

Review of Reviews Second Draft Report

Review of Reviews Cross Community Group

12 November 2026

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Preface

About the CCG

The Review of Reviews Cross Community Group (Reviews CCG) was chartered to manage a fundamental evaluation of reviews set out in the ICANN Bylaws, "as a whole system, including their implementation, and propose a refreshed system of reviews"[1].

A total of 20 members participate in the Reviews CCG:

- Two members from each ICANN Supporting Organization (SO) and Advisory Committee (AC);
- Two members from the ICANN Board;
- Two members from ICANN org;
- Two Expert Advisors identified by the Reviews CCG.

The Reviews CCG welcomes 57 observers who contribute to discussions and drafting.

Further background information on the Review of Reviews project is available in Appendix A - Background.

About the Second Draft Report

The proposed refreshed system of reviews presented in this report is intended to reflect the input, feedback, and perspectives gathered throughout the first three phases[2] of work, and the Public Comment on the First Draft Report released on 25 June 2026.

While the Second Draft Report was not initially envisioned in the Reviews CCG work plan, the Reviews CCG continued refining its thinking throughout the first public comment period, testing and adjusting its design and approach as discussions progressed and issues were identified.

Considering the significant iterative work undertaken, the Reviews CCG informed Nominating Groups on 12 August 2026 of its wish to engage stakeholders on a second draft report. The second iteration would address Public Comment received on the first draft but also reflect the evolution and refinement of the CCG's approach resulting from its ongoing deliberations. On 5 October 2026, the Reviews CCG submitted a request for extension along with an updated work plan.

The Second Draft Report builds on the Public Comments received on the First Draft Report, and ongoing Reviews CCG discussions. It includes clarifications and detail on specificities of the refreshed reviews model, associated processes, and features additional elements such as a proposed timeline. For more information on how the Reviews CCG addressed Public Comment on the First Draft Report, please refer to Appendix D - How Refreshed Proposal Addresses Public Comment.

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[1] https://icann-community.atlassian.net/wiki/spaces/CDOR/pages/454459443/Charter

[2] According to charter, phases of work are as follows:

- Phase 1 - Fact Finding
- Phase 2 - Analysis and Development of Proposals
- Phase 3 - Finalization of Proposals
- Phase 4 - Public Consultation, Finalization of Proposals and Decision-Making by ICANN SOs and ACs

The publication of this Second Draft Report marks the beginning of a second Public Comment phase.

What's Next

The CCG will develop the final report, taking into account the comments and input received during the second Public Comment period and through other avenues, as appropriate. The CCG will carefully review and consider this feedback to ensure that the final report addresses any issues and concerns raised during the Public Comment period.

The final report will be submitted to each SO/AC for confirmation of support and submitted to the ICANN Board, along with the documentation of support, for next steps. The Reviews CCG anticipates the final report will be delivered in time for ICANN88, in March 2027.

Executive Summary

The Reviews CCG was chartered to conduct a fundamental evaluation of ICANN's review system as a whole, including the effectiveness of existing reviews, their implementation, and the extent to which the current framework continues to meet the needs of the ICANN community.

Drawing on extensive community engagement, fact-finding and analysis, the Reviews CCG concludes that ICANN should retain a strong review system, while significantly improving how reviews are initiated, scoped, coordinated and implemented.

The Reviews CCG recommends replacing the current collection of periodic reviews with a refreshed framework built around two scheduled reviews: an Accountability and Transparency Review and a Structural Review, supported by a flexible On-Demand Review Framework. As part of this refreshed framework, the Reviews CCG also recommends conducting two standalone reviews to address specific review needs that are not intended to form part of the recurring review cycle; a review of the Pilot Continuous Improvement Program and a review of selected aspects of the 2026 new gTLD Program round.

Finally, the Reviews CCG recommends the establishment of a facilitation committee (the "Reviews Scoping Committee" or "RSC") to serve as a central coordination mechanism for the refreshed framework.

The proposed model is intended to strengthen accountability, improve strategic oversight, make more effective use of community and organizational resources, and ensure that reviews remain focused on issues of greatest importance to ICANN and its mission.

Section 1 – Proposed Definition of Purpose of Reviews

The purpose of reviews is to assess whether ICANN is fulfilling its Mission according to its Bylaws, Articles, Commitments, Core Values, and Article 3 transparency obligations ("Transparency Obligations") and, where needed, to recommend changes and/or improvements to ICANN's processes, procedures, and/or structures to ensure those goals.

Significant consideration and deliberation have gone into the development of the proposed definition, supported by multiple opportunities for community input and discussion throughout the process.

While the Reviews CCG carefully evaluated a range of perspectives and approaches, there was agreement to maintain a clear and streamlined overarching definition and structure with the necessary specificity and detail grounded within the individual reviews being recommended, allowing each review to remain appropriately tailored to its particular purpose, scope, and objectives.

Section 2 – Nature of Reviews

A review cannot interfere with, substitute for, or otherwise replace a policy development process. While a review may assess the effects or effectiveness of an existing policy, it should not be used as a vehicle to mitigate, relitigate, pre-empt, or influence matters of policy development.

A review should focus on existing and sufficiently established processes, tools, and mechanisms. It may assess processes, tools, or mechanisms introduced since the previous review where they have been in place for a sufficient period to allow for meaningful evaluation based on experience and evidence. Accordingly, ongoing pilots or initiatives that have not yet had sufficient time to demonstrate their effects should generally not be reviewed until they have concluded or reached an appropriate level of maturity.

Where a review identifies an issue that may warrant policy development or policy changes, it may recommend that the matter be considered by the appropriate SO. Any determination as to whether and how to initiate or pursue policy development would remain with the relevant SO and its process.

Section 3 – Reviews Scoping Committee

3.1 Rationale

To support a more strategic, sustainable, and efficient review process overall in the future, the Reviews CCG recommends the establishment of a RSC to serve as a central coordination mechanism across the refreshed ICANN Reviews framework.

The Reviews CCG views this mechanism as an important safeguard against the challenges that have historically affected the Reviews system, including review fatigue, overlapping review activities, backlog of recommendations in implementation, competing demands on limited community and organizational bandwidth, and the resulting strain on resources.

By providing a transparent, cross-community coordination mechanism for looking across the Reviews landscape as a whole, the intent is to move away from reviews being planned and launched in isolation and toward a more coordinated and sustainable system. This use of the RSC is intended to help ensure the reviews system remains both manageable and effective, making effective use of available community and ICANN org capacity and resources.

3.2 Focus

The Reviews Scoping Committee (RSC) is a **chartered process management and facilitation body** and has **no decision-making authority**.

Its role is to **coordinate and prioritize review related activities for** ICANN Supporting Organizations (SOs) and Advisory Committees (ACs)' **endorsement**.

The RSC acts as a **liaison** among the community, ICANN organization (org), and the ICANN Board, across the refreshed ICANN Reviews framework, on matters related to review planning and scoping, including feasibility assessment.

The RSC conducts its work through **transparent activities and deliberations**.

Recommending a Scope for the Scheduled Accountability and Transparency Review

The RSC collects topics proposed by community groups and the ICANN Board, assesses the proposed topics and prioritizes them in light of Public Comment and a feasibility assessment to establish a slate for community endorsement. The RSC also determines whether the collectively prioritized topics should be addressed by one integrated ATR Community Review Team or complemented with a Sub Community Review Team(s). See section 4.1.1.4 for more information.

Recommending a Deferral of the Scheduled Reviews (Accountability and Transparency Review and Structural Review)

The RSC may also elect, when justified, to recommend deferral of the Accountability and Transparency Reviews and Structural Reviews under the applicable framework and criteria, to maintain operational feasibility. Deferral recommendations are submitted to the SO/ACs for their endorsement. See section 4.1.1.5 and section 4.1.2.4 for more information.

Coordinating On-Demand Review Requests

When the RSC receives requests for an On-Demand Review, it performs a feasibility assessment that involves screening review topics against established criteria, assessing dependencies, overlapping initiatives and ongoing work.
The RSC also considers the budgetary and resource implications of the proposed review to help ensure that it can be accommodated within available funding and within community and ICANN org capacity. The RSC makes a recommendation for the SO/ACs' endorsement. See section 4.2.2 for more information.

Determining Need for a Consequential Effects Review

Following approval of structural changes by an SO or AC, resulting from an On-Demand Review or independently, the RSC is responsible for assessing whether a Consequential Effects Review is warranted through the On-Demand Framework and to making a recommendation for SO/AC's endorsement. See section 4.2.3.4 for more information.

Resources

The RSC assesses resource availability and timing considerations to support effective prioritization across the broader reviews landscape. In carrying out its coordination role, the RSC would seek to ensure that reviews are appropriately sequenced and resourced, taking into account competing demands, capacity constraints, and other review activities.

This role is not intended to replace or encroach upon the Board's or ICANN org's respective fiduciary, budgetary, or operational responsibilities. The RSC's planning and prioritization would therefore be informed by, and operate within, available budget and resource parameters, with the aim of ensuring that reviews are undertaken in a responsible, proportionate, and sustainable manner.

Liaising with ICANN org and Board

The RSC is the body that confirms whether applicable SO and AC support thresholds and procedural requirements have been satisfied. It submits SO- and AC-endorsed scoped review topics, supporting rationale, and proposed charters to the ICANN Board for consideration and action.

The RSC collaborates with the ICANN organization on feasibility assessments.

3.4 Operational Framework

The Reviews CCG recommends the establishment of a charter for the RSC that documents its transparency obligations and procedures.

Composition

The RSC comprises:

- the Chair, Vice Chair, or Council member of each SO or AC or in the event of capacity concerns, a designated delegate of the SO or AC;
- A liaison from the ICANN Board;
- A liaison from ICANN org; and
- For scoping of ATR, ATR leadership from the immediately preceding ATR.

ICANN Board and ICANN org have a liaison role when taking part in any discussions and resulting recommendations for SO/AC endorsement.



Representing Groups' Views

Representatives act on behalf of their respective groups, voicing their group's views in RSC discussions and serving as active liaisons between the RSC and the group they represent.

Representatives are expected to engage regularly and meaningfully with their groups to seek input and report back on RSC discussions and developments. In bringing input to the

RSC, representatives should, to the extent possible, synthesize the views and perspectives expressed within their groups and present them in a clear and consolidated manner, so as to support focused and efficient deliberations. This includes ensuring that the views expressed within the RSC are reflective of the perspectives of the groups they represent and that relevant information, updates, and feedback are communicated accurately and in a timely manner.

This responsibility is particularly important when a representative speaks on behalf of a group comprising multiple stakeholder groups or constituencies that may hold different perspectives. In such cases, the representative must work with the group's stakeholders to develop a consensus position that has considered the range of views within the group.

Members of the RSC are expected to bring the perspectives and expertise of their appointing group into the broader deliberations, while exercising independent judgment informed by those perspectives. They should have sufficient flexibility to engage constructively in negotiations, consider the views of others, and identify appropriate compromises in support of reaching consensus.

Reaching Alignment on Recommendations to SO/ACs

When making recommendations for SO/AC endorsement, the RSC seeks to act by consensus. Consensus calls should always make best efforts to involve all members. Each position should be designated by having one of the following designations:

- Full Consensus – a position where no minority disagrees; identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

In their liaison roles, the ICANN Board and ICANN org do not take part in calls for consensus.

Accountability and Transparency Obligations

The RSC is accountable to the broader community it serves. The RSC will operate to the highest standards of transparency with respect to its meetings, documentation, timelines, decision-making rationale, and outputs, consistent with ICANN's transparency obligations. The mailing list of the RSC will be publicly archived.

All participants are required to submit a Statement of Interest (SOI) following the procedures of their originating groups. If an SOI is not provided, the person is not eligible to sit on the RSC.

Assessment of the RSC

The RSC may be subject to assessment to ensure that it continues to operate effectively and transparently. Such an assessment may be undertaken as part of a targeted or broader review of the Reviews system. See section 4.1.1 for more information.

Support Staff

The RSC will be supported by ICANN support staff in carrying out its responsibilities. Staff support will include facilitating the RSC's work by coordinating meetings and work plans, preparing and maintaining relevant documentation, supporting communications and

engagement, and providing other administrative and substantive support as appropriate to enable the RSC to operate effectively and efficiently.

Section 4 - Proposed Refreshed Reviews System

The Reviews CCG recommends a framework for ICANN Reviews that includes:

- Scheduled Accountability and Transparency Reviews;
- Scheduled Structural Reviews;
- An On-Demand Framework;
- The establishment of a Reviews Scoping Committee.

The Reviews CCG also recommends single-occurrence reviews related to aspects of the 2026 New gTLD round and the Pilot Continuous Improvement Program[3].

Comparing with Existing System

Under the proposed refreshed Reviews system, the full range of subject areas previously addressed through the Accountability and Transparency Review, the Registration Directory Services Review, and the Security, Stability and Resiliency Review would continue to be subject to periodic review through the scheduled Accountability and Transparency Review (ATR).

The scoping process for each scheduled ATR would provide dedicated avenues for considering Accountability and Transparency, Registration Directory Services (RDS), and Security, Stability and Resiliency (SSR) related matters, ensuring that relevant issues within each of these areas can be identified and appropriately scoped for review.

In recognition of the 2026 New gTLD Program round the CCG proposes conducting a standalone review by broadening the scope of the Competition, Consumer Trust and Consumer Choice (CCT) review to encompass relevant aspects of the round instead of limiting the review exclusively to matters failing under competition, consumer trust and consumer choice.

These arrangements do not preclude issues relating to ATR, RDS, SSR, or CCT from being considered outside the proposed reviews. Discrete issues that fall within any of these areas, may be brought forward out of cycle through the On-Demand Review Framework, where the circumstances and applicable criteria warrant review.

Taken together, these pathways are intended to preserve the ability to review these important areas while providing greater flexibility to focus reviews on the issues that are most relevant and timely.

[3] ICANN's Continuous Improvement Program (CIP) is a community-led framework that is being run as a pilot. It is intended to replace periodic external Organizational Reviews with continuous, internally managed assessments of ICANN structures, including Supporting Organizations (SOs), Advisory Committees (ACs), and the Nominating Committee (NomCom). The CIP was recommended by the Third Accountability and Transparency Review Team (ATRT3).

The Organizational Reviews articulated in Section 4.4 of the July 2026 ICANN Bylaws are considered superseded by the CIP pilot and are not reflected in the proposed system[4] other than through a recommended assessment of the pilot's success.



Budget Line

To support effective planning and ensure that reviews can be undertaken when scheduled or requested through the On-Demand Framework, ICANN's budgeting and planning processes should include a dedicated budget line or lines for reviews. This would provide visibility into the resources anticipated for review activities and support appropriate financial planning, recognizing that the specific level of funding required may vary depending on the scope, timing, and needs of each review.

Bringing the Refreshed Reviews System to Life

The Reviews CCG anticipates that implementation will require amendments to the July 2026 ICANN Bylaws, as well as the development of a charter for the RSC, and establishment of adaptable charter templates for scheduled reviews.

Operating standards also need to be established to govern the functioning of the proposed Community Review Team, Sub Community Review Team, and Structural Community Review Team. The Reviews CCG notes that the draft updated Operating Standards for Specific Reviews may provide a useful foundation for developing these standards, where applicable and consistent with these recommendations.

The Reviews CCG recommends maintaining clear dashboards of implementation status of recommendations, including maintaining the existing requirements in Bylaws related to the Annual Reviews Implementation Report.

The Reviews CCG recommends that it remain empanelled throughout the Board's consideration of the proposal and the development of key implementation deliverables. This would allow the CCG to address any questions that may arise, provide input on implementation outputs, and help ensure that the approach taken and resulting deliverables remain aligned with the intent of the proposal.

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[4] The Reviews CCG charter provides that: "The CCG will not evaluate the Continuous Improvement Program itself, but will take account of its work and will consider how it can best contribute to the broader system of reviews."

4.1 Scheduled ICANN Reviews

4.1.1 Accountability and Transparency Review

4.1.1.1 Rationale

The Reviews CCG's findings demonstrate a clear and continuing need to retain a dedicated review mechanism focused on whether ICANN is fulfilling specified aspects of its mission in accordance with its Articles, Commitments, Core Values, and Transparency Obligations. This includes accountability and transparency principles, which are fundamental pillars of ICANN's multistakeholder model.

Under the refreshed review framework, the ATR, which encompasses accountability and transparency; stability, security, and resilience; and registration data systems, plays a critical role in strengthening community trust, ensuring effective oversight, and promoting continuous improvement across the organization and its processes. Maintaining a robust accountability and transparency review framework is therefore essential to preserving confidence in ICANN, supporting informed participation by the community, and ensuring that ICANN remains responsive, transparent, and accountable in carrying out its mission.

The refreshed ATR benefits from a focused scoping exercise designed to frame the review and an opportunity for the SOs and ACs to evaluate the outcome recommendations before the Board makes its approval decisions. This approach promotes clarity, community buy-in, and alignment on the review's objectives and scope prior to its launch.

The proposed approach allows the community to consider general ATR as well as specific SSR and RDS priorities together at the beginning of each five-year ATR cycle. This approach avoids the need for separate scheduled reviews while ensuring that matters falling under each of these areas have a regular and clearly defined pathway for inclusion in the scope of the ATR. The use of separate slates, and, where appropriate, separate review sub-teams, ensures that SSR and RDS issues receive appropriate visibility, expertise and attention.

4.1.1.2 Focus

The purpose of the ATR is to assess ICANN's work in delivering on its mission according to its Bylaws, Articles, Commitments, Core Values, and Transparency Obligations.

The ATR combines standing assessments with the review of clearly defined topics identified through a scoping process across three topic slates:

- **Accountability and Transparency slate**. This includes general accountability and transparency matters set forth in the Articles and Bylaws, as well as the following topics currently addressed under Section 4.6 of the July 2026 ICANN Bylaws
    a. Assessing and improving Board governance, evaluating Board performance, the Board selection process, and the appeal mechanisms for Board decisions contained in these Bylaws;
    b. Making recommendations for improvement to ensure effective consideration by ICANN of GAC input on the public policy aspects of the technical coordination of the DNS;
    c. Assessing and improving processes by which ICANN receives public input (including adequate explanation of decisions taken and the rationale thereof);

d. Assessing the extent to which ICANN's decisions are supported and accepted by the Internet community;
e. Assessing the policy development process to facilitate enhanced cross community deliberations, and effective and timely policy development; and
f. Assessing and improving the Independent Review Process.

- **Security, Stability and Resiliency of the DNS (SSR) slate**. This refers to ICANN's execution of its commitment to enhance the operational stability, reliability, resiliency, security, and global interoperability of the systems and processes, both internal and external, that directly affect and/or are affected by the Internet's system of unique identifiers that ICANN coordinates; and

- **Registration Directory Services (RDS) slate** as it relates to effectiveness of the then current gTLD registry directory service, promoting consumer trust and safeguarding registrant data and whether its implementation meets the legitimate needs of law enforcement.

The ATR includes the following items of standing assessment (the "Standing Assessment Items"):

- The implementation status of past review recommendations and an assessment of effectiveness of deployed solutions;
- Assessment of whether issues inherent to the reviews system would benefit from an On-Demand review. This would be an opportunity to assess whether the system, including the RSC, are performing as intended and are still fit for the purpose of enhancing accountability and transparency. To ensure that sufficient time and experience have accumulated under the refreshed reviews system to enable a meaningful assessment, this mechanism would only become available from the time the second ATR is conducted under the new system onward. This approach embeds a regular checkpoint within the scheduled ATR process, while allowing a Review of Reviews to be undertaken when warranted.

