

Planning and Financial Update

1 June 2022



Webinar Information



This session is recorded.



This session is scheduled to last 1.5 hours.



Presentation is published on the <u>ICANN74 Prep week web page</u>.



Q&A will be during and at the end of the presentation. Please use feel free to raise your hand or type in the chat to ask questions.



Presenters



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Agenda

FY22 Financial Financial Update (Jul 2021 - Mar 2022) **Update** ICANN FY23 – 27 Operating and Financial FY23 Planning Plan and ICANN FY23 Operating Plan and Update Budget **FY24 Planning** FY24 Strategic Outlook Program **Update Planning** Planning at ICANN Project: Planning **Operating Prioritization Framework Initiative**



FY22 Financial Update



Shani Quidwai Finance

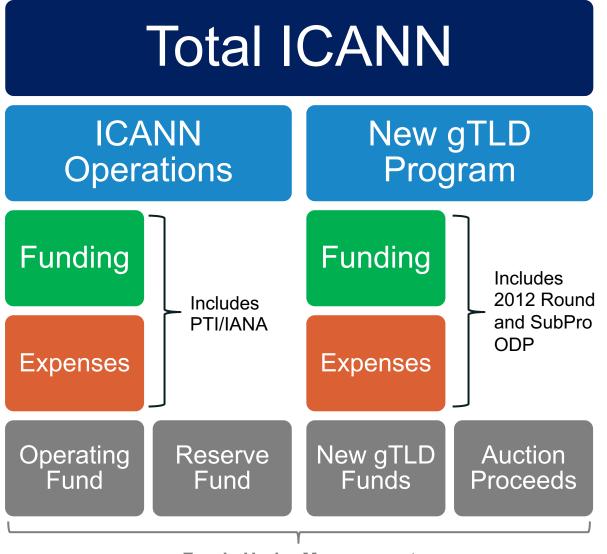


Financial Overview (Jul 21 - Mar 22)

- ICANN org publishes quarterly <u>financial reporting</u> on ICANN.org
- ICANN org continues to operate in a strong financial position despite the ongoing COVID-19 pandemic
- ICANN Operations funding through March is \$113M, which is \$5M higher than budget
 - Funding has grown at a modest pace and slightly higher than projected
- ICANN Operations expenses through March are \$87M, which is \$17M
 lower than budget primarily due to:
 - Travel restrictions and savings from holding ICANN72 and ICANN73 virtually
 - Lower than planned personnel expense as staffing has been below projections
- ICANN Operations Net Excess through March is \$26M
- Total ICANN Funds Under Management increased by \$10M versus the end of FY21
 - Increase primarily due to net excess from Operations



ICANN Financial Reporting Structure



Funds Under Management



Total ICANN – Financial Overview (Jul 21 - Mar 22)

ICANN Cash Financials - Year to Date	For the Nine Months Ending 31 Mar 2022						
In Millions, US dollars	ICANN Operations	New gTLD 2012 Round	SubPro ODP	SFICR	Auction Proceeds	Reserve Fund	Total
Funds Under Management - 30 Jun 2021	77.4	67.5	9.0	-	212.2	154.3	520.5
Funding Collected from Contracted Parties	112.9	(0.1)	-	-	-	-	112.8
Expenses paid to Employees	(55.8)	(0.5)	(0.5)	-	-	-	(56.8)
Expenses paid to Vendors	(30.4)	(3.8)	(0.2)	-	-	-	(34.4)
Working Capital and Timing	(2.3)	(0.9)	0.6	-	-	-	(2.5)
Operating Excess/(Deficit)	24.4	(5.3)	(0.0)	-	-	-	19.1
ICANN org Transfers (Board Approved)	(35.0)			20.0	-	15.0	-
Change In Market Value	-	(0.4)		-	(1.4)	(7.3)	(9.1)
Funds Under Management - 31 Mar 2022	66.9	61.8	9.0	20.0	210.8	162.0	530.5

- Total ICANN describes the financial components of ICANN Operations (including IANA), the New gTLD Program 2012 Round, and the Operational Design Phase (ODP) of New gTLD Subsequent Procedures (SubPro)
- Funds under management have declined \$9M year to date driven by investment declines in the Reserve Fund due to volatility in the financial markets



