

MEAC-SWG Performance Report

April 2017

Introduction

As required by the Middle East and Adjoining Countries-Strategy Working Group (MEAC-SWG) [charter](#), the group is mandated to issue a report every six months that measures its performance against the criteria specified in the charter. To fulfill this task, a number of working group (WG) members volunteered to help assess its performance during the first six months (1 July 2016 – 31 December 2016), and produced this report, which has been approved by the members through rough consensus.

The report reviews the performance of the group based on the deliverables stated in the charter, in addition to other subjective items identified by the charter and measured by the group through a performance survey sent out to all members and observers. The first section of the report examines the achievements in relation to the required deliverables, the second part analyzes the performance survey and its results, while the third and fourth sections include the conclusion and recommendations, respectively.

Deliverables

The MEAC-SWG has fulfilled all required deliverables as stipulated in the charter, namely:

1. A three-year strategic plan

[The three-year strategic plan](#) was developed in a transparent, bottom-up process, and was deliberated extensively by members of the group. It was published publicly and received comments from the broader Internet Corporation for Assigned Names and Numbers (ICANN) community. After taking those comments into account, the final strategy document was formally approved by the group by rough consensus on 9 December 2016.¹

2. Implementation plan

An [implementation plan for Year 1](#) was prepared by ICANN staff and deliberated extensively before being approved by rough consensus on 30 December 2016.

3. A review mechanism for the implementation of the strategic plan

¹ It also reflects the [three pillars](#) of ICANN's technical engagement strategy as well as the ICANN [Strategic Plan](#) for fiscal years 2016 – 2020.

A [review mechanism](#) was suggested by MEAC-SWG Chair Walid Al-Saqaf, and was approved by rough consensus in February 2017.

4. A regularly updated wiki page

ICANN staff has maintained and updated a formal [public wiki page](#) with all the required information, including documents and archived messages, teleconference calls recordings, and discussions.

5. A framework for executing the strategy

The strategy execution framework was properly formulated within the [strategic plan](#) itself, and included a timeline and action plan.

6. A special matrix for keeping track of the activities in countries experiencing instability

On 25 January 2017, ICANN staff first published an [implementation plan review spreadsheet](#) containing a matrix that keeps track of implementation plan activities in all countries, including countries facing instability issues – namely Afghanistan, Iraq, Libya, Somalia, Syria, and Yemen. This document is subject to regular updates to reflect progress of the various activities outlined in the implementation plan.

Performance Survey

In an effort to measure the performance of the working group on subjective items mentioned in the MEAC-SWG charter, WG members and the chair initiated a performance review survey. The survey questions were formed through a collaborative, bottom-up process, and approved by the WG members. The survey was then disseminated to all members and observers of the group. The responses to the survey were based on the experiences of the members and observers with regard to the group's work in relation to the following items: reflecting the multistakeholder model, transparency, engagement, working methods, group outcomes, implementation, and respecting the bounds of the mission and scope. The survey was prepared and published by WG member Michael J. Oghia on 22 February 2017 and closed on 3 March 2017.

Survey Results

- 17 MEAC-SWG members and observers took the survey out of a total of 54 members and observers. The response rate was 31.48% (based on the number of responses divided by the total number of members and observers listed on the MEAC-SWG community page²).

² See: <https://community.icann.org/pages/viewpage.action?pageId=59642230>.

- 35.3% of the responses were from respondents who indicated that they hail from the technical community.
- Every stakeholder group was represented, and the MEAC represented countries included: Egypt, Iran, Jordan, Lebanon, Pakistan, Palestine, Tunisia, and Turkey.
- All 17 participants indicated that they clearly understood the mission as defined in the MEAC-SWG charter.
- 16 participants (94.1%) indicated that they are completely or mostly satisfied with the group's outcomes so far.
- 15 participants (89.7%) said the group worked either completely or mostly in a multistakeholder bottom-up manner, not a top-down fashion.
- At least 8 of the participants said the tasks of the individual focus areas of the strategy were totally sufficient to achieve the overall mission of the working group.
- 1 participant said that the tasks of focus area one of the strategy were mostly insufficient to achieve the overall mission of the working group, while 2 participants said that the tasks of focus areas two and three of the strategy were mostly insufficient to achieve the overall mission of the working group.
- 16 participants said the group was either completely or mostly open and transparent.
- There was less consensus regarding the question: "How well are you aware of the strategy's activities, who is implementing them, and the stakeholders targeted or involved?" 6 of the survey respondents said that they were completely aware, five mostly aware, 5 somewhat aware, and one totally unsure. A total of 6 participants indicated that they were silent members, of which 3 said that officially communicating in English limited their engagement in a small way, while one participant said it limited his/her engagement in a moderate way.

