



At-Large Review Update

At-Large Review Working Party | 18 October 2015

Agenda

1

Review Timeline &
Milestones

2

Independent
Examiner Selection
-Request for
Proposal Process

3

Review Scope of
Work, Evaluation
Criteria &
Methodology

4

Initial Assessment of
2008 Review
Recommendations
(Self-Assessment)

5

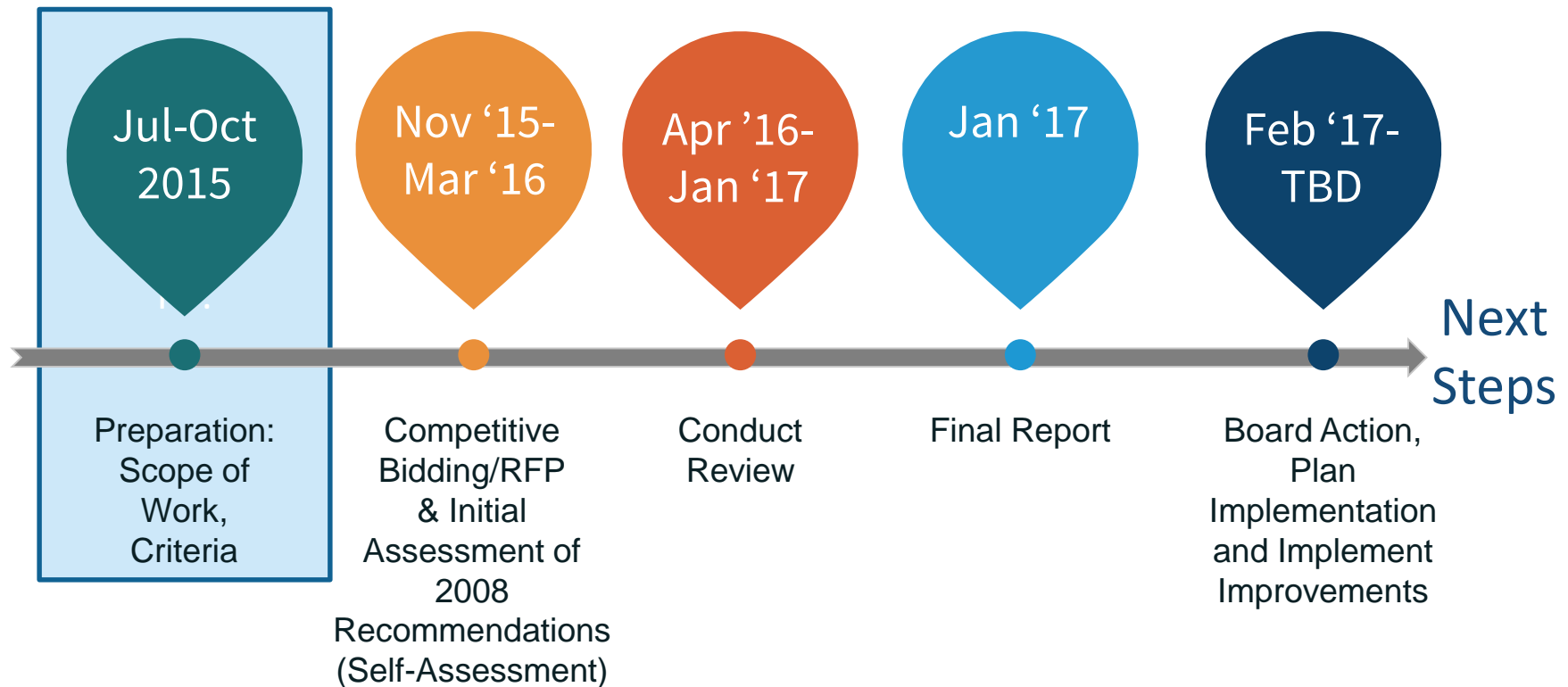
Lessons Learned

6

Useful Tools and
Resources

Review Timeline & Milestones

Proposed Timeline – High-Level



Working Party Activities:

- Feedback on Timeline, Scope of Work, Criteria and Methodology
- Initial Assessment of 2008 Recommendations (Self-Assessment)

Proposed Road Map for At-Large Review

Review plans continuously aligned with community workload and flexibility to accommodate extensions, when necessary.



