



Meridian Institute

Connecting People to Solve Problems

ccNSO Review

Findings Briefing

17 April 2019 | ICANN64

Re-introductions: Meridian Institute

OUR MISSION

1

We help people solve complex and controversial problems, make informed decisions, and implement solutions that improve lives, the economy, and the environment.

2

We design and manage collaboration. As a neutral third-party, we bring people together who understand the issues and have a stake in their resolution.

3

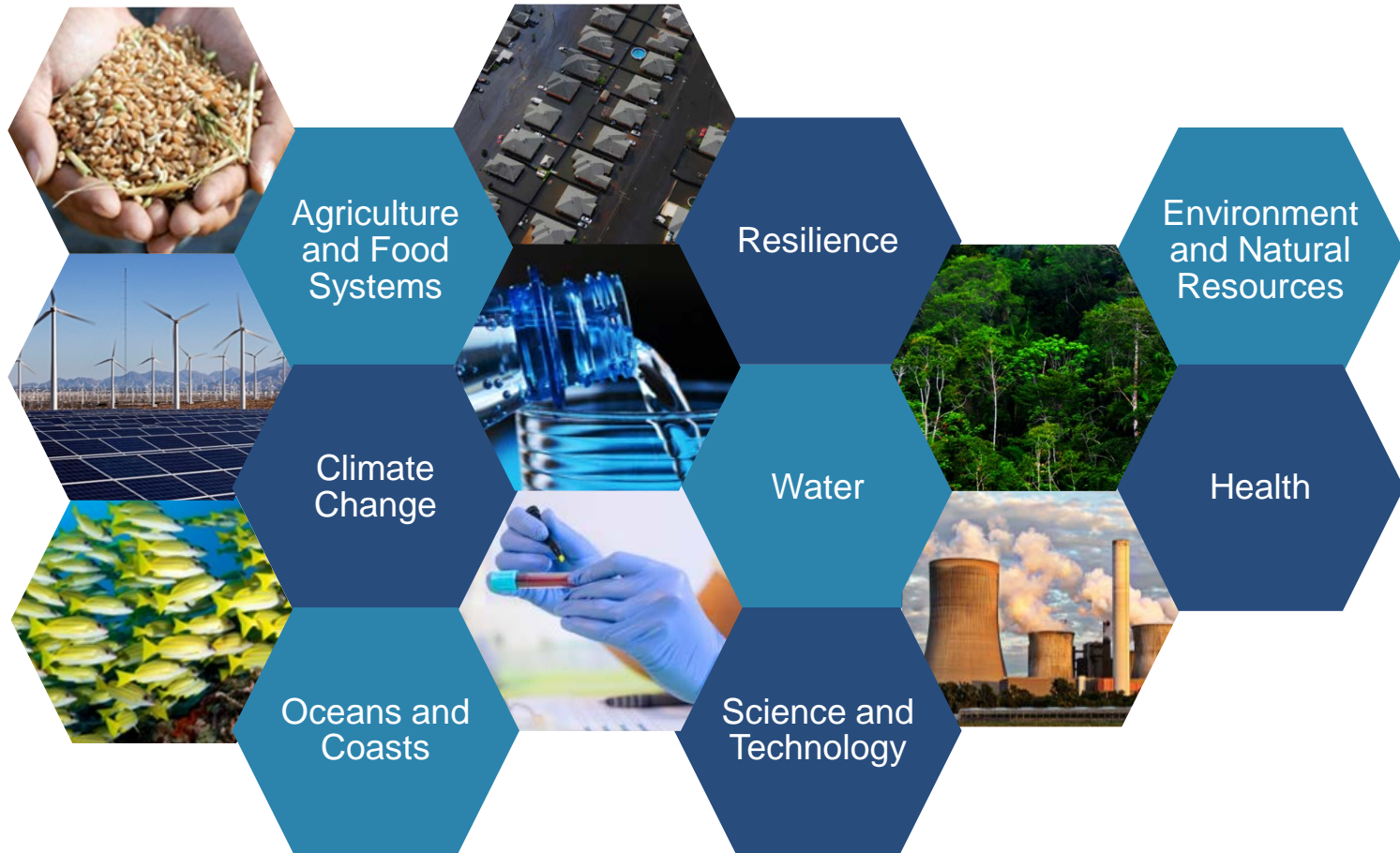
Our work leads to actions that make a difference.



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Cross-sectoral Projects



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Core Values

- As a trusted third-party, we do not have predetermined outcomes.
- We customize approach to address the unique needs of the people and institutions involved, the issues, the context, and the timeline.



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Core Values



- Impartiality, integrity, inclusiveness, and respect for differences are integral to our organizational culture and work.
- We bring these values to every project we undertake.



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Briefing Outline



Review methods, respondent demographics



Share findings from assessment report



Solicit questions, comments, and feedback



Provide opportunity for community input



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Methods

- Review of documentation related to the ccNSO's mission, functions, and operations (and for fact-checking and validation)
- Review of documentation related to ccNSO processes and activities since the last ccNSO review
- An online survey among existing and former ccNSO participants and members
- Semi-structured interviews with a subset of former and existing ccNSO participants and members
- Observed ccNSO Meetings at ICANN63 and ICANN64
- Data validation
- Regular reporting to the RWP



Weighting

- We relied primarily on survey data to provide a means to quantifiably validate findings from the qualitative interviews
- Given the length of the survey we were limited in the number of interview topics and subtopics we could quantifiably validate
- Subtopic categories are a result of coding interviews and categorizing data into similar themes.
- The themes are based upon multiple respondents' views and the nuanced differences of those views are characterized within each sub-section of the report.





