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Strategic and Operating Planning

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Agenda

- **Planning Process**
- **Strategic Plan**
- **Planning Framework**
- **Multi-year Planning Calendar**
- **Roles and Responsibilities**

Planning Process



5 Strategic Objectives | 16 Goals

1. Evolve and further **globalize** ICANN

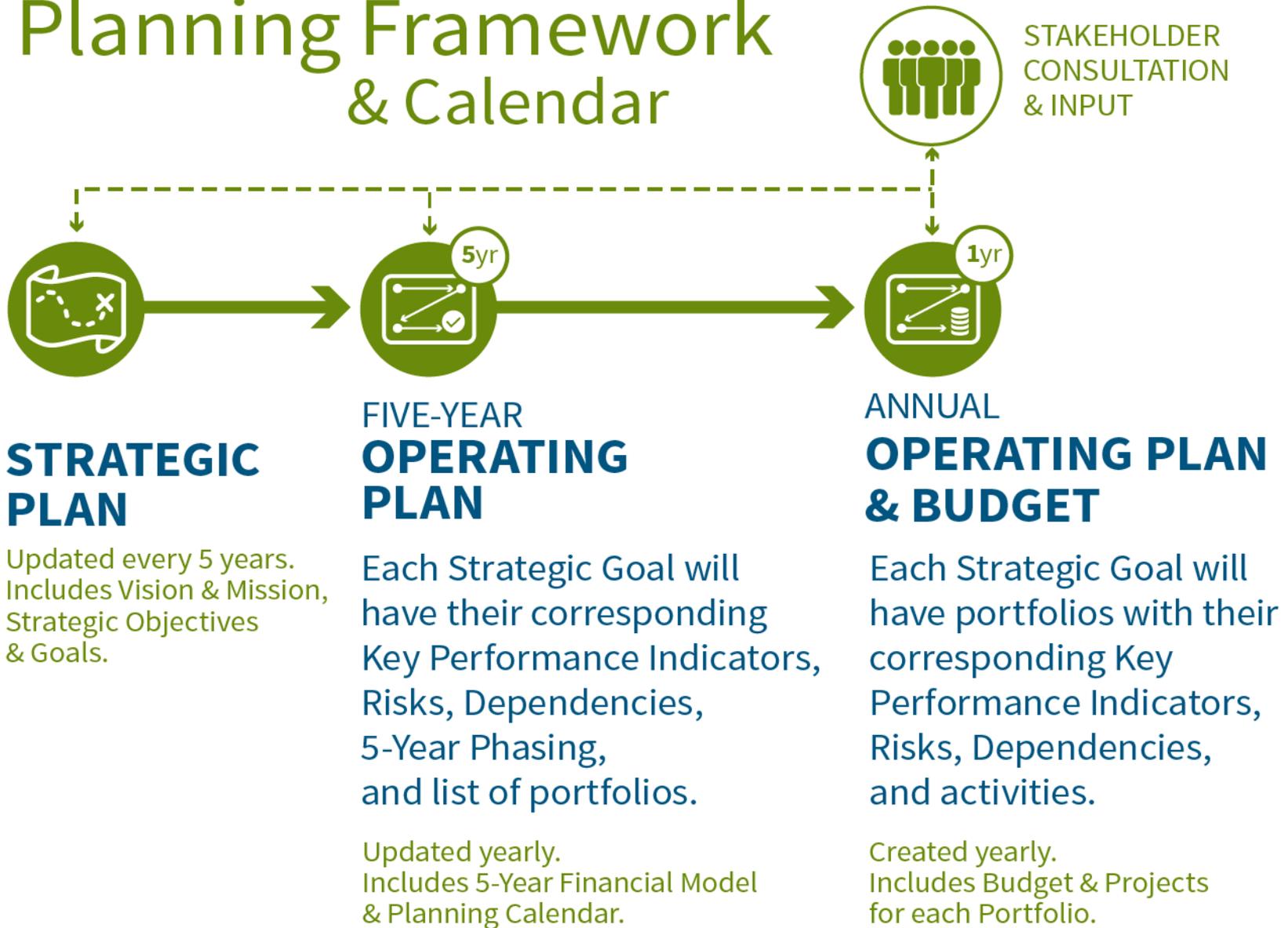
2. Support a healthy, stable, and resilient **unique identifier ecosystem**

3. Advance **organizational, technological** and **operational excellence**

4. Promote ICANN's role and **multistakeholder** approach

5. Develop and implement a **global public interest** framework bounded by ICANN's mission.

Planning Framework & Calendar



Introduction of Multi-Year Planning

Purpose is to integrate the Strategic Plan, 5 Year Operating Plan and Annual Operating Plan and Budget

