	✓	✓	✓	✓	✓
• Request Volume	292	287	322	288	325
Number Resources					
• SLAs Met	100%	100%	100%	100%	100%
• Metrics Met	4/4	4/4	4/4	4/4	4/4
• Met SLA requirement	✓	✓	✓	✓	✓
• Request Volume	0	1	0	0	0
.INT Top-Level Domain					
• New registrations	0	1	1	1	1
• Modifications	2	3	1	6	4
• Request Volume	25	25	17	25	18
Label Generation Rulesets					

	Dec. 2024	Jan. 2025	Feb. 2025	Mar. 2025	Apr. 2025
• New registrations	0	7	0	0	0
• Modifications	0	11	0	27	73
• Request Volume	0	1	0	2	12
Transaction Satisfaction					
• Customer Satisfaction	100%	100%	100%	100%	95%
• Survey Response Rate	17.2%	22.4%	36.8%	35.5%	29.4%
General Enquiries					
• Request Volume	169	228	210	148	123

KEY HIGHLIGHTS

- PTI published the “IANA 2030 Strategy,” which defines the objectives for the IANA functions for the next five years.
- The periodic IANA Naming Function Review produced its draft report that found IANA “operates reliably, efficiently, and serves the needs of the ... customers. The [review] has found no areas of performance deficiency or major opportunities for operational improvement.”
- Completed implementation of the three recommendations from the Second Security, Stability, and Resiliency Review that pertain to IANA.
- Successfully published a new key signing key in the DNS root zone in January, as part of the process of replacing the current key in October 2026.
- Augmented the measurement and reporting for the Numbering Services, reflecting an amendment to the SLA agreed between ICANN and the RIRs in late 2024.
- Engagement with root zone management customers following the rollout of multifactor authentication, an enhanced API, and other improvements in late 2024 indicates it has been positively received.
- Completed annual audit process, adding a new SOC3 report for IANA’s key systems in addition to other reporting conducted annually. This will enhance confidence in the provision of the IANA functions.
- A new working group in the IETF, “ianabis,” has been established to review and evolve key procedures relating to how IANA processes transactions as a part of the standards development process.

Office of the Chief Technology Officer

NEXT ROUND NAME COLLISION COLLABORATION

DNS Magnitude is a technique developed by NIC.AT to rank the popularity of domain names based on the number of query sources. A few years ago, the OCTO Research team began calculating and [publishing](#) DNS Magnitude scores for TLDs (both existing and nonexisting) based on queries received at L-root. The Name Collision Analysis Project Study 2 report recommended using DNS Magnitude as one basis for determining the popularity of prospective TLD strings and therefore their name collision risk. OCTO has been working with GDS, E&IT, and DNS Engineering to move the TLD DNS Magnitude score calculation from a research project into a production-quality service that can be used as part of the name collision evaluation for new gTLD strings. This work will be completed by the time that new gTLD strings need to be evaluated for name collision risk.

SECURITY, STABILITY, AND RESILIENCE (SSR) RESEARCH

The SSR Research team has been improving ICANN Domain Metrica's first module (DNS Abuse module) in relation to its interface and usability. Next to that is preparation for adding ccTLDs, so that they can also have access to the Metrica's personalized dashboard, similar to gTLDs. The team is also preparing the E&IT implementation team into productionizing the SSR team's prototype for measuring malicious domain uptimes. This will be Domain Metrica's next module.

The SSR Research team is conducting research on the methods to identify batch (bulk) registrations. We have shared initial results with the Contracted Parties House and invited them to contribute to this research by validating the batches that we see within the registrars. So far, only one registrar (Realtime registrar) showed willingness to participate and help.