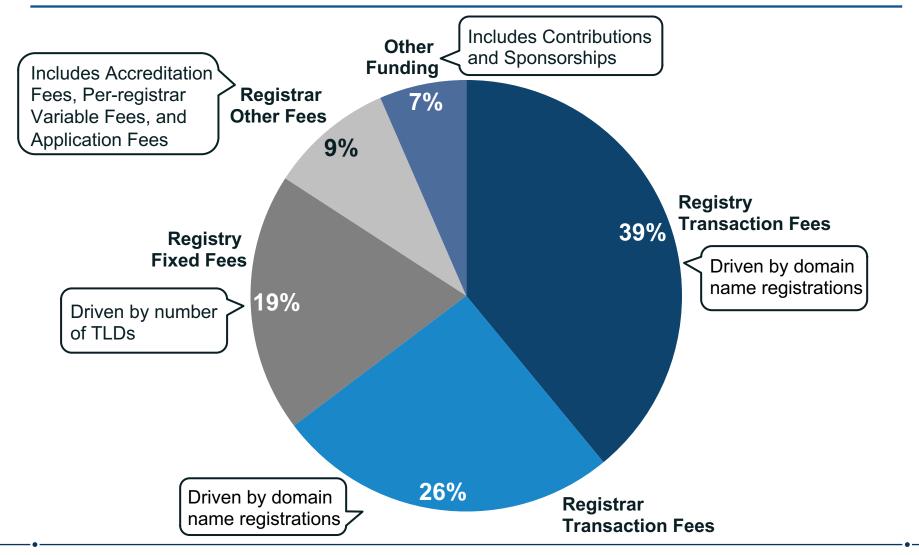
ICANN Operations – Financial Overview (Jul 21 - Mar 22)

ICANN Operations	FY22 YTD Actual	FY22 YTD Budget	Var	FY21 YTD Actual	Var
Funding	\$113	\$109	\$5	\$104	\$9
Expenses	\$87	\$105	\$17	\$85	(\$2)
Net Operating Excess/(Deficit)	\$26	\$4	\$22	\$19	\$7
Average Headcount	390	404	13	393	2



ICANN Operations – Funding by Category (Jul 21 - Mar 22)

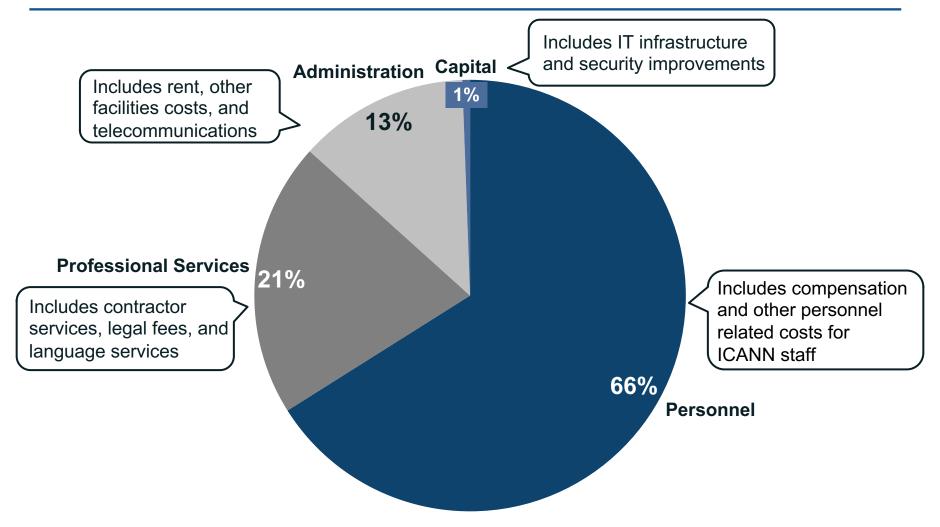
FY22 YTD Funding- \$113M





ICANN Operations – Expenses by Category (Jul 21 - Mar 22)

FY22 YTD Expenses- \$87M



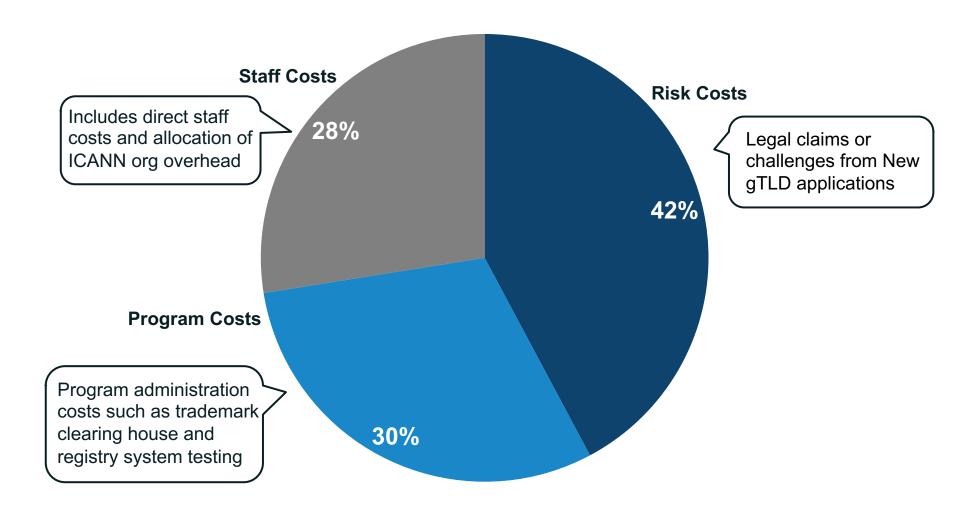
New gTLD 2012 Round – Multiyear Details (as of Mar 2022)