INTERVIEW & SURVEY RESPONDENT DEMOGRAPHICS

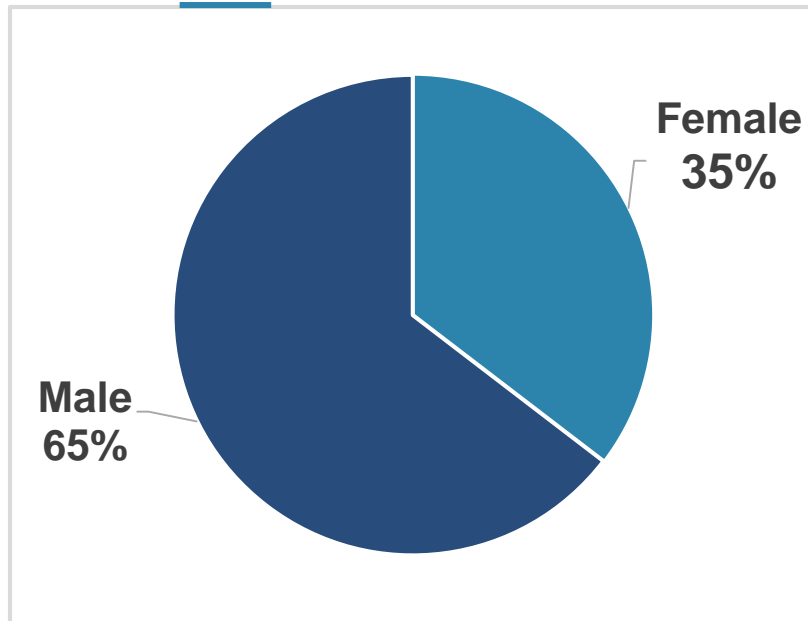


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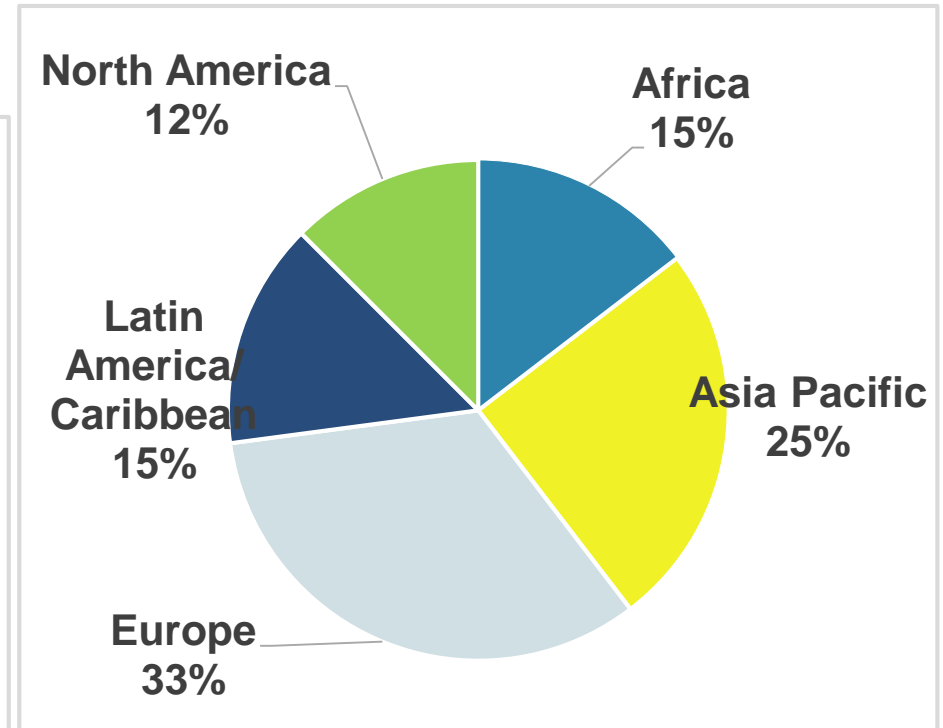
Interview Respondents

48 persons interviewed



Interview respondents by gender.

