



# Board Report – ICANN57

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November 2016

*Period Covering: September 2016 – 6 October 2016*

# ICANN Org Executive Team Reports

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# ICANN Org Report to the Board

Göran Marby, President and CEO

## KEY OFFICE OF THE CEO HIGHLIGHTS & MILESTONES

Prior to and during the Board's meeting in Brussels, I visited our Washington, D.C. engagement office to meet with key regional stakeholders in an effort to both strengthen support for the IANA Stewardship Transition and increase understanding of its necessity. I also participated in a Senate Judiciary Committee hearing, alongside NTIA's Larry Strickling, to answer questions and concerns related to the potential impact of the transition. Following the hearing and the Brussels Board meeting, I attended a series of events in Europe, including the 16<sup>th</sup> ICANN Studienkreis and the European Internet Forum, and visited our Brussels engagement office.

## OVERVIEW OF ACTIVITY

Between 12-13 September, I attended a series of key meetings with members of the United States Senate and their support staff. During this time, I also worked closely with members of my team and outside consultants in preparation for the 14 September Senate Committee on the Judiciary hearing, "Protecting Internet Freedom: Implications of Ending U.S. Oversight of the Internet." The Senate Judiciary Committee's hearing was a critical moment in the final stages of the IANA Stewardship Transition.

On 6 October, I attended the 16<sup>th</sup> Studienkreis in Dubrovnik, Croatia. While there, I delivered a keynote speech and held a discussion with attendees. Then, on 10 October, I visited the ICANN Brussels engagement office to engage directly with staff and answer their questions about ICANN's future and how the IANA Stewardship Transition will impact their efforts. On 11 October, I met with members of the European Parliament during an event at the European Internet Forum. Hosted by MEP Sabine Verhayen, the discussion focused on the IANA Stewardship Transition and the evolution of ICANN within the Internet governance ecosystem.

Additionally, I've worked closely with my team to prepare for the FY17 Q1 Quarterly Stakeholder Call, which will be the second QSC held on an Asian-friendly time slot, as well as ICANN57 in Hyderabad.

## TOP ISSUES & MITIGATION

With the IANA Stewardship Transition now complete, it is critical that we focus on reinforcing ICANN's commitment to (1) its technical competency and (2) supporting the community. With this overarching goal in mind, I have made a series of alterations to the structure and layout of the ICANN executive team. Among these changes is the introduction of a Complaints Officer role, which will report to John Jeffrey and the development of a new Organizational Review team, which will be set up and led by Susanna Bennet. I have also selected Akram Atallah as my deputy, meaning he will stand in for my role when needed. The goal of these changes is to increase ICANN's efficiency as an organization, in order to assist the community in a more streamlined way.

## Outstanding Issues from Board Workshop

- **Meeting Location Decisions:** The Board will make the decision when there is a need to change the location but does not need to be involved in the decision on what city or region to which the meeting is moved. (Please see page number 28)
- **Strategic Outlook:** Organization to incorporate all input and trends received from working groups into Strategic Outlook draft from Executive team
- **Engagement Strategy:** Delayed until further notice.
- **Delegation of Authority:** Follow-up on Helsinki Board paper - comments on the proposed operational document to be included in the paper for approval by the Board at the Board meeting during the Workshop in Hyderabad.
- **Board Advice Registry:** Staff to take back all the input and comments provided, knowing that the underlying intent is to have an organized process for dealing with the advice/comments/suggestions/correspondence that the Board receives and come back to the Board with an update on the development, which is left to Management.
- **Positioning & Communications Content Approach:** Organization to analyze input provided and refine the Content Approach to bring it back to the Board at a later date.

## Resolutions

15 September 2016

- **Implementation of RSSAC 003 Recommendations for the KSK signature validity**
  - **Status:** There were two recommended changes in RSSAC 003, one for the ZSK and the other for the KSK. Verisign implemented the change to the ZSK on Sep 6. The change for the KSK will occur at the next key ceremony, which will be on October 27. This is according to plan.
- **Delegation of the .বাংলা ("bangla") domain representing Bangladesh in Bengali script**
  - **Status:** Delegated
- **October 2018 ICANN Meeting Venue and Location Contracting**
  - **Status:** Barcelona for the October 2018 ICANN Meeting. All is on track for completion.
- **Appointment of 2017 Nominating Committee Chair and Chair-Elect**
  - **Status:** Fully in place and the Nominating Committee Support Team is facilitating the Chair and Co-Chair.
- **IANA Naming Function Contract between ICANN and PTI**
  - **Status:** Executed and in place.
- **Services Agreement between ICANN and PTI**
  - **Status:** Executed and in place.
- **.COM Registry Agreement Amendment**
  - **Status:** Verisign is currently seeking NTIA approval, and it will be finalized when this is formally granted.

- **PTI Governance Items – Adoption of PTI Bylaws; Appointment of PTI Board Initial Directors; Appointment of PTI President**
  - **Status:** Completed, Board is seated and has held two meetings. Incorporator role ended, as required.
- **Further Consideration of the Dot Registry IRP Final Declaration**
  - **Status:** Working with BGC, which is taking up this matter per the resolution.

*17 September 2016*

- **President and CEO Review of New gTLD Community Priority Evaluation Report Procedures**
  - **Status:** We are seeking proposals to conduct the review, will have more progress to report during the Hyderabad meeting.

**Full documentation of each resolution is available at these links:**

- <https://www.icann.org/resources/board-material/resolutions-2016-09-15-en>
- <https://www.icann.org/resources/board-material/resolutions-2016-09-17-en>

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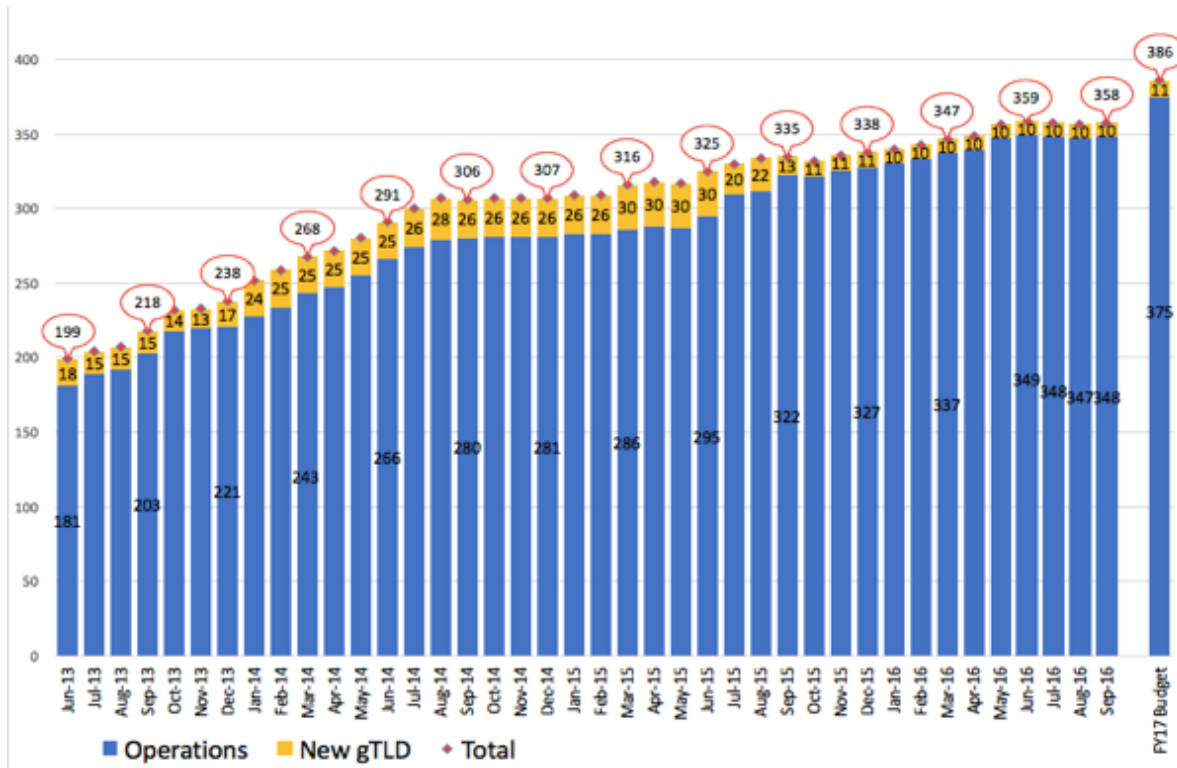
# ICANN Org Report to the Board

Susanna Bennett, Chief Operating Officer

## KEY ORGANIZATION PEOPLE HIGHLIGHTS & MILESTONES

Since the last report, ICANN org metrics as displayed below remain relatively stable.

