
ICANN85 Mumbai | CF – At-Large Session on the Review of Reviews
Sunday, March 8, 2026 – 16:30 to 17:30 IST

YESIM SAGLAM

OK. Hello and welcome to the At-Large session on the Review of Reviews. My name is Yesim Saglam, and I am the Remote Participation Manager for this session.

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If you would like to speak during this session, please raise your hand in Zoom. When called upon, virtual participants will be given permission to unmute in Zoom. On-site participants will use a physical microphone to speak. Please state your name for the record, the language you will speak if speaking a language other than English, and speak at a reasonable pace. I will now hand the floor over to Avri Doria, Review of Reviews Co-Chair and At-Large Review of Reviews representative, and Jonathan Zuck, At-Large Review of Reviews representative. Thank you very much.

AVRI DORIA

Thank you very much. This is Avri speaking. Let me describe a little bit about the session and the agenda, which has slightly changed

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from what is there because some of the facilities we were hoping to have did not quite work out.

Anyhow, what we are trying to do here is not go through the whole presentation again. We have already done that with you several times, and you have probably had many opportunities to hear it. The real interest this time is to do what we can to gather your opinions on what is before us. In other words, Jonathan and I sort of have the responsibility of making sure that what you all think about this is given to the rest of the RORCCG, the Review of Reviews Cross-Community Group. To do that, we have to have heard it and we have to have seen it.

We have got two things that we are doing this time. First, after Jonathan has done a quick introduction to the table that we are working from, explaining its columns and rows and how to look at it, the people in this room are going to be asked to gather at the various whiteboards that are around the room to give your opinions on that. They know what is in each of these recommendations at the moment. They are actually not quite recommendations; they are sort of the precursor to recommendations, and we will record those. What we are going to try and do somehow is a rotation so that every once in a while there will be a buzzer or bell, and we will move from one whiteboard to the other. I will certainly be here wandering around, able to answer questions, hopefully, or to take questions if I cannot answer them.

Now, one change there for the CIP assessment: instead of Cheryl or Bukola being the shepherd of it, since they are both online, Sylvia is going to be helping us with that one. What Cheryl is doing is for anybody that is participating online. Basically, it is a place to just have conversations about the table and what is going on, and just collect things in general because you are not in the room to do the walking about. We hoped to use sub-Zooms as the substitute for walking about, but that is what did not work out.

Basically, in the room you will see there are A, B, C, D, and E corners. A is the accountability and transparency bucket. B is the CIP assessment bucket. C is the structural reviews bucket. D is Review of Reviews, and E is ad hoc reviews. None of that should be unfamiliar to any of you; you have heard it very often. We are basically looking for your viewpoints and opinions on that. At the end, we will try to summarize it and have what we can then put into the general collection. There is a possibility that Chris Disspain, another one of the co-chairs, will join us. Like me, he will wander around and be available for questions or to provoke conversations. I would love to see a discussion about what is going on so that we can gather your views. I think at this point I could stop and pass it to Jonathan, who will give us a quick overview of the draft table before we start walking around from whiteboard to whiteboard. Thanks.

JONATHAN ZUCK

Thanks, Avri, and thanks, everyone, for participating in this. We really do take seriously the notion that we want to get your feedback. Other constituencies are gathering feedback from their folks and bringing it in. This is to save us the embarrassment of having nothing to say when they ask what our group thinks about these things. So please do speak up.

Avri has gone over this chart a few times on OFB calls. I tried to give a little bit of thought to how to talk about it any differently than we have before. We keep talking about it as buckets, and the buckets each represent a type of review that the group has concluded should be part of this review framework. If you look across the top, those are the different types of reviews that we settled upon. If you look at the first column, which labels the rows, that is how you fill the bucket. This is not in chronological order, but if you look at some of these things, cadence is halfway down. That is the frequency with which you are going to use that bucket and how often we should try to have that review.

Then, how is it prompted? What brings it about, how does it get started, how does it get launched, and by whom? That is like adding another little bit of water to the bucket. There is the initiation process. What does it look like to get the thing started? How are things scoped? One of the questions that keeps coming up is that if we do a better job of managing the scope of these reviews, we have less of a chance of the bucket overflowing and overwhelming the organization that is trying to implement the recommendations. How is it scoped? What is the criteria for the scoping? What is the

intention of that bucket? There is a methodology and intended outcomes that should guide the scoping process.