N=48



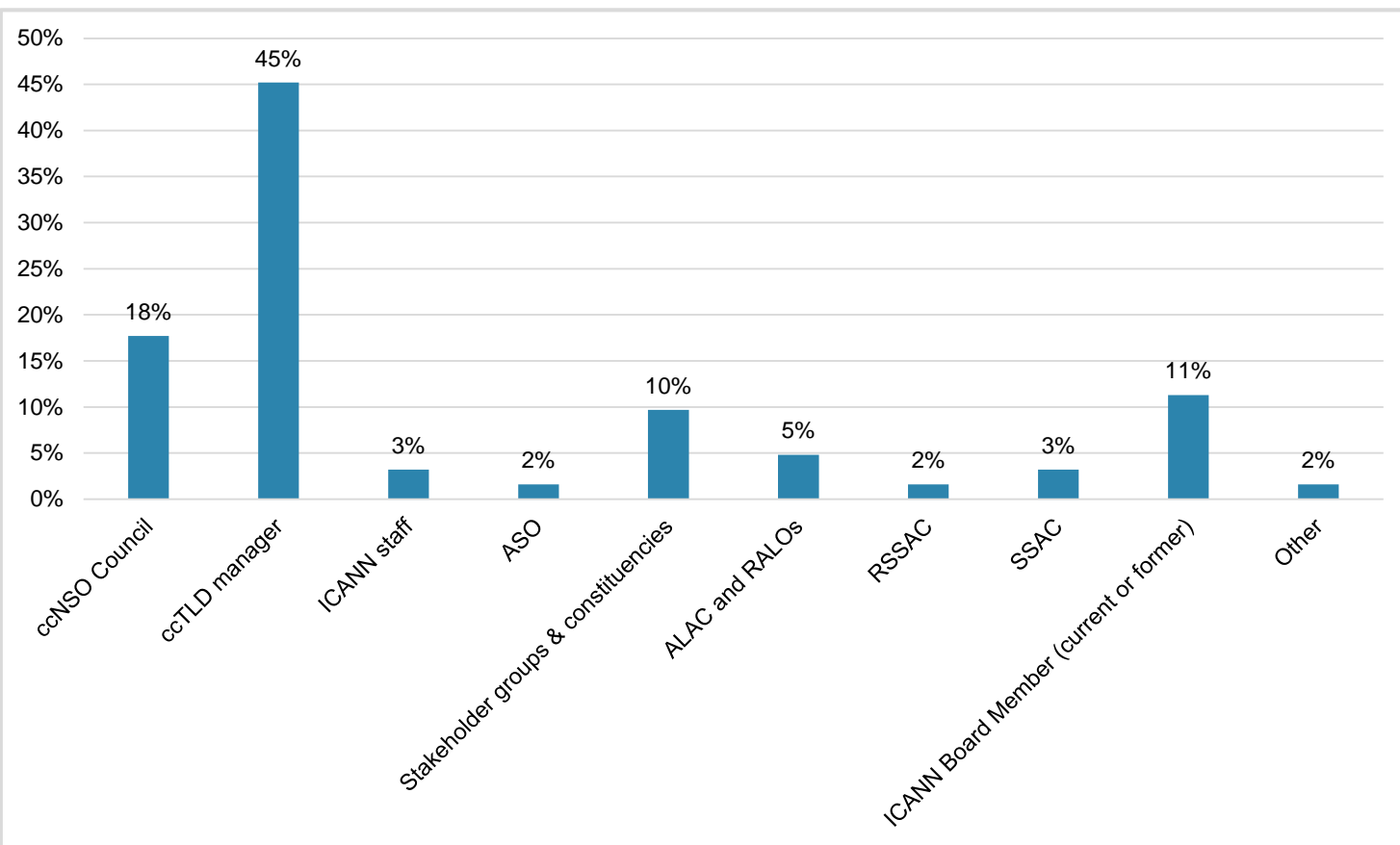
Interview respondents by region. N=48



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Interview Respondents



Interview respondents by ICANN affiliation. N=48 (Interview participants categorized by the ICANN affiliation(s) provided to the Independent Examiner by MSSI. Although individuals may fall into more than one category, they were only categorized by the affiliation(s) provided by MSSI).



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Survey Response Data

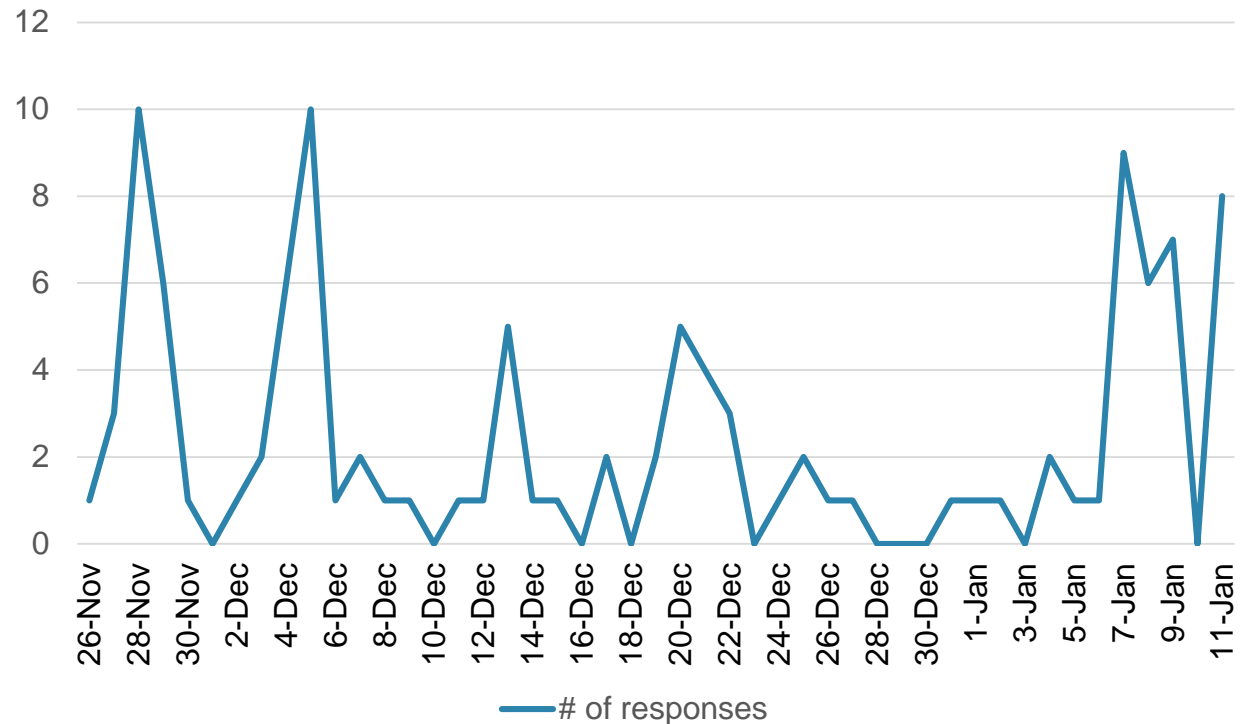
111

of total respondents

70%

completion rate
(respondents answered every question)

