



Review of Reviews

Cross Community Group

23 February 2026

Review of Reviews



CCG 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.

*19 plenary meetings to date.



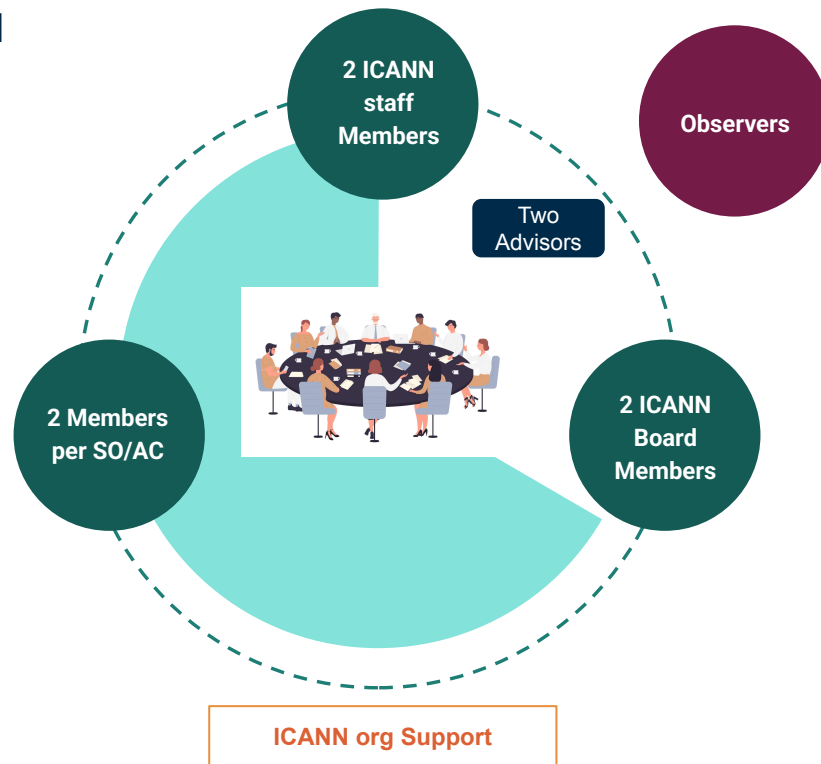
Current Status: Design proposal for discussion at ICANN85.



Next Steps: Draft Report for Public Comment and discussion at ICANN86 (Jun 2026).



Estimated Completion Date:
Final Report and documentation of support shared with Board in Aug 2026.



Phases of Work and Key Deliverables

Phase 1

Fact Finding

Consult Community on issues around purpose and need for the ICANN reviews system, and of current and future reviews

Purpose of Reviews at ICANN84 (Oct 25)

Phase 2

Analysis & Development of Proposals

Analysis of input received, identify core issues and priorities



We are here

Initial Design for Discussion at ICANN85 (Mar 26)

Phase 3

Finalization of Proposals

Analysis of input received, develop draft report

Draft Report for Discussion at ICANN86 (Jun 26)

Phase 4

Finalizing of Report and Decision-making

Finalization of report and call for SO/AC support

Final Report and Documentation of Support Sent to Board (Aug 26)

Reviews CCG **Draft** Design Proposal

The purpose of reviews is to assess whether ICANN is fulfilling its Mission, Commitments and Core Values as set out in the ICANN Bylaws in a transparent and accountable manner, by reviewing:

ICANN's execution of its commitments in its Articles of Incorporation, Bylaws, Strategic Plan and Financial and Operational Plan

(A) Accountability and Transparency Review

The results of the SO/AC/NC Continuous Improvement Program as they relate to each SO/AC/NC and to each other

(B) Assessment of Continuous Improvement

Whether the overall structure and components of ICANN and its SOs, ACs and NC are fit for purpose

(C) Structural Review

Whether the ongoing reviews in the future are fit for purpose

(D) Review of Reviews

(E) Ad Hoc Review

Reviews CCG **Draft** Design Proposal

- Purpose
- Objectives
- Cadence
- Initiated by (i.e., “who pushes the button”)
- Scoping
- Thresholds
- Review conducted by
- To whom are recommendations made
- Corresponding current review
- Where established (Bylaws, etc.)
- Notes

	Accountability & Transparency	CIP Assessment	Structural Review	Review of Reviews	Ad Hoc Review
Purpose	The purpose of reviews is to assess whether ICANN is fulfilling its Mission, Commitments and Core Values as set out in the ICANN Bylaws in a transparent and accountable manner, by reviewing:				
	ICANN's execution of its commitments in its Articles of Incorporation, Bylaws, Strategic Plan and Financial and Operational Plan	The results of the SO/AC/NC Continuous Improvement Program as they relate to each SO/AC/NC and to each other	Whether the overall structure and components of ICANN and its SOs, ACs and NC are fit for purpose	Whether the ongoing reviews in the future are fit for purpose	
Objectives	Option 1: Based on priorities, establish scope for a review of a specified strategic goal or initiative, to look at the accountability and transparency, and to confirm whether what was delegated was completed efficiently Option 2: Focus on assessing how activities progressed on the Strategic Plan and if such progress has been accomplished in line with Commitments and Core Values	Lightweight effort 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	Option 1: Focused on structure of the ICANN multistakeholder model as a system, to recommend changes as needed to improve effectiveness or address a specific gap or need (e.g., need for a new structure). Does not cover internal structures of existing SO/ACs unless specifically requested Discusses structural issue(s) at the request of SO or AC and where SO/AC Leaders determine issue meets threshold. Option 2: Mandatory review examining structures in terms of dynamics, placement, composition, and representation, plus overall structural coherence and effectiveness. Includes associated Board composition and decision-making processes.	Audit of the review system to assess whether it is performing as intended and is still fit for the purpose of enhancing accountability and transparency	Discuss an emerging topic that meets the criteria for a review, specifically one that does not involve policy considerations, and cannot be adequately addressed through other mechanisms.

