Analysis: Areas for improvement of the ccNSO Meetings Programme Committee (MPC)

V7 | 13 April 2021

1. About this document

Following a call for volunteers at the start of 2021, new members joined the MPC, the ccNSO Meetings Programme Committee (MPC) decided to evaluate its effectiveness and efficiency. The evaluation occurred in various steps, including a SWOT analysis, a game plan, and an impact-effort analysis. This document summarises the various steps in the analysis and proposed a way forward.

2. Purpose of the MPC

The objective of the ccNSO Meetings Programme Committee (MPC) is to coordinate and manage the high-level schedule of the ccNSO-related sessions, including the ccNSO Members Meeting agenda at ICANN public meetings, and related matters. Membership of the Committee is open to all ccTLD managers (whether members or non-members of the ccNSO). Read more here.

3. Relation between purpose of MPC and purpose and value of the ccNSO

In July 2020, the ccNSO Council agreed that from their perspective the value and purpose of the ccNSO for the ccTLD Community and other stakeholders is that:
- The ccNSO provides a global platform for ccTLD managers to:
  - Undertake policy and policy-related work
  - Cooperate and learn
  - Engage with other stakeholders
- The ccNSO is the supporting organizations of ICANN specifically for ccTLD managers and the decisional participant through which the ccTLD Managers act.

The MPC contributes to the global platform function of the ccNSO as it coordinates and manages the high-level schedule of the ccNSO-related sessions and organizes the sessions on the ccNSO members days. Representatives of the MPC also actively participate in discussions on high level schedule of ICANN meetings.

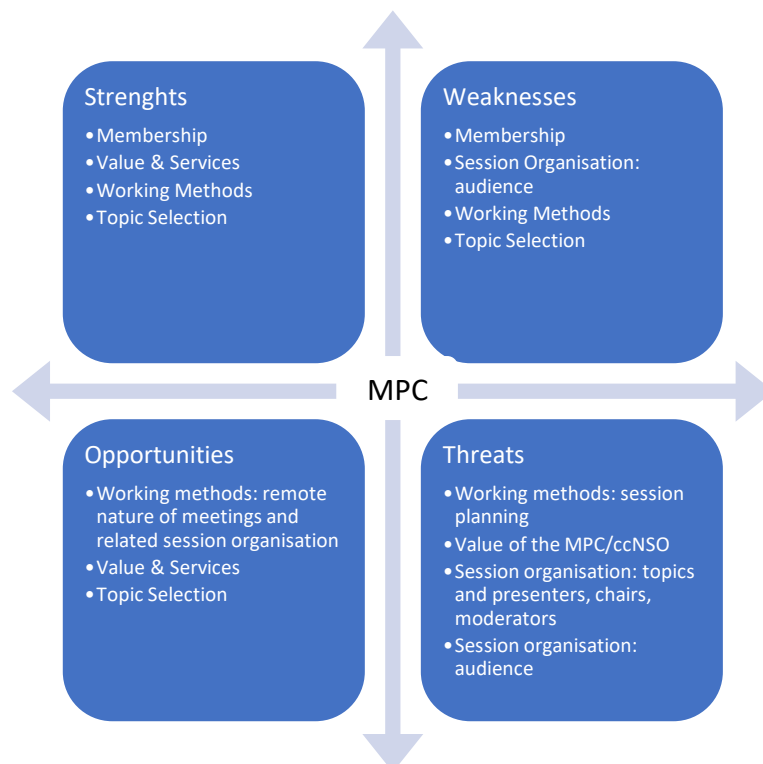## 4. How to improve the value of the MPC?

a. Analysis: Methodology

The MPC used a SWOT-analysis (Strengths, Weaknesses, Opportunities, and Threats) to assess its current position, before deciding on new measures. Via the SWOT analysis, the MPC found out what is working well, and what is not so good. As a follow-up, the group reflected on where it wants to go and how it might get there (game plan). Finally, the MPC evaluated the proposed actions against the required efforts and the expected impact. A detailed overview of the discussions, including links to meeting recordings and jam boards is included in Annex A.