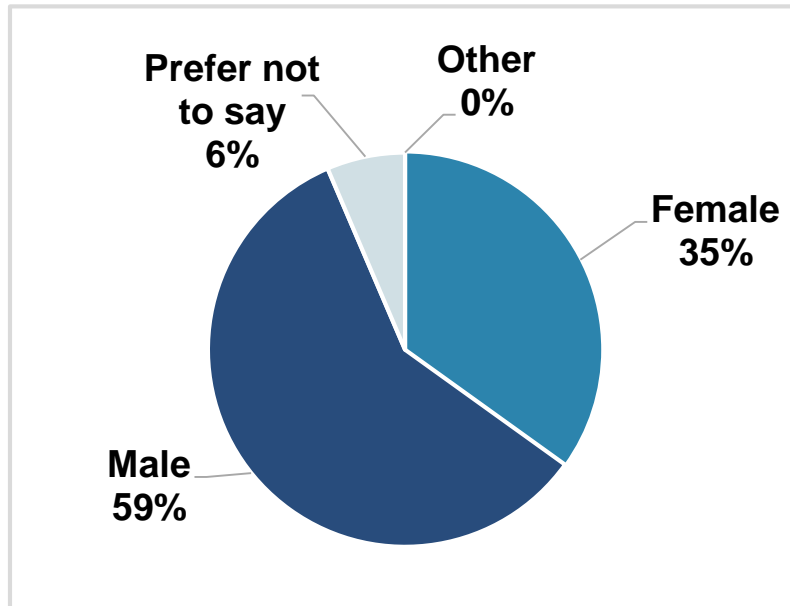
of responses



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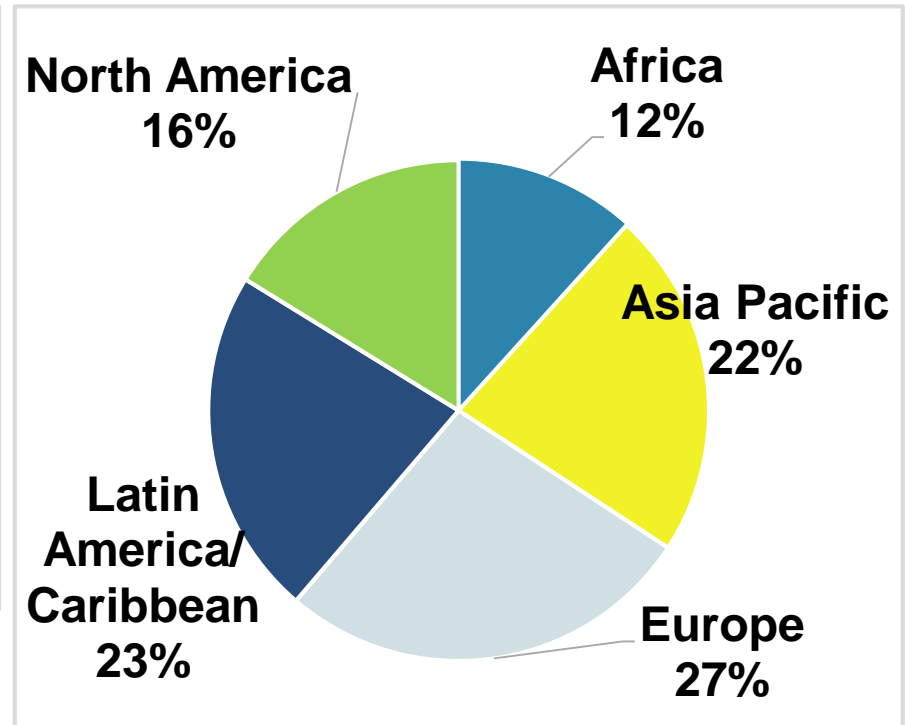
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Survey Respondents



Survey respondents by gender.