The [full results](#) of the survey (with all names or identifying information redacted) are found as an annex to this document as well as a PDF on the MEAC-SWG community page.

Conclusion

- The MEAC-SWG has fulfilled all of the required deliverables as stipulated in the charter.
- With regard to the performance of the group in relation to reflecting the multistakeholder model, transparency, engagement, working methods, group outcomes, implementation, and respecting the bounds of the mission and scope, we conclude from the received results of the performance survey that, overall, the MEAC-SWG has stayed within the requirements of the charter. We should re-emphasize here, however, that only 31.48% responded to the survey, which could suggest lower than expected engagement. It should also be noted that less consensus was noticed with regard to the awareness of the implementation activities and the stakeholders involved.

Recommendations

1. The MEAC-SWG should investigate the reasons for having inactive members and work toward spurring more engagement from the current members and observers.
2. The MEAC-SWG should consider a charter amendment to admit new active members that could support those members who have been doing most of the work. The amendment could create some new roles that may be defined within the charter and assigned based on rotations (for finite periods) in order to give the opportunity to all members to take an active role. For example, roles may be created for taking the lead within each stakeholder group, heading call meetings, conducting a performance review, creating a survey, coordinating with ICANN staff, etc.
3. The MEAC-SWG should attract more engagement and new contributors, as well as pay attention to diversity balance in terms of stakeholder, country, gender, and age. The WG should also help new contributors get more actively involved in the group's work.
4. Among other means, the MEAC-SWG should take advantage of annual and regional ICANN meetings to invite new contributors to join the WG.
5. The MEAC-SWG should find ways to raise awareness among the group of the implementation activities and the stakeholders involved.
6. One of the strategies to attract more contributors or observers to the MEAC-SWG is to create incentives for new contributors to join the working group, whether they are from stable countries or those experiencing instability.

7. The MEAC-SWG should map the local issues and context of each country before adding new members to the WG in order for it to operate more efficiently.
8. The MEAC-SWG should share simple statistical information about the group itself (such as an infographic), including distribution based on gender, participants' level of engagement (active, inactive, etc.), age groups, represented countries, etc.
9. The MEAC-SWG wiki should have a "resources" section where relevant local content and resources provided by ICANN can be linked. Members and observers of the MEAC-SWG would then be able to recommend the content in this new section.
10. If resources allow it, the MEAC-SWG should publish its documents in relevant regional languages in order to attract more participants. This may depend on whether the wiki platform supports different languages or at least some of them or not, as well as the availability and willingness of WG members to translate the documents.

Appendix I: 1 July - 31 December 2016 Review Survey Results

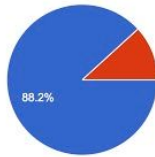
17 responses

[View all responses](#) [Publish analytics](#)

Summary

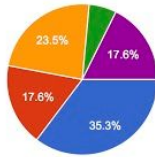
Personal information

Are you a member or an observer?



Member	15	88.2%
Observer	2	11.8%

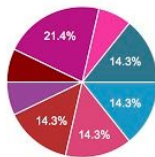
Your stakeholder group



Technical community	6	35.3%
Government	3	17.6%
Civil society	4	23.5%
Private sector	1	5.9%
Academia	3	17.6%
Other	0	0%

Your name (redacted for privacy reasons)

Your country of primary residency

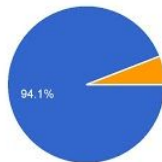


Afghanistan	0	0%
Algeria	0	0%
Bahrain	0	0%
Comoros	0	0%
Djibouti	0	0%
Egypt	2	14.3%
Iran	2	14.3%
Iraq	0	0%
Jordan	2	14.3%
Kuwait	0	0%
Lebanon	1	7.1%
Libya	0	0%
Mauritania	0	0%
Morocco	0	0%
Oman	0	0%
Pakistan	1	7.1%
Palestine	1	7.1%
Qatar	0	0%
Saudi Arabia	0	0%
Somalia	0	0%
Sudan	0	0%

Syria	0	0%
Tunisia	3	21.4%
Turkey	1	7.1%
United Arab Emirates	0	0%
Yemen	0	0%
Other	2	14.3%

Participants' understanding of the requirements and working methods as indicated in the charter of the MEAC-SWG

Did you read the MEAC-SWG charter?