Proposed Working Party Charter

Proposed Charter will be circulated to Review Team members, for review & adoption at next meeting

Liaison between ALAC
At-Large Community,
independent examiner
and OEC

Provide input on
scope of work,
evaluation criteria,
review
methodology &
selection criteria

Serve as conduit for
input from ALAC and At-
Large Community

Offer objective guidance
throughout Review to
ensure report accurately
reflects At-Large
structure, scope and
dynamics

Assist with
communication &
awareness to
encourage
participation

Coordinate preparation
of Implementation Plan
& champion
implementation of
improvements

Working Party Activities and Milestones

Oct - Nov 2015

- Adopt Charter
- Feedback on Timeline, Scope of Work, Criteria and Methodology

Nov 2015 – Mar 2016

- Initial Assessment of 2008 Recs (Self-Assessment);
- Lessons from 2008 Review

Apr 2016 – July 2016

- Input into Data Collection (Surveys & Interviews)

Apr 2016 – Dec 2016

- Assistance with Outreach & Engagement with Community

Sept 2016 – Jan 2017

- Feedback to Independent Examiner on factual accuracy, usefulness and feasibility of recommendations

Feb - Mar 2017

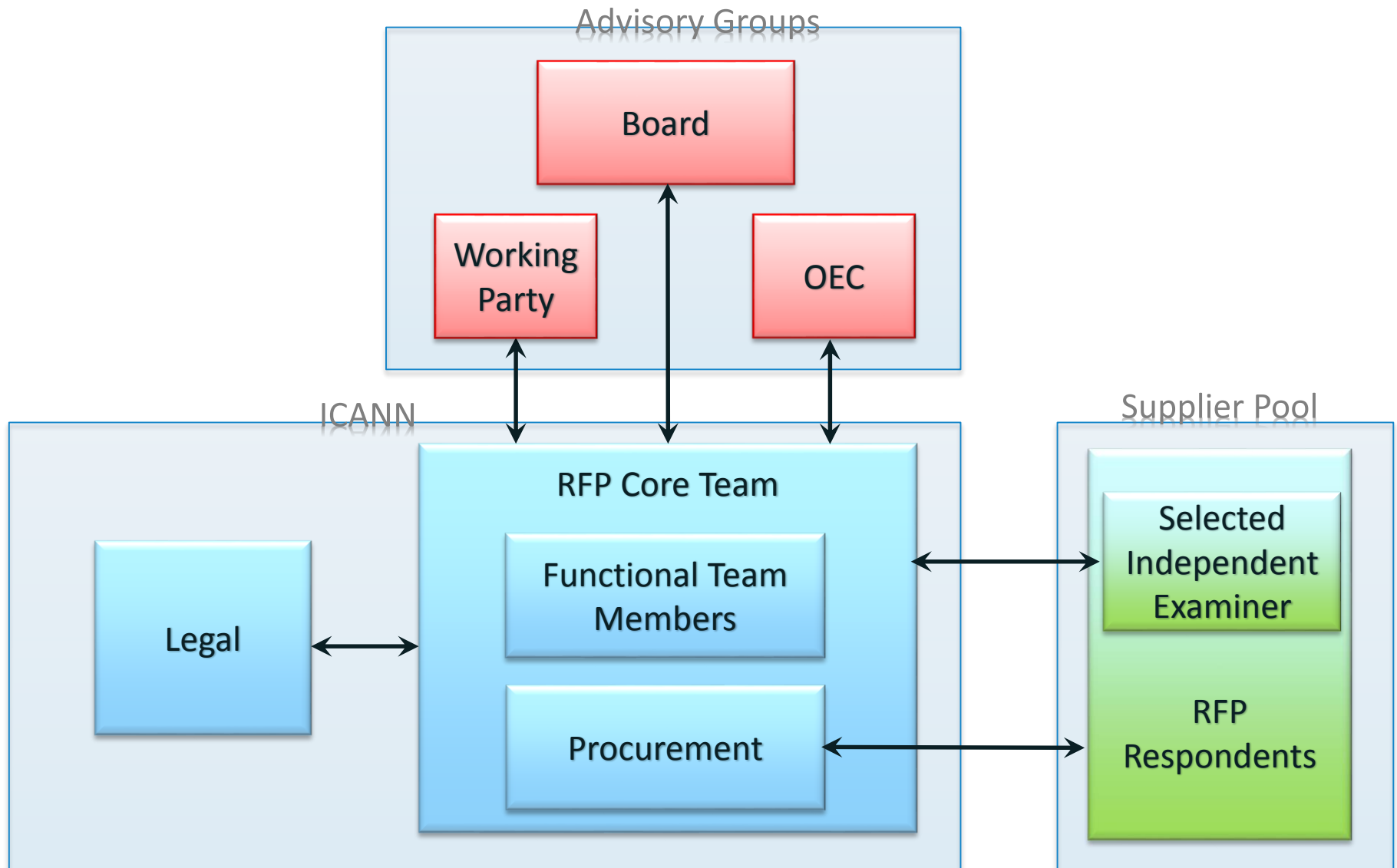
- Feasibility Assessment of Final Recommendations