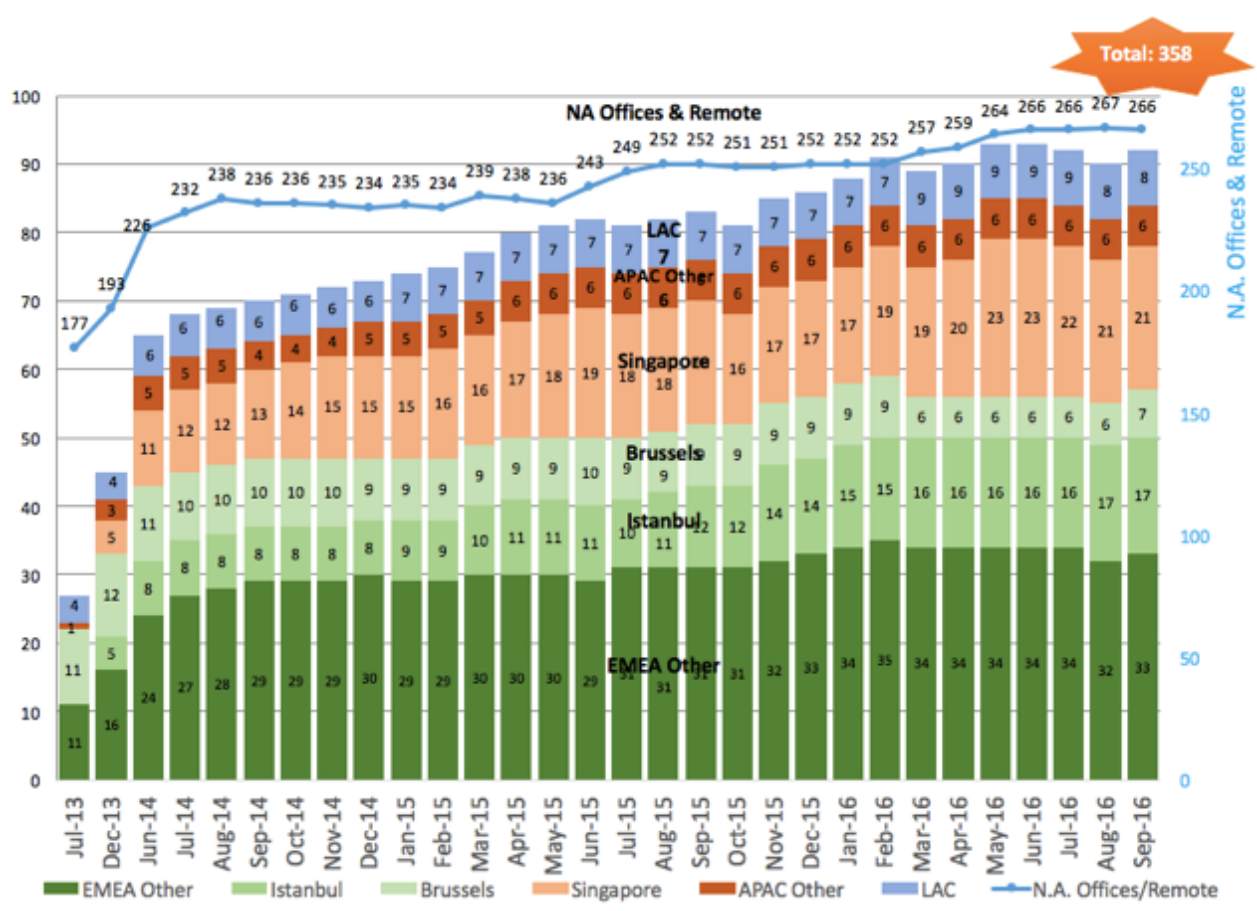
As of the end of September 2016, ICANN org has 358 people. That is 28 people less than the FY17 year-end budget projection of 386. Over the last two months, 8 joined and another 7 left.



### Annual growth rates (from June to June):

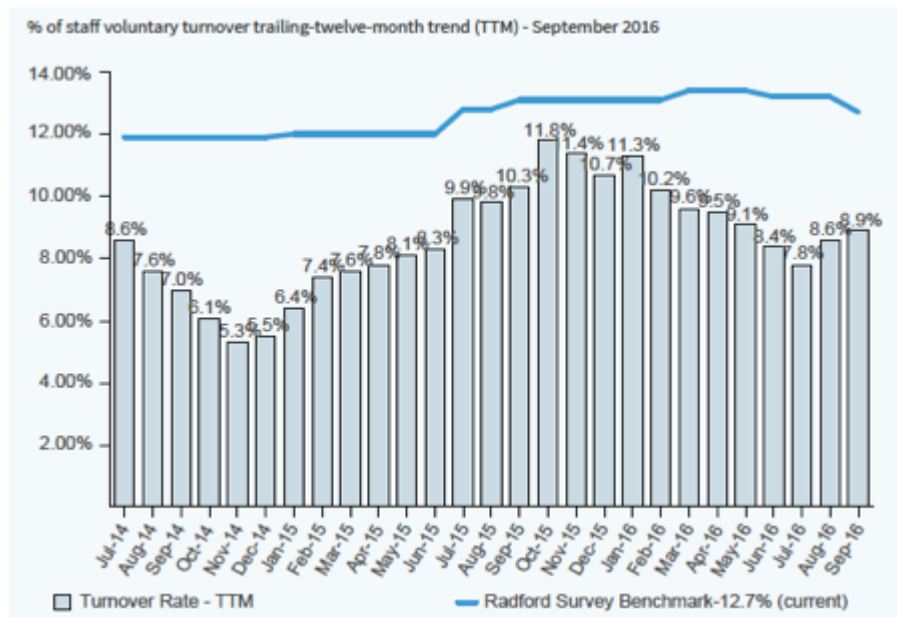
2013 - 2014	+46%
2014 - 2015	+12%
2015 - 2016	+10%
2016 - 2017 (to date)	--

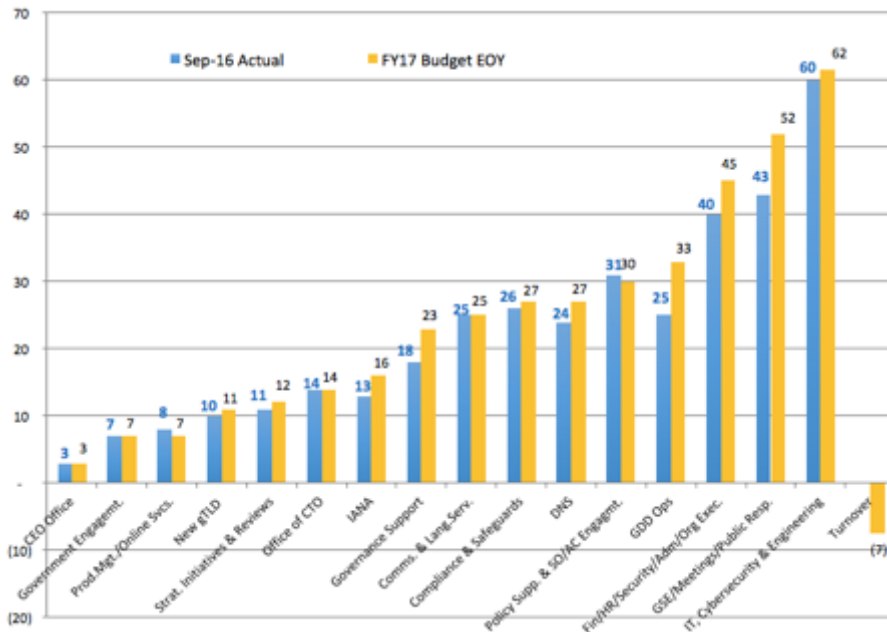
### ICANN Org by Locations



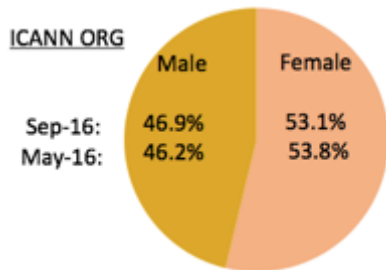
As of September 30 2016, **North America Offices & Remote** consists of 208 (78%) in Los Angeles office, 28 in Washington DC office, 29 work remotely in US, 1 work remotely in Canada, totaling 266 (74% of the total organization).

