

Report of Public Comments

Draft Report: Review of the Generic Names Supporting Organization

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Comment Period:

Comment Open Date: 1 June 2015

Comment Close Date: 31 July 2015

Important Information Links

[Announcement](#)

[Public Comment Proceeding](#)

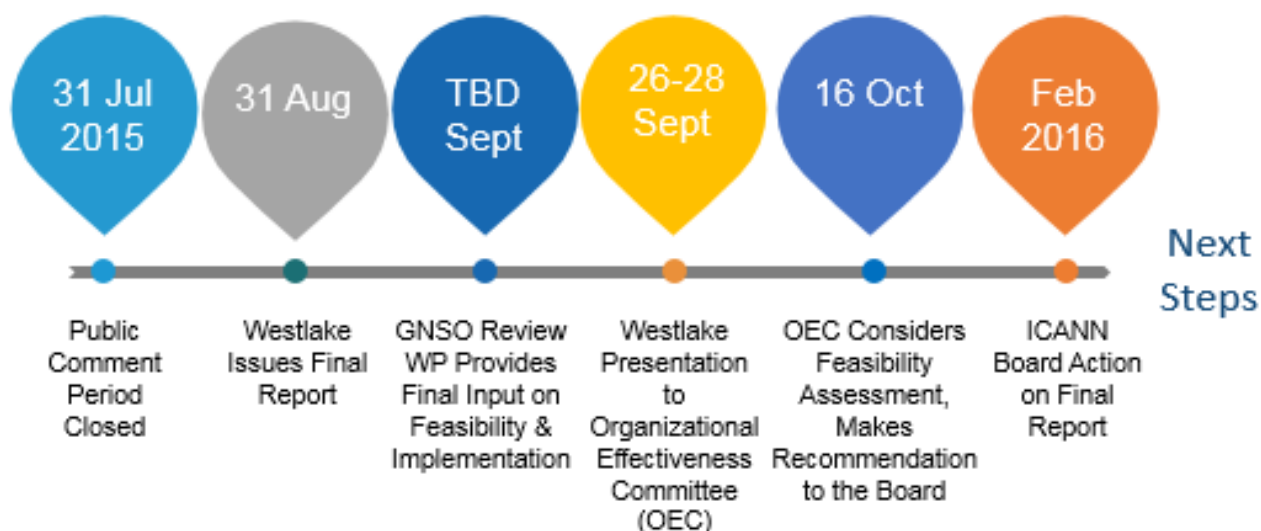
[View Comments Submitted](#)

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Section I: General Overview and Next Steps

Substantial feedback has been provided, with 12 comments submitted on behalf of organizations, 3 comments from individuals as well as oral comments and feedback provided during the 8 public sessions at ICANN53. Westlake Governance Limited (Westlake) will consider all feedback in preparing their Final Report, expected to be issued on or about 31 August 2015. The Organizational Effectiveness Committee of the Board (previously the Structural Improvements Committee) will consider the Final Report along with the feasibility assessment incorporating views of the GNSO Review Working Party and staff, prior to making a recommendation to the ICANN Board in October 2015, during ICANN54. After ICANN Board takes action on the Final Report, implementation planning will begin.



Section II: Contributors

At the time this report was prepared, a total of fifteen (15) community submissions had been posted to the Forum, plus an additional comment summarizing feedback provided by the community during the public sessions at ICANN53 in Buenos Aires. The contributors, both individuals and organizations/groups, are listed below in chronological order by posting date with initials noted. To the extent that quotations are used in the foregoing narrative (Section III), such citations will reference the contributor's initials.