4.1.1.3 Cadence

The ATR is a scheduled review that is conducted once every five years (see chart in Appendix E - Reviews Schedule 2028-2075).

The five-year period for initiating the next ATR runs from the date the Board concludes its action on the final report of the preceding ATR until the start of the next ATR review (unless a Structural Review is scheduled to begin or is underway at that time). If the Board has not concluded its action within 12 months of receiving the final report, the five-year period will instead begin 12 months after delivery of the final report to the Board. The initiation period does not include the scoping process, which takes place beforehand (see chart in Appendix E - Reviews Schedule 2028-2075).

An ATR may not run concurrently with a Structural Review but may take place while an On-Demand review or the review of aspects of the new gTLD round or Pilot Continuous Improvement Program is being conducted, based on a RSC feasibility assessment that includes minimum capacity requirements and available project funds.

The community may decide to defer the ATR Review, as appropriate, based on a recommendation from the RSC. Refer to Section 4.1.1.5 Process to Defer for more information.

4.1.1.4 ATR Scoping Process

Call for Submissions [40 Days]

RSC representatives initiate the scoping process by inviting their respective groups to identify potential topics across each of the three dedicated slates. SO/ACs and Board (hereafter groups) may suggest topics of review, use their own process to solicit topics (e.g. an SO could set up an ATR topic working group) and settle on a preliminary submission, along with rationale for the RSC to consider.

Groups are encouraged to submit their slates as early as possible within this window.

Collation and Prioritization [30 Days]

The RSC runs its due diligence to ensure the proposed topics for each slate are:

- in scope of ICANN's Articles, Mission, Commitments, Core Values, and Transparency Obligations set out in the ICANN Bylaws;
- Fit within the purview of review (see Section 2 - Nature of Reviews);
- Do not duplicate existing work or initiatives;
- Defined with sufficient precision.

The RSC considers suggestions across all three slates and collectively prioritizes them[5] to determine its recommendation for the scope of the ATR. There is no requirement to select a topic from each slate.

The RSC collates the full set of preliminary submissions for each dedicated topic slate.

Consultation [40 Days]

The RSC releases the collective slate along with the accompanying rationale, for a standard 40-day Public Comment period.

Fine-Tuning, Feasibility and Resource Assessment [40 Days]

Informed by the Public Comment, the RSC fine tunes the topic slate.

Working with ICANN org, the RSC assesses the feasibility of conducting the review of each topic in the fine tuned slate, including the level of effort required, necessary data collection, dependencies, expertise or skills that would be desirable for each, the need for professional services, budget and timing constraints. Depending on resourcing parameters, the set of topics may be affected.

The RSC verifies that the minimum capacity requirement of five of the seven (5/7) SO/ACs to participate in the review is met[6].

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[5] Topics that are not included in the collective slate could be potentially considered for an On-Demand Review in so far as a given topic meets the criteria and thresholds set out in the On-Demand Framework (see Section 4.2.2 for more information).

[6] Where an SO or AC opposes a review during endorsement and that review takes place, that SO or AC remains entitled to participate in the review.

The RSC considers whether deferral is needed, justified and appropriate (see Section 4.1.1.5 for information).
The RSC determines whether the collectively prioritised topics should be addressed by one integrated ATR Community Review Team or, where there is clearly a requirement for specific topic knowledge on the SSR or RDS related topics, that a Sub Community Review Team should also be empanelled (see Section 4.1.1.6 for more information).

The RSC verifies that the minimum capacity requirement of 5/7 SO/ACs to participate in the Sub Community Review Team is met[7].

Endorsement of Final Slate (or Deferral) and Drafting of Charter [40 Days]

The RSC sends the proposed final slate to SOs and ACs for endorsement.

Should a minimum of five SOs and ACs agree on all topics in the prioritized slate, the charter is drafted and sent to the Board along with the endorsement documentation. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

Where there is partial agreement (i.e., at least five groups agree on some but not all topics), the charter is drafted based on the agreed topics and submitted to the Board with the endorsement documentation.

If the required threshold for including topics on the proposed slate is not met for any of the proposed topics, the charter will proceed on the basis of the Standing Assessment Items (applicable as of the second ATR). The charter will be shared with the Board, together with an account of the outcome of the scoping process.

The Reviews CCG recommends developing a standardized charter template that can be readily used by populating the relevant fields agreed on by SO/ACs, with the information specific to each review.

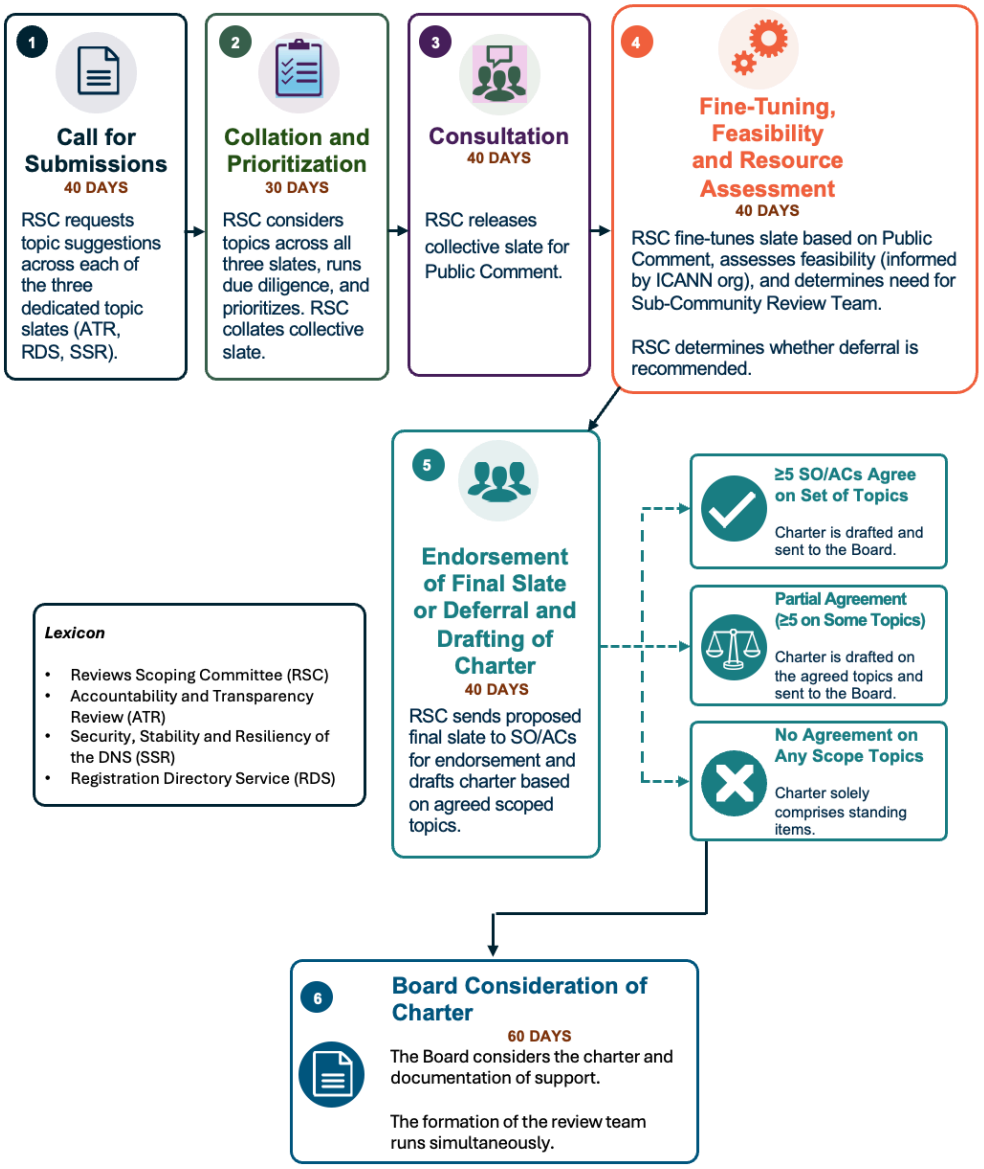
Board Consideration of Charter [60 Days]

The Board considers the charter and documentation of support and takes action on the charter.

A Board rejection of the charter triggers consultation with the goal of finding a mutually acceptable solution. Absent a mutually acceptable solution the Board may only reject the charter by a vote of no less than 60 percent (%).

The formation of the Community Review Team (and, as applicable, any Sub Community Review Teams) runs simultaneously with the Board consideration of the charter. The Reviews CCG recommends that SOs and ACs be mindful of diversity in appointing their representatives.

[7] Where an SO or AC opposes a review during endorsement and that review takes place, that SO or AC remains entitled to participate in the review.



4.1.1.5 Process to Defer

In the event the RSC recommends the deferral of the Accountability and Transparency Review, the recommendation for deferral must be clearly justified and time-bound.

The RSC is expected to provide a recommendation to the community that includes:

- A clear rationale, based on scoping criteria, explaining why the ATR is being recommended for deferral, including considerations such as budget constraints, competing or ongoing work, pros and cons of the delay, or timing conflicts with other reviews;
- A proposed deferral period along with a future start date or window.

A review may be deferred a maximum of two times, but the combined duration of both deferrals cannot exceed 18 months. There is no prescribed duration for either individual deferral. However, the first deferral should be long enough to resolve the underlying issue,

reducing the need for a second deferral. At the conclusion of 18 months, the RSC must develop a scope for the review.

The recommendation to defer is submitted to the SO/ACs for agreement.

Agreement for the first deferral requires a positive endorsement from five SO/ACs. The positive endorsement from six SO/ACs is needed to defer the review a second time. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

4.1.1.6 Review Effort

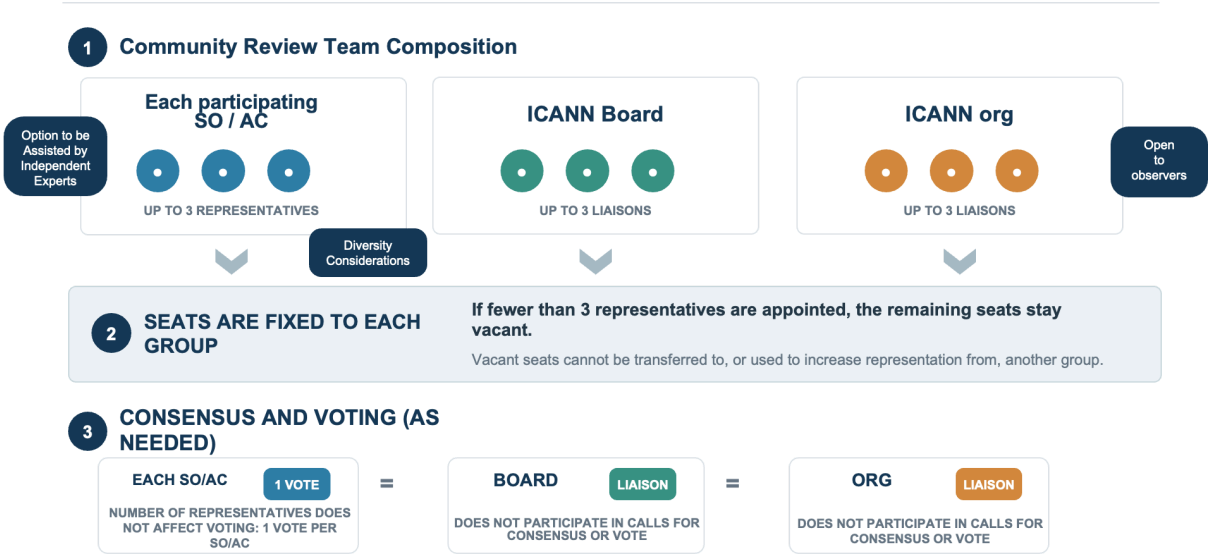
Community Review Team

The ATR is conducted by a Community Review Team (CRT), with the option to be assisted by independent experts. The CRT's conclusions and recommended actions, if any, are to be provided to the ICANN Board.

The CRT consists of:

- Up to three representatives from each ICANN SO and AC;
- Up to three liaisons from the ICANN Board; and
- Up to three liaisons from ICANN org.

Representation is fixed on this basis. If a participating group, SO/AC, Board, or ICANN org, appoints fewer than its allotted representatives, the unfilled seats will remain vacant and may not be reassigned or used to increase representation from any other group. During the work of the CRT, a group may decide to add a member or members to fill its unallocated seats.



CRT members strive to reach consensus including by maintaining regular contact liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The CRT operates by consensus as follows:

- Full Consensus – a position where no minority disagrees, identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[8] may be used to assess the level of support for a recommendation.

Each participating SO/AC has one vote, regardless of the number of representatives appointed to the CRT.

ICANN Board and ICANN org, in their liaison roles, do not take part in calls for consensus or polls.

The CRT Report will state each recommendation's level of support, indicating which members supported, did not support or expressed no opinion on each recommendation. Notes of dissent will be allowed.

The CRT conducts its work through transparent activities and deliberations.

The CRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in the discussions.

All participants are required to submit a Statement of Interest (SOI) following the procedures of their Nominating Group. If this SOI is not provided, the person is not eligible to be a participant.

ICANN org will support the CRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution.

ICANN org may also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

The CRT is expected to conclude its work within 12 months.

Sub Community Review Team (Sub-CRT)

Where an ATR includes a topic or topics requiring specific expertise to conduct assessment of scope items related to RDS and SSR, the RSC may recommend the establishment of one or more Sub-CRTs, for SO/AC endorsement.

The Sub-CRT conducts its work on the topic(s) within the broader ATR framework but produces its findings and recommendations as part of the CRG report. Participants are expected to demonstrate appropriate knowledge or expertise relevant to the specific topic assigned to the Sub-CRT.

To support focused and efficient work, the Sub-CRT is kept small, and comprises a maximum of two participants from:

- Each participating SO/AC;
- ICANN Board;

[8] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

- ICANN org.

Representation is fixed on this basis. If a participating group, SO/AC, Board, or ICANN org, appoints fewer than its allotted representatives, the unfilled seats will remain vacant and may not be reassigned or used to increase representation from any other group. During the work of the Sub-CRT, a group may decide to add a member or members to fill its unallocated seats.



Sub-CRT members strive towards consensus including by maintaining regular liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The Sub-CRT operates by consensus as follows:

- Full Consensus – a position where no minority disagrees, identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[9] may be used to assess the level of support for a recommendation.

Each participating SO/AC would have one vote, regardless of the number of representatives appointed to the CRT.

In their liaison roles, the ICANN Board and ICANN org do not take part in calls for consensus or polls.

The Sub-CRT conducts its work through transparent activities and deliberations.
The Sub-CRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in discussions.

[9] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

All participants are required to submit a Statement of Interest (SOI) following the procedures of their Nominating Group. If an SOI is not provided, the person is not eligible to participate.

ICANN org will support the Sub-CRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution of documents. ICANN org will also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

While the system contemplates the possibility of an On-Demand Review or standalone review (Aspects of new gTLD round or Pilot Continuous Improvement Program) being conducted alongside a scheduled review, where an ATR is already operating a separate or separate sub-review team(s), the RSC will not accommodate the initiation of an additional On-Demand Review during that period. This is intended to avoid overextending available community and organizational capacity and recreating the review overlap and resource pressures that the refreshed Reviews system is intended to address.

Sub-CRT Draft Report

The Sub-CRT sends a report that contains findings, recommendations, if any, with an accompanying feasibility assessment and suggested prioritization to the full CRT for inclusion in the CRT Report.

CRT Draft Report

The CRT prepares a draft report that contains findings, and preliminary recommendations, if any, with an accompanying feasibility assessment and suggested prioritization. The draft report indicates a level of consensus reached on recommendations. The draft report should also integrate Sub-CRT report(s) as appropriate.

The CRT is expected to clearly identify which recommendations are intended to be considered as a package and which are intended to stand alone and provide a rationale accordingly, to inform subsequent consideration of outcomes by the relevant SO/ACs and the ICANN Board.

Within nine months, the CRT publishes a draft report for SO/AC consideration and Public Comment using the standard ICANN procedures.

The CRT then addresses all substantive input on review work and revises recommendations, if any, accordingly. Although the CRT is not required to revise recommendations, it must explain why it chose not to address input received.

If the CRT's recommendations require significant modification, a second feasibility assessment may be required as well as a supplemental Public Comment proceeding.

CRT Final Report

Once the recommendations have been finalized, the CRT prepares its final report, including an explanation of how the input received through Public Comment was considered and addressed.

The CRT submits its final report to the ICANN Board and SOs and ACs for support at the same time.

Community Endorsement

Within two months of submission, SO/ACs advise which of the final report's recommendations they support or do not support. Where a recommendation does not receive the support of a minimum of five SO and ACs, the CRT may prepare an explanatory report to provide the Board with additional context or address the areas where support was not achieved. If the CRT wishes to provide an explanatory report it must notify the Board within 7 days of receipt of the SO/ACs notification of support or lack of support and provide the report within 30 days of the receipt of that notification. Thresholds are calculated based on 7 SO/ACs and should be revisited if the number of SO/ACs change in the future.

Board Consideration of CRT Final Report

The Board posts the final report for a 40-day standard Public Comment to inform its consideration of recommendations.

The Board considers the final report, together with any explanatory report, the accompanying documentation reflecting the level of community support and any public comments. In considering the essence of a final report, the Board may look for the endorsement of specific SO or ACs (e.g. SSAC endorsement for SSR).

The Reviews CCG recommends the CRT (and Sub CRT as applicable) remain active until Board action on their final report, to help preserve context, and support accountability.

The Board would have three months to consider recommendations. This timeframe would begin at the conclusion of either the Public Comment period or the two-month SO/ACs endorsement period, whichever occurs later.

In the event the Board determines that it is unlikely to accept recommendations supported by five or more SO/ACs, it triggers a consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only reject a recommendation by a vote of no less than 60%.

If the Board determines that it is likely to accept recommendations supported by fewer than five SO/ACs, it triggers consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only approve such recommendations by a vote of no less than 60%.

If the Board has not finalized its consideration of the recommendations within the recommended timeframe, it is to formally report to the community 6 months after receipt of the final report and every three months thereafter.

Implementation Review Team

To streamline and strengthen the implementation of review outcomes, the Reviews CCG recommends the use of an Implementation Review Team (IRT) to support oversight and continuity throughout the implementation phase.

This approach enables continued community engagement and provides a mechanism for individuals with subject-matter expertise to remain actively involved following completion of the review.

The recommendation does not alter the existing expectations regarding reporting and transparency; rather, the same level of reporting, tracking, and public accountability would continue to apply.

The IRT is intended to serve as a review-specific implementation mechanism tailored to the nature and needs of reviews. The Reviews CCG recommends that dedicated standards and procedures be developed to define how this mechanism would operate in the reviews context.

4.1.2 Structural Review

4.1.2.1 Rationale

Although structural review discussions have previously taken place, and community groups have ways to evolve their structures, the Reviews CCG believes there is an ongoing need for a scheduled, structured mechanism for assessing the ICANN construct to identify potential gaps and areas for enhancement, and to improve overall collaboration amongst the various bodies.