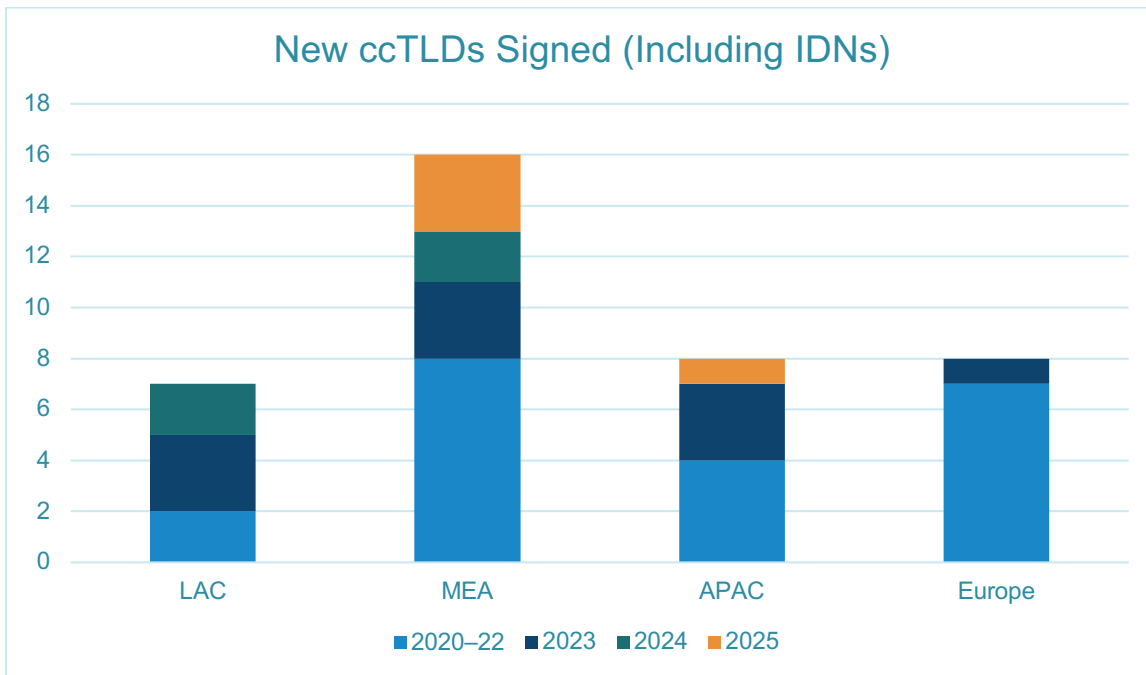
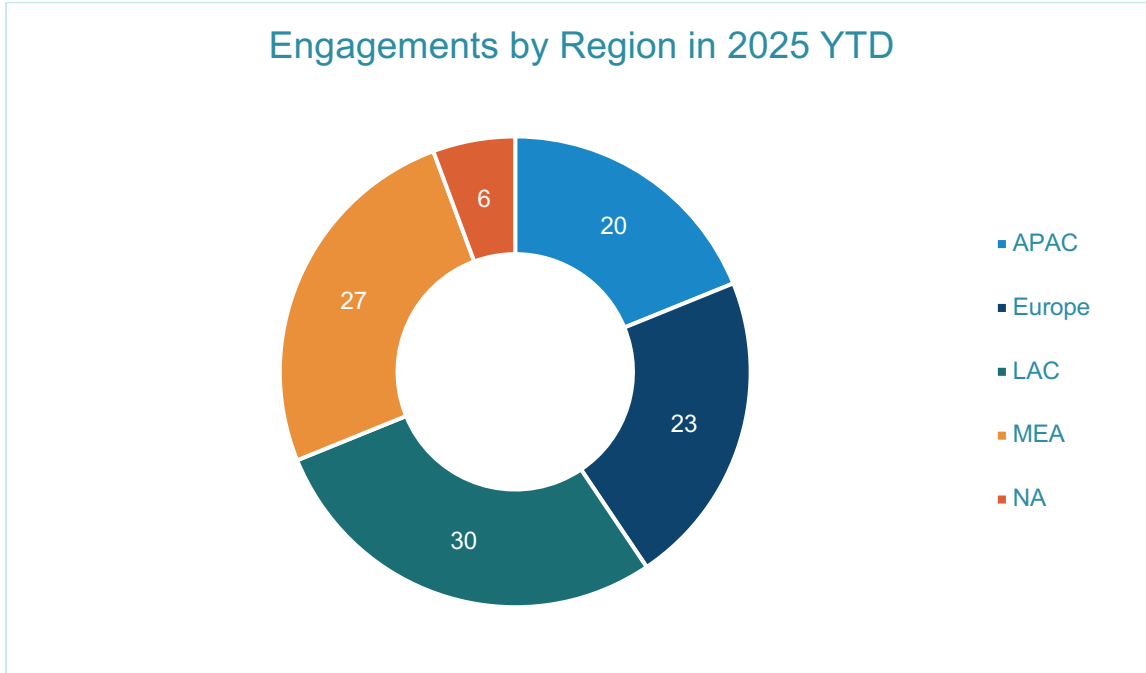
TECHNICAL ENGAGEMENT CAPACITY BUILDING

