



1 July 2014–  
30 June 2015

# Annual Report FY2015

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# About ICANN

**ICANN’s mission is to help ensure the stable, secure and unified operation of the systems that support the Internet’s unique identifiers across the world. To reach another person on the Internet you have to type an address into your computer—a name or a number.**

That address has to be unique so computers know where to find each other. ICANN was formed in 1998 as a not-for-profit public-benefit corporation and a community with participants from all over the world. ICANN and its community help coordinate and support these unique identifiers. We also promote competition and develop policy for the top-level of the Internet’s naming system and help facilitate the use of other unique Internet identifiers.

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# Letter from the CEO

**Open dialogue has always been a part of ICANN's DNA, but never has it been more critical than this year, following the United States Government's 2014 announcement that it intended to transfer its stewardship of the IANA Functions to the global Internet multistakeholder community.**

Many voices, including members of the domain name, numbering resources and protocol parameter communities, have engaged in essential discussions about how the transition should be managed, ultimately producing three proposals by the fiscal year's end. A group of 30 individuals representing 13 communities of stakeholders will combine the three into one comprehensive proposal to be submitted to the United States Government in 2016. Meanwhile, community members led a parallel effort to examine ways in which ICANN could improve its governance and accountability. I have no doubt that as a result of these efforts, ICANN will emerge stronger and as a model of governance.

These efforts ushered in a period of serious reflection impressive in its depth and breadth, and I commend our community on their willingness to devote so much of their energy and time to this work.

Though the IANA Stewardship Transition rightfully dominated our focus, we met many other milestones that also will have far-reaching implications. One key example is the new strategic plan adopted by the ICANN Board. The result of two years of groundwork and three public comment



rounds, the new strategic plan will guide the organization through 2020, with a new vision and a detailed roadmap for how to achieve it based on 4 strategic objectives and 16 strategic goals. You can track our progress against these objectives and goals via the quarterly stakeholder calls we began in November 2014 or by reviewing our online dashboard of key performance indicators.

The ICANN community, including the Board and staff, have much to be proud of in this year devoted to building and strengthening ICANN's commitment to the multistakeholder process, to improving our global customer services and further fortifying our operations. Together, we have built a strong foundation for the future, one that will endure after I step down from the role as President and CEO in March 2016. I am fully committed to ensuring that the handover goes as smoothly as possible.

As this will be my last CEO letter, I'd like to extend a message of thanks to the ICANN Board, the staff and the entire community for their continued support. I have no doubt that ICANN's highly experienced management team, under the guidance of the Board, will ensure that the organization's work will proceed smoothly during the transition of leadership.

A handwritten signature in blue ink, which appears to read "Fadi Chehadé". The signature is fluid and cursive, written over a white background.

**Fadi Chehadé**  
President and CEO

# Letter from the Board Chair

**Transformation has been a hallmark of the Internet's growth as well as its governance. For the past year, we resided within a key moment in the Internet's continued evolution as the proposal to end the United States' stewardship of the IANA Functions has been developed.**



During this time, the Board's paramount concern is to ensure ICANN's stability, transparency and accountability, as it continues to provide key technical services critical to the continued operations of the Internet's underlying address book, the Domain Name System (DNS).

I've been heartened to see the IANA Stewardship Transition act as a catalyst for governments, civil society, the technical community, businesses and non-profits to sit at a common table for dialogue about the future of ICANN and the IANA Functions. As FY15 closed, the entire ICANN community spent countless hours discussing the transition, gathering input and preparing documentation. In many ways, these essential and sometimes challenging discussions remind me of the early years of ICANN's formation, as we attempted to build a multistakeholder model with few examples to emulate.

This year marked the fifth anniversary of the signing of the DNS's operational root zone. Domain Name System Security Extensions (DNSSEC) deployment protects a critical

piece of Internet infrastructure—the directory lookup. By digitally signing data, users can be assured that it is valid and not compromised by hackers. DNSSEC deployment and training are just a few examples of the technical services provided by ICANN to registries, registrars, governments, law enforcement and others.

We also experienced notable changes for ICANN. In May 2015, we learned that current CEO and President, Fadi Chehadé, would end his tenure in March 2016. Fadi has served as CEO and President since 2012 and I'd like to publicly thank him for his dedication to ICANN. On behalf of the Board, the staff and the community, we wish him well as he embarks on his new ventures. The search for a new leader began in June 2015 and, as I write this, we hope to make an announcement soon.

As we head into the new fiscal year, I expect more changes ahead. The Board's priority will remain one of clarity and continuity. The community has paved the way for these developments and I am confident that a solid base is set to handle the outcomes as we move into this new phase of ICANN's evolution.

A handwritten signature in black ink that reads "Stephen D. Crocker".

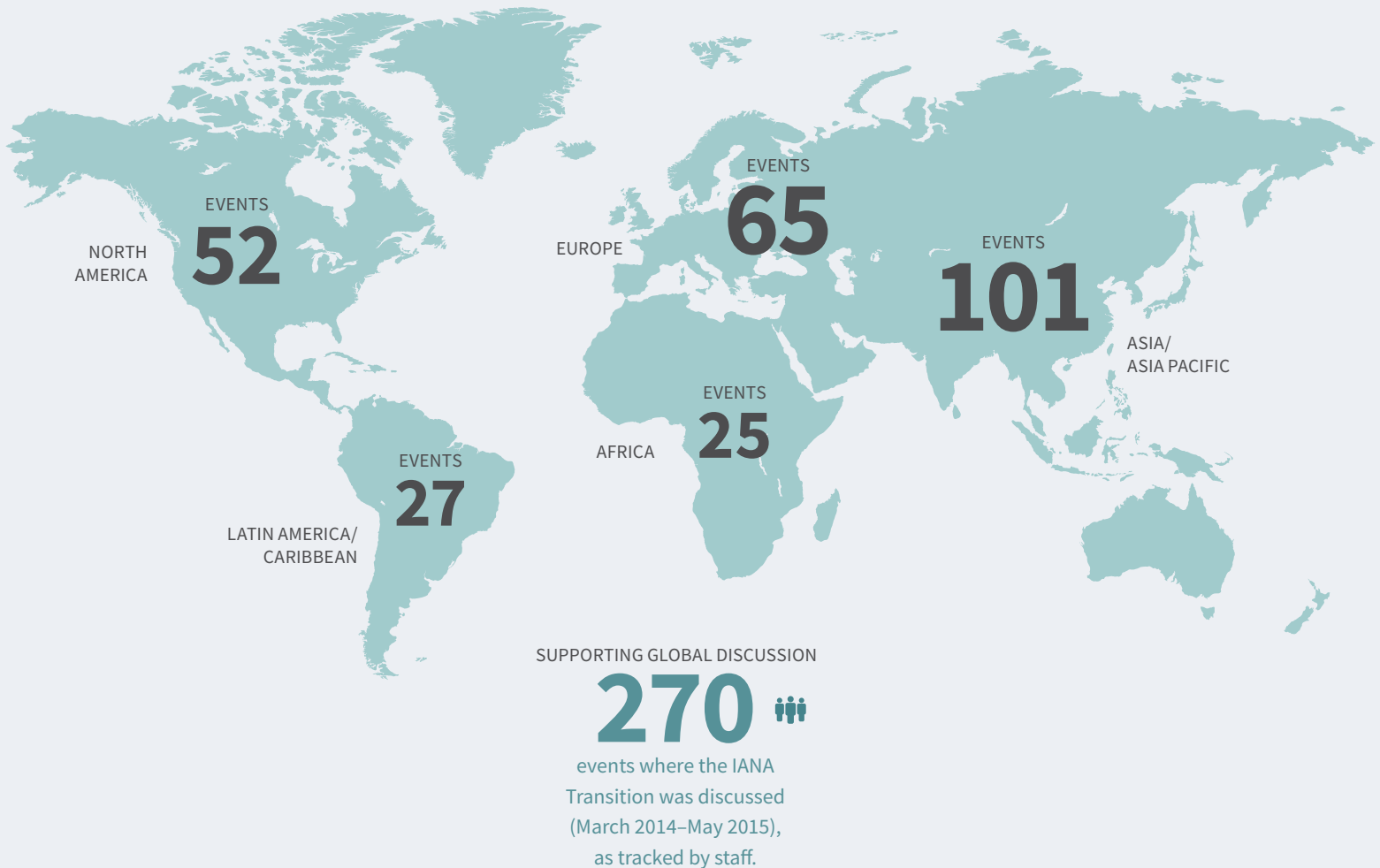
**Stephen D. Crocker**  
Chair, Board of Directors

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# Highlights of the Year

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## IANA Stewardship Transition Accomplishments



In March 2014, the U.S. Department of Commerce’s National Telecommunications and Information Administration announced that it intended to transition its stewardship of the IANA Functions to the global Internet community. Also in the announcement, NTIA asked ICANN to convene an inclusive, global discussion that involved the full range of stakeholders to collectively develop a proposal for the transition. Shortly after, ICANN launched a multistakeholder process to gather input from stakeholders directly served by the IANA Functions, as well as governments, the private sector and civil society. In July 2014, the IANA Stewardship Transition Coordination Group (ICG),

comprising 30 individuals representing and selected by 13 different communities of both direct and indirect stakeholders, was formed. Throughout this fiscal year, the ICG awaited proposals from the three operating communities of the IANA Functions: Domain Names, Numbering Resources and the Protocol Parameters, in order to create a combined proposal to submit to NTIA. At the close of this fiscal year, the ICG received the final drafts of all three proposals and was preparing for the next phase in the process.

[READ MORE](#)

## IANA Stewardship Transition Accomplishments

### Major Working Group Efforts

**18,559**  
MAILING LIST EXCHANGES

**401**  
WORKING HOURS  
IN MEETINGS

**221**  
CALLS & MEETINGS

### ICG Regional Representation

**13%**  
AFRICA

**17%**  
ASIA/ASIA-PACIFIC

**30%**  
EUROPE

**10%**  
LATIN AMERICA/  
CARIBBEAN

**30%**  
NORTH AMERICA

### ICG

**30**  
MEMBERS  
TOTAL

**15**  
MEMBERS  
NUMBER RESOURCES CRISP TEAM  
(3 MEMBERS X 5 REGIONAL INTERNET REGISTRIES)

**1,685**  
MAILING LIST EXCHANGES  
PROTOCOL PARAMETERS IANAPLAN  
MAILING LIST EXCHANGES

### CCWG Accountability

**180** TOTAL PARTICIPANTS

**26**  
MEMBERS

**154**  
PARTICIPANTS

**48**  
MAILING LIST  
OBSERVERS

### Domain Names CWG-Stewardship

**151**  
MEMBERS

**97**  
CALLS & MEETINGS

**10%**  
AFRICA

**22%**  
ASIA/ASIA-  
PACIFIC

**23%**  
EUROPE

**7%**  
LATIN  
AMERICA/  
CARIBBEAN

**25%**  
NORTH  
AMERICA



## ICANN Public Meetings: The Multistakeholder Model in Action



### ICANN51 Los Angeles

In October 2014, over 2000 people participated in our 51st Public Meeting. U.S. Secretary of Commerce Penny Pritzker was the keynote speaker at the Welcome Ceremony, the first time a U.S. Secretary of Commerce attended an ICANN meeting. She spoke about the IANA Stewardship Transition and the importance of a free and open Internet.

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### ICANN52 Singapore

In February 2015, nearly 2000 attendees joined us in Singapore, the location of our first ICANN meeting in 1999. Extensive community discussion took place regarding the IANA Stewardship Transition and Enhancing ICANN Accountability efforts.

