

Developing draft accountability metrics and benchmarks for ICANN

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1. Introduction to the One World Trust
2. Consultancy parameters and research design
3. Research Findings
4. Current ideas about the metrics and benchmarks:
 - a) What will they do?
 - b) What will they measure?
 - c) How will they work?
5. Next steps

“making global governance more accountable”

- + International, non-profit focus: IGOs, INGOs, associated umbrella bodies
- + Assessments of accountability and organisational governance
- + Developing tools and training
- + Developing organisational specific accountability frameworks

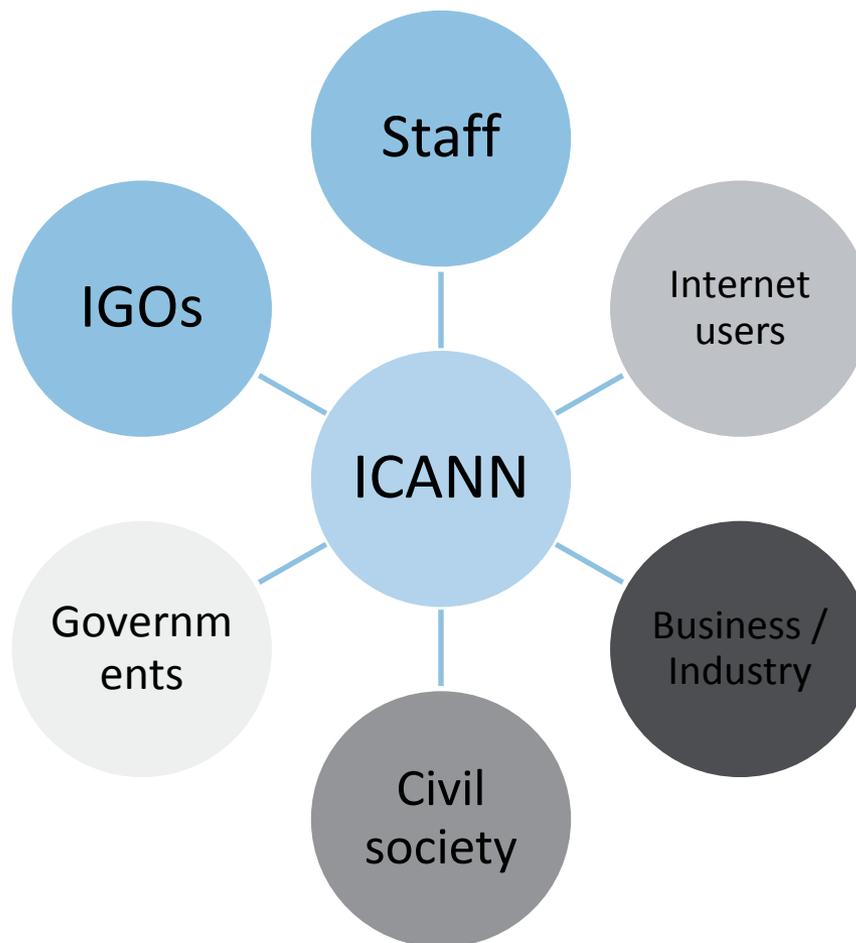
- + ATRT report (2010) no. 27: “Evaluate and report on progress on recommendations and accountability and transparency recommendations in the AoC”
- + Develop accountability *metrics* to measure and track ICANN’s improvements over time
- + Develop accompanying *benchmarks* to compare ICANN’s accountability with other international organisations

- + What are the expectations of ICANN's accountability performance?
- + How is ICANN currently performing in terms of accountability? Where are the strengths and challenges?
- + How are other international, multi stakeholder organisations meeting their accountability challenges?

- + Reviewed four international Frameworks/ Codes of non-profit accountability
- + Analysed ICANN's accountabilities and practices (desk research and interviews with key stakeholders, ATRT2, Board, staff)
- + Case studies of the accountability policies and practices of three multi-stakeholder, international non-profit organisations
 - World Fair Trade Organisation
 - International Organisation for Standardisation (ISO)
 - Forestry Stewardship Council

Research findings: accountability standards

+ Stakeholder approach to accountability:



Research findings: accountability standards

Transparency

- How an organisation shares information with stakeholders

Participation

- How stakeholders are involved in an organisation's decisions

Board Governance

- How the executive body acts in the best interests of its stakeholders

Evaluation and learning

- How an organisation reflects on and improves its work

Complaints and response

- How stakeholders can hold an organisation to account

Accountability Strategy

- How an organisation strategically approaches its accountability commitments

Research findings: ICANN accountability analysis



- + Commitment to accountability from staff and stakeholders
- + Good level of accountability in practice: lack of strategic policies
- + Strengths: information sharing and engagement of stakeholders
- + Challenges: accountability strategy; evaluation and learning; complaints handling

ICANN's specific challenges:

- + Sharing information effectively
- + Defining parameters for consultation
- + Balancing interactions with different stakeholders
- + Ensuring board accountability
- + Measuring and evaluating accountability

Research findings: case studies of international multi-stakeholder organisations



Comparing the accountability systems of the World Fair Trade Organization (WFTO), the Forest Stewardship Council (FSC) and the International Organization for Standardization (ISO) with ICANN

What can ICANN take from this comparative analysis?

