EN

GNSO Improvements
Summary of Board Actions and GNSO Implementation

1 November 2008
(updated 23 January 2009)

FOR PUBLIC INFORMATION

Document Outline:

1. Introduction
2. GNSO Governing Objectives, Principles and Parameters
3. Key GNSO Reform Initiatives Approved by the Board
4. Implementation Plans, Expectations and Timing
5. Outstanding Issues
6. Where to Find Key Documents/Other Resources
7. How to Become Involved

1.0 Introduction

Through a series of decisions at its February, June, August and October 2008 meetings, the ICANN Board of Directors has endorsed a series of goals, objectives and recommendations for improving several aspects of the Generic Names Supporting Organization's (GNSO) structure and operations. These decisions are a culmination of a two-year effort of independent review, community input and Board deliberations.

The purpose of this document is to summarize the GNSO Improvement recommendations approved by the Board (including Council restructuring), and to describe the implementation steps that are being undertaken to bring them to fruition.

The recommendations approved by the Board are based on broad-based input and advice, and recommendations from two primary working group efforts. The bulk of the recommendations originated from a GNSO Improvements report authored by the Board Governance Committee GNSO Review Working Group (BGC WG). The remaining concepts approved by the Board, to date, were suggested in large part by the Working Group on GNSO Council Restructuring (WG-GCR) which was created by the Board at its meeting in Paris.[1]

---

[1] The work products of those groups can be found here for the Final Report of the BGC WG - http://www.icann.org/topics/gnso-improvements/gnso-improvements-report-03feb08.pdf and here for the final report of the WG-GCR - http://www.icann.org/en/topics/gnso-improvements/gnso-council-restructuring-report-25jul08.pdf

2.0 GNSO Governing Objectives, Principles and Parameters

In adopting the various recommendations of the BGC WG, the Board endorsed and adopted four vital principles critical to all the GNSO reformation efforts:

- GNSO policy development activities should become more visible and transparent to a wider range of stakeholders;

- Reforms should enhance the representativeness of the GNSO Council and its constituencies;

- Operational changes should help enhance the GNSO's ability to reach consensus on policy positions that enjoy wide support in the ICANN community; and

- GNSO stakeholder representation structures need to be flexible and adaptable.

In accepting the BGC WG recommendations, the Board also endorsed seven key objectives in considering possible improvements to the GNSO Council structure. They are:

1) Maximizing the ability for interested stakeholders to participate in the GNSO's policy development processes;

2) Supporting Council efforts to prioritise and benchmark GNSO policy objectives and align resources as appropriate;

3) Ensuring that recommendations developed on gTLD "consensus policies" (those policies that registries and registrars under contract with ICANN have agreed are appropriate for GNSO policy development and binding on them) are a result of consensus agreement among stakeholder representatives, and that minority views are recorded. (GNSO advice on other issues would not constitute "consensus policies" within the meaning of ICANN's contracts);

4) Maximizing the quality of policy outputs by ensuring that policy work receives adequate support and is informed by expert advice and substantive stakeholder input;

5) Ensuring policy development processes are based on thoroughly-researched, well-scoped objectives, and are run in a predictable manner that yields results that can be implemented effectively;

6) Maximizing the use of volunteers' time to achieve objectives, including by providing adequate Staff support, and the processes and tools needed to be successful; and

7) Improving communication and administrative support for objectives, including by upgrading the GNSO website, improving information distribution and solicitation of public comments, and providing robust online collaboration and document management tools.

3.0 Key GNSO Improvement Initiatives Approved by the Board

The GNSO Improvements that the Board expects to be implemented follow broad parameters that are addressed in five main areas. All five sections below include language originally set forth in the BGC WG Report that the Board has now endorsed. *Note: this section includes a high level summary of each improvement category; however, a more detailed presentation is included in Attachment A.*

Adopting a Working Group Model:

A working group model should become the focal point for policy development and enhance the policy development process by making it more inclusive and representative, and – ultimately – more effective and efficient. This approach can be a more constructive way of establishing areas of agreement than task forces, where membership is limited and discussion can become polarized along constituency lines. It also enables key parties to become involved in the beginning and work together to address complex or controversial issues. Appointing skilled chairs and drafters, as well as proper scoping of the working group's objectives, will be integral parts of development of a successful model. Steps should be taken immediately to move to a working group model for future policy development work, developing appropriate operating principles, rules and procedures that can draw upon expertise gained from other organization's successful policy development efforts, as appropriate.

