

Affirmation of Commitments - Review Process - Recommendation 11

Implementation Briefing for the Third Accountability &
Transparency Review Team (ATRT3)

Effectiveness of the Review Process

11.1. Institutionalization of the Review Process

The Board should ensure that the ongoing work of the AoC reviews, including implementation, is fed into the work of other ICANN strategic activities wherever appropriate.

11.2. Coordination of Reviews

The Board should ensure strict coordination of the various review processes so as to have all reviews complete before next ATRT review begins, and with the proper linkage of issues as framed by the AoC.

11.3. Appointment of Review Teams

The Board should ensure that AoC Review Teams are appointed in a timely fashion, allowing them to complete their work in the minimum one (1) year period that the review is supposed to take place, regardless of the time when the team is established. It is important for ICANN to factor in the cycle of AoC reviews; the Review Team selection process should begin at the earliest point in time possible given its mandate.

11.4. Complete implementation reports

The Board should prepare a complete implementation report to be ready by review kick-off. This report should be submitted for public consultation, and relevant benchmarks and metrics must be incorporated in the report.

11.5. Budget transparency and accountability

The ICANN Board should ensure in its budget that sufficient resources are allocated for Review Teams to fulfill their mandates. This should include, but is not limited to, accommodation of Review Team requests to appoint independent experts/consultants if deemed necessary by the teams. Before a review is commenced, ICANN should publish the budget for the review, together with a rationale for the amount allocated that is based on the experiences of the previous teams, including ensuring a continuous assessment and adjustment of the budget according to the needs of the different reviews.

11.6. Board action on Recommendations

The Board should address all AoC Review Team recommendations in a clear and unambiguous manner, indicating to what extent they are accepting each recommendation.

11.7. Implementation Timeframes

In responding to Review Team recommendations, the Board should provide an expected time frame for implementation, and if that time frame is different from one given by the Review Team, the rationale should address the difference.

Implementation Status

Completed in November 2015. Executive summary and archives available at:

<https://community.icann.org/display/atrt/Rec+%2311>

Deliverables

Deliverable	Responsible	Status
11.1 AoC reviews fed into strategic activities	ICANN org	✓
11.2 Timely review process completion	Board	✓
11.3 AoC review team appointment and work	Board	✓
11.4 Implementation Report	ICANN org	✓
11.5 Resources and Budget	ICANN org	✓
11.6 AoC Recommendation Communication	ICANN org	✓
11.7 Timeframe of Implementation	ICANN org	✓

When the ICANN organization (ICANN org) began the implementation of Board-approved ATRT2 recommendations, work of the Cross-Community Working Group on Enhancing ICANN Accountability (CCWG-ACCT) overtook some of those implementation efforts in certain regards, and led to several significant events, notably:

- The CCWG-ACCT issued a recommendation that AoC reviews be incorporated into the ICANN Bylaws as a requirement for the transition of the stewardship of the IANA functions.
- The CCWG-ACCT recommended a number of amendments to the processes associated with AoC reviews (renamed Specific Reviews) - see [here](#). This included, for instance:
 - A different method of selection of review team members;
 - Removal of the requirement that the ATRT evaluate the effectiveness of all other Specific Reviews recommendation implementations; each Specific Review team now being tasked with assessing implementation of recommendations from past effort; and
 - Increasing the review cycle to five years (as opposed to three years).

- The CCWG-ACCT also made a recommendation that operating standards for Specific Reviews be developed to serve as guidance in conducting reviews.

The CCWG-ACCT proposal was provided to Chartering Organizations for consideration on 23 February 2016, <https://community.icann.org/x/8w2AAw>, and was accepted by the Board and submitted to NTIA on 10 March 2016. The ICANN org immediately began drafting an initial set of revised Bylaws to incorporate the tasks and recommendations specified in the proposals. After the initial draft was shared with the external counsel to the CCWG-ACCT, the ICANN org worked closely with that counsel, and the Bylaws Coordination Group to refine the amendments. On 21 April 2016, the ICANN org posted the [proposed revised Bylaws](#) for a [30-day public comment period](#). Each of the comments were [considered and analyzed](#), and the ICANN org produced a [detailed chart](#) assessing whether the Bylaws required modification to reflect the issues raised within each comment. The updated Bylaws were approved by the Board on 27 May 2016 and went into effect on 1 October 2016. Specific Reviews and the associated process are detailed in [Article 4.6](#) of the ICANN Bylaws.

