

GAC USR CAPACITY DEVELOPMENT EVALUATION FRAMEWORK

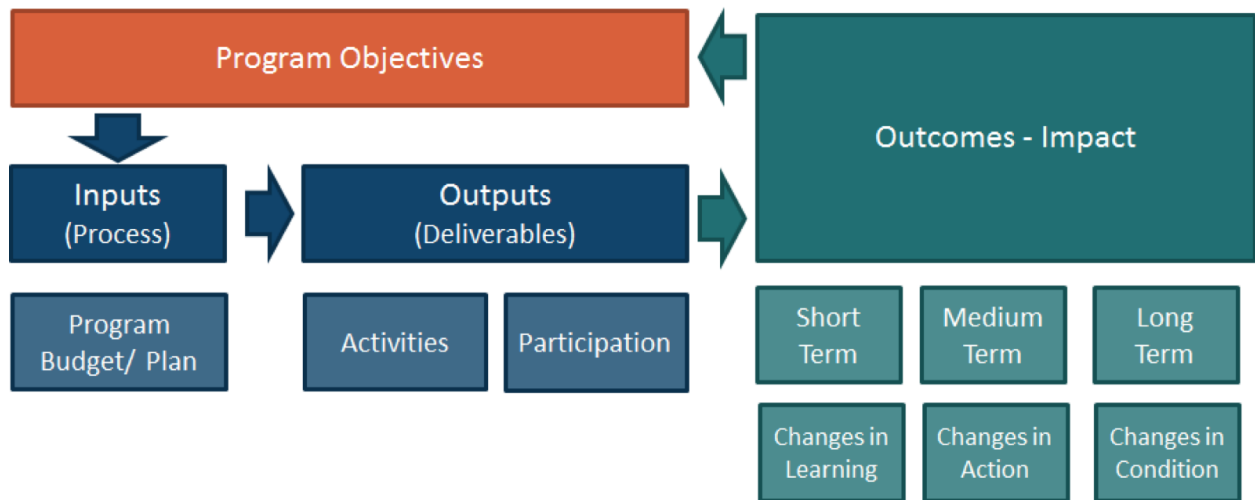
THE CASE FOR A FRAMEWORK

A clear process to measure and evaluate the performance of capacity-development activities is needed in order to objectively assess impacts.

The performance measurement framework should demonstrate whether capacity-development efforts have had a quantifiable impact on expected outcomes and have been implemented effectively. The quantitative and qualitative sets of data collected will ultimately help inform and improve decision-making.

PROPOSED FRAMEWORK

The following proposed framework encompasses performance indicators for **inputs** (processes and resources), **outputs** (deliverables of an initiative), and **outcomes** (results) that relate back to the objective of a capacity-development initiative.¹ It is important to note that medium and long-term outcomes are not intended to be achieved by a single initiative. A toolkit that includes examples of how to use the framework and a sample post-event survey are included below.



The table below provides examples of the different indicators and levels of the framework.

Category	Inputs	Outputs	Outcomes		
	Processes and Resources	Deliverables	Changes in Learning	Changes in Behavior	Changes in Condition
Timeframe	Throughout program implementation	At delivery/ ongoing	Short-term	Medium-long term	Long-term
Description	To what degree the initiative meets budget and timelines?	Measures immediate deliverables of an activity in terms of quantity (# participants,	To what degree participants acquire knowledge, skills, attitude,	To what degree participants apply what they learned?	System change: To what degree outcomes occur as a result of an initiative?

¹ Framework was adapted from [W.K. Kellogg Foundation Logic Model Development Guide](#), [Innovation Network Logic Model Workbook](#) and [The Kirkpatrick Model](#).

		# courses, etc.) as well as quality (participant satisfaction).	confidence, commitment based on their participation in the initiative?		
Key Performance Indicators	- Investment (\$) - Budget/Actuals	- # Participants (by regions, AC/SO, gender) - # Events - # Online access - # Courses (by language) - Participants' satisfaction	- New knowledge - Increased skills - Changed attitudes/opinions - Changed motivation/aspirations	- Modified behavior/practice - Participation in community - Engagement level	- Diversity at ICANN - Participation at all levels of ICANN policy development and decision-making
Sources	- Financials - Project plans - Surveys	- Event registration - Online metrics - Post-event surveys	- Knowledge tests - Post-event surveys	- Surveys - Salesforce Engagement	- Surveys - Salesforce Engagement

Process - A common process for measuring success of initiatives can be broken down as follows:

1) Planning:

- Define objectives - Specifically, what will this activity/program achieve? How does this align with ICANN's mission and organizational goals?
- What data is needed to answer the objective question(s)? What is the best methodology to capture data?