Revising the Policy Development Process:

The GNSO Policy Development Process (PDP) needs to be revised to make it more effective and responsive to ICANN's policy development needs. It should be brought in-line with the time and effort actually required to develop policy, and made consistent with ICANN's existing contracts (including, but not limited to, clarifying the appropriate scope of GNSO "consensus policy" development).

While the procedure for developing "consensus policies" will need to continue to be established by the Bylaws as long as required by ICANN's contracts, the GNSO Council and Staff should propose new PDP rules for the Board's consideration and approval that contain more flexibility. The new rules should emphasize the importance of the preparation that must be done before launch of a working group or other activity, such as public discussion, fact-finding, and expert research in order to define properly the scope, objective and schedule for a specific policy development goal, and the development of metrics for measuring success.

Enhancing Constituencies:

Constituency procedures and operations should become more transparent, accountable and accessible. The Board should ask the GNSO constituencies to work with Staff to develop participation rules and operating procedures for all constituencies that set certain minimum standards regarding the importance of transparency and accountability. The

criteria for participation in any ICANN constituency should be objective, standardized and clearly stated. In addition, Staff should work with each of the constituencies to develop global, targeted outreach programs aimed at increasing participation and interest in the GNSO policy process, including information on the option to self-form new constituencies.

Improving Communication and Coordination with ICANN Structures:

There should be more frequent contact and communication between the GNSO Council, GNSO constituencies and the members the Council elects to the Board, and among the Chairs of the GNSO, other Supporting Organizations and Advisory Committees especially in advance of each ICANN Meeting. The Council and the GNSO constituencies should consider additional ways in which the GNSO can further improve communication, cooperation and coordination with other ICANN structures.

Restructuring of the GNSO Council:

The Board has agreed that the Council should move away from being a legislative body concerned primarily with voting towards becoming a more focused strategic entity, composed of four broad stakeholder groups, with strengthened management and oversight of the policy development process, term limits for members of the Council, the elimination of weighted voting and a training and development curriculum for Council members.

The Board has endorsed the development of a new bicameral voting structure for the new Council. It has authorized the establishment of a "contracted party house" (made up of registry and registrar stakeholder group representatives) and a second "non-contracted party house" (made up of commercial and noncommercial stakeholder group representatives) and set parameters for their respective composition. The Board also approved the presence of a voting Nominating Committee Appointee (NCA) in each house and subsequently authorized a third Council-level non-voting appointee. The Board also approved a methodology for the GNSO Council to select a Chair and approved various voting thresholds recommended by the community.

4.0 Implementation Plans, Expectations and Timing

In March 2008, the GNSO Council formed a GNSO Improvements Planning Team (IPT) comprised of GNSO leadership, constituency representatives, ICANN Staff and a Board liaison participant, to develop a top-level implementation plan to organize and manage the implementation effort. On 16 October 2008, the GNSO Council reviewed and accepted the GNSO Improvements Implementation Plan developed by the IPT. Efforts have begun to form the appropriate committees and work teams necessary to begin the implementation efforts directed by the Board. (See http://www.icann.org/en/announcements/announcement-09jan09-en.htm). The Steering Committee met for the first time during the ICANN Cairo meeting and subsequently

developed new charter documents that were approved by the GNSO Council in January 2009. The timelines for most of the improvements expectations range from six to eight months, depending on the need for public comments and other community input.

Separately, the ICANN Board established a four-phase timetable for implementing the restructuring of the GNSO Council in line with the recommendations of the WG-GCR. That process will eventually lead to the new Council representatives taking their seats in the new structure in June 2009.

Phase 1 – GNSO Council restructuring implementation plan submitted in advance of the 11 December 2008 Board Meeting;

Phase 2 – Existing Constituencies submit confirmation documents to the Board for review in advance of the February 2009 Board Meeting;

Phase 3 – Stakeholder Groups submit formal plans for Board approval for consideration at the ICANN Mexico City Board meeting; and

Phase 4 – Stakeholder Groups with plans approved by the Board select Council representatives, and the newly structured GNSO Council is seated by the June 2009 Asia-Pacific ICANN Meeting.