The ICANN org released draft Operating Standards for [public comment](#) in October 2017. The ICANN org provided [proposed updates to Operating Standards](#) in two webinar sessions in October 2018 during which it sought input on revisions made - see <https://www.icann.org/news/announcement-2018-09-19-en>. Updated Operating Standards were posted for [public comment](#) in December 2018 and are planned for adoption by the Board in May/June 2019.

Inspired by the ATRT2 recommendation, various improvements have already been implemented, while the work to improve reviews continues. More information on the implementation status, deliverables, results and implementation details for each component are outlined in the following pages.

Recommendation 11.1. Institutionalization of the Review Process

The Board should ensure that the ongoing work of the AoC reviews, including implementation, is fed into the work of other ICANN strategic activities wherever appropriate.

Implementation Status

Completed in September 2015.

Deliverables

Deliverable	Responsible	Status
Promote ethics, transparency and accountability	ICANN org	✓

Ensure AoC reviews are a staff priority	ICANN org	✓
Improve AoC pages on icann.org	ICANN org	✓

Results and Implementation Details

Reviews, a priority

Reviews are one of ICANN’s strategic priorities. The Strategic Plan for fiscal years 2016-2020 included as goal 5.2 "promote ethics, transparency and accountability across the ICANN community", with key success factors (KSFs) defined as "demonstrated accountability and legitimacy of ICANN, through the evolution of the Affirmation of Commitments and implementation of review mechanisms." The Strategic Plan is posted at: <https://www.icann.org/en/system/files/files/strategic-plan-2016-2020-10oct14-en.pdf>.

In addition, the ICANN org has developed [key accountability indicators](#), which are part of ICANN's overall approach towards continuous improvement and transparency. The indicators present data aligned to ICANN's strategic goals, and allow to measure progress, including performance in the support and completion of reviews.

In 2016, the ICANN org kicked off the strategic outlook program to engage the ICANN community in a discussion on what it sees as emerging trends in three broad areas: trends affecting the broader ICANN ecosystem (including stakeholders, the industry, other issues); the ICANN org/operations; and the broader geopolitical environment.

The strategic outlook program is an annual process which helps surface opportunities and challenges that lay ahead and informs planning and prioritization. Coordination also occurs with risk management and tactical opportunities. Throughout the year, the ICANN org monitors and tracks the evolution of key trends, utilizing publicly available materials, including data collected through the reviews, to validate the reality of the inputs collected. Review work, as such, feeds into the work of strategic initiatives.

Specific Reviews and resulting recommendations are a priority for the ICANN org and the ICANN Board, as evidenced by inclusion in the strategic objectives and the Accountability Indicators dashboard (see above). Moreover, a Board Committee - the Organizational Effectiveness Committee (OEC) (charter available at: <https://www.icann.org/resources/pages/charter-oec-2019-04-05-en>) - has the oversight responsibility for reviews to ensure that reviews continue to be an effective accountability mechanism and to ensure that implementation of improvements progresses as planned. In addition, under the oversight of the OEC, and in line with best practices from transition related-work, Board caucus groups have been formed as a mechanism for the Board to provide input to Specific Reviews in a timely manner.

Improved review-related web pages

Review and accountability-related web pages have been improved on icann.org for transparency and clarity - see <https://www.icann.org/resources/accountability>. This includes resources to help community members participate in reviews via the “[Getting Started with Reviews](#)” page and two training modules for Specific and Organizational Reviews¹ on ICANN Learn. Updates to icann.org and wiki pages are an ongoing process improvement by the ICANN org.