[Link to Working Document](#)

Draft Accountability and Transparency Review

Objectives:

- Option 1: Based on priorities, establish scope for a review of a specified strategic goal or initiative, to look at the accountability and transparency, and to confirm whether what was delegated was completed efficiently
- Option 2: Focus on assessing how activities progressed on the Strategic Plan and if such progress has been accomplished in line with Commitments and Core Values

Cadence: set cadence, every 5 years

Initiated by: Board

Scoping: Variable scoping to be pre-agreed through process

Thresholds: N/A

Review conducted by: TBD

To whom are recommendations made: Board

Corresponding current review: Specific Review - Accountability and Transparency review

Question: What thoughts do you have on the two options identified for approaching this review?

Draft Assessment of Continuous Improvement

Objectives: Lightweight effort to:

- confirm Continuous Improvement Programs (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

Cadence: Set cadence based on CIP cycles (every three / six years)

Initiated by: N/A

Scoping: Fixed scope

Thresholds: N/A

Review conducted by: Cross Community Group

To whom are recommendations made: The relevant Supporting Organization, Advisory Committee, or Nominating Committee

Corresponding current review: N/A

Notes and Questions:

- Does not include a review of the CIP itself.
- Should the Board undertake a CIP in accordance with the CIP principles?

Draft Structural Review

Objectives:

- **Option 1:** Focused on structure of the ICANN multistakeholder model **as a system**, to recommend changes as needed to improve effectiveness or address a specific gap or need (e.g., need for a new structure). Does not cover internal structures of existing SO/ACs unless specifically requested. Discusses structural issue(s) **at the request** of SO or AC and where SO/AC Leaders determine issue meets threshold.
- **Option 2:** Mandatory review **examining structures** in terms of dynamics, placement, composition, and representation, plus overall structural coherence and effectiveness. Includes associated Board composition and decision-making processes.

Cadence: Set cadence (every 10 years). An occurrence can be canceled based on community agreement. May be prompted out of cadence through ad hoc review process

Initiated by: Board [could consult with community]

Scoping: Fixed scoping as baseline, scope can be updated in case of SO/AC request

Thresholds: Yes, SO/AC Leaders determine agreement

Review conducted by: Cross Community Group (CEO, community leaders), assisted by expert

To whom are recommendations made: SO/AC then Board OR Structures directly

Corresponding current review: N/A

Questions:

- Option 1: Only SO/AC Leaders determine or or does it include Board leadership and Exec Staff leadership?
- Option 2: If reviewing structures, how far down should the review go? Should this address the Nominating Committee?

Draft Review of Reviews

Objectives: Audit of the review system to assess whether it is performing as intended and is still fit for the purpose of enhancing accountability and transparency

Cadence:

- Should threshold be met, set cadence, or
- Requires positive support by community to occur

Initiated by: Board [could consult with community]

Scoping: Fixed scoping

Thresholds: TBD

Review conducted by: Cross Community Group (CEO, community leaders), assisted by expert

To whom are recommendations made: SO/AC then Board

Corresponding current review: N/A

Notes and Questions:

- Could be used as the mechanism for review of the CIP itself.
- Could be an ad hoc review rather than its own bucket.
- Could be recommended by Accountability & Transparency Review to occur as an ad hoc review.
- What thoughts do you have on the options identified for approaching this review?

Draft Ad Hoc Review

Objectives: Discuss an emerging topic that meets the criteria for a review, specifically one that does not involve policy considerations, and cannot be adequately addressed through other mechanisms

Cadence: Should threshold be met, on demand review

Initiated by: SO/AC Leaders [would consult with Board/Org/Community on estimated resources and timeline]

Scoping: Variable scoping to be pre-agreed through process

Thresholds: Yes

Review conducted by: TBD (Dependent on agreed scope)

To whom are recommendations made: Board and/or depends on reason for review

Corresponding current review: CCT, SSR, RDSR

Notes and Questions: What thoughts do you have on the approach discussed for Ad Hoc Reviews? Is there another term that would better describe this type of effort?

Questions and Comments

Your Input is Important



Upcoming Public Comment proceedings on draft design proposal and Draft Report

Observers Welcome

For more information, see <https://icann-community.atlassian.net/wiki/x/v4CtGw>



Send us your input

at inputonreviews@icann.org (publicly archived) - see more information at <https://icann-community.atlassian.net/wiki/x/dQD8Hg>



Follow our work

at <https://icann-community.atlassian.net/wiki/x/E4NnFQ>



ICANN85 Sessions



Join our [session](#) at ICANN85 on Thursday, 12 March at 09:00-10:00 IST | 03:30-04:30 UTC

Discussion sessions:

[RSSAC Work Session](#) on Saturday, 7 March at 16:30-17:30 IST | 11:00-12:00 UTC

[GNSO Work Session](#) on Sunday, 8 March at 10:30-12:00 IST | 05:00-06:30 UTC

[At-Large Session on the Review of Reviews](#) on Sunday, 8 March at 16:30-17:30 IST | 11:00-12:00 UTC

[GAC: Discussion with Cross Community Group on Reviews of Reviews](#) on Sunday, 8 March at 16:30-17:30 IST | 11:00-12:00 UTC

[ASO AC Meeting with Review of Reviews CCG Leadership](#) on Wednesday, 11 March at 09:00-10:00 IST | 03:30-04:30 UTC

[ccNSO: ccTLD Consultation on Review of the Reviews](#) on Wednesday, 11 March at 16:30-17:30 IST | 11:00-12:00 UTC