Good practice from FSC: How it engages with diverse stakeholders and balance their needs

Clear identification of their diverse Stakeholders

FSC's organizational structure incorporates an array of different multi stakeholder arenas (national, international and regional level)

The tri-partite governance structure avoids the dominance of the corporate influence

Good practice from WFTO, FSC and ISO regarding Accountability Strategy

Clear identification of their diverse Stakeholders

Clear prioritization of their diverse Stakeholders

Research findings: case studies of international multi-stakeholder organisations

Good practice from ISO: How it introduced meaningful participation of poorer and 'less advanced' members through

Till early 2000s, developing countries played a passive role in ISO even as they supplied the majority of members

Since 2005, 'twinning' is a magic bullet of participation

Research findings: case studies of international multi-stakeholder organisations



Good practice from WFTO: How it creates opportunities for evaluation, self-reflection and learning

Self-
assessment

Stakeholder
engagement
(mutual
review)

Social Audit
(external
verification)

Development of the metrics and benchmarks



Current ideas about the metrics and benchmarks:

- a) What will they do?
- b) What will they measure?
- c) How will they work?

Development of the metrics and benchmarks: What will the metrics and benchmarks do?



Benchmarks will:

- + Establish how ICANN performs in comparison to its peers
- + Produce qualitative learning about accountability good practice amongst multi-stakeholder organisations
- + Provide strategic guidance for improving ICANN's accountability

Development of the metrics and benchmarks: What will the metrics and benchmarks do?



Metrics will:

- + Measure key indicators of accountability practice, including stakeholder perceptions
- + Clearly communicate how effectively ICANN is being accountable
- + Identify areas where resources need to be invested to improve accountability practice
- + Allow tracking over time of improvements to ICANN's accountability

Development of the metrics and benchmarks: Benchmarks



Accountability Strategy

Transparency

Participation

Board Governance

Evaluation and learning

Complaints handling

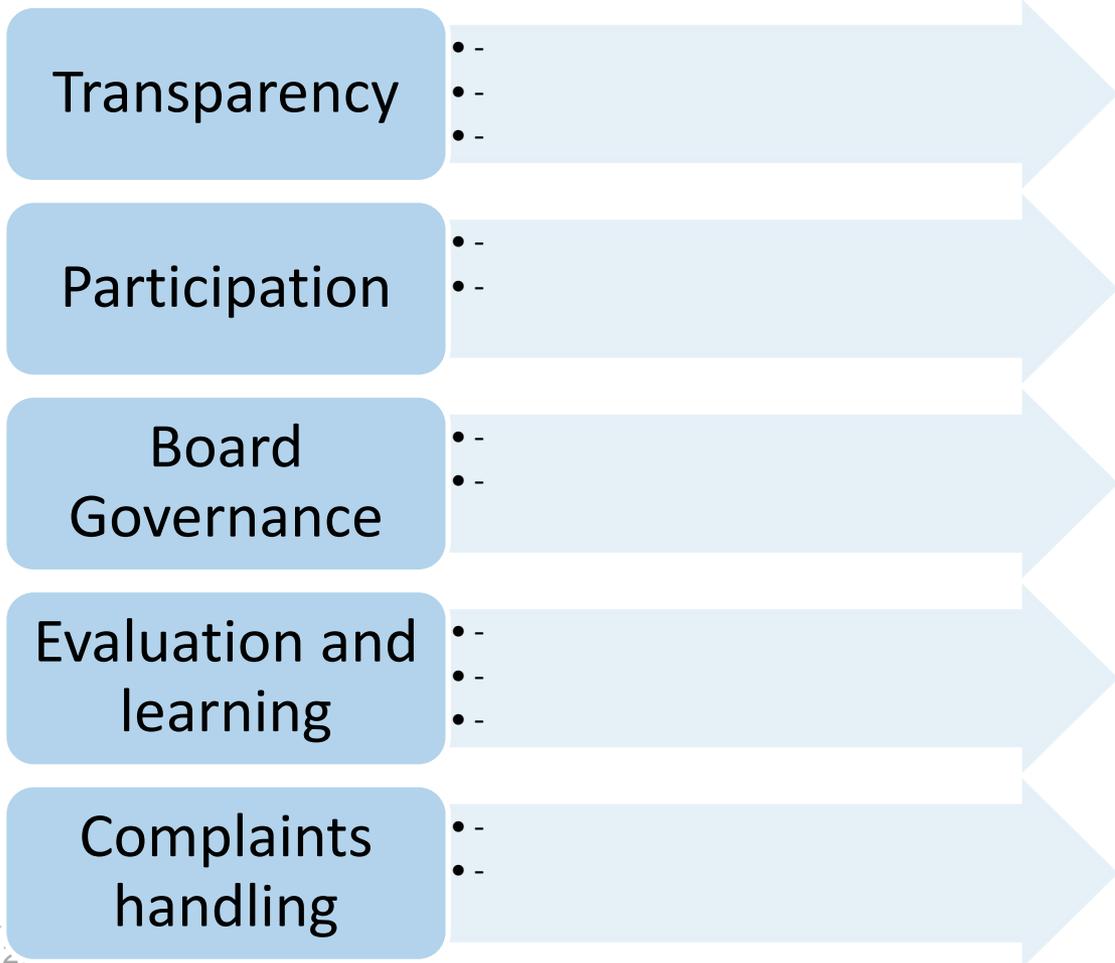
- + Six principles of accountability, each containing 3-4 standards: “a checklist”
- + Guide annual comparisons with other international organisations
- + Produce *qualitative* learning and recommendations