**Voluntary turnover** over the last two months increased by 1.05%, to 8.9% as of September 2016 from 7.85% as of July 2016 (both on trailing-twelve-month basis). In comparison, the benchmark is 12.7% worldwide. Most of ICANN’s voluntary turnover has been in the US and Singapore. The benchmarks for these 2 regions are 12.6% US and 13.0% Singapore.



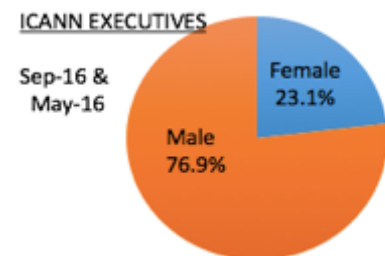


**Comparing to FY17 year-end budget**, most of the functional groups are close to the year-end target except GDD Ops has 25% (8 people) less and Governance Support has 22% (5 people) less. The variances are the results of turnover and resulted restructuring for efficiency and cross-functional alignment.

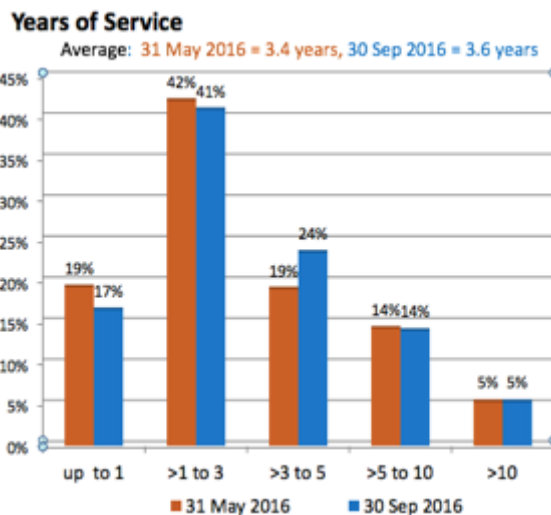
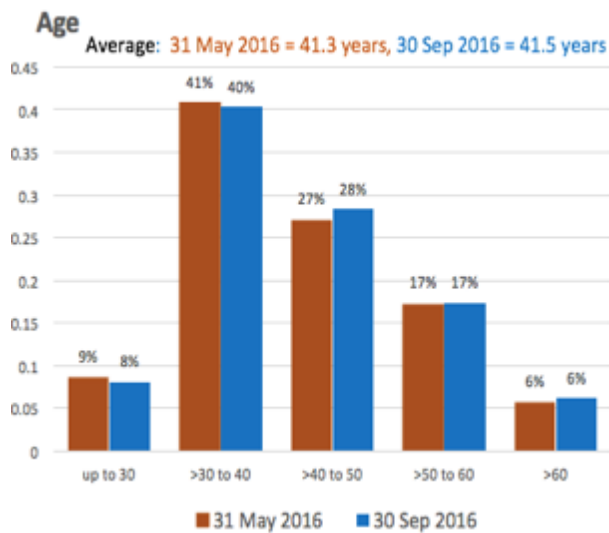
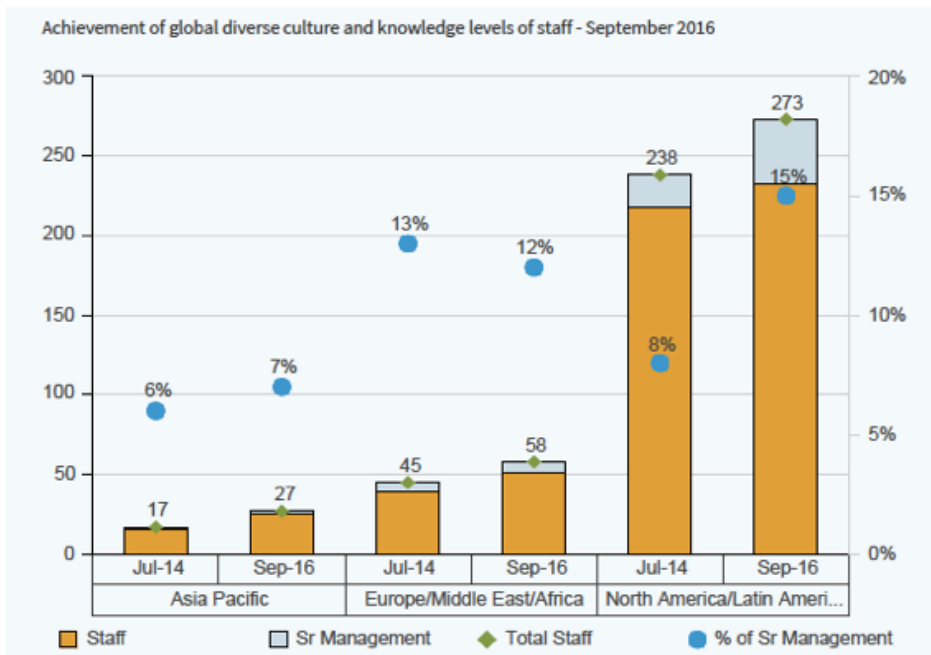


The **gender diversity** of ICANN org is well balanced with females having a slight majority. The 51-member senior management team is 63% male and 37% female. The Executive Team gender balance has progressed to 29% / 71% (female/male) in October 2016 from 23% / 77% in September 2016

The **senior management** distribution is higher in the Americas and European & Middle East regions than the Asia Pacific region, which has higher percentage of operational functions (such as Contractual Compliance and GDD Operations). These are teams with less seniority and experience than the other regions. The distribution has been stable for the last couple of years, consistent with relatively low turnovers.







**Age distribution** of the organization has also been stable over the last 3 years, averaging around 40 years of age, which is around the mid-point of most professional career progressions and is as expected relative to the high professional acumen requirements in most ICANN org positions.

The average **years of service** continues to be around 3.5 years, reflecting the growth in 2013 and relatively low turnover.

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## **ICANN Org Report to the Board**

Xavier Calvez, Chief Financial Officer (CFO)

### **KEY FINANCIAL HIGHLIGHTS & MILESTONES**

Please refer to the financial section of the [Quarterly Stakeholder Call](#) (pages 41 to 47).

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# ICANN Org Report to the Board

John Jeffrey, General Counsel & Secretary

## KEY LEGAL & BOARD OPERATIONS HIGHLIGHTS & MILESTONES

Finalized filing of the updated ICANN Articles of Incorporation and assured the proper posting of new ICANN bylaws post-transition. Completed negotiation and signing of IANA IPR (Intellectual Property Rights) transfer agreement. Initiated the work to get PTI (Public Technical Identifiers) operational.

## OVERVIEW OF ACTIVITY

**Legal Support for GDD and Policy Teams:** Advised GDD Teams on gTLD issues, including Registry Registration Data Directory Services Consistent Labeling and Display Policy, Registration Data Access Protocol, transition of all gTLDs to Thick Whois, and domain name protections for Intergovernmental Organizations. Provided legal support on policy development processes, including those addressing Subsequent Procedures of the New gTLD Program and IGO's/INGO's. Advised staff supporting review teams on: the impacts of the New gTLD Program on Competition, Consumer Trust and Consumer Choice; Security, Stability, and Resiliency of the DNS; and WHOIS.

**Legal Support for IANA Stewardship Transition:** Finalized the filing of the updated ICANN Articles of Incorporation, and assured the proper posting of new ICANN Bylaws post-transition; coordinating across the organization to give proper legal effect to the new Bylaws. Completed the negotiation and signing of the IANA IPR transfer agreements. Initiated the work of the PTI Board, including adoption of governance documents and authorizing resolutions to get PTI operational.

