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

V9 | 28 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 as follows:
- 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 as part of the ccNSO Members meeting. Representatives of the MPC also actively participate in discussions on high-level scheduling of ICANN meetings.

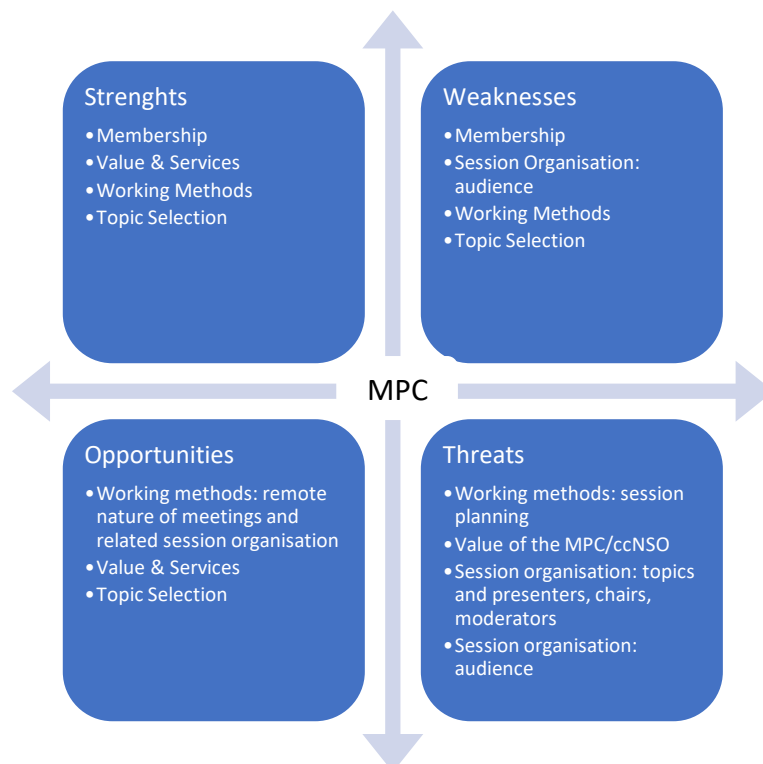## 4. How to improve the value of the MPC?

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"?

About the exercise

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 was advised to assess the various activities, based on the level of effort required and the potential impact or benefits those actions will have.

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 result is a visual representation of where to best assign time and resources.
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.

Overall, the activities fall into one of four categories:

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

MPC findings regarding the impact-effort analysis.

During its meeting on 15 April 2021, the MPC further completed the tables from 4.a.ii, and added 4 columns by specifying the impact level (high-medium-low), and the effort level (high-medium-low), for each of the strategy threads. The various actions have then been copy-pasted in the impact effort matrix.

Group 1

- *Strategy 1, Action 1: Teaser texts for sessions*
A designated MPC member or MPC small team prepares a leaflet ahead of the ccNSO Members Meeting, or ccTLD News Session. The leaflet should have an attractive format, distributed in a timely manner, and the content should be shared via social media.
  ⇨ High to medium impact, high to medium effort

- *Strategy 1, Action 2: Written content in other languages*
A designated MPC member or MPC small team prepares session invites and teasers in other languages than English.
  ⇨ High impact, medium to low effort

- *Strategy 1, Action 3: outreach to ccTLD managers that do not regularly participate*

No concrete action suggested
  - ⇨ High impact, uncertainty regarding the level of effort

- *Strategy 2, Action 1*

MPC to identify the skillsets of the MPC memberships and create small teams that will be held accountable for certain sub-tasks.
  - ⇨ High impact, low effort

Group 2

- *Strategy 1, Action 5: Outreach to newcomers*

Secretariat verifies the accuracy of the ccNSO members mailing list subscriptions
  - ⇨ High impact / Medium effort

- *Strategy 1, Action 5: Outreach to newcomers*

MPC formulates a recommendation to ICANN's meetings team to stream the ccNSO sessions at ICANN public meetings via Youtube
  - ⇨ Medium impact / Low effort

