Agenda

1. Financials Overview
2. FY17 Operating Plan & Budget and Five-Year Operating Plan Update Process
3. Enterprise Risk Management
4. KPI Beta Dashboard
5. Organizational Excellence
Financials Overview
Financial Transparency and Accountability

1. Quarterly Stakeholder Calls (QSC)
   FY15 Q4 call held on 20 August. FY16 Q1 call held on 6 October. Due to the timing of the call, ICANN provided estimates for FY16 Q1.

2. Quarterly financial package
   Continue publishing more detailed quarterly financial package, including IANA function costs and USG Stewardship costs.

3. FY17 OP&B Process
   Consistent with the FY16 process, the commencement date for FY17 Operating Plan and Budget was moved up (3 months earlier than FY16) to allow for even more time for planning and interaction between the community and staff.

4. Questions/comments?
## FY15 Resource Utilization Overview

Cost savings offset lower revenue and initiatives overspend

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Budget</th>
<th>Var</th>
<th>% Var</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$ 102</td>
<td>$ 104</td>
<td>-$ 2</td>
<td>-2%</td>
</tr>
<tr>
<td>Baseline Expenses (Operating*/Capital)</td>
<td>-$ 100</td>
<td>-$ 104</td>
<td>$ 4</td>
<td>4%</td>
</tr>
<tr>
<td>Initiatives Expenses</td>
<td>-$ 9</td>
<td>-$ 7</td>
<td>-$ 2</td>
<td>-24%</td>
</tr>
<tr>
<td>Net</td>
<td>-$ 7</td>
<td>-$ 7</td>
<td>$ 0</td>
<td></td>
</tr>
</tbody>
</table>

*Excludes bad debt and depreciation

In millions USD - unaudited
FY15 Revenue

ICANN OPERATIONS

In millions USD - unaudited

Total Actual: $102
Total Budget: $104
Variance: -1.8%

REGISTRY TRANSACTION FEE
- Actual: $47
- Budget: $46
  Var = 1.8%

REGISTRAR TRANSACTION FEE
- Actual: $29
- Budget: $29
  Var = -1.3%

REGISTRY FIXED FEE
- Actual: $12
- Budget: $17
  Var = -26.6%

REGISTRAR OTHER FEES
- Actual: $11
- Budget: $8
  Var = 31.9%

OTHER
- Actual: $4
- Budget: $4
  Var = -11.5%
## FY15 Transaction Volumes

<table>
<thead>
<tr>
<th># of Transactions (in M)</th>
<th>FY15 Budget</th>
<th>FY15 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy TLDs</td>
<td>148.1</td>
<td>151.3</td>
</tr>
<tr>
<td>New gTLDs – Total</td>
<td>15.8</td>
<td>7.4</td>
</tr>
<tr>
<td>New gTLDs - Billable</td>
<td>10.7</td>
<td>3.6</td>
</tr>
</tbody>
</table>
FY15 Baseline Operating Expenses and Capital

Careful management of expenses and timing differences of projects vs. plan.

Total Actual: $100
Total Budget: $104
Variance: 4.0%

*EXCLUDES BAD DEBT AND DEPRECIATION, WHICH WAS PREVIOUSLY REPORTED IN ADMIN.
FY15 USG Stewardship Transition Costs

ICANN OPERATIONS

Administration
$0.2
2%

Personnel
$1.1
13%

Travel & Meetings
$1.2
14%

Other Professional Services
$3.1
36%

Independent Legal Advice
$3.1
36%

Total Actual: $9
Total Budget: $7
Variance: -25.2%
<table>
<thead>
<tr>
<th></th>
<th>Q1 Estimate</th>
<th>Q1 Budget</th>
<th>Var</th>
<th>Q1 LY</th>
<th>Var</th>
<th>FY16 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>$ 26</td>
<td>$ 26</td>
<td>$ 0</td>
<td>$ 23</td>
<td>$ 3</td>
<td>$113</td>
</tr>
<tr>
<td><strong>Baseline Expenses</strong> (Operating*/Capital)</td>
<td>-21</td>
<td>-25</td>
<td>4</td>
<td>-20</td>
<td>-1</td>
<td>-113</td>
</tr>
<tr>
<td><strong>Initiatives Expenses</strong></td>
<td>-4</td>
<td>-4</td>
<td>0</td>
<td>-1</td>
<td>-3</td>
<td>-13</td>
</tr>
<tr>
<td><strong>Net</strong></td>
<td>$ 1</td>
<td>-$ 3</td>
<td>$ 4</td>
<td>$ 2</td>
<td>-$ 1</td>
<td></td>
</tr>
</tbody>
</table>

