

Strategic Conversation

ccNSO Work Plan FY27 - FY28

**Capacity-Led Planning: Findings and rationals**

*Workload planning begins with capacity, not demand*

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## 0. Recommendations to Council

### 1. Recommendation to Council to reconfirm the ccNSO Purpose and Goal Statement

The ccNSO Council is advised to reconfirm the Purpose and Goal Statement

([https://docs.google.com/document/d/1ny62vC-pr2IPdYlgAqPfvvg2NBgtmsO763r\\_EJk-Ng/edit?tab=t.0](https://docs.google.com/document/d/1ny62vC-pr2IPdYlgAqPfvvg2NBgtmsO763r_EJk-Ng/edit?tab=t.0)).

### 2. Recommendations to Council to improve ccNSO working methods (section 2)

The Council is advised to organize workshops led by the Triage Committee in the first semester of 2027 (ICANN88 and 89) involving the leadership teams of the various working groups and committees to evaluate and identify areas of improvement in working methods. The timing should be after the re-calibration period of the Secretariat and after closure of Phase 2 of the ccNSO Continuous Improvement Program, specifically testing the Program with Principle 2 and 3 - Principles relating to the Effectiveness and Efficiency of the ccNSO - by using the outcomes of the pilot phase of the program to inform the workshops.

### 3. Recommendation to Council to adopt workplan FY2027-FY2028 (1 July 2026 - 30 June 2028)

The Council is recommended to adopt the proposed FY27-FY28 Portfolio of Activities (section 4)

## 1. Introduction

Managing the portfolio of activities, and - related - prioritization is fundamentally a rationing act: it is necessary because demand, i.e. the full set of potential or requested work items, exceeds what can be delivered. If capacity were unlimited, every request would simply be actioned. This logical dependency means that priorities are **meaningless until the size of the gap between total anticipated workload and capacity is known**, and the gap cannot be sized until capacity has been fixed as the denominator

The ccNSO believes that its activities need to add value to ccTLDs in at least one of the following areas:

- Policy development
- Sharing of Information and practices
- ICANN related work
- ccNSO Foundational work

Currently (June 2026), staff is over committed, due to a combination of increasing ccNSO and other (unforeseen) demands compared to last year. This overcommitment can not be compensated by seeking more volunteers. Only changing the working methods may address this capacity constraint in the medium to short term. However, such a change needs to wait until re-calibration of the Secretariat is completed (March 2027) and results of the test of Continuous Improvement Principles on effectiveness and efficiency are available (January/February 2027).

In the FY27-28 workplan the work items with a minimum duration of two months have been identified. Most work items are related to sharing information and practices on specific themes (such as Internet Governance, DNS Abuse, Universal Acceptance, Tech Day). Within these themes, a topical approach by the committee or working group drives the (work) agenda and activities of these groups. Activities to deliver on these work items or topics are handled at committee level, including their workplan and prioritization.

The number of current work items under the ccNSO policy related work is limited. The regular ICANN related work, such as providing input to ICANN's planning is expected to continue as usual. ICANN work will continue, with or without participation of the ccNSO. Foundational work of the ccNSO is primarily related to the governance, management and administration of the ccNSO. The major new items in this area will be the implementation and testing of the continuous improvement program and participation of the ccNSO in ICANN's engagement program. The review of committees will be deferred until March 2027 at its earliest.

## 2. Purpose and Goals of the ccNSO

The ccNSO believes that its activities need to add value to ccTLDs. In July 2020, the ccNSO Council agreed that from their perspective, the purpose and value of the ccNSO for the ccTLD Community and other stakeholders is in achieving the following goals:

- 1) **Policy development and policy related work** – Policy development and related work, clarification and exploration of policies and other policy related themes. Work items are mostly organized as individual projects and hence on a working group by working group basis.
- 2) **Information & practices sharing** – The ccNSO as a platform to share information and practices among the ccTLD and broader community on specific themes. The activities of the ccNSO in this area are organized thematically (such as Internet Governance, DNS Abuse, Universal Acceptance, Tech Day). Within each of these themes a topical approach drives the (work) agenda of a group or committee focused on the theme. Outcome of the work is mostly geared around and towards informational and dialogue sessions at ICANN meetings.
- 3) **ICANN related activities** - Interact and represent where the ccNSO is mandated to do so, with ICANN and other entities in the ICANN ecosystem (SO's, AC's other SG etc.). Activities in this area are: review and commenting on ICANN's planning (SOPC), Reviews (IFR, CSC Effectiveness, Specific Reviews), CSC.
- 4) **Foundational Activities** - work that needs to be done to maintain the ccNSO and its activities (Governance, Continuous Improvement, Elections & Appointments, ccNSO workplan, Onboarding and Mentoring)

The last time the ccNSO Purpose and Goal statement was reviewed was in April 2024.