[READ MORE](#)



### ICANN53 Buenos Aires

Argentina was the destination for our 53rd Public Meeting. In June 2015, more than 1700 people participated in key discussions, including the IANA Stewardship Transition and Enhancing ICANN Accountability efforts, as well as the Initial Report of the Privacy/Proxy Services Accreditation Issues Working Group, which focused on privacy matters within WHOIS.

[READ MORE](#)



### Meeting Strategy Working Group (MSWG) Creates New Plan for ICANN Public Meetings

Formed in February 2013, the MSWG comprises members from various ICANN community structures. The MSWG developed a comprehensive report that proposed changes to ICANN Public Meetings in several key areas. In November 2014, the ICANN Board approved the new ICANN Meetings Strategy for implementation in 2016. One notable change is the duration and focus of the meetings. See page 34 for more details about the MSWG and the approved changes to the meeting format.

[READ MORE](#)

## New gTLD Program Nears Completion in FY15

The New gTLD Program has ushered in the largest-ever expansion of available top-level domains – a change that promises to promote global innovation, competition and consumer choice. We exited the fiscal year having exercised all aspects of the New gTLD Program, spanning evaluation, auction, contracting, delegation and the TLD startup processes of Sunrise and Claims periods. In total, 540 Registry Agreements were signed and 357 new gTLDs were delegated into the root zone in FY15.

In addition, the vast majority of potential new gTLDs contracted and most of the issues before the New gTLD Program Committee (NGPC) were considered and addressed. These issues included finalizing a path forward for name collision, initiating a mechanism to resolve perceived inconsistent string confusion objections, and creating a path forward for exclusive access “generic” gTLD applications.

[READ MORE](#)

## Internet Community Steering Group Ignites New Universal Acceptance Effort

In June 2014, ICANN staff published a detailed roadmap for public comment to ensure domain names are usable in applications such as email, regardless of written script, or length or newness of the top-level domain. Based on feedback, the community created the Universal Acceptance Steering Group in February 2015. The steering group is tasked with undertaking activities that will effectively promote the Universal Acceptance of all valid domain names and email addresses. The group published its charter in March 2015.

[READ MORE](#)

## Improving Transparency and Planning

**Strategic Plan 2016-2020 Sets ICANN's Future**  
The ICANN Board adopted the 2016-2020 Strategic Plan in October 2014. Developed through an extensive, collaborative, bottom-up, multistakeholder and multilingual process, it sets out ICANN's new Vision, restates ICANN's founding **Mission** and promotes five **Strategic Objectives** and sixteen **Strategic Goals**, each with Key Success Factors (Outcomes) and Strategic Risks. The Strategic Plan is available in seven different languages.

[READ MORE](#)

**Quarterly Stakeholder Calls: Enhancing Transparency Into Our Results**

In November 2014, ICANN held its first Quarterly Stakeholder Call. Aimed at increasing transparency by providing a regular overview of ICANN's news, activities and finances, these calls take place every three months. The calls are also translated into seven different languages. These quarterly updates provide a useful link to the global community, reaching about 500 people each time.

[READ MORE](#)

## Strengthening ICANN's Team



Veteran Internet technology expert **Adiel Akplogan** joined ICANN in March 2015 as the Vice President for Technical Engagement. He is responsible for technical engagement and outreach.



**Allen Grogan**, ICANN's Chief Contracting Counsel, was appointed Chief Contract Compliance Officer in October 2014, overseeing Contract Compliance and Safeguards.



In July 2014, **Anne-Rachel Inné**, a key figure in the African and global Internet sphere, returned to ICANN to take up the role of Vice President for Government Engagement in Geneva. She is responsible for designing a full engagement plan for ICANN's outreach work with the country missions to the United Nations in Geneva.



In August 2014, ICANN also welcomed back **David Conrad**, who became our Chief Technology Officer. David is a seasoned Internet veteran with over 30 years of experience in the Internet industry and is responsible for working with internal and external stakeholders to develop a technology roadmap for the Internet identifiers system.

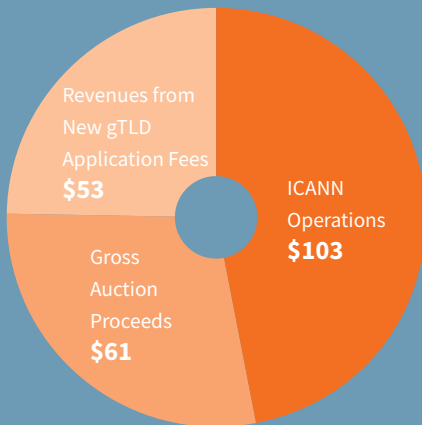
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# Financial Overview

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# FY15 Financial Highlights

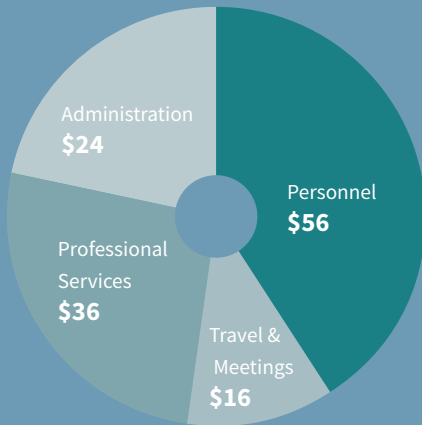
(in millions USD)



## Total Support and Revenues \$217

ICANN operations revenue is 47 percent of total ICANN revenue and consists of revenue from the number of domain name registrations collected from registrants through registries and registrars, and annual fixed fees collected from the number of parties under contract with ICANN. Four percent of ICANN operations revenue consists of contributions and sponsorships. New gTLD application fees account for 24 percent of total ICANN revenue. The New gTLD Program is a \$360-million, multiyear program to create new top-level domains. The program is fully

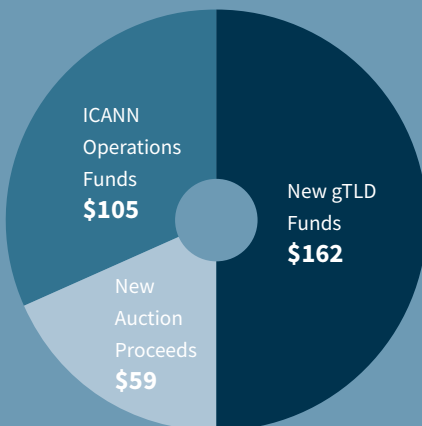
funded through application fees collected in 2012, for which revenue is recognized as the application evaluation work progresses and fees become nonrefundable. Revenue from gross new gTLD auction proceeds represents 28 percent of total ICANN revenue. This revenue is the result of auctions held and collected during the fiscal year for New gTLD Program contention sets. Contention sets are groups of applications containing identical or confusingly similar applied-for gTLD strings.



## Total Expenses \$132

ICANN's main expense is personnel costs, corresponding to an average headcount of 293 staff members during the course of FY15 and representing 42 percent of operating expenses. Travel and meeting costs include the costs of travel, lodging and venue rental for various meetings and represent 12 percent of operating expenses. Professional services represent 27 percent of operating expenses and primarily include contractor services, legal fees, and languages services for transcription, translation and interpretation.

Administration costs represent 18 percent of operating expenses and primarily include rent and other facilities costs for all ICANN locations, and network and telecommunication costs. Total expenses include approximately \$9 million in costs for IANA Stewardship Transition initiative. This initiative supports the U.S. Department of Commerce's National Telecommunications and Information Administration's request for ICANN to convene an inclusive, global discussion to determine a process for transitioning the stewardship of the IANA Functions to the multistakeholder community.



## Funds Under Management \$326

ICANN operations funds of \$105 million include the cash on hand used to fund ICANN's day-to-day operations as well as contingent expenses resulting from any unexpected events or economic uncertainties. The New gTLD Program funds of \$162 million result from the unspent funds collected from the program applicants. These funds were mainly collected

between January and June 2012 and are exclusively used to pay for expenses related to the New gTLD Program. The net auction proceeds of \$59 million result from the auctions that ICANN offers as a last resort mechanism for resolving string contention under the New gTLD Program.

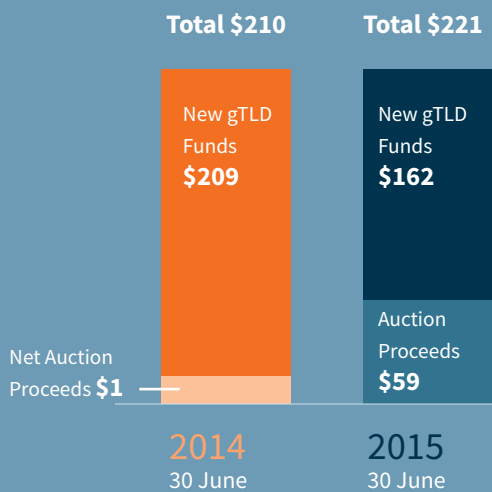
 **REVIEW THE AUDITED FINANCIAL REPORT**

Note: Discrepancies in the figures in the FY15 Annual Report compared to the FY15 Audited Financials are the result of rounding to the nearest million.

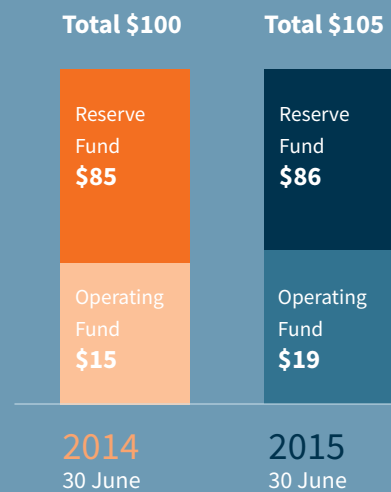
# Funds Under Management

(in millions USD)

## New gTLD Program New gTLD Funds / Net Auction Proceeds



## ICANN Operations Operating Reserve Funds



As of June 2015, ICANN managed a total of \$326 million, held in four different types of funds:

The **New gTLD Program** funds result from the unspent funds collected from the program applicants. These funds were mainly collected between January and June 2012 and are exclusively used to pay for expenses related to the New gTLD Program. The New gTLD unspent funds are invested as per the New gTLD Investment Policy, and are under the shared custody and management of Northern Trust, U.S. Bank and Deutsche Bank. The New gTLD Program funds have decreased since June 2014 as a result of the expenses incurred to perform the evaluation of the new gTLD applications and of the refund of fees for withdrawn applications.

ICANN collected net **Auction Proceeds** of \$59M by 30 June 2015. The proceeds result from the auctions that ICANN offers as a last resort mechanism for resolving String Contention under the New gTLD Program.

The **Reserve Fund** is held by ICANN for contingent expenses resulting from any unexpected events or economic uncertainties. It supports the financial stability of the organization. The Reserve Fund is invested as per the ICANN Investment Policy, and under the custody and management of State Street Global Advisors. The returns generated through the investment of the funds are fully reinvested within the Reserve Fund.

The **Operating Fund** is the cash on hand used to fund ICANN's day-to-day operations. The Operating Fund is used to collect revenues and to fund the payment of employees, suppliers and other third parties. The Operating Fund contains enough funds to cover ICANN's expected expenditures for three months. Periodically, any funds in excess of three months are transferred to the Reserve Fund. The Operating Fund has increased between June 2014 and June 2015 as a result of planned operations and expenses incurred on behalf of the New gTLD Program, which were subsequently reimbursed to the Operating Fund.

# Cash Flow Synopsis

(in millions USD)



The main cash flows affecting the ICANN operations on a recurring basis are the collection of fees and contributions from contracted parties and other contributors, payroll payments and payments to vendors for operating and capital expenses.

