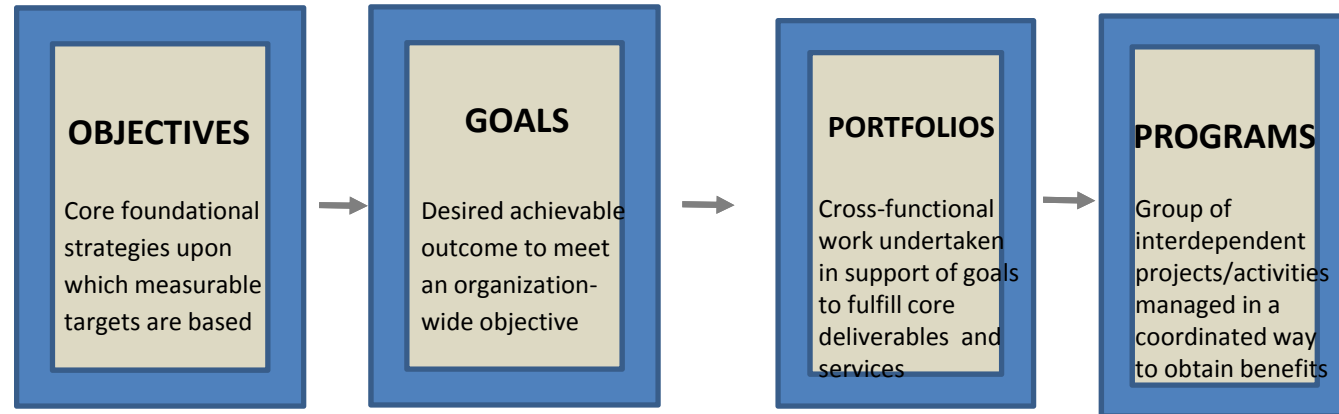


## ICANN Portfolio Management System

The new ICANN Portfolio Management System is to assist ICANN in effectively managing and prioritizing work activities across its global workforce. ICANN is sharing a snapshot of the Portfolio Management System to increase ICANN's transparency and visibility into ICANN's workload and progress, towards our four management plan objectives and sixteen management goals as guided by the ICANN Strategic Plan as developed by the community.

ICANN's work is organized in a hierarchy of Objectives, Goals, Portfolios, Programs and Projects. Here you can see a high-level status of ICANN's work.



**Status Key:** (Status is measured against expected completion dates)

- On Target    Project dates are on track to meet the estimated planned completion date
- At Risk    Project dates are tracking behind the estimated planned completion date
- In Trouble    Project dates are tracking late the estimated planned completion date
- Complete    Project is completed

**Description** – a detailed definition of the scope of work

**Owner** – name identified with each entry that is responsible for the work at ICANN

**Timeline** – target date designated for completion or, for ongoing work for the current fiscal year (e.g. FY13T3)

**Metric** – description of quantifiable measurement(s) of success

**Priority** – indicates level of priority within the fiscal year (e.g. Urgent, High, Normal and Low)

**Dependencies** – resource or activity that is critical to the success for completing the work

**Stakeholders** – parties who are either interested or impacted by the work

*ICANN transitioned to this centralized Portfolio Management System in January 2013. Work is still ongoing to develop consistency and uniformity to the system.*

*Information found in the ICANN Portfolio Management System will be continually updated. It is an information source for informal reference only. It should not be used as an official source of information about ICANN or its work.*

