



84

ANNUAL
GENERAL
MEETING



ICANN Finance and Planning

Presented for NCSG

ICANN 84

Agenda

1. ICANN's Operating and Financial Plan
2. FY26 Financial Update
3. Activity Based Reporting
4. Q&A



ICANN's Operating Plan

ICANN's Planning Process Overview



Strategic Planning Process

The process of defining ICANN's strategic direction, including its mission, vision, strategic objectives and goals.

Operating Planning Process

The process of evaluating key initiatives (Strategic Initiatives) and what each functional area plans to do (Functional Activities),

Budgeting Process

The process of allocating resources to planned activities and prioritize activities as needed.

Progress Reporting process

The process of explaining the achievement via a series of mechanisms.

Aligning Mission, Strategy, and Execution



ICANN's FY26-30 Operating and Financial Plan

The ICANN FY27–31 Operating and Financial Plan includes descriptions of the activities ICANN will undertake to achieve its Strategic Plan, operate the organization, and implement its mission and mandate

Total ICANN	
Strategic Initiatives:	Functional Activities:
35 Strategic Initiatives describe the activities and projects to implement the Strategic Objectives, Goals and Strategies in the ICANN FY26–30 Strategic Plan - This list will allow ICANN to track progress against the Strategic Plan	33 Functional Activities in five service groups describe ICANN's continuing operations - To implement ICANN's mission and mandate, such as <i>Contractual Compliance</i> or <i>IANA</i> - To operate or support the organization, such as <i>Human Resources</i> or <i>Finance</i>

ICANN Operating Plan: Strategic Initiatives (pg. 1 of 3)

#	STRATEGIC INITIATIVES TO SUPPORT THE STRATEGIC PLAN	FY26	FY27	FY28	FY29	FY30
1	Pilot Holistic Review	Concluded per Board resolution 19 May 2025				
2	Continuous Improvement Program, an evolution of ICANN's Organizational Reviews	Execute	Execute	Execute	Execute	Complete
3	Improving Stakeholder Representation	Execute	Execute	Execute	Execute	Complete
4	Improve Cross-Community Collaboration	Plan	Execute	Complete		
5	Improving Community Engagement and Retention	Execute	Execute	Execute	Execute	Complete
6	Academic Engagement Plan	Execute	Complete	Shift to Continuing Operations		
7	New Skills and Leadership Training for the Community	Plan	Execute	Execute	Complete	
8	Developing Pathways to Community Leadership	Plan	Execute	Complete	Shift to Continuing Operations	
9	Coalition for Digital Africa	Execute	Execute	Execute	Execute	Complete
10	Facilitating Consensus in Policy and Advice Development	Plan	Plan/ Execute	Execute		
11	Improving ICANN Hybrid Meetings	Execute	Complete			
12	Advice Consideration Process Improvements	Execute	Execute	Complete		
13	Geopolitical Monitoring and Engagement	Execute	Execute	Execute	Execute	Shift to Continuing Operations
14	Policy Development and Implementation Process Improvements	Plan	Execute	Execute	Execute	Complete
15	Evolving Communications on ICANN's Multistakeholder Model	To Initiate Planning				
16	WSIS+20 Review Project and Outreach Network	Complete				

ICANN Operating Plan: Strategic Initiatives (pg. 2 of 3)

#	STRATEGIC INITIATIVES TO SUPPORT THE STRATEGIC PLAN	FY26	FY27	FY28	FY29	FY30
17	Improving ICANN org agility	To Initiate Planning				
18	Annual Strategy Review Program	Execute	Execute	Complete		
19	Evaluating ICANN's Funding Structure	To Initiate Planning				
20	Improving Forecasting and Financial Planning	Execute	Execute	Execute	Execute	Complete
21	Enhancing ICANN's Fiscal Responsibility	Execute	Execute	Execute	Execute	Complete
22	Evolving ICANN's Hybrid Working Model	Execute	Execute	Complete		
23	Ecological Responsibility	Execute	Execute	Complete	Shift to Continuing Operations	
24	Universal Acceptance	Execute	Execute	Execute	Execute	Shift to Continuing Operations
25	New gTLD Program	Execute	Execute	Execute	Execute	Complete
26	Identify Opportunities to Enhance the Stable and Secure Operations of Unique Identifiers	To Initiate Planning				
27	Evolve Understanding of the Identifier System Landscape	Execute	Execute	Execute	Execute	Shift to Continuing Operations
28	Technological Development Assessment and Responsiveness	Execute	Execute	Execute	Execute	Shift to Continuing Operations
29	Implement an IANA Long-Term Sustainability Plan	Execute	Execute	Execute	Execute	Complete

