GNSO2 Review Implementation Final Report

July 2018

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Executive Summary

This is the *GNSO2 Review Implementation Final Report* of the GNSO Review Working Group that is executing and overseeing the implementation of the GNSO2 Review (GNSO2) recommendations. This Final Report is a required deliverable for approval by the Generic Names Supporting Organization (GNSO) Council and the Operational Effectiveness Committee (OEC) of the ICANN Board of Directors. The Working Group was initiated on 15 March 2017 and has been meeting bi-weekly. The Working Group has agreed by full consensus as of 21 June 2018 that all of the GNSO2 Review recommendations have been implemented.

Status Summary:

There were a total of 34 recommendations.[1]

Phase 1: The Working Group agreed by full consensus that all 13 Phase 1 recommendations had already been implemented via previous work.

Phases 2 and 3:

The Working Group has agreed by full consensus that 21 recommendations have been implemented under current processes and procedures.

See the GNSO Review Working Group Wiki for an implementation summary.

Timeline:

The Working Group agreed to the implementation of all of the recommendations ahead of the original timeline, which was September 2018. The implementation will be deemed to be completed upon approval of the GNSO Council and the OEC.

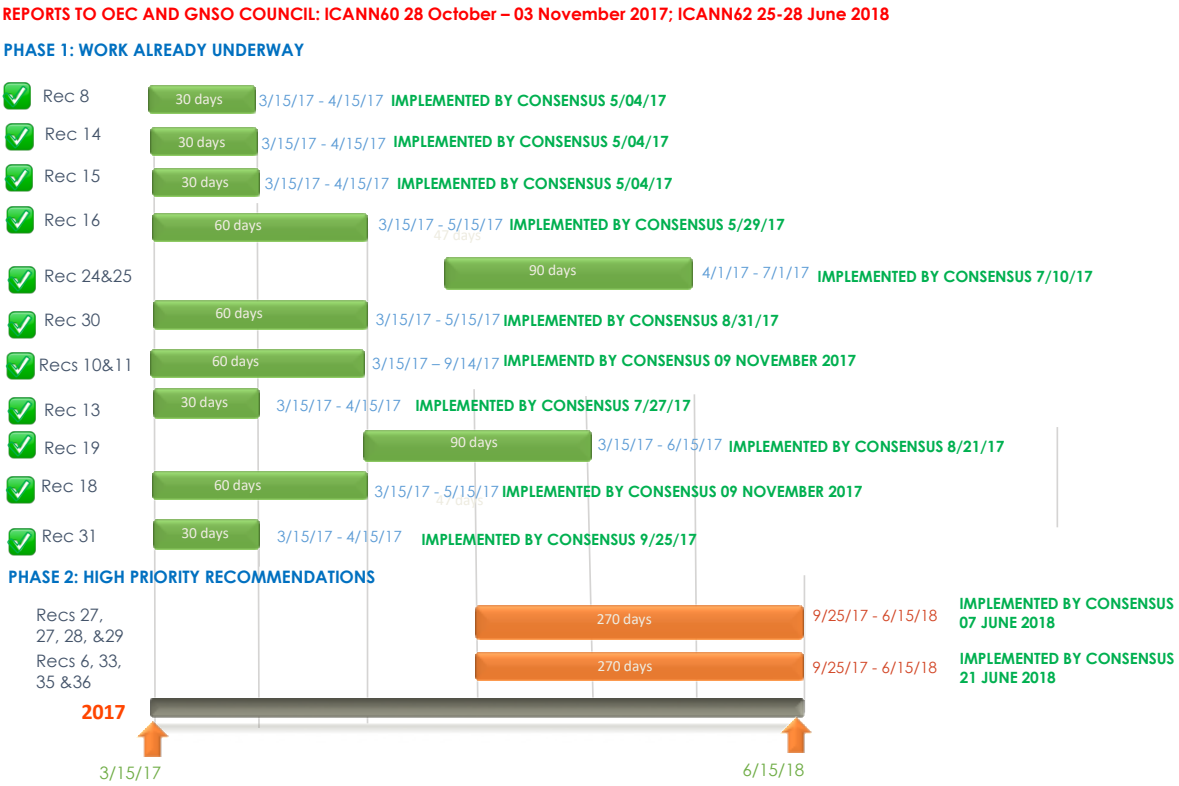
Next Steps:

The GNSO Review Working Group hereby submits its GNSO2 Review Implementation Final Report for consideration by the GNSO Council. If the Report is approved by the GNSO Council, it will be provided to the OEC for consideration.