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
<b>Objective: Operations Excellence - Fadi Chehade</b>						
<b>Goal: Mature Organizational Support Functions - Akram Atallah</b>						
<b>Portfolio: Administrative Services - Diane Schroeder</b>						
Administrative Services	Represents the day to day operations of the Administrative Services Department which includes front desk, facilities management, purchasing, travel management etc. that is managed specifically by the Administrative Services Department.	The elements of this program will be measured generally by the quality and quantity of work - e.g. cleanliness of the facility, meeting set-up requirements for conference rooms, etc.	Staff, legal, management	Staff, legal, management		FY13 T3
Travel Management	Management of travel for ICANN	Meeting travel requirements against budget parameters.	Staff, management, community	Staff, management, community	Travel, Meetings	FY13 T3
Archiving - History of ICANN	Develop and manage the creation of a historical record of ICANN.	Establish program parameters to support ICANN's strategic objectives.	Staff, legal, management	community in general	ICANN History	FY13 T3
Management of ICANN Offices	Management of all ICANN Offices	Effective management of offices within budget parameters to meet ICANN's globalization strategy.	Staff, legal, management	Staff, legal, management, Board	Globalization	FY13 T3
ICANN Administration	Administrative support functions for ICANN	Effective use of administrative staff against budget parameters	Staff, management	Staff, management		FY13 T3
<b>Portfolio: Effective Business Operations - Akram Atallah</b>						
Meetings & Conferences	Oversee the execution of ICANN Meetings and Conferences	Timely and quality delivery of meeting support	Board, staff, legal and management	Community, Staff and Board	ICANN Meetings & Conferences	FY13 T3
New gTLD Registries Onboarding	On-boarding of applicants as they sign applications and are approved.	Systems need to be online and ready for on-boarding.	Staffing, project management, external resources	Registries & contracted parties		FY14 T1
Registry Services Operations	Various services pertaining to the services provided for the Registry stakeholder community.	Systems and tools - CRM, and others.	CRM, staffing	Registry operators		FY14 T2
<b>Portfolio: Maintain Board Support - John Jeffrey</b>						
Board Committees	Managing Content and Administration for ICANN's Board of Directors Committee Meetings	Effective Support for Board Committees	Board, staff and management	Board		FY14 T1
Board Meetings	Managing Content and Administration for ICANN's Board of Directors Meetings	Effective support for all Board Meetings	Board, staff and management	Board, Staff Management and community		FY14 T1
Board Secretary Function	Maintain bylaw and role job functions of Board Secretary	Timely response to notices sent to Board Secretary; taking of and publication of resolutions, rationales, preliminary reports and minutes.	Board, staff, legal and management	Board, legal and management	minutes, resolutions, board secretary	FY13 T3
Board Support	Provide staff support to ICANN's Board of Directors.	Effective support of the chairman and members of the Board	Board and management	Board		FY14 T1
<b>Portfolio: Human Resources - Steve Antonoff</b>						
Human Resources	Day to day HR activities as well as projects relating to ensuring a "best in class" work environment designed to attract and retain talent.	Hiring and retaining staff to meet demands within or better than industry standards, turnover at or below industry standards, and input from staff on overall work environment.	Staff, management, and Board	Staff, management and Board	Careers	FY13 T3
<b>Portfolio: Finance Operations - Xavier Calvez</b>						
Finance Operations	Finance Operations - day to day activities	On time completion of all activities: - Payroll - Accounts Payable - Monthly close	HR for Payroll / All staff for A/P	ICANN Staff, ICANN community, all vendors		FY13 T2
<b>Portfolio: Support Enterprise Wide Systems - Edward Beck</b>						
Customer Relationship Enterprise Systems	Alignment of all ICANN business and support systems serving our customer base, toward a centralized enterprise platform.	- Successful delivery of project phases, gTLD Pilot & Core within 25% variance of baseline due date	Staff, gTLD Team & Program	gTLD Operations, Ry & Rr Operations, Customers		FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Information Technology Operations	Core day to day activities and general projects in support of the Information Technology Organization.	- Monthly Performance & Service Metrics of support and project delivery	Staff & budgetary support	ICANN Staff & Community		FY13 T3
Enterprise Resource Management Systems	Centralization and standardization of all ICANN internal systems, data and resource management tools to align with an Enterprise Resource Management platform.	- Successful delivery of key projects on time and without restarts (Concur, ReQlogic, MSGP Reporting)	Staff & Precursory projects	ICANN Finance & Executive Staff/Managers	ERP, Concur, and other internal systems	FY13 T3
<b>Goal: Institutionalize Management Disciplines - Akram Atallah</b>						
<b>Portfolio: Provide Legal Support and Advice - John Jeffrey</b>						
Legal Dept Adminstrative Support	Track work regarding Legal Department Administrative Services	1) Track budgeting and administrative tasks for Legal Department and Board Support Budget 2) Provide regular reporting of departmental budgeting (general legal and board support budget), outside counsel budgeting, and administrative tasks metrics (contractor agreements, document archives, correspondence).	Board, staff and management	legal		FY16 T3
Build on Corporate Compliance	Continue to build corporate compliance program for tracking and ensuring that corporate filings are maintained.	1) Maintain corporate (not contractual compliance) compliance checklists and tracking sheets, 2) ensure timely and effective filings.	legal, finance, staff, board	staff, board, community	corporate filings, corporate compliance	FY13 T3
General Legal Advice	Provide general legal advice to ICANN departments and functions.	1) provide resources to respond receive and respond to questions of general legal advice. 2) provide timely and effective responses to questions.	legal, community, human resources	all	legal, general legal advice	FY13 T3
Maintain Litigation Readiness	Maintain a team and appropriate available outside resources to be able to respond to any litigation.	1) Maintain appropriate internal and external team capability to respond to legal challenges and litigation. 2) Track and effectively respond to, and defend ICANN against threats and actual dispute resolution and litigation.	legal resources	legal, staff, exec, board	litigation, legal	
Key Document Management	Manage all key document and contracts, tracking for all major ICANN documents and agreements.	1) Maintain Document Management System for security and management of all key company documents. 2) Track and provide notices regarding key documents and contracts.	legal, staff	legal, exec, staff, board, community	dms, document management system, key agreements	FY13 T3
Litigation Management	Maintain, track and provide strategic guidance on all active litigation projects.	1) Track and ensure actions on all active litigation projects. 2) Provide strategic guidance and management of litigation counsel for all active litigation.	legal, exec, staff, board	legal, exec, board	litigation, legal	
<b>Portfolio: Implement Operational Readiness - Carole Cornell</b>						
Effective Management Reporting	Develop, coordinate, evaluate and execute on use of effective Management Reports for ICANN Operations	Development and adoption of ways to increase management visibility, insight and efficiency	Board, CEO, Staff	Board, CEO, Staff		FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Business Excellence	The initial deployment of the EFQM Business Excellence methodology within ICANN.	Timely delivery of methodology training to staff; Development of initial process documentation related to process development and ongoing assessment Reviews on process development and maintenance;	ICANN Staff, Management and Board	ICANN Staff, Management and Board		FY13 T3
<b>Portfolio: Deliver on Management System Mapping - Carole Cornell</b>						
Portfolio Management Discipline Roll Out	Manage initial phases 1 and 2 of the new Portfolio Management Discipline from concept through to day-to-day cultural integration at ICANN	1) Show alignment of work to Goal and Objectives 2) Enhanced communication and information sharing between departments as well as between the executive team and staff thru usage of AtTask tool 3) Show ICANN's portfolio of projects cross-functionally with identification of contention for resources, risks and dependencies	ICANN Staff, Management and Board	ICANN Staff, Management and Board	Portfolio Management Discipline	FY14 T3
<b>Portfolio: Establish SOPs Across the Organization - Carole Cornell</b>						
Finance Process and Procedure documentation	Finance Process and Procedure documentation	Produce process and implement to ensure effective compliance	Staff, Management	Staff, Management, Board, Community	Finance	FY13 T3
Culture and Change Management Initiatives	Projects to expedite and facilitate adoption of an operations-focused working culture and support staff alignment and cohesion.	Identified efficiency gains, staff retention and satisfaction.	Bandwidth and resources to pursue projects	ICANN staff at all levels, ICANN stakeholders who interact with staff	Culture, Performance, Strategic Planning, SOPs	FY13 T3
<b>Portfolio: Strategic Planning - Denise Michel</b>						
Development of ICANN Strategic Plan in FY2014	Develop & run process that yields new 5 year Strategic Plan	Board incorporation of proposed plan and staff execution	Community, Board, staff and management	Community, Board, staff and management		FY13 T2
<b>Goal: Optimize gTLD Services - Akram Atallah</b>						
<b>Portfolio: gTLD Services - Cyrus Namazi</b>						