## Recommendation to Council

The ccNSO Council is advised to reconfirm the Purpose and Goal Statement ([https://docs.google.com/document/d/1ny62vC-pr2IPdYIqAqPfrevg2NBgtmsO763r\\_EJk-Ng/edit?tab=t.0](https://docs.google.com/document/d/1ny62vC-pr2IPdYIqAqPfrevg2NBgtmsO763r_EJk-Ng/edit?tab=t.0)).

### 3. Capacity and Capacity Constraints

Experience has shown that capacity is slow to change — it cannot be expanded in the short term (1-2 years) without deliberate, external resourcing decisions. Therefore looking at the time horizon of this planning exercise, it must function as the anchor for all planning.

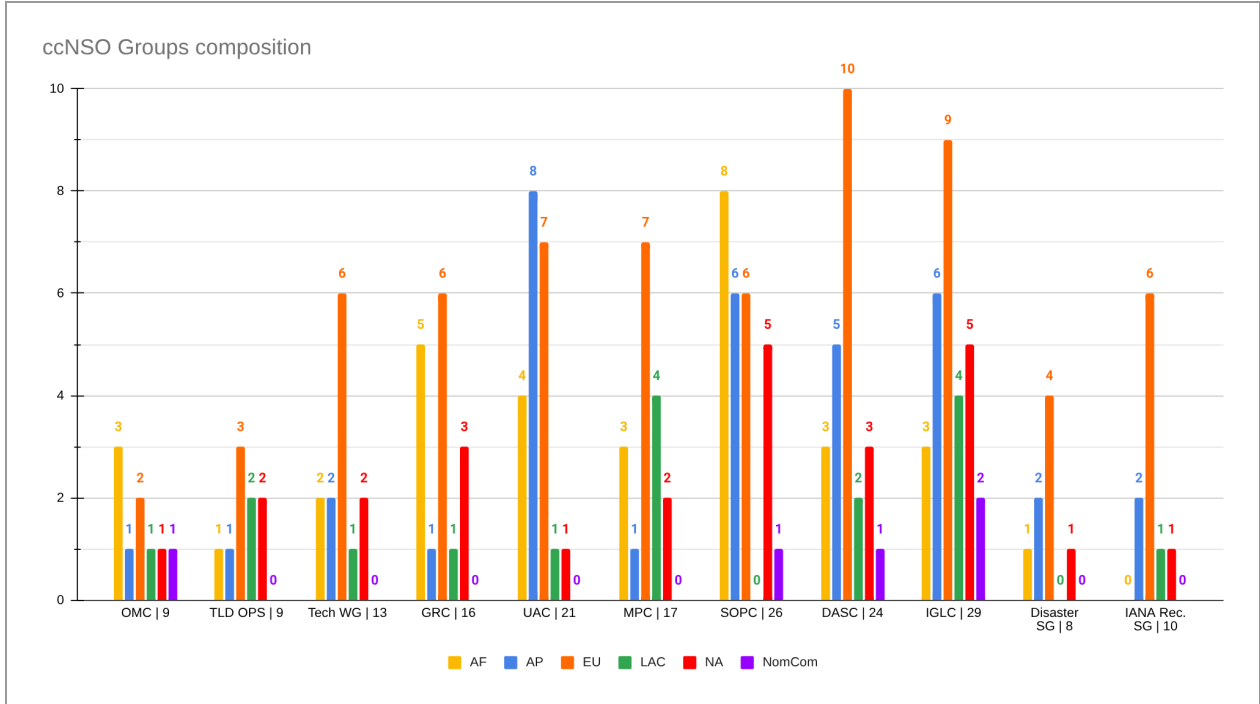
The capacity of the ccNSO is a function of its resourcing and working methods. As the ccNSO has no budget, the resourcing is first of foremost a matter of two categories of people doing the work:

1. Volunteers
2. Staff

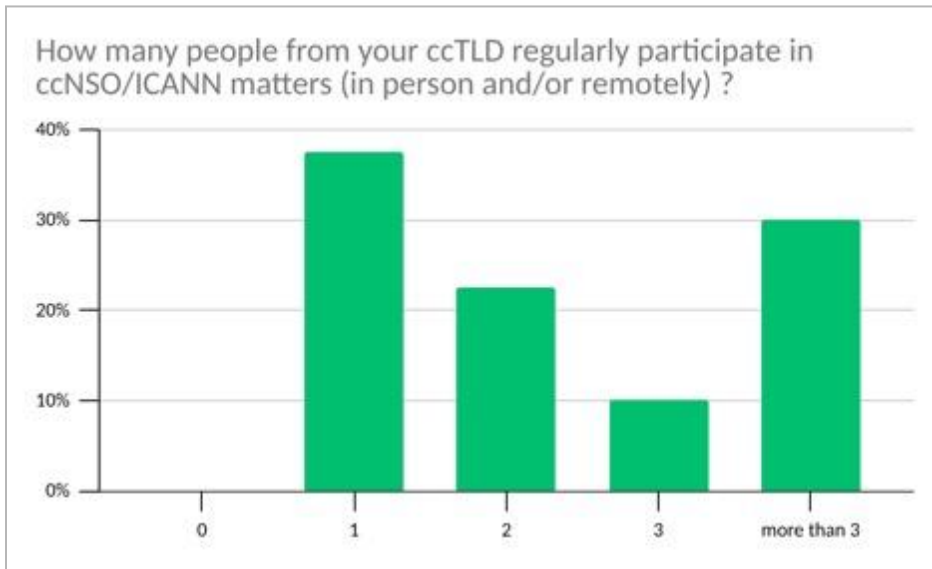
#### Volunteers

The ccNSO is first and foremost an organization of ccTLDs for ccTLDs. Only participation by volunteers from ccTLDs provides the legitimacy, and value of the ccNSO work for ccTLDs.

In 2025, in preparation of the discussion on the value of the ccNSO for ccTLDs, the 2<sup>nd</sup> Finance WG looked at the level and distribution of participation of volunteers across Committees and Working Groups. At the time the highest level of participation is in ongoing activities that matter to ccTLDs and of interest to individuals participating Internet Governance, DNS Abuse, Meeting Programming and ICANN's Strategic and Operational Planning. This has not changed since last year. Included the May 2026 participation distribution per Committee/Group.



In 2025 the 2nd Finance WG looked at the level of active participation of employees of ccTLDs in ccNSO and ICANN related matters:



In addition, the working group looked at the average time ccTLD staff spend on ICANN and ccNSO related matters:



Although the ccNSO is steadily investing time and effort in increasing the number of volunteers (through on-boarding, mentoring and outreach), and in future in a joint effort with ICANN org, the expectation is that at best this number will only increase in a limited way. Like every organization dependent on volunteers, the growth of the volunteer base will come with a considerable increase in costs for the following reasons:

1. The organizations that can afford their staff to participate on a regular basis already do so.
2. The amount of time volunteers can be spent on ccNSO and ICANN related matters is limited.
3. Based on the experience to date, for example the new appointments to the WG and Committees, increases in participation in committees and working groups are most likely to occur in the groups dealing with common interest themes (Internet Governance, DNS Abuse, Universal Acceptance and ICANN planning), which are already well resourced with volunteers.

## Staff

Currently the ccNSO Secretariat comprises 3 members of staff, at times assisted by other policy support (supporting specific groups or at ICANN meetings). The Secretariat supports:

- The ccNSO Council, 2 Council committees and Council leadership.
- 11 ccNSO groups: Committees, Study Groups and working groups, with varying support needs.
- ccNSO Session at ICANN meetings, from planning facilitating preparatory work (which includes 2-3 session related remote preparatory meetings) per session on block schedule (9-14 sessions, depending on the ICANN meeting format).
- ICANN staff work on ccPDPs (ccPDP4 and ccPDP3 RM)
- CSC Secretariat
- ICANN internal work
- Maintenance Website and wikispace

The support work includes organizing, managing, and facilitating meetings, reporting, and drafting. The Secretariat also writes and manages the ccNSO Newsletters, organizes and manages the ccNSO sessions at ICANN meetings, topical webinars, maintains the wiki-spaces and website, elections etc.

Currently (June 2026), staff is over committed, due to a combination of increasing ccNSO and ICANN internal demands. For example, due to changes to (management of) the ccNSO website, the Secretariat is now responsible for (and is learning on the job) to maintain the ccNSO website. The overcommitment is reflected in extreme working days (2 days a week, 12-14 hours), slipping deadlines outcomes, less preparatory time, etc.

To address the overcommitment in the short term:

- The frequency of group meetings needs to be reduced. Some groups meet once every week. To be sustainable this should be reduced to 1 meeting every two weeks.
- The number of groups that can be supported should remain at the current level if not be reduced.

Further, on 1 October 2026, the composition of the Secretariat will change. Due to the nature of the change and the small size of the Secretariat it is expected that this will initially have a major impact on the ability of the Secretariat to take on and/or launch new work items. To ensure continued productivity the focus will be on re-calibration of the Secretariat. The expectation is a temporarily reduced level of support, in the period starting just before ICANN87 (1 October 2026) until at least end of ICANN87 (March 2027).