ICANN Operating Plan: Strategic Initiatives (pg. 3 of 3)

#	STRATEGIC INITIATIVES TO SUPPORT THE STRATEGIC PLAN	FY26	FY27	FY28	FY29	FY30
30	Regional Events Redesign	Execute	Shift to Continuing Operations			
31	Security Risk Identification and Mitigation	Execute	Execute	Execute	Execute	Complete
32	Increase ICANN's Coordination and Collaboration with the Numbers Community	To Initiate Planning				
33	Implementation of the Recommendations of the RSS Governance Working Group (RSSGWG)**	Execute	Execute			
34	Redundancy and Accessibility of Root Zone Generation and Distribution	To Initiate Planning				
35	Support Coordinated Plans to Address DNS Root Server System Attacks	Execute	Execute	Execute	Complete	Shift to Continuing Operations

Legend	
To Initiate Planning	Determine at a high level what is needed for the project to be successful. There are no resources assigned yet.
Plan	Plan all tasks and deliverables needed for timely project completion. Project Management resources have been allocated, and cross-functional resource needs are being evaluated.
Execute	Complete all tasks and deliverables needed to finish the project. Resources budgeted to meet project deliverables.
Complete or Shift to Continuing Operations	Activity moves to steady state and continuing operations.

FY27 Planning Key Dates and Timeline (Tentative)

#	Key Step	Dates
1	✓ FY27 Planning Prioritization Process	May – July 2025
2	ICANN 84 Prep Week Webinar: Planning Updates on Drafts and Timeline and engagement with SO/ACs	ICANN 84
3	Public Comment Proceeding (60 days) Draft ICANN FY27 Operating Plan and Budget, Draft IANA FY27 OP&B and Draft PTI OP& B	16 December 2025 – February 2026
4	Community Webinars: Launch of Public Comment Proceeding	17* December 2025 & 14* January 2026
5	ICANN Summary Report on Public Comment	March 2026
6	BFC Recommends ICANN and IANA FY27 Plans Approval	April 2026
7	ICANN Board Reviews for Plan adoption of ICANN and IANA plans	April/May 2026
8	Empowered Community Period	May–June 2026 (28 days)
9	FY27 Fiscal Year Starts	1 July 2026