- *Strategy 1, Action 6: Information-sharing via social media*

MPC prepares teaser videos for the ccTLD News session
  - ⇨ Low impact / Low effort

- *Strategy 2, Action 2: Assign tasks to MPC members*

A designated MPC member or MPC small team suggests candidates for the respective roles of session chair, moderator and presenters during a particular ccNSO members meeting session.
  - ⇨ High impact / Low effort

- *Strategy 2, Action 2: Assign tasks to MPC members*

A designated MPC member or MPC small team writes a post-meeting report
  - ⇨ High impact / Low effort

- *Strategy 2, Action 2: Assign tasks to MPC members*

A small team within the MPC organizes the ccTLD News Sessions, including launching a call for presenters, and all follow-up communications with presenters
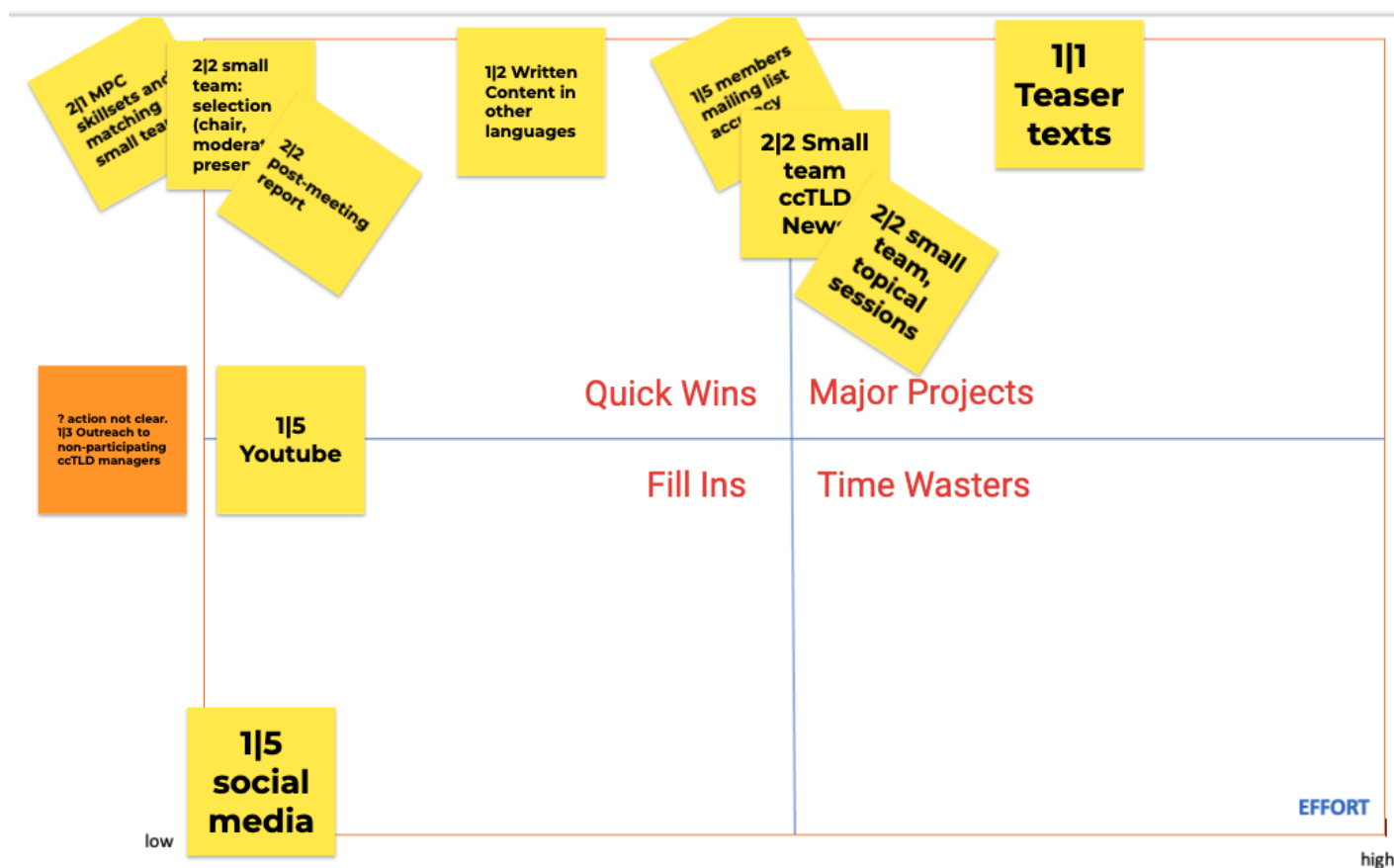 - ⇨ High impact / Medium effort