**Litigation and Internal Services:** In coordination with NTIA and US DOJ, prepared and provided a "Declaration of John Jeffrey" in support NTIA's successful opposition to the Application for a Temporary Restraining Order filed on 29 September 2016 in Galveston, Texas Federal Court in an attempt to thwart the IANA Functions Stewardship transition. We also worked with Meetings Team to resolve the outstanding obligation with the San Juan Sheraton cancellation fee for Puerto Rico meeting. As you will recall, we cancelled due to the Zika virus outbreak. There is still some work to do in Puerto Rico relating to the other main hotel chain.

## TOP ISSUES & MITIGATION

We provide support and briefing documents in ongoing litigation, in support of Independent Review Process (IRP) filings concerning new gTLD Program applications, and ensuring continued progress on the IANA stewardship transition. The litigation issues are mitigated by maintaining a litigation readiness plan for relevant legal filings as well as utilization of the Risk Fund for costs. We provide an attorney client privileged version of a litigation report to the Board under separate cover. Ongoing litigation activities are published on the litigation page on the ICANN website: <https://www.icann.org/resources/pages/governance/litigation-en>.

Also, reconsideration requests and IRP filings are published on the ICANN website at <https://www.icann.org/resources/pages/accountability/reconsideration-en> and <https://www.icann.org/resources/pages/accountability/irp-en>, and Documentary Information Disclosure Policy requests are published at <https://www.icann.org/resources/pages/governance/transparency-en>.

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# ICANN Org Report to the Board

Akram Atallah, President, Global Domains Division

## KEY GDD HIGHLIGHTS & MILESTONES

NTIA and Verisign amended the cooperative agreement between them on 20 October. With the amendment, the Root Zone Maintainer Services Agreement between ICANN came into effect. ICANN and Verisign switched to the root zone management systems that do not include NTIA's authorization role on 24 October, completing the final step required to remove NTIA's authorization role.

## OVERVIEW OF ACTIVITY

Since the last Board Workshop, the GDD team published the Phase Two Global Registrant Survey in September. This survey, conducted by Nielsen, explored domain name registrants' perceived sense of trust and choice in the domain name marketplace. Results of the survey showed continued stability across the domain name landscape.

We also published the staff report of public comments for the following programs and services in mid-August through September:

- Proposed measures for the release of two-letter second-level labels in New gTLD. If adopted, all currently reserved two-letter second-level domains would be released for all New gTLD registries who implement the adopted measures.
- Proposed amendments to the COM contract.
- IDN Reference Generation Rulesets (LGRs) for the second level to replace the baseline IDN tables.
- gTLD Marketplace Health Index (Beta) in support of the evolution of the gTLD marketplace to be robust, stable and trusted. The index analyzes the overall health and diversity of the global gTLD marketplace.

The draft report of the independent review of the Trademark Clearinghouse Services was posted for public comment on 3 September. This report was commissioned at the request of the GAC, and is intended to assess the TMCH services in meeting their intended objectives.

On the IDN front we also opened a public comment period on a proposal for the Georgian script root zone Label Generation Rules.

Additional activities included announcing that gTLD contracted parties must update their Registration Data Directory Services (RDDS) by 1 February 2017. We subsequently received a Request for Reconsideration from the Registries Stakeholder Group and are in the process of reviewing and discussing their concerns.

During September, seven new gTLDs were delegated for a total of 1186 delegations completed. No registry agreements were executed, so the total remains at 1239 of a possible 1250 (excluding 10 RAs that were terminated prior to delegation.)

In addition, the GDD Operations team, received a batch of 500 registrar accreditation applications in September. Service level performance for Contracted Party Service requests in September was 93 percent. From a quarterly perspective, GDD Operations:

- Executed over 60 Registry Service Requests including 34 Registry Agreement Assignments, 5 RSEP requests, 17 Registry Agreement Amendments and 11 Registry Agreement terminations.
- Delivered over 70 Registrar Service requests including 15 new Registrar Accreditations, 14 RAA renewals, 40 Registrar Agreement Assignments and 5 RAA terminations.
- Achieved 94 percent service level target performance for all services delivered.

The Global Customer Support (GSC) team garnered high marks for performance, exceeding service level targets during the quarter. These include an average Customer Satisfaction score among contracted parties of 4.5 on a 5-point scale, an overall satisfaction rate of 89 percent and case resolution with 94 percent of cases resolved within a seven-day window.

The GDD team also focused on preparations for the upcoming ICANN57 meeting in Hyderabad. We are currently planning to hold 33 sessions including workshops.

## **TOP ISSUES & MITIGATION**

The WEB/WEBS contention set is on hold given pending accountability mechanisms; ICANN is also evaluating various issues identified by some participants in the WEB/WEBS auction.

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# ICANN Org Report to the Board

Allen Grogan, Chief Contract Compliance Officer

## KEY CONTRACTUAL COMPLIANCE & SAFEGUARDS HIGHLIGHTS & MILESTONES

### Audit Program

Our Audit Program is a continuous and ongoing activity in Contractual Compliance. ICANN targets to conduct 2 audits a year for registrars and 2 for registries. Below a summary of current activities:

- 14 of the 26 registrars from the **14 September 2015 audit round of the 2013 RAA** completed remediation. ICANN is still monitoring the remaining registrars.
- By the end of September, 12 of the 15 registrars from the **17 May 2016 audit of the 2013 RAA** addressed and resolved all findings. Three are still working on the remaining issues.
- On **4 October 2016**, ICANN launched another audit round of registrars under the 2013 RAA – 42 registrars will be subject to full scope audit; and 14 registrars will be subject to a limited scope audit to retest remediation.

## OVERVIEW OF ACTIVITY

### Continuous Improvement work:

1. **3rd Notice Continuous Improvement Project** – To improve registrar compliance and resolution rate. 6 of the 8 registrars in this pilot collaborated with ICANN. Feedback from the participating registrars was positive. ICANN will monitor the 3rd notice activities for this pilot until the end of December. An assessment of the pilot and its effectiveness will follow to determine next steps.
2. **Remediation Validation Project** – To test and validate past remediation. A sample of 20 Registrars with prior audit findings was identified; the sample included registrars from China (5), Canada (3), USA (2), France (2), Malaysia, Nigeria, UK, Barbados, Dubai, Turkey, Mexico and Greece. None of the 20 Registrars had new instances of non-compliance in the areas where remediation was performed.
3. **Korean registrars WHOIS review Project** – To test compliance with the 2013 RAA requirement to verify and validate WHOIS information. Of the 11 registrars, 1 registrar is in compliance and 7 are addressing the non-compliance issues. 3 registrars appear not to understand their contractual obligations and we are working to educate them and bring them into compliance.
4. An additional project was launched in September focusing on the **Chinese registrars WHOIS review project**. 20 registrars are selected for this effort. The team is in the process of obtaining a sample of 25 domain names from each selected registrar across several TLDs (with new gTLDs included where possible). Each of the selected registrars will be required to provide verification/validation of WHOIS information.

### Compliance September Survey Result:

Below are the September survey results:

- **September Average:** 44.7% satisfaction vs. 69.6% in August
- **September Reporter Survey:** 39.4% satisfaction vs. 39.13% in August
- **September Contracted Parties:** 50% satisfaction vs. 100% in August

Note: ICANN Contractual Compliance sends a satisfaction survey, at the closure of every complaint, to the reporter and to the contracted party. The satisfaction survey questions are:

1. What is your overall satisfaction with our services? (very satisfied, somewhat satisfied, dissatisfied)
2. Please provide pertinent comments about your experience

The compliance management team review the survey results monthly during the compliance all staff meeting. The goal is to assess the feedback and where applicable address the issues within scope.

#### **Update on the Public Interest Commitment (PIC) Report from Merck GaA**

As previously reported to the Board, ICANN received a Public Interest Report (PIC Report) on 20 June 2016 from Merck KGaA, alleging a breach by the registry operator for dot PHARMACY of Public Interest Commitments set forth in Specification 11 of the new gTLD Registry Agreement. Following the Contractual Compliance Department's review of the PIC Report and the registry operator's responses, we closed the PIC Report and consider the matter resolved. Merck KGaA has filed a Request for Reconsideration regarding staff action or inaction in connection with this matter. Further details will be provided to the Board Governance Committee and the Board in connection with the review of the Request for Reconsideration.