The Reviews CCG considers that it is essential to have a review fully dedicated to structure and recommends that structure related discussions be kept separate from the ATR focus.

The purpose of the Structural Review is to examine:

- Are there external factors or developments that may warrant structural change?
- Are there internal factors or developments that may warrant structural change?
- What would be the potential consequences or implications of any such structural change?

4.1.2.2 Focus

The Structural Review (SR) focuses on the structure of ICANN as a whole including the interrelationship among its different parts, and has three areas of focus: external, internal and consequential effects.

Impact of External Factors

The purpose of the external landscape assessment is to identify and evaluate external factors that may have implications for ICANN's overall structure, including its bottom-up multistakeholder architecture and the respective roles and responsibilities of SOs and ACs.

To support this assessment, the Reviews CCG recommends leveraging the findings and, to the extent possible, supporting evidence of the annual horizon scan conducted by ICANN's Planning Team as part of the strategic planning cycle. The Structural Review Team is expected to rely primarily on the annual horizon scan, although it may, where warranted, identify a need for supplementary information.

The annual horizon scan is intended to identify relevant developments and trends in ICANN's external environment and provide an evidence base for considering whether, and to what extent, they may have implications for ICANN's structure and organizational model.

Internal Landscape Assessment

The purpose of the internal assessment is to investigate internal factors, including any existing or longstanding issues of structural nature. This includes looking at whether communication and interactions within each part of ICANN and between and among all parts of ICANN are effective.

Results or outcomes of Continuous Improvement Program pilot work, depending on whether the pilot is assessed as a success and confirmed to proceed, could be used as a resource to inform this work.

Identification of Proposed Structural Changes (if any)

Assessment of the internal and external factors, and associated findings, serve to inform discussions on structural adjustments that may be needed.

The assessment should seek to determine whether the overall ICANN structure is fit for purpose for ICANN to achieve its mission, specifically if any changes in structures and operations are desirable to improve the overall effectiveness of ICANN in support of ICANN's mission, including introduction of new structures, merging or phasing out of existing structures, and modifying membership.

The assessment should also surface any consequential effects a structural change may prompt, e.g. effects on Board structure, Empowered Community composition and processes, Nominating Committee processes and/or ICANN Bylaws. The internal assessment and the consequences as well as effects of the existing structure are inherently interconnected.

Proposed Structural Changes (if any)

Where recommendations are intended for an existing SO or AC structure, those recommendations are advisory in nature and are sent to that SO or AC for consideration.

The SO or AC considers the relevant advisory recommendations and indicates as part of the Public Comment period on the draft report, whether it accepts or rejects any or all of them, along with a rationale for rejection.

Where recommendations are intended for an existing SO or AC structure only recommendations that are accepted by the relevant SO or AC can be integrated into the final report that goes out for subsequent consideration.

4.1.2.3 Cadence

The cadence for Structural Reviews is set to every 15 years, calculated from the Board resolution dealing with the previous SR recommendations but in any event no later than 12 months from the delivery of the SR report to the Board. This review is deferrable subject to community agreement. Refer to 4.1.2.5 'Process to Defer' for more information.

A SR may not run concurrently with an ATR but may take place while an On-Demand Review or standalone review (Aspects of new gTLD round or the Pilot Continuous Improvement Program) is being conducted, based on a RSC feasibility assessment that includes minimum capacity requirements and available project funds.

For issues requiring immediate attention, a targeted review of a structural nature may be scoped and initiated under the On-Demand Framework, subject to the relevant thresholds being met. Where significant structural changes are implemented, sufficient time should be allowed for those changes to be embedded before initiating an On-Demand review of structural nature.

4.1.2.4 Process to Initiate

Call for Internal Structural Issues [40 days]

RSC representatives initiate the process by inviting their respective groups to identify potential perceived issues of internal structural nature. SO/ACs and the Board (hereafter groups) may suggest topics for review, use their own processes to solicit topics (e.g. an SO could set up a SR topic working group).

Groups are encouraged to submit their topics as early as possible within this window.

Additionally, participation in the call for topics is open to all interested parties and is not limited to SO/ACs. The RSC will therefore be responsible for establishing a mechanism that enables and facilitates the submission of topics by individuals.

Feasibility Assessment [40 days]

The RSC reviews the proposed topics alongside the findings of the latest horizon scan. The RSC may make a recommendation that additional information pertaining to an external assessment may be needed to inform the work of a potential SR.

Working with ICANN org, the RSC assesses the feasibility of conducting the review including the level of effort required, necessary data collection, dependencies, expertise or skills that would be desirable for the review, the need for professional services, budget and timing constraints. The RSC verifies that the minimum capacity requirement of 5/7 SO/ACs to participate in the review is met[10].

The RSC will consider the relevance and timing of the review in light of the broader landscape and determine whether there are circumstances that may warrant a recommended deferral of the review. The RSC considers whether deferral is needed, justified and appropriate (see Section 4.1.2.5 for more information).

In the absence of a recommendation to defer, the RSC prepares a charter for Board consideration using the standardized template.

Public Comment Period on Charter [40 days]

[10] Where an SO or AC opposes a review during endorsement and that review takes place, that SO or AC remains entitled to participate in the review.

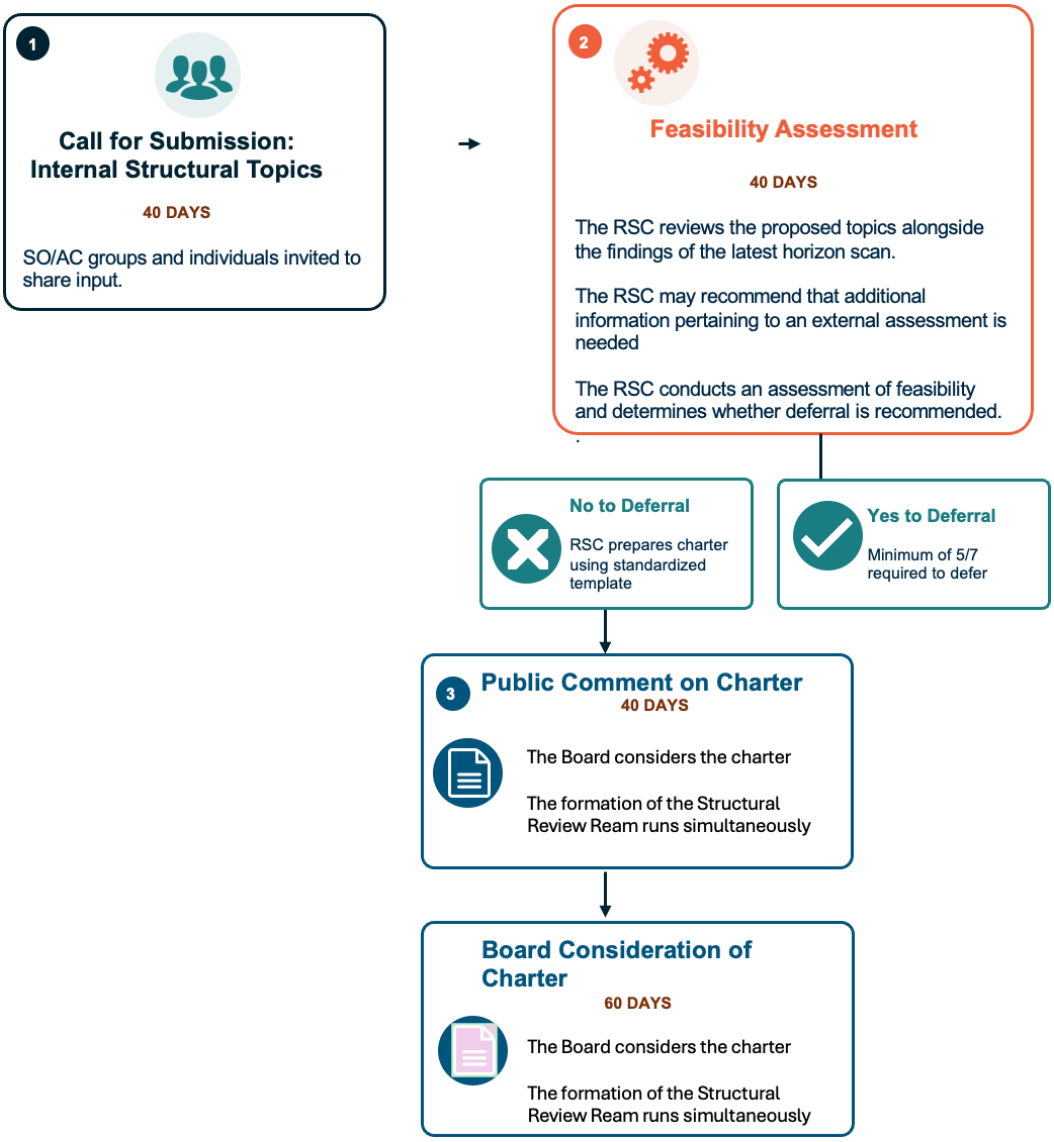
The charter is submitted for a 40-day Public Comment period to inform Board consideration.

Board Consideration of Charter [60 days]

The Board considers the charter based on the RSC assessment and public comment.

In the event that the Board rejects the charter, this triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject by a vote of no less than 60%.

The formation of the Structural Community Review Team runs simultaneously with the Board consideration of the charter. The Reviews CCG recommends that SO and ACs be mindful of diversity in appointing their representatives.



4.1.2.5 Process to Defer

In the event the RSC recommends the deferral of the SR, the recommendation for deferral must be clearly justified and time-bound.
The RSC is expected to provide a recommendation to the community that includes:

- A clear rationale, based on scoping criteria, explaining why the SR is being recommended for deferral, including considerations such as budget constraints, competing or ongoing work, pros and cons of the delay, or timing conflicts with other reviews;
- A proposed deferral period along with a future start date or window.

A review may be deferred a maximum of two times, but the combined duration of both deferrals cannot exceed 18 months. There is no prescribed duration for either individual deferral. However, the first deferral should be long enough to resolve the underlying issue, reducing the need for a second deferral. At the conclusion of 18 months, the RSC must develop a scope for the review.

The recommendation to defer is submitted to the SO/ACs for agreement.

Agreement for the first deferral requires a positive endorsement from five SO/ACs, reflecting a community-based decision. In the event of a second deferral, positive endorsement from six SO/ACs is needed to defer the review. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

4.1.2.6 Review Effort

Structural Review Team

The Structural Review is conducted by a Structural Review Team (SRT), with the option to be assisted by independent experts, with conclusions and recommended actions, if any, to be provided to the ICANN Board.

The SRT consists of:

- Up to five representatives from each ICANN SO and AC;
- Up to two liaisons from the ICANN Board; and
- Up to two liaisons from ICANN org.

Representation would be fixed on this basis. If a participating SO/AC, Board, or ICANN org group appoints fewer than its allotted representatives, the unfilled seats would remain vacant and could not be reassigned or used to increase representation from any other group. During the work of the SRT, a group may decide to add a member or members to fill its unallocated seats.



SRT members strive towards consensus including by maintaining regular liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The SRT operates by consensus as follows:

- Full Consensus – a position where no minority disagrees, identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[11] may be used to assess the level of support for a recommendation.

Each participating SO/AC would have one vote, regardless of the number of representatives appointed to the CRT.

In their liaison roles, the ICANN Board and ICANN org do not take part in calls for consensus or polls.

The SRT Report will state each recommendation's level of support, indicating which members supported, did not support or expressed no opinion. Notes of dissent will be allowed.

The SRT conducts its work through transparent activities and deliberations.

The SRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in the discussions.

All participants are required to submit a Statement of Interest (SOI) following the procedures of their Nominating Group. If this SoI is not provided, the person is not eligible to participate.

[11] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

ICANN org will support the SRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution of documents. ICANN org will also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

The SRT is expected to conclude its work within 18 months.

SRT Draft Report

The SRT prepares a draft report that contains findings, and preliminary recommendations, if any, along with an accompanying feasibility assessment and suggested prioritization. The draft report indicates the level of consensus reached on recommendations and the acceptance of an SO or AC, where appropriate. Recommendations directed to an SO/AC should be accompanied by evidence demonstrating SO/AC's support for the recommendation(s) and accompanying rationale.

The SRT is expected to clearly identify which recommendations are intended to be considered as a package and which are intended to stand alone, and provide a rationale accordingly, to inform subsequent consideration of outcomes by the relevant SO/ACs and the ICANN Board.

The SRT draft report is published for Public Comment in accordance with standard ICANN procedures and where any draft recommendations are intended for an existing SO or AC structure, those recommendations, which are advisory in nature, are sent to that SO or AC for consideration.

During the Public Comment period the SO or AC considers the relevant draft advisory recommendations and indicates within the 40 days, whether it accepts or rejects any or all of them, along with a rationale for rejection.

Where recommendations are intended for an existing SO or AC structure only recommendations which are accepted by the relevant SO or AC can be integrated into the report that goes out for subsequent consideration.

The SRT addresses all substantive input on review work and revises recommendations, if any, accordingly.

If the SRT's recommendations require significant modification, a second feasibility assessment may be required as well as a supplemental Public Comment proceeding.

SRT Final Report

Once the recommendations have been finalized, the SRT prepares its final report, including an explanation of how the input received through Public Comment was considered and addressed.

The SRT submits its final report to the ICANN Board and ICANN SO and ACs for support at the same time.

Community Endorsement

Within two months of submission, SO/ACs advise which of the final report's recommendations they support or do not support. Where a recommendation does not receive the support of a minimum of five SOs and ACs, the SRT may prepare an explanatory report to provide the Board with additional context or address the areas where support was not achieved. If the SRT wishes to provide an explanatory report it must notify the Board within 7 days of receipt of the SO/ACs notification of support or lack of support and provide the report within 30 days of the receipt of that notification. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

Board Consideration of SRT Final Report

The Board posts the final report for a standard 40-day Public Comment to inform its consideration of recommendations.

The Board considers the final report, together with any explanatory report, the accompanying documentation reflecting the level of community support and any public comments.

The Reviews CCG recommends that the SRT remain active until Board action on its final report, to help preserve context, and support accountability.

The Board would have four months to consider recommendations. This timeframe would begin at the conclusion of either the Public Comment period or the two-month SO/AC endorsement period, whichever occurs later.

In the event the Board determines that it is unlikely to accept recommendations supported by five or more SO/ACs, it triggers a consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only reject a recommendation by a vote of no less than 60%.

If the Board determines that it is likely to accept recommendations supported by fewer than five SO/ACs, it triggers consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only approve such recommendations by a vote of no less than 60%.

If the Board has not finalized its consideration of the recommendations within the recommended timeframe, it is to formally report to the community six months after receipt of the final report and every three months thereafter.

Implementation Review Team

To streamline and strengthen the implementation of review outcomes, the Reviews CCG recommends the use of an Implementation Review Team (IRT) to support oversight and continuity throughout the implementation phase.

This approach enables continued community engagement and provides a mechanism for individuals with subject-matter expertise to remain actively involved following completion of the review.

The recommendation does not alter the existing expectations regarding reporting and transparency; rather, the same level of reporting, tracking, and public accountability would continue to apply.

The IRT is intended to serve as a review-specific implementation mechanism tailored to the nature and needs of reviews. The Reviews CCG recommends that dedicated standards and procedures be developed to define how this mechanism would operate in the reviews context.

4.1.3 Timing of Scheduled Reviews

The Reviews CCG recommends that the ATR be the first scheduled review conducted under the new framework. This sequencing reflects the presumption that existing ICANN Bylaws provisions for the ATR can be adapted to support the proposed model, while additional time will be needed to develop and establish the new mechanism contemplated for the SR.
As a general principle, the Reviews CCG recommends maintaining a minimum interval of 30 months between scheduled reviews. This is intended to ensure sufficient time and capacity to meaningfully participate in reviews and contribute to a more sustainable system of reviews.

At the same time, the Reviews CCG recognizes the concern that waiting 15 years for the full proposed 15-year cycle for the first SR would be too long. To address these concerns while preserving the proposed sequencing, the Reviews CCG recommends, as an exception to the regular cadence, that the first SR be initiated 24 months after the initiation of the first ATR. Moreover, the Reviews CCG notes that for severe or emergency structural issues, the On Demand Review format can be used.

Subsequent SRs would then follow the regular 15-year cadence, and be a pegged review with Accountability and Transparency's five-year cadence scheduled around it.

The Reviews CCG has documented its recommended timelines in charts that may be found in Appendix E - Reviews Schedule 2028-2075.

4.2 On-Demand Review Framework

4.2.1 Rationale

Establishing an On-Demand Review Framework provides the system with the flexibility to direct attention and resources toward the matters of greatest importance and urgency as circumstances evolve.

The Reviews CCG anticipates two types of possible On-Demand Reviews, as follows:



4.2.2 Other Matters that Require Review

4.2.2.1 Rationale

A mechanism should exist for reviews to be convened when emerging circumstances indicate that there is a pressing need for a review that cannot wait until the next regularly scheduled ATR or SR.

4.2.2.2 Focus

The On-Demand Review is intended to address a narrowly scoped topic that meets the criteria for a review, specifically one that does not involve policy development, and cannot be adequately addressed through other processes.

This review topic may also emerge as a topic of review from an ATR or SR.

4.2.2.3 Cadence

While there is no cadence associated with the on-demand system for matters that require review, there is a process to follow that includes a determination from the RSC based on a set of criteria. The RSC is responsible for ensuring no duplication of efforts, the timing is appropriate and the availability of adequate resources and bandwidth to conduct the suggested on-demand review.

4.2.2.4 Process to Initiate

The process to conduct an On-Demand Review of a matter is as follows:

Suggested Topic and Charter [No Associated Duration]

The topic can be requested by the community or the ICANN Board. The process requires a minimum of two SOs and/or ACs raising a suggested topic, in the format of a draft charter and rationale using a designated template, that contains a clear narrow scope for the review. Should the Board raise a topic, a minimum of two SO/ACs need to support the request.

While an On-Demand topic may be submitted for review more than once, a resubmitted topic must include a rationale explaining why it is being submitted again.

Verification, Feasibility Assessment and Final Charter Drafting [30 Days]

Using open and transparent deliberations, and assisted by ICANN org, the RSC meets to conduct the following verification:

- No duplication of existing work or initiative;
- Not a topic for policy development;
- Topic specified with enough precision;
- When the topic was last reviewed/assessed to ensure meaningful timing;
- Confirmation that the suggested topic or issue has not already been covered by the ATR within the ongoing five-year cycle, and is not part of recommendations under current consideration or implementation;
- Confirmation that a topic could not be covered by a scheduled review, in a timely way.

The RSC, working with ICANN org and in light of the proposed charter, assesses the feasibility of reviewing the topics, including the level of effort required, necessary data collection, dependencies, expertise or skills that would be desirable for each, the need for professional services, budget and timing constraints.

The RSC complements and refines the charter as needed, including the time frame within which it recommends the review be completed and sends it to each SO and AC for endorsement.

The RSC is responsible for ensuring, as part of its feasibility assessment, that sufficient funding, community and ICANN org capacity, and other necessary resources are available to support the effective conduct of any proposed On-Demand Review. This function is a key safeguard for the sustainability of the overall reviews system, helping to ensure that reviews are initiated with due regard to available resources and competing demands. Its effectiveness will depend on the community acting as an active partner in assessing its own capacity and supporting a responsible and sustainable use of the reviews framework.