N=108



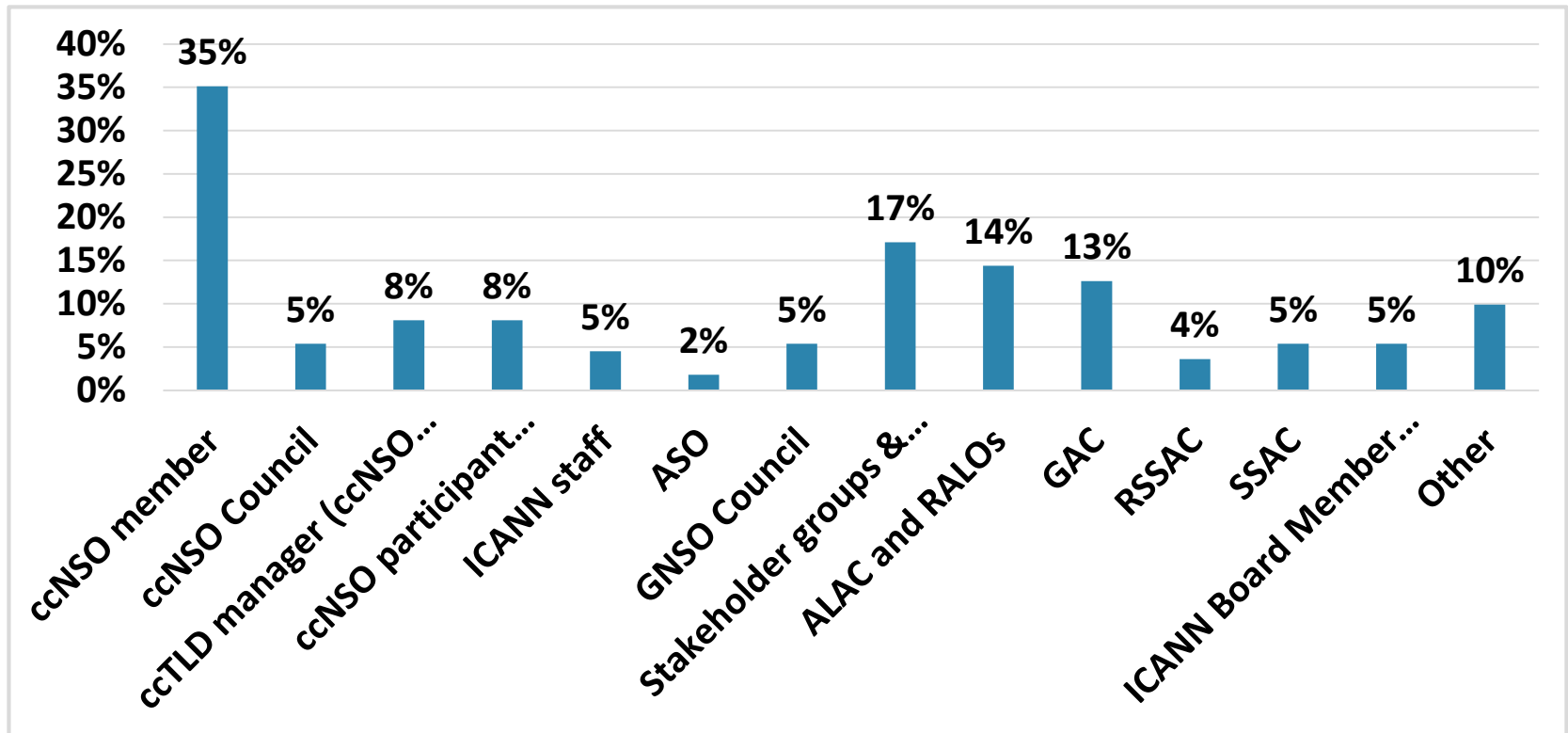
Survey respondents by region. N=111



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Survey Respondents



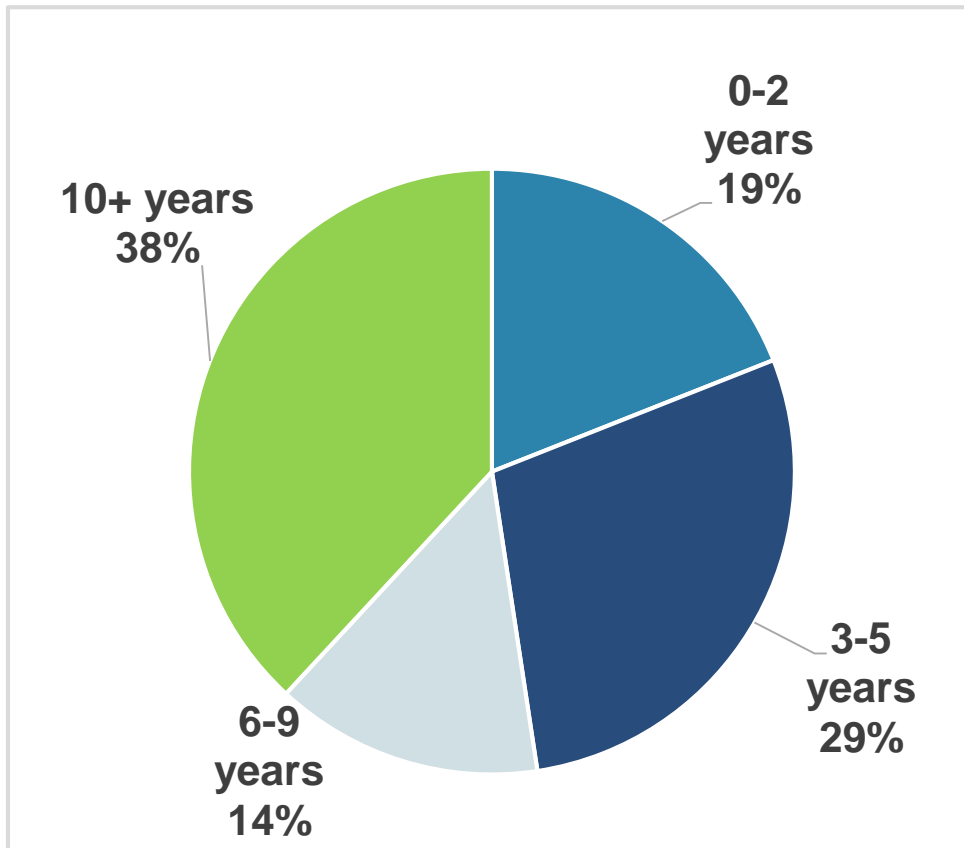
Survey respondents by ICANN affiliation. N=111 (Respondents able to select more than one option)



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Survey Respondents



Survey respondents by length of participation in the ccNSO.

N=42 (Question posed to ccNSO members and ccNSO Councillors only)



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ASSESSMENT REPORT HIGHLIGHTS



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Overall Findings

In relation to the three aspects in the scope of this review, our overall determination is that:

- ✓ the ccNSO has a continuing purpose;
- ✓ there do not seem to be significant needs to make structural or operational changes;
- ✓ the ccNSO is accountable to its constituencies, including its members.

While no significant changes are expected, Meridian anticipates providing recommendations on some improvements based upon findings in this report. Recommendations will be heavily informed through existing data and through continued engagement with the RWP, ccNSO, and ICANN community.





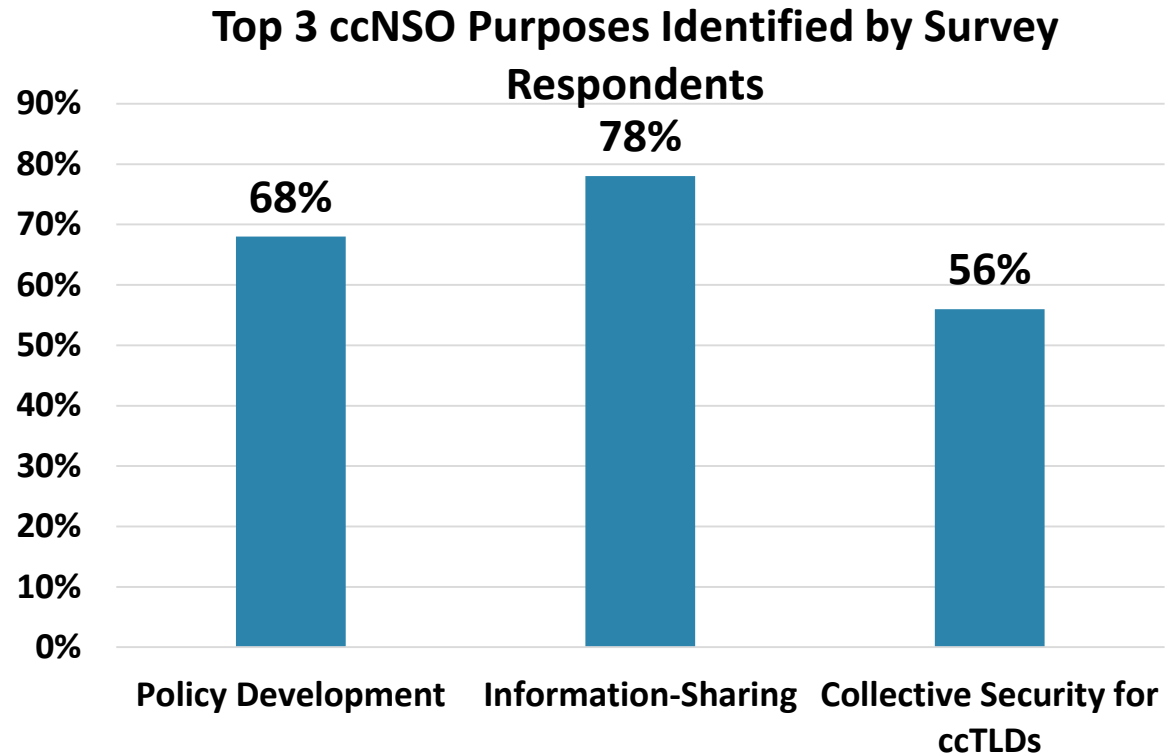
CONTINUING PURPOSE



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Continuing Purpose

Respondents identified a number of purposes, roles, and functions that the ccNSO plays—many of which go beyond the stated purpose but that constituents found to be important parts of the ccNSO's purpose



ccNSO Purposes (top three of six). N=84



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Continuing Purpose (cont'd)