#### **New Public Interest Commitment (PIC) Report**

ICANN received a PIC Report on 24 October 2016 from a coalition of thirteen (13) well-known trademark owners and trade associations. The report concerns Top Level Spectrum, Inc. (TLS), the registry operator of the .FEEDBACK new generic Top Level Domain (gTLD). In accordance with the Public Interest Dispute Resolution Procedure ("PICDRP"), ICANN Contractual Compliance conducted a preliminary review of the PIC report to determine whether it is 1) complete and states a claim of non-compliance with one or more PICs and 2) if the Reporter is in good standing as set forth in Section 5 of the PICDRP. The PIC report passed ICANN's preliminary review. On 8 November 2016, ICANN forwarded the report to the Registry Operator (through its compliance contact) and notified the Reporter that the PIC report has been forwarded to the Registry Operator.

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# ICANN Org Report to the Board

Susanna Bennett, Chief Operating Officer

## KEY OPERATIONS HIGHLIGHTS & MILESTONES

With the guidance of the ICANN CEO the Operations team structure is evolving. I am very proud that the efforts in building the HR functions over the last three years have well prepared the team to report to the CEO directly, and the Operations team focus can be channeled to other areas of organizational advancements.

## OVERVIEW OF ACTIVITY

FY16 financial audit is targeted to complete in October. FY17 first quarter results reflect favorable to budget with higher funding and lower expenses. The FY18 planning process is well under way, including the submission of the PTI draft budget to the PTI Board by 30 September. Based on the results of the Brussels Board risk workshop, the implementation is underway to achieve the defined objectives. A community engagement plan is targeted for BRC review in Hyderabad.

Flexible environment & remote working guidelines and workshops were rolled out and welcomed by the organization. Work continues on ERP implementation and Los Angeles office renovation with target dates for ERP go-live and facility occupancy, both in December. Travel team has been focusing on India visa assistance to enable participation at ICANN57. Progression continues with HR policy updates, HR Business Partner model design, global compensation/benefits benchmark assessment, and job grade ladder design to enhance organizational development.

Learning from the first-ever public Board Workshop sessions in Brussels, the Board Operations team has been working cross-functionally on improvements. Other Board Operations focus include: Board Operations advancement roadmap, Hyderabad Board Workshop readiness, new Board member on-boarding program development, India visas for Board members, PTI Board set-up, Board tools, Board travel policy & procedures, and Board Operations process improvements.

Simon Garside has been engaged from Control Risks as the Senior Advisor to Security Operations. Security Operations has been further strengthened with Sean Freeark transferring from IT, Chris Doyle (a Control Risks embedded specialist) and the continued partnership with Control Risks and International SOS. The top focus of the team is the health, safety and security of ICANN57 and implementing the security operations best practice roadmap.

The Global Operations focus has been on best practice, continuous improvements and the partnership with the Organization Review function, which is being established with the guidance from Göran. The roadmap is being finalized. Within this scope, the FY17 (3<sup>rd</sup> year) EFQM program process is underway, V2 of strategic goal-level dashboard is targeted for release in October, along with several other best practice assessments.

## TOP ISSUES & MITIGATION

None.

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# ICANN Org Report to the Board

Ashwin Rangan, Sr VP Engineering & Chief Information Officer

## KEY INFORMATION TECHNOLOGY HIGHLIGHTS & MILESTONES

We are currently waiting on the NTIA/Verisign co-operative agreement to be amended in order to deploy the code changes to the Root Zone Management System. These changes will remove the NTIA from the workflow. We have also deployed the new PTI website – [pti.icann.org](http://pti.icann.org) to production in support of the new organization. In order to ensure that IT provide the highest level of support to PTI, we have assigned our VP of Strategic IT Programs as the Delivery Manager for PTI.

## OVERVIEW OF ACTIVITY

**The Pillars:** We are nearing completion of the Government Advisory Committee (GAC) website for beta launch in FY17-Q2. This site is the first to leverage our new Web Content Management System (dotCMS) acquired in December 2015. The site provides a modern web experience for the GAC community including an organized information architecture, mobility, and accessibility. It replaces their current wiki-based site.

We are commencing User Acceptance Test (UAT) processes for the new Registry portal; we have delivered over 900 functional requirements in the last nine months. A Beta release is scheduled around end October or early November. Once the Beta is in place we will review a date for general release.

We continue to work on the Root Zone Management (RZM) system in order to make it easier to maintain. Internally, this is being treated as RZM version 3. It is scheduled for completion by the end of the first calendar quarter in 2017.

For Enterprise Resource Planning (ERP), we are currently wrapping up system integration testing with Salesforce.com and external service providers. Project targeting for December go-live. All critical interfaces are tracking towards successful completion. One critical interface is the ADP payroll interface which is behind schedule. However, we are managing to a contingent plan to complete the interface for December go-live. The remaining open items are user acceptance testing, training and cut-over. These will be completed on time for the estimated December go-live.

**The Planks:** Work is underway to upgrade our operating systems to the latest version. Services and websites are being migrated to containers in order to simplify ongoing maintenance of operating systems, database and enable continuous delivery. Most websites including ICANN.Org have already been migrated to containers with no impact to the community. ICANN IT Security is currently addressing the next tranche of items identified in the third annual Leidos review.

## TOP ISSUES & MITIGATION

With the transition from NTIA to the multistakeholder community, we are expecting more visibility and breach attempts. We are pre-empting this with enhanced security and monitoring. We are looking at outsource services to provide a 24x7 Security Operations Center (SOC).

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# ICANN Org Report to the Board

David Conrad, Chief Technology Officer

## KEY OFFICE OF THE CTO HIGHLIGHTS & MILESTONES

- Root zone key-signing key (KSK) roll project on schedule. The most recent milestone was the creation of the new root KSK on 27 October 2016.
- An Identifier Technologies Health Indicators (ITHI) workshop held in Washington, D.C., on 7 September 2016.
- DNS traffic analysis infrastructure deployed. Traffic from L-root and B-root being received.
- SSR2 Review: Applications and Applicant Review

## OVERVIEW OF ACTIVITY

**Root zone key-signing key (KSK) roll:** Since the publishing of the project planning documents in July, the focus has shifted to communication. The project team has presented on the rollover several times at various technical venues throughout the world. In addition, the team published the first post message in a new technical blog for details of the KSK rollover. The next milestone, while not publicly visible, was a significant one: the new root KSK was created in the quarterly key ceremony held in Culpepper, VA (US), on 27 October 2016.

**Identifier Technologies Health Indicators (ITHI):** OCTO held an ITHI workshop in the Washington, D.C., office on 7 September 2016. The event focused on technical metrics related to DNS operations. The topics discussed included: measuring abuse per registry/registrar, a taxonomy of a DNS request going to the root and a comparison of the cost of mounting a DNS DDOS attack versus the cost of defending against them. The results of this workshop were presented at the ICANN57 meeting in Hyderabad. In parallel, OCTO is working with the NRO to have a similar effort started and driven by the numbers community, however, the numbers community will not have started the effort until after the ICANN 57 meeting and, as such, were not be able to report at the Hyderabad meeting. Relatedly, OCTO has developed a presentation exploring the relationship between IPv6 deployment and GDP per capita, which will be presented at various venues in the upcoming months.

**DNS traffic analysis infrastructure:** With the help of IT, the OCTO Research team has put its data collection and analysis infrastructure, which now provides one petabyte of storage space to analyze traffic to root servers and for other projects, into production. We are receiving traffic from the majority of the L-root instances and are also in the process of receiving historical traffic from B-root dating back to September 2014. Finally, we have installed Nominet's "Turing" DNS analysis software and have started to explore the root traffic with it.

**SSR2 Review: Applications and Applicant Review:** The Call for Volunteers for the second Security, Stability, and Resiliency (SSR2) Review Team closed on September 15. ICANN received more than 60 applications to participate in this review. Those applications have been reviewed internally and the next step will be to notify the SO/AC Leadership with the status of the applications and assessments with a request that they engage in the selection process so the Review Team can be confirmed by the end of this year.

There was a session scheduled at ICANN57 so that the AC/SO Leadership and Staff could meet to discuss the applications and answer any questions that may arise as they conduct their process for selecting members from their constituencies. A full list of applicants can be found at <https://community.icann.org/display/SSR/Applications+received>.

