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## **GNSO Improvements Implementation Plan**

5

**16 October 2008**

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**Prepared by the GNSO Improvements Planning Team**

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### **10 STATUS OF THIS DOCUMENT**

11 This is the final version of the GNSO Improvements Implementation Plan approved by  
12 the GNSO Council at its meeting on 16 October 2008.

13

### **14 SUMMARY**

15 The following pages contain some initial documentation on methods that can be  
16 followed in beginning the work required to transition from the current GNSO  
17 organization to the type of organization recommended by the ICANN Board.  
18 Before these methods can be put into practice, the plan needs to be reviewed by  
19 the GNSO, approved by the GNSO Council and reported to the ICANN Board.

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## 1 GNSO “Improvements” process documentation

2 The material in this document, which is a subset of the information that can be  
3 found on the GNSO wiki at [https://st.icann.org/gnso\\_transition/](https://st.icann.org/gnso_transition/), describes the  
4 creation of two committees that would assist in implementing the GNSO reform  
5 recommendations. The [wiki](#) also contains other information, which is offered as  
6 starting material for discussion by these committees, but which is not part of the  
7 material being reviewed or submitted for approval in this process.

8 The goal is to initiate the actual work of the committees described in this proposal  
9 in the Cairo meetings in November 2008.

10 This proposal contains the following elements:

- 11 • An [Overview of the GNSO Improvements Process](#)
- 12 • A proposed charter for two committees to make concrete implementation  
13 proposals for GNSO change according to the design defined in the Board  
14 recommendations:
  - 15 1) [Policy Process Steering Committee](#) – to recommend revisions to the  
16 PDP process, as well as guidelines for working groups.
  - 17 2) [Operations Steering Committee](#) – to recommend a set of operational  
18 guidelines for the GNSO going forward.

19 A [glossary](#) of terms used in the text also is included.

## 20 **Background**

21 Board Motions that initiated this work:

22 *Resolved (2008.02.15.03), the ICANN Board directs staff to open a public*  
23 *comment forum for 30 days on the GNSO Improvements Report, draft a*  
24 *detailed implementation plan in consultation with the GNSO, begin*  
25 *implementation of the non-contentious recommendations, and return to*  
26 *the Board and community for further consideration of the implementation*  
27 *plan.*

- 28 • [Report of the Board Governance Committee GNSO Review Working](#)  
29 [Group On GNSO Improvements](#)
- 30 • [Public Comments](#)
- 31 • [28 August 2008 ICANN Board Resolutions](#)
- 32 • [Other Background Information](#)

1 **Planning Team Members**

2 The members of the Planning Team involved in preparing this information are:

3 GNSO

- 4 • Avri Doria (NomCom appointee, GNSO Council chair)
- 5 • Chuck Gomes (Registry constituency, GNSO Council vice-chair)
- 6 • Olga Cavalli (NomCom Appointee)
- 7 • Philip Sheppard /Mike Rodenbaugh (Commercial and Business Users
- 8 Constituency)
- 9 • Robin Gross/Milton Mueller (Non Commercial Users Constituency)
- 10 • Ute Decker/Kristina Rosette (Intellectual Property Constituency)
- 11 • Wolf-Ulrich Knober (Internet Service Providers Constituency)
- 12 • Tim Ruiz/Jon Nevett (Registrar Constituency)

13 Liaisons

- 14 • Susan Crawford - liaison from the Board Governance Committee.

15 Policy Staff

- 16 • Denise Michel
- 17 • Liz Gasster
- 18 • Robert Hoggarth
- 19 • Ken Bour

20 GNSO Secretariat

- 21 • Glen De Saint Géry

22 **The Planning Process**

23 **The Planning Team**

24 The Planning Team has the following roles:

- 1        1. To propose a work structure for implementing operational changes  
2        recommended by the Board Governance Committee Working Group on  
3        GNSO Improvements (BGC WG). This structure will be used to  
4        implement all GNSO Improvement recommendations adopted by the  
5        Board except for the seating of Councilors in the new bicameral voting  
6        structure.
- 7        2. To monitor and report on the progress of the transition, including periodic  
8        updates to the GNSO Council and to the ICANN Board. This group will  
9        not be assessing policy-related deliverables or outcomes, those  
10       deliverables will be forwarded directly to the Council for consideration.
- 11       3. To assist any of the committees, teams or working groups as necessary in  
12       their processes.