2) Collecting Data:

- Data is collected in a consistent and standard manner to allow benchmarking and trend analysis.

3) Analyzing Data:

- Data collected is applied to the objectives.
- Evaluate periodically: what is the impact/outcome of this program? How does this activity/program perform in comparison to similar ones?

4) Using Results for Decision-Making

- Use evaluations as performance improvement tools.
- Does this activity/program still serve the needs of ICANN?

Tools - Tools will be developed/adapted to create efficiencies and support performance measuring of capacity-development activities across departments.

- **Salesforce:** ICANN's outcomes measurement strategy relies heavily on the use of Salesforce. This software solution should also be set up and used to collect and store data on capacity-development activities. Having a centralized database base will allow not only for comparison among capacity-development activities but also for monitoring the evolution of participants of capacity-building initiatives in ICANN's multistakeholder model.
- **Evaluation Toolkit for Capacity Development:** Creating new forms and surveys for each individual capacity-development activity can demand time and resources. A toolkit with templates of forms and surveys questions will boost efficiency and create consistency across ICANN in how performance of capacity development initiatives are measured.

Suggested data to capture before and after events, to streamline event planning and evaluating:

Phase 1: Event Planning	1. Assess suitability.	<ul style="list-style-type: none"> ● Could training be done by others? ● Has training recently been done in the same area? ● Is the right audience being targeted? ● Is the number of participants high enough to justify a trip? ● Does host (if relevant) confirm details punctually? ● Have we identified partners to collaborate with?
	2. Determine priority.	<ul style="list-style-type: none"> ● High ● Medium ● Low
	3. Define value to ICANN.	<ul style="list-style-type: none"> ● Link to Mission/Core Values? ● Link to organizational goals? ● Added diversity value to the ICANN community? (diversity of region, age, gender, skills, views on a policy issues etc) ● Building new relationships or fostering and strengthening existing relationships?
	4. Appoint staff lead(s).	<ul style="list-style-type: none"> ● Identify any regional liaisons ● Identify and collaborate with relevant ICANN constituencies and departments
	5. Define timeline.	<ul style="list-style-type: none"> ● Are there other ICANN events in the region at the time that could be held back-to-back to minimize travel costs? ● How much preparation is needed?
	6. Define expected budget.	<ul style="list-style-type: none"> ● Expected contribution from ICANN? ● Outside funds available? ● Existing funds?
	7. Define travel implications	<ul style="list-style-type: none"> ● Travel costs ● Availability/scheduling of ICANN staff ● Are there other events in the area at a similar time and could we link the training? ● Resource persons and speakers required? ● Length of event?

	8. Determine necessary materials.	<ul style="list-style-type: none"> ● Conduct survey with relevant group or audience to determine the agenda programme of the capacity development workshop. (Could be similar to survey piloted with GAC USR group.) ● Do we need to re-organise material to suit the context and reality of the region/country training is taking place? ● Does a training kit exist, is one required? ●
Phase 2: Gather information about audience	1. Collect requestor info	<ul style="list-style-type: none"> ● Contact details of requestor ● Government/government institution ● Organization ● Event name ● Venue and timelines ● Who is the lead/contact person ICANN can work with?
	2. Determine whether the event is aimed at capacity development.	<p>Which of these apply?</p> <ul style="list-style-type: none"> ● Increase knowledge of stakeholders on the functioning of the Internet's unique identifier systems ● Increase capability of stakeholders in the operations of the Internet's unique identifier systems ● Strengthen diversity of participation in ICANN (e.g., skills, geographic and regional representation, language, gender, age, physical ability, stakeholder group, and viewpoint) ● Lower barriers to participation in ICANN (e.g., improve participation effectiveness, make language more accessible, etc.) ● Outreach to new stakeholders ● Provide an update on emerging issues that impact on the internet unique identifiers
	3. Determine scope.	<ul style="list-style-type: none"> ● Which region(s)? ● Stakeholder group within the GAC (law enforcement, consumer/data protection agencies, etc)
	4. Determine target audience.	<ul style="list-style-type: none"> ● Number of participants ● Knowledge of/familiarity with ICANN ● Stakeholder group (business, academic, civil society, government, technical community, network operators, DNS industry, ICT industry, etc)
	5. Determine type.	<p>A. Type overall</p> <ul style="list-style-type: none"> ● Program (ongoing, core activity) ● Project (one-off activity) ● Sponsorship (ICANN provides funding) ● Partnership (ICANN provides funding and is active contributor) <p>B. Event type</p> <ul style="list-style-type: none"> ● Workshop ● Training ● Speaking engagement ● Conference ● Webinar