*Excludes bad debt and depreciation

Net excess for Q1, mainly due to timing differences.
Q1 QSC – Revenue Estimates

Revenues on target.

**ICANN OPERATIONS**

<table>
<thead>
<tr>
<th>Component</th>
<th>Estimate</th>
<th>Budget</th>
<th>Last Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registry Transaction Fee</td>
<td>$11</td>
<td>$11</td>
<td>$11</td>
</tr>
<tr>
<td>Registrar Transaction Fee</td>
<td>$6</td>
<td>$7</td>
<td>$7</td>
</tr>
<tr>
<td>Registry Fixed Fee</td>
<td>$5</td>
<td>$4</td>
<td>$2</td>
</tr>
<tr>
<td>Registrar Other Fees</td>
<td>$3</td>
<td>$3</td>
<td>$2</td>
</tr>
<tr>
<td>Other</td>
<td>$1</td>
<td>$1</td>
<td>$1</td>
</tr>
</tbody>
</table>

*Estimate: $26, Budget: $26, Last Year: $23*

*Excludes bad debt and depreciation*
Q1 QSC –Baseline Operating Expenses and Capital Estimates

Timing differences of projects vs. plan and slower hiring than budgeted.

- **PERSONNEL**
  - Estimate: $12
  - Budget: $13
  - Last Year: $11

- **TRAVEL & MEETINGS**
  - Estimate: $2
  - Budget: $4
  - Last Year: $3

- **PROFESSIONAL SERVICES**
  - Estimate: $2
  - Budget: $3
  - Last Year: $3

- **ADMINISTRATION***
  - Estimate: $3
  - Budget: $3
  - Last Year: $3

- **CAPITAL**
  - Estimate: $2
  - Budget: $2
  - Last Year: $2

*Excludes bad debt and depreciation
## FY16 Q1 Initiatives Estimates

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Q1 Estimate</th>
<th>Q1 Budget</th>
<th>FY16 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>USG Stewardship Transition</td>
<td>$2.8</td>
<td>$1.8</td>
<td>$7.0</td>
</tr>
<tr>
<td>Public Responsibility</td>
<td>0.3</td>
<td>1.1</td>
<td>2.5</td>
</tr>
<tr>
<td>Hardening Critical IT Infrastructure</td>
<td>0.4</td>
<td>0.5</td>
<td>2.5</td>
</tr>
<tr>
<td>New gTLD - Next Round Assessments &amp; Preparation</td>
<td>0.1</td>
<td>0.1</td>
<td>0.5</td>
</tr>
<tr>
<td>Implementation of Reviews Recommendations</td>
<td>0.0</td>
<td>0.1</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Total Initiatives</strong></td>
<td><strong>$3.6</strong></td>
<td><strong>$3.6</strong></td>
<td><strong>$12.8</strong></td>
</tr>
</tbody>
</table>

*ICANN OPERATIONS*  
In millions USD - unaudited
FY16 Q1 USG Stewardship Transition Cost Estimates

ICANN OPERATIONS

Q1 Estimate: $2.8
Q1 Budget: $1.8
FY16 Budget: $6.9

- Personnel: $0.6 (22%)
- Travel & Meetings: $0.3 (10%)
- Independent Legal Advice: $1.5 (56%)
- Other Professional Services: $0.3 (11%)
- Administration: $0.1 (1%)
New gTLD Program – Multi-year Forecast