Community Endorsement of Final Charter [40 Days]

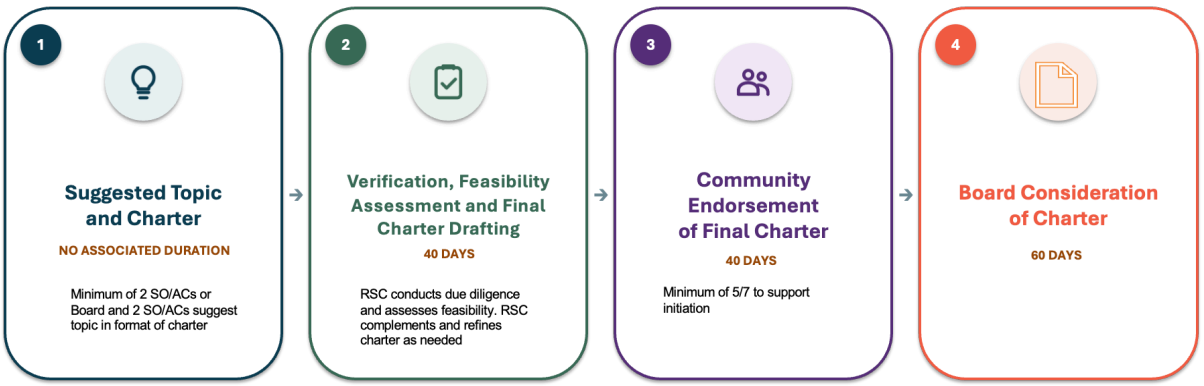
If supported by a minimum of five SO and ACs, the RSC proceeds with the final step. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs change in the future.

Board Consideration of Charter [60 Days]

The Board considers the charter and documentation of support and takes action on the charter.

In the event the Board rejects the charter, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject by a vote of no less than 60%.

The formation of the Community Review Team runs simultaneously with the Board's consideration of the charter. The Reviews CCG recommends that SOs and ACs be mindful of diversity in appointing their representatives.



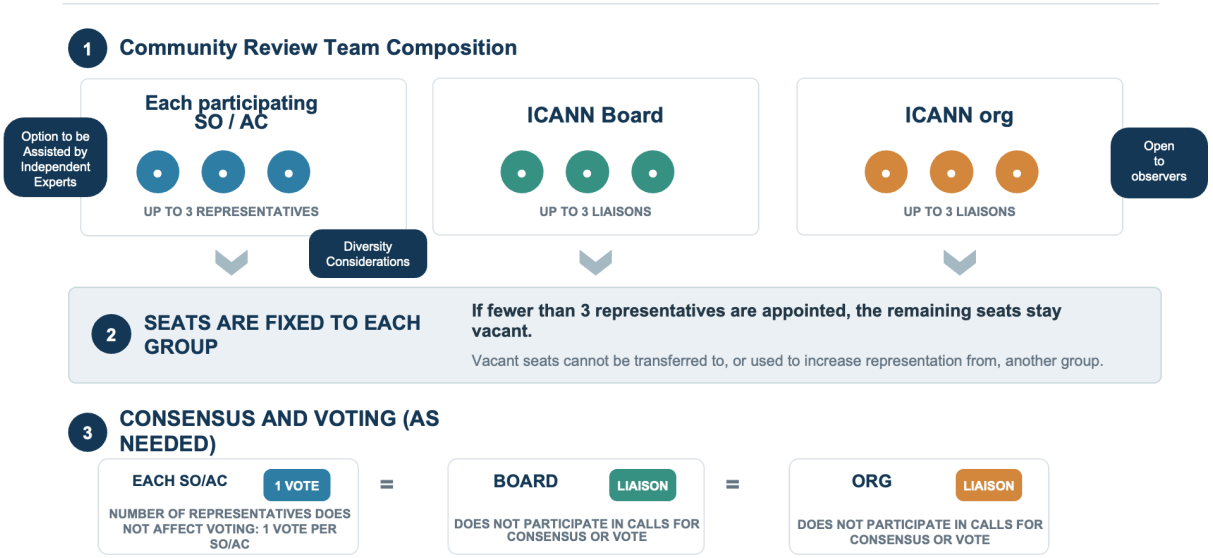
4.2.2.5 Review Effort

The On-Demand Review is conducted by a Community Review Team (CRT), with the option to be assisted by independent experts, with conclusions and recommended actions, if any, to be provided to the ICANN Board.

The CRT consists of:

- Up to three representatives from each ICANN SO and AC;
- Up to three liaisons from the ICANN Board; and
- Up to three liaisons from ICANN org.

Representation would be fixed on this basis. If a participating group (SO/AC, Board, or ICANN org, appoints fewer than its allotted representatives, the unfilled seats would remain vacant and could not be reassigned or used to increase representation from any other group. During the work of the CRT, a group may decide to add a member or members to fill its unallocated seats.



CRT members strive towards consensus including by maintaining regular liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The CRT operates by consensus as follows:

- Full Consensus – a position where no minority disagrees, identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[12] may be used to assess the level of support for a recommendation.

[12] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

Each participating SO/AC would have one vote, regardless of the number of representatives appointed to the CRT.

In their liaison roles, the ICANN Board and ICANN org do not take part in calls for consensus or poll.

The CRT Report will state each recommendation's level of support, indicating which members supported, did not support or expressed no opinion. Notes of dissent will be allowed.

The CRT conducts its work through transparent activities and deliberations.

The CRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in the discussions.
All participants are required to submit a SOI following the procedures of their Nominating Group. If this SOI is not provided, the person is not eligible to participate.

ICANN org will support the CRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution of documents. ICANN org will also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

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The CRT is expected to clearly identify which recommendations are intended to be considered as a package and which are intended to stand alone, and provide a rationale accordingly, to inform subsequent consideration of outcomes by the relevant SO/ACs and the ICANN Board.

The CRT publishes a draft report for SO/AC consideration and Public Comment using the standard ICANN procedures.

The CRT then addresses all substantive input on review work and revises recommendations, if any, accordingly. Although the CRT is not required to revise recommendations, it must explain why it chose not to address input received.

If the CRT's recommendations require significant modification, a second feasibility assessment may be required as well as a supplemental Public Comment proceeding.

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The CRT submits its final report to the ICANN Board and ICANN SO and ACs for support at the same time.

Community Endorsement

Within two months of submission, SO/ACs advise which of the final report's recommendations they support or do not support. Where a recommendation does not receive the support of a minimum of five SO and ACs, the CRT may prepare an explanatory report to provide the Board with additional context or address the areas where support was not achieved. If the CRT wishes to provide an explanatory report it must notify the Board within 7 days of receipt of the SO/ACs notification of support or lack of support and provide the report within 30 days of the receipt of that notification. Thresholds are calculated based on 7 SO/ACs and should be revisited if the number of SO/ACs change in the future.

Board Consideration of CRT Final Report

The Board posts the final report for a 40-day standard public comment to inform its consideration of recommendations.

The Board considers the final report, together with any explanatory report, the accompanying documentation reflecting the level of community support and any public comments. In considering the essence of a final report, the Board may look for specific SO or ACs' endorsement (e.g. SSAC endorsement for SSR).

The Reviews CCG recommends the CRT remains active until Board action on their final report, to help preserve context, and support accountability.

The Board would have three months to consider recommendations. This timeframe would begin at the conclusion of either the Public Comment period or the two-month SO/ACs endorsement period, whichever occurs later.

In the event the Board determines that it is unlikely to accept recommendations supported by five or more SO/ACs, it triggers a consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only reject a recommendation by a vote of no less than 60%.

If the Board determines that it is likely to accept recommendations supported by fewer than 5 SO/ACs, it triggers consultation with the Reviews CCG to find a mutually acceptable solution. Absent a mutually acceptable solution, the Board may only approve such recommendations by a vote of no less than 60%.

If the Board has not finalized its consideration of the recommendations within the recommended timeframe, it is to formally report to the community 6 months after receipt of the final report and every three months thereafter.

Implementation Review Team

To streamline and strengthen the implementation of review outcomes, the Reviews CCG recommends the use of an Implementation Review Team (IRT) to support oversight and continuity throughout the implementation phase.

This approach enables continued community engagement and provides a mechanism for individuals with subject-matter expertise to remain actively involved following completion of the review.

The recommendation does not alter the existing expectations regarding reporting and transparency; rather, the same level of reporting, tracking, and public accountability would continue to apply.

The IRT is intended to serve as a review-specific implementation mechanism tailored to the nature and needs of reviews. The Reviews CCG recommends that dedicated standards and procedures be developed to define how this mechanism would operate in the reviews context.

4.2.3 Consequential Effects Review

4.2.3.1 Rationale

SO/ACs may independently or through an On-Demand Review consider restructuring, independently of the Structural Review. Such a changer, however, cannot unilaterally change the relationship with the rest of the community.

The Consequential Effects Review is a safeguard to ensure that changes to interdependent relationships are not made single-handedly and are not made without broader community agreement.

While analogous to the assessment done within the SR, this review offers an opportunity to conduct the assessment in a timely fashion, without having to wait until the next scheduled SR.

4.2.3.2 Focus

This review provides a mechanism for the ICANN community to transparently consider the impacts of structural changes on the broader ICANN system and make recommendations for how affected mechanisms should be adjusted (including for example, Board composition, Empowered Community composition and processes, Nominating Committee processes, and the ICANN Bylaws).

4.2.3.3 Cadence

There is no cadence associated with this review. Rather, the Consequential Effects Review follows on, as an On-Demand Review, from either:

- An On-Demand Review of an SO or AC; or
- Internal structural changes undertaken independently by an SO or AC.

4.2.3.4 Process

Recommendation from RSC Based on Feasibility Assessment [30 Days]

Approval of proposed changes by the relevant SO or AC automatically tasks the RSC with determining whether a Consequential Effects Review is needed.

Where a Consequential Effects Review is determined to be necessary, this review will be scheduled based on existing bandwidth and timeframes of other review work. For example, if an SO or AC has completed a restructuring effort and a Consequential Effects Review is needed, the RSC could recommend that the Consequential Effects Review begin once any existing active review work is complete.

Working with ICANN org, the RSC assesses the feasibility of conducting the review of each topic, including the level of effort required, necessary data collection, dependencies, expertise or skills that would be desirable for each, the need for professional services, budget and timing constraints.

The RSC verifies that the minimum capacity requirement of 5/7 SO/ACs to participate in the review is met[13].

SO/AC Endorsement of Charter [40 Days]

The RSC sends the proposed charter to SOs and ACs for endorsement.

Should a minimum of five SOs and ACs agree on all topics in the prioritized slate, the charter is drafted and sent to the Board along with the endorsement documentation. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

Board Consideration of Charter [60 Days]

The Board considers the charter and documentation of support and takes action on the charter.

In the event the Board rejects the charter, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject the charter by a vote of no less than 60%.

The formation of the Structural Community Review Team runs simultaneously with the Board consideration of the charter. The Reviews CCG recommends that SO and ACs be mindful of diversity in appointing their representatives.

4.2.3.5 Review Effort

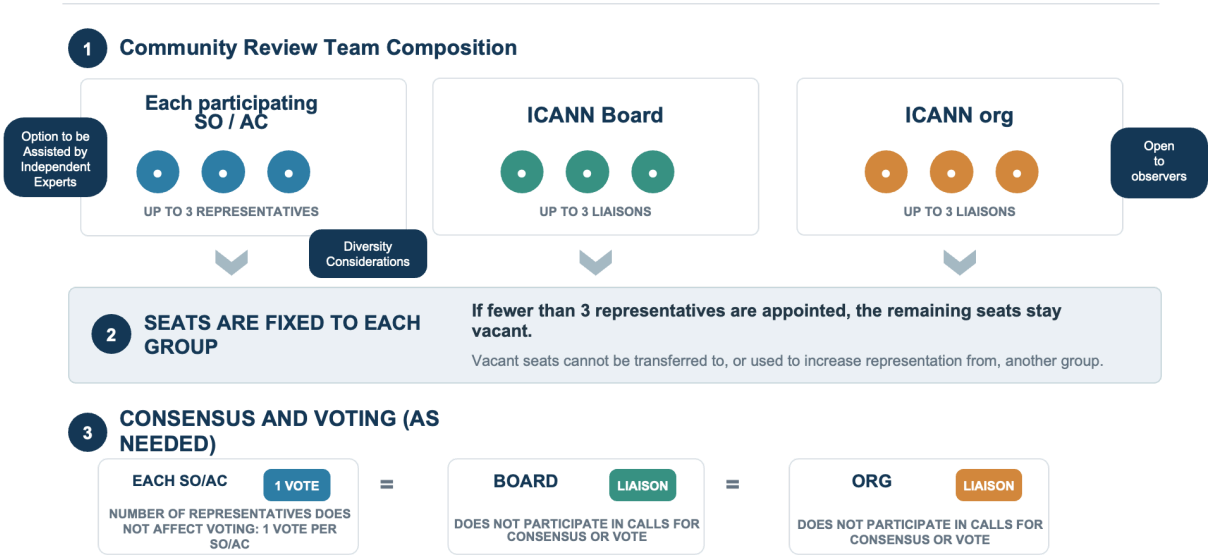
[13] Where an SO or AC opposes a review during endorsement and that review takes place, that SO or AC remains entitled to participate in the review.

The On-Demand Review is conducted by a Community Review Team (CRT), with the option to be assisted by independent experts, with conclusions and recommended actions, if any, to be provided to the ICANN Board.

The CRT consists of:

- Up to three representatives from each ICANN SO and AC;
- Up to three liaisons from the ICANN Board; and
- Up to three liaisons from ICANN org.

Representation would be fixed on this basis. If a participating group, SO/AC, Board, or ICANN org, appoints fewer than its allotted representatives, the unfilled seats would remain vacant and could not be reassigned or used to increase representation from any other group. During the work of the CRT, a group may decide to add a member or members to fill its unallocated seats.



CRT members strive towards consensus including by maintaining regular liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The CRT operates by consensus as follows:

- Full Consensus - a position where no minority disagrees, identified by an absence of objection.
- Consensus - a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[14] may be used to assess the level of support for a recommendation.

[14] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

Each participating SO/AC would have one vote, regardless of the number of representatives appointed to the CRT.

ICANN Board and ICANN org, in their liaison roles, do not take part in calls for consensus or votes.

The CRT Report will state each recommendation's level of support, indicating which members supported, did not support or expressed no opinion. Notes of dissent will be allowed.

The CRT conducts its work through transparent activities and deliberations.

The CRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in the discussions.

All participants are required to submit a SOI following the procedures of their Nominating Group. If this SoI is not provided, the person is not eligible to participate.

ICANN org will support the CRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution of documents. ICANN org will also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

The CRT is expected to conclude its work within 12 months.

CRT Draft Report

The CRT prepares a draft report that contains findings, preliminary recommendations, if any, with an accompanying feasibility assessment and suggested prioritization. The draft report indicates a level of consensus reached on recommendations. The draft report should also integrate Sub-CRT report(s) as appropriate.

The CRT is expected to clearly identify which recommendations are intended to be considered as a package and which are intended to stand alone, and provide a rationale accordingly, to inform subsequent consideration of outcomes by the relevant SO/ACs and the ICANN Board.

Within nine months, the CRT publishes a draft report for SO/AC consideration and Public Comment using the standard ICANN procedures.

The CRT then addresses all substantive input on review work and revises recommendations, if any, accordingly. Although the CRT is not required to revise recommendations, it must explain why it chose not to address input received.

If the CRT's recommendations require significant modification, a second feasibility assessment may be required as well as a supplemental Public Comment proceeding.

CRT Final Report

Once the recommendations have been finalized, the CRT prepares its final report, including an explanation of how the input received through Public Comment was considered and addressed.

Within 12 months, the CRT submits its final report to the ICANN Board and ICANN SOs and ACs for support at the same time.

Within two months of submission, SO/ACs advise which of the final report's recommendations they support or do not support. Where a recommendation does not receive the support of a minimum of five SO and ACs, the CRT may prepare an explanatory report to provide the Board with additional context or address the areas where support was not achieved. If the CRT wishes to provide an explanatory report it must notify the Board within 7 days of receipt of the SO/ACs notification of support or lack of support and provide the report within 30 days of the receipt of that notification. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

Board Consideration of CRT Final Report

The Board considers the final report, together with any supplementary report and the accompanying documentation reflecting the level of community support. In considering the essence of a final report, the Board may look for specific SO or ACs' endorsement.

The Board posts the final report and explanatory report for a standard 40-day Public Comment proceeding to inform its consideration of recommendations.

The Reviews CCG recommends that the CRT remain active until Board action on their final report, to help preserve context, and support accountability.

The Board would have three months to consider recommendations. This timeframe would begin at the conclusion of either the Public Comment period or the two-month SO/ACs endorsement period, whichever occurs later.

In the event the Board rejects recommendations supported by five or more SO/ACs, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject by a vote of no less than 60%. If the Board approves recommendations supported by less than five SO/ACs, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only approve by a vote of no less than 60%.

If the Board has not finalized its consideration of the recommendations within the recommended timeframe, it is to formally report to the community six months after receipt of the final report and every three months thereafter.

Implementation Review Team

To streamline and strengthen the implementation of review outcomes, the Reviews CCG recommends the use of an Implementation Review Team (IRT) to support oversight and continuity throughout the implementation phase.

This approach enables continued community engagement and provides a mechanism for individuals with subject-matter expertise to remain actively involved following completion of the review.

The recommendation does not alter the existing expectations regarding reporting and transparency; rather, the same level of reporting, tracking, and public accountability would continue to apply.

The IRT is intended to serve as a review-specific implementation mechanism tailored to the nature and needs of reviews. The Reviews CCG recommends that dedicated standards and procedures be developed to define how this mechanism would operate in the reviews context.

Section 5 – Aspects of 2026 New gTLD Round Review

5.1 Rationale

While matters relating to competition, consumer trust, and consumer choice may be addressed through the ATR, as part of its assessment of ICANN's performance against its Commitments and Core Values, the Reviews CCG recommends conducting a dedicated review of aspects of the 2026 New gTLD Program round.

This entails a focused scoping exercise designed to frame the review, ensuring there is clarity, community buy-in, and alignment on the review's objectives and scope prior to its launch.

The Reviews CCG proposes this as a standalone review, separate from the proposed refreshed reviews framework, in recognition of its specific connection to the 2026 round.

Should additional rounds take place in the future, or further initiatives be undertaken to expand the DNS, any resulting issues warranting examination could be considered through the On-Demand Review mechanism, as appropriate, rather than triggering an automatic review.

5.2 Focus

Rather than limiting the review to competition, consumer trust, and consumer choice, the proposed scope has been broadened to encompass aspects of the new gTLD round more generally. This approach is intended to allow for more targeted scoping of the issues warranting examination, while providing flexibility to investigate a broader range of matters arising from the round.

5.3 Cadence

The Aspect of the New gTLD round review is to be conducted two years after the first delegation in the current round of new gTLDs.

Prior to initiating the review, the RSC consults with the community, the Board, and the org on the best timing within the set time window.