At the request of the community, [review status update tables](#) were created for Specific and Organizational Reviews to provide an easy way to find key progress and resources for all reviews. This resource provides links to the review wiki pages that have been improved to ensure consistency across projects and increase the visibility of community work.

Additionally, the review home pages on ICANN.org were improved to more clearly provide essential milestones, outputs, and final deliverables for each review.

Specific Review fact sheets (see links in reading list below) were created to provide transparency around each Specific Review by sharing key data such as progress toward completion and budget remaining.

Additionally, process flowcharts and handbooks for Specific Reviews and Organizational Reviews were created to bring clarity to each review process from the start, for clarity and consistency, and can be found at: <https://www.icann.org/processdocumentation/#reviews>.

Recommendation 11.2. Coordination of Reviews

The Board should ensure strict coordination of the various review processes so as to have all reviews complete before next ATRT review begins, and with the proper linkage of issues as framed by the AoC.

Implementation Status

Completed in July 2015.

¹ Organizational Reviews are anchored in Article 4.4. of the ICANN Bylaws to assess the effectiveness of ICANN’s supporting organizations and advisory committees and are conducted by independent examiners. Specific Reviews are anchored in Article 4.6 of the ICANN Bylaws. They are conducted by community-led review teams which assess ICANN’s performance in reaching its commitments. Reviews are critical to helping ICANN achieve its mission as detailed in Article 1 of the Bylaws

Deliverables

Deliverable	Responsible	Status
Socialize review schedule at ICANN52 and ICANN53	ICANN org	✓
Review schedule approved by Board	Board	✓

Results and Implementation Details

Proposed Review Schedule and Process/Operational Improvements for AoC and Organizational Reviews

The [proposed schedule and activities](https://archive.icann.org/meetings/singapore2015/en/schedule/mon-aoc-org-reviews.html) were socialized at ICANN52 in February 2015 - see <https://archive.icann.org/meetings/singapore2015/en/schedule/mon-aoc-org-reviews.html>. In order to finalize the review schedule and activities, the Board asked the ICANN org to post the proposed schedule and process/operational improvements for AoC and organizational Reviews for [public comment](#). Additionally, the proposed review schedule and process/operational improvements for AoC and organizational reviews were socialized at ICANN53 in June 2015. The materials presented can be found at: <https://buenosaires53.icann.org/en/schedule/wed-aoc-org-reviews>.

The Board considered feedback received from the community at its 24 July 2015 meeting and endorsed the modified review schedule. See Board resolution at: <https://www.icann.org/resources/board-material/resolutions-2015-07-28-en#2.c> approving a slower reviews schedule. The Board directed the ICANN CEO to engage in a dialogue with NTIA, a signatory to the AoC, regarding the changes to the AoC reviews schedule endorsed by the Board.

The projected timeline for the current reviews cycle along with a multiyear timeline can be found on icann.org: <https://www.icann.org/resources/reviews#Timing>.

CCWG-ACCT on Work Stream 1

As indicated above, the CCWG-ACCT issued a recommendation that Affirmation of Commitments reviews be incorporated into the ICANN Bylaws (integrated into [Article 4.6](#) of the ICANN Bylaws). The CCWG-ACCT recommended a number of amendments to the processes associated with AoC reviews (renamed Specific Reviews), including related to the timeline and appointment of review teams - see [here](#) - notably:

- The CCWG-ACCT called for community stakeholder groups to appoint their own representatives to review teams;

- New timelines associated with the conduct of review, integrated into the Bylaws as such:
 - Accountability and Transparency Review - to be convened no less than every five years (vs. three years), and completed within one year of convening its first meeting
 - Security, Stability, and Resiliency Review - to be convened no less than every five years (vs. three years)
 - WHOIS/RDS Review - conducted no less frequently than every five years

During the Bylaws development process, the ICANN org queried the Bylaws Coordination Group, a group of community members providing inputs to the Bylaws drafting process, as to whether the start of the upcoming specific review cycle should be staggered in order to reduce overlap, and the community inputs at that time suggested to keep with the timing requirements as reflected in the Bylaws. The ICANN community and the ICANN org have maintained that schedule, launching the second SSR and WHOIS/RDS reviews in a timely fashion, as well as initiating this ATRT3. The next iteration of the Competition, Consumer Choice & Trust Review will occur after there is a new application window for New gTLDs.