Phased approach:
- MC meeting held on 11 February 2021: SWOT part 1 (Strengths, Weaknesses)
- MC meeting held on 25 February 2021: SWOT part 2 (Opportunities, and Threats)
- MPC meeting held on 11 March 2021: Game plan
- MPC meeting held on 15 April 2021: impact-effort analysis

i. SWOT

The MPC identified what it does well. The main categories have been listed under "strengths" in the graphical representation below. The MPC also identified the weaknesses, focusing on people, resources, systems, and procedures. Opportunities are openings or chances for something positive to happen. They usually arise from situations outside the MPC or even the ccNSO, and require an eye to what might happen in the future. Threats include anything that can negatively affect the MPC from the outside.

Strenghts
- Membership
- Value & Services
- Working Methods
- Topic Selection

Weaknesses
- Membership
- Session Organisation: audience
- Working Methods
- Topic Selection

MPC

Opportunities
- Working methods: remote nature of meetings and related session organisation
- Value & Services
- Topic Selection

Threats
- Working methods: session planning
- Value of the MPC/ccNSO
- Session organisation: topics and presenters, chairs, moderators
- Session organisation: audience

ii. Game Plan

Following the SWOT-analysis, the MPC discussed a game plan for the MPC: how will the MPC be able to deliver on its purpose and add to the value of the ccNSO? (see annex A). The game plan is builds on the goals or objectives and breaks them down into a detailed plan with objectives, resources available, stages, and tasks to reach the objective. Into delivering on the objective success factors that support, and any challenges the team may face (based on the SWOT analyses) are taken into account.

Current resources:	MPC
Success factors and strengths:	see SWOT
Challenges and threats:	see SWOT
Strategies:	based on the SWOT, there are 2 main areas for improvement: 1. Increase the value of ccNSO sessions for ccTLD managers. 2. Increase the involvement of MPC members
Goal	These two areas for actions should lead to (and interact with) an increase in the value of the MPC to organize ccNSO sessions for ccTLD managers
Value (see goal):	and an increase of the ccNSO as a global platform for ccTLD Managers

To follow-up on the SWOT analysis, the MPC identified actions, which should be undertaken to strengthen the purpose and value of the MPC, either by increasing the value of the ccNSO sessions for ccTLD Managers, or by increasing the involvement of the MPC members in the Committee's activities. Each of these actions have been categorized in the two strategy threads and the following details have been added:

1. Who should undertake the action?
2. What is the action about? Why undertake it?
3. How should it be done?
4. When should it be undertaken or completed?

1ˢᵗ Strategy Thread: Actions to Increase the value of ccNSO sessions for ccTLD managers
(As taken from the game plan brainstorming by MPC on 11 March)

	Who?	What?	How?	When?
1		Teaser texts for sessions	Share the teaser texts with the ccNSO members in an attractive format, leaflet-style	
2		Written content in other languages		
3		approach ccTLD managers that do not regularly participate	- Each MPC member to approach at least one ccTLD manager	
4		Collaboration with Regional organisations	- Same survey shared across ccNSO and RO channels, benchmark	
5		Reach out to newcomers	- Newcomer webinar by ccNSO Council Chair	
6		Increase the use of ccNSO content on social media, get more followers and follow-up on statistics	- teaser video ahead of the ccTLD News Session	
7		Offer trainings on how to present, moderate, chair sessions, to ensure interactive sessions		

2ⁿᵈ Strategy Thread: Increase the involvement of MPC members
(As taken from the game plan brainstorming by MPC on 11 March)

	Who?	What?	How?	When?
1		Use the skills the MPC members bring along	Make inventory of the various skillsets, and determine who is best suited for certain tasks	
2		Assign tasks to MPC members and give them a clear mandate and deliverables	MPC members to chair or moderate sessions and be overall responsible for the organisation of the session	ccTLD News Sessions, ccNSO Members Meeting

iii. Prioritizing actions: how to get "the biggest bang for the buck"?

Given the limited resources - limited time of members to spend on MPC related matters, no budget, and limited staff time - it speaks for itself that not all actions can be undertaken at the same time. To assist the MPC to manage its time and efforts efficiently, the MPC is advised to assess the various activities, based on the level of effort required and the potential impact or benefits those actions will have.