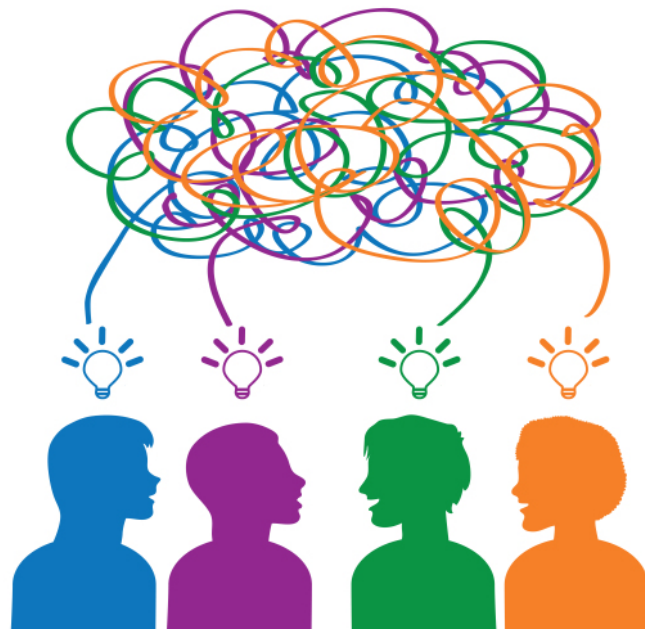
In responding to the survey question: **“Why did you join the ccNSO?”** the three most common responses were:

1. “Opportunity to network/build relationships”
2. “To learn about the ccNSO or about ccTLD management”
3. “Opportunity to learn new skills/management approaches for ccTLDs”

“Sharing knowledge and information is more than just ‘important.’ It is critical to building stability in the Internet by communicating, [and] collaborating...on how we can improve and do things well.” – Survey respondent



Continuing Purpose (cont'd)



Most respondents acknowledged the importance of the ccNSO in providing a peer-to-peer forum for the ccTLD community to share experiences, knowledge, and best practices

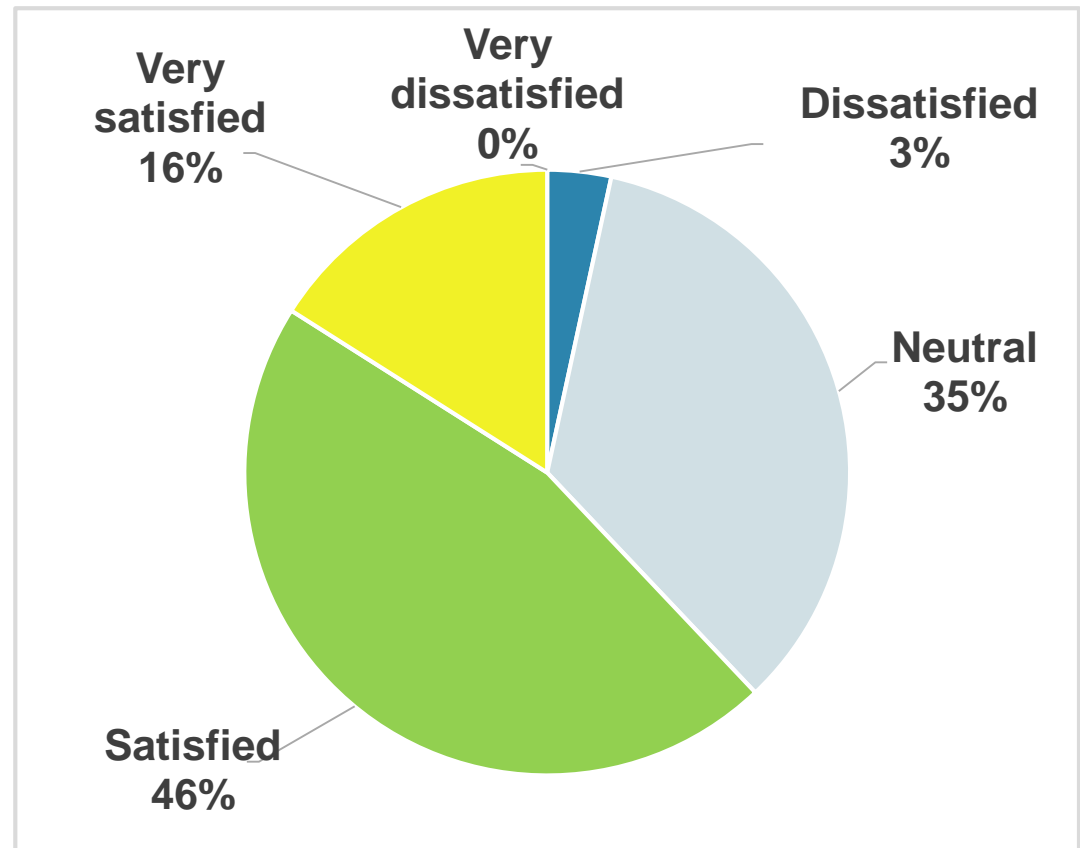


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Continuing Purpose (cont'd)

62% of survey respondents were satisfied/very satisfied with the ccNSO's facilitation of information and knowledge exchange. Some commented that they wished there were more formal and/or systematic ways to share information.



Level of Satisfaction with ccNSO Knowledge Exchange. N=87



Continuing Purpose (cont'd)

Many ccNSO participants have been involved for a long time (over 50% of survey respondents have participated in the ccNSO 6+ years) **AND some respondents highlighted a need to better engage the next generation of ccNSO participants and potential leaders.**



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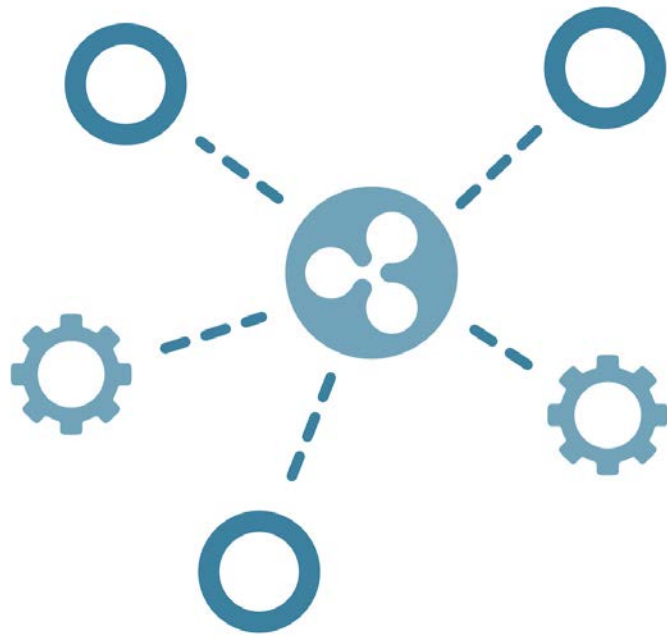
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STRUCTURE & OPERATIONS