	Stat	Statement of Activities by Fiscal Year					Statement of				
New gTLD Program 2012 Round	FY12 - FY20 Actual			Y21 ctual	F	FY22 orecast	FY23 Budget		FY24 & Beyond Forecast		tivities for Full Program (Mar 2022) Trent Estimate
New gTLD Applicant Fees Refunds		360 (52)		0 -		0 (0)		1 (0)		1 (0)	361 (53)
Applicant Fees (Net of Refunds)	\$	308	\$	0	\$	(0)	\$	0	\$	0	\$ 308
Initial and Extended Evaluation Quality Control and Objection Processes		(68) (11)		-		-		-		-	(68) (11)
Pre-delegation		(12)		-		-		-		_	(12)
Program Costs		(38)		(2)		(2)		(2)		(11)	(55)
Staff Costs Operating Expenses	\$	(56) (185)	\$	(1) (4)	\$	(1) (3)	\$	(1) (3)	\$	(1) (11)	\$ (61) (206)
Historical Development Costs		(32)		-		_		-		-	(32)
Risk Costs Non Operating Expenses	\$	(25) (58)	\$	(4) (4)	\$	(2) (2)		\$ -		\$ -	\$ (32) (65)
Other Income/(Expense)	\$	(2)		\$ -		\$ -		\$ -		\$ -	\$ (2)
Investment Income/(Expense)	\$	11	\$	0	\$	(0)		\$ -		\$ -	\$ 11
Total Expenses	\$	(234)	\$	(8)	\$	(6)	\$	(3)	\$	(11)	\$ (262)
Net Remaining New gTLD Funds	\$	74	\$	(8)	\$	(6)	\$	(3)	\$	(11)	\$ 46



New gTLD 2012 Round – FY22 Expense Forecast (Full Year)

FY22 Expense Forecast- \$6M





SubPro ODP – Expenses (Jan 22 – Mar 22)

- The Board-approved budget for the SubPro ODP is \$7M-\$9M
- ICANN org staff and contractors began working on the SubPro ODP in January 2022
- Expenses consisted primarily of personnel expenses for staff time efforts on the ODP and shared services support allocations
- ICANN org is in the initial stages of the ODP and projects costs to rise in the coming months

SubPro ODP	Project-to-Date (January 2022 - April 2022)					
Work Track	Staff FTE (avg)	Contractor FTE (avg)	Total Hours	Total Expenses*		
Project Governance	1.4	0.9	1,410	\$183		
Policy Development and Implementation Materials	2.1	0.0	1,245	\$137		
Operational Readiness	0.6	0.0	368	\$40		
Systems and Tools	0.9	0.0	548	\$69		
Vendors	0.1	0.0	48	\$5		
Communications and Outreach	0.9	0.0	518	\$57		
Resources, Staffing, and Logistics	0.6	0.4	585	\$60		
Finance	0.5	0.0	315	\$35		
Overarching	0.7	0.0	443	\$49		
Shared Services Support**	0.0	0.0	0	\$338		
Total	7.9	1.3	5,478	\$972		

^{*}Expenses presented in USD Thousands

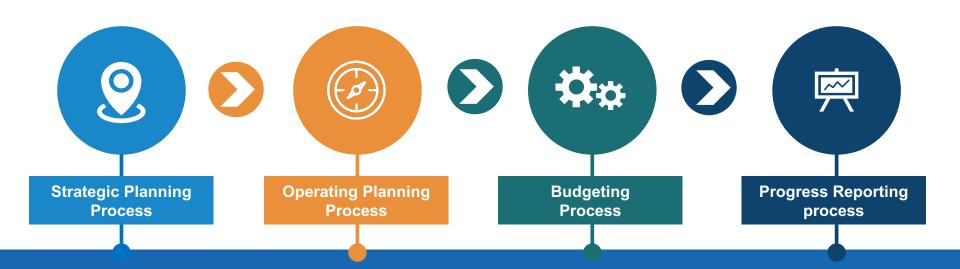
^{**} Shared Services Support is not a work track and represents are due to rounding

FY23 Planning Update



Victoria Yang
Planning

ICANN Planning Processes Overview



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

The process of determining key
Operating Initiatives and the Functional
Activities' plan, to achieve the strategic plan.

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

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



Background

- The Draft FY23–27 Operating and Financial Plan and FY23 Operating Plan and Budget were <u>published</u> for public comment in December 2021
 Two public webinars were held mid December to discuss the Draft plans
- The public comment period ended in February 2022, and the <u>summary report</u> on public comments was published in March 2022
- Throughout the planning process, ICANN org actively solicited community feedback through consultations with the ICANN community including holding a public session during ICANN 73 Prep week
- In May 2022 BFC recommended to the Board the adoption of the FY23 Plans.
 For transparency purposes the Plans submitted to the Board were published on the public comment page along with a summary of changes
- On 26 May 2022 The ICANN Board <u>adopted</u> the FY23–27 Operating and Financial Plan and FY23 Operating Plan and Budget
 - The plans will now be subject to the Empowered Community process