The result is a visual representation of where to best assign time and resources. Activities fall into one of four categories:

1) **Quick wins** – Give the best return based on the effort.
2) **Major projects** – Provide long term returns but may be more complex to execute, may need additional research
3) **Fill ins** – Don't require a lot of effort but neither do they offer many benefits.
4) **Time wasters** – Time-consuming activities with low impact that should be avoided.

The impact effort matrix is also referred to as an *action priority matrix*. Why use the impact effort matrix? Overall, to show the value the feature can add to the MPC and/or its services and to measure the resources you need to complete the task. More specifically:

- To rapidly identify what activities you should focus on, along with the ones you should ignore.
- To optimize limited time and resources.
- To reflect on a range of strategies and find the most efficient path to achieve goals and reduce wasted time and effort
- To get projects back on track, aligns team priorities, and identify the best solutions to a problem.

The scale of measurement can be very elaborate, using a multifactor - or simple assessment (high, middle, low. possibly none).
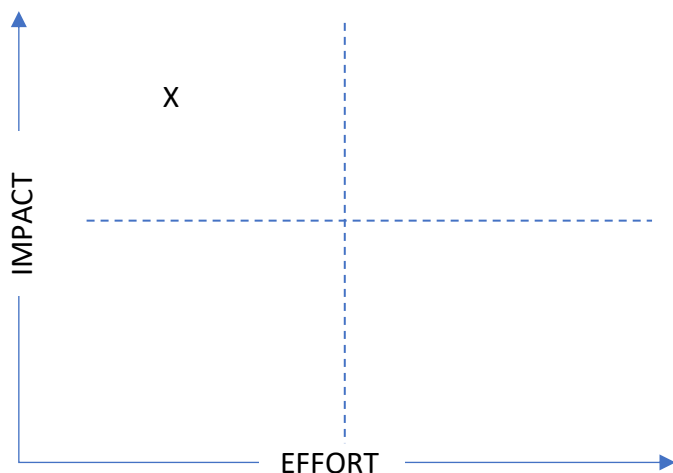
During its meeting on 15 April 2021, the MPC further completed the tables from 4.a.ii, and added 4 columns by specifying the type of impact, the impact level (high-medium-low), the effort required, and the effort level (high-medium-low), for each of the strategy threads. Once the tables have been completed, the various actions can be copy-pasted in the graphical overview below.

The impact effort matrix template plots activities against two variables:

- *Level of Effort (Horizontal Axis)* – How much time, money, resources, and capacity will be needed to achieve the desired outcome.
- *Level of Impact (Vertical Axis)* – How much value or impact the outcomes will have on the business or project.

Impact/effort matrix
(X: highest impact for the lowest effort)

b. Conclusion: MPC Strategy

To be completed after MPC meeting on 15 April 2021 at 14 UTC.

ANNEX A

Links

Jamboard 11 Feb 2021: (SWOT Part 1 - Strengths and Weaknesses)
https://jamboard.google.com/d/1wBI98CEgdxwnjRLtjpindF6KE8RwLs_jY0npmYKf6lY/edit?usp=sharing

MPC Workspace 11 Feb 2021:
https://community.icann.org/display/ccnsowkspc/11+February+2021+%7C+14+UTC

Jamboard 25 Feb 2021: (SWOT Part 2 - Threats and Opportunities)
https://jamboard.google.com/d/1Wdh1kgT_mqxqNx1z44BjTmJy8YtbrP0Q7M4oxD_e4zU/edit?usp=sharing

MPC Workspace 25 Feb 2021:
https://community.icann.org/display/ccnsowkspc/25+February+2021+%7C+15+UTC

Jamboard 11 March 2021: (Game plan)
https://jamboard.google.com/d/1bLs7nQUvEwPCr0g_iqFgDaO5dTAF4_UGLTi8klRcY-w/edit?usp=sharing

MPC Workspace 11 March 2021:
https://community.icann.org/display/ccnsowkspc/11+March+2021+%7C+14+UTC

Jamboard 15 April 2021 (Impact – Effort Analysis)
Add link

MPC Workspace 15 April 2021
https://community.icann.org/display/ccnsowkspc/15+April+2021+%7C+14+UTC