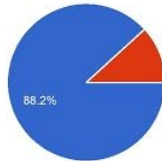
Yes	16	94.1%
No	0	0%
I don't know/I have no opinion	1	5.9%

In your opinion, is the mission defined in the charter of the MEAC-SWG working group clear?



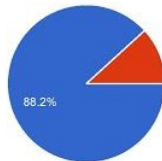
Yes	17	100%
No	0	0%
I don't know/I have no opinion	0	0%

Are roles of those that are part of the MEAC-SWG - as per the charter - clear to you?



Yes	15	88.2%
No	2	11.8%
I don't know/I have no opinion	0	0%

Are the working methods to achieve the tasks of the MEAC-SWG clear to you?



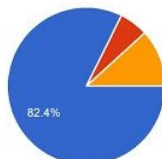
Yes	15	88.2%
No	2	11.8%
I don't know/I have no opinion	0	0%

Please leave any additional comments or feedback about the MEAC-SWG charter.

I need to know, what are the needs of region mentioned in mission section also the obstacles need to be removed ... and in Scope section, where to find more details about items 3and 4? And my third question is about deliverables as in my understanding are all reached now, I want to recognize the results better but it is unclear to me...

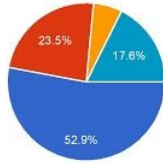
Deliverables

Are the deliverables of the group clear to you?



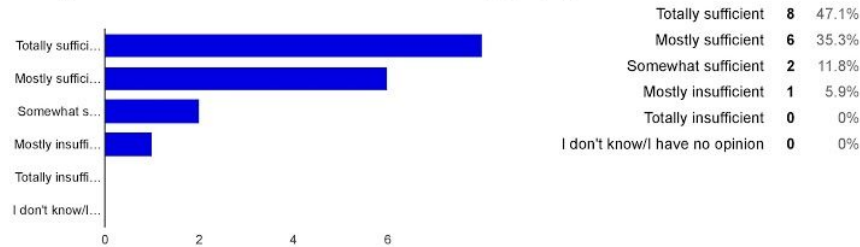
Yes	14	82.4%
No	1	5.9%
I don't know/I have no opinion	2	11.8%

In developing the three year strategic plan for the 2016-2019 period, how adequately in your opinion did the group take into consideration the evaluation of the strategy of the last working group (2013-2016)?

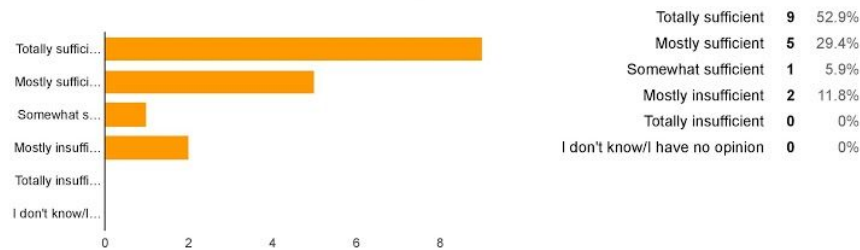


Response	Count	Percentage
Completely adequately	9	52.9%
Mostly adequately, but should have done more	4	23.5%
It did a moderate job in taking the earlier evaluation into account	1	5.9%
It largely missed taking the evaluation into consideration	0	0%
It totally ignored the evaluation	0	0%
I don't know/I have no opinion	3	17.6%

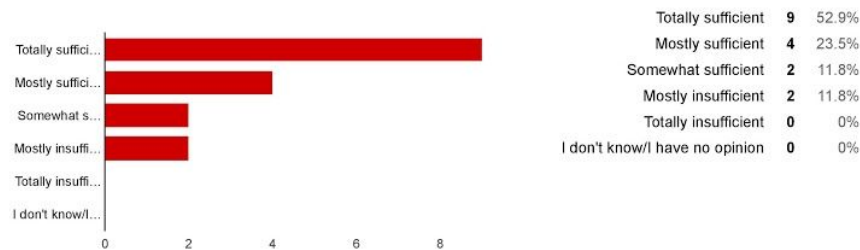
FA1: Improve the DNS infrastructure [How sufficient do you think that the tasks of the individual focus areas of the strategy are to achieve the overall mission of the working group?]