As we go through, these are the chronological things that are going to take place to fill that bucket and, in the end, hopefully have great reviews to give to the community. You have the types of reviews across the top and the stages involved in the review along the sides, explaining how we are going to go about executing on that review on the cadence that we have decided upon. Does that make sense to folks? Do people have questions? It is just another way of thinking about something you have seen a few times now, so I just wanted to mix it up. If not, we can just start having conversations. You are going to go to each of these places and deal with a particular column and then have conversations about the rows.

AVRI DORIA

If I can add a few words: first of all, when we ask you to go to the columns, we did not assign people to specific starting points. If you look around the room, if there are more than three or four of you at a particular table, then perhaps there are more that need to be at that particular one, so please move around. Every once in a while, there will be a buzzer or a bell of some sort. That is an option to say, "Okay, you have been here for a while. You can move to another one." If you are not finished talking about the one you are at, there is no rule that says you have to move, but please try and get to all of them if you can. We are not necessarily going to have that many stops. Go to the ones that you care about. Jonathan talked about

these being types of reviews, and that is indeed the case. There is no certainty that we will necessarily hold all of those types. They may be combined or otherwise changed. We are talking about types of reviews, not necessarily actual reviews yet. That is the next step in the process. At this point, if there are no questions, I would say start wandering about and having opinions.

JONATHAN ZUCK

There is a question.

AVRI DORIA

Oh, there is? There is a question?

STAFF

Yes, there is a question because there is something in the chat going on. What is the role of the people online?

AVRI DORIA

For the people online, thank you for reminding me to talk about that. Since we could not do exactly what we had planned to do, the people online are a separate group where you guys could talk about the whole table and basically cover any part of it you wish with Cheryl. I guess Bukola is there also to basically collect your opinion on any part of this, as opposed to having the invigorating pleasure of walking from board to board and standing and talking and doing as best you can. Does that make sense to the people

online? Does that make sense to you, Cheryl, who is basically shepherding the online conversation?

CHERYL LANGDON-ORR

It does, but it does mean that the room will hear our conversation.

AVRI DORIA

Excuse me?

STAFF

The tech should be able to turn it off.

CHERYL LANGDON-ORR

Won't the room hear our conversation if we are conducting our work?

AVRI DORIA

I thought you were on a separate link.

STAFF

We can turn it off. They can turn it down.

AVRI DORIA

They can basically deal with the volume. We will try to not have it, although with the people around the room, they are all going to hear each other too. If we could turn that down to a dull roar, we

should be okay because it is not like the four corners here will not hear each other.

CHERYL LANGDON-ORR

If there is a separate room, that is fine, but we need to have that Zoom link put into the chat so people can join it separately. That is all.

AVRI DORIA

Is there a separate room?

STAFF

We can make one.

AVRI DORIA

Okay, a room is being made. It is separate. It will be put in the chat.

CHERYL LANGDON-ORR

Excellent. Okay. Thank you.

AVRI DORIA

Thank you.

UNKNOWN PARTICIPANT

Avri, could you show the slide that shows which board is for what?

AVRI DORIA

The different boards and what they represent? Right. A is the first one: accountability and transparency. B is the second one: CIP assessment. C is structural review. D is Review of Reviews. And the last one is on-demand or reviews. As I have told various people this week, ad hoc was the first name it was given. Like many first names, it was a sad name to have given at first because it confuses the thing. It is more on-demand, situational, and as needed. It is definitely ad hoc. For some reason, that had a negative connotation for a lot of people, even though it did not to those of us who were originally talking. Any other questions before we move on? Sebastian, the shepherd of C, structural review, is ready. The letters are also in the agenda. They are also mapped there. I am happy to answer questions along the way. First thing you do when you get to your board is write what it is so people know. Three or four people to each of the boards, please, and please have viewpoints. Please have things to say. Thank you.

STAFF

Thank goodness we had a pre-meeting.

UNKNOWN PARTICIPANT

Which pre-meeting? Never mind. Never mind.

AVRI DORIA

If one group is willing to come and speak in French for the first part, you can do that with me. For the other group, you will have to speak in English, but if you want to be in a French arena, you can do that.

AVRI DORIA Cheryl? Cheryl, can you hear me?

CHERYL LANGDON-ORR Yes, I can hear you. I am supposed to be in the room and not calling in.

AVRI DORIA Yeah, sorry. I was having some technical issues, but we have Mr. Kane in the room.

CHERYL LANGDON-ORR Oh no, not the Mr. Kane. Oh God.

STAFF Somebody else deal with that.

