

Organizational Effectiveness Committee Activities Report

30 June 2025

Section I: Completed Activities¹ – Q1 through Q2 2025

Item	Description	Completion Date	Status
Pilot Holistic Review (PHR) (Source: ATRT3 Recommendation 3.5)	Background: The PHR is tasked with developing the guidelines and methodologies for a future Holistic Review as part of implementation of the Third Accountability and Transparency Review Team (ATRT3) Recommendation 3.5. <u>April 2022</u> - The Board directed ICANN org to initiate the first Holistic Review as a pilot. <u>March 2022</u> - A Terms of Reference (ToR) Development Team was assembled. <u>April 2024</u> - The ICANN Board took action to initiate the Pilot Holistic Review. <u>September 2024</u> - The PHR Team held its inaugural meeting. Progress: The OEC held a working session with the PHR Co-Chairs on 11 February to discuss the issues preventing the PHR team from progressing on its work. ICANN org briefed the Board and the SO/AC Leadership on the status of the PHR at ICANN82. The PHR Co-Chairs sent a letter to the SO/AC Leadership on 24 March summarizing their conversations with the SO/AC Leadership and the	19 May 2025	Current Status: The Board considered community feedback from ICANN82, the PHR Leadership correspondence, SO/AC correspondence, and the OEC's recommendation on a path forward for the PHR at its 3 May workshop. On 19 May, the Board resolved to conclude the PHR and directed ICANN org to develop a plan for community dialogue for ICANN Reviews. Next Steps: The Board expects to take critical input from the community dialogue, including an engagement session at the ICANN84 Public Meeting, to inform future design of reviews that are fit for the purpose of assessing ICANN's accountability, transparency and effectiveness. The OEC will assess the need for a CIP specific review following the conclusion of the pilot CIP cycle (estimated at 3 years) and make its recommendation to the Board.

¹ Review-related projects and Charter amendments have long life-cycles, with multiple phases and durations. For the purposes of this reporting, completed activities include milestones and achievements that demonstrate progression of this work by phase.

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	former ATRT3 Chairs at ICANN82 and recommending next steps to resolve the stalemate.		
Evolution of Organizational Reviews into a Continuous Improvement Program (CIP)-- Development of the CIP Framework (Source: ATRT3 Recommendation 3.6)	The Third Accountability and Transparency Review (ATRT3) Recommendation 3.6 calls for Organizational Reviews to be evolved into a Continuous Improvement Program (CIP). The Board directed ICANN org to implement a pilot Continuous Improvement Program in collaboration with the community before a Bylaws amendment is completed. A Continuous Improvement Program Community Coordination Group (CIP-CCG) convened in January 2024 to develop a framework for implementation of ATRT3 Rec. 3.6.	02 July 2025	• The CIP-CCG published a draft CIP framework for Public Comment on 21 November 2024. • ICANN org tracked Public Comment submissions through the closure of the proceeding on 17 January 2025. • ICANN org presented an update on the implementation of the CIP to the OEC in April 2025. • CIP-CCG published responses to Public Comment feedback in May 2025. • The Board resolved on 19 May to continue the deferral of Organizational Reviews until the conclusion of one cycle of the CIP is completed. • The CIP-CCG incorporated Public Comment feedback and is expected to finalize the CIP Framework documents at a final meeting on 2 July 2025.