Long-Term and Short-Term Options

Although this recommendation was completed in July 2015, further initiatives were launched in 2018 to improve the review process due to concerns raised by the community. As the ICANN trinity (community, Board and ICANN org) gained more hands on experience with specific reviews, post-transition, it became clear that not just the timing but the entire process of how reviews are conducted could benefit from further consideration and streamlining. These considerations also relate to the recommendation from ATRT2.

As such, [long-term options to adjust the timeline of reviews](https://www.icann.org/public-comments/reviews-long-term-timeline-2018-05-14-en) and [short-term options to adjust the timeline of Specific Reviews](https://www.icann.org/public-comments/specific-reviews-short-term-timeline-2018-05-14-en) were suggested in May 2018 to address the community's concerns regarding bandwidth and resources. The public comment periods (<https://www.icann.org/public-comments/reviews-long-term-timeline-2018-05-14-en> and <https://www.icann.org/public-comments/specific-reviews-short-term-timeline-2018-05-14-en>) called for community input on adjustments that could be made to ensure meaningful review processes and allow for meeting ICANN's accountability and transparency obligations in a more practical and sustainable manner.

While the short-term options forum set focus on the ATRT3 project, the long-term options public comment proceeding sought to determine how timing of reviews, including duration, could be improved. The following options were suggested:

- Staggering the reviews to have no more than one Specific Review and two Organizational Reviews running concurrently;
- Adding timing criteria in order to initiate the next cycle of a Specific or Organizational Review, which could include factors such as a requirement that prior review

recommendations be fully implemented and possibly operational for a period of time before the next review is initiated;

- Adding requirements that, like the ATRT, other Specific Review teams complete their work within 12 months. This requirement could also be applicable to Organizational Reviews (although because Organizational Reviews are conducted by independent examiners based on contractual agreements, timing considerations are already incorporated into the process);
- Focusing Specific Review teams' work on topics of highest priority to the community; and adding scheduling flexibility for Specific Reviews to the Bylaws, with appropriate checks and balances.

In September 2018, a [Consultation Paper on Next Steps on Reviews](#) was released for [public comment](#). The consultation paper suggested that ATRT3 consider "undertaking a discussion on how to streamline Specific Reviews to make them more effective and impactful. ATRT3 could explore relevant input from: ICANN community (public comments on Long-term options and additional consultations), ICANN organization via observed best practices and opportunities for efficiencies from Specific Reviews conducted in the past year, and ICANN Board, via observations from OEC".

Recommendation 11.3. Appointment of Review Teams

The Board should ensure that AoC Review Teams are appointed in a timely fashion, allowing them to complete their work in the minimum one (1) year period that the review is supposed to take place, regardless of the time when the team is established. It is important for ICANN to factor in the cycle of AoC reviews; the Review Team selection process should begin at the earliest point in time possible given its mandate.

Implementation Status

Completed in July 2015.

Deliverables

Deliverable	Responsible	Status
Develop a predictable review schedule	ICANN org	✓
Socialize review schedule at ICANN 52 and 53	ICANN org	✓
Final review schedule approved by Board	Board	✓

Results and Implementation Details

See results and implementation details under recommendation 11.2.

Recommendation 11.4. Complete implementation reports

The Board should prepare a complete implementation report to be ready by review kick-off. This report should be submitted for public consultation, and relevant benchmarks and metrics must be incorporated in the report.

Implementation Status

Completed in March 2015.