Development of the metrics and benchmarks: metrics

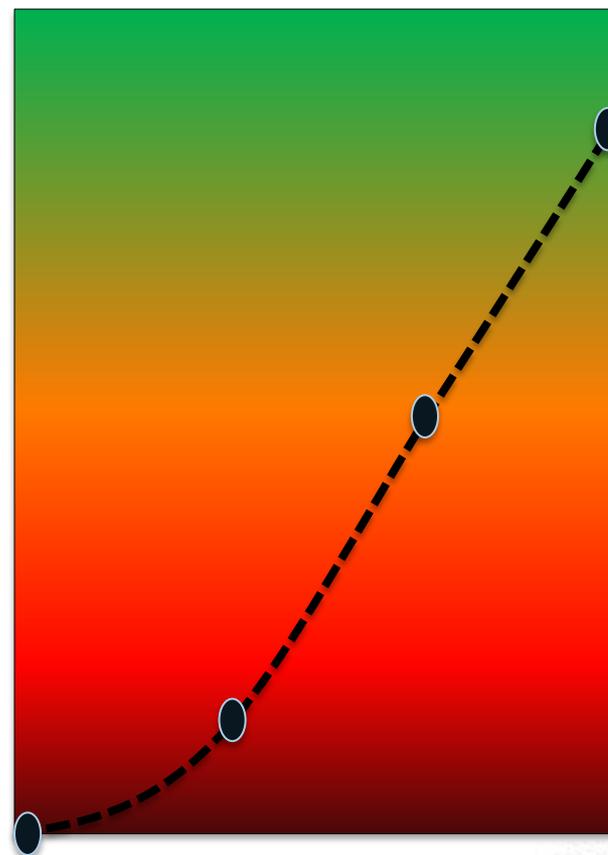
Benchmarks

Metrics

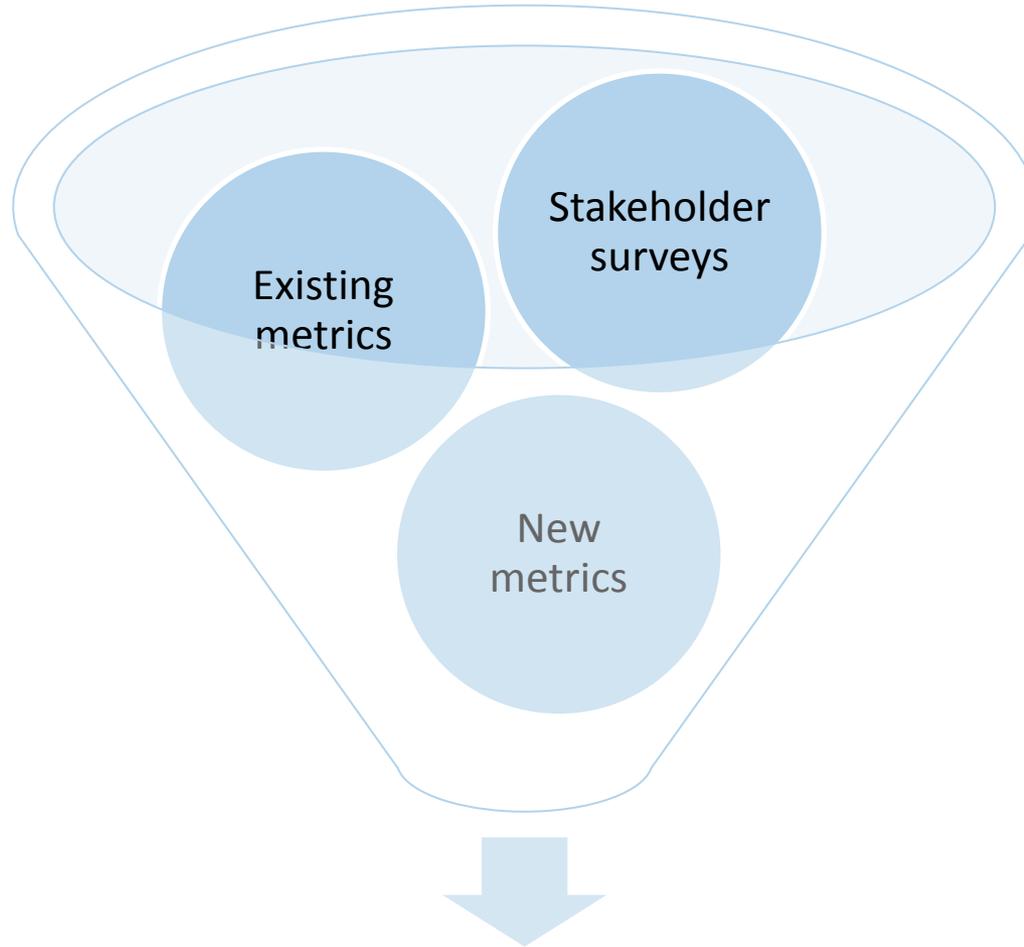
Accountability measurements



2014 2015 2016 2017



Development of the metrics and benchmarks: What will the metrics measure?



ICANN Accountability Metrics

+ Participation:

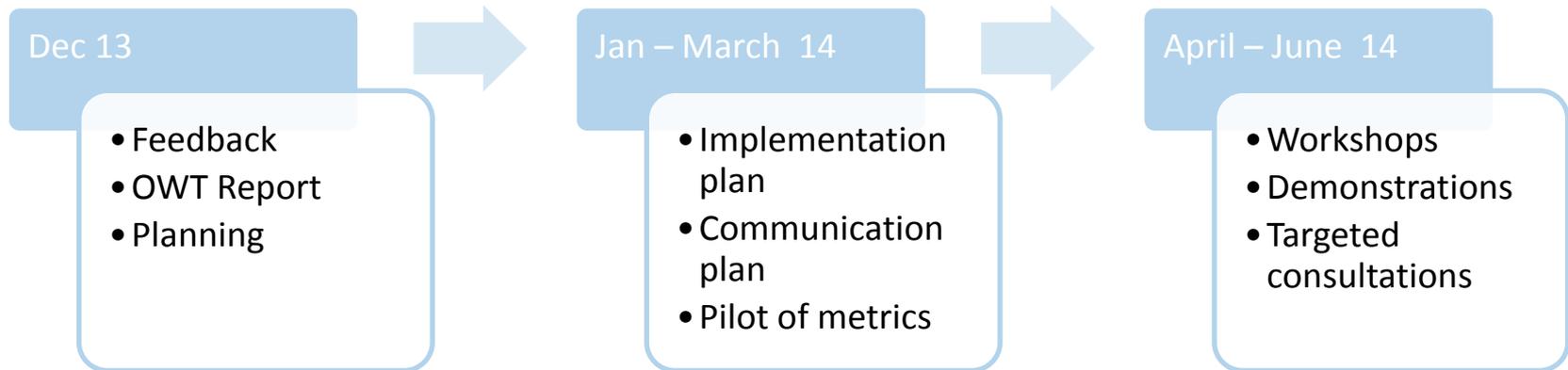
- Participation of formal stakeholders (SO's/ AC's)
 - % of stakeholders that state that they feel “actively involved” in ICANN’s decision making processes (*survey*)
 - Number of ICANN Fellowship participants (*existing metric- Dashboard*)
 - % of participants in SO/ AC working groups who are from a “targeted region” (i.e. Latin America; Middle East; Africa) (*new metric*)

Development of the metrics and benchmarks: How will the metrics work?



- + Process of consultation with staff and stakeholders, redrafting, piloting, redrafting
- + Strong communication strategy to launch metrics in the community
- + Accompanied by annual report: qualitative analysis and recommendations
- + Sustained over several years to allow tracking
- + Potential to expand once embedded in ICANN community

Next Steps



Questions and Comments



Thank you!



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