FY26 Financial Update

FY26 Financial Update

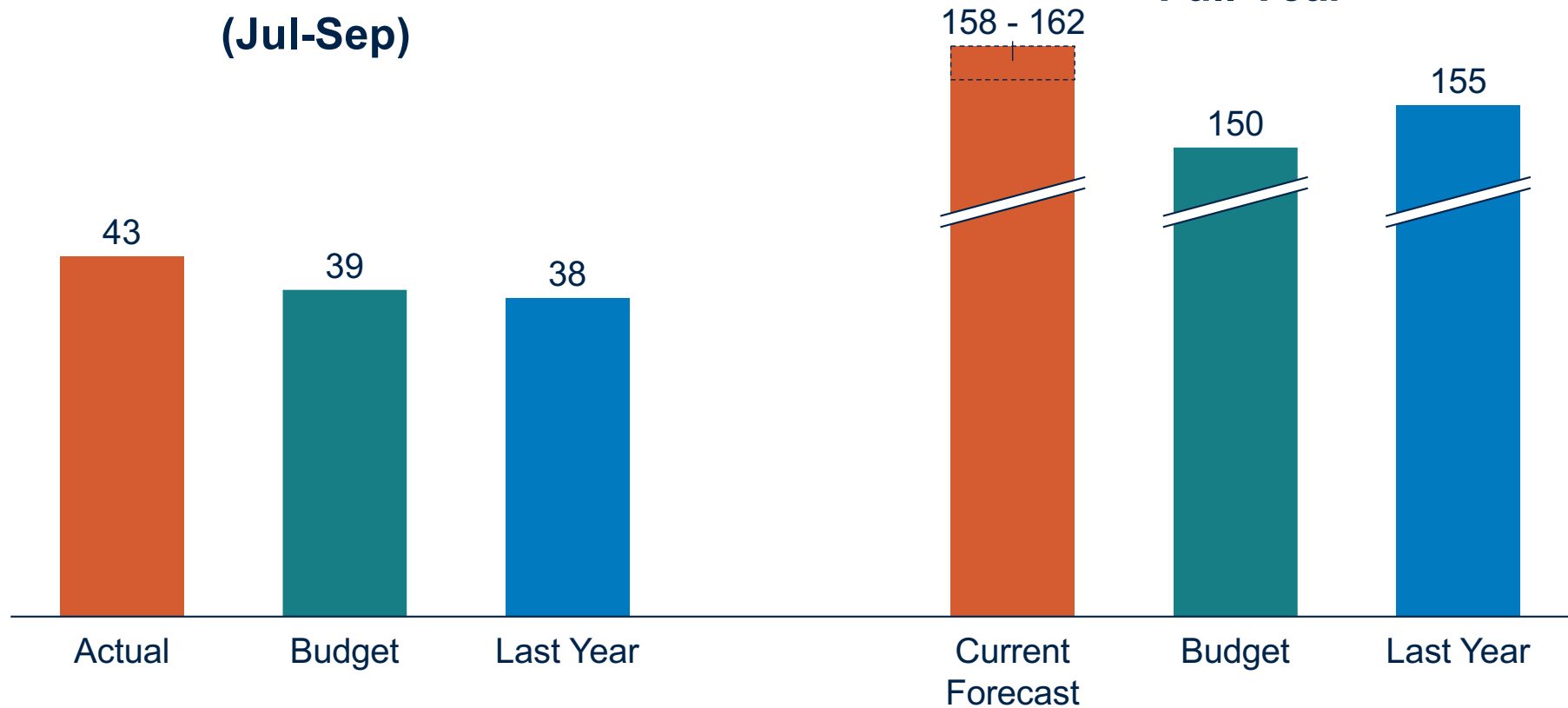
- The FY26 Adopted Budget for ICANN Operations planned for balanced Funding and Expenses of \$150M each
- Forecast assumptions continue to be refined as new information is learned; it is still very early in the fiscal year, and the forecast will update accordingly
- FY26 Funding forecast is projected higher than budget driven by higher than planned domain registrations and number of contracted parties versus the adopted budget assumptions
- FY26 Expenses forecast for ICANN Operations is aligned to FY26 Adopted Budget
- FY26 Expenses forecast for Next Round and Grant Program are also aligned to their respective budgets