Structure & Operations



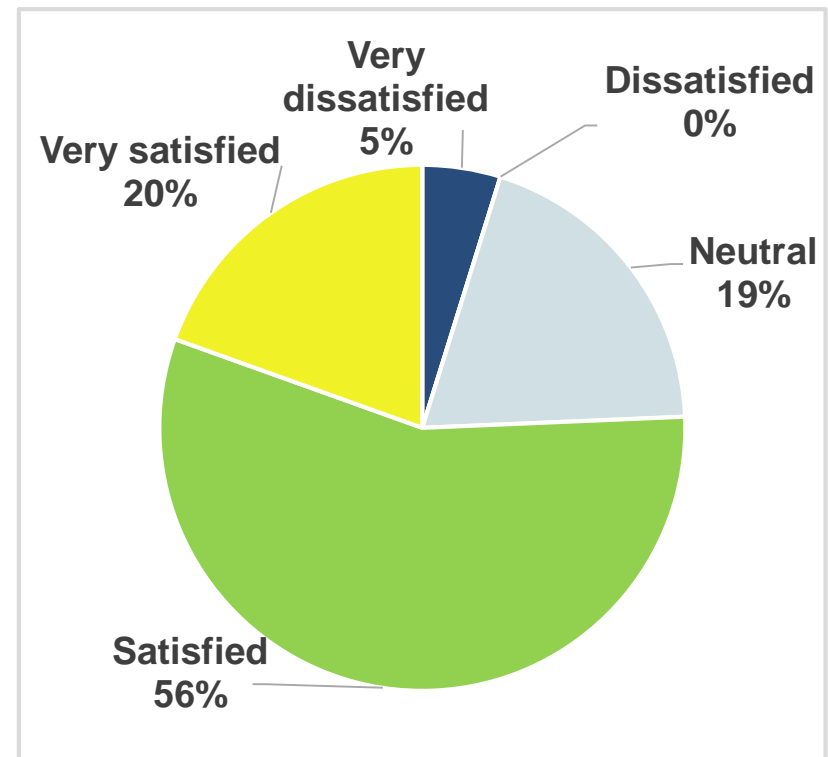
- Overall, this review found that **no major changes** are needed in the ccNSO's structure and operations
- However, findings do show opportunities for continuous improvement in this area



Structure & Operations: Culture

Respondents and particularly ccNSO members expressed very positive views overall regarding the organizational culture of the ccNSO—which influences structural and operational effectiveness in a collaborative membership-based organization.

ccNSO Members' Satisfaction with Organizational Culture



Structure & Operations: Bylaws

- Overall, members perceive ccNSO's structure to be capable of supporting the ccNSO's operations while remaining lightweight and flexible.
- An exception noted by some interviewees are the Bylaws: certain provisions are difficult to adhere to today but are difficult to change.
- For example, the ccNSO must appoint one non-member ccTLD to a seat on the IANA Function Review Team (IFRT). Requirements such as this one have been difficult to meet as the number of non-member ccTLDs decreases.

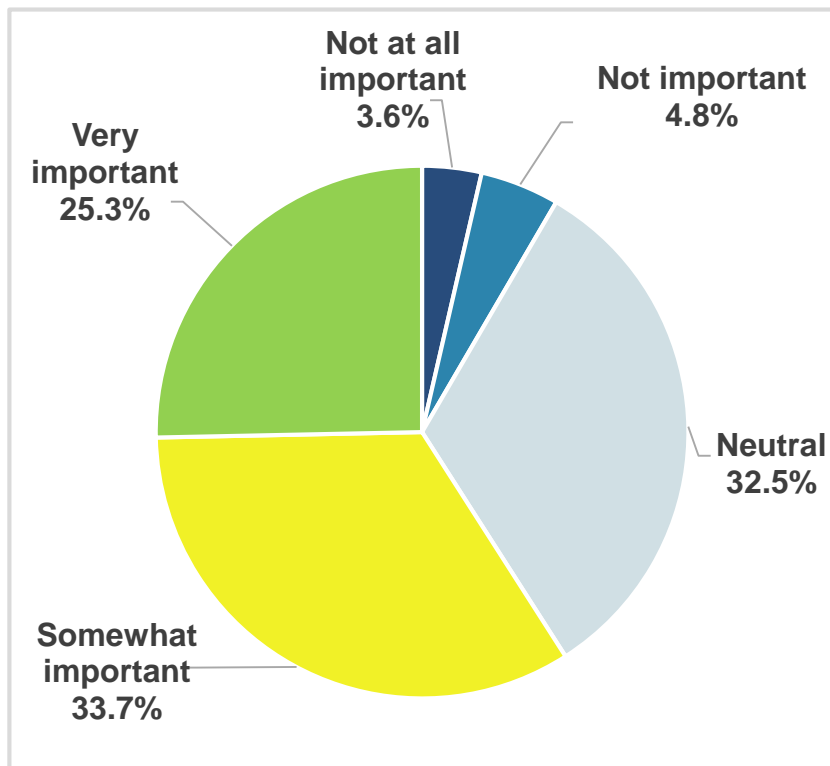


Structure & Operations: WGs

- Working Groups are a primary way that members may engage in the substantive work of the ccNSO and contribute to decision-making.
- Some observed that Working Groups struggle to remain motivated and organized internally: they largely rely on the engagement and leadership of a common set of members, who are facing “burnout” and competing demands.
- At the same time, insufficient members respond to calls for volunteers. As a result, respondents shared that the responsibility to guide and push Working Groups has unduly fallen on the ccNSO Council Chair.



