

## RESULTS OF THE ICANN66 AND 68 COUNCIL WORKSHOPS

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## 0. EXECUTIVE SUMMARY

In 2019 the Final Report of the ccNSO review was published and the WS 2 Accountability Recommendations were adopted. Related, the ccNSO Council has been focusing on what needs to be done to increase the level of interest and participation in the ccNSO to remain to be able to deliver value to the community and get the work done.

Over two Council workshops “ How to Strengthen the ccNSO” (Montreal, November 2019) and “ Strategizing about the ccNSO” (Virtual workshop, June 2020), the ccNSO Council discussed implementation of the recommendations, purpose and value of the ccNSO and the delivery on work items.

These workshops resulted in a Purpose and Value of the ccNSO statement, and a need to focus on work items that would strengthen the cooperation and discussion among the global ccTLD community.

The ccNSO delivers on the work items through its capabilities and competencies and which each have their own strengths and weaknesses. In addition, the environment in which the ccNSO acts offers opportunities and threats. Based on the SWOT analyses the most promising actions and options have been identified to address weaknesses and strengthening the ccNSO:

- Increase the level of interest (in ccNSO in general and its meetings) and number of volunteers and participants (in WGs, Committees and as Councillors).
- The redesign and re-tooling of the ccNSO Website.
- Real-time scribing of ccNSO Members Day and Tech Day meetings

As one of the Councillors noted during the Workshop in June that one of the pitfalls of conducting the last two workshops or having continues strategic conversations is navel-gazing. Reviews, strategic conversations and analyses should rather sooner than later result in actionable outcomes. It is the hope this paper provides the basis for such action.

### 1. Purpose and value of the ccNSO

The ccNSO Council is expected and committed to adopt an annual workplan. This workplan includes an overview of activities the ccNSO intends to undertake in the upcoming two-year period. Once included in the Workplan the activity is considered a priority by the Council i.e be relative urgent to complete and important. Important in this context means there is an impact on i.e an activity should add value to the ccNSO/ global ccTLD community or group of ccTLDs.

Further, one of the observations made as part of the ccNSO review is that the ccNSO’s purpose and value should be clearly articulated and communicated to current and future membership. And, related, other stakeholders do not always have a clear understanding of the ccNSO.

#### Statement Purpose and value of the ccNSO

The ccNSO provides a **global platform** for country code Top Level Domain (ccTLD) Managers to:

- Undertake policy and policy related work,
- Nurture technical cooperation and skill building, share practices and discuss topics of mutual interest and concern,
- Engage with and be informed about other stakeholders in the ICANN environment on topics of mutual interest.

In addition, the ccNSO is one (1) of the three (3) ICANN SOs and (1) of (5) DPs and is required to carry out related responsibilities required and mandated by the Bylaws.

At the June Council workshop, the vast majority of the Councillors [86 % (14)], strongly agreed or agreed with some areas [14 % (2)] with the purpose and value statement. Since June this statement has been used in all kinds of communications to the ccTLD and broader community.

Councillors were also asked whether the Council is successful in achieving its purpose 36 % or 6 Councillors strongly agree, 57 % or 6 Councillors agree that Council is successful in some areas, and 7 % or 1 disagrees. Related, 67 % or 11 Councillors strongly agree that the Council is successful in achieving its purpose and 33 % or 5, agree is successful in some areas.

The results of the polling were presented at the June 2020 Council meeting during ICANN68 (see Annex A)

## 2. A Look through the lens of Work Items

To check whether under this purpose and value statement the activities the ccNSO has agreed and is expected to undertake over the next two years can be accounted for, the list of activities was mapped against the various components of the statement. The result was that all work items could be assigned to one of the following “buckets”:

- Policy and policy related work
- Cooperation and discussion
- Engagement with other stakeholders
- Maintain and Improve platform function
- Organisational & Administrative Activities

The Council was asked which area of work items:

- serves the needs of our community and members best, and
- strengthens the ccNSO

The vast majority of the Councillors indicated that work in the area of cooperation and discussion among the ccTLDs serves the needs of the community best and strengthens the ccNSO (see Annex A for overview of the polling results)

	<i>Area of work items that serves the needs of our community and members best</i>	<i>Area of work items strengthens the ccNSO</i>
<b>Policy and policy related work</b>	14 % (2)	13 % (2)
<b>Cooperation and discussion</b>	71% (12)	80 % (13)
<b>Engagement with other stakeholders</b>	7 % (1)	0 % (0)
<b>Maintain and Improve platform function</b>	7 % (1)	7 % (1)
<b>Organisational &amp; Administrative Activities</b>	0 %	0%

## 3. Capabilities and Competencies of the ccNSO

Critical to deliver on the work items are the combination of capabilities and competencies of the ccNSO, and whether they suffice, need to be strengthened or are threatened.