5.0 Outstanding Issues

The Board has resolved all but two of the remaining GNSO Council restructuring issues. Both issues were products of the July 2008 WG-GCR effort. Board members have asked for additional community input before making final decisions on the methodology for GNSO elections of Board Seats #13 and #14 and before they resolved the issue of individual Internet user eligibility in the stakeholder groups comprising the GNSO Council's non-contract party voting house.

The user eligibility issue involves the inter-relationship of several ongoing independent review efforts and has significant potential cross structural and strategic implications for the organization. Because of those factors, the Staff determined that the matter should be the subject of a community-wide public consultation period. That original forum closed at the end of November 2008, but the Board offered additional community opportunities for input on the issue.

The Board seat election issue is narrower in scope and the Board was more specific in its direction regarding options. Staff has again raised this issue directly with the GNSO Council, constituencies and communities with GNSO liaisons that participated in the WG-GCR effort.

6.0 Where to Find Key Documents/Other Resources

The ICANN Staff has created a new web portal to be used as a central resource for documents related to the GNSO Improvements Implementation process. The site can be found at this link - http://gnso.icann.org/en/improvements. It can also be reached via the GNSO's web site, http://gnso.icann.org by clicking on "GNSO Improvements" along the left side navigation menu.

7.0 How to Become Involved

There are many opportunities to become involved in the GNSO Improvements Implementation process. Please consult the GNSO Improvements Implementation web site at http://gnso.icann.org/en/improvements/.

You can also express your interest in this effort by contacting the ICANN Staff directly at mailto:policy-Staff@icann.org.

Attachment A

This document is intended to supplement the 1 November 2008 GNSO Improvements/Restructuring Summary of Board Actions and GNSO Implementation.

Key GNSO Improvement Initiatives Approved by the Board

Set forth below are the detailed improvements initiatives approved by the Board. They are organized according to the five major GNSO reform categories identified by the Board. We note that the BGC WG Report was nearly 50 pages in length and the WG-GCR recommendations were also considerable. The following sections are not meant to be a complete repetition of the detailed reports, but do provide a more thorough summarization of the report findings and recommendations along with Board decisions and directives. GNSO committees, work teams and Staff will address the many implementation details associated with these recommendations, which are not covered in this document.

<u>Recommendations for Adopting a Working Group (WG) Model</u>

The Board expects the following concepts to be implemented:

1. Working Groups should become the foundation for consensus policy development by the GNSO Council. Such an approach tends to be a more constructive way of establishing agreement than task forces, where discussion can replicate constituency positions rather than explore common ground. There is value in enabling parties to become a part of the process from the beginning. This inclusiveness can have benefits in terms of being able to develop and then implement policies addressing complex or controversial issues.

    <u>**Proposed Action Item**</u>: **The Board requests the Council to take steps immediately to move to a working group model, as described above, for all future policy development work, and other aspects of its work as appropriate.**

2. The Council and Staff should work together to develop appropriate operating principles, rules and procedures for the establishment and conduct of GNSO Working Groups. An implementation team comprised of Staff, Council members and GNSO constituency representatives should be established for this purpose, and it should also be tasked with revising the policy development process (PDP). This effort should draw upon the broad and deep expertise within the ICANN community on how lessons learned in other organizations might benefit ICANN. These rules and procedures should consider the following elements:

    - Working groups should be open to anyone interested in joining and offering their insights and expertise. At the same time, safeguards to prevent any single group from "capturing" a working group must be developed. The implementation team should define a proper balance that invites new

stakeholders to participate but that keeps working groups to a manageable size for constructive discussion.

- Notices about the creation of working groups should be posted clearly and as broadly as possible, both inside and outside of the ICANN community, in different languages and as early as possible, to allow greater opportunity for broad participation. In addition, Staff and constituencies should undertake proactive outreach, including in languages other than English.

- A strong, experienced and respected Chair is essential. The Chair – and any Vice-Chair(s) – must play a neutral role by refraining from pushing a specific agenda, ensuring fair treatment for all legitimate views and guaranteeing objectivity in identifying areas of agreement. The Chair should have authority to enforce agreed rules against anyone trying to disrupt discussions, and be able to exclude people in certain cases, with the possibility of an appeal (perhaps to the Council).