FY23 Planning Current Status

- The <u>Empowered Community (EC) Rejection Action Petition period</u> has begun regarding the adopted FY23–27 Operating and Financial Plan and FY23 Operating Plan and Budget
 - If no Rejection Action Petition is raised or pending, the plans will go into effect on 1 July 2022 for FY23



https://www.icann.org/resources/pages/governance/current-en

ICANN Financial and Planning Information

FY23 Reports

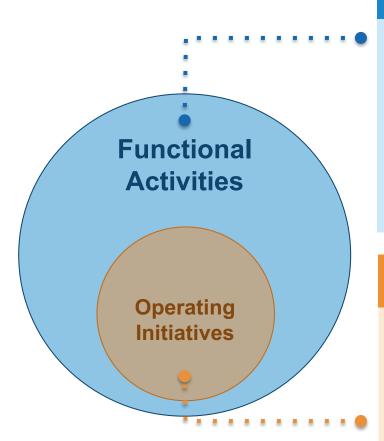
FY23 - FY27 Planning Documents

- Highlight of ICANN FY23-27 Operating and Financial Plan and FY23 Operating Plan and Budget
- ICANN FY23-27 Operating and Financial Plan and FY23 Operating Plan
- ICANN FY23 Budget
- IANA FY23 Operating Plan and Budget



FY23 Operating Plan Structure

The Operating Plan includes description of the activities ICANN org will undertake to achieve its Strategic Plan, operate the organization and implement ICANN's mission and mandate.



Functional Activities (33 in 5 groups)

Activities of the Functions to:

 Operate the organization, such as Human Resources or Finance

or

 Implement ICANN's mission and mandate, such as Contractual Compliance or IANA.

Operating Initiatives (15)

 The 15 operating initiatives represent major areas of work that support the strategic objectives identified in the strategic plan



Key FY23 Planning Assumptions

Strategic
Objectives Remain
Unchanged

Based on the Strategic Outlook trends impact assessment, the Board has approved no changes to the Strategic Objectives set forth in the FY21–25 Strategic Plan

Affordability and Balanced Budget

The Draft plans are based on "base" scenario Operations funding projections. ICANN plans for operating expenses to remain at or lower than budgeted funding, drawing from designated and available funding sources

Face-to-Face Meetings and Engagement Although there is still uncertainty, for planning purposes, the FY23 plans assumes that ICANN public meetings, Board, org and Community travel will resume according to the planned Meetings schedule

Prioritization

The WS2 Implementation and Enhancing the Effectiveness of ICANN's Multistakeholder Model work plan implementation work will continue to be prioritized in FY23 plans

The Planning Prioritization Framework project is underway. The list of prioritized Specific Review recommendations prioritized in collaboration with the Community and will be worked on in FY23



Key FY23 Planning Assumptions

Continuing Operations

Majority of ICANN org's work continues year after year. This includes activities needed for organization operations, and important work to support ICANN's mission and mandate such as:

- Policy support and over ~4,000 virtual meetings and
- Compliance tickets with over ~30,000 responses per year

Planning For Board Approved Activities

ICANN begins designing the expected implementation work only as recommendations and policies move forward and reach the stage of Board approval. Please see the ICANN Rolling Five-Year Roadmap: Policy, Review and Cross-Community Working Group (Appendix A) of the draft plan for estimated timing for board approval. This schedule indicates for example:

- SSAD ODP is NOT included in the FY23 Operating Plan and Budget because it was scheduled to be completed during FY22
- New gTLD SubPro is included in the FY23 Operating Plan and Budget because its related work will continue into FY23



FY23 – 27 Financial Plan and FY23 Budget



Alex Morshed *Finance*

FY23 Budget and FY23–27 Financials Overview

- Funding and expenses are unchanged from Draft Publication
- Since publishing the draft plans in December 2021, ICANN org has experienced stable funding; despite the Russia-Ukraine war and financial market volatility, there have not been any domain market developments that dictate a change to the prior funding projections
 - Funding and expense budgets are conservative which help provide confidence in dealing with any potential challenges
- In consultation with the Global Domains and Strategy team, ICANN org is maintaining the \$152M funding budget in FY23
 - Five-year funding projections will also remain as published in the draft plans
- ICANN org believes these funding projections are achievable and adequate to provide the resources necessary to carry out the activities described in the operating plans



Projected Funds Under Management Remain Unchanged

	Forecast		5-Yea	r Projecti	ons	
In Millions, USD	FY22	FY23	FY24	FY25	FY26	FY27
ICANN Operations	\$77.4	\$77.4	\$77.6	\$78.0	\$78.4	\$78.8
Funding	\$149.1	\$152.0	\$155.3	\$158.7	\$160.1	\$161.7
Expenses	(\$129.4)	(\$152.0)	(\$155.3)	(\$158.7)	(\$160.1)	(\$161.7)
Operating Fund Excess Transfers	(\$20.0)	-	-	-	-	-
Projected Investment Gains	\$0.2	\$0.2	\$0.4	\$0.4	\$0.4	\$0.4
New gTLD Rounds	\$76.5	\$68.7	\$55.1	\$45.5	\$45.7	\$45.9
Expenses	(\$8.2)	(\$13.9)	(\$9.8)	-	-	-
Projected Investment Gains	\$0.3	\$0.3	\$0.2	\$0.2	\$0.2	\$0.2
SFICR	\$15.0	\$20.1	\$20.2	\$20.3	\$20.4	\$20.5
Transfer from Operating Fund	\$5.0	-	-	-	-	-
Projected Investment Gains	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1	\$0.1
Reserve Fund	\$154.3	\$175.2	\$181.3	\$187.7	\$194.2	\$201.0
Transfer from Operating Fund	\$15.0	-	-	-	-	_
Projected Investment Gains	\$5.9	\$6.1	\$6.3	\$6.6	\$6.8	\$7.0
Auction Proceeds	\$212.2	\$213.3	\$214.4	\$215.4	\$216.5	\$217.6
Projected Investment Gains	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1	\$1.1