The capabilities are defined as the :

- People
  - o The “volunteers”, the people who participate in WG, Committees and Council. They are a subset of the community members, limited in numbers and limited in time they can spend on ccNSO related matters (on average 2-4 hours per week).

- In addition, ICANN staff provides services to the ccNSO ( the ccNSO Secretariat, ICANN org subject matter experts (PTI, Legal, GDD, OCTO)
- Tools
  - ccNSO Website
  - WIKI space
  - Mailing lists
  - Zoom
  - Etc.

The competencies are defined as the way how the capabilities are organized to deliver on the ccNSO activities:

- WG & Committees
  - Intersessional and in person. Limited use of tools, limited participation, interactive
- Council
  - Intersessional and in person. Limited use of tools, limited participation, interactive
- ccTLD community meetings
  - attendance (120-130 attendees) 50+ ccTLDs
  - Format of the meeting focused on in person. Limited use of tools. No transcription, no translation, limited in interaction. Limited in tools
- Webinars
  - Attendance fluctuates
  - Presentations, limited in tools, limited in interaction

#### **4. Identify and address combinations of strengths, weaknesses, opportunities and threats**

As part of the discussions - starting in Montreal and recently at the June virtual workshop – weaknesses, strengths and opportunities and threats to the capabilities and competencies were identified (see Annex B).

The purpose of the exercise was to provide a basis for identifying those actions and options that would address weaknesses and strengthening the ccNSO to deliver on the work items and ultimately to achieve the purpose of the ccNSO and add value for the global ccTLD community.

This list of options and actions is extensive. It includes actions identified by the Council at its Montreal workshop, recommendations from the independent ccNSO reviewer and from the CCWG WS2 (see Annex C: overview of recommendations to improve the ccNSO). In the work items overview they are mainly assigned to the Maintain and Improve platform function.

In addition, and from another perspective, some of the actions and options are multi-faceted. They do not only address a weakness, but also leverage a strength, avoid a threat or take advantage of an opportunity. The best example, of such a multi-faceted action is the update of the ccNSO website: this has been identified as critically important to upgrade the communication with the ccTLD and broader community ( considered a weakness), leverage the strengths of the ccNSO (strengthen the platform function) and maintain unity among the global ccTLD community.

The first step to identify options/actions with a large impact on the improvement of the ccNSO is to map the different combinations of internal factors (strengths and weaknesses) and external factors (opportunities and threats) affecting the capabilities and competencies of the ccNSO. are combined.

This result in the following table, which combines the weaknesses/ strengths and opportunities and threats identified by Councillors (Annex B, separate document).

		<b>Internal Factors</b>	
		<b>Strengths</b>	<b>Weaknesses</b>
		Multi-cultural knowledge (Diversity of community) Global legitimacy to ICANN  Culture of cooperation and collaboration. ccNSO allows you to discuss many topics.  Platform for strengthening ccTLDs. WGs (MPC, SOPC,GRC, TLD-Ops. Tech Day)  Operational focus, reliability doing what it says and say what it doing Flexibility	Perception ccNSO is irrelevant Fragmented, pursuing individual interests  Immaturity as group ( start-up mentality)  Unable to tap into resources ( unwillingness/ unknown)  Lack of leadership in some areas/ participation levels  Outdated communication channels (specifically web-site as major component)  Limited use of tools
<b>External Factors</b>	<b>Opportunities</b> Easier access to community due to virtual nature of meetings  ccTLDs focused on job & support safe and secure on-line service  Easy engage community virtually  Closer relation with ROs  Increase of on-line services	ccNSO Improvement Options / Actions (Annex C) to use the strengths to take advantage of the opportunities	ccNSO Improvement Options / Actions (Annex C) Options / Actions to take advantage of opportunities by overcoming weaknesses
	<b>Threats</b> Loss of unity ccTLD community  ICANN to gTLD centric ICANN disappearing  "Economic recession/ "impact climate change mitigation"	ccNSO Improvement Options / Actions (Annex C) Options/Actions to Use strengths to avoid threats	ccNSO Improvement Options / Actions (Annex C) Options / Actions that minimize weaknesses and avoid threats