### 13    **Steering Committees (SC)**

14    From the BGC WG Report:

15        *The Board has found it useful to establish several committees to focus*  
16        *specific attention on some of its many ongoing responsibilities, such as*  
17        *the Committee on Meetings and the Committee on Conflicts of Interest.*  
18        *The Council may wish to follow this pattern by establishing committees of*  
19        *4-5 members to guide work in a certain area where focused attention and*  
20        *follow-up are required. The subject just mentioned – benchmarking and*  
21        *trends analysis – might be a candidate for such an approach. Staff and the*  
22        *Council are encouraged to consider other areas where the establishment*  
23        *of smaller committees might be useful. Another area that might be*  
24        *appropriate for management by committee (along with legal and policy*  
25        *staff support) is consideration of conflicts-of-interest issues as they arise.*  
26

27    The Planning Team recommends the use of two focused steering committees. It  
28    is essential that the steering committees are focused on GNSO or GNSO Council  
29    processes and practices and not on gTLD policies, which will be the province of  
30    working groups.

31    The two steering committees proposed by the Planning Team are:

- 32        • **Policy Process Steering Committee:** oversees overall efforts to enhance  
33        the Policy Development Process (PDP), including serving as the  
34        coordinating body for separate teams tasked with developing proposals for  
35        a new Working Group (WG) model and new PDP procedures. This  
36        committee will be responsible for making recommendations concerning  
37        processes and methods involved in the transition to a WG model and

- 1 revisions to the GNSO PDP, which is closely tied to the transition to a WG  
2 model. This committee should operate in an inclusive and transparent  
3 manner. Membership in the committee and in the work teams should be  
4 drawn from both existing and emerging constituencies, as possible.
- 5 • **Operations Steering Committee:** oversees efforts to enhance the  
6 GNSO's structure, constituencies, and communications. This committee  
7 should task various work teams to develop proposals to implement  
8 recommendations related to these areas and should operate in an  
9 inclusive and transparent manner. Membership in the SC and in the work  
10 teams should be drawn from both existing and emerging constituencies,  
11 as possible.

### 12 ***Adopting, modifying or terminating a Steering Committee***

13 The GNSO Council must adopt the charter that initiates the work of the steering  
14 committees. This should be done by a motion for approval of a charter which is  
15 duly seconded and which receives a supermajority vote of Council members  
16 present. The Council also must approve any material changes that are made to  
17 the work items or milestones or committee composition. All such work plans and  
18 committee composition decisions, including termination of the steering  
19 committees, will be done by a motion within the Council that is duly seconded  
20 and which receives a supermajority vote in compliance with the current GNSO  
21 Council voting guidelines or at least a sixty (60%) vote of both houses in the  
22 recently approved GNSO Council voting system.<sup>1</sup> Neither Steering Committee is  
23 intended to be a permanent entity. Their respective charters will expire at the  
24 ICANN annual meeting in 2009, unless specifically renewed by the GNSO  
25 Council by at least a sixty (60%) vote of both houses in the recently approved  
26 GNSO Council voting system.

### 27 ***Membership in Steering Committees***

28 It will be the responsibility of the GNSO Council to approve membership of any  
29 steering committee. Depending on the definition and role of a particular  
30 committee, suggestions for membership may come from diverse sources, i.e.,  
31 the GNSO Council, the stakeholder groups, the constituencies, other Supporting  
32 Organizations or the Advisory Committees, the committees themselves, the

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<sup>1</sup> Any issues related to performance or conduct of individual members of a steering committee should be addressed directly by the steering committee leadership and, if not resolved, should be brought to the Council.

1 teams formed by the steering committees, the Board and on occasion the ICANN  
2 staff.

### 3 ***How many in a Steering Committee***

4 While the Board recommends that a steering committee be composed of 2-4  
5 Council members, it remains to be seen whether this is a workable formula for  
6 the GNSO. Certainly in the transition period and perhaps beyond, the  
7 constituency structure usually dictates that there be place for at least 6 members  
8 and more if the NomCom appointees and liaisons are to be included. During the  
9 transition period, an attempt should be made to keep the steering committees  
10 small, with 12 members or fewer.