Deliverables

Deliverable	Responsible	Status
Document project management approach	ICANN org	✓
Develop progress reporting template	ICANN org	✓
Modify progress templates for Board Oversight	Board	✓

Results and Implementation Details

ATRT2 Implementation

A detailed report of the project management approach to implementing the ATRT2 recommendations was posted on icann.org in January 2015

<https://www.icann.org/news/announcement-2-2015-01-30-en>.

In addition to quarterly implementation reports, progress reporting templates were developed for each recommendation and updated regularly to reflect progress - see implementation program wiki where implementation progress and executive summaries are documented:

<https://community.icann.org/display/atr/ATRT2+Implementation+Program>. The reports included completion dates to track milestones against and determine whether implementation was on schedule, behind schedule (but expected to recover within original plan date), or behind schedule (and original plan date to be adjusted).

In 2015, the Board approved edits to the OEC Charter in 2015 - <https://www.icann.org/resources/board-material/resolutions-2015-07-28-en>, calling for regular reporting to the Board on implementation status. The Board resolution also called for the addition of a concept of review framework in furtherance of improvements proposed in ATRT2 recommendations. As a result, updates on the status of implementation work are provided to the full Board. The OEC charter was further updated in 2017 and in 2018, to include Specific Reviews notably. The most recent version of the Charter can be found at: <https://www.icann.org/resources/pages/charter-oec-2019-04-05-en>.

Links to the latest updates and archives are also available on the ATRT page of the icann.org website - see <https://www.icann.org/resources/reviews/specific-reviews/atrt>.

Improvements

The ICANN org is enhancing implementation reports to improve tracking of progress and completion of milestones. It is anticipated that implementation templates, going forward, will report on actual completion dates (in addition to anticipated completion dates) to show progress against an adopted implementation plan. Moreover, metrics included in review team reports through S.M.A.R.T (specific, measurable, achievable, relevant and time-bound) recommendations will also constitute solid metrics against which progress can be documented.

In addition to the quarterly implementation reports, it is anticipated that a public site, where implementation milestones will be routinely reported on, will be maintained.

Under the new Bylaws section 4.5, the ICANN org is required to produce an annual implementation report, which will provide an overview of implementation status of all review processes. This will constitute an additional reporting mechanism. The ICANN org plans to release the first Annual Review Implementation Report in October-November 2019.

The ICANN org is continuously working on improving its implementation tracking tools.

Recommendation 11.5. Budget transparency and accountability

The ICANN Board should ensure in its budget that sufficient resources are allocated for Review Teams to fulfill their mandates. This should include, but is not limited to, accommodation of Review Team requests to appoint independent experts/consultants if deemed necessary by the teams. Before a review is commenced, ICANN should publish the budget for the review, together with a rationale for the amount allocated that is based on the experiences of the previous teams, including ensuring a continuous assessment and adjustment of the budget according to the needs of the different reviews.

Implementation Status

Completed in November 2015.

Deliverables

Deliverable	Responsible	Status
AoC budget process	ICANN org	✓
Develop budgets for the next round of AoC reviews	ICANN org	✓
Prepare to publish budgets and rationale	ICANN org	✓

Results and Implementation Details

Developing budgets for the next round of AoC Reviews (now Specific Reviews) was first completed as part of the FY16 operating plan and budget which was approved by the Board in June 2015 - see <https://www.icann.org/news/announcement-2015-06-25-en>.

Budgets and any associated rationales are documented in ICANN's fiscal year budget-related documents - see the current fiscal year FY19 operating plan and budget as an example: <https://www.icann.org/resources/pages/governance/current-en#fy19-opplan-budget>.

As part of its continuous process improvements to reviews, the ICANN org has been publishing reviews fact sheets on a quarterly basis since December 2016. These documents bring transparency and accountability to the community on how review team resources are being spent and what resources are available in the budget envelope. Please see RDS-WHOIS2 fact sheets, as an example: <https://community.icann.org/display/WHO/Fact+Sheet>

Definitions of elements in the fact sheets are as follows:

Professional Services: Approved budget for the Review Team to use for services of independent experts, as noted in Bylaws Section 4.6(a)(iv): Review teams may also solicit and select independent experts to render advice as requested by the review team. ICANN shall pay the reasonable fees and expenses of such experts for each review contemplated by this Section 4.6 to the extent such fees and costs are consistent with the budget assigned for such review. Guidelines on how review teams are to work with and consider independent expert advice are specified in the Operating Standards.