Independent Examiner Selection - Request for Proposal Process

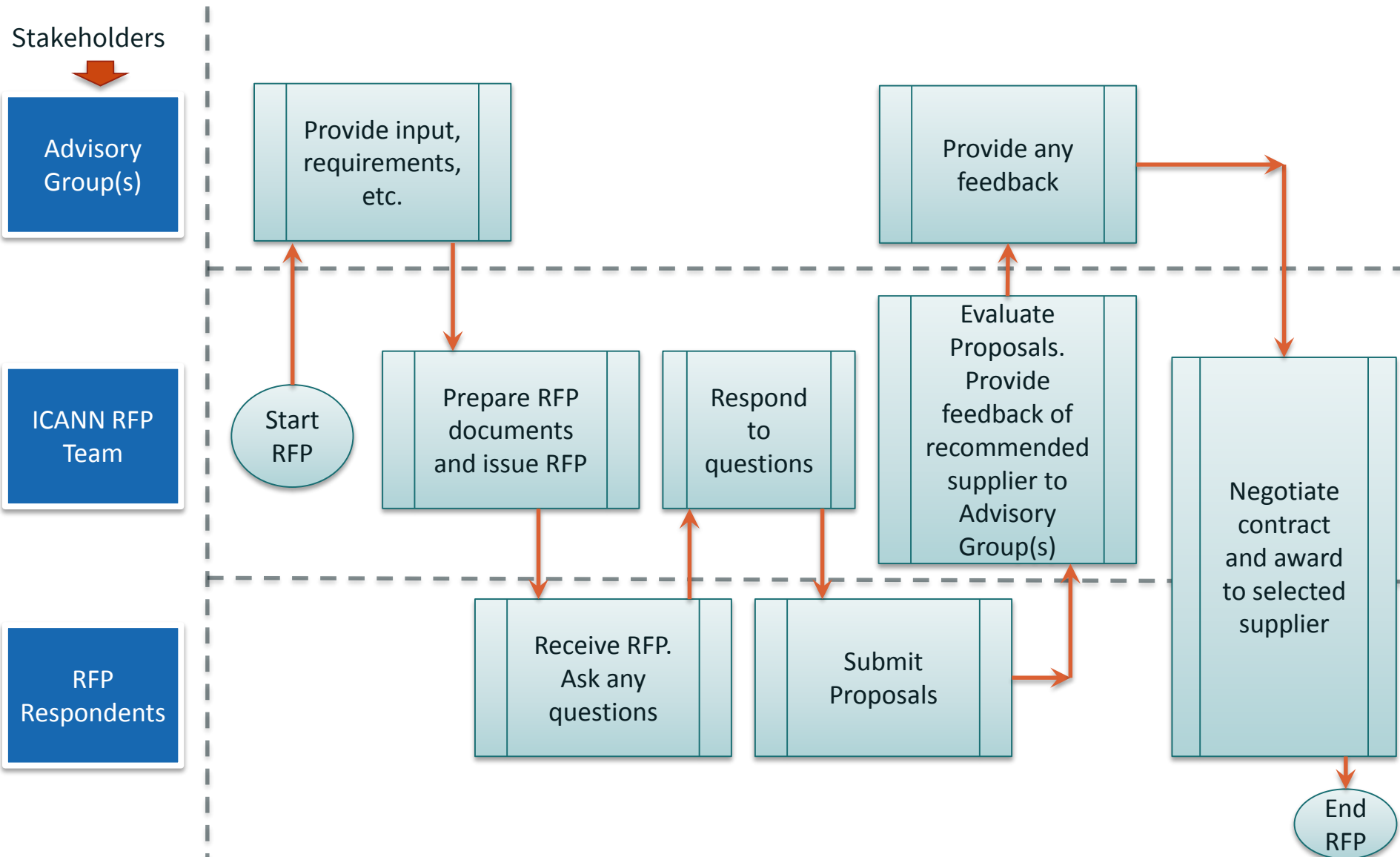
Presentation by Xavier Calvez, CFO

- ⦿ Request For Proposal: offer to bid on a scope of services
- ⦿ The threshold for conducting RFPs is US\$150K
- ⦿ If below US\$150K: situations when an RFP is warranted:
 - Key strategic projects
 - Projects having high community impact
 - High risk projects
 - Public interest projects

RFP Governance Model



RFP Process Flow



RFP Evaluation Guidelines

- ❑ **RFP Evaluation** – The RFP Core Team is responsible for conducting the evaluation of the proposals according to the evaluation criteria published in the RFP

- ❑ **Confidentiality** – It is important that the specific scoring and RFP evaluation details are kept confidential – only the RFP Core team and Legal may have access to those documents, which are filed with Procurement. The final result (i.e. name of supplier selected) may be published.
 - This is in line with standard purchasing ethics worldwide that is followed by both Fortune 1000 companies as well as smaller firms.

 - Additionally, ICANN typically has signed confidentiality documents (NDAs) with the participants as part of the RFP process – this requires that ICANN not disclose any details pertaining to the participant.

Review Scope of Work, Evaluation Criteria & Methodology

Review Scope of Work

Assess effectiveness of.....

- Improvements resulting from recommendations from last Review (2008)
- At-Large organization - ALAC, Regional At-Large Organizations (RALOs) and At-Large Structures (ALSes)

...relative to specified evaluation criteria

Review Evaluation Criteria

- Fulfilment of Mission
 - Adherence to Policies/Procedures
 - Organizational Support

- Accountability & Transparency to the Public

- Membership Processes & Participation