Application fees collected $362

$274

$89

Refunds $56

Costs $218

Refunds $21

Costs $135

FY12-14 ACTUAL

Refunds $18

Costs $32

FY15 ACTUAL

Refunds $18

Costs $34

FY16 FORECAST

Refunds $9

Costs $17

FY17 FORECAST

In millions USD - unaudited
FY16 Q1 Funds Under Management Estimates

**New gTLD Program**
- New gTLD funds/Auction proceeds
  - $221
  - 30 Jun 2015
- Auction Proceeds $59
  - 30 Jun 2015
- New gTLD Funds $162
  - 30 Jun 2015
- New gTLD Funds $157
  - 30 Sep 2015

**ICANN Operations**
- Operating and Reserve Funds
  - $105
    - Operating Fund $19
    - Reserve Fund $86
  - 30 Jun 2015
  - $102
    - Operating Fund $18
    - Reserve Fund $84
  - 30 Sep 2015

**Total Funds:** $318
- Program-related: $216
- ICANN Operations: $102

*In millions USD - unaudited*
For more information please visit our financials webpage: https://www.icann.org/resources/pages/governance/financials-en

SAVE THE DATE: FY16 Q2 Stakeholder Call
28 January 1500 UTC

Email: engagement@icann.org
Website: https://www.icann.org/resources/pages/quarterly-reports-2014-11-13-en

twitter.com/icann
gplus.to/icann
facebook.com/icannorg
weibo.com/ICANNorg
linkedin.com/company/icann
flickr.com/photos/icann
youtube.com/user/icannnews
slideshare.net/icannpresentations
FY17 Operating Plan and Budget and
Five Year Operating Plan Update Process
Community Webinar - 22 September
Reviewed and discussed with the community: 1) lessons learned from the FY16 process, 2) FY17 Challenges/ Key Success Factors; 3) process & timeline; and 4) the Five-Year Operating Plan update. Over twenty community members participated in the webinar.

Budget Working Group - 18 October in Dublin
ICANN staff hosted a small working group to review and define budget assumptions relative to revenue, priorities, initiatives, expenses envelopes for FY17 Operating Plan and Budget.

Operations Update - 21 October in Dublin
ICANN Operations and interactive dialogue on FY16 progress

Next Steps
Detailed departmental operating plan and budget to be produced by staff and reviewed by GLs

Questions/comments
What we should continue:

- Annual Operating Plan and Budget (OP&B) derived from the 5-Year Operating Plan
- Advanced scheduled: earlier start, earlier Community/Staff interaction, earlier public comment period
- Interactive engagement: F2F working group session
- Improved communication on public comments and draft responses
- Involvement of Board in public comment process, improving Board accountability
What we should improve:

- Interaction with community was limited to SO/AC members = Need to expand participation
- Communication on the USG transition project monitoring and costs
- Integrate more and better the KPIs into the planning process
Challenges ↔ Key Success Factors

1. **USG Transition?**
   - Coordinate assumptions with Staff – Board – Community
   - Communicate extensively
   - Monitor costs closely

2. **New CEO?**
   - Draft completed/published by new CEO arrival
   - Detailed briefing at arrival
   - Increase contingency

3. **Operating / Strategic plan update?**
   - New and additional step in the process
   - Planning and communication required

4. **Functional & SO/AC budgets?**
   - Identify functional areas of ICANN for which budgets should be clearly defined
   - Develop model for defining budget by SO/AC group

5. **Tight timeline?**
   - Early information/communication
   - Clear/comprehensive calendar
   - Discipline

6. **Resource limitation?**
   - Marginal revenue increase
   - New gTLD allocation “coming back”
   - Reserve Fund “replenishment”
   - Require more planning, including long term.
ICANN Five-Year Operating Plan Update #1
**Five-Year Operating Plan – Objective Focus**

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.
## Objective 1

<table>
<thead>
<tr>
<th>Obj</th>
<th>Phasing Planned</th>
<th>Status - TBD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>1. Integrate global and regional communications strategies.</td>
<td>Complete</td>
</tr>
<tr>
<td></td>
<td>2. Comprehensive regional engagement plans and strategies covering most ICANN regions.</td>
<td>Carry Over to FY17</td>
</tr>
<tr>
<td></td>
<td>3. Further distribute ICANN functions at hub offices.</td>
<td>In works</td>
</tr>
<tr>
<td>1.2</td>
<td>1. Implement global stakeholder engagement (GSE) web tools for supporting stakeholder engagement activities at regional and local level.</td>
<td>...</td>
</tr>
<tr>
<td>1.3</td>
<td>1. Complete a comprehensive inventory of all resources and capabilities that ICANN provides to the current stakeholder communities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Complete a comprehensive assessment of delivery of all resources and capabilities that are provided to the stakeholders.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>...</td>
<td></td>
</tr>
</tbody>
</table>
Five Year Operating Plan – FY16 Changes