- At the outset, the working group or the Council should set a minimum threshold for active support established before a decision can be considered to have been reached. This may involve balancing numeric and distributional components.

- Where such agreement is not possible, a group should strive to reach agreement on points where there is significant support and few abstentions. Support for the points should be well-documented and include the positions and reasoning of those who do not agree.

- Decisions where there is widespread apathy should be avoided. On the other hand, dissenters should not be able to stop a group's work simply by saying that they cannot live with a decision. Instead, they should propose an alternative that would be acceptable to them and could also meet the needs of other members of the working group. When the Chair believes that the working group has duly considered the legitimate concerns of dissenters as far as reasonably possible, the group can decide to record the alternate view(s) and move on to other issues.

- The author(s) of the working group report will play a crucial role in building consensus, and should be distinct from the Chair. The drafting group should ideally comprise a variety of voices, to help ensure that the outcome is constructive and broadly supported.

- There should be a procedure for appealing a decision of the Chair (perhaps to the Council) with respect to the proper application of the agreed rules.

- Anyone joining a working group after it has begun must review all documents and mailing list postings, and agree not to reopen previously decided questions.

- Members of working groups must disclose certain information on standardized Statement of Interest and Declaration of Interest forms, which will be available online for public review.

Proposed Action Item: **The Board tasks the Staff to work with the Council and GNSO constituencies to develop a set of working principles, rules and procedures for GNSO working groups, including but not limited to the points above, and to present those principles to the Board within six months. The Board recommends that an implementation team be established for this purpose, and it should also be tasked with developing the rules and procedures for working groups, as described above. Sufficient time must also be allotted to solicit and consider public comments on draft rules and procedures developed by this team.**

3. ICANN Staff must be ready to provide sufficient support to a working group. This should include the option of recruiting and compensating outside experts for assistance on particular areas of work, providing translation of relevant documents, and developing relevant training and development programs. Most important, the budget implications of additional resources for working groups should be factored into the planning cycle to the extent that has not already happened.

   Proposed Action Item: The Board:

   (i) Tasks the Staff with preparing a report on the budget implications of moving to a working group model, including costs associated with using expert input and professional facilitators, any additional travel costs and translation and/or interpretation costs. The report should include an indication of how much funding might be available in the current fiscal year and in future years. This report should be presented to the Board within six months; and

   (ii) Tasks the Staff to work with the Council to put in place, within six months, an initial package of training and development programs and other systems to create a group of skilled chairs and a pool of facilitators familiar with ICANN issues and able to assist with GNSO policy issues (see also Section 5.3, below). This initial package will be augmented to include training on the new working group model and PDP once they are developed by the implementation team and approved by the ICANN Board.

Recommendations for A New Policy Development Process (PDP)

The Board's expectations and proposed action items for improving the PDP include:

1. While the procedure for developing "consensus policies" will need to continue to be established by the Bylaws as long as required by ICANN's contracts, Council and Staff work should together to propose new PDP rules for the Board's consideration and approval. Once approved, the rules would become part of the GNSO Council's operating procedures. They should be subject to periodic review by the Council, which may come back to the Board to recommend changes. The rules should better align the PDP with the contractual requirements of "consensus policies," as that term is used in ICANN's contracts with registries and registrars, and distinguish that

procedure more clearly from general policy advice the GNSO may wish to provide the Board. In addition, the Bylaws should clarify that only a GNSO recommendation on a consensus policy can, depending on the breadth of support, be considered binding on the Board, unless it is rejected by a supermajority vote.

In preparing the new PDP proposal, the implementation team should emphasize the importance of the work that must be done before launch of a working group or other activity, such as public discussion, fact-finding, and expert research in order to define properly the scope, objective and schedule for a specific policy development goal. The implementation team should also consider whether there are certain issues, such as the adjustment of timelines for PDP, where the Board could authorize the Council to make the decision.