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Registrar Contract Management	<p>The Registrar Contract Management program encompasses everyday contract management tasks and discrete project work.</p> <p>Everyday contract management work includes:</p> <ul style="list-style-type: none"> <li>- registrar accreditation application review and approval;</li> <li>- renewal of registrar accreditation agreements;</li> <li>- review and approval of requests for accreditation agreement assignment; and</li> <li>- processing of accreditation agreement updates (such as changes to a registrar's "Primary Contact" and addition of TLD appendices, etc.).</li> </ul> <p>Examples of project work include:</p> <ul style="list-style-type: none"> <li>- implementation of new and amended consensus policies;</li> <li>- creation of procedures and processes intended to protect registrants in the event of registrar failure and to promote a robust, competitive DNS marketplace;</li> <li>- amendment of the registrar accreditation agreement; and</li> <li>- operation of the annual registrar fee approval process.</li> </ul>	<p>Successful and timely conclusion of project work. Formal and informal feedback from stakeholders solicited at appropriate times.</p>	<p>(project-specific)</p>	<p>Registrar Stakeholder Group, registrars, registrants, registries, GNSO &amp; greater ICANN community, ICANN Compliance and other staff</p>		<p>FY13 T3</p>
Ongoing gTLD Registry Liaison	<p>Coordinate and manage day-to-day Registry Liaison Operations</p>	<p>Establish process and systems to support the New gTLD Registries</p>	<p>Community, Staff</p>	<p>Community, Staff and Board</p>	<p>New gTLD Registries</p>	<p>FY13 T3</p>