- **Obj#1**
  - FY16
  - FY17
  - FY18
  - FY19
  - FY20

- **Obj#2**
  - FY16
  - FY17
  - FY18
  - FY19
  - FY20

- **Obj#3**
  - FY16
  - FY17
  - FY18
  - FY19
  - FY20

- **Obj#4**
  - FY16
  - FY17
  - FY18
  - FY19
  - FY20

- **Obj#5**
  - FY16
  - FY17
  - FY18
  - FY19
  - FY20

**Changes**
- Impact on Five Year Ops Plan
Strategic Objective 1 - Evolve and further globalize ICANN.

Strategic Goal 1.1 Further globalize and regionalize ICANN functions.

Portfolios: Review and edit as needed
1. Raising Stakeholder Awareness of ICANN Worldwide
2. Engagement Planning

Key Performance Indicators (Metrics): Review and edit as needed
- Stakeholder engagement index (e.g., Fellowship (new/alumni/coach/mentor); ICANN language services – timeliness, effectiveness and efficiency; Language Localization; Meetings Statistics (current statistics on newcomers, by stakeholder group); Tracking newcomers; Regional participation in SO/AC groups (data provided by Policy team - GAC data provided by Government Engagement); Stakeholder Engagement Heat map)
- XX % of ICANN organizational functions performed across ICANN

Dependencies: Review and edit as needed
1. Sufficient funding for media tracking and communications activities to understand success in globalizing ICANN
2. Communications needs may increase/Global Stakeholder Engagement (GSE) focus may shift in event of additional round of new gTLDs during the Five-Year Operating Plan

Phasing: Remove FY16 and edit as needed FY17-20

| FY16 Delete | 1. Integrate global and regional communications strategies.  
| FY17 Edit | 1. Sustain implementation of communications strategy.  
| FY18 Edit | 1. Reevaluate communications strategy, refresh social media tools and reevaluate ROI from existing platforms.  
| FY19 Edit | 1. Implement integrated global and regional communications strategies in support of ICANN strategies.  
| FY20 Edit | 1. Conduct holistic evaluation of ongoing integrated global and regional communications strategies.
2. Survey community on GSE engagement and support of community engagement at high level.
3. Implement improvements on review of GSE web, CRM tools from 2019.
FY17 Operating Plan Development