Travel: Amount approved for Review Team travel for face-to-face meetings. Examples of travel expenditures include, but are not limited to, charges for airfare, hotel, per diem reimbursement, venue meeting costs, audio-visual/tech support, and catering. These expenses include Review Team and the ICANN org support travel.

ICANN Org Support: Amount approved in the budget for the ICANN org to contract outside services to support the work of the Review Team.

Spent to Date: Amounts include quarterly financials since inception of the work by the Review Team through the most recent quarter end.

Committed Services:

1. Travel: Estimated expenses for approved face-to-face meetings.
2. Professional Services: Included services from signed contracts to be provided or invoiced. These are typically for non-employee related support services provided by contractors.

Total Spent and Committed to Date: This is the sum of the “Spent to Date” and “Committed Services” amounts through the most recent quarter end. The “Committed Services” amount does not include the “Spent to Date” amounts.

Remaining Budget: This is the difference between the “Approved Budget” and the “Total Spent and Committed to Date” amounts.

Review teams are fiscally accountable for managing the budget envelope allocated to their review effort. The Third Accountability and Transparency Review Team (ATRT3), Second Security, Stability, and Resiliency of the DNS Review Team (SSR2) and Registration Directory Service Review (RDS-WHOIS2) were provided with budget information at the start, including presentations from Finance on how review teams and the ICANN org will share responsibility for monitoring the budget and expenditures. See slides 69-71

https://community.icann.org/pages/viewpage.action?pageId=64074062&preview=/64074062/64076893/AJed%20Rev2%20Draft%20SSR2%2015%20March%20Consol%20Deck_REV%204.pdf as an example.

Recommendation 11.6 Board action on Recommendations

The Board should address all AoC Review Team recommendations in a clear and unambiguous manner, indicating to what extent they are accepting each recommendation.

Implementation Status

Completed in October 2015.

Deliverables

Deliverable	Responsible	Status
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Document accepted recommendations	Board	✓
Document process by which Board will address the review team recommendations	ICANN org	✓

Results and Implementation Details

Documenting the process by which the Board addresses AoC Review Team recommendations in a clear and unambiguous manner was impacted by the CCWG-ACCT Work Stream 1 improvements on AoC Reviews that were adopted - see <https://community.icann.org/download/attachments/58723827/Annex%2009%20-%20FINAL-Revised.pdf?version=1&modificationDate=1456255743000&api=v2> for details. The CCWG-ACCT recommendation for additional documentation was anchored in section 4.6 of the Bylaws as follows: *“Within six months of receipt of a final report, the Board shall consider such final report and the public comments on the final report, and determine whether to approve the recommendations in the final report. If the Board does not approve any or all of the recommendations, the written rationale supporting the Board's decision shall include an explanation for the decision on each recommendation that was not approved. The Board shall promptly direct implementation of the recommendations that were approved.”*

Additionally, a process documentation initiative began in January 2017 when the ICANN org realized the need for additional clarification and documentation of existing processes, including implementation and associated roles and responsibilities. Processes identified for this initiative included those related to policy development, advice, reviews, and the newly formed Empowered Community. As shared above, process flowcharts and handbooks for Specific and Organizational Reviews can be found at: <https://www.icann.org/processdocumentation/#reviews>

More recently, the Board resolution on the Competition, Consumer Trust, and Consumer Choice Review Team (CCT-RT)'s Final Recommendations - <https://www.icann.org/resources/board-material/resolutions-2019-03-01-en> - included a detailed scorecard - <https://www.icann.org/en/system/files/files/resolutions-final-cct-recs-scorecard-01mar19-en.pdf> - that documented Board action on each recommendation.