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# ICANN Org Report to the Board

Sally Costerton, Sr VP, Global Stakeholder Engagement

## KEY GSE AND DPRD HIGHLIGHTS & MILESTONES

This report covers Global Stakeholder Engagement (GSE), Meetings and Development and Public Responsibility Department (DPRD) activities from mid-August through September 2016.

ICANN56 in Helsinki in June was the first “Meeting B” under the new meetings strategy. Survey results indicated that 80% of respondents were very satisfied with the new format. Of course, areas for improvement were also identified and will be addressed for future meetings. Seventy-five percent of respondents rated the afternoon cross-community sessions satisfactory or higher. With input from SO/AC/SG leaders, similar sessions were scheduled for Hyderabad.

An announcement calling for hosting proposals for ICANN Meetings in 2019 and 2020 was posted on the ICANN website, with a requested response date of September 30.

## OVERVIEW OF ACTIVITY

In September, the GSE team has participated in events in 37 countries and territories, in collaboration with and supported by the Government Engagement and Communications teams. ICANN attended APTLD70 in Bangkok and facilitated DNS training with BKNIX, DomainFest in Hong Kong, the 5th meeting of the Task Force on Arabic IDNs at ICANN’s Istanbul hub, iWeek South Africa Summit, the first Asia-Pacific School on Internet Governance (APSIG), hosted a joint engagement visit with Korean registrars with KISA, a train-the-trainer workshop in Burkina Faso, TLDCon and the first Georgian IGF in Tblisi, Georgia, among other events. A snapshot of activity in the regions from GSE Salesforce data is included at the end of the report.

The team has facilitated briefings to stakeholders on the DNSSEC key rollover process and participated in an internal review of the applicants for the 2nd Security, Stability and Resiliency Review Team.

DPRD continued to observe and participate in human rights and public interest discussions taking place across the ICANN community. DPRD staff worked closely with the ALAC WG on Public Interest to secure a high-interest topic session at ICANN57. A brief was prepared to help guide Work Stream 2 discussions on human rights issues relevant to ICANN. NextGen and Fellowship programs continued planning for ICANN57. ICANN Learn continued to serve as an important educational portal for new and existing community members, with new courses soon to be launched in Portuguese and Japanese.

## TOP ISSUES & MITIGATION

GSE facilitated discussions with regional stakeholders on the IANA stewardship transition and followed community reaction leading up to the transition on 1 October 2016. Results of this engagement can be seen in the various statements produced in support by community stakeholders in the week before and after the 1 October 2016 milestone. GSE is preparing for a session at ICANN57 on stakeholder metrics for tracking the progress of the stakeholder journey within the ICANN community.

Sally Costerton and Tarek Kamel visited with stakeholders in India to prepare for the ICANN57 meeting. A focus of this meeting was to meet with counterparts within the relevant government agencies and to discuss visas for the ICANN community with the Office of External Affairs. Another meeting focused on collaboration with the local hosts, engagement between the Indian delegation and ICANN.

In mid-September, representatives from GSE participated in a Technical Engagement retreat in Los Angeles to improve collaboration with other community-facing departments within ICANN (Office of the Chief Technology Officer, Global Domains Division, Domain Name System Engineering and Information Technology, IANA, Global Stakeholder Engagement). Progress was made on defining technical engagement within ICANN and refocusing ICANN's collaboration with the community in technical areas performed by ICANN.

Discussions for both human rights and public interest tracks have been productive.

Following the discussion on Engagement Centres in Geneva, we are developing a full ICANN Globalization Strategy in order to provide an agreed context against which decisions about opening Engagement Centres can be assessed.

With regard to ICANN meetings, we will conduct some community research at the end of 2016 to establish how effectively the Meeting Strategy Working Group Proposal has delivered against its goals at the end of its first year of implementation.

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# ICANN Org Report to the Board

Duncan Burns, Sr VP Global Communications

## KEY COMMUNICATIONS & LANGUAGE SERVICES HIGHLIGHTS & MILESTONES

During this period, IANA Stewardship Transition-related activities represented the main focus of our global communications efforts. We worked closely with Göran and the internal transition team to prepare him for a hearing with the U.S. Senate's Judiciary Hearing, as well as other communications and engagement efforts.

We are continuing our efforts to increase awareness of the upcoming KSK Rollover and the ongoing Security, Stability and Resiliency of the DNS Review. Our regional communications directors also conducted a significant amount of outreach, attending and supporting events in their respective regions. Additionally, both the Communications and Language Services teams have dedicated significant efforts towards outreach and preparation for ICANN57.

## OVERVIEW OF ACTIVITY

**Transition Communications:** The large majority of the Communication team's work, in partnership with GSE, revolved around educational outreach related to the IANA Stewardship Transition, as well as ensuring voices around the world had an outlet to express their support for the transition. A series of dedicated website resources were launched to dispel rumors and targeted social media campaigns profiled external support. We also worked with target media to generate informed coverage of the transition.

**KSK Rollover/SSR Review Outreach:** The communications team has continued with their efforts in raising global awareness of Key Signing Key (KSK) rollover, and has maintained a constant stream of media coverage thanks to its outreach campaigns. We have also assisted the MSSI team in their ongoing efforts to increase participation in the SSR of the DNS review.

**Regional Events/Outreach:** Our regional directors attended a variety of events in their respective areas, as part of our ongoing efforts to increase awareness and understanding of ICANN's role and participation in the community. Events included LACNIC26/LACNOG16 in San José, Costa Rica, APNIC42 in Colombo, Sri Lanka, the third LAC DNS Forum in Santo Domingo, Dominican Republic, CyFy2016 in New Delhi, India, and the 2016 Georgian IGF in Tbilisi, Georgia.

**ICANN57:** In preparation for ICANN57 in Hyderabad, the communications team has worked closely with GSE and the Meetings team to educate travelers on the new meeting format and navigating the visa process. The Language Services team continues to translate core materials (such as the new bylaws and transition-related materials) needed for ICANN57 and is assisting in visa acquisition for interpreters attending the meeting.

## TOP ISSUES & MITIGATION

The weeks leading up to the completion of the IANA Stewardship Transition saw some of the strongest discussions against its completion, as was anticipated. On 14 September 2016, the United States Senate's Committee on the Judiciary invited Göran, NTIA's Larry Strickling and community members,

among others, to testify on the Transition. The communications team worked closely with Göran and outside consultants to prepare him for the hearing. Following the hearing, the team's regional directors directed their efforts towards media coverage, which resulted in a large amount of print and broadcast pieces aimed at educating the general public on the benefits of the transition.

Following the successful completion of the transition, the communications team is working to meet the various post-transition demands of external stakeholders. The community has expressed a desire to see the manifestation of a post-transition ICANN, which includes updating our content and communications to reflect the changes. In furtherance of this goal, we are also launching targeted education campaigns and reiterating our commitment to operational competency.

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# ICANN Org Report to the Board

David Olive, Sr VP, Policy Development Support & General Manager, Istanbul Hub

## KEY POLICY DEVELOPMENT SUPPORT HIGHLIGHTS & MILESTONES

### Address Supporting Organization (ASO)

- The American Registry for Internet Numbers Board appointed Kevin Blumberg to the ASO Address Council. Blumberg is CTO of The Wire., a Canadian connectivity provider.
- **Procedures Update** – The ASO Address Council approved changes to its operational procedures, specifically voting. These changes submitted to the NRO Executive Council.

### Generic Names Supporting Organization (GNSO)

- The GNSO recently appointed the GNSO Chair, James Bladel, as interim member of the Empowered Community Administration, representing the GNSO.
- The GNSO accepted the proposed CCWG-Accountability FY17 budget, as well as the cost-control processes presented in conjunction with the CCWG-Accountability budget.
- Election for GNSO leadership due – the deadline for GNSO chair is 7 October. The current chair, James Bladel, and the current vice chairs, Donna Austin and Heather Forrest, are eligible to run for another term. No other candidates to date (3 October).
- The GNSO currently has 11 policy development processes in the various stages.
- **Red Cross/IGO Identifier Protections** – A final proposal from the ongoing GAC/Board/IGO discussions was sent to the GAC/GNSO as discussions continue.
- **Privacy/Proxy Services Accreditation Issues** – Following the Board's adoption of all the PDP recommendations on 9 August, implementation planning has begun and a call for volunteers to form the Implementation Review Team (IRT) has been distributed. It will be helpful if the Board can finalize its response to the GAC advice and inputs for the Implementation Review.

