

EVOLVING ICANN'S MULTI-STAKEHOLDER MODEL ICANN STRATEGIC PLAN 2021-2025 SUPPORTING THE STRATEGIC OBJECTIVE ON GOVERNANCE

Webinar

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GOALS OF THE WEBINAR

- Discuss how we will develop the work plan for Evolving ICANN's MSM.
- Understand the issues that have been described by the community as hampering the more effective functioning of ICANN's MSM.
- Address and avoid duplication of work and ensure that the important issues are addressed in the work plan.

THE ISSUES

- A. **Strategic Plan goal: Strengthen ICANN's bottom-up multi-stakeholder decision-making process and ensure that work gets done and policies are developed in an effective and timely manner.**
- Prioritization of the work
 - Precision in scoping the work
 - Efficient use of resources
 - Roles & responsibilities and a holistic view of ICANN
 - Consensus
- B. **Strategic Plan goal: Support and grow active, informed, and effective stakeholder participation.**
- Representativeness + Inclusiveness
- C. **Strategic Plan goal: Sustain and improve openness, inclusivity, accountability, and transparency.**
- Culture, trust and silos
 - Complexity

1. PRIORITIZATION OF THE WORK

Community description of the issue:

- There are too many issues being addressed in parallel tracks which is a cause of volunteer burnout.
- When a new project is proposed it is often considered without due consideration for other projects in progress and what resources they are consuming.
- The community is lacking an overview of all ongoing work.
- Less than effective prioritization reinforces silos and a silo mentality.

Potential solutions?

- Prioritization of the work is addressed through [ICANN's Planning Process](#) which has a threefold approach encompassing a *Strategic Plan*, a *Five-Year Operating Plan*, and an *Annual Operating Plan & Budget*.
- For prioritization of the work, the third Accountability and Transparency Review Team (ATRT3) is [developing a recommendation](#) for the ICANN Board with respect to finance and prioritization.

2. CULTURE, TRUST AND SILOS

Community description of the issues:

- Trust issues are eroding the community's ability to work cohesively, effectively and efficiently.
- We are not working together.
- Within the community we don't have that level of trust that we can kind of reach across the aisles.
- A lack of trust within the community makes it difficult to step out of silos.
- This lack of trust makes everyone feel the need to be part of everything.
- ICANN has multiple and different cultures across the community.
- A silo mentality and multiple cultures have challenged ICANN's ability to deliver policy and other work in a timely fashion.

Possible solutions?

- Engagement: <https://www.icann.org/resources/pages/gse-2012-02-25-en>
- ICANN fellowship: <https://www.icann.org/fellowshipprogram>
- ICANN fellowship mentoring: <https://www.icann.org/resources/pages/fellowship-mentoring-2018-10-15-en>
- Next Gen: <https://www.icann.org/development-and-public-responsibility/nextgen>
- NextGen Ambassador: <https://www.icann.org/resources/pages/nextgen-ambassador-2017-09-27-en>

3. PRECISION IN SCOPING WORK

Community description of the issue:

- Less than effective scoping of work has led in some cases to delays in delivering work, duplication of work and implementation issues that arise after the fact.
- When the scope of a project is too unwieldy, then the work processes become ineffective.
- Scoping has been too wide in the past, leading to endless discussions.

Potential solutions?

- The Generic Names Supporting Organization is [working on PDP 3.0](#) and scoping PDP's to create greater efficiencies in GNSO policy development processes.
- Precision in scoping the work for Specific Review Teams is addressed in the [Operating Standards](#) for reviews. It addresses scope of work, developing terms of reference and work plans for reviews.

4. CONSENSUS

Community description of the issue:

- The lack of incentives for stakeholders to compromise.
- A zero-sum game mentality and approach to policy-making and other work.
- Stacking participants from a particular stakeholder group.
- Delay tactics and “winning” by maintaining the *status quo*.
- Not using deadlines more frequently.
- The ability of Chairs to effectively facilitate consensus.
- A lack of clarity about what is meant by consensus.

Potential solutions?

- The GNSO PDP 3.0 Implementation Plan is developing approaches to reaching consensus more effectively in GNSO PDPs. <https://gns0.icann.org/sites/default/files/file/field-file-attach/pdp-implementation-plan-01mar19-en.pdf>

5. REPRESENTATION AND INCLUSIVITY

Community description of the issue:

- Bringing everybody into the fold on every single thing doesn't work. Chairs feel that they have to be inclusive. They have to treat every intervention as valuable as the other.
- Either the “representational” model or the “open and inclusive” model can work and have all voices heard.
- The number of terms an individual can serve in a leadership role can impact the opportunities for a broader range of community members (including new members) to lead.
- There are not enough new people and enough diversity coming into the ICANN community.
- Engagement programs such as the Fellowship program have been limited in their effectiveness for certain stakeholder groups.