### 11 ***Who can be in a Steering Committee***

12 The Board recommendation seems to indicate that membership in a steering  
13 committee should be limited to GNSO Council members. It has been recent  
14 Council practice, however, to permit other constituency members to substitute for  
15 Council members in task forces and in committees of the whole. In the transition  
16 period, membership in the steering committees will permit such substitution from  
17 the existing and emerging constituencies or the liaison's SO or AC.

### 18 ***Steering Committee working teams***

19 At the discretion of a majority of the members of a steering committee, a steering  
20 committee can create working teams to focus on specific tasks that are part of  
21 the chartered work plan of the committee. Any such teams should have a  
22 specific charter and should report their results to the steering committee. It  
23 would be the job of the steering committee to coordinate the work of any such  
24 teams and to present the GNSO Council with well formed proposals that take into  
25 account the work of any of the relevant teams. Steering committees will have to  
26 balance between the necessity of bringing enough people to the table to do the  
27 work without straining a few volunteers and the scalability and complexity of the  
28 team structure they create.

### 29 ***Transparency for Steering Committee and their teams***

30 All work done in a Steering Committee or in one of its teams must be made  
31 public. For this purpose, publicly viewable wikis or other group collaboration  
32 tools, mailing lists with public archives and meeting minutes should be available.  
33 All formal meetings must be either recorded or transcribed, with the recording or  
34 transcript made public within a reasonable time frame.

1 ***Start Date for Steering Committees***

2 The initial steering committees should begin forming as soon as possible after  
3 Council approval of this implementation plan. Interim Chair duties can be  
4 assumed by the GNSO Council Chair or Vice Chair followed by appointments of  
5 constituency representatives and assignment of Staff support. The first steering  
6 committee meetings should be scheduled as soon as practicable after Council  
7 approval.

8

9 **Steering Committee Charters**

10 ***GNSO Policy Process Steering Committee (PPSC)***

11 **Description of the PPSC**

12 The PPSC will be responsible for reviewing processes used within the GNSO for  
13 developing policy and recommending any changes. The BGC WG report  
14 contains recommendations for substantial changes to the processes used by the  
15 GNSO for developing policy. The immediate goal of PPSC will be to initiate the  
16 process for developing recommendations for process changes needed to meet  
17 the suggestions in the BGC WG report. Once the first set of changes has been  
18 implemented, the PPSC will be responsible for reviewing the functioning of the  
19 new processes and for recommending any necessary further changes. One  
20 example of such continuing work would be the review of the post delivery reports  
21 of working groups that was suggested in the BGC WG report.

22 The PPSC also will have other duties as assigned by the GNSO Council. Future  
23 work might include establishing guidelines for the practice of drafting teams as  
24 used in the GNSO Council and other ad-hoc mechanisms that might be used by  
25 the Council, as well as establishing guidelines for the interactions between the  
26 volunteers of the GNSO and its Council and the ICANN policy staff.

27 **Working method for the PPSC**

28 The PPSC will be comprised of a minimum of two separate teams, one tasked  
29 with developing a proposal for a new WG model (WG Team) and the other a new  
30 policy development process (PDP Team). The PPSC will serve as the  
31 coordinating body for these separate teams.

32 The PPSC will be responsible for combining the results into a proposal to the  
33 Council that includes the guidelines for the working groups and the suggested  
34 bylaws changes for the PDP process.



1 The PPSC also may consider whether any of the activities called for in the  
2 recommendations lend themselves to being addressed through the  
3 establishment of a special team.

#### 4 **Membership in the PPSC**

5 Initially, the PPSC will be comprised of the following members:

- 6 • GNSO council chair and/or vice chair
- 7 • 1 representative from each constituency (need not be a Council member)
- 8 • 1 Nominating Committee appointee to the GNSO

9 Other Participants in the PPSC

- 10 • Liaison or an appointed representative from ALAC and the GAC
- 11 • GNSO secretariat
- 12 • 1 ICANN policy staff representative

#### 13 **Goals and Milestones for the PPSC**

- 14 • To be determined by the PPSC and approved by the Council

#### 15 **Decision making for the PPSC**

- 16 • Unless otherwise determined by the PPSC members, committee decisions  
17 will be made using a “full consensus of the members” process.

#### 18 **Initial PPSC Teams**

- 19 • [PDP Team](#)  
20 This team will be responsible for reviewing the existing PDP in the bylaws  
21 and recommending changes to the bylaws to the community and council  
22 based on an open community WG model for the deliberative process.
- 23 • [Working Group Team](#)  
24 This team will be responsible for making recommendations concerning,  
25 processes and methods involved for the new WG model, including  
26 suggestions for transition to the new model.