Organizations and Groups:

Name	Submitted by	Initials
Brand Registry Group (BRG)	Philip Sheppard, Director General	PS
Registry Stakeholders Group (RySG)	Chuck Gomes and Paul Diaz	CG/PD
IPs and Connectivity Providers Constituency (ISPCP)	Osvaldo Novoa	ON
International Trademark Association (INTA)	Lori S. Schulman, Senior Director, Internet Policy, Etienne Sanz De Acedo	LS/ESA
Non-for-Profit Operational Concerns Constituency (NPOC)	Rudi Vansnick, Chair	RV
Google	Will Hudson, Senior Advisor for International Policy	WH
APAC Space	Yannis Li	YL
ISOC Kolkata Chapter	Anupam Agrawal, Chair	AA
Business Constituency (BC)	Steve DeBianco, Vice Chair for Policy Coordination, Laura Covington, J. Scott Evans, Marie Pattullo	SD/LC/SE /MP
Few members of the Non Commercial Users Constituency/Non Commercial Stakeholder Group (NCUC/NCSG)	Stephanie Perrin	SP
Intellectual Property Constituency (IPC)	Gregory S. Shatan, President	GS
At-Large Advisory Committee (ALAC)	Olivier Crepin-Leblond	OCL

Individuals:

Name	Affiliation (if provided)	Initials
Klaus Stoll		KS
Edward Morris	GNSO Council	EM
Amr Elsad		AE
Michele Neylon	Registry Registrar Stakeholder Group (RyRrSG), GNSO Working Session (GNSO)	MN
Tony Harris	IPs and Connectivity Providers Constituency (ISPCP)	TH
Malcolm Huttly	IPs and Connectivity Providers Constituency (ISPCP)	MH
Akinori Maemora	IPs and Connectivity Providers Constituency (ISPCP)	AM
Jim Baskin	IPs and Connectivity Providers Constituency (ISPCP)	JB1
Maria (no last name provided)	GNSO Working Session (GNSO)	M1
Stéphane Van Gelder	Business Constituency (BC)	SV
Christian Dawson	IPs and Connectivity Providers Constituency (ISPCP)	CD
Steve Metalitz	Commercial Stakeholder Group (CSG); GNSO	SM

	Working Session (GNSO)	
Jimson Olufuye	Business Constituency (BC)	JO
Milton Mueller	Non Commercial Users Constituency (NCUC)	MM1
Robin Gross	Non Commercial Users Constituency (NCUC)	RG
Ron Andruff	Business Constituency (BC)	RA
Brett Fausett	Registry Registrar Stakeholder Group (RyRrSG)	BF
Tony (no last name provided)	GNSO Working Session (GNSO)	T1
Bill Drake	Non Commercial Users Constituency (NCUC)	BD
Marilia Maciel	Non Commercial Users Constituency (NCUC)	MM2
Kristina Rosette	Registry Registrar Stakeholder Group (RyRrSG)	KR
Mark McFadden	IPs and Connectivity Providers Constituency (ISPCP)	MM3
Heather Forrest	Commercial Stakeholder Group (CSG)	HF
Zahid Jamil	Business Constituency (BC)	ZJ
John Berard	Business Constituency (BC)	JB2
Mike Rodenbaugh	Intellectual Property Constituency (IPC)	MR
Jordyn Buchanan	Registry Registrar Stakeholder Group (RyRrSG)	JB3

Section III: Summary of Comments

General Disclaimer: This section is intended to broadly and comprehensively summarize the comments submitted to this Forum, but not to address every specific position stated by each contributor. Staff recommends that readers interested in specific aspects of any of the summarized comments, or the full context of others, refer directly to the specific contributions at the link referenced above (View Comments Submitted).

There was general support by the Community for the draft recommendations by Westlake Governance Limited, the independent examiner conducting the review of the GNSO. Positive feedback was provided in support of recommendations that encourage evaluating effectiveness of programs and activities and applying measurement and tracking of data as a basis of future decision-making. Commenters suggested that in some cases, data already exists and it would be important to define which statistics would be relevant to measure success as compared to established goals.

Several commenters suggested that more definition and refinement is needed for recommendations proposing financial assistance and incentive programs to encourage participation, to ensure that the desired outcome is achieved in a cost-effective manner. Commenters suggested that the scope of leadership development and capacity building should be expanded beyond Working Group leadership, throughout the GNSO and that succession planning be implemented. The recommendation to explore alternative decision support systems generated several questions and requests for further clarification, noting the importance of ease of use and that the current consensus-based decision model not be impacted. In terms of the recommendation that the GNSO Council 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, commenters pointed out that prioritization of GNSO work

requires careful consideration and sometimes is event driven in order to meet community requirements. They further stated that ICANN's strategic objectives are not all within the purview of the GNSO and that alignment of GNSO activities with ICANN's strategic goals should not be strictly required and may not be desirable in all cases.