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Registrar Engagement & Relationship Management	Registrar Engagement & Relationship Management program work includes: - responding to registrar and registrant inquiries; - providing logistical support and coordination for the Registrar Stakeholder Group; - facilitating informal resolution of disputes between registrars or between registrars and other stakeholders; - proactively communicating with registrars about compliance, marketplace, and other trends and issues of importance; - serving as a gateway for registrars into other areas of ICANN's work; - conducting regional outreach events to better engage registrars with ICANN and with each other; - serving as subject matter experts and the voice of registrars within ICANN; - operating and maintaining the registrar training program; - promoting registrar respect for law enforcement and intellectual properties concerns and assisting registrars in understanding the Uniform Domain-Name Dispute Resolution Policy; - collecting and disseminating market data; and - coordinating workshops to help inform community policy-making.	Successful and timely conclusion of project work. Formal and informal feedback from stakeholder solicited at appropriate times.	(project-specific)	Registrar Stakeholder Group, registrars, registrants, registries, GNSO & greater ICANN community, ICANN Compliance and other staff		FY13 T3
<b>Portfolio: gTLD Operations - Christine Willett (9)</b>						
New gTLD Rights Protection	Program to coordinate projects to deliver and support Rights Protection mechanisms for the New gTLD program.	- Launch TMCH - Identify URS Providers - Identify PD DRP Providers	Legal	ICANN Community especially rights holders		FY13 T3
New gTLD Support and Administration	Ongoing administrative and support activities for the new gTLD team.	Timely execution of all required helps and supports.	Staff	New gTLD Program staff	n/a	FY13 T3
New gTLD Communications	Provide communication support function for New gTLD program.	Provide accurate information regarding New gTLD Program to the community.	New gTLD Program	ICANN and Community	New gTLD Communication	FY13 T3
New gTLD Customer Service	Provide support to new gTLD applicants and other stakeholders.	Timely processing of customer inquiries.	Staff	Applicants	New gTLD Customer Service	FY13 T3
New gTLD Financial Management	Design and implement the new gTLD financial processes and procedures.	Timely designing and processing of all necessary financial documents and procedures.	New gTLD Program	ICANN staff, Board, ICANN Community, Vendors		FY13 T3
New gTLD Vendor Procurement	Maintain and manage new gTLD program's current and potential vendors: Relationship, contractual, procurement and payment.	On-time contracting, on budget, and on-time payment.	Staff, Legal	New gTLD Program, Legal, and Finance	New gTLD Vendor Management	FY13 T3
New gTLD Application Processing	Process applications through all phases of New gTLD Program.	Posting the application results	New gTLD Program	ICANN, community	New gTLD Application	FY13 T3
New gTLD System Management	Development and support of systems to assist New gTLD Program.	Timeliness of the deliverable and quality of applications.	Business Requirements	ICANN	New gTLD Development	FY13 T3
New gTLD Process Design & Documentation	This program includes projects to define and document process and procedures for the New gTLD program.	Timely completion of deliverables from team.	New gTLD Program	New gTLD Team	Process Design & Documentation	FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
<b>Goal: Plan for Scale, Security, Continuity - Akram Atallah</b>						
<b>Portfolio: Risk Management - John Jeffrey</b>						
Enterprise Risk Management Program	Restart work on an Enterprise Risk Management framework.	Enterprise risk management	ICANN staff and Board Risk Committee	Board Risk Committee, legal, security	Risk Management	FY13 T3
<b>Portfolio: Continuity of outside mechanism (e.g. UDRP, TMCH) - Cyrus Namazi</b>						
Dispute Resolution Processes	Review dispute resolution processes and seek opportunities for improvement.	1) Identify and review all dispute resolution processes 2) Establish ways to make improve, make more efficient	legal, board, New gTLDs	legal, board, community, exec	dispute resolution, udrp,	FY13 T3
<b>Objective: Affirmation of Purpose - Fadi Chehade</b>						
<b>Goal: Deliver Core Internet Functions - Akram Atallah</b>						
<b>Portfolio: Contractual Compliance Functions - Maguy Serad</b>						
Contractual Compliance Complaint Processing and Monitoring Activities	Program to cover all contractual compliance operational activities from processing and managing tickets to monitoring activities	Number of complaints by category, by 1-2-3 Process and in enforcement; Turn-around-time for contracted parties and staff; Number of compliance initiatives identified as a result of monitoring;	System; Staff;	ICANN Community;		FY16 T3
<b>Portfolio: IANA Operations - Elise Gerich</b>						
Implement IP address Global Policies	The source of policies and procedures for the IANA Function related to Internet numbers (IPv4 and IPv6) are defined by the MOU between ICANN and the ASO.	Implementation of post-IPv4 registry based on Global Policy adopted in May 2012 and other Global Policies as they are adopted.	IANA, IT, Communications	ASO, IETF, individual RIRs		FY13 T2
Business Excellence (EFQM)	Program for continual improvement in the IANA and Tech Ops Department's overall performance.	Perform annual department self-assessment and engage EFQM assessors for an external assessment in FY14.	External Independent Assessors	ICANN, IANA Department		FY14 T2
Root Zone Operations	Operational responsibility for ICANN's DNS; management of L-root server; fulfillment of IANA Functions contract commitments related to DNSSEC	Monitor and report on outages of the internal DNS servers. Publish trending data for L-root. Hold successful DNSSEC key ceremonies quarterly.	IT, Communications, IANA, DNS OPs, external volunteers	RSSAC, SSAC, GAC, TCRs, NTIA, Verisign		FY14 T3
<b>Portfolio: Strengthen Root System - Elise Gerich</b>						
Root Zone Mgt Improvements	Development of new tools, systems, and processes for root zone management.	Meeting and exceeding customer expectations and contractual requirements for the root zone management functions per the IANA functions contract.	IANA, IT, NTIA, Verisign	Staff, TLD Managers, NTIA		FY14 T3
L-root Operations and Development	Architecture, implementation and operation of L-Root.	Availability and performance of L-Root	RSSAC, Root Server Operators, Root Zone Partners	All users of the Internet	DNS, DNSSEC, L-Root, Root Server	FY13 T3
IDN ccTLD Fast Track	Enables countries and territories that use languages based on scripts other than Latin to offer users domain names in non-Latin characters.	Accuracy: Technical rules are met by approved strings in 100% of the requests. Transparency: Requestor is aware of request status at all times in 100% of request. Consistency: Decisions made by the Fast Track team are consistent and deterministic Reporting: Monthly CEO report content and ICANN dashboard data provided on time each month.	ICANN Staff	ccTLDs	IDNs, TLDs, ccTLDs	FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
DNS Operations	Operation of ICANN DNS systems including Root Zone KSK management and DNSSEC signing infrastructure for infrastructure zones.	Measured, accurate DNSSEC signing and zone publication; successful, timely, accurate and transparent root zone KSK management.	IANA, Root Zone Partners, global technical DNS community	All users of the Internet	DNS, DNSSEC	FY13 T3
<b>Portfolio: Contractual Compliance Initiatives - Maguy Serad</b>						
Contractual Compliance Audit Program	To capture audit related activities	Completion of the 5 Audit Phases; Audit findings; Number of Audit related enforcements;	Vendor; Registrars; Regisry Ops; Staff	ICANN Board & Executives	Compliance	FY13 T3
Contractual Compliance Outreach	To capture all activities related to community and contracted parties outreach for information purposes, training or improvements	Number of compliance outreach activities;	System; Compliance Initiatives; Community; Policy changes;	Policy; Staff		FY13 T2
Contractual Compliance New gTLD Program Readiness	To capture all new gTLD compliance readiness activities related to assessment, evaluation, planning, implementation and staff development	List of new gTLD compliance readiness activities; List of staff development new gTLD related activities;	new gTLD program; Contracts; Systems; Processes	ICANN Executives		FY14 T3
Contractual Compliance Review and Input to Policy-driven Initiatives	To capture the range of activities related to policy initiatives, projects, working groups and review teams; Activities can be review of documents, provide data to support decision making, provide input into implementations, identify and implement changes to compliance process/people/system as needed.	Number of policy driven initiatives; Number of process and template changes due to policy initiatives; Number of data requests from policy or community;	System; Staff	Policy Team; Working Groups;		FY16 T3
Improve Contractual Compliance Program	Capture efforts or activities to improve on contractual compliance program	Number of compliance initiatives; Number of improvements;	System; Staff	ICANN Community;		FY16 T3
<b>Portfolio: Security Stability &amp; Resiliency - Jeff Moss</b>						
Engagement with Regional Organizations	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity in regionally appropriate way	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, GSE Team and Board	Community, Staff, Board and governments		FY14 T3
<b>Portfolio: IDN Variant Initiative - Denise Michel</b>						
IDN Variant Initiative						FY14 T3
<b>Goal: Act as Steward of the Public Interest - Sally Costerton</b>						
<b>Portfolio: Affirmation of Commitments - Denise Michel</b>						
ATRT (Accountability & Transparency) Reviews	Support the assessment of ICANN's commitments, the Board's consideration of that assessment, and any subsequent follow-up actions	Fulfillment of staff support and liaison functions	Community, Board, staff and management	Community, Board, staff and management		FY13 T3
SSR (Security, Stability, Resiliency of the DNS) Reviews	Support the assessment of ICANN's commitments, the Board's consideration of that assessment, and any subsequent follow-up actions	Execute Board Resolution				FY13 T3
WHOIS Reviews	Support the assessment of ICANN's commitments, the Board's consideration of that assessment, and any subsequent follow-up actions	Execute Board resolution	Community, Board, staff	Community, Board, staff		FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Consumer Choice & Competition Review	Support: the assessment of whether introduction or expansion of gTLDs has promoted competition, consumer trust and consumer choice; the Board's consideration of that assessment; and any subsequent follow-up actions	Fulfillment of staff support and liaison functions	Community, Board, staff and management	Community, Board, staff and management		FY13 T3
<b>Portfolio: Identify and Execute Strategic Programs to Serve the Public Interest - Sally Costerton</b>						
Clarify the role of public participation	Establish positions, resources and processes to support improved and increased participation on a scaleable basis.	Identification of resources and talent, agreement with the community, increased public participation from diverse stakeholders, scaleability	Resources, support from community	Future and existing stakeholders	Outreach, participation, remote and online capabilities, language	FY13 T3
<b>Goal: Engage in the Internet Governance Ecosystem - Tarek Kamel</b>						
<b>Portfolio: Coordination of ICANN participation in Internet Governance - Nigel Hickson</b>						
Enhance IGF involvement	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity to enhance IGF involvement.	Develop, support and maintain various programs, projects tools and mechanisms to support IGF engagement. Track invitations, ICANN engagement in IGF international and regional events, membership and ICANN representation in IGF MAG, open consultations, sessions at events, IGF workshops	Community, Staff and Board	Community, Staff and Board		FY14 T3
Capacity Building	Establishment of projects and work activities under a cohesive plan to engage stakeholders and build capacity	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, Comms team, security and DNS Ops depts	Community, Board and Staff		FY14 T3
Engagement with relevant IGOs and IOs	Oversee collaboration with IGOs and IOs with inter-governmental in an effort to promote the "multi-stakeholder" model, enable a unified and interoperable Internet, and secure consensus on the role ICANN plays in Internet governance.	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership. Track agreements, MoUs, meetings, joint projects.	Community (IGO's and IO's) , Staff and Board	Community, staff, board		FY13 T3