During its fiscal year 2015 (July 2014 to June 2015), ICANN continued with the initial and extended evaluation, pre-delegation testing and contracting phases of the New gTLD Program. The disbursements

to vendors during this fiscal year include those related to the New gTLD Program for approximately \$19 million.

In fiscal year 2015, ICANN collected net Auction Proceeds of \$59M. The proceeds result from the auctions that ICANN offers as a last resort mechanism for resolving String Contention under the New gTLD Program.

# Statement of Financial Position

(in millions USD)

## Assets

|                         | As of 30 June<br>2015 | As of 30 June<br>2014 |
|-------------------------|-----------------------|-----------------------|
| Cash & Cash Equivalents | \$ 90                 | \$ 25                 |
| Investments             | 236                   | 285                   |
| Receivables             | 29                    | 27                    |
| Capital & Other Assets  | 22                    | 18                    |
| <b>Total Assets</b>     | <b>\$ 377</b>         | <b>\$ 355</b>         |

## Liabilities

|   |               |               |
|---|---------------|---------------|
| Accrued Payable & Accrued Liabilities     | \$ 23         | \$ 16         |
| Deferred Revenue                          | 75            | 146           |
| <i>Total Liabilities</i>                  | <b>98</b>     | <b>162</b>    |
| Unrestricted Net Assets                   | 279           | 193           |
| <b>Total Liabilities &amp; Net Assets</b> | <b>\$ 377</b> | <b>\$ 355</b> |

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

The decrease in Deferred Revenue from June 2014 to June 2015 is driven by the revenue recognized during the period, and by the fees refunded for applications withdrawn. The application fees collected are recognized in revenues as the program evaluation progresses and fees become non-refundable.



# Statement of Activities

(in millions USD)

## Unrestricted Support and Revenue

|                                      | 2015          | 2014          |
|--------------------------------------|---------------|---------------|
| Registry                             | \$ 59         | \$ 47         |
| Registrar                            | 39            | 35            |
| Contributions                        | 5             | 3             |
| Gross Auction Proceeds               | 61            | 1             |
| Revenues from NgTLD Application Fees | 53            | 37            |
| <b>Total Support &amp; Revenue</b>   | <b>\$ 217</b> | <b>\$ 123</b> |

## Expenses

|                       |               |               |
|-----------------------|---------------|---------------|
| Personnel             | \$ 56         | \$ 45         |
| Travel & Meetings     | 16            | 21            |
| Professional Services | 36            | 38            |
| Administration        | 24            | 21            |
| <b>Total Expenses</b> | <b>\$ 132</b> | <b>\$ 124</b> |

## Other Income

|                      |      |       |
|----------------------|------|-------|
| Total other income   | \$ 1 | \$ 11 |
| Change in net assets | 86   | 10    |

## Unrestricted Net Assets

|                   |        |        |
|-------------------|--------|--------|
| Beginning of year | \$ 193 | \$ 183 |
| End of year       | 279    | 193    |

During the fiscal year 2015, the Total Support and Revenue increased compared to the previous year mainly as a result of the Gross Auction Proceeds for the New gTLD Program for \$61 million, as well as the portion of the new gTLD application fees recognized in revenue, for \$53 million. Revenues for the New gTLD Program are recognized as the application evaluation work has progressed and fees become non-refundable. The Total Expenses have increased year on year as a result of

the overall growth of the organization resulting from the strengthening of its infrastructure and its management capabilities, from its international expansion into hubs and engagement offices, and from the support to the New gTLD Program, partially offset by lower costs incurred for Initial and Extended Evaluation and delayed pre-delegation testing and contracting for the New gTLD Program.

# Four Strategic Objectives & Sixteen Strategic Goals

## Affirmation of Purpose

- 1.1 DELIVER ON CORE INTERNET FUNCTIONS
- 1.2 ACT AS STEWARD OF THE PUBLIC INTEREST
- 1.3 ENGAGE IN THE INTERNET GOVERNANCE ECOSYSTEM
- 1.4 DEEPEN PARTNERSHIPS WITH INTERNET ORGANIZATIONS

# 1

## Operational Excellence

- 2.1 INSTITUTIONALIZE MANAGEMENT DISCIPLINES
- 2.2 MATURE ORGANIZATIONAL SUPPORT FUNCTIONS
- 2.3 OPTIMIZE gTLD SERVICES
- 2.4 PLAN FOR SCALE, SECURITY & CONTINUITY

# 2

## Globalization

- 3.1 ENGAGE STAKEHOLDERS GLOBALLY
- 3.2 COMMUNICATE EFFECTIVELY WITH STAKEHOLDERS
- 3.3 INTEGRATE GLOBAL & REGIONAL RESPONSIBILITIES
- 3.4 EVOLVE GOVERNMENT RELATIONSHIPS

# 3

## Multistakeholder Model Evolution

- 4.1 OPTIMIZE POLICY DEVELOPMENT PROCESS
- 4.2 INCREASE & IMPROVE GLOBAL PARTICIPATION
- 4.3 EVOLVE SO/AC STRUCTURES
- 4.4 PROMOTE ETHICS & TRANSPARENCY

# 4

- 1.1 Deliver on Core Internet Functions
- 1.2 Act as Steward of the Public Interest
- 1.3 Engage in the Internet Governance  
Ecosystem
- 1.4 Deepen Partnerships with Internet  
Organizations

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# Affirmation of Purpose

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## Strengthening Core Internet Functions

### WHOIS

The community dealt with several important issues related to WHOIS, particularly in the areas of privacy and proxy services and conflicts with local or national laws. The response to the Initial Report of the Privacy/Proxy Services Accreditation Issues Working Group was impressive, with more than 11,000 comments received by the deadline in July 2015, many from individuals who had not participated in an ICANN policy development process or attended an ICANN meeting before. The community working groups will take all comments into consideration as they prepare their final reports with policy recommendations for the ICANN Board's consideration.

Following publication of the final report by the Expert Working Group (EWG) on gTLD Registration Directory Service at the end of FY14, an informal group of GNSO Councilors and ICANN Board Members collaborated to propose a process framework for structuring a GNSO Policy Development Process (PDP) to successfully address these challenging issues related to WHOIS. The Board adopted the process framework in May 2015, at the same time reaffirming its 2012 request for a PDP to be convened to define the purpose of collecting, maintaining and providing access to gTLD registration data. The Board also asked that the PDP consider safeguards for protecting data, using the recommendations in the EWG's Final Report as an input to, and, if appropriate, as the foundation for a new gTLD policy. This work will continue in FY16.

ICANN staff began the phased implementation of the WHOIS Accuracy Reporting System, as mandated by the ICANN Board of Directors in response to the 2012 WHOIS Review Team Recommendations. The system is designed to identify and report on accuracy of gTLD registration data to improve quality of contact data in WHOIS. A pilot process test was completed in March 2015, and the first phase of implementation was underway at the end of this fiscal year.

This year, ICANN augmented the online resource—[whois.icann.org](http://whois.icann.org)—with a global WHOIS lookup tool that offers a centralized search portal for all gTLDs.

 [READ MORE](#)

### IANA Operations

ICANN's 2015 customer satisfaction survey of the IANA Functions saw an overall satisfaction rating of 94 percent for the IANA Functions. The survey was conducted by a third party and garnered an overall response rate of 11 percent. Individual responses were anonymous, but segmented according to affiliation to help ICANN better understand the needs of customer groups.

Throughout FY15, ICANN has met the key performance indicators (KPIs) for accuracy and timeliness for all of the IANA Functions. The monthly reports documenting our adherence to the KPIs are found on [iana.org/performance](http://iana.org/performance).

 [READ MORE](#)

ICANN  
Annual Report FY2015  
**Affirmation of  
Purpose**

### IP Addresses: IPv4 and IPv6

There are around 4.3 billion IPv4 addresses and about  $3.4 \times 10^{38}$  IPv6 addresses. Nearly all of the IPv4 space has been allocated, excepting a few free pools held by the African Network Information Centre (AFRINIC), while the vast majority of IPv6 space is available for allocation. According to Google's statistics, the world reached 7.67 percent IPv6 deployment as of 27 June 2015.

[READ MORE](#)



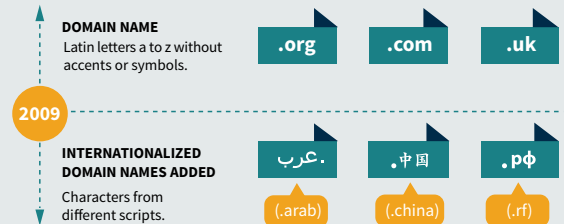
### Root Zone Key Signing Key Rollover

In 2010, the Root Zone Management Partners—ICANN, Verisign, and the U.S. Department of Commerce National Telecommunications and Information Administration (NTIA)—introduced the DNS Security Extensions (DNSSEC) to the DNS root zone. Now, after five years of operation, there is a work underway to change the top-most cryptographic key in the trust hierarchy: the Root Zone Key Signing Key. In order to manage this process, and to ensure that all copies of the publicly distributed key are updated to prevent disruption to DNSSEC protection of the DNS, ICANN invited experts in the community to submit statements of interest for inclusion on a design team to provide input into this plan. Seven individuals were selected and work is now underway on this important and crucial process, with the design team holding its first face-to-face meeting during this fiscal year.

ICANN also took steps to increase reliability of the hardware security modules (HSMs) that store the Root Zone Key Signing Key. In FY15, ICANN added four more HSMs to those in production since 2010.

[READ MORE](#)

### What has changed with Top-Level Domains?



### Internationalized Domain Names

This year marked the fifth anniversary of the Internationalized Domain Name ccTLD Fast Track process, which allows countries and territories to use their respective scripts at the top-level. During this fiscal year, five IDN ccTLD strings were successfully evaluated and announced: Armenia, Belarus, Greece, Iraq and Macao.

Community-based panels for different scripts developed rules for ensuring linguistic expression with a secure and stable implementation in the DNS. During this fiscal year, five additional community-based Label Generation Panels began work on 14 additional scripts—beyond the Arabic script panel already in progress. The new panels are for Armenian, Chinese, Japanese, Khmer and Neo-Brahmi scripts.

[READ MORE](#)

### World L-Root Instances

ICANN continues to enhance and augment the “L” root server, also known as L-Root, one of the 13 root servers. The full set of root servers and all their instances is available at <http://www.root-servers.org/>, a website that is dynamic and kept up to date by each of the root server operators. As part of an ongoing effort to expand distribution of L-Root globally, ICANN worked with local partners to install L-Root instances in 15 countries this fiscal year. The goal of this effort is to continue to increase resilience to abuse and attacks on the Domain Name System by boosting name resolution capacity.

[READ MORE](#)



The following instances were added between 1 July 2014 and 30 June 2015. (See page 58 for complete list of L-Root instances.)

#### AFRICA

Mauritius: Plaisance  
Seychelles: Mahe  
Tanzania: Salaam

#### ASIA/ASIA PACIFIC

Australia: Melbourne  
China: Beijing (2 sites)  
India: Kolkata  
New Zealand: Mangere  
Pakistan: Islamabad  
Thailand: Bangkok  
United Arab Emirates: Dubai

#### EUROPE

Russia: Moscow,  
Yekaterinberg  
United Kingdom:  
London, Rochester

#### LATIN AMERICA/CARIBBEAN

Venezuela: Maiquetia

#### NORTH AMERICA

Puerto Rico: San Juan  
United States: Reno

## Steward of the Public Interest

### \*Affirmation of Commitments (AoC) Reviews

At the start of FY15, implementation of the 12 recommendations and 51 components of the Second Accountability and Transparency Review Team had just begun. Using standard project management practices as developed by the Project Management Institute, the implementation teams translated the recommendations and components into 115 milestones with individual timelines. Due to significant effort in FY15, the majority of these milestones were completed, such that by FY15 Q1, 64 percent were completed, 20 percent were on schedule, and 18 percent were behind.\* Community, Board and staff are collaborating on the ongoing implementation.