- ICANN Operations FY23 Budget is balanced with no excess; future transfers to SFICR and Reserve Fund will continue to be assessed annually if excess is available
- New gTLD rounds includes projected costs for processing 2012 applications and Next Round ODP costs; further costs for subsequent procedures will be included when approved by Board



ICANN Operations FY23 Budget vs FY22 Forecast

	FY23 Budget	FY22 Forecast	Under/ vs. FY22	•
In Millions, USD	ICANN Operations	ICANN Operations	\$	%
Funding	\$152.0	\$149.1	\$3.0	2%
Personnel	86.5	78.4	(8.1)	-10%
Travel & Meetings	14.3	4.7	(9.6)	-206%
Professional Services (1)	29.7	26.8	(2.9)	-11%
Administration	19.3	16.9	(2.4)	-14%
Capital	2.2	2.5	0.4	15%
Total Operating Expenses	\$152.0	\$129.4	(\$22.7)	-18%
Net Operating Excess/(Deficit)	\$0.0	\$19.7	(\$19.7)	-100%
Average Headcount	423	394	(29)	-7%

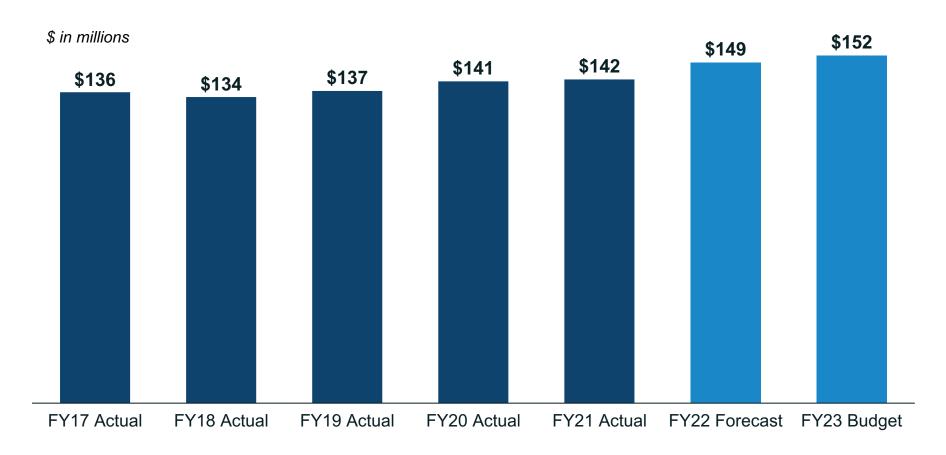
⁽¹⁾ Includes Contingency expense which is unallocated to specific activities or functions

- The ICANN Operations FY23 Budget Funding is \$3.0 million higher than the FY22 Forecast, driven by growth in domain name transactions
- The FY23 Budget assumes unrestricted travel for the entire fiscal year, whereas the FY22 Forecast assumes pandemic-related travel restrictions for the first nine months of the fiscal year
- Expenses in the FY23 Budget are \$22.7 million higher, primarily due to two incremental face to face ICANN Public Meetings and increased personnel costs driven by increased headcount



ICANN Operations Funding Trends

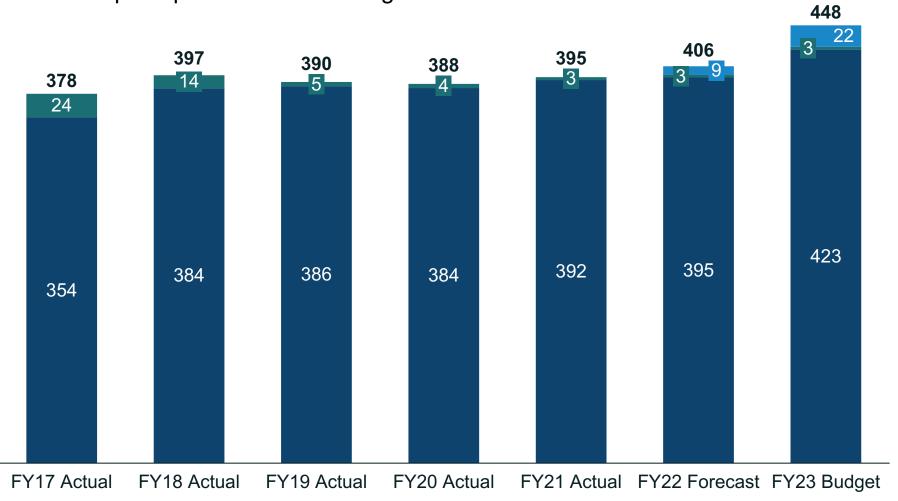
- There are still several unknowns due to the global pandemic, but we are assuming ICANN Operations Funding will be aligned with prior year trends
- The FY22 Forecast and FY23 Budget assume a full year contribution for SSR activities