The next step is to list the options and actions identified (Annex C, separate document) in each of the following categories:

- Options / Actions to use strengths to take advantage of the opportunities
- Options / Actions to take advantage of opportunities by overcoming weaknesses
- Options/Actions to Use strengths to avoid threats
- Options / Actions that minimize weaknesses and avoid threats

**Combining Options / Actions to use strengths to take advantage of the opportunities**

Mapping the results of the two Council workshops and relevant recommendations from WS2 and the ccNSO review the following actions and options would use the strengths of the ccNSO and take advantage of the opportunities a. to deliver on the work items and on the purpose of the ccNSO and add value:

- Promote value of ccNSO / ccTLD more: value of ccTLDs. Use result of Council discussion on purpose and value to promote the ccNSO  
Actions from ccNSO review:
  - The ccNSO Council, with support from the Secretariat, should develop communications materials (including talking points) that clearly articulate the value of the ccNSO to potential new and current ccNSO members.
- Capacity Building. ICANN learn platform/ look at the material which may help. If you do not know/ quarterly training.  
Actions from ccNSO review:
  - Update ccNSO website.
  - The ccNSO Council should request to ICANN that the written ccNSO course on the ICANN Learn portal should be translated into all ICANN languages.
  - Increase the outreach and engagement efforts. Alternative instruments, such as introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees.
  - Introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees.
- More online and remote communication.  
Actions from ccNSO review:
  - Update ccNWO website The ccNSO Council should request to ICANN that the written ccNSO course on the ICANN Learn portal should be translated into all ICANN languages.
  - Increase the outreach and engagement efforts. Alternative instruments, such as introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees.
  - Introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees.

### **Options / Actions to take advantage of opportunities by overcoming weaknesses**

Mapping the results of the two Council workshops and relevant recommendations from WS2 and the ccNSO review the following actions and options would take advantage of opportunities identified by overcoming the weaknesses:

- Use virtual tools to engage with other Stakeholders. A lot of goodwill from ccTLD's - use to get more participants. Capacity Building/ Introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees.
- Update ccNSO website. Improve accessibility of documents etc.  
Actions from ccNSO review:
  - The ccNSO Council, with support from the Secretariat, should develop communications materials (including talking points) that clearly articulate the value of the ccNSO to potential new and current ccNSO members.
- Use for instance other media tools. Be active, improve communication. Be more focused. Explain what is important to us. Highlight successes and how well ccTLDs work
- Develop cooperation with Ros, for example to promote good practices. Use RO as vehicle, to help ccNSO to be more successful in individual regions, where the ccNSO is not very present.

### **Options/Actions to use strengths to avoid threats**

- Increase the outreach and engagement efforts. Alternative instruments, such as introductory and informative webinars prior to public meetings, might lower barriers to participation in working groups and committees. Show case: how ccTLDs dealt with Covid-19: addressing perceptions

- Proactive outreach. Utilising activist capacity, to build some connections.
- Promote and utilize platform function (MPC, SOPC,GRC , TLD-Ops. Tech Day) to show stability of ccNSPO & ccTLD community and its relevancy.

### **Options / Actions that minimize weaknesses and avoid threats**

- Use virtual tools to engage with community & other Stakeholders
- Maintain operational focus
- High-light successes & purpose and value of the ccNSO

### **5. How to strengthen the ccNSO? The “Biggest bang for the buck”**

Based on the mapping exercise above the following combination of actions would have the highest impact on improving the capabilities and competencies of the ccNSO and hence add most to the purpose and value of the ccNSO<sup>1</sup> and delivering on the work items:

1. Increase level of interest (in ccNSO in general and its meetings) and number of volunteers and participants (in WGs, Committees and as Councillors)<sup>2</sup>. This is to be achieved by an increase of the targeted outreach and engagement efforts<sup>3</sup>. The Council should create a standing committee which is tasked to develop and maintain an outreach framework/strategy and oversee all outreach and engagement efforts<sup>4</sup> currently undertaken by the ccNSO Council, secretariat and WGs. Such a framework should include the organization of introductory and informative webinars prior to public meetings, evolution of the ccNSO newsletter etc. Goal is to lower barriers to participation in attending meetings and participation in working groups and committees or to become a Councillor.
2. Instrumental to increase and maintain interest and participation in the ccNSO are:
  - The re-design and re-tooling of the ccNSO Website<sup>5</sup>. This website is in use “as is” since December 2010. The website structure needs to improve to allow better access to information and searchability. Tools need to be available for easier maintenance and enable more and easier updating. The “look and feel” needs to be more appealing and up to date.
  - Real-time scribing of ccNSO Members Day and Tech Day meetings would support and maintain high level of interest in ccNSO and ccNSO related meetings<sup>6</sup>.

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<sup>1</sup> Review recommendation 1, see annex C item 2

<sup>2</sup> Review Recommendation 2a, 2b and 5, see Annex C Items 26, 27, and 40

<sup>3</sup> Review Recommendation 9, See Annex C item 44

<sup>4</sup> Review Recommendations 9 and 10, Review Suggestion, WS 2 Outreach Recommendations, Council Workshop ICANN66, see Annex C Item 57, 58, 65,66, 68, 69, 71 and 99)

<sup>5</sup> Review recommendation 11, Council Workshop ICANN66 and 68, Annex C item 70,

<sup>6</sup> Review Recommendation 7, Annex C Item 45

## Annex A Polling Results June 2020 Council workshop

### Polling Purpose and Value of ccNSO Statement

- The ccNSO provides a **global platform** for country code Top Level Domain (ccTLD) Managers to:
  - Undertake policy and policy related work,
  - Nurture technical cooperation and skill building, share practices and discuss topics of mutual interest and concern,
  - Engage with and be informed about other stakeholders in the ICANN environment on topics of mutual interest.
- The ccNSO is (1) of (3) ICANN SOs and (1) of (5) DPs and is required to carry out related responsibilities required and mandated by the Bylaws.

Question 1: *Do you agree with the purpose and value as stated?*

	Start poll	End Poll
Strongly agree	71 % ( 12)	86% (14)
Agree, in some areas	29% (5)	14% (2)

Question 2: *Is the council successful in achieving its purpose?*

	Start poll	End Poll
Strongly agree	38 % (6)	36 % (6)
Agree, in some areas	56 % (9)	57 % (9)
Disagree		7 % (1)
Completely Disagree		
Don't know	6 % (1)	

Question 3: *Does the ccNSO provide value to its community?*

	Start poll	End Poll
Strongly agree	50 % (8)	67 % (11)
Agree, in some areas	50 % (8)	33 % (5)

### Polling on Area of Work Items

Work Areas identified in presentation

- Policy and policy related work
- Cooperation and discussion
- Engagement with other stakeholders
- Maintain and Improve platform function
- Organisational & Administrative Activities

Question 1: *Which area of work items serves the needs of our community and members best?*

	Start poll	End Poll
Policy and policy related work	35 % (5)	14 % (2)
Cooperation and discussion	53 % (9)	72% (12)
Engagement with other stakeholders	0 %	7 % (1)
Maintain and Improve platform function	7 % (1)	7 % (1)
Organisational & Administrative Activities		0 %

As a result of rounding off the numbers, the % does not add up to 100%



Question 2: Which area of work items strengthens the ccNSO?

	Start poll	End Poll
Policy and policy related work	24 % (4)	13 % (2)
Cooperation and discussion	53 % (9)	80 % (12)
Engagement with other stakeholders	12% (2)	0 % (0)
Maintain and Improve platform function	12% (2)	7 % (1)
Organisational & Administrative Activities	0 % (0)	0% (0)

**Annex B: Results SWOT Analyses Capabilities and Competencies ccNSO:**

<https://drive.google.com/file/d/1X4Fqco-NBcOsz72YhcrYMBSdPeiYIBE3/view?usp=sharing>

**Annex C: Overview of Recommendations, Suggestions, Actions to improve ccNSO:**

<https://drive.google.com/file/d/1qeLTqRRKzg4aYJWcjYSMyi0djN9PIj1v/view>

Note the line items marked **yellow** are in the process of discussion and implementation. The line items marked **green** are implemented.