Over the past six months, the Technical Engagement team has been focused on awareness and capacity building around DNS ecosystem security. Working to implement a mobile operators engagement roadmap was central to the team's priorities. KINDS, UA, and advanced DNS operation compose the majority of the capacity-building program.

- The team has conducted 100 capacity-building engagements during the reporting period (compared to the 202 in total for 2024): 20 in APAC, 23 in Europe, 30 in LAC, 27 in MEA, and six in North America.
- The focus on ISPs (with mobile operators as a key target) has also helped improve attention to resolver operations best practices and DNS Security Extensions validation uptake in emerging economies.
- Four ccTLDs have signed their zones during the period (.bf, .cm, .mu, .pg) as the result of outreach, support and hands-on capacity-building workshops.
- The team has continued to integrate KINDNS as a one-stop framework for DNS operations best practices to the capacity building program. More than 250 operators took the self-assessment test and five new operators have formally enrolled to join the

program. **The major challenge with the program remains allocated resources to accelerate its uptake and further engage the operator community.**

Technical Engagement Metrics



SECOND IANA NAMING FUNCTION REVIEW (IFR2)

- The IFR2 review team completed reviewing the [IANA Naming Function Contract](#) and drafted a report with incidental findings and recommendations. The [draft report](#) just finished its [Public Comment](#) period and the review team is working on a report to address the comments.
- After the closure of the open proceeding, the IFR2 review team will address the comments and make further edits to the report, if needed. The final report will then be posted online.

OFFICE OF THE CHIEF FINANCIAL OFFICER

Xavier Calvez, SVP, Planning and CFO

Finance

See [Key Indicators](#).

Corporate Compliance reporting up-to-date (should be 100%): 100%

Planning

Plans development as per Bylaws (should be 100%): 100%

Risk Management/Internal Audit

Risk Register status: Update completed (March 2025)

Internal Audit workplan: In development (one month delay vs. planned)

Implementation Operations

Project	Expected Completion Rate as of 1 May	Current Completion Rate as of 1 May
Enhancing the Effectiveness of ICANN's Multistakeholder Model Project	100%	100%
Implementation of the ICANN org-owned recommendations from the Work Stream 2	86%	83%
Implementation of the first cycle of the ICANN Grant Program	100%	95%
Review of the first cycle of the ICANN Grant Program	75%	50%