1 **Background on PPSC**

- 2 • [Reference from BGC WG Report on WG](#)  
3 • [Reference from BGC WG Report on PDP](#)  
4

5 ***GNSO Operations Steering Committee (OSC)***

6 **Description of the OSC**

7 The OSC will be responsible for coordinating, recommending and reviewing  
8 changes to certain operational activities of the GNSO and its constituencies with  
9 a view to efficient outcomes. The BGC WG Report on GNSO Improvements  
10 makes a number of recommendations in three operational areas, as follows:

- 11 1. GNSO Operations – developing any changes needed to the Council’s  
12 structure and role in response to the Board approved GNSO structure;  
13 2. Stakeholder Group and Constituency Operations -- outreach efforts to  
14 encourage broader participation in stakeholder groups by explaining the  
15 added value of ICANN participation to such groups; and enhancing  
16 constituencies per the BGC-WG Report;  
17 3. Communications -- improving communication and coordination with other  
18 ICANN structures, including members of the ICANN Board, other  
19 Supporting Organizations (SOs) and Advisory Committees (ACs).

20 The immediate goal of the OSC is to develop recommendations to implement  
21 operational changes contained in the BGC WG Report. Once recommendations  
22 have been implemented, the OSC will be responsible for reviewing and  
23 assessing the effectiveness of these new improvements and for recommending  
24 further operational enhancements as warranted.

25 The OSC also will take on other responsibilities as assigned by the GNSO  
26 Council. For example, the Council might have the OSC examine how  
27 constituency support might be further enhanced in the future, identify when new  
28 training curricula might be called for, or consider how to best align the GNSO  
29 Council’s work with ICANN’s strategic plan on an ongoing basis.

30 **Working method for the OSC**

31 The OSC could be comprised of three separate teams to take on the work of  
32 each of the three operational areas described above. The OSC will serve as the  
33 coordinating body for these separate work teams. There are two reasons to

1 establish three teams: 1) recommendations span a significant list of topic areas,  
2 and dividing the work into three teams may reduce the volume of work asked of  
3 each individual participant; and 2) successful implementation of certain  
4 recommendations may benefit from special expertise and experience. For  
5 example, those who are active in constituency management will have valuable  
6 expertise to help the team responsible for developing consistent and transparent  
7 rules of constituency participation. Communications experts may have valuable  
8 insights on the best collaborative tools to use in a distributed working  
9 environment.

10 The OSC work activities could be allocated as follows:

- 11 • GNSO Operations Team -- Develop a proposal for Council consideration  
12 on GNSO operations-related recommendations. Recommendations  
13 considered from the BGC WG Report might include:
  - 14 • Determine what steps are needed to establish the role of the Council  
15 as a “strategic manager of the policy process.”
  - 16 • Define and develop scope and responsibilities of any other standing  
17 “committees” as recommended by the BGC WG (those suggested to  
18 date: committee to analyze trends; committee to benchmark policy  
19 implementation)
  - 20 • Develop “Statement of Interest” and “Declaration of Interest” forms.
  - 21 • Develop curriculum for training Council members, constituents,  
22 facilitators and others.
  - 23 • Prepare clear rules for the establishment of new constituencies within  
24 stakeholder groups.
  - 25 • Review and recommend amendments as appropriate regarding  
26 methods for introducing new constituencies.
- 27 • Constituency Operations Team -- Develop a proposal to implement  
28 recommendations focused on enhancing constituency and stakeholder  
29 group operations. Recommendations considered from the BGC WG  
30 Report might include:
  - 31 1. Develop a global outreach program to broaden participation in current  
32 constituencies and to encourage the self-forming of new  
33 constituencies.
  - 34 2. Enhance existing constituencies -- develop a recommendation on the  
35 following:

- 1           • develop a set of top-level participation guidelines based on the  
2           principles as defined in the GNSO recommendations  
3           • develop a “tool kit” of basic administrative, operational and  
4           technical services available to all constituencies  
5       • Communications Team -- Improve coordination with other ICANN  
6       structures. Develop a proposal to improve communication and  
7       coordination for Council consideration.