Proposed Action Item: The Board requests that the GNSO Council and constituencies work with Staff to develop a draft revised Policy Development Process within six months that incorporates the working group approach and is consistent with the considerations outlined above. The implementation team described above should be established for this purpose. The new PDP rules should consider how the GNSO Council's policy development procedures can contain greater flexibility, consistent with ICANN's contractual obligations to registries and registrars.

2. Periodic assessment of the influence of the GNSO Council, including the PDP, is another important component of successful policy development. Frequent self-assessment by the Council and its working groups can lead to immediate improvements in the GNSO's ability to make meaningful policy contributions. The Council should ask each working group to include in its report a self-assessment of any lessons learned, as well as input on metrics that could help measure the success of the policy recommendation.

    Proposed Action Item: The Board requests:

    (i) The Council, with the support of Staff, to implement a self-assessment process for each working group to perform at the end of a PDP, which should contain metrics for evaluating the effectiveness of the policy and any lessons learned from the PDP. Subsequent review by the Council should discuss the extent to which the policy adopted has been implemented successfully and proven effective; and

    (ii) The GNSO Council Chair to present an annual report to the ICANN community on the effectiveness of new GNSO policies using the metrics developed at the end of each PDP. The report should also contain a synthesis of lessons learned from policy development during the year with a view to establishing best practices. The report should be presented annually at an ICANN public meeting each year, and the material should be incorporated into the ICANN Annual Report prepared by Staff.

3. The PDP should be better aligned with ICANN's strategic plan and operations plan. A formal Policy Development Plan should be linked to ICANN's overall strategic

plan, but at the same time should be sufficiently flexible to accommodate changes in priority determined by rapid evolution in the DNS marketplace and unexpected initiatives.

Proposed Action Item: The Board requests:

(i) The Council, constituencies and Staff to execute, within six months, a more formal "Policy Development Plan" that is linked to ICANN's overall strategic plan, but at the same time is sufficiently flexible to accommodate changes in priority (establishing the above-described implementation team for that purpose); and

(ii) Staff to propose, within six months, metrics that can bring the PDP more in sync with ICANN's planning.

It should be noted that sufficient additional time will need to be allotted for the submission and consideration of public comments on the new draft PDP.

Recommendations Concerning the GNSO Council

The Board's expectations and proposed action items for improving the inclusiveness, effectiveness and efficiency of the Council address its role, structure, voting method, coordination with other entities and training. They include:

1. The Council should transition from being a legislative body to a strategic manager overseeing policy development. Among the Council's most important functions should be guiding the establishment of working groups and monitoring their progress. The Council should be responsible for launching a working group by deciding upon the appropriate mandate and timeline, and ensuring that it has an experienced and impartial Chair, who performs adequate outreach and has sufficient expertise. The Council should be available to provide guidance on any issues when they arise.

   - A working group should present its report and conclusions, including any minority views, to the Council for review. The Council should ensure that the working group has achieved its goal and acted consistently with its mandate, including with respect to outreach, inclusiveness, effectiveness and efficiency.

   - In forwarding the working group's report to the Board, the Council should indicate whether it agrees that the working group has fulfilled its mandate. The Council can forward a minority report of its own, if appropriate, but it should be wary of trying to reopen the substance of work done by the working group, which would undermine the rationale for and efficacy of that process.

   Proposed Action Item: The Board requests the Council, with assistance from the Staff, to prepare a set of operating principles for the Council that will allow it to be the strategic manager of the policy development process rather than a legislative body. These operating principles should follow the direction outlined in the discussion above and be presented to the Board within eight months. This

allows time for solicitation and consideration of public comments on draft operating principles developed by Council and Staff.

2. A second important role for the Council is to develop ways to (i) assess and benchmark gTLD policy implementation; and (ii) analyze trends and changes in the gTLD arena. The results of these efforts can enable the GNSO Council to provide meaningful advice on the use of ICANN resources affecting the gTLD name space. As noted above, the Council may wish to establish a committee, modeled after the Board committees, to focus on this area. The GNSO constituencies should be invited to participate, given their significant expertise in this area.

   <u>**Proposed Action Item**</u>**: The Board requests the Council and Staff to prepare, within six months, a strategic plan to operationalize work in this area, including by the consideration of a committee structure, along with GNSO constituency participation, to promote effectiveness and efficiency.**

3. A third important role for the Council is to work with ICANN Staff to (i) align the GNSO Council's work with ICANN's strategic plan, (ii) increase the use of project-management methodologies; and (iii) improve the GNSO's website, document management capacity and ability to solicit meaningful public comments on its work. The Council may wish to establish a committee to coordinate its work in this area too.