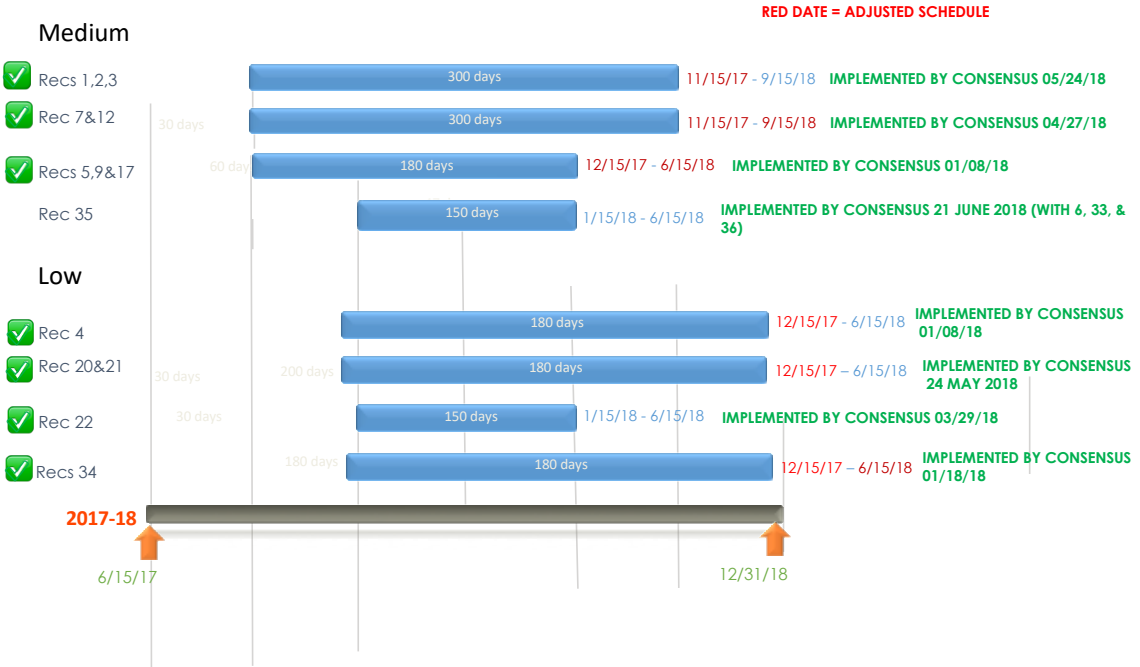
[1] Note that although there were originally 36 recommendations, the GNSO Council agreed with the GNSO Review Work Party to not adopt recommendations 23 and 32 that were rated as not feasible in the GNSO Review Recommendations Feasibility and Prioritization Analysis, although it did agree to adopt recommendation 21.

Implementation Status (Final):

Phase 1: Work Already Underway and Phase 2: High Priority Recommendations



Phase 3: Medium and Low Priority Recommendations



Background

The most recent GNSO review (GNSO2) was initiated in July 2014 by ICANN with the assistance of the GNSO Review Working Party, which was comprised of 21 GNSO community members in accordance with ICANN's Bylaws. The OEC -- formerly the Structural Improvements Committee (SIC) -- of the ICANN Board is responsible for review and oversight of policies relating to ICANN's ongoing organizational review process, as mandated by ICANN's Bylaws. The ICANN Board appointed Westlake Governance as the independent examiner for the GNSO review.

Each GNSO Stakeholder Group and Constituency appointed representatives to serve on the Working Party. The GNSO Review Working Party provided input on the review criteria, 360 assessment, and served as a conduit for input from GNSO Stakeholder Groups, Constituencies as well as the GNSO Council. The GNSO Review Working Party offered guidance to the independent examiner to ensure the draft report accurately reflected the GNSO structure, scope and dynamics.

The scope of the GNSO review was to assess the extent to which the improvements resulting from the 2008 review have been implemented and whether they successfully addressed the concerns that led to the review, and to consider whether the GNSO, as it is currently constituted, can respond to its changing environment. The independent examiner was not asked to assess various options and alternatives pertaining to the structure of the GNSO, but its inquiry into the effectiveness of GNSO operations led to structural considerations. The Draft Report was put out for public comment on 01 June 2015, and subsequently Westlake published its Final Report on 15 September 2015, with a correction to Recommendation 1 issued on 5 October 2015, with 36 recommendations. The recommendations were organized into the following themes:

1. Participation & Representation;
2. Continuous Development;
3. Transparency; and
4. Alignment with ICANN's future.

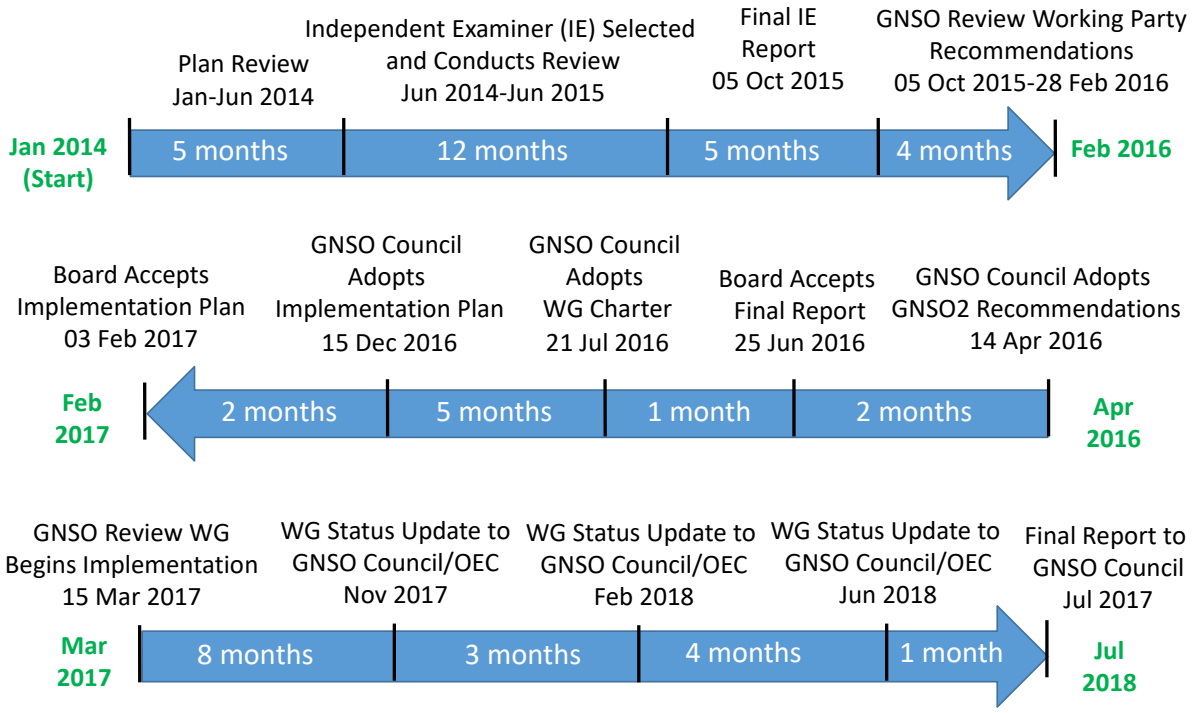
The GNSO Review Working Party reviewed the recommendations and conducted a Feasibility and Prioritization Analysis, which it submitted to the GNSO Council on 28 February 2016. In its analysis document, the Working Party recommended to adopt all but three recommendations (21, 23, 32).

On 14 April 2016 the GNSO Council approved a motion to adopt the GNSO Review Recommendations Feasibility and Prioritization Analysis. The ICANN Board of Directors adopted the GNSO Review recommendations on 25 June 2016. In its resolution the ICANN Board requested that the GNSO Council convene a group to oversee the implementation of the recommendations.

The Board further requested that an implementation plan, containing a realistic timeline, definition of desired outcomes, and a way to measure current state as well as progress toward the desired outcome, be submitted to the Board no later than six months after the adoption of the Board's resolution, and the GNSO Council should subsequently provide a regular report on the progress of the implementation effort (see https://www.icann.org/resources/board-material/resolutions-2016-06-25-en#2.e).

The GNSO Council adopted the Charter of the GNSO Review Working Group during its meeting on 21 July 2016. This Working Group was tasked to develop an implementation plan for the GNSO Review recommendations which were adopted by the ICANN Board in June 2016. The implementation plan was adopted by the GNSO Council via a motion passed on 15 December 2016. On 03 February 2017 the ICANN OEC of the Board of Directors adopted the plan.

GNSO2 Review Overall Timeline:



Notes:
GNSO Review Working Party – 21 Members, 6 core participants;
GNSO Review Working Group (WG) – 14 members, 8 core participants;
Total Review duration: 4 years and 8 months (if GNSO Council approves Aug 2018);
Total implementation: 15 months.

Implementation Details

Recommendations # 1, # 2, and # 3	
Recommendation Description	Recommendation 1: That the GNSO develop and monitor metrics to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups. Recommendation 2: That the GNSO develop and fund more targeted programs to recruit volunteers and broaden participation in PDP Working Groups, given the vital role volunteers play in Working Groups and policy development. Recommendation 3: That the GNSO Council reduce or remove cost barriers to volunteer participation in Working Groups.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board)*	The Working Group deemed that these recommendations are implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board)*	There were no implementation costs.
Additional Comments	None

Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	*Recommendation 1: That the GNSO develop and monitor metrics to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups.* The GNSO Review Working Group has reviewed existing metrics and determined that these are sufficient to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups. *Recommendation 2: That the GNSO develop and fund more targeted programs to recruit volunteers and broaden participation in PDP Working Groups, given the vital role volunteers play in Working Groups and policy development.* The GNSO Review Working Group evaluated the current programs and determined that these are sufficient to recruit volunteers and broaden participation in PDP Working Groups, while noting that the Fellowship Community Process Review will likely result in improvements to that program and additional metrics to measure effectiveness. *Recommendation 3: That the GNSO Council reduce or remove cost barriers to volunteer participation in Working Groups.* The GNSO Review Working Group notes that participation in Working Groups is already a low-cost, or no-cost, option for members and observers. All meetings are accessible via remote participation and there are recordings and transcripts. For meetings at ICANN meetings real time transcription (RTT) and translation of transcripts often are provided. Newcomers may be eligible for travel funding for ICANN meetings via the NextGEN and Fellowship programs, although face-to-face participation is not a requisite for effective participation in the policy making process. Furthermore, the Working Group notes that a traditional RTT solution typically includes professional translators. Understanding that the costs for such translators may be prohibitive for some uses, other solutions may include automated services, volunteers or translations of executive summaries of transcripts after public meetings. Based on its evaluation concerning the three recommendations, the GNSO Review Working Group agreed by full consensus on 24 May 2018 that the recommendations have been implemented based on current processes and programs, and that no further action is required. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 1-2-3 24 May 2018.pdf**

Recommendation # 4	
Recommendation Description	That the GNSO Council introduce non-financial rewards and recognition for volunteers.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board)*	The Working Group deemed that this recommendation was completed under current procedures and processes.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board)*	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group has reviewed the existing non-financial rewards and agreed by full consensus on 08 January 2018 that recognition for volunteers addresses the recommendation that there should be such programs. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 4 08 January 2018.pdf**

Recommendations # 5, #9, and #17	
Recommendation Description	Recommendation 5: That, during each Working Group self-assessment, new members be asked how their input has been solicited and considered. Recommendation 9: That a formal Working Group leadership assessment program be developed as part of the overall training and development program. Recommendation 17: That the practice of Working Group self-evaluation be incorporated into the PDP; and that these evaluations should be published and used as a basis for continual process improvement in the PDP.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?"	No material issues or difficulties were encountered.
Prioritization	Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation was completed under current procedures and processes.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group has reviewed the suggested changes to the Working Group Self-Assessment questionnaire addressing recommendations 5, 7 and 17 and agreed by full consensus on 08 January 2018 that with these changes it deems the recommendations to be implemented. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 5-9-17 08 January 2018.pdf**

Recommendations # 6, #33, # 35, and #36	
Recommendation Description	Recommendation 6: That the GNSO record and regularly publish statistics on Working Group participation (including diversity statistics). Recommendation 33: That Stakeholder Groups, Constituencies, and the Nominating Committee, in selecting their candidates for appointment to the GNSO Council, should aim to increase the geographic, gender and cultural diversity of its participants, as defined in ICANN Core Value 4 [now Core Value 2]. Recommendation 35: That the GNSO Council establish a Working Group, whose membership specifically reflects the demographic, cultural, gender and age diversity of the Internet as a whole, to recommend to Council ways to reduce barriers to participation in the GNSO by non- English speakers and those with limited command of English. Recommendation 36: That, when approving the formation of a PDP Working Group, the GNSO Council requires that its membership represent as far as reasonably practicable the geographic, cultural and gender diversity of the Internet as a whole. Additionally, that when approving GNSO Policy, the ICANN Board explicitly satisfy itself that the GNSO Council undertook these actions when approving the formation of a PDP Working Group.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High and Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that these recommendations were completed under current procedures and processes.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None

Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	**Recommendation 6:** The Working Group notes that until Recommendation 8 of the CCWG Accountability Work Stream 2 is approved, GNSO Support staff already gather and publish on the Working Group wikis the membership data. This data could be expanded to include statistics on diversity for each Working Group if the CCWG recommendations are approved, and this data could be linked to a Diversity section of the ICANN Website. Staff notes that publication of these diversity statistics may be subject to compliance with the General Data Protection Regulation (GDPR), such as via direction to a privacy notice and the purpose of the data collection. For an example, see the GNSO Statements of Interest wiki at: https://community.icann.org/display/gnsosoi. **Recommendations 33 and 36:** The GNSO Review Working group notes that Recommendations 2-5 of the Cross Community Working Group Accountability Work Stream 2 Sub Group on Diversity broadly address GNSO2 Review Recommendations 33 and 36. The Working Group agrees that both Recommendations 33 and 36 are considered to be implemented for the following reasons: First, there are already procedures that address diversity. With respect to GNSO Council membership, the Bylaws state, "Stakeholder Groups should, in their charters, ensure their representation on the GNSO Council is as diverse as possible and practicable, including considerations of geography, GNSO Constituency, sector, ability and gender." Accordingly, the charters of the Stakeholder Groups and Constituencies contain requirements relating at least some aspects of diversity. Second, the GNSO Working Group Guidelines require that the Call for Volunteers for a PDP Working Group should elicit a broad response. Third, both Recommendations 33 and 36 allow flexibility for implementation. Recommendation 33 states that Stakeholder Groups, Constituencies, and the Nominating Committee "should *aim to* [emphasis added] increase the geographic, gender and cultural diversity of its participants, as defined in ICANN Core Value 4 [now Core Value 2]. Recommendation 36 states that, "The GNSO Council requires that its membership represent as far as reasonably practicable the geographic, cultural and gender diversity of the Internet as a whole." The phrases "aim to" and "as far as reasonably practicable" allow the GNSO Council the flexibility to determine the feasibility of requiring diversity. With this flexibility the Working Group agrees that the current processes and procedures fulfill the recommendations, but also do not create conflicts if the CCWG Recommendations are implemented.