This review is one of several important ICANN accountability mechanisms. AoC reviews provide the means for independent assessment of ICANN's performance toward its commitments. Implementation of improvements resulting from other AoC Review recommendations continued throughout FY15.

The Affirmation of Commitments calls for periodic assessment by community review teams of ICANN's progress toward the four key objectives:

- 1) Ensuring accountability, transparency and the interests of global Internet users.
- 2) Enforcing its existing policy relating to WHOIS, subject to applicable laws.
- 3) Preserving security, stability and resiliency of the Domain Name System (DNS).
- 4) Promoting competition, consumer trust and consumer choice.

While the performance of each of these reviews demonstrates the commitment to ensuring accountability and transparency, the reviews each have a specific focus.

Implementation: 64 percent were completed, 20 percent were on schedule, and 18 percent were behind.

### Organizational Reviews

An independent review of the GNSO took place in FY15, piloting process improvements toward improved efficiency and effectiveness of review outcomes. The independent examiner issued a final report and recommendations in September 2015, focused on participation and representation, continuous development, transparency and alignment with ICANN's future. The Board will consider community prioritization and evaluation of 36 recommendations for usefulness and feasibility as they prepare to take action on the recommendations.

Organizational Reviews are a part of ICANN's commitment to its own evolution and improvement. These reviews are mandated by ICANN Bylaws and involve a periodic independent assessment of the effectiveness of ICANN's structures, such as the Generic Names Supporting Organization (GNSO) and the At-Large Advisory Committee (ALAC).

\*Results from FY16 are included, reflecting continued improvements in KPI tracking.







### Enhancing Accountability

As the ICANN community provided feedback on developing a proposal for the transition of the U.S. Government Stewardship of the IANA Functions to the Global Internet Community, discussed on page 7, the topic of enhancing ICANN's accountability in the face of independence became a focus. The community identified that ICANN's accountability mechanisms needed to be strengthened in light of the organization's changing relationship with the U.S. Government. The community asked for the Cross-Community Working Group (CCWG) on Enhancing ICANN Accountability to be created. Working in parallel with the IANA Stewardship Transition process, the Working Group, consisting of 26 appointed members from the community and over 150 individual observers/participants, circulated its charter in November 2014. The sixth ICANN structure adopted it on 9 July 2015. The WG identified two Work Streams.

#### Work Stream 1:

Focused on mechanisms enhancing ICANN accountability that must be in place or committed to within the time frame of the IANA Stewardship Transition.

#### Work Stream 2:

Focused on addressing accountability topics for which a timeline for developing solutions and full implementation may extend beyond the IANA Stewardship Transition.

The outcomes of Work Stream 1 are essential to NTIA's acceptance of the IANA Stewardship Transition proposal. At the end of the fiscal year, the CCWG had made a significant amount of progress on its work.

[READ MORE](#)

### Partnering with Peers of the Ecosystem

ICANN leadership regularly met with the leaders of other Internet technical organizations that share responsibility for coordinating the stability and the development of the global Internet logical infrastructure. These include the Internet Engineering Task Force (IETF), Internet Architecture Board (IAB), Internet Society (ISOC), World Wide Web Consortium (W3C), and Number Resource Organization (NRO). The NRO is the coordinating body for the five Regional Internet Registries: African Network Information Centre (AFRINIC), Asia-Pacific Network Information Centre (APNIC), the American Registry for Internet Numbers (ARIN), the Latin American and Caribbean Network Information Centre (LACNIC) and Réseaux IP Européens Network Coordination Centre (RIPE NCC). Additionally, country-code top-level domain regional organizations are represented by: African Top-Level Domains Organization (AFTLD), Asia Pacific Top-Level Domain Association, Council of European National Top-Level Domain Registries (CENTR) and Latin American and Caribbean ccTLDs Organization (LACTLD). ICANN collaborated closely with other Internet technical organizations during the International Telecommunication Union (ITU) Plenipotentiary meetings in Busan with staff on the ground in coverage and review of materials and country positions. This collaboration framework has been carried forward to the World Summit in Information Technology (WSIS+10) review work that will predominate in FY16.

The IETF continues to be the source of technical improvements to the Domain Name System (DNS) and its operation. During FY15, ICANN staff participated in many DNS-related IETF working groups, particularly DNSOP (Domain Name System Operations), EPPEXT (Extensible Provisioning Protocol Extensions), DPRIVE (DNS PRIVATE Exchange), DANE (DNS-based Authentication of Named Entities), and DBOUND (Domain Boundaries). ICANN Board member Suzanne Woolf has been a co-chair of the DNSOP Working Group since December 2013 and a member of the IAB since early 2015. ICANN staff member Terry Manderson was selected for the Internet Engineering Steering Group (IESG), the IETF's leadership team. Also during the year, RFC 7485, "Inventory and Analysis of WHOIS Registration Objects," was co-authored by staff member Steve Sheng.



### Engaging with the Internet Governance Ecosystem

ICANN is just one participant in the Internet governance ecosystem. Participation is essential because, alongside all the other actors in the Internet community, ICANN is committed to maintaining a single, stable, open and interoperable Internet. Government Engagement (GE) and Global Stakeholder Engagement (GSE) team members supported the engagement with and evolution of the Internet governance ecosystem through participation in the WSIS Forum (and its preparatory discussions as well as outcome documents) hosted by the ITU and the discussions of the working group on Enhanced Cooperation of the Commission on Science and Technology for Development (CSTD), a subsidiary body of the Economic and Social Council (ECOSOC) of the United Nations Conference on Trade and Development (UNCTAD). Throughout this fiscal year, ICANN representatives took part in many meetings in support of the Internet Governance ecosystem.

The following events are a representative sample:

- World Summit on the Information Society (WSIS+10) Review process meetings, including the WSIS Forum 2015 in Geneva in February and regional preparation meetings.
- NETmundial Inaugural Council Meeting in June 2015 in São Paulo, Brazil.
- Internet Governance Forum 2014 in Istanbul in September.
- Multiple regional and national IGF, including the Third Arab IGF in Beirut in November 2014, the Asia Pacific Regional Internet Governance Forum (APriGF) in Macao in June 2015 and the Africa Internet Summit in Tunis in June 2015.
- International Telecommunication Union Plenipotentiary in Busan, South Korea in October–November 2014.
- ITU World Telecom 2014 in Doha, Qatar in December 2014.
- Joining the Dots Conference, UNESCO in March 2015.

- 2.1 Institutionalize Management Disciplines
- 2.2 Mature Organizational Support Functions
- 2.3 Optimize gTLD Services
- 2.4 Plan for Scale, Security & Continuity

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# Operational Excellence

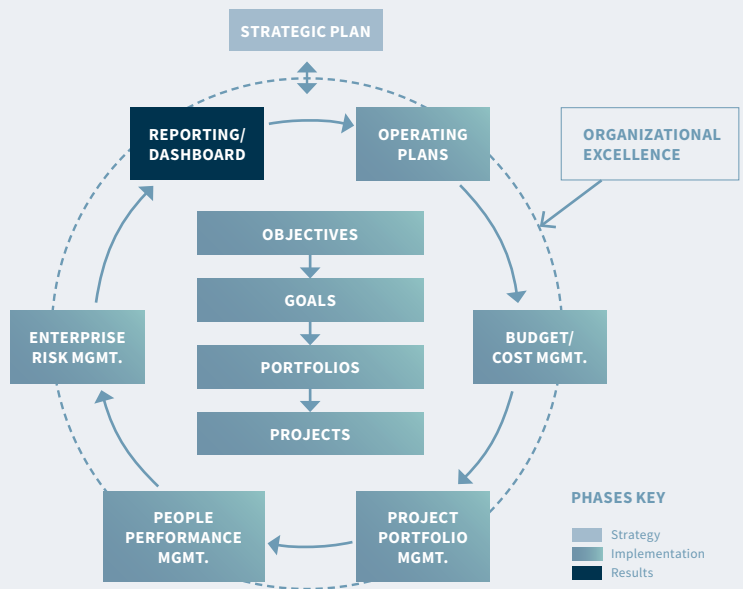
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# Institutionalize Management Disciplines

## Management Systems

ICANN advanced on management disciplines during FY15 by structuring the management systems in the implementation of our strategic plan. These include five-year and fiscal year operating plans, budget and cost management, portfolio and project management, people performance management, enterprise risk assessment and management, and management reporting. The management systems have been continuously improving to achieve organizational excellence within the framework of the European Foundation for Quality Management (EFQM) Excellence Model.



## ICANN's Planning Process

During FY15, ICANN developed a multiyear planning framework based on input from the ICANN community during the development of the Strategic Plan.

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



## Mission Statement

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

[READ MORE](#)

### Strategic Plan

Our Strategic Plan is developed to reaffirm ICANN's Mission Statement.

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

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

[READ MORE](#)

### Operating Plan

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

The Five-Year Operating Plan for FY16-FY20 was approved by the Board and published on 26 April 2015.

[READ MORE](#)

### Annual Operating Plan & Budget

Based and derived from the ICANN Five-Year Operating Plan and annual community input, the annual Operating Plan & Budget will include portfolios of activities that support the achievement of the goals and objectives with corresponding key performance indicators, dependencies, budgets and projects.

The ICANN Board approved the FY16 Operating Plan & Budget at ICANN53 in Buenos Aires in June 2015. The result of collaborative work by the community, staff and Board, the Operating Plan & Budget supports the goals and objectives set forth in the ICANN Strategic Plan.

[READ MORE](#)

### Management Reporting

To improve the transparency of ICANN's management reporting, we began work on an online dashboard in FY15 and launched the beta version in August 2015, during FY16.

[READ MORE](#)

### Organizational Excellence

ICANN applies the framework of the EFQM Excellence Model to guide our continuous improvements efforts towards organizational excellence. EFQM is recognized globally as the guardian of a premier excellence model and award process. In June 2015, ICANN completed our first ICANN-wide EFQM internal assessment.

[READ MORE](#)

## Our Organization Matures

### Contractual Compliance

In FY15, ICANN’s Contractual Compliance team received 44,074 new complaints and closed 43,224 complaints in total. The average resolution time was 11.6 days.

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On the audit side, the team launched and completed multiple audits: the Year Three Audit and two audits for the new Registry Agreement. The Year Three Audit Program, which marked the last year of the three-year effort, was completed with 96 percent compliance. Under the Three Year Audit Program, all ICANN-accredited registrars and the top-level domains launched before 2013 (except for ccTLDs, .arpa, .edu, .gov, and .mil), were audited to identify deficiencies and to ensure that as many of the deficiencies as possible are remediated.

ICANN completed two rounds of the New Registry Agreement Audit program with 98 percent compliance and 100 percent compliance.

[READ MORE](#)

During FY15, ICANN brought on board four new standing panelists for the Public Interest Commitment Dispute Resolution. ICANN also continued the outreach efforts with registrars and various community constituencies regarding the WHOIS Accuracy Reporting System and the requirements for handling reports of abuse under Section 3.18 of the 2013 Registrar Accreditation Agreement.