- *Strategy 2, Action 2: Assign tasks to MPC members*

A small team within the MPC organizes topic-specific ccNSO members meeting sessions, including a statement regarding the session goal and desired outcomes, a suggestion regarding the session flow, and the role of all involved (presenters, moderator, session chair)
  - ⇨ High impact / Medium effort

Graphical representation, discussions by both groups:

The following post-it notes appear on an Effort/Impact matrix:

- 2|1 MPC skillsets and matching small team
- 2|2 small team: selection (chair, moderator, presenters)
- 2|2 post-meeting report
- 1|2 Written Content in other languages
- 1|5 members mailing list accuracy
- 2|2 Small team ccTLD News
- 2|2 small team, topical sessions
- 1|1 Teaser texts
- ? action not clear. 1|3 Outreach to non-participating ccTLD managers
- 1|5 Youtube
- 1|5 social media

Quadrants: Quick Wins | Major Projects | Fill Ins | Time Wasters

Axis: low ... high — EFFORT

Summary (Strategy number | Action number):

Quick wins
- 2|2 MPC small team prepares post-meeting report
- 2|2 MPC small team suggests session chair, moderator, presenters
- 2|2 identification MPC skillsets and create small teams

Potentially:
- 1|2 Have written content in other languages

Major projects
- 1|1 Teaser texts
- 2|2 MPC small team: topical sessions
- 2|2 MPC small team: ccTLD News
- 1|5 members mailing list accuracy

Fill ins
- 1|5 Promote sessions via social media
- 1|5 Stream ccNSO Members Meeting sessions via YouTube

Time wasters
- none

b. Conclusion: MPC Strategy

Quick wins

The following actions were identified that should be implemented as soon as possible:

1. Identify the skillsets of the MPC members (Who? 1 or 2 MPC members to do)
2. Identify sub-tasks (see suggestions below) (Who? At least some experienced MPC members, and others)
3. Once 1 and 2 are completed: create small teams for certain sub-tasks, based on the skillsets

Examples sub-tasks:
- A designated MPC member or MPC small team suggests candidates for the respective roles of session chair, moderator and presenters during a particular ccNSO members meeting session.
- Small team to write a post-meeting report

Needs more planning

To improve understanding of the impact and efforts required, additional discussion and planning will be needed in time around the following actions:

Who to do? MPC members
- Prepare teaser texts
    - Have written content in other languages
- Small team: ccTLD News
- Small team: Topical sessions

Who to do? Secretariat
- Accuracy mailing list

ANNEX A

- **SWOT Part 1 - Strengths and Weaknesses**

Jamboard 11 Feb 2021
https://jamboard.google.com/d/1wBl98CEgdxwnjRLtjpindF6KE8RwLs_jY0npmYKf6lY/edit?usp=sharing
MPC Workspace 11 Feb 2021:
https://community.icann.org/display/ccnsowkspc/11+February+2021+%7C+14+UTC

- **SWOT Part 2 - Threats and Opportunities**

Jamboard 25 Feb 2021
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

- **Game plan**

Jamboard 11 March 2021
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

- **Impact – Effort Analysis**

Jamboard 15 April 2021
https://jamboard.google.com/d/1_Vg8ka0oBZtpzYKP4itf2zcUk3Ss2ZsvrJQlsJawdgE/edit?usp=sharing
MPC Workspace 15 April 2021
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