Implementation Steps (Cont.) (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	With respect to the applicability of Recommendation 33 to the Nominating Committee, while the Working Group agrees that it is out of scope for the GNSO2 Review recommendations to mandate actions by the Nominating Committee, the Working Group agreed that the GNSO Council could provide guidance or suggestions to the Nominating Committee concerning candidate attributes, such as relating to diversity, following the standard practice. However, the Working Group agrees that the following statement in Recommendation 36 is out of scope in the GNSO2 Review: "Additionally, that when approving GNSO Policy, the ICANN Board explicitly satisfy itself that the GNSO Council undertook these actions when approving the formation of a PDP Working Group." The Working Group agrees that the GNSO cannot mandate what steps the ICANN Board should take. Instead, the Working Group agrees that it is sufficient for the GNSO Council to assert that it has undertaken these actions when forming a PDP Working Group. **Recommendation 35:** With respect to Recommendation 35, The CCWG Accountability Work Stream 2 established a Sub Group on Diversity, the membership of which itself broad and diverse with 54 active participants and 45 observers. See: https://community.icann.org/display/WEIA/Diversity. In its report, the Sub Group stated, "This report presents a discussion of diversity at ICANN and identifies a number of diversity elements by which diversity may be characterized, measured and reported. It provides a summary of diversity provisions in the new ICANN Bylaws, and is informed by feedback from ICANN SO/AC/groups through a Diversity Questionnaire. Finally, it proposes a number of recommendations by which ICANN may define, measure, report, support and promote diversity." The Working Group agrees that the thorough and diligent work of this Sub Group fulfills the requirement for the establishment of a "Working Group" in Recommendation 35.

Implementation Steps (Cont.) (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	**Conclusion:** The Working Group noted that there is significant overlap between the GNSO2 Review recommendations on diversity and the recommendations from the CCWG Accountability Work Stream 2 recommendations on diversity. See: https://www.icann.org/en/system/files/files/ccwg-acct-ws2-annex-1-diversity-final-recs-27mar18-en.pdf. The Working Group notes that the timeframe for the implementation of the CCWG Accountability recommendations on diversity is unknown. The GNSO Review Working group agreed that the GNSO2 Review recommendations may be considered to be laying the groundwork for the implementation of the CCWG Accountability Work Stream 2 recommendations on diversity. It emphasized that this is a common challenge in ICANN that efforts overlap because the timeframe for projects may be lengthy and could result in duplication of efforts. The Working Group agreed that it would seem redundant or even possibly inconsistent to do an implementation of a few specific elements when the CCWG Accountability recommendations will address broader diversity issues in a more comprehensive way. The Working Group agreed that at this time the GNSO2 Review recommendations could be considered implemented in a way that is consistent with the CCWG Accountability recommendations, and that the GNSO2 Review recommendations will be augmented once the CCWG Accountability recommendations are approved. Based on its evaluation concerning the four GNSO2 Review recommendations, the GNSO Review Working Group determines that the recommendations have been implemented based on current processes and programs, and that no further action is required. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 6-33-35-36 21 June 2018.pdf**

Recommendations # 7 and #12	
Recommendation Description	Recommendation 7: That Stakeholder Groups and Constituencies engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers. Recommendation 12: That ICANN assess the feasibility of providing a real-time transcription service in audio conferences for Working Group meetings.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation was implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The GNSO Review Working Group determined that if a PDP Working Group requested services that could have a budgetary affect such a request would have to be reviewed by the GNSO Council.
Additional Comments	None

Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	*Recommendation 7: That Stakeholder Groups and Constituencies engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers.* The Working Group determined that the recommendation may be addressed by Stakeholder Groups and Constituencies requesting via ICANN Language Services for key documents relating to policy and outreach to be translated within the parameters of ICANN's Annual Budget. *Recommendation 12: That ICANN assess the feasibility of providing a real-time transcription service (RTT) in audio conferences for Working Group meetings.* The Working Group has assessed the feasibility of providing RTT services in audio conferences for Working Group meetings to be both expensive as well as inadequate for addressing engagement as RTT is only provided in English. Instead, Working Groups should be allowed the option of teleconference interpretation, but with the understanding that the goal would be to use these services for those Working Groups where there is a clear demand for interpretation. The demand may depend on the composition of the active WG membership and should clearly been defined with a rationale by the WG leadership. The WG leadership team will channel any such requests that have budget implications to the GNSO Council for consideration. The Working Group notes that a traditional RTT solution typically includes professional translators. Understanding that the costs for such translators may be prohibitive for some uses, other solutions may include automated services, volunteers or translations of executive summaries of transcripts after public meetings. In addition, Working Groups should consider translating transcripts, again only if there is an identified demand for this service. The Working Group agreed by full consensus on 27 April 2018 that the available services and options are sufficient to fulfill these recommendations recognizing that demand and justification is required as budget constraints apply. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Implementation Charter Recs 7&12 27 April 2018.pdf**

Recommendation # 8	
Recommendation Description	That Working Groups should have an explicit role in responding to implementation issues related to policy they have developed.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 04 May 2017 that the revisions to the GNSO Operating Procedures including the change to the PDP Manual that were published on 24 June 2015 as version 3.0 constitute the implementation of the recommendation that an explicit role for Working Groups in responding to implementation issues related to policy they have developed. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 8 04 May 2017.pdf**

Recommendations # 10 and # 11	
Recommendation Description	Recommendation 10: That the GNSO Council develop criteria for Working Groups to engage a professional facilitator/moderator in certain situations. Recommendation 11: That the face-to-face PDP Working Group pilot project be assessed when completed. If the results are beneficial, guidelines should be developed and support funding made available.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The GNSO Review Working Group agreed by full consensus on 09 November 2017 that the current process for the provision of ad hoc funding and facilitation support is sufficient and has proven to work, both in the analysis of the face-to-face PDP Working Group pilot project and the recent PDP Working Group facilitated sessions. Thus, the Working Group determined that it is not necessary to develop criteria for Working Groups to engage a professional facilitator/moderator in certain situations, and the current Working Group Guidelines provide guidance on how to address divergence and do not prevent Working Groups from seeking to use facilitation. However, the Working Group agrees that this determination does not preclude ICANN staff from providing guidance as a resource in the future. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 10-11 09 November 2017.pdf**

Recommendation # 13	
Recommendation Description	That the GNSO Council evaluate and, if appropriate, pilot a technology solution (such as Loomio or similar) to facilitate wider participation in Working Group consensus-based decision making.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 27 July 2017 that the recommendation had already been implemented as there currently are technology solutions available and in use (Microsoft Word and Google Drive) to facilitate wider participation in Working Group consensus-based decision making. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 13 27 July 2017.pdf**

Recommendations # 14 and # 15	
Recommendation Description	Recommendation 14: That the GNSO further explores PDP 'chunking' and examines each potential PDP as to its feasibility for breaking into discrete stages. Recommendation 15: That the GNSO continues current PDP Improvements Project initiatives to address timeliness of the PDP.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Medium (14) and High (15)
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that these recommendations, as being part of Phase 1, were completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 04 May 2017 that the additional GNSO processes adopted on 24 June 2015, along with the current Working Group Guidelines and established practice constitute implementation of recommendation 14 on PDP 'chunking' and 15 on the timeliness of the PDP. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 14&15 04 May 2017.pdf**

Recommendation # 16	
Recommendation Description	That a policy impact assessment (PIA) be included as a standard part of any policy process.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 29 May 2017 that the revised GNSO Operating Procedures v3.1, published on 16 February 2016, complete the implementation of recommendation 16. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 16 29 May 2017.pdf**

Recommendation # 18	
Recommendation Description	That the GNSO Council evaluate post implementation policy effectiveness on an ongoing basis (rather than periodically as stated in the current GNSO Operating Procedures), and that these evaluations are analyzed by the GNSO Council to monitor and improve the drafting and scope of future PDP Charters and facilitate the effectiveness of GNSO policy outcomes over time.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 09 November 2017 that the GDD Consensus Policy Implementation Framework of 31 May 2015 completes the implementation of the recommendation that post implementation policy effectiveness evaluations are analyzed by the GNSO Council to monitor and improve the drafting and scope of future PDP Charters and facilitate the effectiveness of GNSO policy outcomes over time. The Working Group further determined that it is not feasible to evaluate post implementation policy effectiveness ***"on an ongoing basis"*** (rather than periodically as stated in the current GNSO Operating Procedures) it is not feasible to implement this aspect of the recommendation. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 18 09 November 2017.pdf**