[READ MORE](#)

**96%**

**IN COMPLIANCE:**  
RESULTS OF THE YEAR THREE  
AUDIT CONDUCTED FROM  
OCTOBER TO MAY.

**98%**

**IN COMPLIANCE:**  
RESULTS OF THE FIRST ROUND OF  
NEW REGISTRY AGREEMENT AUDIT  
CONDUCTED FROM JUNE TO OCTOBER.

**100%**

**IN COMPLIANCE:**  
RESULTS OF THE FIRST ROUND OF  
NEW REGISTRY AGREEMENT AUDIT  
CONDUCTED FROM JUNE TO OCTOBER.

**Organizational Development**

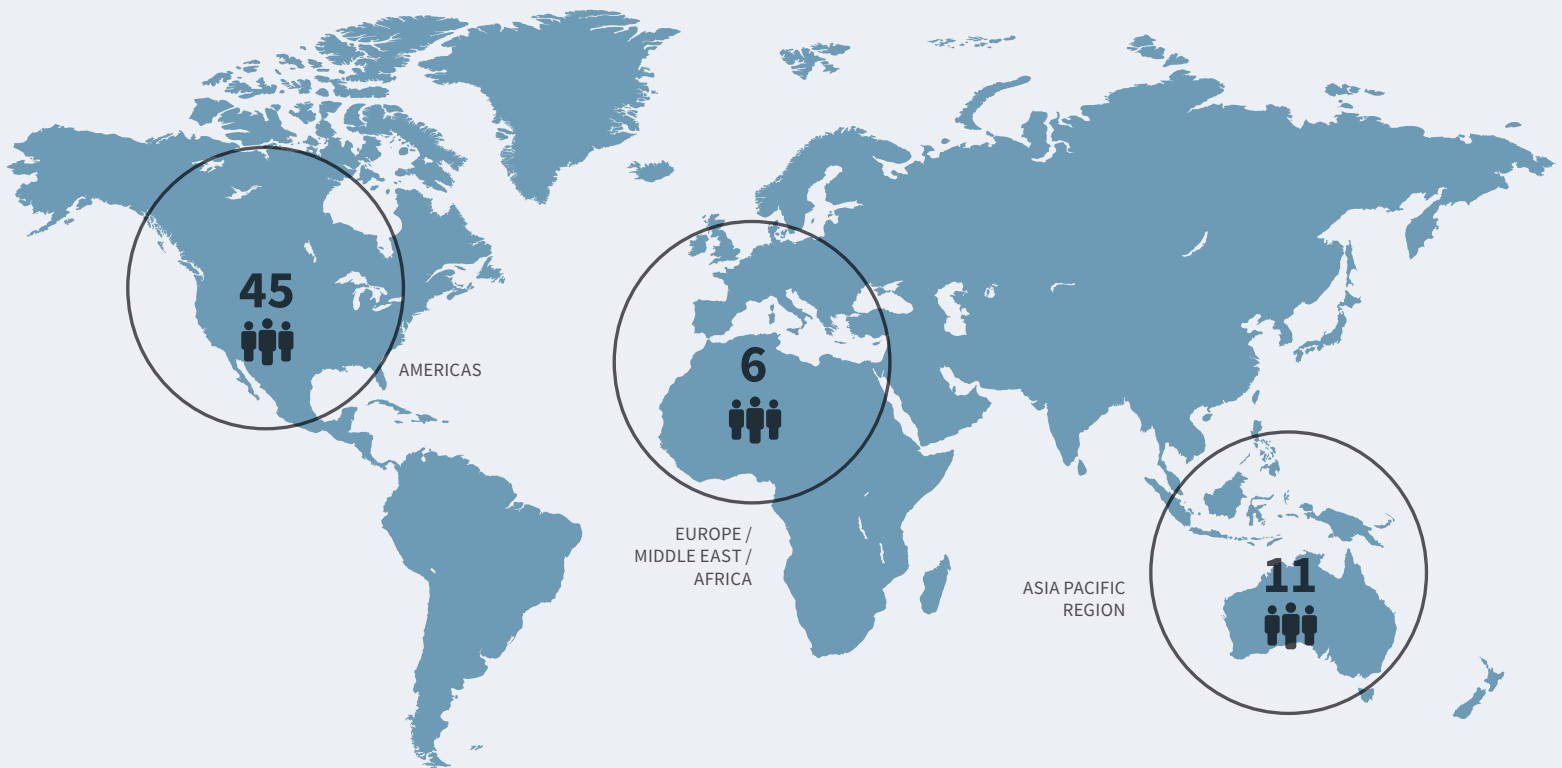
The HR Organizational Development team rolled out a series of global organizational effectiveness programs centered on the topics of leadership development, organizational change management, staff learning and skill development as well as team and business effectiveness. The team continues to fine-tune these programs as well as roll out additional programs geared toward developing a global organization.

**Strengthening IT Infrastructure**

ICANN continued to improve its cybersecurity posture. Among the initiatives underway are the acquisition and testing for the addition of new tools for detection and testing for intrusions. ICANN's security event and incident management systems are scheduled to undergo the next stage of testing in February 2016 by outside services. An updated assessment of ICANN Information Security Management against the 20 Critical Security Controls framework is scheduled for June 2016.

**FY15 New Employees**

During FY15, ICANN hired 62 new employees.



## Public Meetings



### Meeting Participation

Attendee numbers at ICANN's Public Meetings have steadily increased over time, demonstrating that ICANN continues to engage its multistakeholder community while attracting new and diverse members of the larger community.

### Participants Registered

| Meeting # | City                    | Total Registration | Date            | Region        |
|-----------|-------------------------|--------------------|-----------------|---------------|
| ICANN53   | Buenos Aires, Argentina | <b>1736</b>        | 21 June 2015    | Latin America |
| ICANN52   | Singapore               | <b>1793</b>        | 8 February 2015 | Asia Pacific  |
| ICANN51   | Los Angeles, USA        | <b>2282</b>        | 12 October 2014 | North America |

### Remote Participation

With stakeholders in almost every country in the world, ICANN strives for world-class remote participation services that enable Internet users to participate in the discussion from wherever they are. ICANN's remote participation services have continued to evolve and improve over the years.

### Sessions

| Service Type            | ICANN53    | ICANN52    | ICANN51    |
|-------------------------|------------|------------|------------|
| Live interpretation     | <b>69</b>  | <b>57</b>  | <b>88</b>  |
| Real-time transcription | <b>33</b>  | <b>50</b>  | <b>63</b>  |
| Audio streaming         | <b>127</b> | <b>130</b> | <b>157</b> |



Live interpretation in English as well as local languages was provided for an average of 71 sessions at all three ICANN meetings held this year. Real-time transcription was offered at an average of 48 sessions per meeting. Audio streaming was offered at an average of 138 sessions per meeting.

*Unique Attendees per Session*

| Meeting # | City                    | Total participant connections* |
|-----------|-------------------------|--------------------------------|
| ICANN53   | Buenos Aires, Argentina | <b>7534</b>                    |
| ICANN52   | Singapore               | <b>6104</b>                    |
| ICANN51   | Los Angeles, USA        | <b>8755</b>                    |

ICANN uses Adobe Connect as its main remote participation tool, but also provides services for participants with low bandwidths through sole Mp3 streaming and Scribe feeds.

*ICANN Meetings are a central principle of ICANN's multistakeholder model, providing a venue for progressing policy work, conducting outreach, exchanging best practices, conducting business deals, interacting among members of the ICANN community (including Board and staff) and learning about ICANN.*

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\*Total participant connections to Adobe Connect include those using the tool on-site, and may not be indicative of the actual number of individual users due to lost connections and users who log off and then reconnect.

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## Looking Ahead: New Meeting Strategy for 2016

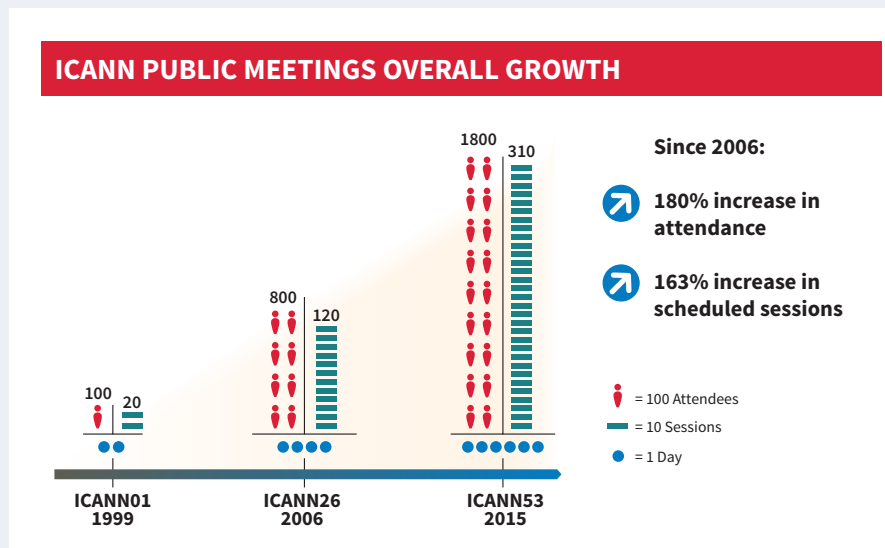
Over the past few years, ICANN meetings have become increasingly complex events. To effectively accommodate the global multistakeholder community’s needs, the Meeting Strategy Working Group was created in February 2013 to look into all aspects of the ICANN meetings.

The MSWG comprises members from various ICANN community structures. The working group developed a comprehensive report that proposed changes to ICANN Public Meetings in several key areas. In November, the ICANN Board approved the new ICANN Meetings Strategy for implementation in 2016.

While ICANN will continue to hold three meetings a year, the duration and focus of these meetings will change:

- First meeting: six days.
- Second meeting: four days, with a focus on policy development.
- Third meeting: seven days, includes the annual general meeting.

[READ MORE](#)



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## Improving Global Domains Division (GDD) Service Delivery

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### New gTLD Program

#### *Expansion*

The largest-ever expansion of available top-level domains continued with more than half of the 1,277 potential new gTLD strings delegated at the end of FY15 and 995 new gTLD registry agreements signed. Of those, 540 were signed over the course of this fiscal year.

#### *Contention Sets*

Contention sets result when multiple applicants applied to operate the same new gTLD string or strings that were considered confusingly similar. By the end of this fiscal year, 204 of 233 contention sets had been resolved. Of those, 13 went to a last resort auction managed by ICANN. The net proceeds from these auctions totaled approximately \$58.8 million. These funds are segregated from the ICANN operating budget and reserved for use. At ICANN53, the community and Board of Directors opened discussions about the process for deciding how auction funds could be used.

#### *Reviewing the Program*

With the New gTLD Program beyond its midway point, the ICANN community began focusing attention on reviewing the program against its original goals, and in particular, according to four key topics:

- Rights protection.
- Program implementation.
- Security and stability.
- Competition, consumer choice, and consumer trust.

As part of the Competition, Consumer Trust and Consumer Choice review of the New gTLD Program, ICANN published in May 2015 the first global consumer study on the Domain Name System, to serve as a baseline for ongoing competition, choice and trust reviews.