### Country Code Names Supporting Organization (ccNSO)

- The ccNSO Council adopted updated/new internal guidelines to meet the requirements of the 27 May ICAN Bylaws and in anticipation of the IANA Stewardship Transition.
- The ccNSO Council appointed Stephen Derhake, Byron Holland (.ca) and Jay Daley (.nz) to the Customer Standing Committee; also appointed Peter Koch (.de) as RZEC member.
- The ccNSO will participate in the cross-community working group on Auction Proceeds.
- The ccNSO Council expressed its support for the proposed budget for the CCWG-Accountability Working Stream 2, and method for dealing with changes.
- **The ccNSO Council launched the third ccNSO Policy Development Process** since the ccNSO was created on the retirement of ccTLDs and a review mechanism for decisions pertaining to the delegation, revocation, transfer and retirement of ccTLDs.
- **Extended Process Similarity Review Panel (EPSRP) Report for IDN** will propose an updated review Guidelines - how to deal with split decisions (lower versus upper case). SSAC has submitted an advice contrary to the proposed Guideline. The GAC and ALAC expressed their support for the reviews Guideline.

### **At-Large/At-Large Advisory Committee (ALAC)**

- Alan Greenberg, the current chair of the ALAC, has been reappointed for another one-year term, beginning on 9 November 2016 during ICANN57.
- The ALAC confirmed the Chair of the At-Large Advisory Committee, Alan Greenberg, as the ALAC representative on the ICANN Empowered Community Administration.
- **Policy Advice Development Activities** – The ALAC submitted three statements in response to public comments, including on [gTLD Marketplace Health Index \(Beta\)](#).
- **Published briefing paper** “[At-Large Community Policy Issues – Why End Users Should Care](#)” – a collaborative effort between At-Large community members and staff.
- **The At-Large Review is underway** focusing on the At-Large Structures and the Regional At-Large Organizations. An [online survey](#) is open to Community, board, and staff.

### **Governmental Advisory Committee (GAC)**

- The GAC appointed the GAC chair, Thomas Schneider, as its interim representative on the Empowered Community Administration.
- The GAC leadership team is due for renewal. The GAC chair is eligible/available for a second two-year term, no other nomination for chair. All current vice chairs are reaching the end of their second one-year term, the maximum. There are six nominations for five vice chair positions. Elections will take place in Hyderabad.
- **Follow-up on GAC Helsinki Advice** – GAC is considering the implementation of the Privacy/Proxy Services Accreditation Policy. GAC Volunteers have signed up to for the Implementation Review Team to assure that GAC concerns are represented.
- **IGO Protections** – The GAC is awaiting further developments/actions by the Board as the IGOs (“small group”) have recently modified its requirements.
- **Red Cross Protections** – The GAC is awaiting further developments and actions by the Board regarding advice to make the current provisional protections permanent.
- **New Bylaws Implementation** – The GAC will have its discussion/decisions on process requirements for the Empowered Community at ICANN57 and some related issues.

### **Root Server System Advisory Committee (RSSAC)**

- RSSAC held its third workshop 11-13 October to follow up on addressing key issues related to the operation and evolution of the root server system.
- RSSAC/RSSAC Caucus working on 3 reports: history of the root server system, technical elements of potential root server operators, and naming schemes used by root servers.
- **21 September RSSAC statement** on the impact of the unavailability of a single root server is based on the review of current architectures, root server availability, and short-term outages caused by administrative errors or attacks. RSSAC concluded that the loss of a single root server would not cause immediate stability issues for the root servers.
- **6 October 2016 RSSAC advice for subsequent procedures** for new generic top level domains. The RSSAC advises that if future plans for more TLDs are consistent with the past expansion program, it does not foresee any technical issues. If the approach to future TLD expansion significantly changes, the RSSAC would like to be consulted again. **Security and Stability**

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

- SSAC annual workshop in Arlington, Virginia on 12-13 September was very productive.
- **30 August SSAC report published SAC084**, Comments on Guidelines for the Extended Process Similarity Review Panel for the IDN ccTLD Fast Track Process. The SSAC reiterates three core principles for inclusion of labels in the root zone: conservatism, inclusion, and stability. The SSAC recommends not to accept the proposed EPSRP guidelines, because of the threat to the security and stability of the DNS.
- **Four SSAC work parties** are in various stages of development: One Name Space, IDN Harmonization, SSAC Roundtable /2016 IGF, and DNSSEC Workshop Planning.
- **SSAC invited two technical experts to join SSAC:** Tara Whalen, Staff Privacy Analyst at Google and Jacques Latour, Chief Technology Officer at the Canadian Internet Registration Authority (CIRA).

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# ICANN Org Report to the Board

Tarek Kamel, Sr Advisor to the President & Sr VP Government & IGOs Engagement

## KEY GOVERNMENT AND IGO ENGAGEMENT HIGHLIGHTS & MILESTONES

This report covers GE activity from September (Brussels Board meeting) through the start of ICANN 57 Hyderabad. This was also a crucial time for education and outreach to governments regarding the process and status of the IANA Stewardship Transition. GE staff continued targeted work with the global governmental and intergovernmental community to address issues raised about implementation of the transition once the NTIA relinquished the contract on 1 October 2016.

A key event during this time was the ICANN Studenkries held in Croatia. The participation enhanced closer engagement for ICANN's CEO, Board members and GE staff, with a number of thought leaders from the ICANN community. In addition, in October Goran met with members of the European Parliament and other stakeholders at engagement events in Brussels which were an important introduction to regional government leadership positions on ICANN's related issues.

GE/GSE activities with governmental and IGO officials in different countries and regions are also highlighted in the monthly report to the Government Advisory Committee (GAC.)

## OVERVIEW OF ACTIVITY

### 1. Liaising with the Government Advisory Committee (GAC)

The work with the GAC included preparation for the ICANN57 Hyderabad meeting and in particular, work with the GAC Working Groups (WGs) on Underserved Regions and on Public Safety. This is an important partnership between the GAC and GE staff which supports the activity and engagement of the GAC members in ICANN processes. One outcome of the closer collaboration was a request for assistance from GE and regional GSE staff in the development of capacity building trainings for governments in member countries so they have a common briefing background and come up to speed on issues more quickly. As a result, GAC WG leadership and GE staff and GSE regional staff are collaborating to plan regional GAC meetings: the first was the Asian GAC regional meeting held in Hyderabad in conjunction with ICANN57. Another regional GAC meeting is planned for African regional GAC members in January 2017 in Nairobi Kenya.

GE continues to support the ongoing GAC work regarding the protection of IGO acronyms in the new gTLD Programme, responding to the recent UN Secretary-General letter (see below) but also in facilitating the appropriate dialogue opportunities that all hope will lead to a final resolution.

### 2. Government and IGOs Engagement

The Government and IGO Engagement team works with governments and the GAC, global and regional intergovernmental organizations as well as the country missions and permanent representatives to the various IGOs in Geneva and New York.

As such, the GE team provides the organizational direction for ICANN's participation in UN- and other UN-agencies related events. September and October included several regional preparatory meetings for the ITU's World Telecommunications Standardization Assembly (WTSA). These

regional preparatory meetings (for Asia-Pacific, Africa, Europe and Americas) created the proposed Resolutions and Recommendations that were discussed at the global WTSA which took place in Hammamet, Tunisia, Oct 25-Nov 3. GE worked with GSE regional staff to cover regional preparatory meetings and also participated at the WTSA in Tunisia.

Among the ICANN-related issues raised at the WTSA were resolutions related to ccTLDs and a proposal by the African Group to expand the work of the ITU in the gTLD space (res. 47), as well as other resolutions discussing the Digital Object Architecture (DOA), data privacy, and Internet of Things (IoT), among others. GE participation was important in tracking these discussions and when appropriate identifying technical expertise from ICANN CTO's office to assist the member states better understand the technical aspects of the issues discussed.

The Commission on Science and Technology for Development (CSTD) working group on Enhanced Cooperation (EC) convened a working meeting in Geneva on September 30<sup>th</sup> as the first of several sessions planned for the coming year to address enhanced cooperation and ICT and how best to support the UN sustainable development goals. ICANN attended the WG as part of the Technical Community delegation.