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Item	Description	Completion Date	Status
Reviews Risk Assessment	The Board requested ICANN org produce a Risk Assessment to analyze the current state of ICANN Reviews at its 2023 Brussels Workshop. ICANN org presented the Risk Assessment to the Board at its 2023 Istanbul Workshop to inform upcoming Reviews related decisions. The internal document identified strategic, legal, accountability, reputational and procedural risks to ICANN and proposed mitigations for the Board to consider.	Completed	The Reviews Risk Assessment work was overtaken by the Board's decision to initiate cross community work to redesign reviews. This work will ensure reviews are fit for the purpose of assessing ICANN's accountability, transparency and effectiveness.
Second Organizational Review of the NomCom (NomCom2) Implementation - NomCom Rebalancing	The OEC recommends broader Board involvement (including, but not limited to, the Board Governance Committee) to address issues that impact NomCom rebalancing, due to the interplay of ICANN governance and potential Conflict of Interest (COI) concerns. Relevant Links: 2022 NomCom2 Final Report 16 MAR 2023 Board Resolution 10 SEP 2023 Board Resolution Bylaws Amendments and Documents to Implement the NomCom2 Review Please refer to the NomCom Review community wiki page and ICANN.org page for additional information.	Completed	- In June 2024, the Board agreed to organize a follow-up Board discussion regarding the purpose of the NomCom and potential paths or alternatives to rebalancing at a future Board Workshop. - As the implementation of the NomCom2 recommendations is closed, the proper ownership of this item should be further assessed with the Board as a whole, as it is not clearly remaining with the OEC mandate.

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Section II: In-Progress Activities

Item	Description ²	Target Completion Date	Status
Second Organizational Review of the RSSAC (RSSAC2) Implementation	The second Organizational Review of the Root Server System Advisory Committee (RSSAC2 Review) was completed in 2018 with the submission of the Independent Examiner's Final Report. The Board took action on 12 June 2022 to defer the Third Review of the Root Server System Advisory Committee. The RSSAC submitted its final RSSAC2 Review implementation report in June 2022. The Board took action on 22 September 2022 to acknowledge completion of the RSSAC2 Review, and requested status updates on the progress of the Root Server System Governance Working Group (RSS	Ongoing (Timing is dependent on the progress of the GWG)	- The RSSAC conveyed to the OEC that the RSS GWG directly report on its progress, rather than the RSSAC. The OEC replied to RSSAC via ICANN correspondence for clarification. The RSSAC and OEC acknowledged that Recommendation 6a from the RSSAC2 Review is considered complete and can be closed. - Next steps: RSSAC in collaboration with RSS GWG to update the OEC on the conclusion of work and impact on the Recommendation 1a.

² Description of Review activities, for which the OEC provides oversight.

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	GWG). Per the final report, Recommendations 1a and 6a are dependent on the progress of the RSS GWG, which has revised its 2022-23 work plan. Recommendation 6a has been completed since then.		
Operating Standards of Specific Reviews	- Over the course of recent Specific Review cycles, the community, Board, and ICANN org have identified areas that posed challenges to the ability of Specific Reviews to effectively fulfill their purpose. - To address the identified areas, ICANN org developed a set of proposed improvements to Operating Standards for Specific Reviews it submitted for Public Comment on 23 December 2024.	Deferred	Comments received included suggestions to undertake broader consultation before proceeding further toward adoption of this set of updates. - The set of updates, or refinements thereof, will not be presented to the Board for adoption at this time. - The 19 May 2025 Board direction to initiate work to design a review program that is fit for the intended purposes of enhancing ICANN's accountability, transparency, and effectiveness may significantly impact this project in the future.
Fourth Accountability and Transparency Review (ATRT4) - Initiation	On 29 April 2024, the Board deferred the ATRT4 by no more than twelve months and directed ICANN org to provide an update on the status on the implementation of ATRT3 Recommendations to inform its decision.	Deferred	On 19 May 2025, the Board resolved to continue deferring the ATRT4 pending the community dialogue that will focus on what commitments and other work of ICANN should be reviewed.

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Community Dialogue on ICANN Reviews	- On 19 May 2025, the Board directed the organization to initiate work to design a review program that is fit for the intended purposes of enhancing ICANN's accountability, transparency, and effectiveness. - The first step is a community dialogue to develop a shared understanding of the areas and issues for which reviews will enhance ICANN's accountability, transparency and effectiveness. - At ICANN83, the SO/AC Leadership discussed a possible way forward to address concerns the ATRT4 deferral is generating. - SO/AC Leaders suggested a Bylaw amendment to add a transitional provision to Section 4.6 to: 1) create a one-off "Review of Reviews," and 2) suspend all other Reviews until such time as this is done. Discussion of the proposal also included adding a potential safeguard to note that existing review obligations would come back into force should the one-off review not have concluded by a set date.	To Be Determined	- After ICANN83, the SO/AC Leaders continue to engage in internal conversations to identify a formal request from the community to the Board, and are expected to reconvene in early July 2025 to continue their conversations. - The org is developing plans for a community dialogue that will be shared with the OEC.