## Working methods

With little or no budget, capacity is raised not by buying more hours but by **getting more deliverable output from the hours already available**. Therefore in finding the right balance between workload and resourcing, the ccNSO's working methods are critically important i.e. on how the ccNSO (volunteers and staff) organizes and delivers its work. To date the working methods vary across the different ccNSO groups, and are dependent on and reflect various aspects, such as leadership, scope of work, experience of the members, deliverables, and expected role of staff.

As the two resource types are fundamentally different, and that asymmetry is the core of current working methods. **Volunteers are abundant but fragmented** — many of them, with deep expertise, but their time is irregular and cannot be directed. **Staff are scarce but reliable** — few in number, but their time is continuous, schedulable and accountable. This implies that spending scarce staff time *doing* the work of volunteers produces a single unit of output per hour, while displacing volunteers from the substantive work that motivates them. Spending staff time on *removing friction* from volunteer effort, and each staff hour unlocks many volunteer hours that would otherwise be wasted or never offered. In short, the scarce resource should always be used where it leverages the abundant one, not replacing it.

## 4. The FY 27-FY 28 Anticipated Projects and Themes

At the start of the FY27-FY28 planning cycle, the full list of anticipated individual projects and topics is extensive and are listed below. The list includes work items, which will take at least two months, and are grouped according to:

1. Current and Expected Work Items
2. ccNSO purpose and goals

## Current Work Items

### Policy related work

- ccPDP3 RM implementation (ccPAIG RM)
- Disaster Recovery Study Groups - IANA's role regarding disaster recovery of ccTLDs. Expected to be completed by ICANN87 (October 2026)
- IANA Public Records Study Group – exploring purpose, expected accuracy of IANA's public records pertaining to ccTLDs and graduated compliance. Expected to be completed December 2026.
- Participation in GNSO DNS Abuse PDP1, expected to be completed by June 2027

### Platform: Information & practices sharing

- Internet Governance (IGLC), ongoing
- DNS Abuse (DASC), ongoing

- Universal Acceptance (UAC), ongoing
- TLD Operational stability and security (TLD-Ops), ongoing
- Tech Day (Tech WG), ongoing
- Planning of ccNSO meetings @ ICANN (Council & MPC)

## ICANN related work

- Monitoring of “Review of Reviews” implementation. The work under that is being designed to review purpose, need, and methods of specific and other reviews.

## Foundational work

- ccNSO Governance development (GRC), develop and review various governance documentation and practices
- Effectiveness Review IGLC (closure expected September 2026)
- Administration of the ccNSO (ccNSO Council)
  - Maintenance of Work plan and requests for input ccNSO assessment (Triage Committee)
  - Travel funding (Travel Fund committee)
- Onboarding and mentoring (OMC)
- Board Nominations & Annual Council Elections cycle
- External Appointments: CSC, NomCom, Liaisons, etc.

## Upcoming work items

In addition to the current work items, which will run into the next planning cycle, the following new items have been identified:

## Policy related work

- Implementation assistance IDNccPDP (IDNccPAIG) – expected to be launched in September 2026, after adoption of the recommended policy. Remains active for the duration of the implementation process.
- Study Groups - The following study groups have been recommended in the policy gap analyses work, in no specific order:
  - Eligibility assessment before changes
  - Local presence requirements & Minimum level of involvement
  - Resignation
  - Request confidentiality

Note that based on experience to date a Study Group will take about a year to complete its work.

- Expected Participation of the ccNSO in GNSO DNSAbuse PDP2

## Information & practices sharing (Platform Function)

To date no new themes have been identified. That said, each committee explores topics and how they need to be addressed at committee level. This way of working results in an ongoing effort for as long as the ccNSO considers the theme of relevance.

## ICANN related activities

- Review and comment on ICANN and IANA's FY28 (starting October 2026 until April 2027), and FY29 operational plan and budget (starting October 2027 until April 2028).
- Review and commenting on PTI operating plan and budget (starting October 2026 until April 2027)
- Review and commenting on ICANN's and IANA's FY28- FY32 (starting October 2026 until April 2027), and FY29-FY33 five operating Plan and Funding (starting October 2027 until April 2028)
- 3<sup>rd</sup> CSC Effectiveness Review (expected by August 2027)
- Launch Participation in Root Server Governance structure – starting date unknown
- Participation in ICANN's engagement work (starting end of Q3 2026, ICANN87)
  - ccNSO leadership and ICANN outreach and engagements team have been discussing how to collaborate in engaging and reaching out to ccTLDs as part of ICANN's renewed Engagement strategy and following the advice of the 2nd Finance WG to ICANN.