8       The OSC also may consider whether any of the activities called for in the  
9       recommendations lend themselves to being addressed through the  
10      establishment of a special team.

### 11   **Membership in the OSC**

12   Initially, the OSC will be comprised of the following members:

- 13       • GNSO council chair and/or vice chair  
14       • 1 representative from each constituency (need not be a Council member)  
15       • 1 Nominating Committee appointee to the GNSO

### 16   **Other Participants in the OSC**

- 17       • Liaison or an appointed representative from ALAC and the GAC  
18       • GNSO secretariat  
19       • 1 ICANN policy staff representative

### 20   **Goals and Milestones for OSC**

- 21       • To be determined by the OSC and approved by the Council

### 22   **Decision making for the OSC**

- 23       • Unless otherwise determined by the OSC members, committee decisions  
24       will be made using a “full consensus of the members” process.

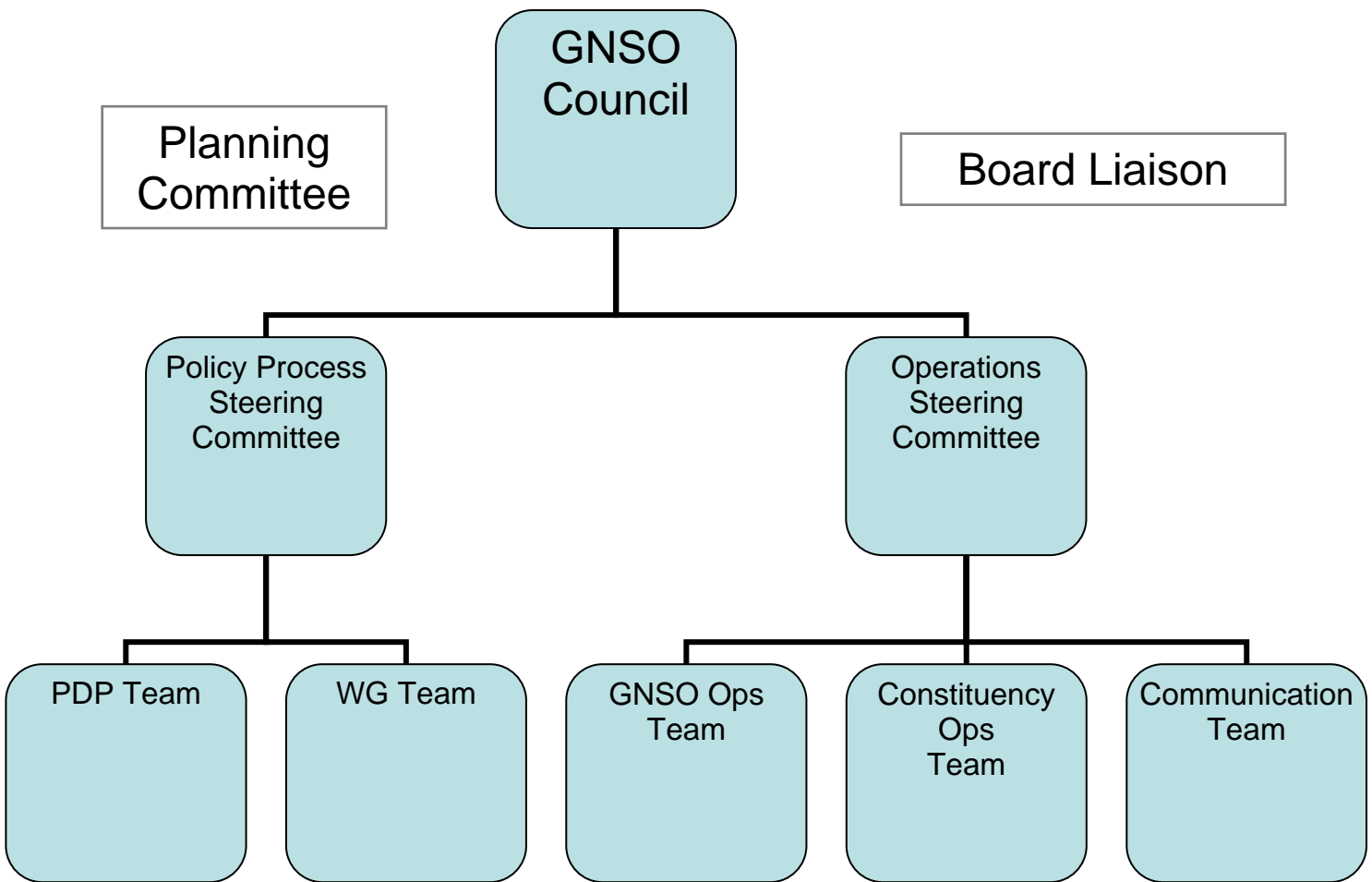
### 25   **Initial OSC Teams**

- 26       • [GNSO Operations Team](#)  
27       • [Constituency Operations Team](#)  
28       • [Communications Team](#)  
29