- Communication

- Governance & Management
- Effectiveness of Execution

- Evaluation & Measurement of Outcomes

- Effectiveness of Implementation of Prior Review Recommendations

Additional Criteria?

Proposed Independent Examiner Selection Criteria

1

Understanding of the assignment

2

Knowledge and expertise

- Demonstrated experience in conducting broadly similar examinations
- Not-for-profit experience
- Basic knowledge of ICANN
- Geographic and cultural diversity, multilingualism, gender balance
- Suitability of proposed CVs

3

Proposed methodology

- Work organization, project management approach, timelines
- Suitability of tools and methods or work
- Clarity of deliverables

4

Flexibility

- Meeting the timeline
- Ability to adjust to circumstances that could extend the review
- General adaptability

5

Reference checks

6

Financial value

7

No Conflict of Interest

Additional Criteria?

Review Methodology

- Online surveys
 - ✓ Quantitative and qualitative elements focused on evaluation criteria
 - ✓ Feedback from members of At-Large Community, interested members from ICANN community and other structures, members of the Board and staff
- Observation of proceedings
- One-on-one interviews
- Review and analysis of documentation and records

Initial Assessment of 2008 Review Recommendations (Self-Assessment)

Assessment by Working Party

Did implemented improvements address findings & recommendations of 2008 Report?

- Did it get done?
- Did it work?
- How can progress be demonstrated / quantified?
- Is additional work needed?
- Is work underway?

What significant developments have impacted or will impact the At-Large organization since the last Review?



Lessons Learned from 2008 Review

- What worked?
- What did not work as well as expected?
- What improvements should be made?