Structure & Operations: Council



Over half – 59% – of survey respondents said it was “Very important” or “Somewhat important” to explore possible efficiencies in the structure and operations of the ccNSO Council



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Structure & Operations: Diversity

- Many respondents worried that the ccNSO is not benefitting from new ideas, energy, and creativity due to limited diversity in its leadership.
- Respondents observed that a similar set of individuals volunteer for most leadership positions in the ccNSO—partly a result of the amount of time these positions demand.
- Smaller or lesser-funded ccTLDs do not have the capacity to dedicate time to ccNSO leadership roles.
- Some respondents also described the difficulty of building visibility and leadership experience without the alliances, mentorship, and knowledge that comes from years spent in the ccNSO



Structure & Operations (cont'd)

We want to acknowledge that we heard the following findings and we recognize these are broader than the ccNSO:

- **Secretariat:** many highlighted the important role in providing assistance, order, and continuity. At the same time, some shared concerns about over-reliance on individual institutional knowledge
- **Website:** many expressed frustration over the accessibility and user interface of current ccNSO site
- **Language Services:** many non-native English speakers pointed to the challenge of not having interpretation services as a barrier to participation





ACCOUNTABILITY

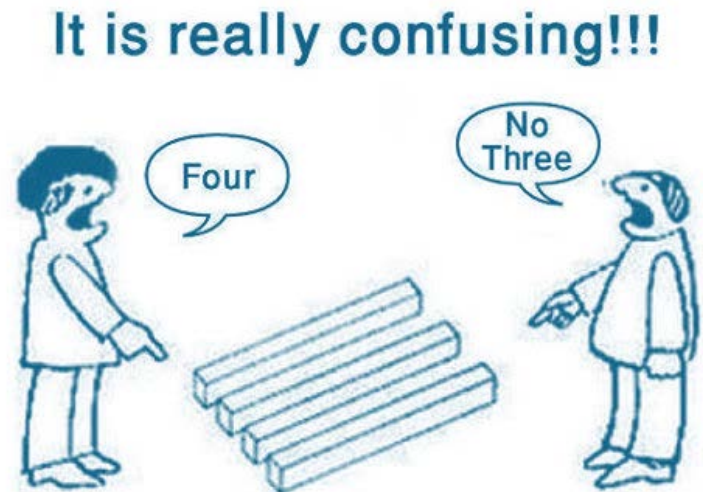


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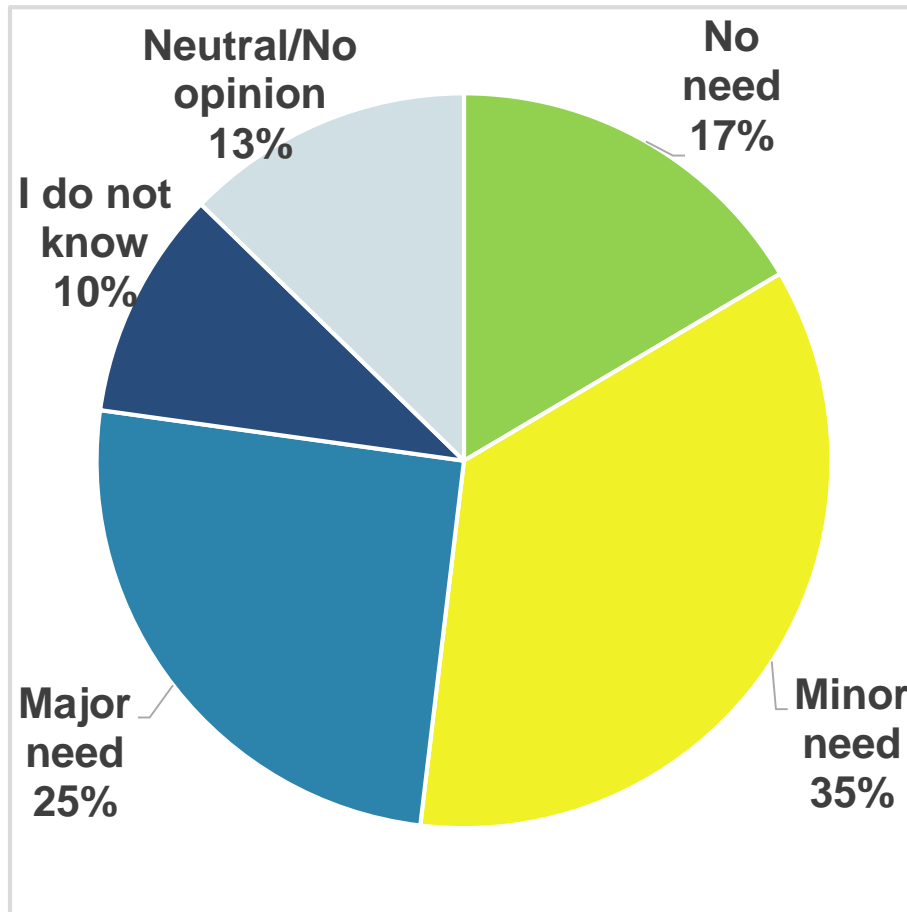
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Accountability: Perceptions

- Some uncertainty on formal accountability mechanisms in place—not a challenge for accountability itself but for perceptions of accountability
- Information that **is** available is not known or seems inaccessible to users, which impacts perceptions of transparency and accountability



Accountability: Continuous Improvement



Overall, respondents indicated ccNSO and Council **are accountable**.

AND still room for improvement: 60% of survey respondents indicated that there is a minor or major need to enhance the ccNSO's transparency and accountability



Accountability: ccNSO Council

- Respondents expressed concern over individual Councillor accountability and consistency of participation and engagement
- Respondents indicated Working Group and Councillor election processes could be more qualitative and transparent to diversify participation
- Some observed that Council draft agendas are not confirmed within the 7-day advance time period. While not an immediate challenge, there was concern about setting a precedent.
- In observing the election of Council Chair and Vice-Chair @ICANN64, the Council and Secretariat did not reference or use the adopted guideline for election procedures because it was not readily accessible or posted to the ccNSO website.



Concluding Remarks

- Recall this is a report focused on the **findings** of the review and **does not include recommendations** for improvement at this time.
- We anticipate continuing to work collaboratively with Review Working Party (RWP) colleagues to validate information, remove any inaccuracies, and ensure overall clarity of the report.
- Following the public consultation, Meridian will make any necessary adjustments to the report, taking into account feedback received. We will draft the recommendations to accompany the assessment report and share those with the (RWP).



Discussion Questions

1. Any questions or comments?
2. Which findings seemed significant or important in your opinion, and why?
3. What, if anything, might you suggest to address that particular finding?



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Thank You

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