FA2: Improve the DNS market [How sufficient do you think that the tasks of the individual focus areas of the strategy are to achieve the overall mission of the working group?]



FA3: Raise awareness about ICANN's role [How sufficient do you think that the tasks of the individual focus areas of the strategy are to achieve the overall mission of the working group?]



If you think that any improvements should have been made to any of the tasks within one or more of the focus areas, please suggest them here and clearly indicate the task(s) and their relevant focus area.

As stated in the charter, it seems that the need to some sub-committees specially in technical areas is required because most of the active members of the working group are not from a technical background and this part is being dismissed.

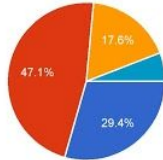
Totally sufficient if achieved as planned. No suggested improvements per se otherwise I would have suggested them in time of the strategy, but there are multiple other national factors that may affect the outcome of the strategy implementation differently, and those are out of the WG's hands or control.

Please leave any additional comments or feedback about the group's deliverables.

charter should be amended in order to clearly define the role of Observers and Members and ICANN staff Roles , when Members or Observers should join the group

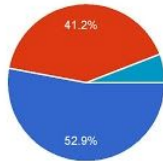
The group's performance

Overall, how effectively did the MEAC-SWG work as a group to achieve its mission as per charter?



Completely effective	5	29.4%
Mostly effective	8	47.1%
Somewhat effective	3	17.6%
Effective to a limited degree	0	0%
Not effective at all	0	0%
I don't know/I have no opinion	1	5.9%

Overall, how satisfied are you with the outcome of the group so far?



Completely satisfied	9	52.9%
Mostly satisfied	7	41.2%
Somewhat satisfied	0	0%
Satisfied to a limited degree	0	0%
Not satisfied at all	0	0%
I don't know/I have no opinion	1	5.9%

If you are not completely satisfied, what outcome(s) would you have wanted to see that were not realized?

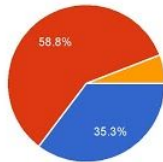
Only a minority of members are active. This has resulted in having most of the work done only by a few dedicated members.

Few members contributed to the work, while the many others either very busy or become a SWG member for personal reasons.

If you answered the previous question, what are the reasons for which the group was not able to realize the desired outcome(s) in your opinion?

Some members joined just for the sake of joining perhaps or may have not been motivated to help for some reason.

Do you consider yourself a silent member (a member who does not engage in meetings or discussions)?



Yes	6	35.3%
No	10	58.8%
I don't know/I have no opinion	1	5.9%

If you answered "Yes" to the previous question, what could be done to help you contribute to future discussions?

I'm very busy with my own businesses and unlike many guys in the group whose job is working in this area my job is totally different.

Despite this, I tried several times to keep up with the conversations in the mailing list but lost in many many (sometimes irrelevant and +1) emails. My suggestion is dividing the group into smaller teams in which people can interact with each other faster and better and focus on specific topics and be more effective and active.

The time of the meetings were not at all suitable in the context of my work, so following-up on discussions and what was decided is not always that simple. I kept following all the documents and giving inputs where I could, but not as much as I wanted to.

I need to read more , about the group and the achievements compared to what were planned, very soon i will be able to give my comments.

It is my problem, the group has been very open to my contributions.

more inclusion efforts and help by the most advanced & experienced members

Please leave any additional comments or feedback about the group's performance?

Increasing our visibility to help Fahd, Baher, and the ICANN Istanbul office, specifically at ICANN/Internet governance/DNS-related events, could be a good way to boost our outreach.

I think there should be easier to find tangible results of this 4 year process, I am sure there is but it is not so clear to newcomers as me...