## Foundational work

- Review of Working methods
- Continuous Improvement roll-out, phased as follows:
  - Phase 1: Foundation - Closure end July 2026 - Refine indicator list with GRC; select measurement methods; establish baseline data; design feedback mechanisms.
  - Phase 2: Pilot Start August 2026 - end January 2027  
Test on 2 priority principles (effectiveness and efficiency of the ccNSO conduct first measurement cycle; gather stakeholder feedback; refine methods. Use outcome to set the ccNSO CIP and also as input for Council the review of working methods
  - Phase 3: Full Rollout July 2027 - March 2028  
Implement CIP across all 5 principles; establish quarterly M&E cycles; activate feedback loops; train working groups.
  - Phase 4: Embedding April - August 2028  
Integrate into Council workflows; automate data collection; handover to permanent team; document processes.
- Effectiveness [review of various ccNSO committees](#) - Reviewing the purpose and effectiveness of the following Committees - although now part of the ccNSO CIP - was identified as a work item:

- Review IGLC - May 2026 - September 26
- UAC
- GRC
- TLD-OPs
- Tech WG
- SOPC
- OMC
- DASC

## 5. Prioritization of activities

### Need for Prioritization

In multi-stakeholder environments, like the ccNSO and broader ICANN Ecosystem, the tendency toward demand inflation is structural: each group or sponsor, whether ccNSO related or other, perceives its workstream as important relative to their own mandate.

Setting priorities before capacity is established — a practice from the past — produces a predictable set of downstream problems. Four are listed here.

Failure mode	Mechanism	Effect in practice
<b>Overcommitment</b>	Demand is planned without a ceiling	Delivery slips; timelines compress
<b>Priority inflation</b>	Everything is ranked high; no real trade-off made	The list stops functioning as a decision tool
<b>Burnout and trust erosion</b>	Volunteers absorb chronic slippage	Participation declines over successive cycles
<b>Aspirational not operational plans</b>	Plan reflects intent, not deliverable capacity	Stakeholder confidence in governance erodes

A particularly acute failure mode is the **illusion of prioritisation**: the Council held a planning session, a ranked list exists, and participants leave with the impression that choices were made. However, because no capacity constraint disciplined the choices, nothing was actually traded off. Real prioritisation always means saying no to something specific — and the specific things that are declined can only be identified once capacity tells how much “no” is required.

As noted, the capacity of the ccNSO is limited and fixed in the short to medium term (1-3 years). Further, the total anticipated workload (the combination of current and anticipated, upcoming work items) against the capacity envelope is out of balance. Therefore the the activities and of the ccNSO must be prioritized to bring back balance between the two. With this need for prioritization in mind the FY 27-28 work plan is proposed.

# Proposed FY27-FY28 Portfolio of Activities

## 1. Information & practices sharing (Platform Function)

To maintain the level of participation of volunteers in the ccNSO is paramount to keep delivering value to the ccTLD and broader community. It is assumed that the global platform function of the ccNSO is valued most by the ccTLD community. Through the platform function ccTLDs share information, practices and maintain their global network. Experience has shown that through this function the ccNSO attracts new participants and relates substantially with other stakeholders in the ICANN Ecosystem. If a choice must be made between prioritizing themed activities in favor of non-urgent, but important future Policy (related) work, ICANN related Work and Foundational Work, the priority should be with the themes.

## 2. Policy and Policy related work

Work on the (implementation of) the two open ccNSO PDPs is foreseen to continue throughout the planning window (FY27-28). Given the capacity intensity of the Study Groups, the need to re-calibrate the Secretariat in the period from October 26 to March 27, and general review of the ccNSO working methods, the Council is strongly advised not to launch additional study groups, including not to develop the terms of reference until June 2027, the start of the next planning cycle. Related, before launching a new Study Group, the Council in consultation with the community will need to determine the order and priorities of the studies (June 2027).

## 3. ICANN related work

The ICANN related work includes the input and comments on ICANN and PTI planning proposals and budgets. These are regularly recurring work items that as a result of the current working method has a fairly limited impact on total capacity and are considered of high value to the ccTLD and broader community.

The 3rd CSC effectiveness review is anticipated to start early FY28 (July 2027), assuming the CSC related Bylaw amendments will be approved.

The ccTLD community is expected to participate in the Root Server Governance structure together with the gTLD registries. The details are not known yet, but the expectation is that once the new structure is launched, the ccNSO will have to appoint 5 members. Note this is not listed yet in the work plan, as too many details are unknown.

The ccNSO leadership and ICANN leadership have been discussing a collaborative effort to structure ICANN's outreach and engagement with individual ccTLDs. Although at its early stages it is anticipated that the ccNSO will be involved in the planning starting at ICANN87. Continued engagement and the capacity the ccNSO intends to dedicate will need to be weighed against the anticipated added value. This work is included as a line-item.