CHERYL LANGDON-ORR Avri, can you get the Zoom? There is no one there except for Cheryl and Patrick and my other friends. There is no one else in the band. I do not know what is happening with the Zoom. Well, Patrick is there. But the thing is, why are they over at Zoom when they are supposed to be here? There are enough people. But you took everybody there, so that does not serve. I tell you. All I see is Zoom. I thought we were going to bear with Cheryl. No? How are we going to do that? She does not know the people. Did she hear the Sim? Not enough. Cheryl, Amanda is online. I do not know why she is not

in the Zoom room. Can you please page her? No problem. But not this room. Okay. And then the other thing is that we have a number of people over by the flip chart of your topic. My idea was that I was going to take you over there and you would talk to them. Would you like to do that? We have about five people around. I did type that. Let me see what is happening on my end. Okay. If you could just bear with us while we get this Zoom sorted. Did your people put it together for you? Did they obviously ignore their emails? Sure. Okay. I am not sure how many came in. Are you doing this one? Well, I do not know. I did put a meeting link into that group chat, and I cannot open it. That is not Zooming at the same time.

AVRI DORIA

Okay. Let's leave it. Thank you. I mean, it is not like we are trying to run an election or anything. Fifteen minutes ago, I had an entirely different expectation. I really was only listening to every little rattle that went on until we all seemed to be stuck. Okay. Bernie says thank you, Sharon. So no one else is doing this.

CHERYL LANGDON-ORR

Okay, perfect. And interestingly enough, I think we have got a couple of others.

CHERYL LANGDON-ORR

Yeah, exactly. The thing is that I do not have any visibility into that Zoom room anymore. Are you in two Zooms somehow on two different computers? Maybe you are. Okay. Could you maybe just

let everyone know? Yeah, I think I know why this is. Exactly. Well, I do not know. I am just like... You know what? Let me join the other one from my phone. Give it just one moment. It is so much easier if they had just done ADR.

CHRIS DISSPAIN

I agree. I agree.

CHERYL LANGDON-ORR

Welcome, Murray.

AVRI DORIA

Hi, Murray. Do you remember how this was going to go with you? Welcome, Alice. We are well past it, aren't we? We should not be allowed in the same room, you know. Hi, Murray. Claire cannot get into the room.

CHRIS DISSPAIN

Ten years, you are thinking. So two questions. Should it be on a clock? You know, that is ten years.

CHERYL LANGDON-ORR

Welcome, Rebecca. I do not see Claire.

AVRI DORIA

Claire is saying she cannot get in. Mandy was having a problem getting in too.

CHERYL LANGDON-ORR I am letting everyone in who I can get in.

AVRI DORIA Her car is deciding what it wants to do. I will do it again.

CHERYL LANGDON-ORR Welcome, Claire. Claire is still joining. I can see five. There we go.

AVRI DORIA We will get her in eventually.

STAFF Sharon, if you could send me the link.

AVRI DORIA I am. I am.

CHERYL LANGDON-ORR Welcome, Chris. And welcome, Bunmi. Claire, could you... there we go. Okay. We have a critical mass. And Claire, you cannot get on the Zoom on the same computer. That is true. But anyway, Cheryl, we will go ahead and go on Zoom and we will let you start.

AVRI DORIA I do not know about anybody else. Because...

CHERYL LANGDON-ORR

We do these things on the fly. So I think we should appreciate that the staff have done what we want well, at least getting us together. So we have anything we want to talk about, and we do want to hear from you your views on any of the reports that are on the table. Now, I am going to see whether I can release that there. If we could set it up so that we can see all of that up here. If somebody could do that. Sharing is not turned on. Heidi?

STAFF

Yep. Absolutely. Okay.

CHERYL LANGDON-ORR

Let me share, that would be great. But earlier on in the chat, we all were able to give our views. Different views in that group chat to the various reports that are here. Now, we can pick any one report and have a discussion. We can pick any number of reports and have a discussion. It is just to make sure that the reports are of these types that we feel need some review. The accountability and transparency review is a continuous improvement program assessment that very specifically looks at the results of the review. The review of the reviews is called the development review. So who would like to make the first point on this stuff?

CHERYL LANGDON-ORR

Okay. Okay. So, the CIP... now you will have to excuse me, having my near past history of reading about the difference between the

different types of reviews. Obviously, the focus, the specific focus of the CIP, as I am sure of that, is the opportunity for us to look at the currency and the validity and the effectiveness of what we are doing to improve. Should we move on to the next topic, which is the performance review? Any other suggestions? Amanda?