- Consider inputs from 5-Year Operating Plan
- Document FY17 planned deliverables by Portfolios
- Update KPIs based on deliverables
- Manage cross functional dependencies
  - What do you need from other functions?
  - What do they need from you?
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 Sep</td>
<td>GLs to discuss guidance on 4 Sep for 5-YOPU &amp; FY17-OP&amp;B, then align with B.O.s of each GL team</td>
</tr>
<tr>
<td>TBD</td>
<td>Community consultations on 5-YOPU and FY17-OP&amp;B process</td>
</tr>
<tr>
<td>26-28 SEP</td>
<td>Ops Staff to present finalized 5-YOPU and FY17-OP&amp;B process to BFC/Board to obtain approval for publishing to Stakeholders</td>
</tr>
<tr>
<td>30 Sep - 6 Nov</td>
<td>5-YOPU and FY17-OP&amp;B kick-off - Ops Staff and GLs to define high level revenue and expense (run rate) targets</td>
</tr>
<tr>
<td>19-22 OCT</td>
<td>GLs/B.O.s to consult Stakeholders on the potential updates to 5-YOPU and the draft scenarios &amp; cost estimates for FY17-OP&amp;B</td>
</tr>
<tr>
<td>13 NOV</td>
<td>GLs &amp; Ops Staff to communicate final scenarios and targets to B.O.s</td>
</tr>
<tr>
<td>16 NOV - 11 DEC</td>
<td>B.O.s to draft V1 of 5-YOPU and FY17-OP&amp;B (in Workfront, WORD &amp; EXCEL) &amp; review with GLs</td>
</tr>
<tr>
<td>12 DEC - 8 JAN</td>
<td>B.O.s refine 5-YOPU &amp; FY17-OP&amp;B based on GL feedback &amp; submit V2 to Ops Staff for consolidation &amp; review</td>
</tr>
<tr>
<td>11-18 JAN</td>
<td>GLs to review V2 of total ICANN 5-YOPU and FY17-OP&amp;B, including reconciliation of the two and identify adjustments to be made</td>
</tr>
<tr>
<td>19 JAN - 15 FEB</td>
<td>B.O.s to refine V2 based on GL feedback, submit V3 to Ops Staff for consolidation</td>
</tr>
<tr>
<td>5 MAR</td>
<td>Ops Staff to post draft 5-YOPU and FY17-OP&amp;B</td>
</tr>
<tr>
<td>5 MAR - 30 APR</td>
<td>Public comment period, Stakeholder calls, public comment responses published</td>
</tr>
<tr>
<td>01-30 MAY</td>
<td>Staff refine 5-YOPU and FY17-OP&amp;B per public comments</td>
</tr>
<tr>
<td>TBD</td>
<td>BFC approve FY17-OP&amp;B changes</td>
</tr>
<tr>
<td>TBD</td>
<td>Board approval &amp; adoption</td>
</tr>
</tbody>
</table>

5-YOPU = 5-Year Operating Plan Update  
GLs = Global Leaders  
FY17-OP&B = FY17 Operating Plan & Budget  
B.O.s = Budget Owners  
FP&A = Financial Planning & Analysis
### FY17 SO/AC ADD'L BUDGET REQUESTS PROCESS - DRAFT

<table>
<thead>
<tr>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICANN 54</strong></td>
<td><strong>ICANN 55</strong></td>
</tr>
<tr>
<td>SEP</td>
<td>JAN</td>
</tr>
<tr>
<td>OCT</td>
<td>FEB</td>
</tr>
<tr>
<td>NOV</td>
<td>MAR</td>
</tr>
<tr>
<td>DEC</td>
<td>APR</td>
</tr>
<tr>
<td><strong>15 DEC</strong></td>
<td><strong>MAR</strong></td>
</tr>
<tr>
<td><strong>Staff communicates process to SO/AC groups</strong></td>
<td><strong>16 FEB- 4 MAR</strong></td>
</tr>
<tr>
<td><strong>14 DEC - 15 FEB</strong></td>
<td><strong>SO/ACs consultation at ICANN 54</strong></td>
</tr>
<tr>
<td><strong>Submission period</strong></td>
<td><strong>11 MAR- 31 MAR</strong></td>
</tr>
<tr>
<td><strong>16 FEB- 4 MAR</strong></td>
<td><strong>ICANN staff reviews requests/ finalizes recommendations</strong></td>
</tr>
<tr>
<td><strong>TBD</strong></td>
<td><strong>BOARD approval</strong></td>
</tr>
</tbody>
</table>

**Stakeholders**

**Board**
Enterprise Risk Management (ERM)
ICANN ERM – Strategy roadmap

Jun/Jul

Assessment of current position (Staff)

29/9 - LA

Define Target position (Board/Staff)

By ICANN54

Validate w/ BRC / GLs / Board

Assess Feasibility (Staff)

Define tentative roadmap (BRC/Staff)

Share with Community for feedback

[TBD]  [TBD]  [TBD]
ICANN’s ERM target: sample model

<table>
<thead>
<tr>
<th>Risk Strategy &amp; Appetite</th>
<th>Weak</th>
<th>Sustainable</th>
<th>Mature</th>
<th>Integrated</th>
<th>Advanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Assessment &amp; Measurement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Management &amp; Monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Risk Reporting &amp; Insights</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data &amp; Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
KPI Beta Dashboard
Purpose & Audience

Dashboards to achieve multiple Purposes for multiple Audiences
Dashboard Development – FY16 Roadmap