#### 4. Foundational work

Most of the Foundational work is Bylaw driven that the ccNSO must undertake either in regular role or as member of the Empowered Community, this includes, Council elections, Board Nominations, Appointment and Participation in the CSC and other external appointments. In addition, the ccNSO through the GRC works on improvement of governance of the ccNSO and has committed to the continuous improvement program, anticipated to replace the organizational review of the ccNSO, and allowing the ccNSO by continuously improving the ccNSO to add more value of the ccNSO for ccTLDs and broader community. For that reason and although potential needed capacity is relatively high, it is proposed that Phase 1: Setting the Foundation and Phase 2: Pilot by testing the program on the priority principles (effectiveness and efficiency of the ccNSO) are conducted and included in the FY27-FY28 Portfolio, considering that the outcome of Phase 2 will inform the Council and broader discussions on adjusting the ccNSO working methods. Phase 3 and 4 are tentatively scheduled for FY28.

Taking into account the need to test the proposed continuous framework, it is proposed that after conclusion of the IGLC effectiveness review, the effectiveness review of the other committees that have not been reviewed to date, is deferred at least until 1 July 2027, as part of the next version of the ccNSO work plan.

#### Scheduling and planning of the ccNSO FY27-28 Portfolio of Activities

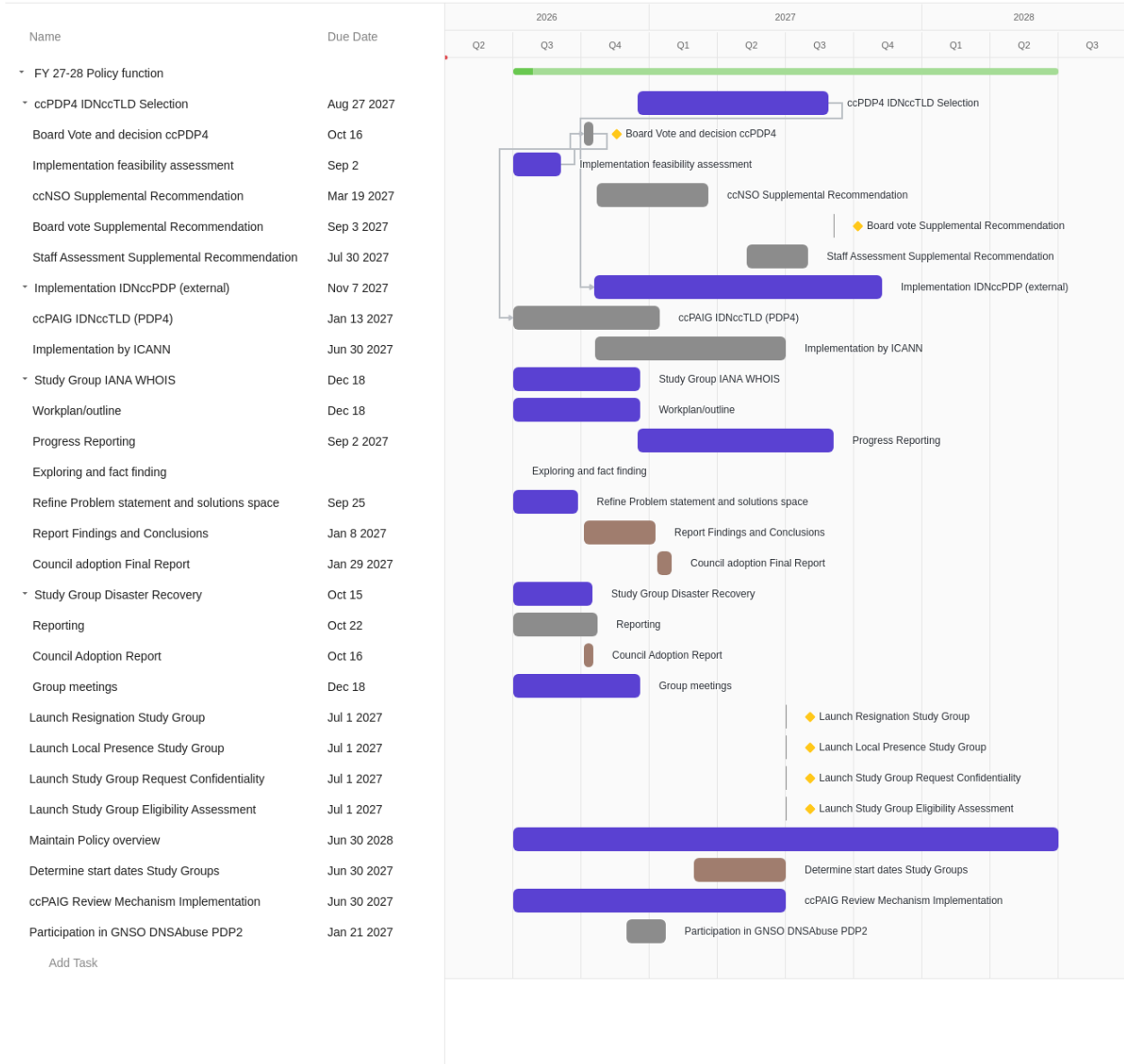
The full range of the activities of the ccNSO for the 1 July 2026- 30 June 2028 period overreaches the limited capacity of the ccNSO. Therefore the activities of the ccNSO must be prioritized to bring back balance between the two in the short term and by potentially increasing capacity, through reform of the working methods in the short to middle term. The resulting actionable work items and schedule of execution are documented in the FY27-FY28 Portfolio (Included in Annex A)