Not everyone was actively involved in the group's work, but those who were involved worked effectively and efficiently complementing each other's work, competence, and availability. Of course it would have been better to have everyone equally involved but still we should not regret having so many silent members, if they were hopefully benefiting from following the work of the group and reading all messages and documents. Maybe next time we should make clearer the option of joining as an observer.

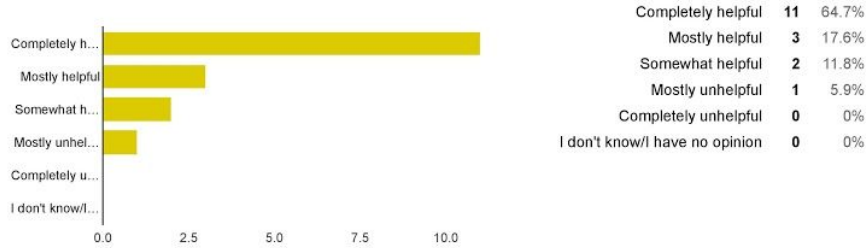
The personal and professional decency and dignity that the members (and leaders) treat each other with surpasses that of some other professional organizations and committees. I think this is an important contributor to the group's progress so far.

A lively and hard-working group

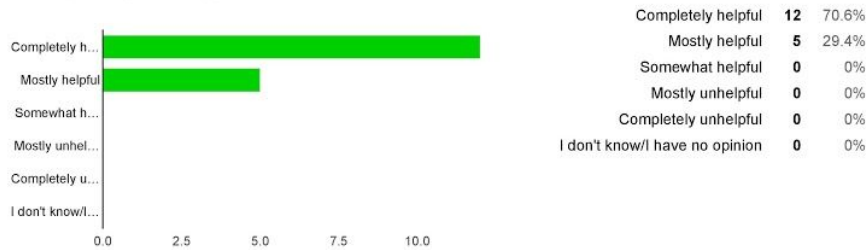
The performance of the group is so good and I guess they will do very good job in the coming tasks too.

MEAC-SWG working methods

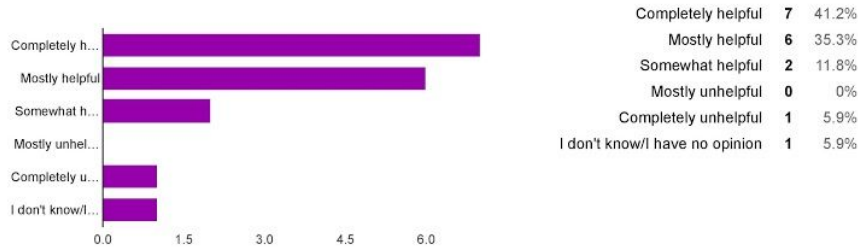
Email discussion list [How helpful to you were the following tools used in the working methods needed for strategy development process?]



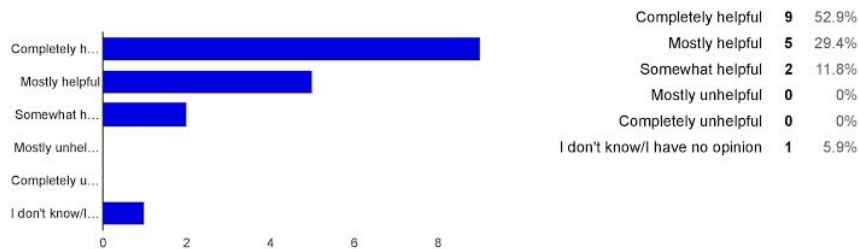
Google docs [How helpful to you were the following tools used in the working methods needed for strategy development process?]



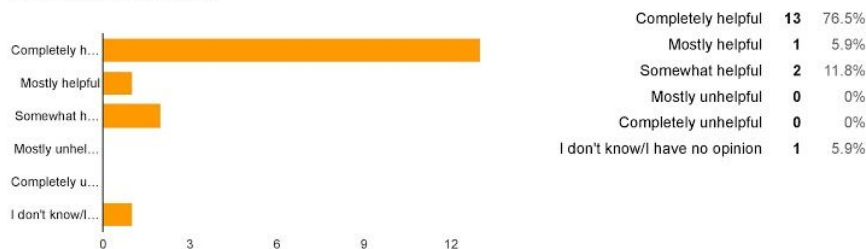
Official calls (meetings) [How helpful to you were the following tools used in the working methods needed for strategy development process?]