Refine Measurement Definition

Dashboard Release

Dashboard Evaluation

FY17 Dashboard design

Communication and Improvement according to new needs

Culture of Measurement across company

Ongoing Analysis, Insights & Reporting

Oct-2015 ICANN 54th Dublin
Mar-2016 ICANN 55th Marrakech
Jun-2016 ICANN 56th LAC (tbd)
Status & Plan

• **Dashboard Live with monthly updates**
  - KPI Beta Dashboard Published in September 2015
  - Dashboard structure aligned with Portfolio System
  - All ICANN functions engaged in collecting relevant data and evolving targets
  - Culture of data-driven decisions

• **Ongoing Review, Analysis & Reporting**
  - Monthly review meeting with Senior Management Team
  - Review session with Board (Board meeting)
  - Review session with stakeholder (quarterly Stakeholder call – Oct 7th)
Objectives & Overall Status

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

How to read and understand the charts:

0 - 49 Tracking significantly short of target
Immediate corrective action needed

50 - 84 Tracking short of target
Corrective actions as needed

85 - 100 Tracking to target
Stay the course, no corrective action needed

Beta KPI Dashboard:
https://www.icann.org/progress
2.1 KPI

2.1 Foster and coordinate a healthy, secure, stable, and resilient identifier ecosystem

Akram Atallah, President, Global Domains Division

GDD Overall SLT Performance

The scores represent the aggregate of SLTs measured for the following areas: IANA operations, GDD operations, Customer Service and New gTLD Program.
3.1 Ensure ICANN’s long-term financial accountability, stability and sustainability

Susanna Bennett, Chief Operating Officer

Financial accountability (unaudited) - July 2015

- **Revenue**: Actual < Target
- **Expenses**: Actual < Target
- **Reserve Fund Balance**: Actual > Target

Expected decrease of the reserve fund over the current fiscal year to support strategic projects.
The trailing 12 month attrition rate is the total voluntary terminations of full-time employees during a 12-month period divided by the average full-time employee headcount during that period.

Organizational Excellence
Completed FY15 ICANN-wide internal assessment in June 2015
Identified strengths and areas for improvement

Plan to achieve two key goals in FY16
- Improve knowledge of the EFQM Excellence Model across all ICANN’s staff to entrench its approach to structured continuous improvement in the culture
- Deliver improvement successes across all parts of ICANN and at all levels

FY16 plan has 2 phases
- Departmental assessment
- ICANN-wide assessment
Organization Excellence FY16 Timeline

1. Internal Communications
   - Q1: Comm / Align

2. Training
   - Q2: Develop
   - Q4: Assessments complete

3. Departmental self-assessments
   - Q3: Identify
   - Q4: Improvements identified

4. Improvement projects
   - Q4: Mgmt Doc

5. ICANN-wide internal assessment result
   - Q4: Assessment

Feedback Report Delivered
Continuous Improvement

Strategic context for our work

ICANN's strategic objective of advancing organizational, technological and operational excellence means that we need to improve the skills, processes, and technologies through which we operate to deliver services to the ICANN community and the public. We seek to develop a greater ability to meet the speed and scale of innovation happening around us and deliver with excellence in everything we do.

Overall approach

The operating plans we develop and execute have key elements focused on evaluating what we achieve against what we planned. We identify both the strengths and areas for improvement in our execution. We use the EFQM Excellence Model to provide an overall framework for our continuous improvement efforts. EFQM is recognized globally as the guardian of a premier excellence model and award process.

Required RESULTS

Plan and develop APPROACHES

Assess and Refine Approaches and Deployment

The EFQM Excellence Model provides mechanisms for the holistic assessment of an organization. These assessments help us improve the way we work, so that we can deliver better results. ICANN also uses other mechanisms to make sure it continuously improves in specific areas. Examples include the IT audit frameworks used for reviewing ICANN's execution of the IANA Functions, the audit framework for other IT systems, and the audit framework used for financial management.

Setting targets and measuring performance

Continuous improvement relies on continuous assessment and effective assessment relies on timely, reliable and accurate results that are appropriately scoped and segmented. Through our Five-Year Operating Plan and annual Operating Plans and Budgets we set out the performance targets we try to reach. We measure our actual performance indicators and report on them through our public Dashboard.