#### Recommendation to Council

The Council is recommended to adopt the proposed FY27-FY28 Portfolio of Activities.

# Annex A - FY27-FY28 Portfolio of Activities

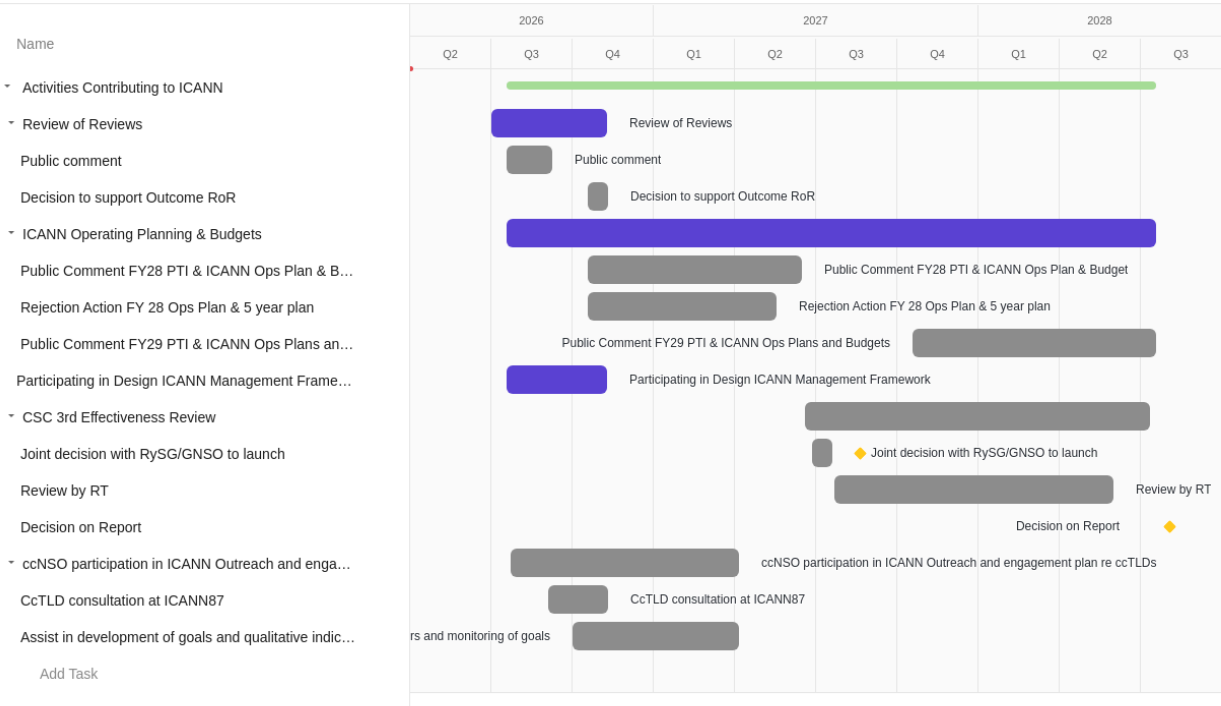
## Policy and Policy related Activities



**Global Platform Function**

Name	Due Date	2026			2027				2028		
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Global Platform Function		[Green bar spanning Q2 2026 to Q3 2028]									
TLD-Ops	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
Maintain TLD-ops mailing list	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
Prepare and conduct community work	Jun 30 2028	[Grey bar spanning Q3 2026 to Q3 2028]									
Meetings Committee	Jun 30 2028	[Grey bar spanning Q2 2026 to Q3 2028]									
DNS Abuse	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
2026 Survey	Jan 28 2027	[Blue bar: 2026 Survey, Q2 2026 to Q1 2027]									
2028 Survey	Jun 30 2028	[Grey bar: 2028 Survey, Q2 2028 to Q3 2028]									
Participation GNSO PDP 1	Mar 26 2027	[Blue bar: Participation GNSO PDP 1, Q2 2026 to Q1 2027]									
DASC meetings	Jun 30 2028	[Grey bar spanning Q2 2026 to Q3 2028]									
Internet Governance for ccTLDs	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
Cyber Security	Sep 1	[Label: Cyber Security]									
Heat mapping 2027	Mar 11 2027	[Grey bar: Heat mapping 2027, Q1 2027]									
Heat Mapping 2028	Mar 24 2028	[Grey bar: Heat Mapping 2028, Q2 2028]									
Workplan 2027	Mar 12 2027	[Blue bar: Workplan 2027, Q2 2026 to Q1 2027]									
Workplan 2028	Mar 31 2028	[Grey bar: Workplan 2028, Q2 2027 to Q1 2028]									
IGLC meetings	Jun 30 2028	[Grey bar spanning Q2 2026 to Q3 2028]									
Universal Acceptance	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
UA dedicated email list	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
UA Day involvement FY 27	May 31 2027	[Blue bar: UA Day involvement FY 27, Q3 2026 to Q2 2027]									
Execute UA roadmap	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
Maintain UA Library	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
UA Committee meetings	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
UA Day FY28	May 26 2028	[Grey bar: UA Day FY28, Q3 2027 to Q2 2028]									
ccNSO Meetings	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
ccNSO @ ICANN87	Nov 16	[Blue bar: ccNSO @ ICANN87, Q3 2026]									
ccNSO @ ICANN88	Mar 29 2027	[Grey bar: ccNSO @ ICANN88, Q1 2027]									
ccNSO@ICANN89	Jul 19 2027	[Grey bar: ccNSO@ICANN89, Q3 2027]									
ccNSO@ICANN90	Nov 1 2027	[Grey bar: ccNSO@ICANN90, Q4 2027]									
ccNSO@ICANN91	Mar 27 2028	[Grey bar: ccNSO@ICANN91, Q1 2028]									