Community discussions were held at ICANN64 in Kobe around the receipt of the CCT-RT Final Report, which led to a Board directive that the ICANN org produce a clearer process for consideration of Specific Reviews recommendations, taking into account the fiduciary obligations and confirming that funds are available to support the recommended activities.

Recommendation 11.7 Implementation Timeframes

In responding to Review Team recommendations, the Board should provide an expected time frame for implementation, and if that time frame is different from one given by the Review Team, the rationale should address the difference.

Implementation Status

Completed in April 2015.

Deliverables

Deliverable	Responsible	Status
Implementation timeframe	Staff	✓

Results and Implementation Details

An implementation timeline was provided and status against this timeline has been reported on beginning with ICANN52 -

<https://community.icann.org/display/atrt/Implementation+Program>

A dedicated session was held at ICANN62 - see

<https://archive.icann.org/meetings/singapore2015/en/schedule/mon-aoc-org-reviews.html>.

Useful Links

Accountability Indicators Dashboard - <https://www.icann.org/accountability-indicators>

General Information on Reviews:

- Getting Started with Reviews - <https://www.icann.org/resources/pages/reviews-getting-started-2018-03-08-en>
- Review Status Update Tables - <https://www.icann.org/resources/reviews>
- Process Documentation - <https://www.icann.org/processdocumentation/#reviews>
- Projected timeline for the current reviews cycle - <https://www.icann.org/resources/reviews#Timing>
- Community wiki review pages - <https://community.icann.org/category/accountability>
- ATRT2 implementation project management - <https://www.icann.org/news/announcement-2-2015-01-30-en>
- ATRT page - <https://www.icann.org/resources/reviews/specific-reviews/atrt>

- Accountability and transparency mechanisms - <https://www.icann.org/resources/accountability>

CCWG-ACCT Work Stream 1:

- CCWG-ACCT Work Stream 1 Proposal - <https://community.icann.org/x/8w2AAw>
- CCWG-ACCT recommendations on AoC reviews - <https://community.icann.org/download/attachments/58723827/Annex%2009%20-%20FI%20NAL-Revised.pdf?version=1&modificationDate=1456255743000&api=v2>

Bylaws and Board Resolutions:

- ICANN Bylaws - Article 4.6 (Specific Reviews)- <https://www.icann.org/resources/pages/governance/bylaws-en#article4.6>
- Draft Bylaws for public comment - <https://www.icann.org/en/system/files/files/proposed-new-bylaws-20apr16-en.pdf>
- Public comment period on Draft Bylaws - <https://www.icann.org/public-comments/draft-new-bylaws-2016-04-21-en>
- Staff report of public comment proceeding on Draft Bylaws - <https://www.icann.org/en/system/files/files/report-comments-draft-new-bylaws-25may16-en.pdf> + detailed chart - <https://www.icann.org/en/system/files/files/analysis-comments-draft-new-bylaws-25may16-en.pdf>
- Bylaws approved by ICANN Board - <https://www.icann.org/en/system/files/files/adopted-bylaws-27may16-en.pdf>
- Board resolution of new Bylaws for IANA Stewardship Transition - <https://www.icann.org/resources/board-material/resolutions-2016-05-27-en#1.a>
- Board resolution on Competition, Consumer Trust, and Consumer Choice Review Team (CCT-RT)'s Final Recommendations - <https://www.icann.org/resources/board-material/resolutions-2019-03-01-en> and associated detailed scorecard - <https://www.icann.org/en/system/files/files/resolutions-final-cct-recs-scorecard-01mar19-en.pdf>

Operating Standards:

- Draft Operating Standards - <https://www.icann.org/en/system/files/files/draft-operating-standards-specific-reviews-17oct17-en.pdf>
- Public comment period on draft Operating Standards - <https://www.icann.org/public-comments/reviews-standards-2017-10-17-en>
- Suggested updates to draft Operating Standards - <https://community.icann.org/download/attachments/95093003/Operating%20Standards-%20Update%20Overview%20-%20Webinar.pdf?version=1&modificationDate=1538419425000&api=v2>
- Webinar sessions on suggested updates to draft Operating Standards - <https://community.icann.org/pages/viewpage.action?pageId=95093003>