5.4 Scoping Process

Call for Submissions [40 Days]

RSC representatives initiate the scoping process by inviting their respective groups to identify potential topics. SO/ACs and the Board (hereafter referred to as groups) may suggest topics of review, use their own processes to solicit topics (e.g. an SO could set up an ATR topic working group) and settle on a submission, along with a rationale for the RSC to consider.

Groups are encouraged to submit their slates as early as possible within this window.
Collation and Prioritization [30 Days]

The RSC runs its due diligence to ensure the proposed topics for each heading are:

- In scope of ICANN's Articles, Mission, Commitments, Core Values, and Transparency Obligations set out in the ICANN Bylaws;
- Within the purview of a review (see Section 2 - Nature of Reviews);
- Not duplicate of existing work or initiatives;
- Defined with sufficient precision.

The RSC collates the full set of preliminary submissions and collectively prioritizes them to determine its recommendation for a proposed scope of review.

Consultation [40 Days]

The RSC releases the proposed scope of review along with the accompanying rationale, for an ICANN standard 40-day Public Comment period.

Fine-Tuning, Feasibility and Resource Assessment [40 Days]

Informed by the public comment, the RSC fine tunes the proposed scope.

Working with ICANN org, the RSC assesses the feasibility of conducting the review of each topic, including the level of effort required, necessary data collection, dependencies, expertise or skills that would be desirable for each, the need for professional services, budget and timing constraints. Depending on resourcing parameters, the set of topics may be affected.

The RSC verifies that the minimum capacity requirement of 5/7 SO/ACs to participate in the review is met[15].

Endorsement of Scope and Drafting of Charter [40 Days]

[15] Where an SO or AC opposes a review during endorsement and that review takes place, that SO or AC remains entitled to participate in the review.

The RSC sends the proposed final scope to SOs and ACs for endorsement.

Should a minimum of five SOs and ACs agree on all topics in the scope, the charter is drafted and sent to the Board along with the endorsement documentation. Thresholds are calculated based on seven SO/ACs and should be revisited if the number of SO/ACs changes in the future.

Where there is partial agreement (i.e., at least five groups agree on some but not all topics), the charter is drafted based on the agreed topics and submitted to the Board with the endorsement documentation.

Board Consideration of Charter [60 Days]

The Board considers the charter and documentation of support and takes action on the charter.

In the event the Board rejects the charter, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject by a vote of no less than 60%.

The formation of the Community Review Team runs simultaneously with the Board consideration of the charter. The Reviews CCG recommends that SOs and ACs be mindful of diversity in appointing their representatives.

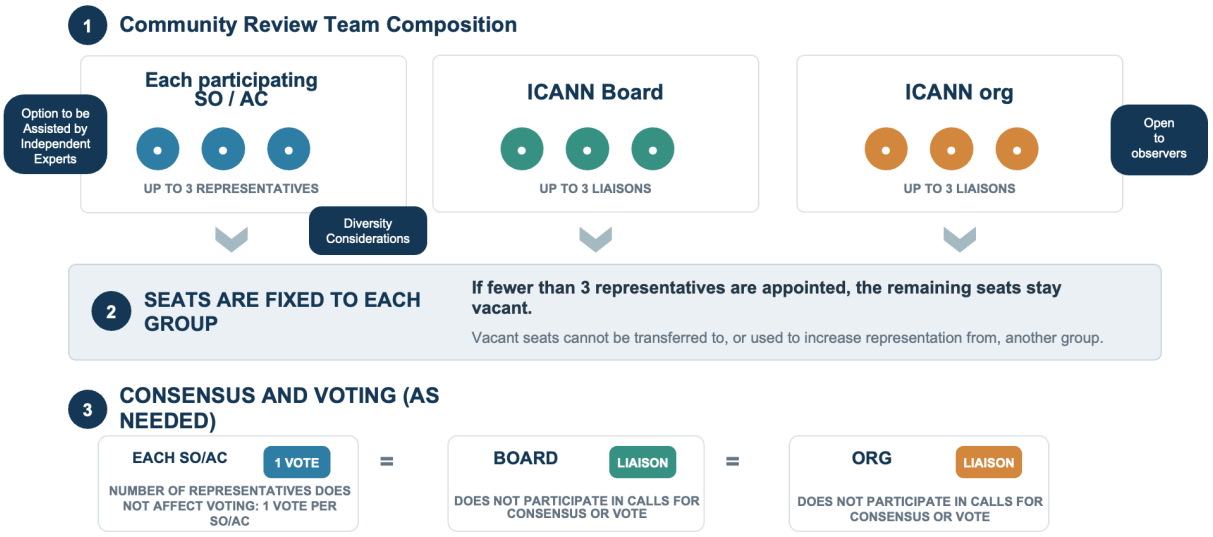
5.5 Review Effort

The ATR review is conducted by a CRT, with the option to be assisted by independent experts, with conclusions and recommended actions, if any, to be provided to the ICANN Board.

The CRT consists of:

- Up to three representatives from each ICANN SO and AC;
- Up to three liaisons from the ICANN Board; and
- Up to three liaisons from ICANN org.

Representation would be fixed on this basis. If a participating group, SO/AC, Board, or ICANN org, appoints fewer than its allotted representatives, the unfilled seats would remain vacant and could not be reassigned or used to increase representation from any other group. During the work of the CRT, a group may decide to add a member or members to fill its unallocated seats.



CRT members strive towards consensus including by maintaining regular liaison with participating groups and reporting back on the review team's work. At the same time, members engage constructively in the review process, remain open to different perspectives, and are prepared to adjust their positions as discussions evolve in pursuit of consensus.

The CRT operates by consensus as follows:

- Full Consensus – a position where no minority disagrees, identified by an absence of objection.
- Consensus – a position where a small minority disagrees, but most agree.
- In the event no consensus is reached, a report will be submitted to groups to notify them of a deadlock and inform them of the major differences.

A poll[16] may be used to assess the level of support for a recommendation.

Each participating SO/AC would have one vote, regardless of the number of representatives appointed to the CRT.

In their liaison roles, ICANN Board and ICANN org do not take part in calls for consensus or polls.

The CRT Report will state each recommendation's level of support, indicating which members supported, did not support or expressed no opinion. Notes of dissent will be allowed.

The CRT conducts its work through transparent activities and deliberations.

The CRT will be open to any interested person as an observer. Observers may attend calls and will be subscribed to the mailing list. The leadership will determine if, when and how observers may participate in the discussions.

[16] In creating any such poll, care must be taken in creating the questions so as not to build in any specific point of view. Care must also be taken not to have a poll resemble or function as a vote.

All participants are required to submit a Statement of Interest (SOI) following the procedures of their Nominating Group. If this SoI is not provided, the person is not eligible to participate.

ICANN org will support the CRT by delivering day-to-day project administration and secretariat support, which may also include document drafting, editing and distribution of documents. ICANN org will also appoint subject matter experts who can contribute to the development of findings and recommendations (if any) through implementation and feasibility considerations.

The CRT is expected to conclude its work within 12 months.

CRT Draft Report

The CRT prepares a draft report that contains findings, preliminary recommendations, if any, with an accompanying feasibility assessment and suggested prioritization. The draft report indicates a level of consensus reached on recommendations.

The CRT is expected to clearly identify which recommendations are intended to be considered as a package and which are intended to stand alone, and provide a rationale accordingly, to inform subsequent consideration of outcomes by the relevant SO/ACs and the ICANN Board.
Within nine months, the CRT publishes a draft report for SO/AC consideration and Public Comment using the standard ICANN procedures.

The CRT then addresses all substantive input on review work and revises recommendations, if any, accordingly. Although the CRT is not required to revise recommendations, it must explain why it chose not to address input received.

If the CRT's recommendations require significant modification, a second feasibility assessment may be required as well as a supplemental Public Comment proceeding.

CRT Final Report

Once the recommendations have been finalized, the CRT prepares its final report, including an explanation of how the input received through Public Comment was considered and addressed.

The CRT submits its final report to the ICANN Board and ICANN SOs and ACs for support at the same time.

Community Endorsement

Within two months of submission, SO/ACs advise which of the final report's recommendations they support or do not support. Where a recommendation does not receive the support of a minimum of five SO and ACs, the CRT may prepare an explanatory report to provide the Board with additional context or address the areas where support was not achieved. If the CRT wishes to provide an explanatory report it must notify the Board

within seven days of receipt of the SO/ACs notification of support or lack of support and provide the report within 30 days of the receipt of that notification. Thresholds are calculated based on 7 SO/ACs and should be revisited if the number of SO/ACs change in the future.

Board Consideration of CRT Final Report

The Board posts the final report for a standard 40-day Public Comment to inform its consideration of recommendations.

The Board considers the final report, together with any explanatory report, the accompanying documentation reflecting the level of community support and any public comments. In considering the essence of a final report, the Board may look for specific SO or ACs' endorsement.

The Reviews CCG recommends the CRT remains active until Board action on their final report, to help preserve context, and support accountability.

The Board would have three months to consider recommendations. This timeframe would begin at the conclusion of either the Public Comment period or the two-month SO/ACs endorsement period, whichever occurs later.

In the event the Board is minded to reject recommendations supported by five or more SO/ACs, it triggers a consultation to find a mutually acceptable solution, and in case of failure, the Board may only reject by a vote of no less than 60%.

If the Board is minded to approve recommendations supported by less than 5 SO/ACs, it triggers consultation to find a mutually acceptable solution, and in case of failure, the Board may only approve by a vote of no less than 60%.

If the Board has not finalized its consideration of the recommendations within the recommended timeframe, it is to formally report to the community six months after receipt of the final report and every three months thereafter.

Implementation Review Team

To streamline and strengthen the implementation of review outcomes, the Reviews CCG recommends the use of an Implementation Review Team (IRT) to support oversight and continuity throughout the implementation phase.

This approach enables continued community engagement and provides a mechanism for individuals with subject-matter expertise to remain actively involved following completion of the review.

The recommendation does not alter the existing expectations regarding reporting and transparency; rather, the same level of reporting, tracking, and public accountability would continue to apply.

The IRT is intended to serve as a review-specific implementation mechanism tailored to the nature and needs of reviews. The Reviews CCG recommends that dedicated standards and procedures be developed to define how this mechanism would operate in the reviews context.

Section 6 – Assessment of Pilot Continuous Improvement Program Success

6.1 Rationale

The Review CCG had initially foreseen the inclusion of a review intended to assess the results of SO, AC, and NomCom's CIP as they relate to each SO/AC/NC and to each other:

- To confirm CIPs were completed in adherence to Framework:
- Test CIP outputs to ensure conclusions are supported;
- Compare CIP outputs to identify good practices that may be beneficial to groups or serve to enhance collaboration;
- Ensure actions are followed through on as intended.

Recognizing that the CIP remains a pilot initiative, the Reviews CCG concluded that it would be premature to develop a reviews framework predicated on its long-term success or to presume successful outcomes in advance.

Instead, the Reviews CCG recommends conducting a standalone assessment of the pilot CIP to evaluate its effectiveness and to determine whether the initiative should continue, and how the results of future CIPs could be integrated into the broader reviews framework as appropriate in the future.

6.2 Focus

The Reviews CCG recommends[17] a one-time review of the CIP pilot to inform whether the CIP initiative should be continued, discontinued, or refined. At that point in time, a determination could then be made on how the CIP results should be used and reviewed in the future, as appropriate.

6.3 Process

The Reviews CCG is not making a specific recommendation regarding the process to be followed. Instead, it considers that the most appropriate approach should be determined by the ICANN Board, in consultation with the community and ICANN org, taking into account the relevant considerations and practicalities to ensure that the process is both effective and fit for purpose.

[17] The one-time review supersedes the "CIP assessment" previously proposed by the Reviews CCG. The Reviews CCG decided against developing a system reliant on a programme that remains in pilot phase.

Appendix A – Background

Building on years of discussion[18] on finding ways to streamline ICANN reviews to make them more sustainable, the ICANN Board, after consultation with the community at ICANN82, directed ICANN Staff, on 19 May 2025, to begin work to design a review program that better serves the community's needs and is fit for purpose. As a first step, the ICANN Board called for a community dialogue to develop a shared understanding of the areas and issues that would enhance ICANN's accountability, transparency, and effectiveness.

To address this, leaders of ICANN's SO/ACs convened to develop a charter that was formally signed off on in August 2025, and subsequently approved by the ICANN Board on 5 September 2025.

The Reviews Cross Community Group (Reviews CCG) brings together members from ICANN's SO/ACs, ICANN Board, ICANN Staff, two expert advisors selected by the Reviews CCG, as well as observers. The Reviews CCG is tasked to perform "a fundamental evaluation" of reviews set out in the ICANN Bylaws, "as a whole system, including their implementation, and propose a refreshed system of reviews". Areas of focus include:

- Periodic review of ICANN structure and operations (section 4.4);
- Annual Review (section 4.5);
- Specific Reviews (section 4.6);
- Previously conducted Reviews; and
- Reviews that have previously been formally recommended.

As noted in the charter, the Reviews CCG is not evaluating the pilot Continuous Improvement Program itself, but is to "take account of its work and consider how it can best contribute to the broader system of reviews".

The Reviews CCG work is informed by data received from ICANN Staff on Specific Reviews and Organizational Reviews, as well as considerations, research, and conclusions of the Third Accountability and Transparency review, which it considers a point of reference in its work.

The Reviews CCG conducts its work in a transparent fashion and welcomes observers to contribute to plenary call and subgroup discussions, as directed by Co-Chairs. Additionally, it has an open email address any interested individual can use to provide input on the work. The Reviews CCG also conducts outreach sessions at ICANN meetings, organizes webinars and issues status updates on its work space to keep the public apprised of progress and collect feedback.

[18] Refer to Sections 2 of the *Information on ICANN Specific Reviews V3* and *Information on ICANN Organizational Reviews V2*. See background materials page on the Reviews CCG work space.

Appendix B – Methodology

Per its charter, the Reviews CCG operates on a consensus-based decision-making methodology, with members acting in their individual capacity.

Deliberations are facilitated by three Co-Chairs, selected from within the CCG membership, who are responsible for presiding over discussions and ensuring that the process remains bottom-up, consensus-driven, and supports balanced participation.

While the final endorsement of any proposals remains with the Nominating Groups, that comprise ICANN Supporting Organizations and Advisory Committees (SO/ACs), ICANN Board and ICANN org, the CCG is expected to develop outputs through consensus among its members.

Members of the Reviews CCG agreed to formally commence activities on 16 September 2025, adopting a cadence of weekly plenary calls. Meeting times rotate across a set of time slots to accommodate participants in different time zones. Since the initiation of activities, the group convened a total of 53 plenary calls.

In addition to plenary sessions, several time-limited subgroups and small groups were established to advance specific workstreams. A small number of volunteers were requested to join each subgroup, and observers were welcome to attend.

The work of the Reviews CCG is supported by ICANN staff, who hold weekly calls with the co-chairs.

All calls are recorded and posted on the Reviews CCG Wiki.

Working through Charter Phases

The charter articulates four phases of work. In adherence to the charter, in the first phase of its work, the Reviews CCG focused on gathering facts, facilitating dialogue, and reporting the results of those conversations. The main community engagement from this phase took place at ICANN84 with a Draft Purpose of Reviews for the public to consider.

In the second phase of its work, the CCG built on the feedback received to develop a refreshed system of reviews designed to meet both current and future needs. This initial design included proposals regarding the purpose, need, scope, and frequency of future reviews, and aimed to ensure that the overall review system, and the implementation of Board-approved recommendations, would be effective, efficient, and trusted. This preliminary design for the future reviews system was shared with the community at ICANN85 in the format of a Draft Proposal Outline to support further dialogue.

As part of Phase 3, the Reviews CCG shared the Refined Outline with the Nominating Groups to solicit feedback and assess whether the work was progressing in the appropriate direction.

The feedback received on the Refined Outline informed the development of the Initial Draft Report that was released for discussion at ICANN86. The Initial Draft Report was consolidated into the First Draft Report that was released for public comment thereafter.

Shortly prior to ICANN87, the Reviews CCG released the Review of Reviews ICANN87 Progress Overview to account for how public comments received on the First Draft Report were addressed and to outline key proposal adjustments.

The Reviews CCG is now releasing a Second Draft Report to incorporate input received in the first public comment period and its iterative work conducted throughout Phase 3.

Subgroups

To support efficient progress and ensure focused deliberations, the Reviews CCG organized its work through a set of seven dedicated subgroups, each tasked with advancing specific areas of the project.

This approach enabled parallel workstreams, facilitated deeper subject-matter discussions, and improved the overall efficiency and effectiveness of the Reviews CCG's efforts.

Consistent with the commitment to transparency and accountability, all subgroup activities, discussions, and outputs were fully documented, recorded, and made publicly available.

- Subgroup on **Strategic Plan** - The subgroup on Strategic Plan was established to perform mapping against the ICANN Strategic Plan and the ICANN Annual Report. A total of 4 CCG members volunteered to participate.

- Subgroup on **Accountability and Transparency Review** (previously called the Scoping and Prioritization Process for Bucket A Review) - The subgroup was established to define the process for scoping and prioritization for the Accountability and Transparency Review, including safeguards to limit the duration of the scoping exercise and defining its purpose. A total of 7 CCG members volunteered to participate.

- Subgroup on **Structural Review** - The subgroup on Structural Review was established to define triggers and thresholds for initiating or concluding a Structural Review, with a focus on simplification; to define the impact and authority of recommendations, including procedures for their consideration, adoption, and implementation as appropriate; to assess how the Continuous Improvement Program (CIP) feeds into the Structural Review; and to define its overall purpose. A total of 5 CCG members volunteered to participate.

- Subgroup on **On-Demand Review** - The subgroup on On-Demand Review was established to elaborate the processes for requesting and convening an on-demand review and to define its purpose. A total of 7 CCG members volunteered to participate as well as observers.

- Small Group on **Definitional Work** - The small group on definitional work was established to define key terms such as "policy" in the context of on-demand review and "public interest"; to clarify expectations regarding the use of "rationale" throughout the proposal; and to address any additional definitional issues required to remove ambiguity. A total of 6 CCG members volunteered to participate as well as observers.

- Small Group on **Review Timing** - The small group to elaborate on review timing was established to define principles for the periodicity of reviews while ensuring sufficient flexibility; to define conditions under which accountability and transparency reviews

may be deferred; and to recommend intervals for initiating reviews on specific topics. A total of five CCG members volunteered to participate, as well as observers.

- Subgroup on **Stress Tests** & Proposed Solutions - The subgroup was established to further test the proposal and to work on addressing items raised in the public comment period. A total of 7 CCG members and 1 expert advisor volunteered to participate, as well as observers.

Engagement

As part of its fact-finding and community input process, the Reviews CCG gathered feedback through a series of structured engagement opportunities held during Prep Week and ICANN meetings, as well as through standalone webinars, blogs, and liaison work with Nominating Groups.

- On 14 October 2025, the Reviews CCG released the Shaping the Future of ICANN Reviews: Join the Conversation at ICANN84 blog to give visibility to its plans for ICANN84, and during ICANN84 Prep Week, on 15 October 2025, introduced its planned activities and outlined upcoming opportunities for community engagement, which set the stage for deeper discussions.