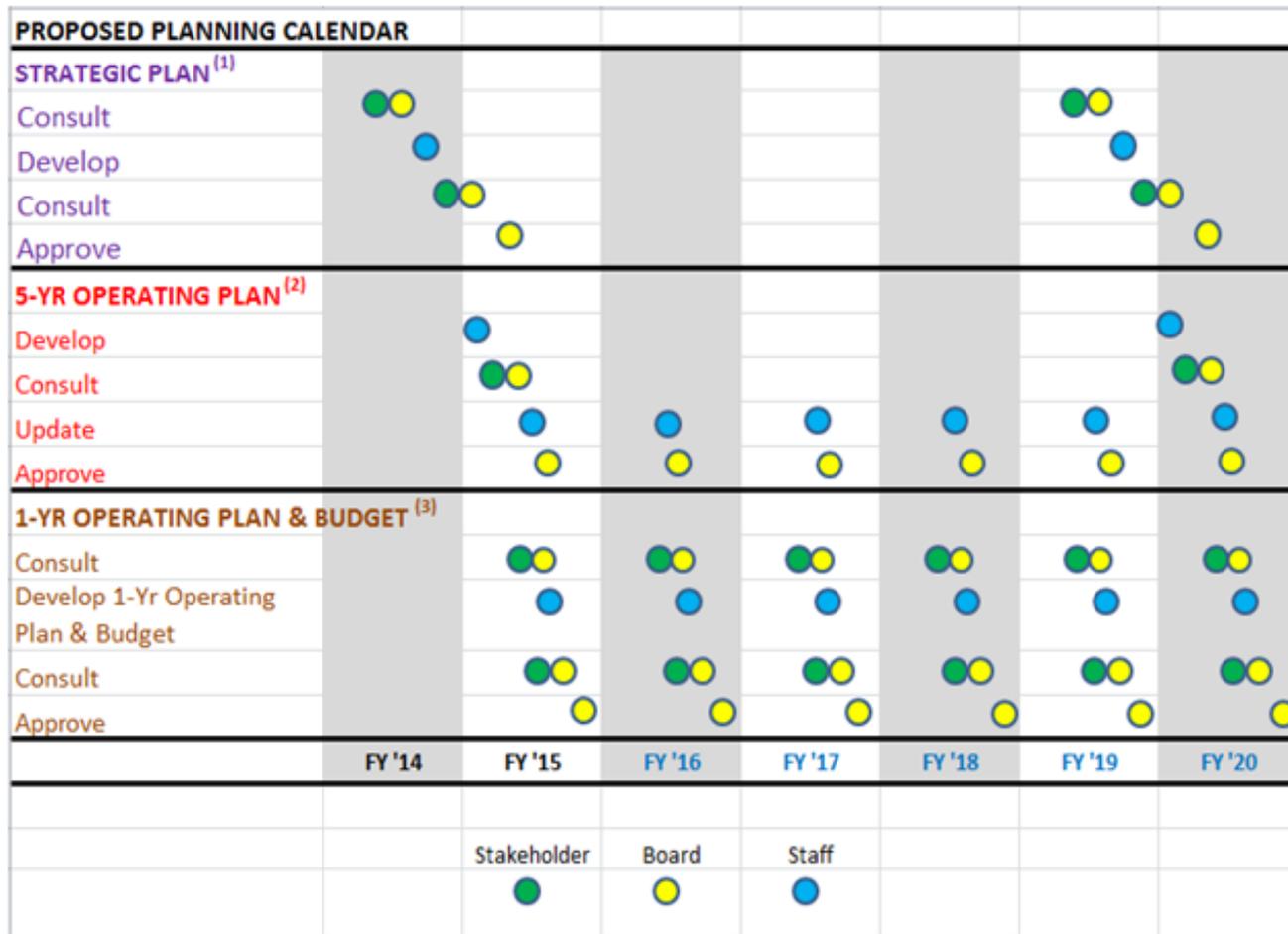
Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

The planning cycle is a collaborative effort of the ICANN community – stakeholders, board and staff and is reflective of the bottom-up multistakeholder process. ICANN’s Strategic Plan is intended to coalesce our global community around a new overarching vision and long-term objectives. ICANN’s proposed Planning Process includes:

- A Strategic Plan that is approved by the Board and renewed every five years, with a public strategic planning review process that is launched two years before the end of each five-year cycle;
- A Five-Year Operating Plan, which includes a Five-Year Financial Model and Planning Calendar, and is reviewed and updated annually; and
- Annual operating plans and budgets, which are discussed with the community and commented upon by the public, and are reviewed and approved by the Board.