The recommendation that the GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast their likely requirements for policy and to ensure those affected are well represented in the policy-making process generated a diversity of views. Some commenters suggested that Council should not undertake this role but should work closely with an independent third party while others stated that caution should be given to funding third parties to conduct analysis given expertise within GNSO. Some expressed that such analysis will require extensive ICANN Staff and budget to have any properly balanced analysis and should take into account the views and needs of all stakeholders.

Recommendation to implement a revised training program generated opposing views. Supporters suggested that it should be fulfilled in a cost effective way and that ICANN Academy be considered as a means of delivery. Commenters that did not support this recommendation cited "Considering each appointment is for an initial 2 year period and that the time demands placed on Councilors are already very significant, particularly as unpaid volunteers, subjecting each individual to specific training requirements would impose an additional burden and in some cases would be a disincentive to take on that role."

Recommendation addressing procedures for admitting new constituencies met with diversity of opinions. Commenters expressing their support, stated "The fact that only one new constituency, the NPOC, has been approved suggests that the procedures are not currently working," and "For the multistakeholder model to be effective it must be open to all potential stakeholders." Opponents of this recommendation cited "The Report associates an increase in constituencies within the GNSO with increased representation and participation," and furthermore "In contrast to Westlake's assumptions, it is evident following the creation of the NPOC that the growth in NCSG participation is still largely due to an increase in the number of members of the NCUC, which has attracted a larger number of new members than NPOC has since NPOC's creation." The ALAC expressed its concerns about "the potential for competing Constituencies to be created, further dividing the non-Contracted Parties house. The ALAC therefore recommends caution regarding a default outcome that a new Constituency is admitted if its application satisfies itself, as conditions for entry might evolve as circumstances and ICANN evolve."

There was widespread support for the recommendation relating to Statements of Interest, with several commenters suggesting that the recommendation should be strengthened. "Within Stakeholder Groups and Constituencies themselves a great deal of work is done which is not as part of a GNSO working group, for example in the preparation of public comments. INTA considers that anyone who is actively participating on an issue should be required to identify his or her 'interest'. In doing so, merely identifying the 'bodies or clients' represented is not sufficient for transparency, unless that body or client's 'interest' is also identified."

Recommendation that new members of WGs and newcomers at ICANN meetings be surveyed to determine how well their input is solicited and accepted by the community received general support, noting that quantifiable and measurable information would be useful; some commenters questioned its feasibility, calling the recommendation "unworkable" and suggesting that how well newcomers are integrated should be assessed in a different manner.

Commenters expressed general support for the recommendation that ICANN define “cultural diversity” and that relevant metrics be monitored and published. Some cautioned that it may be impossible to have broad demographic representation in some cases. One commenter stated “While this is a worthy activity, it is worth noting that staff time spent on this could perhaps be better spent on mentoring and assisting new recruits, as it seems this is where outreach fails to materialize into working partners.” Similarly, there was support for the related recommendation that SGs, Cs 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. Some commenters highlighted the importance of balancing skillset with cultural diversity and indicated that many groups already follow this practice.

The recommendation that PDP WGs rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world met with a mixed reaction. Several commenters supported the spirit of the recommendation, but felt that it would not be practical, proposing that it must be balanced against the location of the actual active participants. Similar feedback was received for the recommendation suggesting that the geographic, cultural and gender diversity be considered when appointing PDP WGs – commenters questioned the practicality of this recommendation. “The number of volunteers for most working groups is not always high and it remains a key requirement to have the relevant level of expertise, wherever that may reside.”