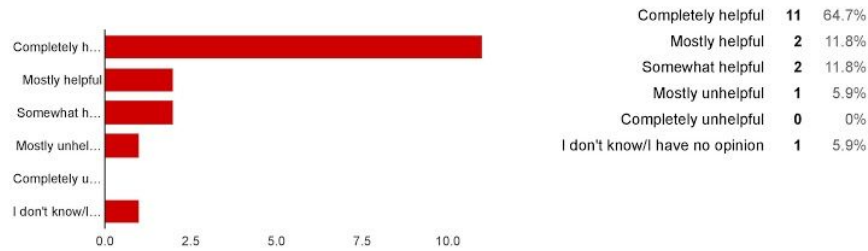
Diagrams (LucidChart) [How helpful to you were the following tools used in the working methods needed for strategy development process?]



Doodle scheduling [How helpful to you were the following tools used in the working methods needed for strategy development process?]



Wiki [How helpful to you were the following tools used in the working methods needed for strategy development process?]



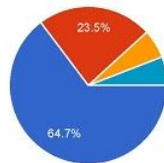
Any suggestions to make the tools more helpful and to improve the strategy development process?

I think the results can be shown in infographs...

Having various tasks of the WG in a tool like Trello where everyone can keep track of can help a lot in my opinion. I'm ready to help on this if needed.

All tools were extremely helpful specially that they are not alternatives to each other. It is important to start using the right tool at the right time for the right purpose. In my view, I think google docs should be used at a stage where a certain level of agreement has been achieved and the remaining is only a matter of fine tuning the drafting not to start agreeing on concepts and principles, otherwise the comments become too messy and hard to follow. I liked very much the LucidChart as they provided an overall view through diagrams that are worth a thousand words :), but they were not easy to comment on, and I believe members did not contribute actively until a text version was made available for commenting purposes, then reflecting the comments on the diagram again for a holistic view.

In your opinion, to what degree did the MEAC-SWG work in a multistakeholder instead of a top-down fashion?

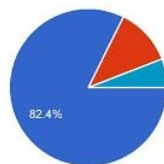


Response Category	Count	Percentage
Completely multistakeholder, no top-down	11	64.7%
Mostly multistakeholder, with minor instances of top-down	4	23.5%
Sometimes it was multistakeholder, sometimes top-down	1	5.9%
Mostly top-down and little multistakeholder	0	0%
Completely top-down, no multistakeholder	0	0%
I don't know/I have no opinion	1	5.9%

If you said it was not completely multistakeholder in the previous question, please state the reasons for thinking so.

The very minor instances by ICANN staff due to their experience of the earlier strategy implementation.

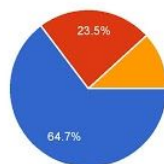
In your opinion, how transparent and open was the MEAC-SWG operated?



Response Category	Count	Percentage
Completely transparent and open	14	82.4%
Mostly transparent and open	2	11.8%
Sometimes it was transparent and open, sometimes it wasn't	0	0%
Mostly non-transparent and not open	0	0%
Completely non-transparent and closed	0	0%
I don't know/I have no opinion	1	5.9%

If you answered by saying that the work group was not fully transparent and open, please state the reasons for thinking so.

In your opinion, how clearly was the MEAC-SWG email discussion list moderated?

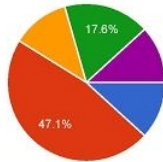


Response Category	Count	Percentage
Completely clear	11	64.7%
Mostly clear	4	23.5%
Sometimes it was clear, sometimes not	2	11.8%
Mostly not clear	0	0%
Completely unclear	0	0%
I don't know/I have no opinion	0	0%

If the moderation of the email discussion list (usually by the Chair) was not clear, do you have any suggestions for improvement?

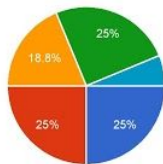
As I said, email is an old fashioned to manage tasks and things. We need some modern approaches.
 No suggestions for improvement, in fact I believe the chair used to leave members discuss freely and intervened to conclude or converge views at the right point in time.

How many of the online meetings did you attend?