		<ul style="list-style-type: none"> ● Panel discussion ● Round table <p>C. ICANN's involvement</p> <ul style="list-style-type: none"> ● Speaker ● Host ● Sponsor
	6. Determine focus.	<ul style="list-style-type: none"> ● Technical ● Non-technical ● Both
	7. Determine objectives.	<p>Knowledge-building (examples)</p> <ul style="list-style-type: none"> ● Cybersecurity ● DNS security ● DNS abuse and misuse ● DNSSEC ● SSR ● KSK Rollover ● Law enforcement training ● IPv6 training <p>Skill-building (examples)</p> <ul style="list-style-type: none"> ● Leadership developments ● Policy development skills ● Emerging issues
Phase 3: Event Reporting, Evaluation, and Analysis	1. Report audience data.	<ul style="list-style-type: none"> ● Number of participants ● Gender ● Region ● Language ● Sector ● Knowledge and experience with ICANN
	2. Report actual budget.	<ul style="list-style-type: none"> ● Unanticipated costs incurred?
	3. Assess appropriate follow-up to activity.	<ul style="list-style-type: none"> ● Will future similar events be necessary? ● Survey to assess usefulness of materials/sessions offered from participants' perspective (Did participants gain knowledge, skills, confidence, commitment to ICANN?) ● Survey to assess ICANN staff's perception of materials offered (Were they at the right level? Are more basic or more advanced learning materials necessary?) ● Could materials be made into an ICANN Learn course? ● Could event participants' involvement in ICANN be tracked over time?
	4. Evaluate in comparison to other activities	<ul style="list-style-type: none"> ● How did this activity perform in comparison to similar ones? ● What was the impact/outcome of this program? ● Are events targeting gaps in participation (in terms of region, age, sector, etc)?

Some examples of post-event surveys:

- GDD Summits: <https://www.icann.org/en/system/files/files/gdd-summit-amsterdam-post-event-survey-19may16-en.pdf> and <https://www.icann.org/en/system/files/files/gdd-summit-survey-16oct15-en.pdf>

- Meeting Feedback: <https://meetings.icann.org/en/.../icann58-community-feedback-03apr17-en.pdf> and <https://www.icann.org/news/blog/seoul-meeting-survey-results>

Sample Post-Event Survey for GAC USR Events

- Overall, how satisfied are you with the workshop?
 - Very Satisfied
 - Satisfied
 - Somewhat Satisfied
 - Not Satisfied
- The length of the workshop was:
 - Too long
 - Just right
 - Too short
- How satisfied are you with the materials and content presented?
 - Very Satisfied
 - Satisfied
 - Somewhat Satisfied
 - Not Satisfied
- How satisfied are you with the workshop instructors?
 - Very Satisfied
 - Satisfied
 - Somewhat Satisfied
 - Not Satisfied
- Did the workshop improve your knowledge of the subject(s) presented?
 - Yes
 - No
 - Other: _____
- Was the material presented at the right level?
 - Yes
 - No, it was too advanced and was difficult to understand
 - No, it was too basic and covered material I already knew
 - No, it was too technical and not linked to our context and/or relevant to our unique reality
- What did you gain from this workshop? (check all that apply)
 - Knowledge about the Domain Name System (DNS)
 - Understanding the relevance of ICANN to my daily work and life
 - Understanding the relevance of ICANN to law enforcement
 - Understanding the relevance of ICANN to local business
 - Explanations of past policy-development discussions at ICANN
 - Understanding of how to engage/contribute effectively in ICANN
 - Other: _____
- Which of these topics from the workshop were most useful to you? (check all that apply)
 - Role of ICANN in Internet governance
 - Structure of ICANN: Multi-stakeholder model
 - Decision making and policy development at ICANN: Bottom-up model
 - Key ICANN issues and processes relevant to law enforcement
 - DNS ecosystem and DNS abuse
 - Cybercrime