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Engagement with DNS and ICANN Community Groups in the Regions	Establishment of projects and work activities under a cohesive global plan to engage stakeholders and build capacity in regionally appropriate way.	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community leaders, Comms team, security and DNS Ops, Legal Team and Board	Community, Staff and Board		FY14 T3
Enhance ITU relationship	This is the overall umbrella program for enhancing and deepening our relationship with ITU overall and at regional level through negotiation, dialog and working arrangements with the ITU regional centers of excellence. Establishment of projects and work activities under a cohesive global plan manage the relationship with the ITU.	Track invitations, ICANN engagement in the ITU groups and ITU staff and regional organizations representatives participation rates in ICANN processes and membership	Community, Staff and Board	Community, Staff and Board		FY14 T3
<b>Goal: Deepen Partnerships with Internet Organizations - Tarek Kamel</b>						
<b>Portfolio: Build stronger partnership with the ISOC, IAB, IETF, ARIN, APNIC, AFRINC, LACNIC, RIPE, W3C, ICANN - Jamie Hedlund</b>						
I* Joint Project Coordination	Collaborate with I* partners on joint projects	Collaborative efforts and joint projects with I* partners	Agreed joint projects	I* partners	Internet governance, support for multistakeholder model, IANA Functions Contract reform	FY16 T3
Engagement with I*Regional Organizations	Establishment of projects and work activities under a cohesive global plan to engage I* leadership and regional organizations	Develop, support and maintain various programs, projects tools and mechanisms to support engagement with stakeholders in ICANN and stakeholders skills, practices and capacities to support a single stable interoperable Internet. Track invitations, ICANN engagement in the community, community participation rates in ICANN processes and membership	Community, SG leaders, Legal Team and Board	Community, Staff and Board		FY14 T3
<b>Objective: Multi-Stakeholder Model Evolution - Fadi Chehade</b>						
<b>Goal: Evolve SO/AC Structures - David Olive (</b>						
<b>Portfolio: Organizational Reviews - Denise Michel</b>						
NomCom Review			Community, Board, staff	Community, Board, staff		FY13 T3
RSSAC Reviews						
GNSO Review			Community, Board, staff	Community, Board, staff		
SSAC Review			Community, Board, staff	Community, Board, staff		FY13 T3
Structural (OrganizationL) Reviews Management	Support assessment of organizational review requirements, procedures, improvement planning and ROI		Community, Board, staff	Community, Board, staff		FY13 T3
TLG Reviews			Community, Board, staff	Community, Board, staff		FY13 T3
<b>Portfolio: Evolving Multi-Stakeholder Model - Denise Michel</b>						