POLICY DEVELOPMENT SUPPORT

Russ Weinstein, SVP, Policy Development Support

POLICY AND ADVICE

- Assisted the Address Supporting Organization (ASO) with its review of Internet Coordination Policy 2 (ICP-2), including managing two Public Comment proceedings for principles and a draft successor document.
- Supported the Country Code Names Supporting Organization (ccNSO) in concluding and presenting analyses of possible gaps in the policies for procedures and practices of IANA pertaining to ccTLDs (and interpretation of these policies).
- Facilitated the process to provide responses to questions from the ICANN Board caucus on the recommended policy for a review mechanism for decisions pertaining to the delegation, transfer, revocation and retirement of ccTLDs.
- Supported the Generic Names Supporting Organization (GNSO) Council in delivering the Final Report of the Transfer Policy Review Policy Development Process which the GNSO Council approved during ICANN82.
- Facilitated the development of 15 comments from the At-Large Advisory Committee (ALAC), including 12 ALAC statements in response to Public Comment proceedings and three pieces of correspondence.
- Facilitated ICANN Board and Governmental Advisory Committee (GAC) exchanges on a total of 21 issues of importance to governments through the ICANN Board-GAC Interaction Group and also supported GAC submissions to three Public Comment proceedings and generation of eight items of GAC correspondence to the ICANN Board, organization, and other community groups.
- Facilitated the publication of a Root Server System Advisory Committee (RSSAC) advisory about Guidelines for Changing Internet Protocol Addresses.
- Facilitated four Security and Stability Advisory Committee (SSAC) work parties on DNS blocking, open-source software used in DNS and domain name registration infrastructure, responsible integration of new technologies into the DNS, and operational considerations for DNS Security Extensions (DNSSEC).
- Led the cross-functional IGO Program to ensure that dependencies across ICANN organization work streams involving the implementation of protections of IGO acronyms at the second level of gTLDs are coordinated and that projects are completed on time.

COMMUNITY GOVERNANCE

- Supported five Customer Standing Committee (CSC) meetings, including a work session during ICANN82. Facilitated in the amendment of the process to change IANA Naming Services service levels.
- Supported the Empowered Community Administration in its exercise of its approval power in relation to proposed Fundamental Bylaws amendments, its rejection power in relation to the draft FY26–30 Strategic Plan, and its designation of appointments to ICANN Board Seats 12 and 13.

-
- Supported the Root Server System Governance Working Group in the development of its draft report, including seven work sessions during ICANN82 and a three-day workshop in Washington, D.C., in March.
 - Supported four Root Zone Evolution Review Committee meetings and facilitated the development of correspondence to relevant parties about DNSSEC signing of root-servers.net.
 - Supported two cycles of calls between the ICANN President and CEO and the leadership teams of the Supporting Organizations (SO), Advisory Committees (AC), Number Resource Organization, five Regional At-Large Organizations (RALOs), and the Stakeholder Groups and Constituencies of the GNSO and also supported the SO/AC Chairs Roundtable during ICANN82.
 - Supported ICANN community discussions on implementation proposals for the recommendations from the third Accountability and Transparency Review relating to a Continuous Improvement Program and the Holistic Review.
 - Managed 12 Public Comment proceedings, which received 48 submissions.

COMMUNITY READINESS, ENGAGEMENT, AND RECOGNITION

- Completed Class 2, Term 1 of the Policy Development Accelerator on the topic of New gTLD Applicant Support with 34 participants and launched Class 2, Term 2 focusing on developing skills to effectively contribute to policy and advice development.
- Led onboarding calls for more than 60 new GAC participants, five new RSSAC Caucus members, and eight new SSAC members.
- Initiated a new series of joint monthly regulatory briefings for the ALAC and GAC.
- Organized four GAC Capacity Development opportunities focused on the New gTLD Program: Next Round and the CIP.
- Approved 16 trip proposals as part of the Community Regional Outreach Program.
- Managed an average of 250+ remote participation calls for each month in the reporting period.
- Produced 41 issues of the ICANN Community Digest.
- Facilitated the presentation of the ICANN Community Excellence Award to Stephen Deerhake during ICANN82.

ICANN82

- Organized ICANN82 Prep Week, which featured 12 webinars, including updates about the current state of the Registration Data Access Protocol, the New gTLD Program: Next Round, Universal Acceptance, and Internationalized Domain Names.
- Led 150 of 201 (75%) total scheduled sessions held during the ICANN82 Community Forum in Seattle, United States.