1 **GNSO Improvements Draft Organization Chart**

2

## GNSO Improvements Project Draft Organization Chart



## 1 Glossary

2 **BGC WG:** ICANN Board Governance Committee Working group on GNSO  
3 Improvements<sup>2</sup>

4 **Constituency**<sup>3</sup>: Constituencies representing particular groups of community  
5 stakeholders are the organizational units that comprise the GNSO Stakeholder  
6 Groups. In the ICANN Structure, constituencies are certified by the Board of  
7 Directors and specifically named in the organizational Bylaws. They are  
8 expected to represent the global interests of the communities they purport to  
9 represent and operate, to the maximum extent feasible, in an open and  
10 transparent manner consistent with policies and procedures designed to ensure  
11 fairness.  
12

13 **Drafting Team:** A small ad-hoc group created by the council for the purpose of  
14 developing a proposed document for discussion. The types of documents can  
15 include a PDP charter, a motion in response to a PDP deliberative process, a  
16 letter addressed to another organization, a request or report to the Board or an  
17 ICANN senior staff member, or a standard council motion. Drafting teams should  
18 include at least two council members as well as other members of the  
19 community. The council members on the drafting team will be responsible for  
20 maintaining liaison with the council. In most cases, the output of the Drafting  
21 Team serves as a recommendation to the council and a starting place for  
22 discussions and does not constitute an official position of the council.

23 **PDP:** Procedures for the Policy Development Process as defined in [Bylaws](#)  
24 Article X Section 6. These are the procedures in effect until the PDPbis has been  
25 adopted by the GNSO council and approved by the ICANN Board of Directors.  
26

27 **PDPbis:** Policy Development Process as defined in response the BGC WG

28 **Planning Team:** Group formed to initiate the process for making the changes  
29 recommend by BGC WG

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<sup>2</sup> **“Improvements”:** A reference to the changes to be made in the GNSO in response to the BGC WG recommendations. The word “Improvements” is in quotes to remind those involved in the process that whether the changes constitute an actual improvement is something that remains to be seen and will only be capable of assessment several years after the transition.

<sup>3</sup> This is a working definition that may be modified as appropriate

1

2 **Stakeholder Group:** A GNSO organizational entity specifically defined by the  
3 BGC-WG recommendations approved by the ICANN Board of Directors. At  
4 present there are four GNSO Stakeholder Groups specifically recognized by the  
5 Board: Commercial, Non-Commercial, Registrar and Registry. Stakeholder  
6 groups provide the overarching structure for the GNSO Council. They are made  
7 up of individual ICANN constituency groups that are themselves specifically  
8 certified by the ICANN Board.

9

10 **Stakeholders<sup>4</sup>:** Although the term has been used in many different ways  
11 throughout ICANN's history, stakeholders are entities with common interests and,  
12 when organized with the ICANN community, are the fundamental units  
13 comprising constituencies.

14

15 **Steering Committee (SC):** A long term, small, group formed to develop process  
16 and working method recommendations for the approval of the GNSO council.  
17 Steering Committees are generally responsible for forming and coordinating SC  
18 Teams for specific topics.

19 **Task Force:** A group of the GNSO council that is defined in the current PDP  
20 process.

21 **Transition:** The process of transforming the GNSO and the GNSO council  
22 based on the BCG WG recommendations.

23 **Team:** A group of individuals tasked by a Steering Committee with developing  
24 specific proposals. The work of Teams will be coordinated by the Steering  
25 Committees and their output will be brought back to the Steering Committee.

26 **Working Group (WG):** An ICANN community based group as used in the BGC  
27 WG formed in response to a Policy Development Process charter developed and  
28 approved by the GNSO council.

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30

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<sup>4</sup> This is a working definition that may be modified as appropriate