- At ICANN84, the CCG held two plenary sessions (27 and 30 October 2025) that served as interactive forums to collect community perspectives on a draft purpose of reviews statement, key focus areas, and potential improvements. The Reviews CCG used the collaboration tool *Menti* in the first session to support interactive engagement and dialogue. In addition to these plenaries, the CCG participated in various community sessions to discuss its work and gather additional feedback.

- To continue engagement beyond the ICANN84 meeting, and further inform its fact-finding, the CCG hosted two webinars on 18 November 2025, inviting participants to reflect on the successes and challenges of past reviews and to share ideas for a more effective, transparent, and accountable review system.

- The Reviews CCG released a Reviews CCG Progress/Status Update blog on 18 December 2025 reporting on the buckets of reviews the Reviews CCG is envisioning for the system.

- During Prep Week of ICANN85, the Reviews CCG delivered an update on the status of its work on 23 February 2025, setting out the envisioned buckets, and on 3 March 2026 released the Draft Proposal Outline with an accompanying explanatory note.

- At ICANN85, the Reviews CCG hosted an outreach session on 12 March 2026 and participated in various community sessions to discuss its work and gather additional feedback. This session, along with additional meetings with community groups during ICANN85, provided further opportunities for iterative feedback. Participants were able to ask questions, comment on specific elements of the proposal, and provide input on both the substance and the overall process.

- To support the request for input the Refined Outline that was released on 18 April 2026 with a request for input from Nominating Groups, the Reviews CCG hosted two webinar sessions on 5 May 2026.

- On 21 May 2026, the Reviews CCG shared an update, during the ICANN86 Prep Week, on its work leading up to the draft report, and offered clarifications in response to input and questions received on its Refined Outline.

- On 28 May 2026, Co-Chairs met with the ICANN Board's Organizational Effectiveness Committee (OEC) to discuss Board input on the Refined Outlined.

- On 3 June 2026, a blog titled Draft Principles to Enable the Evolution of ICANN Reviews was released to share draft principles from the phase 1 discussion.

- On 4 June 2026, the Reviews CCG released an Initial Draft Report in time for discussion at the ICANN86 meeting in Seville. At ICANN86 in Sevilla, the Reviews CCG presented and collected feedback on the Initial Draft Report.

- On 25 June 2026, the Reviews CCG released its First Draft Report for public comment along with Draft Report Frequently Asked Questions (FAQs). The Reviews CCG also hosted two webinar presentations on 14 July to give more information.

- On 5 October 2026, the Reviews CCG presented its proposal adjustments during ICANN87 Prep Week.

- Prior to ICANN87 in October 2026, the Reviews CCG released the Review of Reviews ICANN87 Progress Overview to account for how public comments received on the First Draft Report were addressed and to outline key proposal adjustments. The Reviews CCG held a session during ICANN87 on 21 October 2026 to consult the community on proposal adjustments and solidify its conclusions.

- The engagement activities are complemented by an open door policy, where anyone interested in the Reviews CCG work may sign to become an observer.

- Written feedback on work may also be provided to the Reviews CCG at any point in time through the inputonreviews@icann.org email address. There is a standing item on the Reviews CCG agenda that offers an opportunity for contributors to take the Reviews CCG through their comment(s), as needed.

- The Reviews CCG has a standing item on its agenda for members to report on liaison work with their Nominating Groups and any input they may have.

Appendix C – Fact-Finding

Findings

The Reviews CCG devoted significant time during its first phase to assessing what had proven effective and ineffective in prior occurrences of Specific and Organizational Reviews, while also incorporating lessons learned from those experiences. This work further leveraged on the conclusions of the Third Accountability and Transparency Review (ATRT3), which had already identified a clear need for change in the reviews.

The feedback from the ICANN84 Reviews CCG plenary sessions and related webinars highlights several key themes and findings regarding the purpose and future design of ICANN's review system. A central theme that emerged was the need to clearly redefine the purpose of reviews, while maintaining rigor in ICANN's accountability framework. Participants emphasized that the system should be grounded in ICANN's Bylaws and Mission, according to its Commitments and Core Values.

Reviews should also ensure accountability and transparency through bottom-up oversight, and there should be commitment to continuous improvement. There was a call for a clearer, shared understanding of why reviews are conducted, alongside a more forward looking and less procedural approach that emphasizes meaningful outcomes.

Another major theme is the complexity of the current review system. Feedback points to an overly complex and fragmented reviews system, contributing to inefficiency, delays, backlog and significant community burden. Participants called for simplification and balance through more tightly scoped, focused, review efforts that are adaptable to the current environment and needs, with fewer recommendations as well as adequate resourcing and clearer prioritization of issues.

Accountability and transparency also remain central to the discussion on reviews. Reviews are seen as essential to ICANN's accountability framework, but participants stressed the need for increased transparency in both how reviews are conducted and in terms of outcomes. At the same time, there is concern that reviews should not bypass established ICANN processes or become parallel governance mechanisms.

Themes around scope, timing, and participation emerged strongly. Participants highlighted the need for better defined scope setting, more predictable and time bound reviews, and improved coordination to reduce overlapping workloads. There was also emphasis on strengthening inclusiveness, particularly by engaging newcomers and improving diversity in the composition of cross community groups, supported by clearer outreach and communication.

The discussion at ICANN85 reflected broad agreement on the need for a simpler, more practical, and sustainable reviews system. Participants emphasized that reviews should avoid unnecessary complexity and instead focus on clear objectives, lessons learned, and being a meaningful tool for the evolution of ICANN. Ensuring that the system remains manageable in terms of workload and resource requirements was seen as critical.

Participants also highlighted the need for mechanisms to ensure that review outputs are implemented. At the same time, the system should remain flexible in terms of timing, while incorporating appropriate safeguards to ensure processes are used in good faith and to prevent capture, alongside separate requirements for strong accountability and transparency structures.

Clarity and structure were seen as essential to an effective reviews system. Each review should have a clearly defined and distinct purpose, with narrow scoping to avoid overlap and inefficiency. Participants noted that a one size fits all approach would not work given organizational diversity, and that reviews need to be adaptable to different contexts. Strong accountability and transparency mechanisms, particularly for SO/AC leadership, were highlighted, alongside the inclusion of relevant technical and external expertise. A longer-term, predictable cadence, especially for structural reviews, was also noted.

From a design perspective, participants emphasized the need for a system that is easy to understand, including for external audiences. Clear articulation of the purpose of each review type was seen as important to avoid duplication or overlaps, with support for automatic triggers rather than reliance on requests.

Conflict of interest provisions were considered essential, and routine reporting was suggested to lighten the review workload.

In relation to scoping, there was support for community involvement, alongside relevant expertise (depending on the type of review) and safeguards to mitigate the risk of bias toward the status quo. Participation from both the Board and the organization was seen as important.

Across review categories, themes included reducing delays and review overlap, strengthening safeguards in the self-evaluation processes, focusing structural reviews on significant issues with clear indicators, and that the Review of Reviews could review one subset of reviews rather than all of them.

For On-Demand reviews, there should be strict triggering criteria, such as analysis of evidence, justification of urgency, and non-duplication certification, along with capacity and workload checks.

Principles

Building on the extensive input received during the community dialogue regarding the characteristics of an effective review process, the Reviews CCG aligned on a set of guiding principles that underpin its proposed framework:

- Reviews should be simple, clear, focused on core issues.
- Reviews should be responsive, adaptable, and proportionate to the current environment and circumstances.
- Reviews should be tightly scoped, targeted, and manageable through efficient prioritization.
- Reviews should be time-bound with a meaningful cadence.
- Reviews should produce tangible and practical results with clear outcomes that aim to facilitate change where called for.

Appendix D – How Refreshed Proposal Addresses Public Comment

The Reviews CCG released its First Draft Report for public comment on 25 June 2026 through 4 August 2026. *Overall, the comments received demonstrate broad support for modernizing ICANN's reviews framework as well as the Reviews CCG's concept that combines a set of Scheduled Reviews supplemented by well-scoped, community-supported On-Demand reviews. The comments included many suggestions*[19].

Key adjustments made to the Reviews CCG proposal to address public comment received included the following:

- **Purpose of Reviews** - The Reviews CCG took stock of the support for the definition received in the first public comment and confirmed its alignment on the notion that the definition should remain broad enough to be all encompassing within the remit of ICANN's Mission, Bylaws, Articles, Commitments, Core Values and Article 3 Transparency obligations.

  For example, the Reviews CCG received commentary requesting that "end users effects" be reflected in the definition. Being more specific or narrowing down the definition may inadvertently set some constraints. The definition cannot thoroughly list all use cases, hence the importance of keeping it high-level.

  The Reviews CCG concurred with the comment received that the use of "and complying with" in the former version[20] of the definition may potentially overlap with, and dilute focus on, the existing accountability mechanisms and tools for items of non-compliance (Request for Consideration, Independent Review Panel). The reference to "complying" has therefore been removed from the definition and replaced with "according to".

- **Nature of ICANN Reviews** - To address public comment suggesting that this be better defined, the Reviews CCG has further clarified that a review cannot interfere with, substitute for, or otherwise replace a policy development process. While a review may assess the effects or effectiveness of an existing policy, it should not be used as a vehicle to mitigate, relitigate, pre-empt, or influence matters of policy development. Where a review identifies an issue that may warrant policy development or policy changes, however, a review may recommend that the matter be considered by the appropriate Supporting Organization (SO). Any determination as to whether and how to initiate or pursue policy development would remain with the relevant SO according to their processes.

  In response to some commentary, the Reviews CCG added the nuance that while a review should focus on existing and sufficiently established processes, tools, and mechanisms, it may assess processes, tools, or mechanisms introduced since the

[19] Review of Reviews Draft Report Public Comment Summary Report

[20] The purpose of reviews is to assess whether ICANN is fulfilling and complying with its Mission according to its Bylaws, Articles, Commitments, Core Values, and Article 3 transparency obligations ("Transparency Obligations") and, where needed, to recommend changes and/or improvements to ICANN's processes, procedures, and/or structures to ensure those goals.

previous review where they have been in place for a sufficient period to allow for meaningful evaluation based on experience and evidence.

- **Reviews Scoping Committee (RSC)** - The Reviews CCG received public comments noting concern or seeking greater clarity regarding the RSC's authority, roles and responsibilities, as well as the transparency requirements applicable to its work.

  In response, the Reviews CCG has further clarified in its Report that the RSC is a coordinating body that makes recommendations for Supporting Organization (SO) and Advisory Committee (AC) endorsement. The Reviews CCG also tested the proposed Reviews system through a series of stress tests to verify that the RSC's functions remain appropriately confined to this coordination role and do not encroach on the responsibilities or decision-making of SO/ACs.

  In light of the concerns in the public comment on transparency requirements for the RSC, the Reviews CCG further emphasized these requirements and articulated operational considerations in a clearer way. Beyond transparency, the Reviews CCG clarified the RSC would operate based on consensus, and the expectation that its members would bring synthesized views from their groups while remaining open to discuss other views.

  To address public comment, composition adjustments were also made to convert the ICANN Board and ICANN org roles into liaison roles when taking part in discussions. Representation expected from SO/ACs was also clarified.

  Responsibilities of the RSC were adjusted to match the broader refinements made to the proposal. Additional criteria were also defined in an effort to further address public comment. For example, as part of its works, the RSC must now verify a minimum capacity requirement of 5/7 SO/ACs for a review to be initiated, noting that opposing initiation does not prevent subsequent participation in conducting the review.

  In response to public comment, a clarification was also made to note that while the RSC might be responsible for use of resources, it operates within the confines of ICANN's budget, and is respectful of ICANN's fiduciary obligations.

- **Reviews System** - In response to public comment that underlined the importance of avoiding duplication and of remaining mindful of resources and bandwidth, the Reviews CCG has adjusted the system to remove the proposed mechanism for prodding the Registration Directory Service Review (RDS), Security, Stability and Resiliency (SSR) Reviews, aspects of the New gTLD Program (formerly Competition, Consumer Trust, Consumer Choice (CCT) Review), and Reviews of Reviews under the On-Demand Review framework.

  In light of comments received related to SSR and RDS and their close connection to ICANN's core mission, and the concern that these may not be clearly scheduled for review, the Reviews CCG has made it clearer that these aspects are addressed through the Accountability and Transparency (ATR) by creating a clearer pathway for such issues to be considered. The ATR now includes three dedicated scoping slates: one for ATR, one for SSR, and one for RDS. This approach avoids having separate scheduled full-blown reviews while ensuring that matters falling under each of these areas have a regular, variably-scoped and clearly defined pathway for inclusion in the scope of the ATR.

Recognizing the requests received in the public comment, the Reviews CCG also added a recommendation that there be a budget line or lines for reviews added to ICANN budgets, and clarified that the existing requirements in Bylaws related to the Annual Reviews Implementation Report remains.

- **Accountability and Transparency Review** - The Reviews CCG made adjustments to the ATR focus to more clearly encompass the commitments with respect to RDS, and SSR. This was in recognition of comments received in the public comment period and at ICANN86 on the importance of preserving regular, scheduled opportunities to consider matters relating to RDS and SSR given their significance to ICANN's Mission.

  While these elements were covered by the ATR focus given their tie to ICANN's mission, commitments and core values, which is the core of the ATR mandate, the Reviews CCG acknowledged the need to more clearly articulate this opportunity and as such, has structured the ATR to now include three dedicated avenues for scoping: Accountability and Transparency, Registration Directory Services (RDS), and Security, Stability, and Resiliency (SSR).

  This approach is intended to fully replace the separate "prodding" of these reviews recommended in the First Report, in recognition of the:
- duplication with the mandate of the ATR, as these topics are rooted in ICANN's mission, commitments and core values
- uncertainty over which process to use to address a particular issue
- Fragmentation of prioritization and resource planning
- Repeated demands on SO/ACs and other participants
- Overlapping reviews or inconsistent recommendations.

  In response to public comment emphasizing the importance of effective implementation of review recommendations and the need for mechanisms to ensure appropriate follow-through, the Reviews CCG has made the assessment of progress in implementing review recommendations a standing item within the Accountability and Transparency Review (ATR) focus.

  The Review of Reviews was previously proposed as a prodded review under the On-Demand Review framework. To simplify the overall reviews system while preserving a scheduled opportunity to assess its effectiveness, the Reviews CCG instead proposes that the ATR consider whether there is a need to initiate a Review of Reviews under On-Demand.

  Recognizing the public comment requesting a solution to ensure timely ATR reviews in the event a threshold for agreement on a topic is not met, the refreshed ATR now benefits from a combination of standing assessment items and scoped items. In the event SO/ACs cannot agree on sufficient scoped topics, the implementation assessment item and consideration of RoR are sufficient to warrant an ATR.

  In recognition that three slates may create more workload than anticipated and require specific scoped expertise, the Reviews CCG now recommends the RSC may make a recommendation on whether the ATR should happen through one single community review team or be supported by a sub community review team(s) because of workload or if scoped topic expertise is needed. The sub community review team is a new concept.

In clarifying when the clock starts for initiating the ATR, the Reviews CCG also considered the public comments calling for safeguards on implementation slippages. Specifically, the Reviews CCG clarified that the five-year period for initiating the next ATR begins on the date the Board concludes its action on the final report of the preceding ATR. If the Board has not concluded its action within 12 months of receiving the final report, the five-year period will instead begin 12 months after delivery of the final report to the Board.

- **Structural Review** - To take on the suggestion that it should make an effort to avoid duplication, the Reviews CCG has decided it would leverage the existing annual horizon scan conducted as part of ICANN's strategic planning process to help inform its assessment of relevant external developments. This, however, would not preclude the Structural Community Review Team from seeking additional external expertise or advice where appropriate.

  In response to the ask for definition of what the Structural Review is to tackle, the purpose and scope of the Structural Review have been further defined around three core questions:
  - Are there external factors or developments that may warrant structural change?
  - Are there internal factors or developments that may warrant structural change?
  - What would be the potential consequences or implications of any such structural change?

- **Deferrals of scheduled reviews** - To address public comment emphasizing the need to prevent review deferrals from being overly extended, the Reviews CCG has introduced a cap on a cumulative duration of deferrals.

- **Thresholds** - Noting the public comments seeking clarification on thresholds and decision-making, the Reviews CCG confirmed that positive endorsement is essential and that abstention has no procedural impact, thereby solidifying the requirement for appropriate support from SO/ACs on any decision related to reviews.

- **On-Demand** - To avoid duplication and address public comment, the Reviews CCG sought to simplify the On-Demand Framework by removing the prodding mechanism.

  While the Consequential Effects Review is being maintained as is, to address commentary received, the Reviews CCG agreed to articulate a clearer set of criteria that trigger the need to initiate this Review (namely SO/AC independent or On-Demand restructuring).

  Under other matters that require reviews, the Reviews CCG also explored the suggestion in public comment to set limits on re-submission(s) of issue(s) previously rejected by the RSC (maximum number of submissions, minimum duration in between, or increased number of supporters), but ultimately decided against imposing such a restriction, recognizing that some groups may identify emerging issues earlier than others and that these issues may only become more broadly apparent over time. There is, however, a requirement for clear rationale on resubmitting and if rejected.

- **Community Review Team (ATR and On-Demand)** - To address public comments raising concerns about the size and composition of review teams, the proposed

composition was adjusted from three representatives to up-to-three representatives from each participating SO/AC. This decision was also informed by the input the Reviews CCG members received from their respective groups.

The composition section was also revised in response to feedback received that the ICANN Board and org participation should take part in review team discussions in a liaison capacity.

In light of some commentary, the Reviews CCG also included an ask that the SO and ACs be mindful of diversity in appointing their representatives.

To address public comment, the Reviews CCG noted that Review team members are expected to represent the views and perspectives of their respective groups, including by maintaining regular liaison with those groups and reporting back on the review team's work. Community review team members should bring synthesized views to the review team. The Reviews CCG further noted that at the same time, members should engage constructively in the review process, remain open to different perspectives, and be prepared to adjust their positions as discussions evolve in pursuit of consensus.