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Multi-Stakeholder Model Validation	Support the development and publication of academic research on the multi-stakeholder model for DNS coordination, Internet policy development, and governance	Publication of Academic report	Community, Board, staff and management	Community, Board, staff and management		FY13 T3
Online Education Platform	Develop and execute plan to create ICANN's online education platform to support increased, informed, global involvement in ICANN	Execute Plan on schedule	Community, Board, staff and management	Community, Board, staff and management		FY13 T3
Advance planning for structural evolution of ICANN	Conduct due diligence, research, and planning to help ensure ICANN's structures and processes support the organization's strategic vision and plan.	Execute plan on schedule	Board, CEO, Staff, Community	Board, CEO, Staff, Community		FY13 T3
<b>Portfolio: Anticipate and accommodate community evolution broader geographic participation - David Olive</b>						
GNSO New Constituency Process	Track community interest, manage processes & coordinate formation of new community groups	Create processes as necessary; document efficient implementation of existing process	Community, SG leaders, Legal Team and Board	Community, Staff and Board		FY13 T3
Manage processes & coordinate formation of new stakeholder groups	Track community interest, manage processes & coordinate formation of new community groups	Create processes as necessary; document efficient implementation of existing process	Community, Legal Team and Board	Community, Staff and Board		FY13 T3
<b>Goal: Increase and Improve Global Participation - Sally Costerton</b>						
<b>Portfolio: Enhance Community Participation - Sally Costerton</b>						
DNS Sector Roundtables and Task Forces	Roundtable problem-solving discussions to engage DNS Sector organizations at strategic levels on issues that are not already in policy development forums.	Success of meeting interactions, meeting outcomes, task force deliverables, improved relations with participants, increased understanding among diverse DNS organizations.	Resources, enthusiasm and participation from sector members	Registrars, Registries, ISPs, ccTLDs, Internet Users, Regulators, ICANN	Defining and elevating the DNS Sector	FY13 T3
Outreach Program	Projects to enhance communication and relationships between ICANN and its future stakeholders, including emerging stakeholder groups.	Development of platforms and tools, establishment of regular community consultations and coordination, streamlining of existing outreach and capacity building processes, greater knowledge of ICANN, greater demand for participation in the work of ICANN.	Resources, prioritisation with community on goals and activities, coordination, ability to scale ICANN to meet demand	Present and future stakeholders, ICANN staff and community, Internet Users	Engagement, communication, capacity building, access, outreach, proximity to stakeholders	FY14 T3
<b>Portfolio: Advanced Engagement Tools for Outreach and Participation - Sally Costerton</b>						
Improve Remote Participation	Technical and process improvements to encourage and expand remote participation in ICANN meetings.	Quantifying participation through number of participants and active participants.	IT participation, Meetings team	ICANN community	Remote participation	FY13 T3
<b>Portfolio: Deploy Collaboration Platform - Sally Costerton</b>						
MyICANN	myICANN is to be the single place for stakeholders to interact and do their work with ICANN. The end result will be a unified experience that leverages new collaboration and productivity technologies to support ongoing improvements to ICANN's business, operational, and policy development processes, improving both the perception and the reality that ICANN is an organization that "works".	- Measured improvement of user satisfaction within the community. - Appreciable improvement in the flow of information and ideas. - Greater engagement in ICANN services by a wider audience than exists today. - Support for multiple languages and accessibility.	Rollout of internal IT assets	ICANN community		FY13 T2
<b>Goal: Promote Ethics and Transparency - John Jeffrey</b>						
<b>Portfolio: Contractual Compliance Reports to Community - Maguy Serad</b>						