*Name Collision*

At the start of FY15, the ICANN Board approved the Name Collision Occurrence Management Framework that describes actions ICANN and new gTLD registries must take to mitigate name collisions for delegated top-level domain names. The measures include a technique called “controlled interruption” to alert system administrators via the appearance

of an IPv4 address (127.0.53.53) in their system logs that there may be an issue in their network. The framework was developed with input from the ICANN community, a report published by JAS Global Advisors LLC and advice from the Security and Stability Advisory Committee.

 gTLDs, as of 30 June 2015

**679**

NEW GTLDS DELEGATED INTO THE ROOT

**995**

NEW GTLD REGISTRY AGREEMENTS

 Global Support Center

**10,429**

CASES RESOLVED

 Internationalized Domain Names: Enabling a Multilingual Internet

**2** PROPOSALS FOR LABEL GENERATION RULES COMPLETED (ARABIC, ARMENIAN)

**14**

SCRIPT COMMUNITIES REPRESENTED BY 6 GENERATION PANELS

**47** IDN CCTLD LABELS APPROVED REPRESENTING 37 COUNTRIES

 IANA Functions

**4** KEY SIGNING KEY CEREMONIES

**6** NUMBER ALLOCATION EVENTS

**1,175** GENERAL INQUIRIES

**1,583** DOMAIN NAME REQUESTS

**3,958** PARAMETER PROTOCOL REQUESTS

 New gTLD Program by the Numbers

 April 2015

**540**

REGISTRY AGREEMENTS SIGNED IN FY15

**995** TOTAL

**357**

DELEGATIONS

**679** TOTAL

**204/233**

CONTENTION SETS RESOLVED

**13**

VIA ICANN AUCTION

**\$58.8M**

AUCTION NET FUNDS

**5M**

MORE THAN 5 MILLION DOMAIN REGISTRATIONS IN NEW GTLDS

As of 30 June 2015

 Some of the new gTLDs signed throughout the year

.PYC (XN--P1ACF) RUSSIAN FOR “RUSSIAN”  
.VERMÖGENSBERATUNG (XN--VERMGENSBERATUNG-PWB) GERMAN FOR “FINANCIAL ADVICE”  
XN--FHBEI (كوم “COM”, /KOM/) 餐厅, “RESTAURANT”, /CANTING

.CRICKET .FLY  
.ABOGADO .MOV  
.LOL .FANS  
.OSAKA .SKI

- 3.1 Engage Stakeholders Globally
- 3.2 Communicate Effectively with Stakeholders
- 3.3 Integrate Global & Regional  
Responsibilities
- 3.4 Evolve Government Relationships

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# Globalization

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# Improved Engagement with Our Stakeholders Globally and Regionally



In this fiscal year, 33 NextGeners took part in the program.

Department are based on gaps in multistakeholder diversity as identified by stakeholders and the regional strategies.

[READ MORE](#)

### Development and Public Responsibility Department (DPRD) Expands in FY15

The Development and Public Responsibility Department (DPRD), launched in FY14, was fully operationalized in FY15 under the leadership of Nora Abusitta. The department focuses on projects, tools and collaborative efforts that broaden and support the multistakeholder model. Flagship programs of the DPRD include the Fellowship Program, Newcomer Program, NextGen@ICANN and the Online Learning Platform (OLP), ICANN Learn. Focus areas of the

### Attracting New and Diverse Community Members

Throughout the year, ICANN welcomed its newcomers into the multistakeholder process through special orientation programs held during ICANN Public Meetings. The Newcomer Day Program is a series of informative, interactive discussions about ICANN and the Internet ecosystem held in a casual atmosphere led by staff and community members.

At all three ICANN Meetings, Newcomer Fellows were paired with alumni from ICANN's Fellowship Program who had volunteered to serve as coaches. These coaches, as well as ICANN staff, provided hands-on support, guidance, introductions to community members, and helped educate Newcomers on the ICANN structure and process, and provided advice on which sessions were best suited for their needs and level of understanding. In 2016, a Community Mentor Pilot Program, based on this successful Fellowship model, will debut at ICANN55.

### Engaging the Next Generation

The NextGen@ICANN program is an education and awareness-based program, designed for a smaller, younger and more region-specific group of participants. It aims to help the next generation of Internet leaders to better understand how the Internet is run and how to have their voices heard by the global Internet community.

[READ MORE](#)

### Newcomers

|                                  |     |
|----------------------------------|-----|
| ICANN53, Buenos Aires, Argentina | 369 |
| ICANN52, Singapore               | 303 |
| ICANN51, Los Angeles, U.S.       | 635 |





#### Asia Pacific (APAC)

The APAC Hub now provides important ICANN services, including registry and registrar support, stakeholder engagement, contractual compliance, Domain Name System operations and security capacity building, operations, IT, communications, legal, finance and HR. The Global Support Center is now a key function at the APAC Hub.

We signed three Memorandums of Understanding fostering cooperation with various partners:

- Asia Pacific Network Information Centre (APNIC) on L-Root collaboration.
- Asia Pacific Top-Level Domain (APTLD) on regional collaboration.
- Japan Network Information Centre (JPNIC) and Japan Registry Services (JPRS) on translation collaboration.

In August 2014, we launched the ICANN-Korea Internet & Security Agency (KISA) Language Localization Toolkit to promote community-driven outreach as part of the KISA-ICANN MOU. Since then, local communities have translated the toolkit into Bahasa Indonesia, Cantonese/Traditional Chinese, Chinese, Hindi and Korean. The toolkit has been adopted as a global effort to bring ICANN content to local communities all over the world.

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**Staff headcount increased  
by 37 percent to 26 staff in  
the last financial year.**

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### Europe, Middle East & Africa (EMEA)

Since the Istanbul office opened, we have been hiring local staff and enhancing our presence as the EMEA hub. The hub provides ICANN services in the following areas: policy development support, contractual compliance, registries and registrars services, stakeholder engagement, communications, ICANN meetings, global contact services, human resources, IT, administration and Board operations.

#### Europe

Over 70 events were organized, from workshops and webinars to keynote interventions, with activities held in 17 countries, on topics from Internet governance to new gTLDs.

During FY15, key milestones were achieved in the South Eastern European region in particular. Together with local members of the ICANN community, we helped establish the South Eastern European Dialogue on Internet Governance—with the first event held in June 2015. The idea was born during ICANN50 in London and continued to evolve. The initiative's mailing list grew from an initial 10 members to close to 100 at the end of calendar year 2015. Furthermore, we participated and worked with several domain events organized in the region during FY15.

#### The Middle East

The establishment of the DNS Entrepreneurship Center was an important milestone for the Middle East in FY15. Three training programs were conducted, covering both the technical aspects and the business aspects of the domain name industry. More than 60 participants attended from 20 Middle Eastern and African countries. Additionally, 9 professionals were trained to become future DNS Operations and DNSSEC trainers.

ICANN staff led two Domain Name System Forums in the Middle East during FY15: one in Istanbul and the other in Amman, Jordan. The Istanbul forum in November 2014 targeted a Turkish audience and drew 60 attendees. The forum in Jordan attracted 80 participants from the Middle East region.

For the first time, ICANN staff held engagement activities with Iran and Pakistan, driving awareness and interest in both countries on topics such as capacity building, L-Root instances and other forms of cooperation.

#### Africa

During March and April 2015, ICANN staff in Africa launched an effort to generate awareness of the IANA Stewardship Transition and collate the different countries' perspectives on the processes. Fourteen African countries participated.

Three more countries from Africa were admitted as Governmental Advisory Committee (GAC) members—the Gambia, Sierra Leone and Mozambique—bringing the total number of GAC members from Africa to 37.

The DNS Business Exchange Program was also launched, with the first two interns from Webafrica and Afriregister attending IP Mirror in Asia in January 2015. Five participants from Sub-Saharan Africa trained on both technical and business aspects of DNS management via the DNS Entrepreneurship Centre in Cairo.

Lastly, ICANN Africa strategy's flagship project, the Africa DNSSEC Road Show, continues to gain momentum with five new countries—Botswana, Cameroon, Congo, Ivory Coast and Madagascar—visited in FY15.





#### Eastern Europe and Central Asia

Stakeholder Engagement activities covered more than 50 bilateral and multilateral meetings held with top- and mid-level government officials. ICANN also organized, supported and sponsored more than 10 events with ICANN Board members and staff in attendance. Among these events were the April 2015 Internet Governance Forum in Moscow, DOMINO in Russia in July 2014 for the technical community, and TLDCON in Azerbaijan in September 2014 for the registries/registrars communities.

Joint efforts with other Internet Governance organizations supported numerous local/regional events:

- IGF-UA and European Media Platform in Kiev in October 2014.
- RIGF-AZ in Baku in December 2014.
- Infosecurity Conference in Bishkek in December 2014.
- Internet Governance Workshop in Kiev in January 2015.
- ICT Summit in Kishinev in May 2015.



#### Latin America and the Caribbean (LAC)

In close coordination with our sister organizations in the LAC region housed at La Casa de Internet in Montevideo, Uruguay, engagement and outreach drew our focus in FY15 to ensure meaningful participation from different stakeholder groups in the IANA Stewardship Transition and ICANN Accountability processes. Among the efforts was the production of an educational video in partnership with the Latin American and Caribbean Top-Level Domains Association (LACNIC) to explain the IANA Functions in the context of the IANA Stewardship Transition.

Our team (located in São Paulo, La Paz, Mexico City, Saint Lucia and Montevideo) continued to support the implementation of the community's bottom-up regional strategy. A critical piece of this strategy is the LAC-i-Roadshows, which were successfully executed in the Caribbean, Central America, South America and the Andean Region. The LAC-i-Roadshow was created to raise awareness on key topics related to Internet critical infrastructure such as IPv6 deployment, the New gTLD Program and the security, stability and resiliency of the Domain Name System.

Nearly 500 people from 29 different countries within the LAC Region attended ICANN53 in Buenos Aires, Argentina. For the first time at an ICANN meeting, more than 10 sessions and activities were held for and by the LAC region. These included:

- New LAC Lounge, which provided an opportunity for the ICANN community to interact and network with regional organizations.
- LAC Space session.
- Full day for the second edition of the LAC DNS Forum organized together with the Latin American and Caribbean Top-Level Domains Association (LACTLD), Internet Society (ISOC), the Public Interest Registry (PIR), Latin America and Caribbean Network Information Centre (LACNIC) and Cámara Argentina de Internet (CABASE).



Left: Mark Buell, Senior Communications Advisor, Canadian Internet Registration Authority (CIRA); Middle: Chris Mondini, ICANN VP of Global Engagement; Right: Jeremy Depow, Executive Director, Canada's Digital Policy Forum



#### **IGF-USA 2015**

Left: Former ICANN Board Chair Vint Cerf; Right: Current ICANN Board Chair Steve Crocker



#### **ARIN/NARALO MOU Signing**

Left: John Curran, President & CEO, ARIN; Right: Evan Leibovitch, NARALO

### North America

#### *IANA Stewardship Transition*

The second half of 2015 saw strong, sustained engagement in the North America Region around the IANA Stewardship Transition and Enhancing ICANN Accountability processes. More than 100 businesses and business associations, as well as civil society, academic, and technical organizations, were engaged in conversations around the processes and their implications for a more secure, stable, and interoperable Internet in the future.

The North America GSE team spoke or participated in more than 20 regional events discussing these important initiatives. This engagement resulted in the addition of new faces to the ICANN Community, including business groups such as the Internet Association and civil society groups such as Public Knowledge. Major media placements were garnered in key regional press and global outlets that heavily penetrate North American markets, including the Washington Post, National Public Radio, Reuters, Agence France Presse (AFP) and Bloomberg News.

#### *IGF-USA*

ICANN sponsored the 2015 Internet Governance Forum-USA 2015, held at the George Washington University in Washington, D.C. The day-long conference featured an update on the progress and challenges remaining for the transition of IANA Stewardship and Enhancing ICANN Accountability, with ICANN Board Chair Steve Crocker as a speaker.

#### *ICANN Informer*

ICANN's newsletter for the North American region published four issues as part of efforts to connect the broader public with ICANN's work and help the region's ICANN community stay informed. The e-newsletter was distributed to more than 700 stakeholders quarterly, featuring stories emanating from ICANN's main constituencies: business, civil society, academia, government and the technical communities.

