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13 October 2023

**Subject:** Continuous Improvement Program Community Coordination Group (CIP-CCG)

Dear SO/AC Leadership,

On behalf of the ICANN organization Review Support and Accountability team, I am reaching out to leadership of the ICANN Supporting Organizations (SOs) and Advisory Committees (ACs) to plan for implementation of the Third Accountability and Transparency Review (ATRT3) Recommendation 3.6, to evolve Organizational Reviews into a Continuous Improvement Program (CIP). As we reported at the SOAC Roundtable meeting on 29 September, ICANN org proposes the formation of a Continuous Improvement Program Community Coordination Group (CIP-CCG) to convene in December 2023, with the goal of developing a framework for implementation of ATRT3 Recommendation 3.6. We anticipate that the representatives in the CIP-CCG will share best practices and collaborate on community-wide implementation of ATRT3 Recommendation 3.6, while relaying information back to their constituencies to inform the process and voice decisions. Specifically, the CIP-CCG will:

1. Develop a shared understanding of the meaning of Continuous Improvement in the context of ATRT3 Recommendation 3.6,
2. Consider a range of methodologies for effective continuous improvement programs,
3. Agree on the methodology that is fit for ICANN purpose, and
4. Formulate a CIP Framework, to be used by each SO, AC and NomCom.

The “Background Information” section annexed to this letter provides further information, including a proposed CIP-CCG terms of reference and high level timeline for implementation of the CIP.

**We request that each group (22 including NomCom) appoint one representative (with an optional secondary representative to serve as an alternate) to the CIP-CCG by the end of November 2023, with a view toward an initial meeting after ICANN78.**

ICANN org previously [received](#) broad support from the community to defer the next scheduled Organizational Reviews, considering the need to plan for changes to the Organizational Review processes including implementation of the CIP. Accordingly, the ICANN Board took action in [June 2022](#) to defer the next cycle of Organizational Reviews. The Board will consider the progress made toward evolving Organizational Reviews by June 2025 - our goal is to demonstrate substantial progress on the implementation of ATRT3 Recommendation 3.6 by then.

Thank you in advance for your collaboration. We look forward to working with you to evolve Organizational Reviews into a Continuous Improvement Program.

Larisa Gurnick  
Vice President, Reviews Support and Accountability  
Internet Corporation for Assigned Names and Numbers (ICANN)



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## Background Information

In its [Final Report](#), the ATRT3 recommends that the Board and ICANN org:

- Continue with ATRT Reviews with a modified schedule and scope.
- Evolve the content of the Organizational Reviews into continuous improvement programs in each SO, AC, and Nominating Committee (NC).
- Add a Holistic Review, as a special Specific Review, which will look at all SOs, ACs, NC and their relations.
- Implement a new system for the timing and cadence of the reviews.

ATRT3 Recommendation 3.6 states that ICANN org shall work with each SO, AC, and the Nominating Committee (NomCom) to establish a CIP. The CIP will include an annual satisfaction survey of members and participants, and a regular assessment, including a summary of continuous improvements published by the ICANN Board at least every three years. The CIP is an opportunity to replace Organizational Reviews with a more flexible process that is responsive to the unique needs of ICANN's organizational structures and their constituent parts, while maintaining consistency and comparability across all structures. In tandem, work is underway to implement ATRT3 Recommendation 3.5 calling for a Holistic Review. The ICANN Board has directed ([resolution](#), [scorecard](#)) that both the Holistic Review and the CIP begin as pilots. The CIP will inform the Pilot Holistic Review and eventual Holistic Review. The revised Terms of Reference for the Pilot Holistic Review is the subject of further [Public Comment](#).

## Resources

- See [June 2022 Board resolution](#) to defer Organizational Reviews, after receiving broad support for deferral from the [community](#).
- See Continuous Improvement Program Community Coordination Group ([CIP-CCG](#)) [Terms of Reference](#).

## High-level timeline

The initial development phase, CIP Framework Development, is estimated to take up to 12 months, concluding by December 2024. CIP Assessment Period 1 is estimated to begin in 2024 and conclude at the end of 2027 (3 years), and CIP Assessment Period 2 is estimated to begin in 2028 and conclude at the end of 2030 (3 years).