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Contractual Compliance Reports	To capture all activities related to reporting, publishing and presentations	Monthly updates published by no later than mid-month; Number of published reports; Number of compliance related sessions delivered to community;	System, Staff	ICANN Community;		FY16 T3
<b>Portfolio: Supporting Accountability Structure - John Jeffrey</b>						
Manage Accountability Structure Requests	Ensure management of Independent Review Process (IRP) requests and Documentary Information Disclosure Policy (DIDP) requests.	1) Ensure Accessibility of IRP and DIDP. 2) Manage internal processes for accountability mechanisms. 3) Work with Board to provide regular reports regarding processes to Board.	Legal, Staff, Board	community, staff, board	dispute resolution, accountability mechanisms	FY13 T3
<b>Portfolio: Conflicts of Interest Management - John Jeffrey</b>						
Board Conflicts of Interest Policies and Processes	Assist Board to manage their conflicts of interest policies and processes.	1) Regularly inform board member's of obligations on conflicts of interest. 2) Advice and assist board of director's in complying with its conflicts of interest policies.	board of directors, board governance committee, chairman of board	board, exec, community	coi, conflicts, conflicts of interest, board conflicts	FY13 T3
Contractor Conflicts of Interest Policies and Processes	Develop a plan to ensure that all contractors have completed disclosure forms and are following the policy	Plan is in place to ensure that all contractors have completed disclosure forms and are following program	Contractors	ICANN and NTIA		
Annual Conflicts of Interest Reporting	Maintain program for staff annual conflicts of interest reporting, including updating forms, ensuring staff completes the forms, reviewing the completed forms and taking action as needed	1) ensure that all employees are in compliance with annual conflicts of interest reporting 2) receive other information regarding employee conflicts of interest, if any 3) take actions where necessary to deal with reported actual and potential conflicts of interest based upon reports and other information obtained	HR, legal	ICANN and NTIA		FY14 T2
<b>Portfolio: Improved Accountability Structures - John Jeffrey</b>						
Accountability Structure Review	Review and revise independent review and reconsideration processes in furtherance of ASEP recommendations; including implementation	Implementation plans are established and Board has approved effective date for revised Bylaws	Dispute resolution provider, Board, locating potential standing panelists	All members of ICANN community		
<b>Portfolio: Take actions resulting from Ethics and COI Reviews - John Jeffrey</b>						
Institutionalize organizational ethical practices	Establish ways to make ethics policies part of ICANN culture.	1) Identify opportunities to make ethical practices a part of the ICANN culture. 2) act on opportunities and establish policies and implementation practices.	Board, Staff	ICANN Staff, Board, Community and Consultants		FY13 T3
<b>Goal: Optimize Policy Development Process - David Olive</b>						
<b>Portfolio: Enable Cross-Stakeholder Collaboration - David Olive</b>						
Communications Support for all supporting structures	Develop, support and maintain various comm tools and mechanisms to describe and support engagement with stakeholders	Track inventory of tools and publications available to community groups. Track use through web metrics and subscriptions	Comms team, Community leaders	Community, Board and Staff		FY13 T3
<b>Portfolio: Support Policy Development efforts - David Olive</b>						

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
ALAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Community, Staff and Board		FY13 T3
GNSO Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Community, Staff and Board		FY13 T3
GAC Early Policy Engagement/Policy Info Support	Optimize efficiency and effectiveness of staff communication and information sharing efforts.	Track timing and frequency of updates to community; seek feedback from community members	Community leaders	Community, Staff, Board and governments		FY13 T3
ccNSO (Policy) support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Community, Staff and Board		FY13 T3
SSAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports).	Community, Staff and Board	Community, Staff and Board		FY13 T3
RSSAC Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts.	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output – statements and reports).	Community, Staff and Board	Community, Staff and Board		FY13 T3
ASO Policy Support	Optimize efficiency and effectiveness of community policy development and advice efforts	Maintain records of feedback and community activities (e.g., active projects, chartered working groups, F2F meetings, calls, webinars, community output –statements and reports). Track timely community compliance with Bylaw timeframes.	Community, Staff and Board	Community, Staff and Board		FY13 T3

**Objective: Internationalization - Fadi Chehade**

**Goal: Integrate Global and Regional Responsibilities - Sally Costerton**

**Portfolio: Effective matrix organization: functional, geographic, project management practices, staffing - Sally Costerton**

Distributed Center of Gravity and Matrix Organization Planning	Structural and process improvements that support ICANN's proximity and engagement with stakeholders globally, where THEY are located.	Staff, physical presence and work activities in diverse geographies world wide. Imporved access and ease of participation for stakeholders.	Resources, planning and support functions, local partner assistance, talent acquisition	Future stakeholders, ICANN staff at all levels, current stakeholders, future staff	Engagement, access, outreach, proximity to stakeholders	FY14 T3
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**Portfolio: Support Legal Functional Presence in Regions - John Jeffrey**