SECURITY OPERATIONS AND ADMINISTRATIVE SERVICES

Simon Garside, VP, Security Operations and Interim Head of Administrative Services

Security Operations

- Successfully provided health, safety and security support to numerous ICANN events, including ICANN82 in Seattle; the Middle East DNS Forum in Manama, Bahrain; as well as the new combined Board Workshop, Contracted Parties Summit, UA Day, and Asia Pacific DNS Forum in Hanoi, Viet Nam.
- Optimized service delivery and increased cost savings to ICANN events through contractor reduction and resource internalization.
- Commenced an internal strategic review of the Travel Security Program Framework in line with ISO31030.
- Led and managed ongoing crisis and threat management activities.
- Conducted several ICANN Meeting site visits and preselection site visits.
- Finalized ICANN's new hybrid working strategy and initiated rollout.
- Maintained ICANN's emergency response preparedness through ongoing training mechanisms, such as Emergency Response Team tabletop exercises, in Brussels and Singapore.

Administrative Services

- Commenced the lease review and renewal process for ICANN's offices in Istanbul and Singapore, ahead of lease expiries in October 2025 (Istanbul) and September 2026 (Singapore).
- Identified a new office location in Nairobi, Kenya, and initiated negotiations.
- Leveraged tenant improvement funds to upgrade server room HVAC units in the Los Angeles office.

STAKEHOLDER ENGAGEMENT

Sally Costerton, Senior Advisor to President and SVP, Global Stakeholder Engagement

KEY INDICATORS

The Stakeholder Engagement function produces a [By the Numbers Report](#) following each ICANN Public Meeting and the team is reviewing historical data from meeting participation to understand regional dynamics, engagement patterns and trends. Early results have been shared with the community working group on How We Meet (published for [Public Comment](#)).

KEY HIGHLIGHTS AND MILESTONES

- The Meeting Operations team is actively working to confirm future ICANN tri-annual meetings for 2026, 2027 and 2028. In March, Mumbai, India was announced as the site for ICANN85 (7–12 March 2026) along with Lisbon, Portugal for ICANN88 (13–18 March 2027). In April, the team conducted a site visit in Muscat, Oman, for ICANN84.
- The Meetings Operations team supported the delivery of the Middle East DNS Forum in Bahrain in April, followed by the May Board Workshop, Contracted Parties Summit, APAC DNS Forum, and UA Day events in Hanoi, Viet Nam.
- ICANN org supported the Board Anti-Harassment Working Group in incorporating community feedback on the proposed revisions to Community Anti-Harassment Policy. A Public Comment [Summary Report](#) was published in February 2025. After thorough consideration of all input received, an updated policy will be developed that reflects a balanced and thoughtful response to the full range of comments.
- ICANN org has engaged an [independent third party](#) to conduct an environmental sustainability audit, aimed at assessing ICANN's ecological footprint and proposing actionable strategies to reduce it. This work builds on the [FY24 effort](#) that defined the strategy and scope for the work and aligns with the Strategic Plan for FY26–FY30 ([Strategic Objective 2.2](#)). More information about this initiative can be found on the [ICANN Community Wiki workspace](#).
- The Stakeholder Engagement function is enhancing engagement opportunities between newcomer program participants, specifically those in the Fellowship and NextGen@ICANN programs, and the ICANN Board and Executive Team, to support and encourage deeper understanding and sustained involvement by newcomers in the ICANN community.
- In March, ICANN conducted the ICANN82 Community Forum in Seattle, Washington, USA, with 1,917 attendees (1,369 participating in-person and 548 virtually). For more context on historical meeting data trends, see the [By the Numbers Report](#).
- Starting 14 April, ICANN Travel Support transitioned to a new travel management company called AmTrav, a TravelPerk Company, with the goal to better meet our diverse travel needs.

OVERVIEW OF ACTIVITIES

Engagement Programs

ICANN org prepared new training for ICANN Learn, including a skill-building course on Self Confidence, updated existing courses, and is piloting a new accessible audio format, which, if successful, will also provide a more cost-effective solution to offering more courses in translation. Additionally, the Policy Accelerator program is being conducted on ICANN Learn. The platform continues to provide accessible self-paced learning opportunities for lowering skill barriers to participation in ICANN community processes.