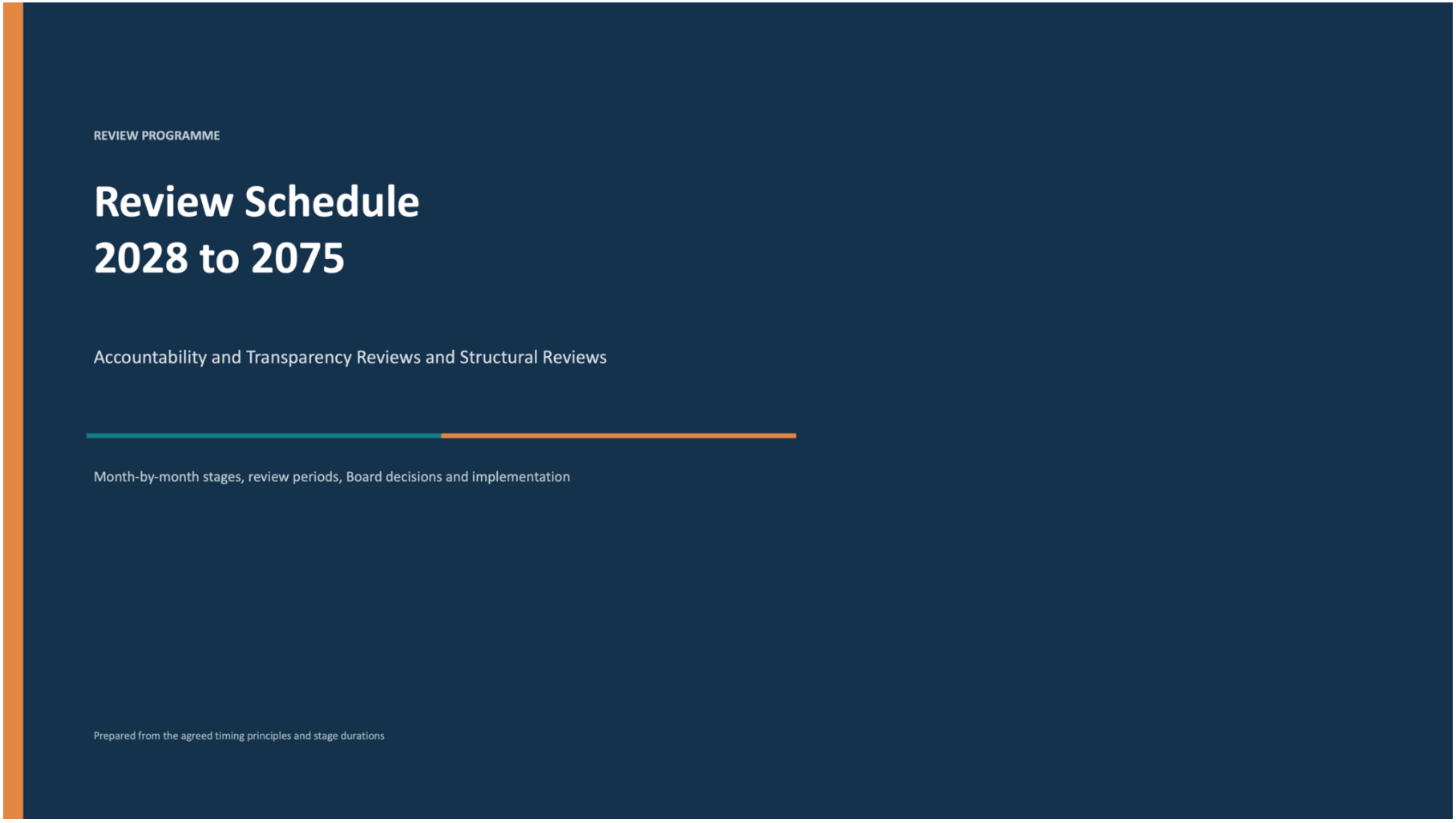
To address the request for clarification in the public comment, the requirement for a draft report to be published for Public Comment was added to the report.

- **Structural Community Review Team (Structural Review)** - To address public comments raising concerns on the lack of clarity surrounding the use of a Community Liaison Group for former Phase 1 and the use of a Cross-Community Working Group for Phases 2 and 3, the Reviews CCG decided to recommend a Structural Community Review Team, and to enable larger cross community collaboration recommends it comprises up to five representatives for each SO/AC, two liaisons for Board and two liaisons for org.

- **Final Report** - To address public comment seeking clearer timeframes around Board consideration of review outputs or of implementation timelines, the Reviews CCG added safeguards. Notably, if Board consideration of the report extends beyond these timeframes, it would be expected to provide a formal update to the community six months after receipt of the final report and every three months thereafter until its consideration is complete. It would also not have an impact on the initiation time of the subsequent review occurrence. The proposed framework also now includes a clearer process for community endorsement and Board consideration of review recommendations.

- **Mutual Accountability Solution** - To address a suggestion of a stress test received through public comment, the Reviews CCG introduced a consultation process to be followed if the Board rejects a recommendation or charter.

Appendix E – Reviews Schedule 2028-2075



How the review dates are set

Working principles used to calculate the schedule

1

Structural Review anchor

Each new SR enters the Review runs stage on the 15th anniversary of the previous SR Board resolution. The RSC stages are scheduled backwards so they finish immediately before that fixed date.

2

ATR target date

Each new ATR would normally enter the Review runs stage on the fifth anniversary of the previous ATR Board resolution.

3

Minimum separation

At least 30 months must pass between any Board resolution and the Review runs stage of the next review. Preparatory RSC work may take place during this interval.

4

SR priority

When an ATR target conflicts with a pegged SR or the 30-month separation rule, the SR date stays fixed. The ATR moves to the earliest date that satisfies the separation rule.

Effect on the ATR schedule

ATR	Normal Review runs date	Reason for movement	Adjusted Review runs date
ATR 2	11 Feb 2035	SR 1 intervenes	25 Feb 2037
ATR 4	5 Jan 2050	SR 2 intervenes	28 Feb 2054
ATR 6	8 Jan 2067	SR 3 intervenes	4 Mar 2071

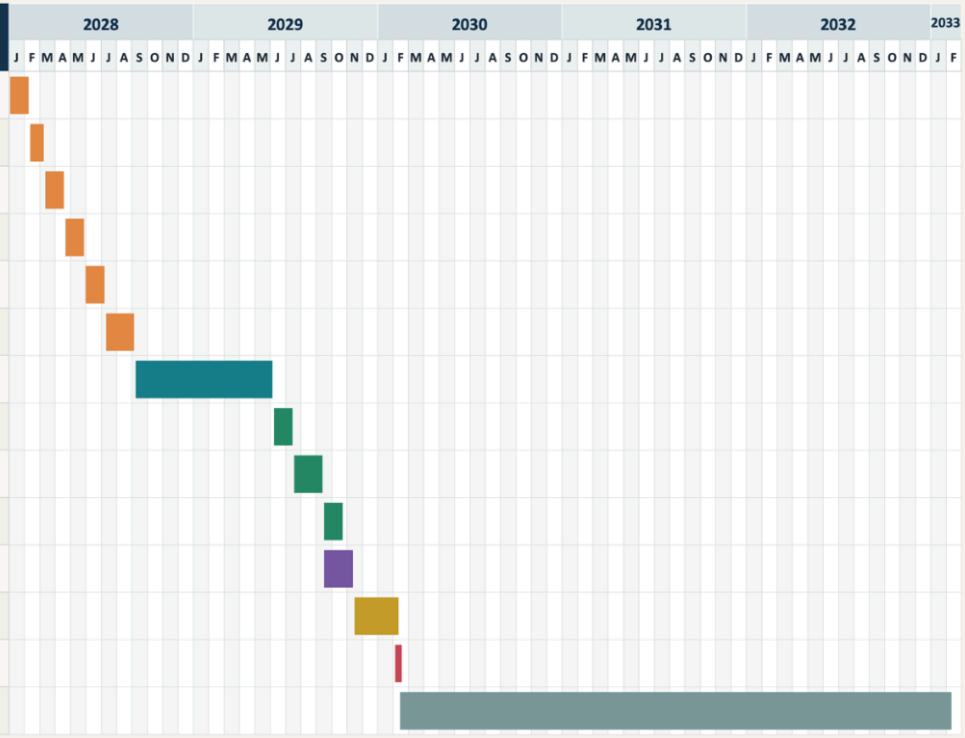
Implementation periods do not set the next review date. The controlling dates are Board resolution and the next Review runs stage.

02

2028-2033: Accountability and Transparency Review 1

First Accountability and Transparency Review in the schedule.

REVIEW	STAGE	DATES
ATR 1	RSC calls for topic submissions	1 Jan-9 Feb 2028 (40 days)
ATR 1	RSC collates and prioritises topics	10 Feb-10 Mar 2028 (30 days)
ATR 1	RSC publishes slate for public comment	11 Mar-19 Apr 2028 (40 days)
ATR 1	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	20 Apr-29 May 2028 (40 days)
ATR 1	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	30 May-8 Jul 2028 (40 days)
ATR 1	RSC sends charter to Board for formal approval and formation of Review Team commences	9 Jul-6 Sep 2028 (60 days)
ATR 1	Review runs	7 Sep 2028-6 Jun 2029 (9 months)
ATR 1	Review Team publishes draft report for public comment	7 Jun-16 Jul 2029 (40 days)
ATR 1	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	17 Jul-14 Sep 2029 (60 days)
ATR 1	Board publishes Final Report for public comment	15 Sep-24 Oct 2029 (40 days)
ATR 1	SO/ACs consider Final Report for endorsement	15 Sep-13 Nov 2029 (60 days)
ATR 1	Board consideration	14 Nov 2029-11 Feb 2030 (90 days)
ATR 1	Board resolution	11 Feb 2030
ATR 1	Implementation	12 Feb 2030-11 Feb 2033 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 15 Sep 2029.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

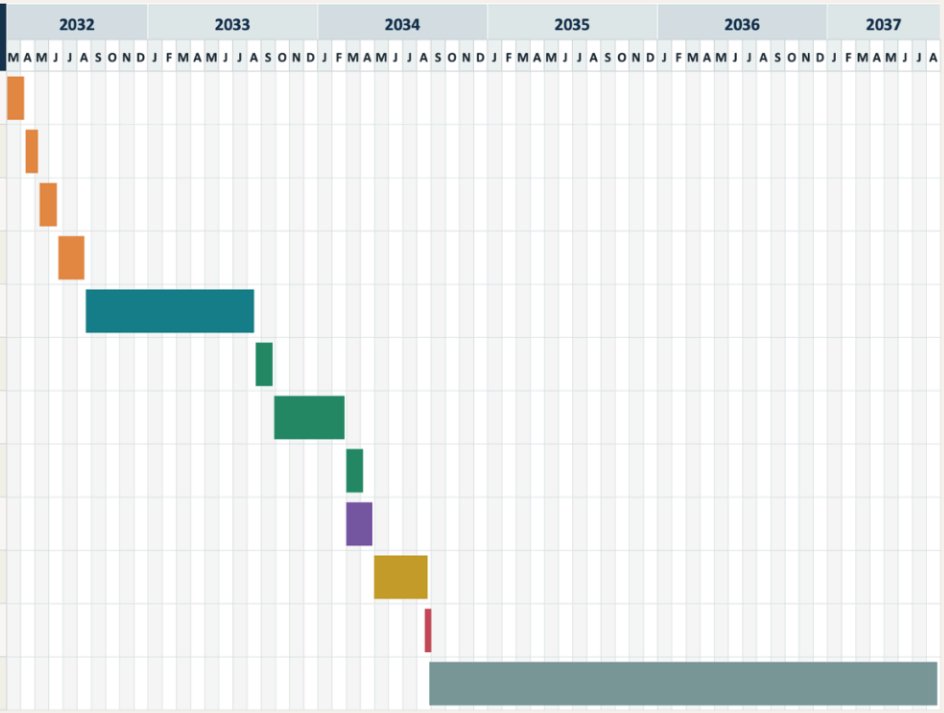
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

03

2032-2037: Structural Review 1

First Structural Review in the schedule. Its Board resolution fixes the SR 2 Review runs date.

REVIEW	STAGE	DATES
SR 1	RSC calls for structural issue submissions and considers the latest horizon scan	1 Mar-9 Apr 2032 (40 days)
SR 1	RSC considers issues submitted and horizon scan scan and considers deferral	10 Apr-9 May 2032 (30 days)
SR 1	RSC sends recommendation to SO/ACs to proceed or defer and drafts charter	10 May-18 Jun 2032 (40 days)
SR 1	RSC sends charter to Board for formal approval and formation of Review Team commences	19 Jun-17 Aug 2032 (60 days)
SR 1	Review runs	18 Aug 2032-17 Aug 2033 (12 months)
SR 1	Review Team publishes draft report for public comment	18 Aug-26 Sep 2033 (40 days)
SR 1	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	27 Sep 2033-26 Feb 2034 (5 months)
SR 1	Board publishes Final Report for public comment	27 Feb-7 Apr 2034 (40 days)
SR 1	SO/ACs consider Final Report for endorsement	27 Feb-27 Apr 2034 (60 days)
SR 1	Board consideration	28 Apr-25 Aug 2034 (120 days)
SR 1	Board resolution	25 Aug 2034
SR 1	Implementation	26 Aug 2034-25 Aug 2037 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 27 Feb 2034.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

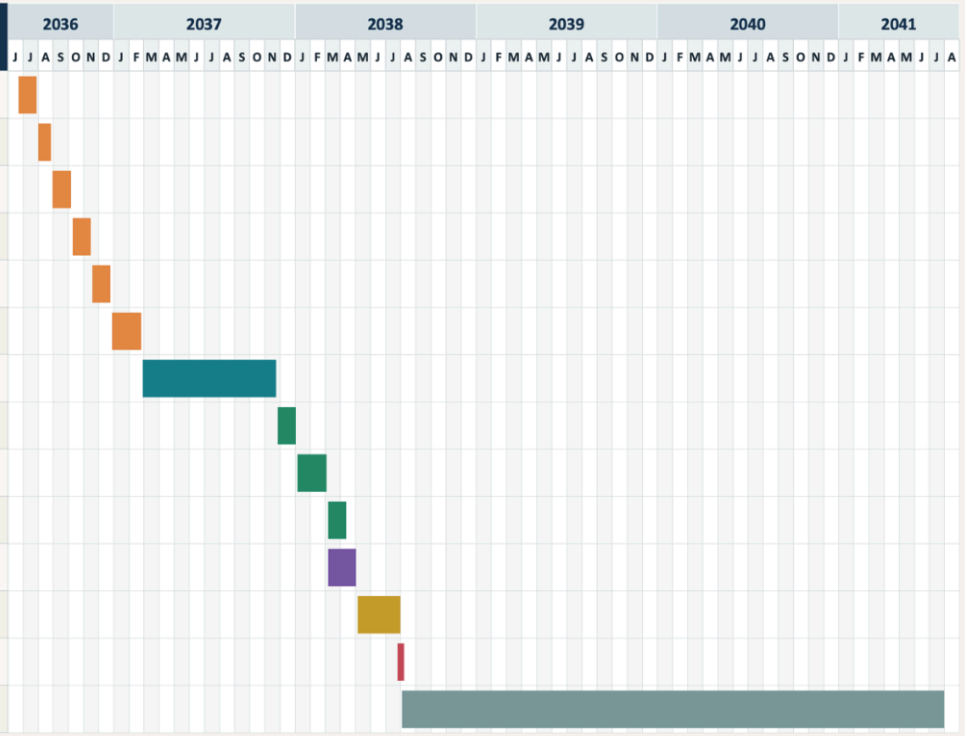
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

04

2036-2041: Accountability and Transparency Review 2

Review runs delayed to maintain 30 months after the SR 1 Board resolution.

REVIEW	STAGE	DATES
ATR 2	RSC calls for topic submissions	20 Jun-29 Jul 2036 (40 days)
ATR 2	RSC collates and prioritises topics	30 Jul-28 Aug 2036 (30 days)
ATR 2	RSC publishes slate for public comment	29 Aug-7 Oct 2036 (40 days)
ATR 2	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	8 Oct-16 Nov 2036 (40 days)
ATR 2	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	17 Nov-26 Dec 2036 (40 days)
ATR 2	RSC sends charter to Board for formal approval and formation of Review Team commences	27 Dec 2036-24 Feb 2037 (60 days)
ATR 2	Review runs	25 Feb-24 Nov 2037 (9 months)
ATR 2	Review Team publishes draft report for public comment	25 Nov 2037-3 Jan 2038 (40 days)
ATR 2	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	4 Jan-4 Mar 2038 (60 days)
ATR 2	Board publishes Final Report for public comment	5 Mar-13 Apr 2038 (40 days)
ATR 2	SO/ACs consider Final Report for endorsement	5 Mar-3 May 2038 (60 days)
ATR 2	Board consideration	4 May-1 Aug 2038 (90 days)
ATR 2	Board resolution	1 Aug 2038
ATR 2	Implementation	2 Aug 2038-1 Aug 2041 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 5 Mar 2038.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

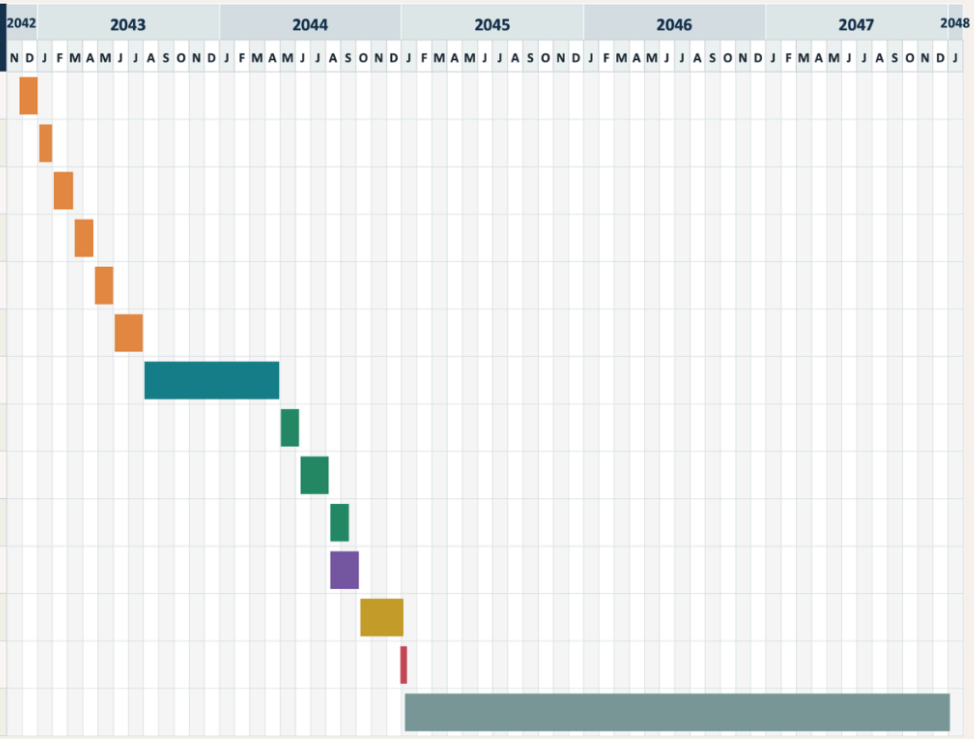
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

05

2042-2048: Accountability and Transparency Review 3

The Review runs stage begins on the fifth anniversary of the ATR 2 Board resolution.