STAFF

Yes.

CHERYL LANGDON-ORR

Well, I remember that when we saw the CIP...

ADEBUNMI AKINBO

At least I have been participating in two CIP reviews, actually, and mostly we do not have that. And in that time, we believe that if we feel that we are stuck in the end of the... well, the first one was the process, but after that, if we have some kind of a good will that what we talked about and how our group is moving up, or what is the problem we need to review for that specific time. So sometimes in the review, everybody talks and they have to write a note in stone. It is something that everybody forgets about. It is very bad. So I believe that the frequency of reviewing CIP on the specific time, we can look at it and make some decision. Because maybe we are not so glad with that. If we just forget about that and we never talk about that anymore. So in my view, the frequency is very important. Each year we could have some formal comments, something about the whole group. And we all make sure there is

some kind of progress, or even if nothing changed, state that nothing changed because we are doing well. But in my view, that is the frequency we can have for CIP.

AVRI DORIA

How long do we have here? For ninety minutes. Oh.

CHERYL LANGDON-ORR

I am going to just back you up, Bunmi, checking that yes, we can afford to review because you are suggesting an updating or a recording of progress, such as the website. So hopefully our website will be running. Heidi, if you could perhaps let me in because I am going to join the admin group as this computer is quite a bit on me.

AVRI DORIA

We are good. I already did my bit.

ROBERT GUERRA

Well, I am just adding on to what you put as comments. I think that we should not do reviews too often because then I think all we are going to be doing is reviewing. And so Claire suggesting to have a five-year cycle, I think it is appropriate. The problem is that we cannot wait five years for getting some sort of update on how we are progressing. So we should have a sort of five-year cycle, but in the cycle, we have to build in maybe a yearly quick bullet point report of what was achieved and what was not achieved. Did we get

some of the objectives? Because every review has some objectives. So we should build in monitoring the progress versus these objectives. Of course, if there are some major changes, then we might put together a working group to see if something in the five-year cycle has to be changed. But if things work smoothly, I think that this should be the approach. Thank you.

AVRI DORIA

Thanks for that, Roberto. Marie, would you like to chip in on this one or bring up the...

ADEBUNMI AKINBO

I agree with Roberto. That is it. We need to keep this going every CIP and make it... you lose focus if you do not step along. So we need to really move that. For example, I remember I had some rules...

AVRI DORIA

Let me know. Don't forget me. Oh, okay. She told me. Whenever I will just... whenever you get... Hello. Okay, that was the first bell. Please, nobody is making you move to another one, but please move to another one of the whiteboards and contribute. Please feel free to build on what you find has been done before you got there. You stay there. You stay there. Yeah, you are the keeper. Yeah, anywhere you want. I am going to go to this corner here.

AVRI DORIA

Huh? I will see if we can get another person. But if we do not, then... so we have... yeah. So maybe this is a question that we have to start. Yeah. So we just know that there is a debate. So I do not want to roll it out. Maybe... come on. Yeah. Yeah. Yeah. Yeah. Well, she said, "I rang Sally and she said, 'Yeah, no problem.'"

JONATHAN ZUCK

Okay, so there is an agenda that I want to call your attention to that I want to speak for. Usually, when we pass a recommendation, often times they are not implemented. Chapters are going to submit their annual report by December. And why not tell the same chapter about the fears at the end of the year since we said we do annual chapters? Yeah, I should shut up.

AVRI DORIA

Okay, one more shift and then we will be pretty much at the end of our time. The QR code for a questionnaire for you all to take a crack at is out there, so please make sure you catch it, and I will talk to you more in a couple minutes.

AVRI DORIA

What is kind of amazing about it is that it is true for any of us: it is really hard to catch ourselves. It is human nature. So what happens is that what you like doing more often is all the little fifty upstairs, right? The thing is like a little boy who we thought would have all those things in life and so much potential. So either I... I do not know. I just feel like there is some kind of make up. And then people

join us. Avri, can you have me for a second? Why? Four minutes ago, I started to understand actually from your point of view and his view. Is that not what we are supposed to do? Is to invite people to then join us. Okay. We do not have to. QR code to the questionnaire. Siva, please let everyone else do their thing. Please. I know you clapped your hands for me, but please. But then we get something off the shelf and think it will do something. Please let everyone else do their thing. I can see that in my case, the cure was picking something off the shelf. And there is a lot that has been suggested here, but what do you think about running these reviews, particularly organized ideas?