To facilitate a consistent and predictable planning cycle that ICANN Community understands and can depend on, we’ve developed visual tools, which will be refined and expanded in the future to include more specifics, such as dates. The charts below illustrate the planning process on a go forward basis.

Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities



⁽¹⁾ The next Strategic Planning effort for FY 2021 – FY 2025 will start in FY 2019.

⁽²⁾ The Five-Year Operating Plan will be updated annually, to reflect how actual performance and recent events will impact the remaining years in the current planning cycle (FY 2016- FY 2017).

⁽³⁾ Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget.

Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

The chart below proposes a starting point for defining how ICANN Community – stakeholder, board and staff – will be involved in the planning process. It includes frequency of activities, supporting elements as well as roles and responsibilities.

Strategic Plan ¹	Frequency	Supporting Elements ²	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Consult	Once every 5 years ³	Strategic Plan Kick-off --Accomplishments from last planning cycle --Environmental analysis, including SWOT ⁴		Consult on key challenges and opportunities and areas of strategic importance	Consult on key challenges and opportunities and areas of strategic importance
2. Develop	Once every 5 years	Draft Strategic Plan: --Accomplishments from last planning cycle --Environmental analysis --Vision, Mission --Areas of strategic importance	Develop		
3. Consult	Once every 5 years	Public comment and other engagement		Consult	Consult
4. Approve	Once every 5 years	Final Strategic Plan --same as above, plus: --Strategic Goals --Key Success Factors (outcomes) --Strategic Risks	Update based on consultations and long-term planning work	Approve	

¹ Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget. The next Strategic Planning effort for FY 2021 – FY 2025 will start in FY 2019.

² All documents will be posted and publically available.

³ The planning cycle will begin approximately 24 months prior to the start of the next planning cycle (FY2021-FY2025), to allow sufficient time for key planning steps.

⁴ An important aspect of strategic planning is the environmental analysis, including assessment of Strengths and Weaknesses (internally-focused) and Opportunities and Threats (externally-focused).

Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

Five - Year Operating Plan ⁵	Frequency	Supporting Elements	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Develop	Once every 5 years	1. Five-Year Financial Model 2. Planning Calendar 3. Draft Summary Five-Year Operating Plan --For each Strategic Goal— portfolios of activities, outcomes, strategic risks, metrics, dependencies, and phasing over the next five years	Develop		
4. Consult	Once every 5 years	Public comment and other engagement		Consult	Consult
5. Update	Annually	Annual Reporting --Performance as compared to plan for prior fiscal year, starting with FY 2016 --Explanation of variances --Required changes to Five-Year Operating Plan ⁶ if warranted	Update based on consultations		
6. Approve	Annually	Final Summary Five-Year Operating Plan		Approve	

⁵ Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget. The Five-Year Operating Plan will be updated annually, to reflect how actual performance and recent events will impact the remaining years in the current planning cycle (FY 2016 - FY 2017).

⁶ The Five-Year Operating Plan will be updated, when appropriate, for the remaining years within the 5-Yr. cycle. No changes to the Strategic Plan for fiscal years 2016 – 2020 are anticipated, unless a critically significant event or development is observed, such that it would have a significant impact on the strategy for the remainder of the 5-Yr. cycle.

Proposed Multi-Year Planning – Calendar, Community Roles and Responsibilities

One Year Operating Plan & Budget ⁷	Frequency	Supporting Elements	Community Roles and Responsibilities		
			Staff	Board	Stakeholders
1. Consult	Annually	Draft Revenue Model Draft list of Initiatives Engagement		Consult	Consult
2. Develop 1-Yr. Operating Plan and Budget	Annually	Draft 1-Yr. Operating Plan Draft 1-Yr. Budget	Develop/update based on Five-Year Operating Plan, consultations and recent history of events		
3. Consult	Annually	Public comment and other engagement		Consult	Consult
4. Approve	Annually	Final 1-Yr. Operating Plan and Budget	Update based on consultations	Approve	

⁷ Strategic Plan for fiscal years 2016 – 2020 is linked to the Five-Year Operating Plan, which informs the One-Year Operating Plan and Budget.

Next Steps

- 1) Communicate and collect initial feedback on the proposed Planning Process during ICANN 51
- 2) Develop a calendar by October end that includes...
 - Integrating the various activities from development, inputs, public comments, approvals of the 5-Yr Operating Plan, FY16 Operating Plan and Budget

Questions & Answers

Engage with ICANN on Web & Social Media



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