ccNSO@ICANN92	Jun 30 2028	[Grey bar: ccNSO@ICANN92, Q2 2028]									
Tech Day	Jun 30 2028	[Blue bar spanning Q2 2026 to Q3 2028]									
Tech Day 87	Oct 30	[Grey bar: Tech Day 87, Q4 2026]									
Tech Day 88	Apr 23 2027	[Grey bar: Tech Day 88, Q1 2027]									
Tech Day 89	Jun 25 2027	[Grey bar: Tech Day 89, Q2 2027]									
Tech Day 90	Oct 22 2027	[Grey bar: Tech Day 90, Q4 2027]									
Tech Day 91	Mar 24 2028	[Grey bar: Tech Day 91, Q1 2028]									
Tech Day 92	Jun 23 2028	[Grey bar: Tech Day 92, Q2 2028]									
Add Task											

**Activities contributing to ICANN**



## Foundational Activities

Name	2026			2027				2028		
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Foundational Activities	[Green bar]									
ccNSO Governance	[Blue bar]									
Consolidate terminology/Glossary for Guidelines						◆ Consolidate terminology/Glossary for Guidelines				
Update Approval and Rejection Action Guideline						◆ Update Approval and Rejection Action Guideline				
Internal Appointment	[Dark grey bar]									
Internal Appointments March 27					Internal Appointments March 27					
Internal Appointments March 28								Internal Appointments March 28		
External Appointments	[Dark grey bar]									
External appointment FY 27	External appointment FY 27									
External Appointments FY28							External Appointments FY28			
Review E&E ccNSO Committees	[Blue bar]									
IGLC review	IGLC review									
UAC Review						◆ UAC Review				
GRC Review						◆ GRC Review				
TLD-OPs review						◆ TLD-OPs review				
Tech WG						◆ Tech WG				
SOPC						◆ SOPC				
OMC						◆ OMC				
DASC						◆ DASC				
OnBoarding and Mentoring	[Blue bar]									
Mentoring and buddy system	[Blue bar]									
OnBoarding	[Blue bar]									
Continuous Improvement ccNSO Program	[Blue bar]									
Maintain repository of initiatives	[Blue bar]									
Report quarterly on initiatives	[Dark grey bar]									
Oversight CI Program	[Dark grey bar]									
Pilot Implementation CI Framework					Pilot Implementation CI Framework					
Full Implementation CI Framework										
Foundational Work	Foundational Work									
Embedding CIP Framework								Embedding CIP Framework		
Review results Pilot Phase and update process								Review results Pilot Phase and update process		
Develop and maintain ccNSO Portfolio	[Blue bar]									
Maintenance FY27-FY28 Portfolio	[Blue bar]									
Developing FY28-FY29 Portfolio								Developing FY28-FY29 Portfolio		
Working sessions Improvement ccNSO Working m...								Working sessions Improvement ccNSO Working methods		
Maintenance FY28-FY29 Portfolio										
Re-Confirm purpose and need ccNSO								Re-Confirm purpose and need ccNSO		
Add Task										