FY26 Funding Status

\$ in millions

**3 months
(Jul-Sep)**

Full Year

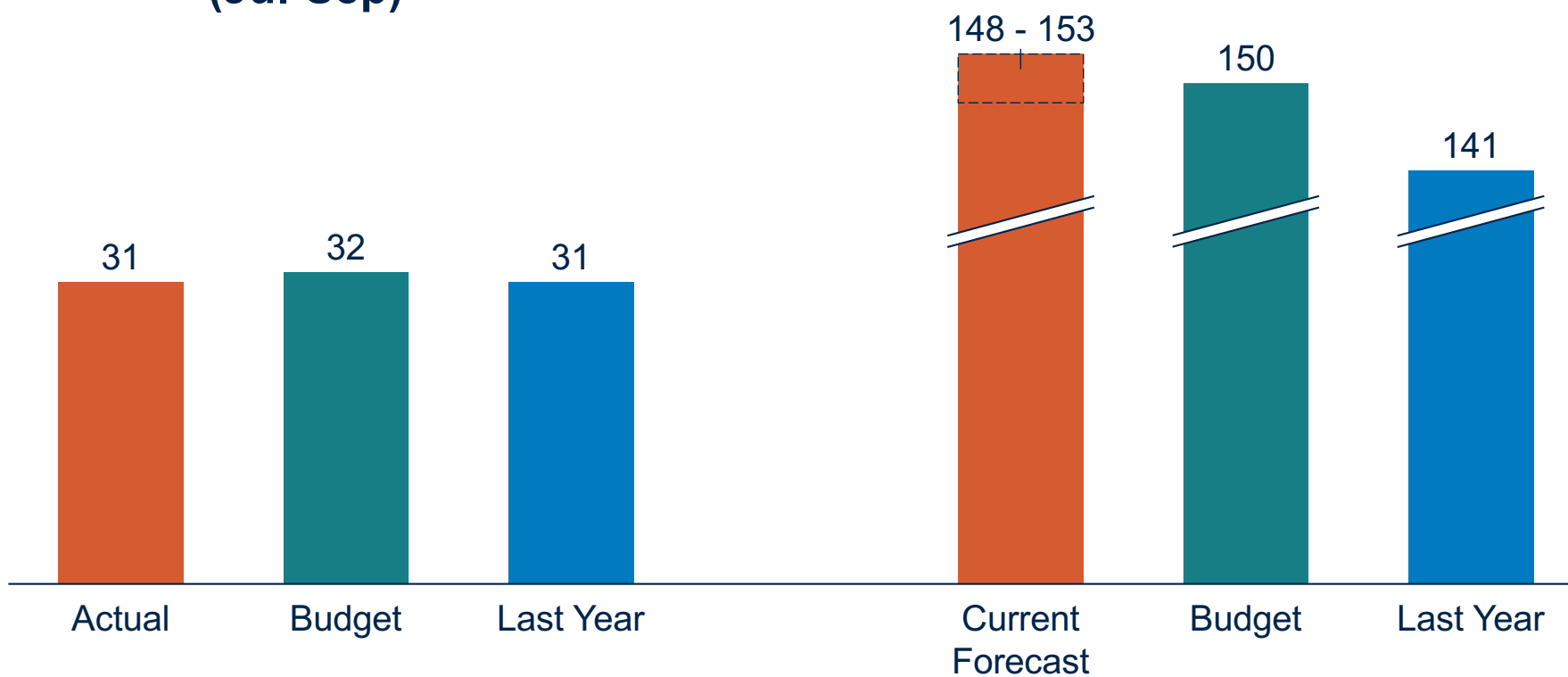


FY26 Operations Expenses Status

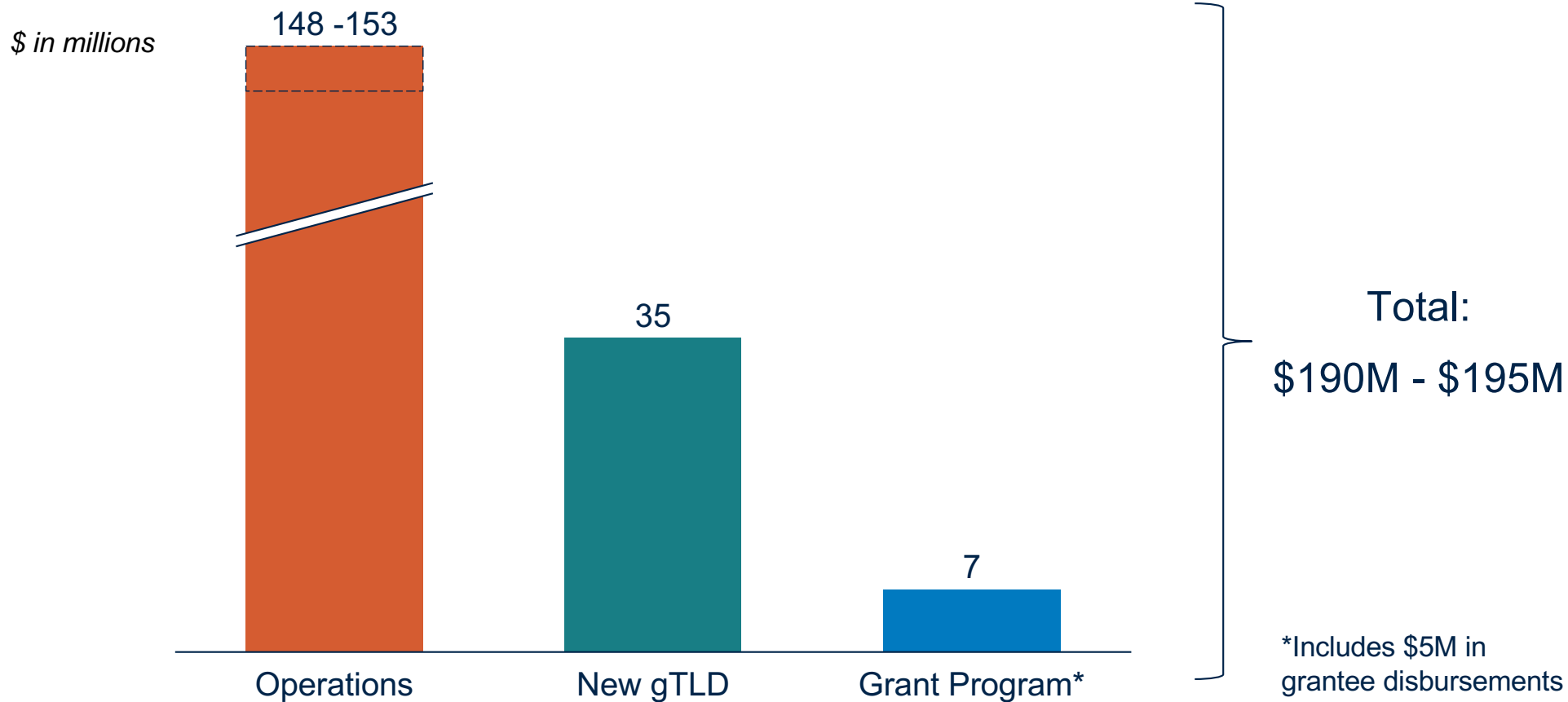
\$ in millions

**3 months
(Jul-Sep)**

Full Year

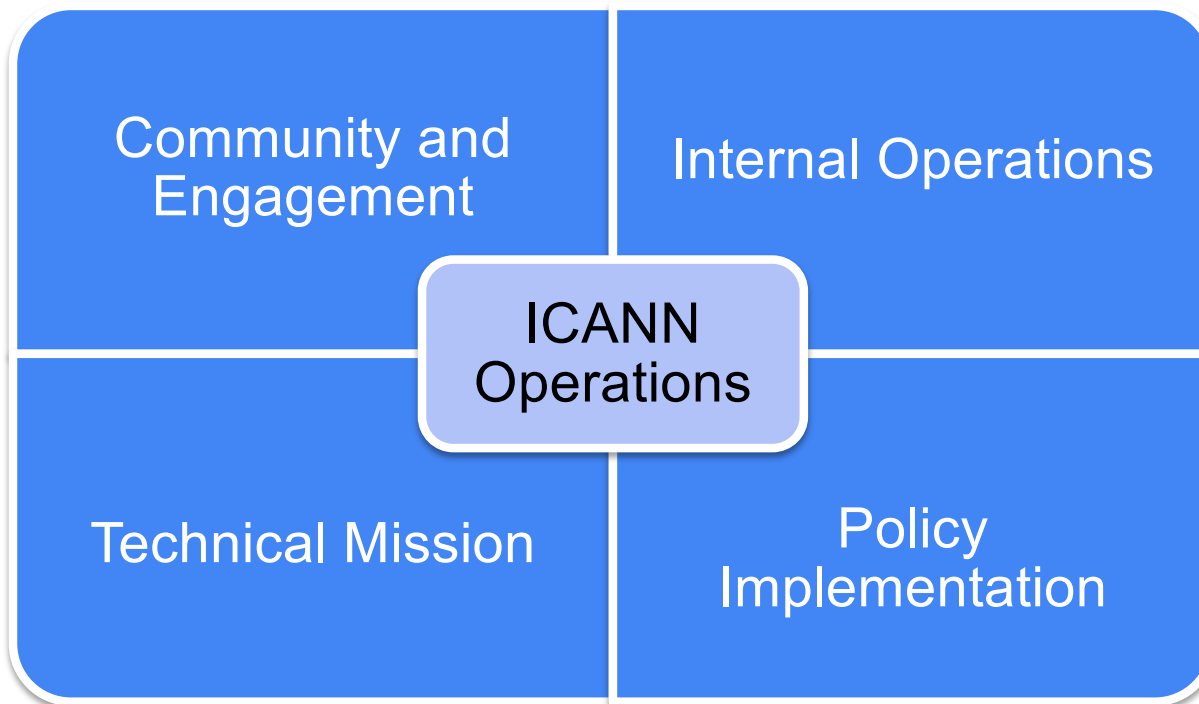


FY26 Expenses by Segment – Full Year Forecast



Activity Based Reporting

ICANN Operations Activity Ecosystem



- ICANN has developed a supplemental categorization by activity to be transparent and useful, both internally and externally
- In this ICANN Operations ecosystem, workflows begin with Community and Engagement and end up with Policy Implementation. The Technical Mission and Internal Operations activities are also impacted by and help support these workflows

Activity Components

Community and Engagement

Support the community and facilitate work such as policy development and reviews

- ICANN Public Meetings
- Language Services
- Engagement and Board support
- Staff support for Supporting Organizations and Advisory Committees

Technical Mission

Technical initiatives and activities in support of ICANN's mission

- IANA Functions
- Ensuring SSR of Internet Identifiers
- Root Zone Management
- Facilitating DNS Ecosystem Improvements

Internal Operations

Provide the support and infrastructure for ICANN to execute its mission

- Engineering & IT
- Finance / Procurement
- Risk Management
- Global Human Resources
- Communications
- Legal