   <u>**Proposed Action Item**</u>**: The Board requests:**

   (i) The Council and constituencies to participate fully in the ICANN planning process, including providing a three year view (for the Strategic Plan) and an annual plan (for the Operating Plan) of planned and anticipated policy processes.

   (ii) The Council and constituencies provide input to Staff on a plan for the implementation of a formal document handling system that will allow easy tracking of all policy development documents, including translations. The plan should be developed within six months.

   (iii) The Council and constituencies provide input to Staff to revise the GNSO website in a manner consistent with the principles outlined above. A plan of the intended changes (including an implementation timetable) should be developed within six months. Staff should monitor and report on the effectiveness of the changes that have been implemented using common measures for website use and functionality.

   (iv) The Council to work with the Staff to prepare a revised process for gathering and addressing public comment on policy issues. The revised process should take into account the needs of stakeholders who prefer to work in languages other than English. It should also take into account developments in technology that facilitate community interaction. The revised process should be presented to the Board within six months. ICANN Staff should monitor and report on the effectiveness of the changes that have been implemented; and

(v) The Council to work with Staff to prepare a plan for translation of documents associated with policy development. The plan should be consistent with other policies and processes being developed for translation within ICANN. The plan, including budget estimates, should be developed within six months.

4. To reach its full potential, the Council should be as inclusive and representative of the broad interests represented in the GNSO as possible, while limiting its size to promote efficiency and effectiveness. We recommend a 19-person Council consisting of 16 elected members, four from each of four stakeholder groups, with two of these groups representing those parties "under contract" with ICANN, namely registries (four seats) and registrars (four seats). These we refer to as "ICANN contracted parties". The other two stakeholder groups will represent those who are "affected by the contracts" ("ICANN non-contracted parties"), including commercial registrants (four seats) and non-commercial registrants (four seats). In addition, three Councilors would be appointed by the Nominating Committee (pending the outcome of the BGC's "NomCom Improvement Process"). Under this restructuring plan, there is no longer a justification for weighted voting. In addition, as the Council moves from being a legislative body to a strategic manager overseeing policy development, the current emphasis on formal voting should be significantly reduced if not eliminated altogether, except when necessary to confirm consensus or conduct elections.

Proposed Action Item: The Board requests the Council, with support from Staff, to prepare suggested changes to the Bylaws, within six months, regarding the Council's structure on the basis of four broad stakeholder groups and voting practices consistent with the principles outlined above. The changes should include details of Council voting on the output of working group processes and the abolition of weighted voting for all Council votes.

5. Another way to enhance inclusiveness and enable more people to feel involved in Council activities is to establish term limits for Councilors, thus giving more people an opportunity to serve in these important positions.

Proposed Action Item: The Board requests Staff to include in proposed changes to the Bylaws an amendment supporting a limit of two consecutive terms per Councilor, with an appropriate but limited grandfather clause.

6. Council members should provide real-time, updated Statements of Interest similar to what is required for members of the Board in a standardized format that is publicly accessible. ICANN Staff should develop a basic template of information that GNSO Councilors, constituency leaders and others participating in policy development activities must first complete. These Statements should be supplemented by Declarations of Interest that pertain to specific matters under discussion.

Proposed Action Item: The Board instructs Staff, in consultation with the Council, to develop "Statement of Interest" and "Declaration of Interest" forms, within six months, which would be completed by Council members (and

participants in working groups). Staff should also implement a mechanism for publishing and updating this information in a manner consistent with protecting the privacy of members.

7. The Council should work with Staff to develop a training and development curriculum to promote skills development for the Council, prospective chairs of working groups and, ideally, all members of the ICANN community who might wish to take part in working groups.