AVRI DORIA

I just want to make sure, what is the topic over here? Oh, only by... Siva, can I have you for a second? Stop restructuring. You are not happy. Why don't you go talk about restructuring? You want restructuring? You want restructuring. You want to restructure. It is the person talking. It is one thing. I am happy. I am grateful. There has to be a very broad...

AVRI DORIA

You are trying to do your own agenda as opposed to participating in the activity. Yes, yes, yes. Participation observations should be unlimited. When you think about the traditional ICANN process, there are certain processes we look at that limit it to just what goes on inside of SO, AC, and CC. The NomComs are similar, right? But they are an affected and impacted party to those processes and

should be invited in to participate as a group. So I think that there is cross-community participation based upon impact. The CIP should be focused on explicit, discrete pieces of work that you can accomplish in a short period of time. When you have observation that flows into participation, I know many of us have, of course, received the middle assessment pro-policy process that we have here at ICANN, where what used to take a week of time takes forever now because we have so much. So if CIPs are going to be successful, then we get unlimited participation and unlimited observation.

AVRI DORIA

Okay, we are about to wind down. We have got four minutes left to the end of the session. If you put together everything that Chris wants, oh my heavens. Yes, sorry. Yeah, Carol, we are wrapping up here, so we want to go back to that regular main Zoom room. Where would you like to put Greenland in this picture? Okay, just a moment. See you all over there. Yeah. Well, I think how to make all these reviews unfixing. Heidi, was our room recorded?

AVRI DORIA

Okay, time to call it. I really want to thank everyone for participating. I am glad to see you are still talking. These things should be scheduled for two hours. It takes about a half hour to get started, and then when people are finally cooking, it is time to stop.

CHRIS DISSPAIN

I think we need to have a review of the Review of Reviews that we just reviewed.

NATALIE TERCOVA

Add another one to the list.

AVRI DORIA

Right. Okay. So I want to make sure that everybody has taken awareness of the QR code, and I want to ask you all—you do not have to do it in this instant—but please go through the questionnaire there. You will see... nothing to do with you. Thank you. I want to thank all of you that stood at a whiteboard and tried to moderate and stuff, and I really want to say well done to you all. And what I would like to ask all of you to do is to, in the next day or so, write up your recollections. I mean, we will take pictures of the board, but I look at some of these boards and they are a little hard to parse. But please, you know, and not a lot of writing, you know, a couple paragraphs that come up with what was the essence, what was being done right, what was being done, and what needs to be thought of.

And then I will try to gather a conversation in the next day or two of all of you that were mentors or moderators or whatever M-word we want to use to say what happened at the boards. First of all, to thank you, but also to collect your impressions so that we can feed those impressions from At-Large into the plenary meeting that is coming up at the end of the week. You know, fortunately, one of the

people that has to contribute to the plenary meeting was at least at one of the boards and such. But I am really quite grateful. It is almost like this could have gone on at least a half hour more once things got started. It is that half hour at the beginning where everyone goes, "Oh, what am I supposed to be doing?" I am not making fun of anybody specific other than myself.

CHRIS DISSPAIN

Well, because in fairness, the Review of Reviews team went "Eh" for like two months, so it is sort of this...

AVRI DORIA

In fact, many of us are still going "Eh." But anyhow, I am really quite grateful, and I am quite grateful to Natalie for having set up the questionnaire for me. So please make sure you all do it. Yes, Natalie?

NATALIE TERCOVA

Thank you so much. My pleasure. For those of you who are anxious that you have to scan it now and then it will be gone, you can find a link to it in the Confluence webpage. It will be there for you, so feel free also to do this later. But please do it. Thank you.

AVRI DORIA

Right. And by the way, if other people decide they want to answer it too, that is okay. There is nothing specific in it about this session other than there is a question in it that says, "And what group are

you attached to?" So this session, yeah, the people that say At-Large were in this session, but if somebody else picks up the QR code that is not At-Large and was not at this meeting, it would be interesting to see what they say in the answer to these questions too. Are we pretty much at the end of our schedule?

NATALIE TERCOVA

Yes.

AVRI DORIA

Yes, we are. I am really grateful for you all to deal with the chaos of this. I just want you to understand that the chaos you experienced is the one that my mind is always in. I live like this, and so I really appreciate you sharing an hour of the chaos that is my mind. Thank you so much. Thank you. Recording stopped.

[END OF TRANSCRIPTION]