#### *ARIN and NARALO*

A significant evolution in the relationship between the American Registry for Internet Numbers and the North American Regional At-Large Organization of ICANN took place during ICANN52 in Singapore. The two groups signed a Memorandum of Understanding outlining agreements to: maintain open communication for mutual benefit, explore joint capacity-building events, and foster regional participation through potential joint outreach and fellowship programs on matters relating to Internet number resource policy development.

## Online Engagement

ICANN improved digital engagement with the addition of new components to its website. A new global stakeholder engagement event map provides a dynamic listing of events by region, topic or interest and date. Staff also streamlined content for ICANN’s quarterly reports and stakeholder calls in one area, making it easy for users to find all past presentations and transcripts, as well as information on upcoming calls. The new President’s Corner webpage consolidated information about the views and perspectives of ICANN’s President.

### Engaging on Social Media

ICANN made significant strides in our social media engagement efforts. We launched new Twitter handles in other languages, began multilingual posts on Facebook, teamed with ICANN for Business to better engage on LinkedIn and improved the quality of our YouTube videos.

### Social Media platforms in FY15

- Twitter Arabic, English, Spanish, Portuguese, President
- Facebook / LinkedIn / Youtube / Soundcloud / Flickr
- Slideshare / WeChat / Weibo

### Relaunching or launching in FY16

- Twitter French and Russian
- You.ku

Social Media Highlights (April 2015–June 2015 vs. January 2015–March 2015)



INCREASE IN ENGAGEMENTS ON LINKEDIN



INCREASE IN FACEBOOK ENGAGEMENT RATE



INCREASE IN TWITTER FOLLOWER GROWTH



INCREASE IN YOUTUBE VIEWS

Worldwide Support

During the year, we finalized the expansion of our Global Support Center. Building on our existing support capabilities, ICANN now offers a multiple channel support facility including phone, email, web forms and portals in eight languages to registries, registrars, new gTLD applicants and the Internet community at large. The support center is open 24 hours a day, five days a week.

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ICANN Learn

ICANN Learn is a free, online open learning platform for the online community, engaging an average of 1,200 active users per month. In FY15, 19 new courses were launched.

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Languages Supported:

- Arabic
- Chinese
- English
- French
- Russian
- Spanish
- Turkish
- Portuguese



Time Zones:

North America

Los Angeles, CA, USA / Toronto, ON, Canada / Washington, D.C., USA

South America

Buenos Aires, Argentina

Asia + Pacific

Moscow, Russia / Singapore / Sydney, Australia  
Beijing, China

Europe

Istanbul, Turkey / Brussels, Belgium / Sofia, Bulgaria

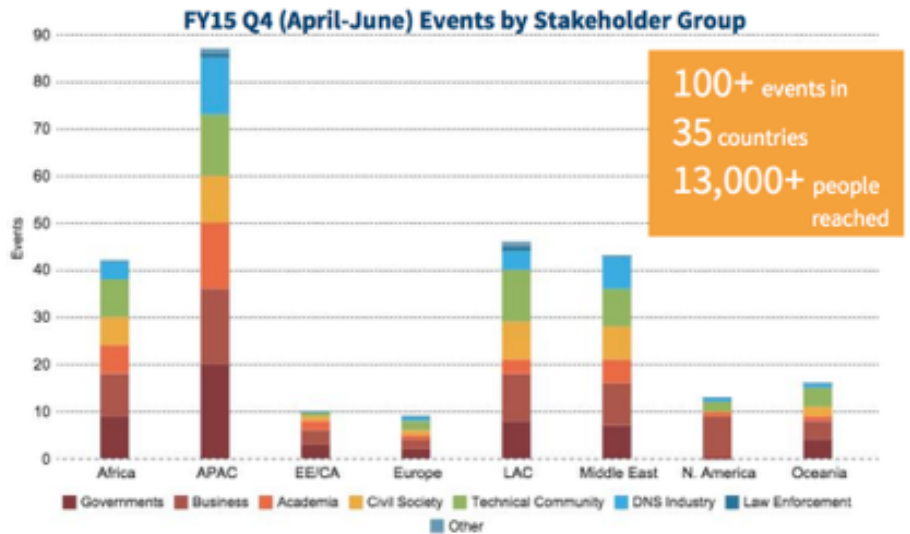
Africa

Cape Town, South Africa

Global Engagement

ICANN facilitated many important dialogues among its global community during the year. While engagement efforts were ongoing throughout the year, detailed tracking of these events with a breakdown by region and stakeholder group is available only for the fourth quarter of the year. During that time period, ICANN held more than 100 events in more than 35 countries, reaching an estimated audience of over 13,000 people. These engagement efforts help build relationships and regular dialogue with stakeholders. They also encourage participation in ICANN's processes and structures.

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The GAC had 152  
members and  
32 observers at the  
end of FY15



#### Deepening Dialogues with Governments and IGOs

ICANN's Government Engagement team continued to enhance its work with the Governmental Advisory Committee (GAC), country missions to the United Nations in Geneva and New York, regional governmental organizations and Intergovernmental Organizations (IGOs) and International Organizations (IOs) globally, in line with the ICANN mission and objectives. This included several briefings and workshops held for delegations in New York at the UN and the permanent missions and trade representatives in Geneva. Such activities and outreach, often coordinated with the Global Stakeholder Engagement regional teams, work with national governments in the capitals, involve a variety of activities from bilateral meetings to trainings, presentations and the engagement of government representatives in the multistakeholder process of regional engagement strategies and participation in ICANN working groups. This range of work has helped increase membership and participation at the GAC (at 152 members and 32 observers at the end of FY15) as well as facilitate enhanced support for the multistakeholder model in Internet governance more generally.

As part of the metrics for ICANN's strategic goals, a baseline measurement of engagement rates established at the end of FY15 found that the majority of national governments, IGO and IOs and regional governmental entities had intermediate or regular and stable levels of engagement with ICANN. Targets going forward will be to maintain and expand that level of engagement which will be reported on a quarterly basis via the ICANN dashboard online.

- 4.1 Optimize Policy Development Process
- 4.2 Increase & Improve Global Participation
- 4.3 Evolve SO/AC Structures
- 4.4 Promote Ethics & Transparency

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# Multistakeholder Model Evolution

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#### Optimizing Policy Development

Among other accomplishments, the GNSO Council adopted recommendations from the Policy and Implementation Work Group establishing three new GNSO policy processes in addition to the existing GNSO Policy Development Process. The Policy Development Support team designed and implemented enhancements to ICANN's public comment infrastructure per ATRT2 Recommendation 7. Planning also started on a pilot program providing the community with document drafting support, which is expected to launch in FY16.

#### Evolving Supporting Organization and Advisory Committee Structures

During FY15, the Policy Development Support team continued to assist the community with development and revisions of governance documents such as charters and managed the effective implementation of community budget resources, including the Community Regional Outreach Pilot Program (CROPP) and ongoing improvements to the special budget request process. In collaboration with community leaders, the Policy Development Support team also created a comprehensive inventory matrix of all Supporting Organization and Advisory Committee activities to better track and prioritize work across ICANN.

#### Promoting Ethics and Transparency

During FY15, ICANN continued its efforts to promote ethics and transparency across the organization. Aligned with ICANN's Conflict of Interest Policy, ICANN regularly published updates to the Summary of ICANN Officers and Board Member Statements of Interest. ICANN continued its practice of requiring all staff to acknowledge and certify that they have read and agree to abide by ICANN's Conflicts of Interest, Confidentiality, and Outside Business Activities Policies, as well as maintaining a Conflict of Interest Officer responsible for reviewing and updating ICANN's policies as appropriate.

The ICANN Board continued providing rationale for all of its decisions, and the Board resolutions, preliminary reports and minutes are published within the Bylaws-mandated time frames. The Board has also continued the posting of its Board Briefing Materials for greater transparency into the decision-making process. These postings can be tracked on the ICANN dashboard. ICANN has also continued with the timely posting of its audited financial statements and budgets.

In FY15, ICANN supported the launch of the Enhancing ICANN Accountability review, through both Board and staff participation. While that review continues, ICANN enhanced its transparency around the Reconsideration and Independent Review processes, introducing an updated status document for the community to track the status of the use of ICANN's accountability mechanisms.

## Supporting Organizations and Advisory Committees

### ICANN | ASO

Address Supporting Organization

#### Address Supporting Organization (ASO)

The ASO Address Council focused its activity during FY15 on the IANA Stewardship Transition and the Enhancing ICANN Accountability effort. The ASO closely followed the work of the Consolidated Regional Internet Registries IANA Stewardship Proposal Team, which developed a proposal from the global number community after integrating substantive input from across the five RIRs. Moreover, as a chartering organization of the Cross-Community Working Group on Enhancing ICANN Accountability, the ASO contributed four members to participate in that work.

Robust policy development related to Internet number resources continued in vibrant community discussions and at RIR meetings. During FY15, several proposals moved ahead in the policy development processes across the regions—achieving consensus, approval, ratification, and implementation.

AFRINIC | 5 proposals and 2 policies  
APNIC | 4 proposals and 3 policies  
ARIN | 10 proposals and 3 policies  
LACNIC | 3 proposals and 2 policies  
RIPE | 11 proposals and 7 policies

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#### Country Code Names Supporting Organization (ccNSO)

During FY15, the ccNSO grew to include a total of 156 ccTLD managers as members.

The IANA Stewardship Transition and Enhancing ICANN Accountability process remained high on the agenda of the ccNSO and the ccTLD community in general. The ccNSO facilitated active participation of ccTLD managers (whether member or non-member of the ccNSO) in the ICG, CWG-Stewardship and CCWG-Accountability. As one of the chartering organizations, the ccNSO expressed its support for the proposals of the CWG-Stewardship.

In FY15 the ccNSO adopted the final recommendations of the Framework of Interpretation Working Group, a long-term endeavor to add nuance and depth to the current policy for the delegation, revocation, and transfer of a ccTLD (RFC 1591). The ICANN Board of Directors has adopted recommendations which are now in the process of implementation. Finally, the ccNSO grew to include a total of 156 ccTLD managers as members.

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### ICANN | ccNSO

Country Code Names Supporting Organization





### Generic Names Supporting Organization (GNSO)

#### Completed Work

In FY15, the GNSO completed two Policy Development Process (PDP) efforts: Inter-Registrant Transfer Policy Part D PDP, which resulted in 18 recommendations, including modifications to the Transfer Dispute Policy and improved information display of Registrants' rights on Registrar websites; and Translation and Transliteration of Contact Information PDP, which produced seven recommendations, including not requiring mandatory translation and/or transliteration of registration contact information.

In addition, the Policy and Implementation non-PDP Working Group also concluded its work, proposing a number of new GNSO policy procedures, including an Expedited Policy Development Process, a GNSO Guidance Process and a GNSO Input Process.

#### Ongoing Work

- The GNSO contributed to 18 different efforts in FY15, including PDP and non-PDP working groups, as well as cross-community projects. The GNSO charted twelve of these efforts itself and was one of the co-chartering organizations in the remaining six.
- The GNSO Council passed 13 resolutions, including approval of the work of the CWG-Stewardship, and the adoption of final recommendations of two PDP working groups.
- FY15 also saw a number of new work projects moved toward the initiation stage, notably PDPs on reviewing all Rights Projection Mechanism in all gTLDs, Next-Generation gTLD Registration Directory Service and New gTLD Subsequent Procedures.