Recommendation # 19	
Recommendation Description	As strategic manager rather than a policy body the GNSO Council should continue to focus on ensuring that a Working Group has been properly constituted, has thoroughly fulfilled the terms of its charter and has followed due process.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 21 August 2017 that this recommendation has been implemented as there are comprehensive and clear existing guidelines to ensure that a Working Group has been properly constituted, has thoroughly fulfilled the terms of its charter and has followed due process. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 19 21 August 2017.pdf**

Recommendations # 20 and # 21	
Recommendation Description	Recommendation 20: That the GNSO Council should review annually ICANN's Strategic Objectives with a view to planning future policy development that strikes a balance between ICANN's Strategic Objectives and the GNSO resources available for policy development. Recommendation 21: That the GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast likely requirements for policy and to ensure those affected are well- represented in the policy-making process.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation has been implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None

Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	*Recommendation 20: That the GNSO Council should review annually ICANN's Strategic Objectives with a view to planning future policy development that strikes a balance between ICANN's Strategic Objectives and the GNSO resources available for policy development.* After extensive discussion the GNSO Review Working Group decided that it would recommend that the decision concerning the process to implement this recommendation should be left to the GNSO Council. Furthermore, the Working Group notes that there are several existing options available to the Council to implement this recommendation, including – but not limited to – during an annual strategic planning session either at, or outside, of an ICANN meeting; tasking an existing or new Work Team with developing recommendations for Council consideration; or tasking ICANN staff with developing recommendations that might be addressed in a joint meeting of the GNSO Council and ICANN's Multistakeholder Strategy and Strategic Initiatives (MSSI) team. *Recommendation 21: That the GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast likely requirements for policy and to ensure those affected are well- represented in the policy-making process.* Given that there are already a number of data sources available and research initiatives underway that provide information about trends in gTLDs, the Working Group does not anticipate a need for additional data collection and analysis efforts. The GNSO Council already maintains ties with the coordinators of these efforts and receives updates when they are timely. This approach allows the Council to receive information as it becomes available rather than setting rigid timeframes for updates. Should the Council decide that a different approach is needed, it may consider setting up a regular review of data and analysis at set intervals. Finally, the GNSO Review Working Group agreed via full consensus on 24 May 2018 that existing processes and procedures are in place that address the implementation of these recommendations and thus no new work it required. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 20-21 24 May 2018.pdf**

Recommendation # 22	
Recommendation Description	That the GNSO Council develop a competency-based framework, which its members should use to identify development needs and opportunities.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation is implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group has reviewed the existing ICANN-provided training options in the context of a competency-based framework and agreed by full consensus on 29 March 2018 that these address the recommendation that there should be a competency-based framework to identify development needs and opportunities. The Working Group notes that some training options do focus on accessibility of training, and in particular real-time interaction through remote platforms, and suggests that future training options should continue this focus. The Working Group also notes that all of the training and learning materials are linked from the GNSO website and described in the context of the competency-based framework. See: https://gnso.icann.org/en/basics. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 22 29 March 2018.pdf**

Recommendations # 24 and # 25	
Recommendation Description	Recommendation 24: That the GNSO Council and Stakeholder Groups and Constituencies adhere to the published process for applications for new Constituencies. That the ICANN Board in assessing an application satisfy itself that all parties have followed the published process, subject to which the default outcome is that a new Constituency is admitted. That all applications for new Constituencies, including historic applications, be published on the ICANN website with full transparency of decision-making. Recommendation 25: That the GNSO Council commission the development of, and implement, guidelines to provide assistance for groups wishing to establish a new Constituency.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that these recommendations, as being part of Phase 1, were completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 10 July 2017 that the current processes relating to Recommendation 24 are effective and accessible; and that the current processes address Recommendation 25 and that improvements to the guidance are not necessary; and that these recommendations have been implemented. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 24-25 10 July 2017.pdf**

Recommendations # 26, # 27, #28, and #29	
Recommendation Description	Recommendation 26: That GNSO Council members, Executive Committee members of Stakeholder Groups and Constituencies and members of Working Groups complete and maintain a current, comprehensive Statement of Interest on the GNSO website. Where individuals represent bodies or clients, this information is to be posted. If not posted because of client confidentiality, the participant's interest or position must be disclosed. Failing either of these, the individual not be permitted to participate. Recommendation 27: That the GNSO establish and maintain a centralized publicly available list of members and individual participants of every Constituency and Stakeholder Group (with a link to the individual's Statement of Interest where one is required and posted). Recommendation 28: That section 6.1.2 Membership of Chapter 6.0 Stakeholder Groups and Constituencies: Operating Principles and Participation Guidelines of the GNSO Operating Procedures be revised to clarify that key clauses are mandatory rather than advisory, and to institute meaningful sanctions for non-compliance where appropriate. Recommendation 29: That Statements of Interest of GNSO Council Members and Executive Committee members of all Stakeholder Groups and Constituencies include the total number of years that person has held leadership positions in ICANN.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	High and Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that these recommendations have been implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None

Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	Recommendation 26: The GNSO Review Working Group has determined that this recommendation is implemented in the current GNSO Operating Procedures. In particular, the Working Group notes that GNSO Council members, Executive Committee members of Stakeholder Groups and Constituencies and members of Working Groups already do complete and maintain a current, comprehensive Statement of Interest on the GNSO website. Where individuals represent bodies or clients, this information also is posted. If not posted because of client confidentiality, the participant's interest or position must be disclosed as is already required in Chapter 5.0 of the GNSO Operating Procedures. Failing either of these, the as per the current Operating Procedures, the individual will not be permitted to participate. Recommendation 27: The GNSO Review Working Group determined that this recommendation has been implemented since there already exists a centralized publicly available list of members and individual participants of every Constituency and Stakeholder Group (with a link to the individual's Statement of Interest where one is required and posted). Recommendation 28: The GNSO Review Working Group determined that this recommendation has been implemented because key clauses in section 6.1.2 Membership of Chapter 6.0 Stakeholder Groups and Constituencies: Operating Principles and Participation Guidelines of the GNSO Operating Procedures already are mandatory rather than advisory, and that meaningful sanctions for non-compliance where appropriate also exist. Recommendation 29: The GNSO Review Working Group determined that while it is not currently feasible that Statements of Interest of GNSO Council Members and Executive Committee members of all Stakeholder Groups and Constituencies include the total number of years that person has held leadership positions in ICANN, it did agree with the staff recommendation that upon the next change to the Statement of Interest form it should require entry of a start date so that the number of years can be calculated, and notes also that upon migration to the Global Enrollment platform in 2019 a closer link will be enabled between Statements of Interest and user profiles. The Working Group agreed by full consensus on 07 June 2018 that these recommendations are implemented. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Recs 26-27-28-29 07 June 2018.pdf**

Recommendation # 30	
Recommendation Description	That the GNSO develop and implement a policy for the provision of administrative support for Stakeholder Groups and Constituencies; and that Stakeholder Groups and Constituencies annually review and evaluate the effectiveness of administrative support they receive.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Low
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 31 August 2017 that this recommendation has been implemented as there is a current mechanism, the Annual Budget Review (ABR) Process, for the provision of administrative support for Stakeholder Groups and Constituencies; and that Stakeholder Groups and Constituencies can annually review and evaluate the effectiveness of administrative support they receive via the ABR process. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 30 31 August 2017.pdf**

Recommendation # 31	
Recommendation Description	That the GAC-GNSO Consultation Group on GAC Early Engagement in the GNSO Policy Development Process continue its two work streams as priority projects. As a part of its work it should consider how the GAC could appoint a non-binding, non-voting liaison to the Working Group of each relevant GNSO PDP as a means of providing timely input.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation, as being part of Phase 1, was completed as work that was already underway.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The Working Group agreed by full consensus on 25 September 2017 that the recommendation is implemented via current mechanisms for the GAC to provide timely input to PDP Working Groups. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 31 25 Sept 2017.pdf**

Recommendation # 34	
Recommendation Description	That PDP Working Groups rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world.
Was Implementation Completed As Originally Planned? If not, Why Not?	The implementation was completed as originally planned.
If Material Issues Or Difficulties Were Encountered During The Implementation, How Did You Resolve Them And What Impact Did They Have On The Outcome Of Implementation?	No material issues or difficulties were encountered.
Prioritization	Medium
Implementation Timeline (Was implementation done on time? *In accordance with the proposed Implementation Plan that was approved by the Board*)	The Working Group deemed that this recommendation was implemented under current processes and procedures.
Implementation Cost (Did the cost of Implementation fall within budget? *In accordance with the proposed Implementation Plan that was approved by the Board*)	There were no implementation costs.
Additional Comments	None
Implementation Steps (Include links to reports, actions or other documentation that provides evidence of implementation steps.)	The GNSO Review Working Group has reviewed the current Working Group practices and processes for the rotation of meeting times and has determined that they address the recommendation that PDP Working Groups rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world. In particular, the Working Group has determined that at this time it does not appear necessary for there to be a mandate or rule regarding meeting rotation. Instead the decision as to whether to rotate meeting times should be left to the Working Group based on the composition of the membership and the utility of rotation. Thus, the Working Group agreed by full consensus on 18 January 2018 that this recommendation is implemented. See the completed implementation charter at: **IMPLEMENTED-GNSO Review Charter Rec 34 18 January 2018.pdf**