In addition to feedback on specific recommendations, a number of comments were received on other related topics. These included comments questioning the Review methodology, expressing concern that the community did not have sufficient time and bandwidth to focus on this Review, and challenging the scope of the review. Several commenters were critical of the independent examiner’s conclusion that “the structure of the GNSO is not the main cause of its most pressing challenges,” with one commenter calling the review “overly inward-looking.” One commenter expressed that “the current GNSO structure is working very well regarding the GNSO’s primary function of policy development. In our assessment, the policy development process and the working group model that is part of it are working very well and the structure seems fine with regard to the Council’s policy development management role. At the same time we recognize that the current structure has not worked well for tasks that involve voting in the Non-contracted Party House such as selection of one of the ICANN Board seats, so we support exploring solutions to solve those problems.” Other commenters expressed frustration with the current structure - “The existing bicameral approach is overly complex and places additional and unnecessary requirements on both participants and staff.” One commenter stated that “it was understood that Constituencies and the creation of ‘Stakeholder Groups’ were going to be reviewed at the next iteration which is missing from the current report.” Others stated that “GNSO structure has marginalized non-contracted parties’ interests. This imbalance must be remedied to achieve business participation, trust and support of the ICANN multistakeholder model process and important policies that are being developed such as the ICANN accountability and the approval of the IANA transition.” Several commenters suggested that “the GNSO review 2014 - 2015 failed to meet the direction of the ICANN Board resolution of 28 September 2013 and we call for a Structural Review of the GNSO to ensure that the mandated GNSO review aligns with the goal stated in the Board’s resolution.” Yet another commenter agreed with Westlake’s recommendation that a review of the suitability of organizational structure “be broader than a review of any single SO and should be underpinned by a more extensive strategic review of the effectiveness of ICANN as a whole,” calling for such a broader review to occur now, “as critical strategic transition of the IANA functions is under consideration by the community, which consideration specifically includes ICANN’s effectiveness – past, present and future – with respect to accountability mechanisms and policy development.”

Still others highlighted that “The report is lacking some guidance and recommendations related to a balanced representation of constituencies in the council,” urging that this matter be addressed in the final report. The problem of “leadership recycling” was highlighted by one commenter, suggesting that recommendations be provided to address this problem.

Below is a table that captures all of the comments received:

Com ment #	Submitted By	Affiliation	Comment
Recommendation 1 (Participation and Representation): Develop and monitor metrics to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups (WGs) (as noted in the WG participation recommendations under section 5.4.5)			
5	Paul Diaz	gTLD Registries Stakeholder Group	(Support) It is important that the metrics identify how WG participants are impacted by the issues related to specific WGs and specific areas of expertise they bring to the table correlated to geographic, gender and cultural factors.
42	Osvaldo Novoa	ISPCP	(Support) Whilst the ISPCP would agree that WGs exist and do indeed create policy they fully support the remark that ‘openness has not resulted in effective involvement of a broad section of the community’. That said it must be recognized that not all WGs require full participation of all GNSO stakeholders. As part of the process the results of the WGs are open to public comment at various phases, that provides a safeguard for those parts of the community who may not be directly impacted by certain policy development activities and elect to focus their resources on target areas that are of particular importance to them. The ISPCP does not support the idea that all Constituencies need to engage in all WG’s, including silent observers, this would simply add to the burn-out that the volunteer community feels. By allowing volunteers and the Constituencies the ability to choose which Working Group affect their mission those Constituencies are empowered to prioritize their own effort and workload. It’s important that the development of metrics takes account of such issues and doesn’t simply add the numbers and make sweeping assumptions. Any metrics developed to evaluate outreach should be developed hand-in-glove with the objectives for that outreach, so that the community is measuring the correct metrics. As pointed out within the ATRT2 GNSO PDP Evaluation Study Final Report (2013), some GNSO PDPs focus on niche topics, often of a technical nature. The ISPCP also disagrees with Westlake that the BCG1 Recommendation has been met (Working Groups should become the foundation for consensus policy work within the GNSO). Whilst it can be argued that WG’s have provided that foundation, the ISPCP believe the spirit of that original proposal went further, implying that Council should simply ‘manage the policy process’. That is still not the case. The GNSO Council often appears to be the arbiter of the output from WGs and is far to ‘hands on’ in some cases, which undermines the work and status of WGs.
238	Greg Shatan	IPC	(It Depends) The IPC supports monitoring and evaluating the effectiveness of current outreach strategies, with the caveat that financial and labor resources dedicated to such monitoring do not detract from the underlying outreach they are meant to study. Notably, in its own outreach activities, the IPC strives to fund attendance for new participants at ICANN meetings, and strongly disfavors inventing new international meetings for long-standing community participants to attend. To this end, relevant metrics should closely examine outreach initiatives in the context of whether they result in new participants at ICANN meetings, as well as new participation in Working Groups. Our support may also depend upon the new meeting structures and whether these will facilitate or impede participation and representation.
276	Amr Elsadr		Refine this slightly by clarifying (1) the purposes of some of the outreach mechanisms mentioned in the