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### At-Large Advisory Committee (ALAC)

In FY15, the ALAC had significant focus on the work associated with the IANA Stewardship Transition and Enhancing ICANN Accountability efforts. In addition to being a chartering organization of the CWG-Stewardship and CCWG-Accountability, the ALAC/At-Large also contributed members to senior leadership positions to both the ICG and the CCWG-Accountability. Other noteworthy developments include:

- The ALAC submitted 22 policy advice statements to public comment proceedings.
- Several new working groups were established in preparation for upcoming At-Large activities, including the At-Large Review Working Party, the ALAC Subcommittee on Outreach and Engagement, and the At-Large Structure Expectations and Criteria Taskforce.
- At-Large membership continued its significant growth with 21 new At-Large Structures by the end of FY15, for a total of 191.

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### Governmental Advisory Committee (GAC)

The IANA Stewardship Transition and Enhancing ICANN Accountability remained highly prioritized matters for the GAC in FY15, with active GAC participation in the ICG and the GAC as one of the chartering organizations for the CWG-Stewardship and CCWG-Accountability. GAC advice to the Board during this period addressed aspects related to these developments, while retaining a focus on new gTLD matters, in particular concerning implementation of safeguards, IGO protections, and the use of two-letter codes and country names on the second level. FY15 saw other noteworthy developments:

- Multiple GAC working groups were established this year in order to advance matters between ICANN meetings. Topic areas include geographic names, public safety, underserved regions, community applications, human rights and international law, as well as internal matters such as the revision of the GAC Operating Principles.
- The GAC continued addressing the implementation of GAC-related Second Accountability and Transparency Review Team (ATRT2) recommendations in FY15 and held a second “GAC Open Forum.” Proposals were adopted from a joint GAC-GNSO consultation group to improve early engagement of the GAC in GNSO work, and a GAC working group also established guidelines for government engagement in liaison with the GSE/GE department.
- The GAC membership continued to grow and counted 152 members and 32 observers at the end of FY15.

 [READ MORE](#)

### Root Server System Advisory Committee (RSSAC)

As part of its restructure, the RSSAC established the Caucus of DNS and root server system experts to be responsible for the essential work of the RSSAC. FY15 marked the first year of the Caucus, and its membership grew from its initial 49 members to 61 members.

The RSSAC published operational procedures (RSSAC 000), several comments related to the IANA Stewardship Transition and the Enhancing ICANN Accountability process, and issued a statement reaffirming its liaison relationship with the Internet Architecture Board. The RSSAC and Caucus completed work on two advisories in FY15 as well:

- RSSAC 001: Advisory on Service Expectations of Root Servers
- RSSAC 002: Advisory on Measurements of the Root Server System

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**Security and Stability Advisory Committee (SSAC)**

SSAC published the following documents related to the security and integrity of the Internet's naming and address allocation systems in FY15:

- SAC072: SSAC Comment on the Cross Community Working Group on Naming Related Functions Proposal (24 June 2015)
- SAC071: SSAC Comments on Cross Community Working Group Proposal on ICANN Accountability Enhancements (05 June 2015)
- SAC070: SSAC Advisory on the Use of Static TLD / Suffix Lists (28 May 2015)
- SAC069: SSAC Advisory on Maintaining the Security and Stability of the IANA Functions Through the Stewardship Transition (10 December 2014)
- SAC068: SSAC Report on the IANA Functions Contract (10 October 2014)
- SAC067: Overview and History of the IANA Functions (15 August 2014)

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**Multistakeholder Ethos Award 2015**

ICANN volunteer panelists selected longtime community members Nii Quaynor and Cheryl Langdon-Orr as recipients of the 2015 Multistakeholder Ethos Award. The award was created in 2014 to annually recognize ICANN participants who have deeply invested in consensus-based solutions and the importance of ICANN's multistakeholder model of Internet governance.

[READ MORE](#)



**ICANN Leadership Award 2014**

In October 2014, Jonathan Robinson, then-chair of the GNSO Council, was recognized by the ICANN staff leadership team with the ICANN Leadership Award for his contributions to ICANN. Robinson received the award in recognition of his devotion to the multistakeholder model, his extraordinary generosity of time, energy, knowledge and expertise, friendship and leadership, and his collegial leadership style that has increased civility and effectiveness within the community.

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# **ICANN Board, Corporate & Community Leadership**

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## ICANN Board of Directors

As of 30 June 2015

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**STEPHEN CROCKER**  
Chair, Board of Directors /  
CEO and cofounder of Shinkuro, Inc.



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



**WOLFGANG KLEINWACHTER**  
Professor, Aarhus University



**BRUCE TONKIN**  
Vice Chair, Board of Directors /  
Chief Strategy Officer, Melbourne IT Ltd



**CHERINE CHALABY**  
Various leadership roles in banking  
and technology



**CHRIS DISSPAIN**  
CEO of .au Domain Administration Ltd



**MARKUS KUMMER**  
Independent consultant,  
Internet governance and policy



**RINALIA ABDUL RAHIM**  
Managing Director of  
Compass Rose Sdn Bhd



**ASHA HEMRAJANI**  
Head of the Business Evaluation Centre,  
part of Knight Griffin Group



**BRUNO LANVIN**  
Executive Director, INSEAD European  
Competitiveness Initiative

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**GONZALO NAVARRO**  
Chief of Staff, National Institute of  
Intellectual Property of Chile



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



**ERIKA MANN**  
Head of Facebook Brussels office /  
Executive Vice President, Computer and  
Communications Industry Association



**RAY PLZAK**  
President Emeritus, American  
Registry for Internet Numbers



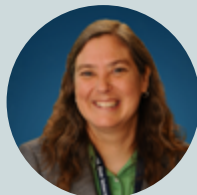
**JONNE SOININEN**  
Internet Engineering Task Force Liaison,  
non-voting / Head of Software Industry  
Initiatives at Nokia



**RAM MOHAN**  
Security and Stability Advisory  
Committee Liaison, non-voting /  
Executive Vice President and Chief  
Technology Officer, Afilias Ltd.



**GEORGE SADOWSKY**  
Independent consultant



**SUZANNE WOOLF**  
Root Server System Advisory Committee  
Liaison, non-voting / Self-employed consultant,  
Internet technology and policy



**THOMAS SCHNEIDER**  
Governmental Advisory Committee Liaison,  
non-voting / Deputy Head of International  
Affairs, Federal Office of Communications  
(OFCOM), Switzerland



**KUO-WEI WU**  
CEO of National Information Infrastruc-  
ture Enterprise Promotion Association

## ICANN Corporate Officers

As of 30 June 2015



**FADI CHEHADÉ**

**President and Chief Executive Officer**

Joined in September 2012

Previously served as Chief Executive Officer for several technology companies, most recently Vocado, LLC, a provider of cloud-based software for the administration of educational institutions. [↗](#)



**XAVIER CALVEZ**

**Chief Financial Officer**

Joined in August 2011

Spent the ten years before joining ICANN in progressive leadership positions in finance at Technicolor, ultimately serving as Chief Financial Officer for Technicolor Creative Services. [↗](#)



**SUSANNA BENNETT**

**Chief Operating Officer**

Joined in July 2013

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



**DAVID OLIVE**

**Vice President, Policy Development Support**

Joined in February 2010

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



**JOHN JEFFREY**

**General Counsel and Secretary**

Joined in September 2003

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



**AKRAM ATALLAH**

**President, Global Domains Division**

Joined in September 2010

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



**ASHWIN RANGAN**

**Chief Innovation and Information Officer**

Joined in March 2014

Previously served as Chief Information Officer for Edwards Lifesciences Corporation, a medical equipment company, and also held CIO positions with Wal-Mart and Conexant Systems. [↗](#)

## Community Leaders

As of 30 June 2015

### SUPPORTING ORGANIZATIONS

#### **Address Supporting Organization**

Louis Lee, Address Council Chair

#### **Country Code Names Supporting Organization**

Byron Holland, Council Chair

#### **Generic Names Supporting Organization**

Jonathan Robinson, Council Chair

### ADVISORY COMMITTEES

#### **At-Large Advisory Committee**

Alan Greenberg, Chair

#### **Governmental Advisory Committee**

Thomas Schneider, Chair

#### **Root Server System Advisory Committee**

Lars-Johan Liman, Co-Chair

Tripti Sinha, Co-Chair

#### **Security and Stability Advisory Committee**

Patrik Fälström, Chair

### NOMINATING COMMITTEE

Stephane van Gelder, Chair

### GNSO STAKEHOLDER GROUPS AND CONSTITUENCIES

#### **Commercial Business Users Constituency**

Elisa Cooper, Chair

#### **Intellectual Property Constituency**

Greg Shatan, President

#### **Internet Service Providers and Connectivity Providers Constituency**

Tony Holmes, Chair

#### **Non-Commercial Stakeholder Group**

Rafik Dammak, Chair

#### **Non-Commercial Users Constituency**

William Drake, Chair

#### **Not-for-Profit Operational Concerns Constituency**

Rudi Vansnick, Chair

#### **Registrars Stakeholder Group**

Michele Neylon, Chair

#### **Registries Stakeholder Group**

Keith Drazek, Chair

### REGIONAL AT-LARGE ORGANIZATIONS

#### **African Regional At-Large Organization (AFRALO)**

Aziz Hilali, Chair

#### **Asia, Australasia and Pacific Islands Regional At-Large Organization (APRALO)**

Siranush Vardanyan, Chair

#### **European Regional At-Large Organization (EURALO)**

Wolf Ludwig, Chair

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

Alberto Soto, Chair

#### **North American Regional At-Large Organization (NARALO)**

Garth Bruen, Chair



## Community Recognition

As of 30 June 2015

The following community members' terms ended during FY15. ICANN extends its thanks to all of those named below for their hard work over the years.

### Board of Directors

Sebastien Bachollet, Director  
Heather Dryden, GAC Liaison to the Board  
Bill Graham, Director  
Olga Madruga-Forti, Director

### Address Supporting Organization

Naresh Ajwani, Address Council Member

### At-Large Advisory Committee

Rinalia Abdul Rahim, At-Large IDN Working Group  
Co-Chair  
Fouad Bajwa, APRALO Vice Chair  
Olivier Crépin-Leblond, Chair  
Alan Greenberg, Liaison to the GNSO  
Philip Johnson, AFRALO Secretariat  
Evan Leibovitch, Member  
Glenn McKnight, NARALO Secretariat  
Jean-Jacques Subrenat, Member  
Dev Anand Teelucksingh, Member

### Country Code Names Supporting Organization

Keith Davidson, Framework of Interpretation  
Working Group Chair  
Oscar Robles, ccNSO Founder  
Hong Xue, Councilor

### Generic Names Supporting Organization

John Berard, Councilor  
Ching Chiao, Councilor  
Robert Connelly, Registrars Stakeholder Group  
Founder [In Memoriam]  
Jeffrey Eckhaus, Registrars Stakeholder  
Group Vice Chair  
Maria Farrell, Councilor

Magaly Pazello, Councilor  
Petter Rindforth, Councilor  
Kristina Rosette, Intellectual Property  
Constituency Chair  
Klaus Stoll, Councilor  
Gabriela Szlak, Councilor  
Jennifer Wolfe, Councilor

### Governmental Advisory Committee

Tracy Hackshaw, Vice Chair  
Richard "Dick" Leaning, Public Safety  
Working Group  
Peter Nettlefold, Vice Chair

### Nominating Committee

Ron Andruff, Member  
Veronica Cretu, Member  
William Manning, Member  
John McElwaine, Member  
Russ Mundy, Member  
Vanda Scartezini, Member

### Root Server System Advisory Committee

Dr. Jun Murai, RSSAC Founding Chair

### Security and Stability Advisory Committee

Rodney Joffe, Member  
Jason Livingood, Member  
Bruce Tonkin, Member  
Stefano Trumpy, Member  
Paul Vixie, Member



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#### **Engagement Offices**

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