All	2	11.8%
Most	8	47.1%
Just about half	2	11.8%
Less than half	3	17.6%
None	2	11.8%
I don't know/I have no opinion	0	0%

Did you listen to the recordings and/or read the minutes of the meetings that you missed (if any)?



All	4	25%
Most	4	25%
Just over half	3	18.8%
Less than half	4	25%
None	0	0%
I don't know/I have no opinion	1	6.3%

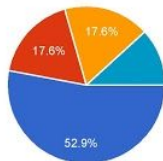
If you missed any meetings and did not select "All" in the previous question, what were the challenges that prohibited you from listening to the recording and read the minutes (if any)?

My busy life schedule
 Personal timing, unfortunately. Also lack of availability on different platforms. For example if I could have the offline recordings on my phone I would listen to more sessions in my spare time (Commuting, weekends, vacations, ...)
 it is not very clear recording, i am having troubles listening
 I felt like I could get a lot of the material by following the email discussions closely
 work duty
 job duty

Any suggestions to improve how regular official meetings are scheduled and conducted?

I think 3 weeks / a meeting is enough.
 Should be one outside office hours for those who have regular jobs
 working on doodle agenda

In your opinion, how satisfactory - overall - was the decision-making process on the discussion email list (usually driven by the Chair)?

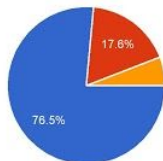


Completely satisfactory	9	52.9%
Mostly satisfactory	3	17.6%
Somewhat satisfactory	3	17.6%
Mostly unsatisfactory	0	0%
Completely unsatisfactory	0	0%
I don't know/I have no opinion	2	11.8%

Any suggestions to improve the decision-making process?

More polls and surveys instead of endless arguments in mailing list.
 No suggestions, I believe the chair was able to hit the right balance, leave members to discuss freely and drive discussions to consensus in a timely and efficient manner.
 there should be distance meeting to discuss and take decisions

To what degree did the use of English as the official communication language limit your engagement within the group?



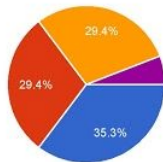
It did not limit my engagement at all	13	76.5%
It limited my engagement in a small way	3	17.6%
It limited my engagement moderately	1	5.9%
It limited my engagement severely	0	0%
It totally prevented me from engagement	0	0%
I don't know/I have no opinion	0	0%

Any comments you have about the current methods and are there other method(s) you suggest?

I think word documents using track changes, also serve as a good tool to be utilized as appropriate.

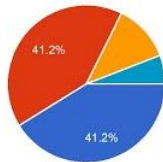
Implementation plan

How well are you aware of the strategy's activities, who is implementing them and the stakeholders targeted or involved?



Totally aware	6	35.3%
Mostly aware	5	29.4%
Somewhat aware	5	29.4%
Mostly unaware	0	0%
Totally unaware	1	5.9%
I don't know/I have no opinion	0	0%

In your opinion, how suitable are the chosen metrics - indicated in the review mechanism - in measuring progress of the implementation plan?



Totally suitable	7	41.2%
Mostly suitable	7	41.2%
Somewhat suitable	2	11.8%
Mostly unsuitable	0	0%
Totally unsuitable	0	0%
I don't know/I have no opinion	1	5.9%

If you did not answer "Totally suitable" to the previous question, what other suggestions do you have for improvement of the metrics to measure progress?

Defining some clear KPIs that can indicate the progress and achievement level is required; otherwise, people's different tastes will be involved which is not good.

Despite the fact that the WG did its best to choose the most suitable, indicative and measurable metrics, it's always hard to attribute the figures, numbers and/or statistics achieved, solely to the strategy, but this is the best at hand.

I think we should add KPI's to evaluate and measure the performance

study and survey will be very useful in our case

adding the number/amount of partnerships or cooperation with relevant entities from the region, this in my opinion reflects the size of the community engagement

What else can be done to realize the goals of the implementation plan?

Good to have a weekly brief of the different on going activities.

Find ways / mechanisms to engage effectively all the group members and observers

Asking the community in surveys, polls, open meetings and etc to hear the voice of people other than the members inside the circle of this working group.

Keep track of and work hard on the implementation and have a ready mechanism to collect and measure all the set metrics.

Number of daily responses