   <u>**Proposed Action Item:**</u> **The Board instructs Staff, in consultation with the Council, to develop a training and development curriculum for the GNSO consistent with the principles outlined above. A proposed curriculum (including suggested courses, delivery mechanisms and links between positions and training) should be developed within six months and also be made available to others in the ICANN community. This initial training package should be augmented to include training on the operation of working groups and a revised policy development process once that work has been completed.**

<u>Recommendations Concerning Constituency Structures and Operations</u>

The Board's recommendations and proposed actions regarding the structure and operations of GNSO constituencies include:

1. ICANN should clarify and promote the option to self-form a new constituency. It should engage in greater outreach to ensure that all parts of the community, particularly in those areas where English is not widely spoken, are aware of the option to form new constituencies. Together, ICANN Staff and the GNSO constituencies should develop specific recommendations for achieving these goals.

   <u>**Proposed Action Item:**</u> **The Board tasks Staff:**

   (i) To develop and implement a targeted outreach program to explore the formation of new constituency groups. This outreach program should be designed to reach all current members of the ICANN community and potential members, particularly in areas where English is not widely spoken, and should include the ideas and participation of existing constituencies. Staff should provide periodic progress reports; and

   (ii) To work with constituencies to develop global outreach programs aimed at increasing participation in constituencies and the GNSO policy process. Staff should provide periodic progress reports.

2. The GNSO constituencies, along with the Council and Staff, should develop operating principles that will form the basis for consistent participation rules and operating procedures for all constituencies, ensuring that ICANN constituencies function in a representative, open, transparent and democratic manner. The criteria for participation in any ICANN constituency should be objective, standardized and clearly stated.

- General information about each participant application and the decision should be publicly available.

- Mailing and discussion lists should be open and publicly archived (with posting rights limited to members).

- There should be term limits for constituency officers, just as for Councilors, so as to help attract new members and provide everyone with the chance to participate in leadership positions.

- There should be an emphasis on reaching consensus and compromising to achieve objectives and closure on issues.

- There should be a centralized registry of the participants of all constituencies and others involved in GNSO policy development work, which is up-to-date and publicly accessible. This can happen by creating a "GNSO-discussion list," where individuals who participate in constituencies, working groups and other GNSO processes, have posting rights, and their emails are publicly posted.

Proposed Action Item: The Board requests:

(i) The GNSO constituencies, with assistance from Staff as needed, to develop a set of participation rules and operating procedures, consistent with the principles outlined above, which all constituencies should abide by. The ICANN Board should ask the constituencies to develop and publicize common principles within six months; and to implement operating rules and procedures consistent with those principles at that time.

(ii) Staff, in consultation with the Council, to develop within six months, and maintain, a database of all members of all constituencies and others involved in GNSO issues but not formally a part of any constituency. This database will be used for interested parties to communicate on a "GNSO-discussion list" about GNSO issues, and the formation of new working groups in particular. The database needs to be constructed in a manner consistent with privacy considerations of individuals.

3. ICANN should provide appropriate Staff support for constituencies to assist with standardization, outreach and administrative work, which can lower constituency costs and fees. ICANN should offer each constituency a "toolkit" of in-kind assistance (as opposed to financial aid). The toolkit should include, for example, assistance with tracking PDP deadlines and summarizing policy debates, supporting websites and mailing lists, scheduling calls and other administrative duties.

   Proposed Action Item: The Board tasks Staff with developing, within six months, in consultation with the Council, a "tool kit" of basic services that would be made available to all constituencies.

Recommendations Concerning The GNSO's Relationships with Other ICANN Bodies

The Board also expects the following developments with respect to improving the relationship of the GNSO with other ICANN structures:

1. The Council should propose specific ways in which it can improve communications between it and Board Members elected from the GNSO.

   Proposed Action Item: The Board requests the Council to report to the Board within six months on the mechanisms that will be put in place to improve communications between the Council and the Board members elected from the GNSO.

2. There should be more frequent contact and communication among the Chairs of the GNSO, GNSO constituencies, other Supporting Organizations (SOs) and Advisory Committees (ACs), especially in advance of each ICANN Meeting. The Council should also consider other ways in which it can further enhance coordination with other ICANN structures, and report to the Board within six months on such steps.

   Proposed Action Item: Staff should propose, within six months, specific ways in which the GNSO can improve coordination with, and among, ICANN's other SOs and ACs, in consultation with those bodies. Staff should to work with all SOs and ACs to develop a communications and coordination plan to address this issue more generally.