

Organizational Effectiveness Committee Activities Report

31 December 2025

Section I: Completed Activities¹ – Q3 through Q4 2025

Item	Description	Completion Date	Status

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	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.

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.

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

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	of the RSSAC2 Review, and requested status updates on the progress of the Root Server System Governance Working Group (RSS 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.		Public Comment proceeding closed on 22 September 2025. The RSS GWG is considering comments on its draft report. - RSSAC in collaboration with RSS GWG to update the OEC on the conclusion of work and impact on the Recommendation 1a.
Operating Standards of Specific Reviews	- ICANN org developed a set of proposed improvements to Operating Standards for Specific Reviews it submitted for Public Comment on 23 December 2024. Comments received included suggestions to undertake broader consultation before proceeding further toward adoption of this set of updates. - 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.	Deferred	The Review of Reviews work may involve future discussion on Operating Standards, as relevant. The OEC continues to follow the Review of Reviews work.
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. - On 19 May 2025, the Board resolved to	Deferred	The ATRT4 is deferred pending the Review of Reviews. The OEC continues to follow the Review of Reviews work.

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	continue deferring the ATRT4 pending the community dialogue that will focus on what commitments and other work of ICANN should be reviewed.		
Review of 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.	4Q26	- On 5 September 2025, the Board approved the charter for the Review of Reviews Cross Community Group (Reviews CCG) and appointed James Galvin and León Sanchez to represent the Board on the Reviews CCG. - The OEC continues to follow the progress of the Review of Reviews work.
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:	3Q28	4 SOs/ACs have begun implementation of their respective CIP efforts. - ICANN org is continuing to support implementation by offering resources (e.g., templates and checklists) and support (e.g., workshops, survey development, data analysis, etc), as needed. - ICANN org will provide the OEC updates on progress of the pilot as appropriate. - The Board will assess the CIP pilot following the conclusion of one CIP cycle (estimated at 3 years).

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	● 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.		
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	● Following the OEC discussion during the 25 August meeting, ICANN org opened a Public Comment proceeding on 10 September 2025. ● The Public Comment proceeding closed on 5 November 2025 and ICANN org published a summary report on 17 December 2025. ● ICANN org will recommend the OEC approve the amended process for ICANN Board consideration in March 2026.

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Implementing Board approved Specific Reviews recommendations	The ICANN org pages include the latest status on implementation of Specific Reviews recommendations, including links to quarterly reports: 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.
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 latest updates on the status of each WS2 recommendation are available within the WS2 Q3 2025 report.
Second IANA Naming Function Review (IFR2)	The second IFR was convened by the ICANN Board by resolution on 10 September 2023. The IFR2 has completed its Final Report containing four recommendations for which the ICANN Board took action on 14 September 2025. ICANN org will implement the actions as directed by the ICANN Board in the 14 September 2025 Board resolution and Scorecard.	Ongoing	- The Final Report contained four recommendations and four incidental findings. - ICANN org is designing the implementation of the recommendations, as well as the actions to address the four findings and two comments. - At the OEC meeting on 12 Dec 2025, ICANN org provided a brief update on Recommendation 4 that is asking to update the cadence of the regular IFRs from the

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			current cadence of five years from the convening of the prior IFR to a new cadence of every five years, measured from the date the prior IFR team submits its report to the ICANN Board. ICANN org prepared a Board paper for the OEC's consideration, to recommend to the Board the initiation of the Fundamental Bylaws Amendment Process, in furtherance of implementation of IFR's Recommendation 4. The OEC agreed to recommend to the Board the initiation of the Fundamental Bylaws amendment process.

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>