- Governments role in ICANN
 - Role of other stakeholders in ICANN and how they affect the work I do
 - Lessons learned from law enforcement
 - Other: _____
- What types of capacity-development materials or sessions were most effective at the workshop? (check all that apply)
 - Group seminars
 - Round table discussions
 - One-on-one sessions
 - Written materials
 - Question and Answer (Q&A) sessions
 - Presentations from local community members
 - Presentations from ICANN
 - Other: _____
- In order to participate effectively in ICANN, which topics would you need more knowledge about? (check all that apply)
 - ICANN ecosystem
 - ICANN's role in coordinating the Internet's unique identifier systems
 - ICANN's policy development processes
 - ICANN's funding model (income and spending)
 - The multistakeholder model
 - ICANN's relationships with other organizations (ITU, ISOC, IGF, IETF, RIRs)
 - The role of the GAC
 - The role of other stakeholders in relation to the GAC
 - Local issues
 - Local content
 - Law enforcement
 - Local/regional government
 - Business interests
 - Data protection
 - Consumer protection
 - Technical skills and knowledge
 - Security Stability and Resiliency
 - Unique Identifiers
 - Domain Name System (DNS)
 - Internet Protocol (IP) Addressing
 - Protocol Parameters
 - WHOIS/Directory Services
 - Cryptographic Key Management
 - ICANN's policy development processes
 - Domain registration process
 - Uniform Domain Name Dispute Resolution (UDRP)
 - Registries and registrars
 - Country Code Top-Level Domains (ccTLDs)
 - New Generic Top-Level Domains (gTLDs)
 - IPv4 and IPv6 policies
 - Knowledge about ICANN's multi stakeholder model
 - Basic explanations of how the multi stakeholder model works
 - In-depth explanations, including the role of Supporting Organizations (SOs) and Advisory Committees (ACs), key features, decision-making, etc
 - Understanding the different roles and responsibilities between the ICANN community, ICANN the organization and the ICANN Board
 - Law enforcement topics
 - Cybersecurity
 - Domain Name System (DNS) abuse and criminal use
 - Registration Directory Services (WHOIS)

- Public Safety Working Group
 - Domain name investigations
 - Domain Name System Security Extensions (DNSSEC)
 - Cybercrime as it relates to social media
 - Cybercrime relating to banking
 - Consumer and data Protection
 - Child Protection online
 - How to take action against abuse
 - Other: _____
- Were there any topics you felt should have been included but were not? Please specify: _____
 - If more workshops were held, would you: (check all that apply)
 - Attend if different topics were covered
 - Attend if the same topics were covered at a more advanced level
 - Attend more ICANN Meetings
 - Reduce the number of ICANN Meetings you attend
 - Participate more actively in ICANN
 - Aspire to reach a leadership position in the ICANN community
 - What was most valuable about the workshop? _____
 - What was least valuable about the workshop? _____
 - What types of capacity-development materials or sessions would be most useful to have now that the workshop has finished? (check all that apply)
 - ICANN Learn courses
 - Focus groups or local roundtables that meet regularly in my area
 - Infographics or non-interactive documents for those with low-bandwidth
 - Material in another language (specify: _____)
 - Mentoring programs
 - GAC Intersessional meetings at the regional level held during other regional governmental meetings to work on GAC policy work
 - Small meetings in my region to address topics that will be covered at the next ICANN meeting
 - Videos of the sessions to watch later
 - Other: _____
 - Do you have suggestions for improving future workshops? _____
 - Are there any other comments you would like to share? _____