- Updated Draft Operating Standards for Specific Reviews - <https://www.icann.org/en/system/files/files/draft-operating-standards-specific-reviews-17-dec18-en.pdf>
- Public comment period on Updated Draft Operating Standards for Specific Reviews - <https://www.icann.org/public-comments/reviews-standards-2018-12-17-en>

Fact Sheets:

- Competition, Consumer Trust and Consumer Choice Review Fact Sheet - <https://community.icann.org/display/CCT/Fact+Sheet>
- Second Security, Stability, and Resiliency of the DNS Review Fact Sheet - <https://community.icann.org/display/SSR/Fact+Sheet>
- Registration Directory Service Review Fact Sheet - <https://community.icann.org/display/WHO/Fact+Sheet>

Organizational Effectiveness Committee (OEC):

- OEC Charter - <https://www.icann.org/resources/pages/charter-oec-2019-04-05-en>
- 2015 Board resolution on OEC Charter amendments - <https://www.icann.org/resources/board-material/resolutions-2015-07-28-en>

Reviews Schedule and Process Improvements:

- ICANN52 update on Proposed Schedule and Process/Operational Improvements for AoC and Organizational Reviews - Session Materials - <http://singapore52.icann.org/en/schedule/mon-aoc-org-reviews/presentation-aoc-org-reviews-09feb15-en.pdf>
- ICANN52 update on Proposed Schedule and Process/Operational Improvements for AoC and Organizational Reviews - Session details <https://archive.icann.org/meetings/singapore2015/en/schedule/mon-aoc-org-reviews.html>
- Proposed Schedule and Process/Operational Improvements for AoC and Organizational Reviews - <https://www.icann.org/public-comments/proposed-aoc-org-reviews-process-2015-05-15-en>
- Board resolution on Proposed Schedule and Process / Operational Improvements for AoC and Organizational Reviews - <https://www.icann.org/resources/board-material/resolutions-2015-07-28-en#2.c>
- ICANN 53 update on Proposed Schedule and Process/Operational Improvements for AoC and Organizational Reviews - <https://buenosaires53.icann.org/en/schedule/wed-aoc-org-reviews>

Short-term and Long-term Options for Reviews, and Next Steps:

- Public comment on long-term options to adjust the timeline of reviews - <https://www.icann.org/public-comments/reviews-long-term-timeline-2018-05-14-en>

- Long-term options to adjust the timeline of reviews - <https://www.icann.org/en/system/files/files/reviews-long-term-options-timeline-06jun18-en.pdf>
- Public comment on short-term options to adjust the timeline for Specific Reviews - <https://www.icann.org/public-comments/specific-reviews-short-term-timeline-2018-05-14-en>
- Short-term options to adjust the timeline for Specific Reviews - <https://www.icann.org/public-comments/specific-reviews-short-term-timeline-2018-05-14-en>
- Public comment period on consultation paper on next steps on reviews - <https://www.icann.org/public-comments/reviews-next-steps-2018-09-05-en>
- Consultation paper on next steps on reviews - <https://www.icann.org/en/system/files/files/reviews-next-steps-consultation-paper-05sep18-en.pdf>

Operating Plans and Budgets, and Strategic Plans:

- FY16 Operating Plan and Budget Adopted by ICANN Board at ICANN53 in Buenos Aires - <https://www.icann.org/news/announcement-2015-06-25-en>
- ICANN Fiscal Year Budgets - <https://www.icann.org/resources/pages/governance/current-en>
- ICANN Strategic Plan FY16-FY20 - <https://www.icann.org/en/system/files/files/strategic-plan-2016-2020-10oct14-en.pdf>
- Strategic Planning, including for FY21-FY25 - <https://www.icann.org/resources/pages/strategic-engagement-2013-10-10-en>