Lessons Learned from Recent Reviews

Highlights from Lessons Learned

1

Community buy-in is essential for successful implementation of improvements

2

Feedback loop & measurable improvements contribute to buy-in

3

Link Review outputs to Strategic Planning and other ICANN processes

4

Reviews of individual organizations should be aligned with ICANN strategic direction and overall structure

5

Plan thoughtfully: apply relevant elements, realistic timelines, clear directions and definitions

6

Implementation plans must contain required elements to be approved by the Board

Lessons from Recent Reviews

Community's attention, engagement & buy-in are critical

- Review Working Party role
- Coordinated communication & engagement to achieve participation
- Community buy-in and feedback loop are essential
- Coordinated review schedule in tune with community work

Operational effectiveness → readiness for strategic challenges

- Organizational Reviews comprised of different assessments/processes
- Ongoing purpose – part of the strategic planning process; link output of Reviews to Strategic Planning
- Alignment with overall structure of ICANN

Standard Policies, Procedures & Guidelines facilitate fulfillment of mandates & commitments

- Predictable, consistent and efficient application
- Include checks and balances
- Clear & understood by Community
- Cross-reference between Reviews

Project management discipline essential in reviews & implementation projects

- Widely accepted standards
- Well documented plans – timelines, milestones, resources
- Mechanism for risk management
- Plan to stretch review & implementation timeline in response to community workload

Implementation success difficult to assess without specific agreed upon success factors

- Implementation plans must contain required elements to be approved
- Shared understanding: Community, examiner, Board, Staff
- Consistently applied criteria: recommendation → implementation → assessment of effectiveness

Support for data-driven, measurable outcomes

- Measurable improvements essential to community's engagement
- Decision making
- Review methodology
- Assessment of effectiveness of improvements

Useful Tools and Resources

Wiki space for At-Large Review



Dashboard > At-Large > At-Large Workspaces > At-Large/ALAC Review Workspace > Pages

Search

Dashboard Board Res Accountability Projects GSE SOAC/E At-Large Cross Comm GNSO ccNSO AoC Language Services Registries

At-Large/ALAC Review Workspace

Create

Edit Watch Share Tools

At-Large/ALAC Review Workspace Home

Created by Ariel Liang, last modified on Mar 09, 2015 Translate

Welcome to the At-Large/ALAC Reviews Workspace!

This workspace is the hub for all updates, documents, and work related to the [ALAC/At-Large Reviews](#). Select a Page below to access the information.

[At-Large Review 2015 - 2019 \(Current\)](#)

[ALAC Review 2008 - 2012 \(Completed\)](#)

+ Expand all - Collapse all

- At-Large/ALAC Review Workspa...
- At-Large Review 2015 - 2019 (C...
 - Activities, Milestones and Statis...
- At-Large Review Working Party
- Documents and Review Backgr...
- Frequently Asked Questions (F...**
- Independent Examiner Informat...
- Meeting notes

Frequently Asked Questions – in draft

New Reviews Section on icann.org



GET STARTED

NEWS & MEDIA

POLICY

PUBLIC COMMENT

RESOURCES

COMMUNITY

IANA STEWARDSHIP & ACCOUNTABILITY

Resources

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[Nominating Committee](#)

[RSSAC](#)



Accountability

ICANN has a proven commitment to accountability and transparency in all of its practices. Indeed, ICANN considers these principles to be fundamental safeguards in ensuring that its international, bottom-up and [multi-stakeholder operating model](#) remains effective.

The mechanisms through which ICANN archives accountability and transparency are built into every level of its organization and mandate - beginning with its [Bylaws](#) and [Affirmation of Commitments](#).

ICANN Accountability Mechanisms

Accountability Mechanisms	Organizational Reviews	AoC Reviews
<ul style="list-style-type: none">ReconsiderationOmbudsmanIndependent Review ProcessDocument Information Disclosure Policy ^[1]Other Mechanisms ^[1]	<ul style="list-style-type: none">At-LargeASOccNSOGNSONominating CommitteeRSSACSSACBoard of Directors ^[2]Technical Liaison Group ^[2]	<ul style="list-style-type: none">Accountability and Transparency-(ATRT)Security, Stability and Resiliency of the DNS-(SSR)WHOIS PolicyCompetition, Consumer Trust, and Consumer Choice





Thank You