			report, and (2) to not limit the recommendation to participation in GNSO working groups. The ICANN Fellowship program could potentially benefit from some form of introduction to or overview of the GNSO's PDP. It may be helpful when developing and monitoring metrics to evaluate the ongoing effectiveness of outreach strategies, to not limit them to increased participation in GNSO WGs, but overall engagement to the GNSO PDP.
312	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation. Many outreach programs exist at ICANN but are not necessarily aimed at enhancing participation in policy development. At present it is not known to what extent current outreach programs succeed at bringing more volunteers to policy development.
Recommendation 2 (Participation and Representation): Develop and fund more targeted programs to recruit volunteers and broaden participation in PDP WGs, given the vital role volunteers play in Working Groups and policy development.			
6	Paul Diaz	gTLD Registries Stakeholder Group	(Support) It is very important for recruiting programs to be continually evaluated and adjusted to ensure that the benefits warrant the costs. Any recruitment program must recognize the narrow nature of policy developed by the GNSO, and must also recognize the associated challenges. In most cases those most active in policy development activities have an interest in the outcome.
43	Oswaldo Novoa	ISPCP	(Support) Growth in participation should nominally result from targeted outreach programs that grow the Support Organization and its Constituencies, rather than a targeted approach to simply get more individuals within WGs unless there are areas of specific expertise that don't exist within those groups. Outreach directed at Constituencies is likely to be more sustainable than outreach for people to work in Working Groups. We want to point out that, currently, there is no funding to support recruitment of volunteers to Working Groups, it's possible that there shouldn't be. Instead, Working Groups need to be made more inviting to dedicate time to. It was pointed out within the ATRT2 GNSO PDP Evaluation Study Final Report (2013) that the demands on regular participation are far too high and that; i) the ICANN community needs to examine the potential for alternative models in the PDP and ii) the current PDP also needs to be examined to find ways to break up the enormous commitment associated with WGs into component parts. Neither of those Recommendations has been followed up. That needs to happen and should be reflected within this report. Note: The ISPCP also has members who came through the Fellowship program. This is not reflected within the appropriate section (4.4.3) of the report.
163	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Participation in ICANN policy development is not a remunerated position, and neither should it be. The BC believes that ICANN must be prudent when it considers recommendations calling on it to expend additional funds to encourage participation. While we agree that ICANN benefits from as diverse an expert participation as feasible, we do not agree with ICANN funds being used to compensate individuals for participation within the GNSO. A number of funding support schemes already exist, such as the CROPP fund, constituency outreach, Council onboarding training and the Fellowship Program. GNSO councilors and SG/C officers receive both free travel and accommodation for ICANN meetings, and travel support is also available for a number of intersessional and working group events. Additional expenditures must be tailored in such a way as to enhance/supplement the current funding ICANN provides.
198	Stephanie Perrin	NCUC/NCSG	Frankly, we feel we need more resources to help keep volunteers engaged. They need support, education,