REVIEW	STAGE	DATES
ATR 3	RSC calls for topic submissions	24 Nov 2042-2 Jan 2043 (40 days)
ATR 3	RSC collates and prioritises topics	3 Jan-1 Feb 2043 (30 days)
ATR 3	RSC publishes slate for public comment	2 Feb-13 Mar 2043 (40 days)
ATR 3	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	14 Mar-22 Apr 2043 (40 days)
ATR 3	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	23 Apr-1 Jun 2043 (40 days)
ATR 3	RSC sends charter to Board for formal approval and formation of Review Team commences	2 Jun-31 Jul 2043 (60 days)
ATR 3	Review runs	1 Aug 2043-30 Apr 2044 (9 months)
ATR 3	Review Team publishes draft report for public comment	1 May-9 Jun 2044 (40 days)
ATR 3	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	10 Jun-8 Aug 2044 (60 days)
ATR 3	Board publishes Final Report for public comment	9 Aug-17 Sep 2044 (40 days)
ATR 3	SO/ACs consider Final Report for endorsement	9 Aug-7 Oct 2044 (60 days)
ATR 3	Board consideration	8 Oct 2044-5 Jan 2045 (90 days)
ATR 3	Board resolution	5 Jan 2045
ATR 3	Implementation	6 Jan 2045-5 Jan 2048 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 9 Aug 2044.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

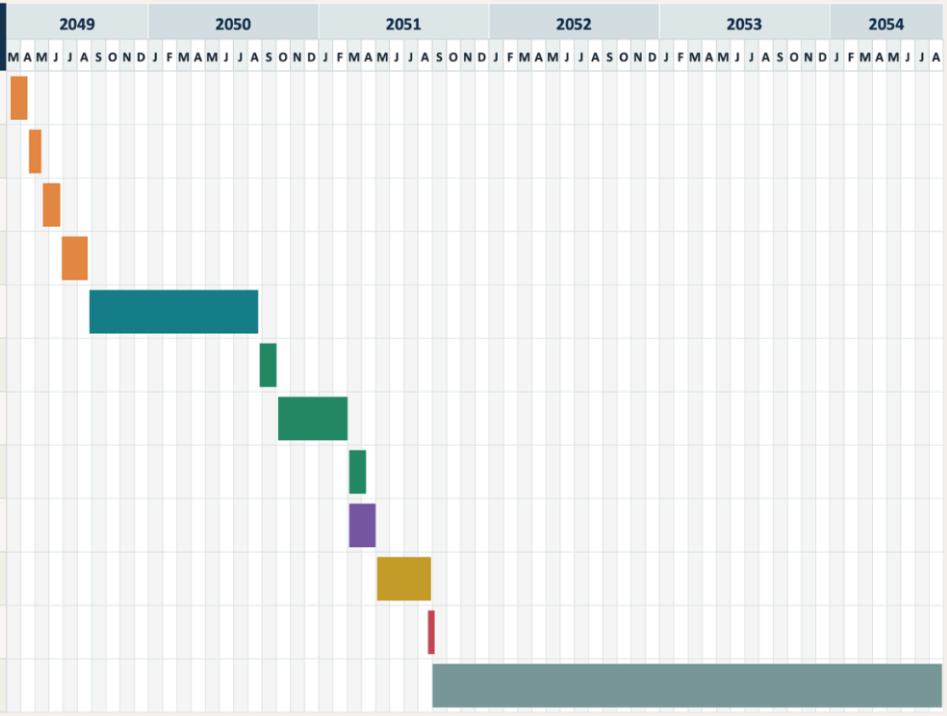
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

06

2049-2054: Structural Review 2

The Review runs stage begins on the 15th anniversary of the SR 1 Board resolution.

REVIEW	STAGE	DATES
SR 2	RSC calls for structural issue submissions and considers the latest horizon scan	8 Mar-16 Apr 2049 (40 days)
SR 2	RSC considers issues submitted and horizon scan scan and considers deferral	17 Apr-16 May 2049 (30 days)
SR 2	RSC sends recommendation to SO/ACs to proceed or defer and drafts charter	17 May-25 Jun 2049 (40 days)
SR 2	RSC sends charter to Board for formal approval and formation of Review Team commences	26 Jun-24 Aug 2049 (60 days)
SR 2	Review runs	25 Aug 2049-24 Aug 2050 (12 months)
SR 2	Review Team publishes draft report for public comment	25 Aug-3 Oct 2050 (40 days)
SR 2	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	4 Oct 2050-3 Mar 2051 (5 months)
SR 2	Board publishes Final Report for public comment	4 Mar-12 Apr 2051 (40 days)
SR 2	SO/ACs consider Final Report for endorsement	4 Mar-2 May 2051 (60 days)
SR 2	Board consideration	3 May-30 Aug 2051 (120 days)
SR 2	Board resolution	30 Aug 2051
SR 2	Implementation	31 Aug 2051-30 Aug 2054 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 4 Mar 2051.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

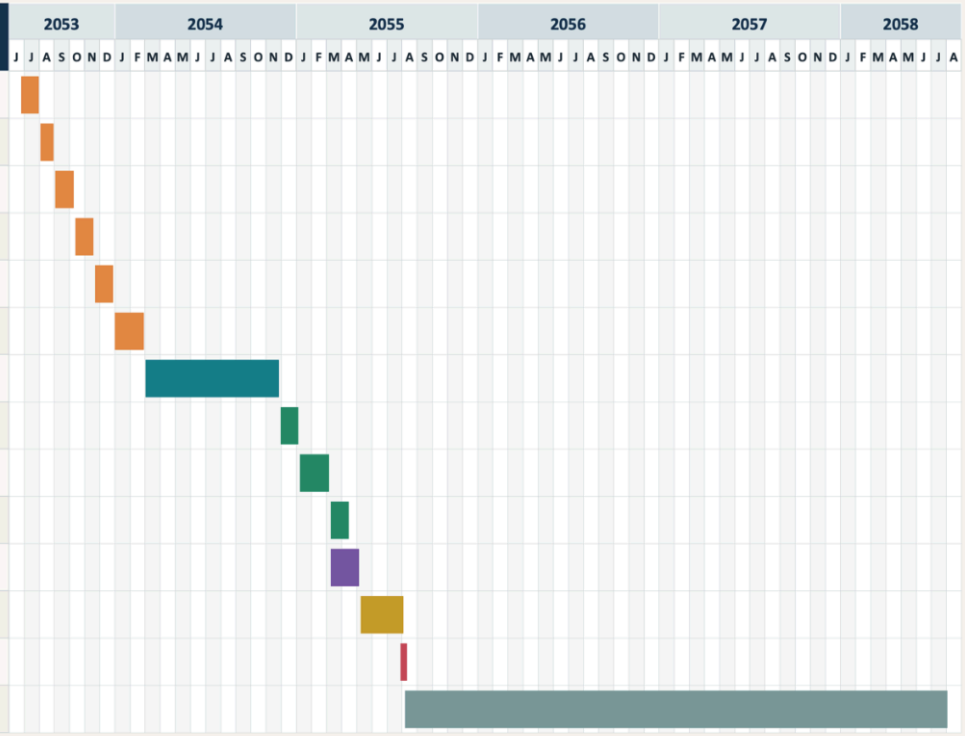
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

07

2053-2058: Accountability and Transparency Review 4

Review runs delayed until 30 months after the SR 2 Board resolution.

REVIEW	STAGE	DATES
ATR 4	RSC calls for topic submissions	23 Jun-1 Aug 2053 (40 days)
ATR 4	RSC collates and prioritises topics	2-31 Aug 2053 (30 days)
ATR 4	RSC publishes slate for public comment	1 Sep-10 Oct 2053 (40 days)
ATR 4	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	11 Oct-19 Nov 2053 (40 days)
ATR 4	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	20 Nov-29 Dec 2053 (40 days)
ATR 4	RSC sends charter to Board for formal approval and formation of Review Team commences	30 Dec 2053-27 Feb 2054 (60 days)
ATR 4	Review runs	28 Feb-27 Nov 2054 (9 months)
ATR 4	Review Team publishes draft report for public comment	28 Nov 2054-6 Jan 2055 (40 days)
ATR 4	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	7 Jan-7 Mar 2055 (60 days)
ATR 4	Board publishes Final Report for public comment	8 Mar-16 Apr 2055 (40 days)
ATR 4	SO/ACs consider Final Report for endorsement	8 Mar-6 May 2055 (60 days)
ATR 4	Board consideration	7 May-4 Aug 2055 (90 days)
ATR 4	Board resolution	4 Aug 2055
ATR 4	Implementation	5 Aug 2055-4 Aug 2058 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 8 Mar 2055.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

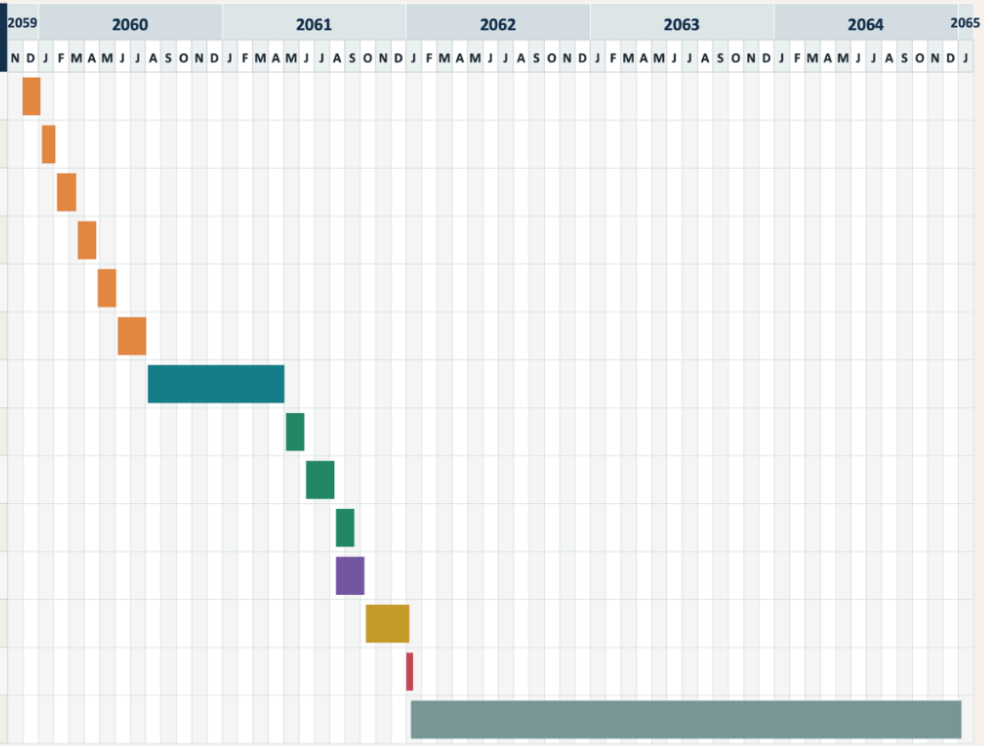
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

08

2059-2065: Accountability and Transparency Review 5

The Review runs stage begins on the fifth anniversary of the ATR 4 Board resolution.

REVIEW	STAGE	DATES
ATR 5	RSC calls for topic submissions	28 Nov 2059-6 Jan 2060 (40 days)
ATR 5	RSC collates and prioritises topics	7 Jan-5 Feb 2060 (30 days)
ATR 5	RSC publishes slate for public comment	6 Feb-16 Mar 2060 (40 days)
ATR 5	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	17 Mar-25 Apr 2060 (40 days)
ATR 5	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	26 Apr-4 Jun 2060 (40 days)
ATR 5	RSC sends charter to Board for formal approval and formation of Review Team commences	5 Jun-3 Aug 2060 (60 days)
ATR 5	Review runs	4 Aug 2060-3 May 2061 (9 months)
ATR 5	Review Team publishes draft report for public comment	4 May-12 Jun 2061 (40 days)
ATR 5	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	13 Jun-11 Aug 2061 (60 days)
ATR 5	Board publishes Final Report for public comment	12 Aug-20 Sep 2061 (40 days)
ATR 5	SO/ACs consider Final Report for endorsement	12 Aug-10 Oct 2061 (60 days)
ATR 5	Board consideration	11 Oct 2061-8 Jan 2062 (90 days)
ATR 5	Board resolution	8 Jan 2062
ATR 5	Implementation	9 Jan 2062-8 Jan 2065 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 12 Aug 2061.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

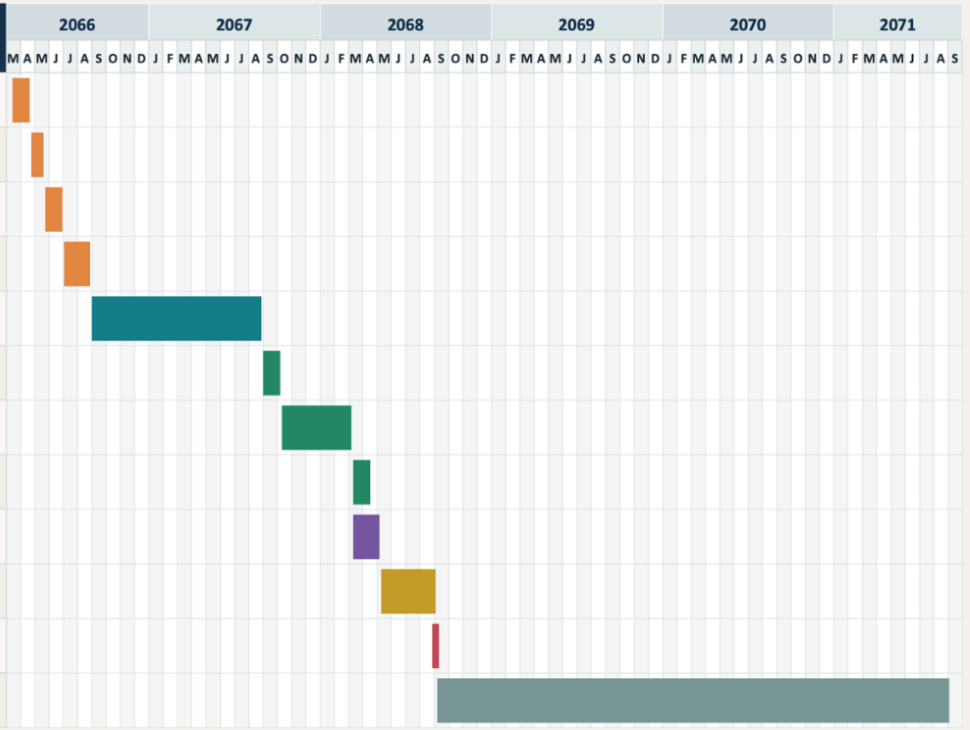
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

09

2066-2071: Structural Review 3

The Review runs stage begins on the 15th anniversary of the SR 2 Board resolution.

REVIEW	STAGE	DATES
SR 3	RSC calls for structural issue submissions and considers the latest horizon scan	13 Mar-21 Apr 2066 (40 days)
SR 3	RSC considers issues submitted and horizon scan scan and considers deferral	22 Apr-21 May 2066 (30 days)
SR 3	RSC sends recommendation to SO/ACs to proceed or defer and drafts charter	22 May-30 Jun 2066 (40 days)
SR 3	RSC sends charter to Board for formal approval and formation of Review Team commences	1 Jul-29 Aug 2066 (60 days)
SR 3	Review runs	30 Aug 2066-29 Aug 2067 (12 months)
SR 3	Review Team publishes draft report for public comment	30 Aug-8 Oct 2067 (40 days)
SR 3	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	9 Oct 2067-8 Mar 2068 (5 months)
SR 3	Board publishes Final Report for public comment	9 Mar-17 Apr 2068 (40 days)
SR 3	SO/ACs consider Final Report for endorsement	9 Mar-7 May 2068 (60 days)
SR 3	Board consideration	8 May-4 Sep 2068 (120 days)
SR 3	Board resolution	4 Sep 2068
SR 3	Implementation	5 Sep 2068-4 Sep 2071 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 9 Mar 2068.

Review | Report | RSC undertakes / considers / consults | SO/AC endorsement | Board consideration | Board resolution | Implementation

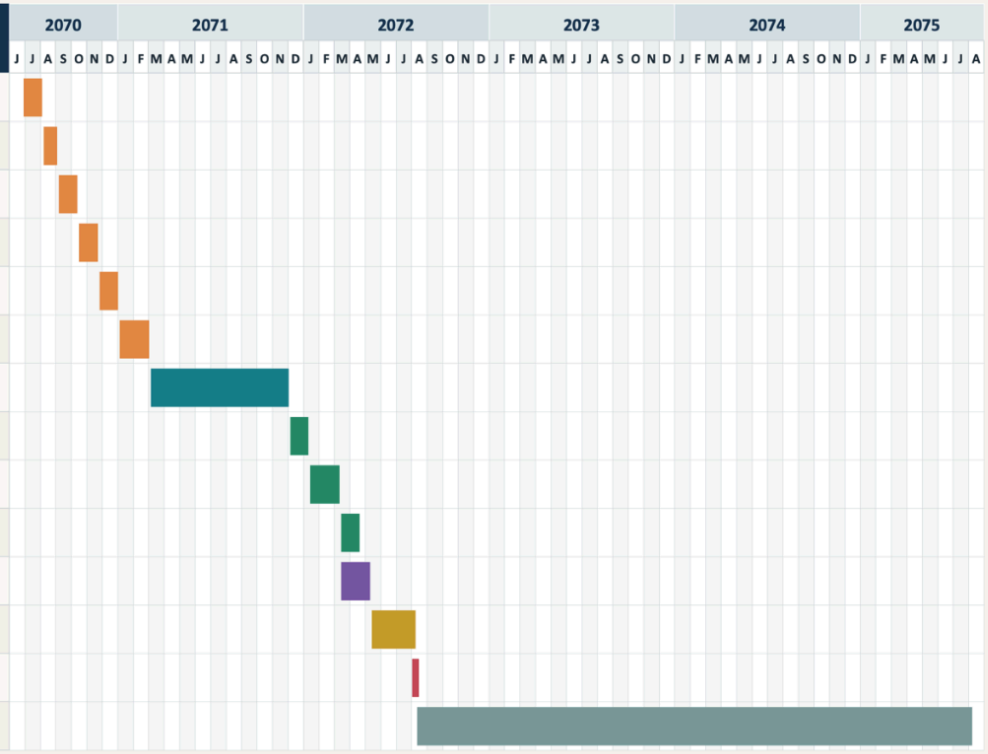
Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

10

2070-2075: Accountability and Transparency Review 6

Review runs delayed until 30 months after the SR 3 Board resolution.

REVIEW	STAGE	DATES
ATR 6	RSC calls for topic submissions	27 Jun-5 Aug 2070 (40 days)
ATR 6	RSC collates and prioritises topics	6 Aug-4 Sep 2070 (30 days)
ATR 6	RSC publishes slate for public comment	5 Sep-14 Oct 2070 (40 days)
ATR 6	RSC fine tunes slate and undertakes feasibility and resource assessment and considers deferral	15 Oct-23 Nov 2070 (40 days)
ATR 6	RSC sends recommended slate or deferral for SO/AC endorsement and undertakes charter drafting	24 Nov 2070-2 Jan 2071 (40 days)
ATR 6	RSC sends charter to Board for formal approval and formation of Review Team commences	3 Jan-3 Mar 2071 (60 days)
ATR 6	Review runs	4 Mar-3 Dec 2071 (9 months)
ATR 6	Review Team publishes draft report for public comment	4 Dec 2071-12 Jan 2072 (40 days)
ATR 6	Review Team considers comments and sends Final Report to Board and to SO/ACs for endorsement	13 Jan-12 Mar 2072 (60 days)
ATR 6	Board publishes Final Report for public comment	13 Mar-21 Apr 2072 (40 days)
ATR 6	SO/ACs consider Final Report for endorsement	13 Mar-11 May 2072 (60 days)
ATR 6	Board consideration	12 May-9 Aug 2072 (90 days)
ATR 6	Board resolution	9 Aug 2072
ATR 6	Implementation	10 Aug 2072-9 Aug 2075 (36 months)



The Board public-comment period and SO/AC endorsement period run in parallel from 13 Mar 2072.

Review Report RSC undertakes / considers / consults SO/AC endorsement Board consideration Board resolution Implementation

Calendar-day durations are counted inclusively. Each following sequential stage starts the next day.

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