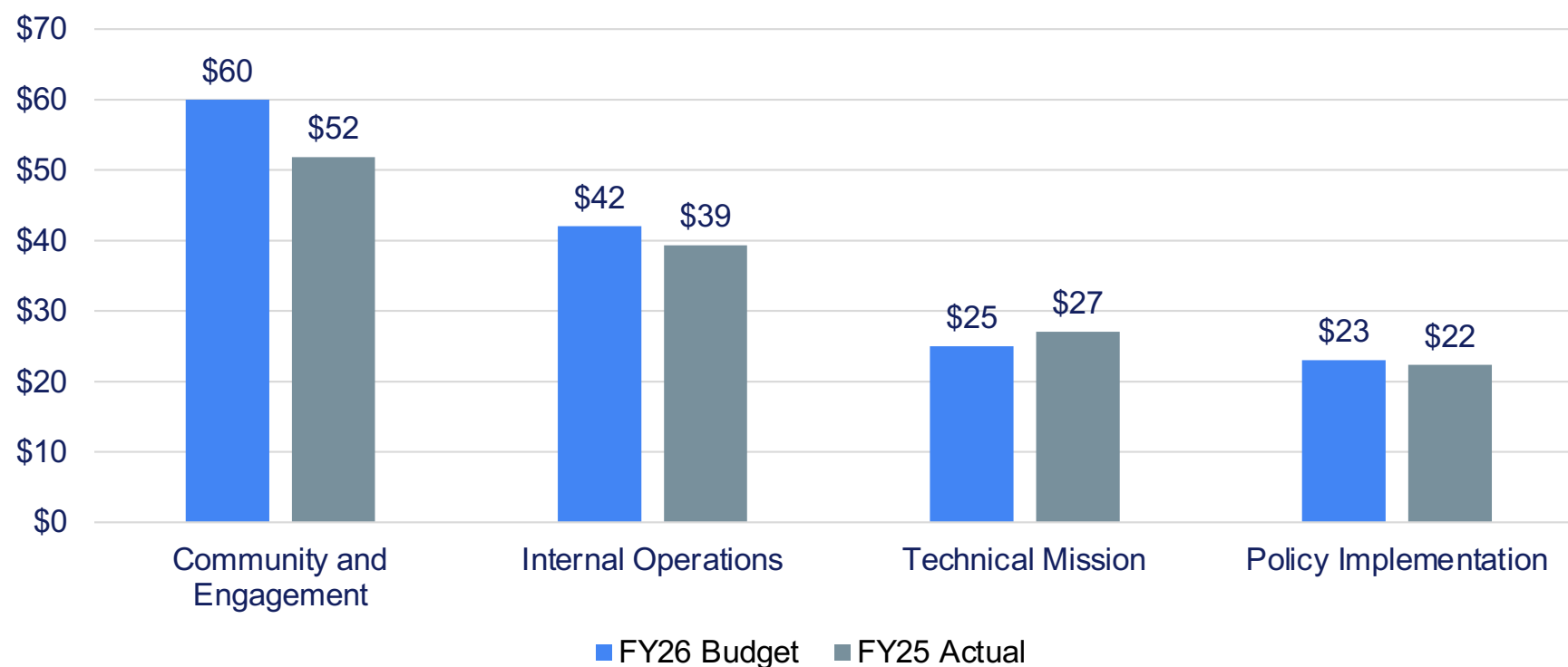
Policy Implementation

Carrying out services to Contracted Parties, and implementing Board-approved recommendations

- Contracted Parties Management and Services
- Contractual Compliance
- Global Customer Support
- Implementation Operations

FY26 Budgeted Activities versus FY25 Actual

- In FY26, ICANN plans to spend \$8M more in Community Engagement than prior year driven by higher travel and meeting spend which supports the community



Questions and Answers



- ❖ Please raise your hand in zoom if you want to ask a question
- ❖ Unmute your microphone to ask questions when it is your turn
- ❖ Mute your microphone when not speaking



- ❖ Type your questions in the chat



For questions or information,
email the planning team



planning@icann.org

How to Participate in ICANN's Planning



Subscribe to the
ICANN Public
Comment page
to receive
notifications of
upcoming activities/
proceedings



Visit the Finance
and Planning
Community Group
Workspace for
recorded webinars
and project
Updates
Wiki page



Send an email to
community-
finance@icann.org
to subscribe to
regular updates on
planning and
finance activities

Appendix

ICANN's Strategic Plan for FY26-30

Vision and Strategic Objectives

ICANN's 2030 Vision: As the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all.

1

Evolve and Promote
ICANN's Multistakeholder
Model to Sustain Its
Inclusive Approach to
Internet Governance

2

Enhance
Organizational
Excellence

3

Collaborate with
Relevant Stakeholders
to Evolve the Internet's
Unique Identifier
Systems

4

Strengthen the Stability and
Security of the Internet's
Unique Identifier Systems

[Link](#) to Strategic Plan



Planning Related Bylaw Requirements



Strategic Plan



ICANN Bylaws Section Article 22.5.(b)
ICANN Strategic Plan is developed every five years with annual update (as needed)

PTI Bylaws Section Article 9.3.(a)
PTI Strategic Plan is developed every five years with annual update (as needed)



Five Year Operating Plan



ICANN Bylaws Section Article 22.5.(a)
ICANN Operating Plan is developed every year for the period of next five years



One Year Operating Plan and Budget



ICANN Bylaws Section Article 22.4.(a)
ICANN's Operating Plan and Budget is developed every year

ICANN Bylaws Section Article 22.4.(b)
IANA's Operating Plan and Budget is developed every year

PTI Bylaws Section Article 9.2.(e)
PTI's Operating Plan and Budget is developed every year

FY27 Operating Plan and Budget Timeline Start to Finish

- ★ - Key Milestone Date
- - ICANN Meeting
- 👥 - Community Input