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Continuous Improvement Program (CIP) Pilot Implementation (Source: ATRT3 Recommendation 3.6)	The Third Accountability and Transparency Review (ATRT3) Recommendation 3.6 calls for Organizational Reviews to be evolved into a Continuous Improvement Program (CIP). The Board directed ICANN org to implement a pilot Continuous Improvement Program in collaboration with the community before a Bylaws amendment is completed. A Continuous Improvement Program Community Coordination Group (CIP-CCG) convened in January 2024 to develop a framework for implementation of ATRT3 Rec. 3.6. Upcoming activities: ● 2025: CIP Assessment Period 1: Estimated to begin upon adoption of the Framework (estimated July 2025) and Conclude in July 2028 (3 years). The results of the CIP assessment(s) will inform the Holistic Review. Second assessment would begin in 2028 and run through mid-2031. ● July 2028: After completion of one (1) CIP cycle (3 years), the Board considers whether to resume Organizational Reviews or replace them with the CIP.	July 2028	● ICANN org is working with SOs, ACs, and NomCom to plan for implementation of the CIP pilot. ● ICANN will provide the OEC updates on progress of the pilot as appropriate.

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Second IANA Naming Function Review (IFR2)	IFR2 began its work in October 2023. Activities are anticipated to take 24 months (estimated completion October 2025). Throughout the course of the review, the OEC is responsible for review and oversight of the review activities. Alan Barrett serves as the Board liaison to the IFR2.	October 2025	• The IFR2 has completed its final report containing four recommendations. The report has been adopted by full consensus of the IFR2. • ICANN org will brief the OEC on the IFR2 recommendations at the 17 July meeting. • Before the final report is ready for Board action, the GNSO and ccNSO councils must each consider and approve the recommendations that call for amendments to the IANA Naming Function Contract. This step is anticipated to take place in July / August. The Board will then have 45 days from the latter approval to consider the IFR2 recommendations. • Board action on the IFR2 recommendations is anticipated in September 2025.
Improved GNSO Stakeholder Group and Constituency Charter Amendment Process	The Generic Names Supporting Organization (GNSO) charter amendment process has been updated to reflect the continuous evolution of the ICANN community, ongoing implementation of Specific Review recommendations, and the review role of ICANN Board. These improvements will streamline charter revisions and allow GNSO Stakeholder Groups and Constituencies to continue their focus on policy development.	Ongoing	• There are currently no GNSO Stakeholder Groups or Constituencies revising their charters. This presents an opportunity to implement the revised process approved by the OEC in 2022. ICANN org will brief the current OEC on expected next steps.

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Implementing Board approved Specific Reviews recommendations	The ICANN org pages include the latest status on implementation of Specific Reviews recommendations: Third Accountability and Transparency Review (ATRT3) Competition, Consumer Trust, Consumer Choice Review (CCT) Registration Directory Service Review (RDS-WHOIS2) Second Security, Stability, and Resilience of the DNS Review (SSR2) .	Ongoing	• The OEC continues to oversee the progress of implementation conducted by ICANN org. • The ICANN Specific Reviews Q1 2025 Quarterly Report contains more information on efforts.
Enhancing ICANN Accountability - Work Stream 2	Refer to the implementation Home page on community wiki for the latest status on org and community implementation of recommendations.	Ongoing	• The OEC continues to oversee the progress of implementation by ICANN org and the community. • The Q4 2024 report is available here. • The Q1 2025 report is expected to be published by the end of June 2025.

Current Status of Reviews:

Please note that the current status of Reviews is available on the recently updated community wiki pages at <https://community.icann.org/category/accountability>