ICANN welcomed 34 fellows from 32 countries at ICANN82 and selected 40 fellows from 32 countries to participate at ICANN83. In addition, ICANN welcomed 11 NextGen@ICANN Program participants from two countries to ICANN82 and has selected 12 participants from nine countries for ICANN83.

Travel

From January to May, ICANN Travel supported 465 Funded Travelers to 17 locations.

Meeting Start	Meeting Name	Location	Travelers	Record Count
14 January	GNSO Council SPS	Washington, DC	22	22
11 February	KSK Ceremony 56	Los Angeles, CA	8	8
12 February	GDS/RySG meeting	Washington, DC	1	1
8 March	ICANN82	Seattle, WA	345	345
15 March	IETF 122	Bangkok, Thailand	4	4
25 March	RSS GWG March 2025 Workshop	Washington, DC	13	13
28 March	UA Day Events 2025	Various	8	8
14 April	The GAC Leadership Annual 2025 Strategic Planning Meeting	Brussels, Belgium	6	6
22 April	KSK Ceremony 57	Culpeper, VA	4	4
24 April	2025 NomCom April Intersessional	Los Angeles, CA	20	20
29 April	Middle East DNS Forum 2025	Manama, Bahrain	3	3
29 April	The Digital Rights and Inclusion Forum	Lusaka, Zambia	1	1
5 May	Contracted Parties Summit, APAC DNS Forum, and UA Day	Hanoi, Viet Nam	26	26
5 May 5	LACNIC 43	Sao Paulo, Brazil	1	1
12 May	RIPE 90	Lisbon, Portugal	1	1
13 May	UA Adoption desde el Norte de Chile	Coquimbo, Chile	1	1
19 May	Eswatini Capacity Development Training	Mbabane, Eswatini	1	1
Grand Total			465	465

With AmTrav, the new ICANN travel management company, ICANN org will be able to book all their travel requirements, including flights, transportation, accommodations, and more. This change will streamline the booking process and provide ICANN org with a more efficient and user-friendly experience. AmTrav replaced our previous travel provider, FCM, as well as the online booking tool, Concur Travel.

Over the past year, ICANN org conducted a review of our travel management providers and services to identify opportunities to reduce costs while enhancing the overall travel experience for our staff and funded travelers. With the assistance of the travel agency consultant Festive Road, we conducted surveys, process mapping, and multiple stakeholder workshops with potential vendors. After evaluating several potential providers, AmTrav emerged as the preferred choice. This concludes a 16-month project for ICANN Travel Support.

GLOBAL STAKEHOLDER ENGAGEMENT

Global Stakeholder Engagement facilitates dialogues to reach new stakeholders and represent ICANN org at events around the world. During this period, the team covered events such as the Web Summit 2024 in Lisbon, Portugal; the ICANN Japan Readout in Tokyo; the Sri Lanka IGF, the Trinidad and Tobago IGF; the CANTO Connect Annual General Meeting in Curaçao; [TRNOG](#) in Ankara, Türkiye; the Maori IGF 2025; Middle East and Adjoining Countries School on Internet Governance 2025; the Global IGF in Riyadh, Saudi Arabia; Coalition for Digital Africa events; [UA Day events](#), such as the Thaana Script Label Generation Rules Public Consultation in Maldives; an Iceland community engagement visit in February 2025; Netmission Academy 2025; the TWNIC Engagement Forum; a workshop on Digital Transformation for the Pacific; academic engagement events; and capacity-development trainings. As an example, see the January 2025 [recap covering the Middle East and Africa regions](#). Information on past and upcoming engagement events can be found on the [ICANN Engagement Calendar](#).

GSE also supported many next round and Applicant Support Program engagement events globally, including events in South Africa, Niger, Mexico, Brazil, India, China, Egypt, Türkiye, Kenya, Indonesia, and Viet Nam.



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