GE covered the ITU Council WG meetings in Geneva regarding WSIS and the Internet Public Policy related issues as well as the discussions within the UN General Assembly First, Second, Third and Sixth Committees 71<sup>st</sup> session in New York. These committees discuss resolutions on privacy in the digital age, cybersecurity, and ICT for development, where issues related to the security, stability, and interoperability of the Internet and the Domain Name system are often raised, and hence periodically touch on ICANN's remit.

Among many outreach events, ICANN was represented in the Commonwealth Telecommunications Organization (CTO) Asia Pacific High Level event in Fiji; the ITU Global ICT Capacity Building Symposium in Kenya; and CYFY 2016, the India Conference on Cyber Security and Internet Governance. CYFY 2016 theme was "Digital Asia – Scripting the New Governance Order."

The visit to India provided an opportunity for senior GE and GSE team members to have bilateral meetings with Ministry Officials and participate in discussions on key topics affecting ICANN's mission in the post transition environment. Among the bilaterals in India were meetings with Minister Ravi Shankar Prasad, Ministry of Electronics & Information Technology; Arvind Gupta, Deputy National Security Adviser, Government of India; and Gulshan Rai, National Cyber Security Coordinator, Prime Minister's Office India. The meetings with the government officials supported preparations for ICANN 57 and also ICANN's future India engagement.

ICANN also participated in dialogues on the evolution of the IG ecosystem including the Salzburg Seminar on "Re-Imaging the State – The Impact of the Digital Revolution Now and to Come"; The Internet Freedom meeting hosted by the Council of Europe in Strasbourg; and the Global Forum in Eindhoven, the Netherlands; and the Jurisdiction and Internet conference which took place in Paris in coordination with the French Ministry of Foreign Affairs immediately after ICANN 57

among others. These discussions illuminate current thoughts and models of accountability and transparency that may be developed in work stream 2.

The GE team continues to provide briefings and support for the Board WG on Internet Governance, and for its discussions and a briefing to the full Board at ICANN57. The presentation covered a progress briefing on the WG discussions thus far on ICANN engagement in IG issues. Additionally, it proposed a means to triage issues and determine priorities for response within the framework established by new ICANN bylaws and the Empowered Community Model.

## **TOP ISSUES & MITIGATION**

The primary focus of GE/IGO engagement activity in September and October was to manage expectations and explain events in support of the IANA stewardship transition. In addition, in early September GE supported the CEO's office in responding to the UN Secretary General's letter to the permanent representatives to the UN about ongoing concerns over the protection of IGO Names and Acronyms at the second and third levels in the new TLD program. ICANN's reply to the UN SG explained the existing protections and history of the negotiations and offered informational briefings to further inform the office of the UNSG about the issues. GE is working closely with the office of the CEO and with GDD, as well as the regional engagement teams to monitor the responses to the UNSG's letter and explain the current Temporary Protection in place, facilitating the work to find a permanent solution along the lines agreed among stakeholders in Helsinki.

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# ICANN Org Report to the Board

Theresa Swinehart, Sr VP, Multistakeholder Strategy & Strategic Initiatives

## KEY MSSI HIGHLIGHTS & MILESTONES

Several milestones were achieved in connection with the department's areas of responsibility, including supporting finalizing the IANA Stewardship transition and preparations for post transition, overseeing and managing CCWG Work Stream 2, Organizational Review, the Specific Reviews (formerly referred to as the AoC Reviews), and the Strategic Outlook process.

On the IANA Stewardship transition, the team continued to support the implementation team in respective areas as needed, as well as work with other departments for post transition related work. In relation to Work Stream 2, the team supported both the work of the CCWG chairs in their preparations and planning calls, as well as internal coordination and support for Work Stream 2 and the respective subject areas.

On Specific Reviews, the Competition, Consumer Choice and Trust Review Team (CCT-RT) is in its deliberations phase as it analyzes the research and data gathered. It has also called for additional studies to inform its work, such as a detailed DNS abuse study, a study on underserved regions, and analysis of the prevalence of parking in New gTLDs. The CCT-RT's meeting at ICANN 57 focused on identifying key findings, and the team is planning to produce a Draft Report for public comment in December. The second review of the Security, Stability and Resiliency of the DNS (SSR2) started with a Call for Volunteers in June, with 65 applications received from a diverse pool of individuals. The second review of WHOIS, now referred to as the Registration Directory Services (RDS) Review, started with a Call for Volunteers in October. Under the new Bylaws, the SO/AC chairs are responsible for selecting the membership of these Specific Reviews, and met at ICANN 57 to discuss the selection processes that they intend to follow.

Regarding organizational reviews, GNSO has formed an implementation team and work is underway to draft an implementation plan for the 34 Board-approved recommendations. Finally, ITEMS, the independent examiner conducting the At-Large review received 100 online survey responses to gather feedback and community views on the operations of At-Large as part of its fact gathering.

Regarding the organization's Strategic Outlook work, the Board and Executive team did a dry run on trends, identifying key areas. Preparations are underway to operationalize Strategic Outlook across the ICANN organization.

## OVERVIEW OF ACTIVITY

The Call for Volunteers for the second Security, Stability, and Resiliency of the Domain Name System (SSR) Review, resulted in a globally diverse pool of 65 applicants. It is anticipated that the selection of the SSR2 Review Team members will be finalized the end of November, and will involve a selection process under the new bylaws. The RDS Review (WHOIS-2) Call for Volunteers was issued prior to ICANN 57, and preparations are underway to launch the third Accountability and Transparency Review (ATRT3) in January 2017, with several key details such as the review team selection process to be defined by the SO/AC leaders to reflect the new bylaws post IANA transition. Additionally, preparations

continue for the second review of the NomCom scheduled for February 2017, with the Request for Proposals scheduled for November 2016.

The team is supporting the work of the CCWG-ACCT Work Stream 2 and its subgroups along with several WS1 transition related subgroups, with 34 calls supported as of 15 Sept and preparations underway for a CCWG-Acct face-to-face plenary meeting in Hyderabad. A dashboard of activities and progress of WS2 subgroups will be socialized with the leadership team in preparation for sharing with the community in support of group transparency and accountability. In collaboration with the Community and the Board, we are developing Operating Standards, a system by which to conduct reviews efficiently and effectively, in alignment with ICANN Bylaws, with community engagement and consultations planned for ICANN57.

## **TOP ISSUES & MITIGATION**

Volunteer bandwidth and a busy review schedule continue to pose a challenge – reviews depend on active community collaboration by members with the requisite expertise. They also consume significant time and resources. With three new Specific Reviews (SSR2, RDS and ATRT3) active over the next few months, there is a continued need to ensure sufficient Community participation in reviews, for them to not be marginalized with regard to their importance. In the case of the RDS Review, the Board Working Group on RDS is engaged in dialogue with the SO/AC leadership to determine whether there is a way to conduct the review more effectively, to minimize the impact to the Community. A proposal to limit the scope of the RDS Review developed in collaboration with the SO/AC leadership and the Board Working Group on RDS, is under consideration to address these concerns. A similar proposal to limit the scope of ATRT3 is also being considered.

Under the new Bylaws, the conducting of reviews has been adjusted to reflect the WS1 recommendations, and will continue to serve as an important accountability and evolution mechanism for the organization and community. The new Bylaws also shift responsibility for review team selection to the SO/AC leadership, who will need to develop new selection processes and ensure that diversity and skills goals are met. To support this new process, we are working to identify ways to help encourage SO/AC leadership to assess overall diversity and expertise reflected in the final slate and report outcomes via KPIs. For example, working with our engagement teams we successfully solicited applicants from all regions for the SSR-2 Review Team, with 23% from Africa and 26% from Asia. In addition, several opportunities for future improvement have been identified and will be refined, including greater emphasis on outreach during the application selection period, and attention to producing quality outcomes that can make a significant impact. We are also exploring whether there are ways to recalibrate reviews in the long term to adjust to the growing resource drain and bandwidth challenges that we expect will continue in the future. This discussion was initiated at the Board Workshop in September and further work will focus on avenues to engage the community in further dialogue.

With regards to Work Stream 2, key issue is to work towards streamlining the work, ensuring it remains within its scope and resourcing, good coordination with internal areas relating to the subject areas, coordination with the Board, and that the framework for work focused on new solutions where needed, and utilizing existing mechanisms where possible, to avoid duplication of efforts.

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