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Create Legal Services SLA with region leads	In order to support matrix plan, discuss and create legal services SLA for each designated region.	1) Obtain from Global Engagement - designated regional lead for legal engagement discussion. 2) create plan and implementation plan for legal services SLA for each designated region.	global engagement, matricing	global engagement team, staff, exec, legal		FY13 T3
<b>Goal: Communicate Effectively with Stakeholders - Sally Costerton</b>						
<b>Portfolio: Effective Matrix Implementation - Chris Mondini</b>						
Geographic Matrix Development	Coordination and support for regional and functional intergration in a geographic matrix model	Effective development and implementation of resource deployment in a functional and regional matrix.	Board, Staff, CEO	Board, Staff, Community	Internationalization	FY14 T2
<b>Portfolio: Transparency in IANA Functions Performance &amp; Reporting - Elise Gerich</b>						
Contracted IANA Performance Reports	The 2012 IANA Functions contract defines a number of performance reports that must be developed and published based on public comment.	Deliver monthly performance reports to NTIA per the contract. Create public reports based on input from public consultations.	IANA, Legal, IT, Communications, DNS Ops, NTIA, Verisign	ccNSO, ASO, gNSO, GAC, ALAC, IETF, ISOC		FY14 T2
<b>Goal: Evolve Government Relationships - Tarek Kamel</b>						
<b>Portfolio: Support GAC engagement - Tarek Kamel</b>						
GAC Admin Support (i.e., Secretariat)	Optimize efficiency and effectiveness of GAC Admin support.	Maintain records of feedback and community activities (e.g., active projects, F2F meetings, calls, webinars, community output – statements and reports).	Community leaders, GSE Team and Board	Community, Staff, Board and governments		FY13 T3
<b>Portfolio: Strengthen Engagement with Governments - Tarek Kamel</b>						
Government Programs at Regional Level	Establishment of regional level projects and work activities under a cohesive global plan to engage government stakeholders at a regional level (individual national governments and regional governmental organizations)	Track the changes in membership levels and participation rates from governments, and regional government organizations	Community, Staff and Board	Community, Staff and Board		FY14 T3
<b>Goal: Engage Stakeholders Globally - Sally Costerton</b>						
<b>Portfolio: Language Services - Nora Abusitta</b>						
Language Services Policy & Procedures Implementation	Implementation of all related processed as described in the Language Services Policy.					FY14 T3
<b>Portfolio: Raising Awareness of ICANN Worldwide - James Trengrove</b>						
News Releases/Media Advisories	Provide on-going news releases and/or media advisories as subjets and issues warrent.	Press release posting and distribution.	Resources	Community, Journalists, Board, Staff		FY13 T3
Develop Public Forum Initiatives	Devise planned initiatives to up-date to Public Forum sessions so as to maximize community input and Board interaction.	Increased community particiapation and Board member interaction during Public Forum sessions.	Resources	Board, Community		FY13 T3
Consolidation of media monitoring	Use our software tools to more efficiently monitor tradiitonal and social media activity in a more immediate and thorough manner.	Establishment of monitoring goals and subsequent conformance.	Resources, Account Representative	Staff, Board, Community		FY13 T3
Pro-Active Media Outreach	Generate news media coverage of issues that ICANN has prioritized.	Trade press coverage, main-stream media coverage	Support of Public Relations team			FY13 T3
Meeting media support	Provide on-going support to news media outlets that cover ICANN's public meetings.	Production of news releases, press kits, news conferences, etc.	Resources	Community Journalists		FY13 T3
Regional Communications Support	Organize communications support for the regional Vice Presidents.	Meeting RVP comms needs via on the ground staff or contractor in each region.	Resources	Staff Community		FY13 T3
<b>Portfolio: Brand ICANN (and promote) the Multistakeholder Model of Governance - James Trengrove</b>						

Name	Desc	Program Metrics	Program Dependencies	Program Stakeholders	Program Topics	Program Timeline
Reputational Research	Reputational Research vendor is conducting a series of qualitative and quantitative survey of ICANN staff, community and stakeholders to develop reputational baseline in which to build.	Results of the research.	Participation of stakeholders	ICANN, Board, community	ICANN's reputation - technical, professional, stakeholder relations	FY13 T3
<b>Portfolio: Engage Stakeholders Regionally - Tarek Kamel</b>						
Implement Regional Strategies	Execution of Stakeholder Engagement Plans in Each Region	Various Key Performance Indicators as submitted in regional plans. KPIs reflect quality of engagement in terms of outcomes and satisfaction of stakeholders, as well as quantitative measures such as expansion of stakeholder groups	Clarity of mission, resources, coordination with ICANN community and I-star Organizations	Present and future stakeholders, Internet Users	Engagement, access, outreach, proximity to stakeholders	FY14 T3
<b>Portfolio: Global Stakeholder Engagement Planning - Sally Costerton</b>						
Create stakeholder engagement plan	Establishment of projects and work activities under a cohesive plan to engage stakeholders	Establishment of framework, establishment of implementable plans, increased outreach, communications and engagement with present and future stakeholders.	Resources,	Present and future stakeholders, ICANN staff, Internet Users	Strategic planning, engagement, listening,	FY13 T3