Total ICANN Average Headcount Trends

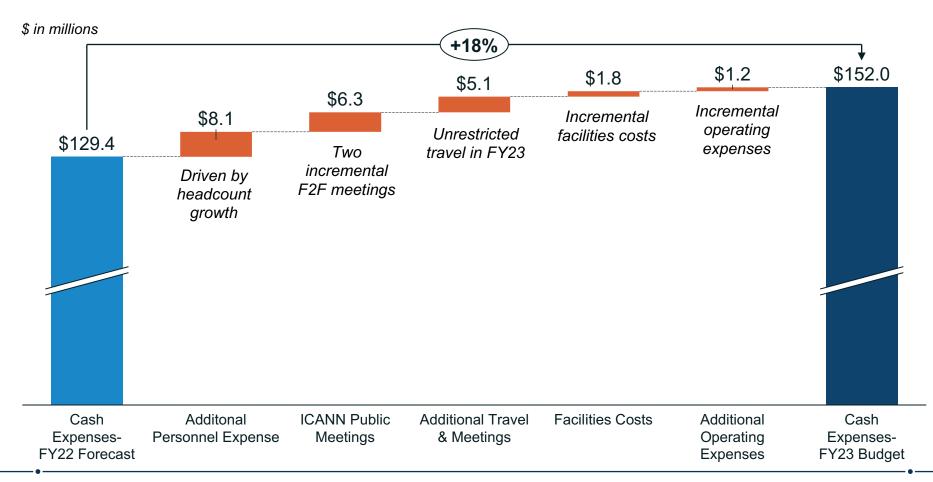
 Headcount is projected to increase as the Org begins staffing to support the subsequent procedures of New gTLDs and other new work





Expense Analysis: FY22 Forecast vs FY23 Budget

- While the ICANN Operations FY22 Forecast expenses are impacted by the pandemic, ICANN org assumes activities to occur in FY23 without impact from the pandemic
- Excluding the impact of incremental expenses due to a return to full meeting operations, the FY23 Budget expenses are growing ~8.5% over the FY22 Forecast





FY24 Planning Update

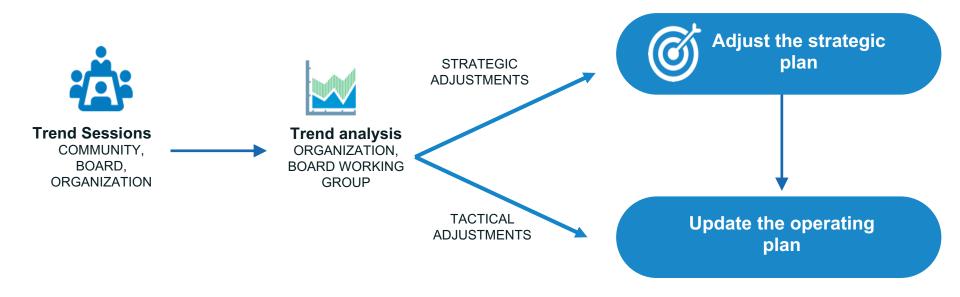


Margaret Benavides

Planning



Strategic Plan and Outlook Trends



- The Strategic Outlook Trends Process is an annual process to ensure ICANN has a consistent way to:
 - Identify and track trends
 - Prepare for opportunities
 - Mitigate or avoid challenges
 - Inform strategic & operational planning and prioritization
- The Board Strategic Planning Committee assesses the impacts of trends and shifts, and recommends to the Board any impact to the Strategic Plan



FY24 Strategic Outlook Trend Sessions

13 strategic outlook sessions

- 5 stakeholder group sessions
- 1 Board session
- 7 org cross-functional sessions

261 participants

- 149 org members
- 93 community members
- 19 Board members



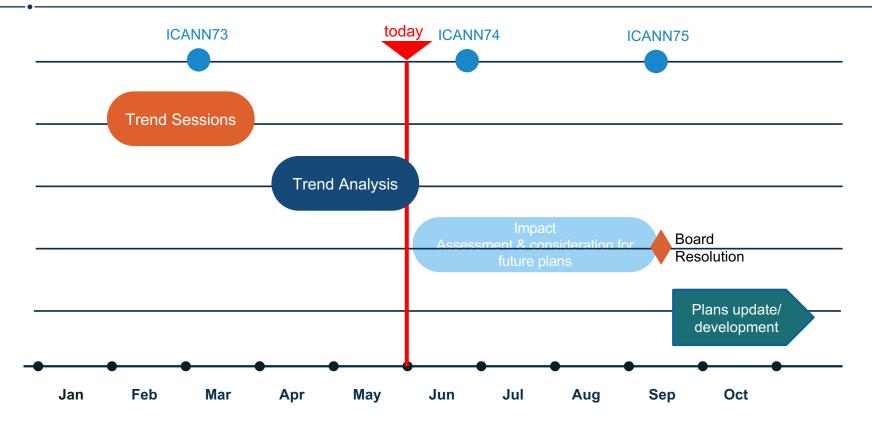
1337 data elements collected

- 758 trend statements
- 319 risks or threats
- 260 suggested actions or opportunities