Potential solutions:

- The [GNSO PDP 3.0 Implementation Plan](#) will consider alternatives to the open Working Group model and will identify and document the basic characteristics of various model(s) (including current open model, EPDP Team composition, Review Teams). The work will develop overview of different model options that have been used to date that balance representation, inclusivity, expertise, empowerment, accountability and participation.
- The [CCWG-Accountability WS2](#) made recommendations by which ICANN may define, measure, report, support, and promote diversity, and to increase AC/SO accountability, transparency, participation and outreach.
- ATRT3 is developing a possible [recommendation focused on Board effectiveness and efficiency](#) will address, among other criteria, inclusivity and diversity.
- The [CCWG-Accountability-WS2](#) recommended that an AC/SO/Group that elects its officers should consider term limits. The GNSO PDP 3.0 Implementation Plan aims to commence a practice of appointing working group leadership for a 12-month period, and require reconfirmation by the working group to continue for subsequent 12-month period/s. <https://gnso.icann.org/sites/default/files/file/field-file-attach/pdp-implementation-plan-01mar19-en.pdf>

6. ROLES AND RESPONSIBILITIES AND A HOLISTIC VIEW OF ICANN

Community description of the issue:

- The big question is, who should be responsible for changing the way the ICANN community approaches its work? It should not be the ICANN organization or the Board who takes charge here, though there is a role for them to play in defining the organizational framework around which issues are prioritized and resources are allocated. Community leaders should take this mantle, but currently there is a lack of structure for them to work together across the community.
- The Board should consider more actively engaging in facilitating policy development, considering all inputs from all SO/ACs, without just taking a procedural role and remanding issues to the community in case of conflict.
- We talk about reviewing ICANN organization but there is no place where we have a holistic view of the organization.

Potential solutions?

- The ICANN bylaws define the respective roles and responsibilities of the ICANN community, organization and Board.
<https://www.icann.org/resources/pages/governance/bylaws-en>
- ICANN's delegation of authority guidelines further identifies key roles of the ICANN Board and CEO.
<https://www.icann.org/en/system/files/files/delegation-of-authority-guidelines-08nov16-en.pdf>

7. EFFICIENT USE OF RESOURCES

Community description of the issue:

- Inefficiencies at ICANN are caused by the total volume of work and the demands that it creates for ICANN community volunteers. These inefficiencies have led to volunteer burnout, frustration, and at times, delays in delivering policy and work outcomes from ICANN processes.
- The community does not fully understand the financial costs involved in developing policy and other work in ICANN.
- Community members are often not able to effectively project or factor in costs and resource constraints when planning and managing the respective work.

Potential solutions?

- ICANN's [Strategic Plan for Fiscal Years 2021 – 2025](#) includes a Strategic Goal to “manage operations and their costs to optimize effectiveness and efficiency of ICANN’s activities.”
- Adoption of Operating Standards to provide guidance on conducting Specific Reviews. <https://www.icann.org/resources/board-material/resolutions-2019-06-23-en#2.c>
- ATRT3’s potential recommendation on finance and prioritization could impact the efficient use of resources and costs. <https://community.icann.org/display/atrt/Board+WP>
- The GNSO PDP 3.0 Implementation Plan aims to develop work processes and methods that could impact the efficient use of resources in GNSO PDPs. <https://gns0.icann.org/sites/default/files/file/field-file-attach/pdp-implementation-plan-01mar19-en.pdf>

8. COMPLEXITY

Community description of the issue:

- The sheer volume of information can be overwhelming, unapproachable, and hard to navigate.
- We need the equivalent of a congressional research service or parliamentary service.
- Newcomers are challenged to get involved by the complexity of the topics and the excessive use of acronyms.
- It is a challenge for volunteers and newcomers for whom English is not their first language.
- Community input also noted the increasing involvement of governments developing legislation that can increase the complexity of internal work in ICANN. There is an awareness that increasing government action means that new geopolitical issues will continue to emerge and challenge ICANN's work into the future.

Possible solutions?

- For internal complexities, [ICANN's Org Open Data Program](#) goal is to provide comprehensive access to raw data for the ICANN community. The main deliverables for ODI are an open data platform for the ICANN community to use and the processes and support in place to help the ICANN organization share data to this platform.
- [ICANN's Information Transparency Initiative \(ITI\)](#) aims to increase accessibility to content on the ICANN website by rebuilding ICANN's technical infrastructure and implementing a new information architecture with clear content governance processes.
- [ICANN's Strategic Plan 2021 – 2025](#) includes a Strategic Objective that addresses geopolitical issues impacting ICANN's mission to ensure a single, globally interoperable Internet.
- ICANN has undertaken reporting on [Global Legislative and Regulatory Developments](#) to assist in tracking recent and pending legislative and regulatory developments.

EVOLVING ICANN'S MSM UPCOMING ACTIVITIES IN THE PROCESS

- 12 September 2019 – Evolving ICANN's MSM webinar
- 14 October 2019 – Public Comment period closes
- Week of 14 October 2019 – Webinar during ICANN Prep Week
- Check the Evolving MSM site for updates:
<https://www.icann.org/resources/pages/governance-plan-improve-multistakeholder-model-2019-04-08-en>
- Join the Evolving MSM email list: <https://mm.icann.org/listinfo/evolvingmsm>