Please refer to the blog for more details and the community trend identification session data: https://www.icann.org/en/blogs/details/icann-fy23-and-fy24-planning-process-update-23-05-2022-en



FY24 (2022) Strategic Outlook Program Timeline



Target is to complete the annual process by August / September. This timeline will enable us to:

- 1. Confirm if changes are needed for the Current Strategic Plan and confirm one of the planning assumptions for the Draft Operating Plan & Budget
- 2. Obtain timely input for key activities to include as part of the operating plans.



Planning Prioritization Framework Project



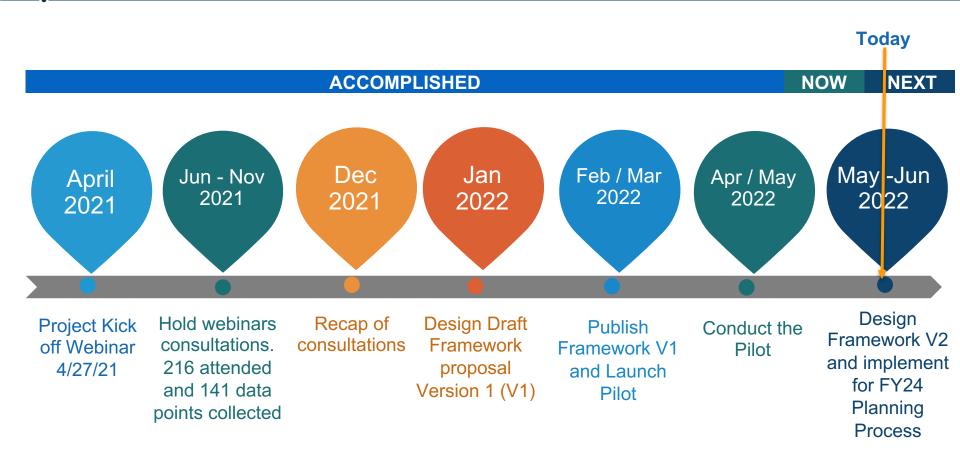
Becky Nash
Planning

Planning Prioritization Framework

- Project: "Planning at ICANN" is one of the 15 operating initiatives in ICANN's Operating Plan since FY21 and is included in the Draft FY23 Operating Plan
 - A component of this operating initiative is to deliver a draft prioritization framework as an enhancement of ICANN's overall planning process.
- Accountability: ICANN's planning department is leading this operating initiative and the delivery of the draft prioritization framework.
- Deliverable: A draft prioritization framework to be used during the annual planning process.
- Pilot: Based on Community input received, Org is conducting a pilot on board approved specific review recommendations to test the draft framework.



Planning Prioritization Framework Project Current Status

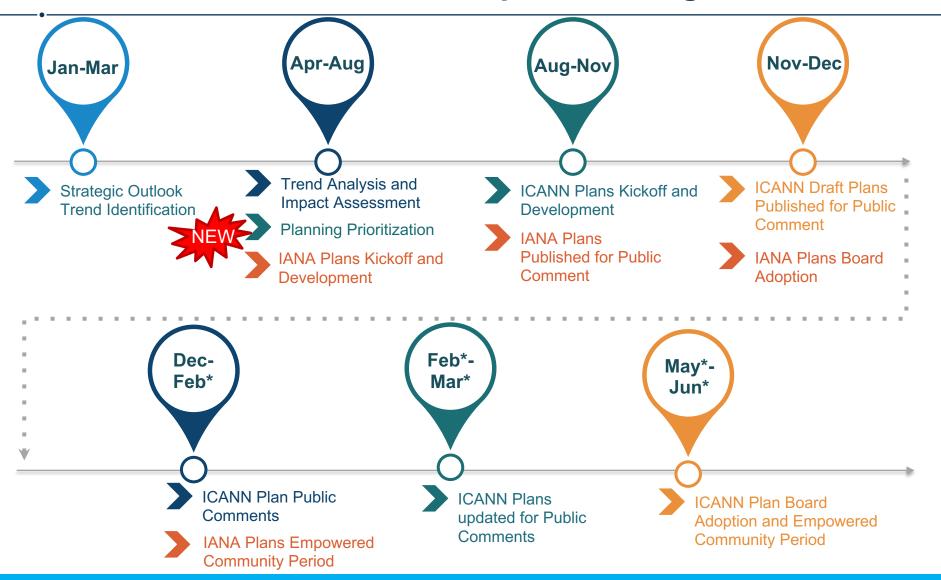


There are two deliverables for the Planning Prioritization Framework project:

- Develop a Framework to use as a guide for this new step in the planning process
- 2. Conduct a pilot to test draft framework design elements



Draft Framework V1 – New Step in Planning Process



A new step in the annual Planning Prioritization step will result in an agreed upon list of projects provided to Org to evaluate in the draft development of the Operating Plans and Budgets



Framework Design Elements

 Identification of the scope of work to be Scope prioritized Identification of the participants and their **Participants** roles & responsibilities in the process Design of the frequency for prioritization Frequency planning process Selection of an agreed-upon prioritization Technique technique Identification of systems, reports or tools Systems and Tools to manage the process · A pilot of the technique as a component of **Pilot** validation

- Several design elements necessary for a prioritization process were identified in the Draft Framework
- Consultations with the Community were structured to gather feedback around these design elements



Draft Framework V1 – Participants and Scope

PARTICIPANTS

This element defines who will conduct the prioritization, and the roles and responsibilities of all involved parties during this process.

The community-based prioritization at the beginning of the annual planning process. Members from each SO/AC noted are to be nominated by the SO/AC Leadership. This structure permits each member to share a perspective of priorities by SO/AC as follow:

- 1. ASO Address Supporting Organization
- 2. ALAC- At-Large Advisory Committee
- 3. GNSO/CSG Commercial Stakeholder Group (CSG)
- 4. GNSO/CPH Contracted Party House
- 5. GNSO/NCSG Noncommercial Stakeholder Group
- 6. ccNSO Country Code Names Supporting Organization
- 7. GAC Governmental Advisory Committee
- 8. RSSAC Root Server System Advisory Committee
- 9. SSAC Security and Stability Advisory Committee

SCOPE

This element defines what to prioritize.

Based on the input received, the framework proposes the scope of activities to be prioritized are all Board approved implementation work

This includes implementation work, such as PDP recommendations, Specific Review recommendations, and the implementation of other non-policy and advice work.



Draft Framework V1 - Pilot

PILOT

A Pilot provided an opportunity for ICANN to test the draft framework and further improve the framework

A pilot was conducted during the FY23 planning process in April and May 2022. During the Pilot, the members prioritized the Board approved recommendations from Specific Reviews that are pending for implementation.

- o The below members and alternate members were nominated by their SO/AC leadership
- The members used the Urgent / Important prioritization technique during the Pilot
- We want to thank the Community members for participating in this pilot which resulted in hands on experience to inform the framework

#	Affiliation	Member	Alternate Member
1	At-Large - ALAC	Cheryl Langdon-Orr	Jonathan Zuck
2	ccNSO	Chris Disspain	Irina Danelia
3	GAC	Susan Chalmers	Manal Ismail
4	GNSO - CPH	Donna Austin	Jothan Frakes
5	GNSO - CSG	Susan Payne	Wolf-Ulrich Knoben
6	GNSO - NCSG	Rafik Dammak	Dr A M Sudhakara
7	RSSAC	Ken Renard	N.A.
8	SSAC	Barry Leiba	Chris Roosenraad



Planning Prioritization Pilot Deliverable

	L				
Review:	P1 = Highest Priority- Urgent/Important	P2 = Less Urgent/ Important	P3 = Urgent/Less important	P4 = Lowest priority- Less Urgent/Less Important	Grand Total
ATRT3	4	8		1	13
ССТ	4	10		1	15
RDS- WHOIS2		1		7	8
SSR2	3		2	4	9
Grand Total	11	19	2	13	45

- The Summary List of Prioritized Specific Review Recommendations was one of the deliverables for the Pilot
 - The list is published on the <u>Community Finance and Planning Wiki</u>
 - Next, ICANN org will start to assess the action and resources required for implementation



Planning Prioritization Framework Timeline

Step	Timing
✓ Complete planned consultations.	January 2022
✓ Publication of Draft Framework V1	February 2022
√ Organize the Pilot	February 2022
√ Conduct the Community Pilot	March / April 2022
Review output from the Pilot with org, Board and Community	May 2022
Revise and develop Framework v2 based on Pilot	May / June 2022
Review Framework v2 with org, Board, Community	May / June 2022
Publication of Framework v2	June / July 2022
Implement Framework v2 during FY24 Planning	July 2022
Revise and adjust process as agreed upon in iterations of the annual planning process (version 3+)	Continuous improvement



Questions and Answers



- ❖ Please raise your hand in zoom if you want to ask a question
- The Remote Participants Manager will manage the queue.
- Unmute your microphone to ask questions when is your turn
- Mute your microphone when not speaking



- Type your questions in the chat
- The Remote Participants Manager will read out your question(s).



https://community.icann.org/display/projfinadhocws/ FY23+Operating+Plan+and+Budget



Additional Resources

- ICANN Financial and Planning Information
- ICANN Strategic Planning Page
- Planning Prioritization Framework
 - Draft Planning Prioritization Framework Version 1
 Published 28 Feb 2022
 - ICANN Planning Prioritization Framework Project Information
 - <u>Final Prioritized List</u> of prioritized Board-approved Specific Review recommendations