			and travel money. The fellowship program is a great success, but the gap between being an interested fellow and a contributing volunteer is very wide. More resources and mentoring assistance would be helpful.
239	Greg Shatan	IPC	(It Depends) Additional outreach programs might not be necessary in lieu of improving and expanding upon the existing programs, and new programs certainly should not detract from existing outreach initiatives. Obviously, travel support for Working Group members or Chairpersons represents another way to increase participation, yet entails potential disadvantages as well. Precedent worth examining on travel funding for Working Group members presently exists within the country code Name Supporting Organization. IPC support for this recommendation may also depend upon the new meeting structures and whether these will facilitate or impede participation and representation.
277	Amr Elsadr		It is vital that if funding is provided for “more targeted programmes to recruit volunteers”, that the beneficiaries of this program not be selected by ICANN (the corporation), but rather by the different groups within the community. This ensures equal benefit to the different stakeholder groups, as well as protecting ICANN from perceived ill intentions in its selection. The funding should not become part of a reward system in return for participation in PDP WGs.
313	Olivier Crepin-Leblond	ALAC	(Support) Current programs do not necessarily benefit policy development because they mostly focus on bringing volunteers to an ICANN meeting without providing them necessary training to enhance their understanding of the policy development process and the policy content. As a result, volunteers cannot participate effectively in Working Groups.
Recommendation 3 (Participation and Representation): Review the level, scope and targeting of financial assistance to ensure volunteers are able to participate on a footing comparable with those who participate in GNSO as part of their profession.			
7	Paul Diaz	gTLD Registries Stakeholder Group	(It Depends) The intent of this recommendation is good but it is also extremely challenging because of the extremely diverse circumstances of Internet users around the world. Here are some factors that should be considered: 1) Telecommunications infrastructure is not comparable from locale to locale; 2) facilitating fully comparable opportunities for everyone may be cost prohibitive in some cases; 3) is remote participation considered to be comparable to in-person participation? It is important to understand what benefits would be achieved by providing financial assistance to those with no interest in a policy process. Is it the intention that funding could be provided to those with specific expertise that could be of value to the process.
44	Oswaldo Novoa	ISPCP	(It Depends) Whilst a review of the current scope and level of financial assistance would be welcomed and would also increase the level of transparency, this also brings to the fore one of the major tensions that exists within the structure of the GNSO. For the some parties the majority of policy development work within the GNSO impacts their core business. For other parties that isn't the case and justifying participation within WGs and the huge time commitment that entails within their home organizations is often viewed as a difficult step and a barrier to participation. In such a case the GNSO lacks legitimacy and is open to capture. Targeted financial assistance to ensure balanced representation across the GNSO community should be investigated, particularly where such an approach could also increase geographical,

			ethnicity and gender diversity. Another ATRT2 GNSO PDP Evaluation Study Final Report (2013) Recommendation that has never been followed up was that ICANN should consider nurturing and supporting WG participants from Africa, Asia/Pac, Latin America/Caribbean and South America. If financial assistance is being considered this should form part of that consideration. It would be useful to have some results of the fellowship program with metrics associated with bringing in a fellow and the likelihood that the person would join a constituency as a result. Some measure of how successful the financial assistance program is against some set of agreed measures (continued participation, rate of joining constituencies) might be useful.
108	Rudi Vansnick	NPOC	We agree on the majority of the recommendations, especially those emphasizing efforts for better and greater outreach to, and enabling participation of, volunteers in the policy work.
152	Anupam Agrawal	Internet Society, India Kolkata Chapter	There is increased need to recognise the effort of the volunteer work force and as such to increase participation from volunteers different from who need to the activity as part of their profession is very strategic in nature and has a long-term impact.
165	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Shows a fundamental misunderstanding of the volunteer process. Even if “part of their profession”, this is not the day job of any BC member. The majority of business participants within ICANN receive no travel support, so while it is true that it is their employer, and not them personally, who pays for the travel expenses, for most professionals all the time spent on ICANN matters is above and beyond their day-to-day work. Their daily (including client) work still mounts up awaiting evenings or their return to the office. In addition, the recommendation is unclear and seems to suggest that ICANN offer some type of remuneration to participants. The BC does not support the use of ICANN funds to compensate volunteers. The BC respectfully notes that BC member representatives also have day jobs. Likewise we dispute the simplistic business vs non-commercial divide. This suggests that commercial participants are not interested in coming to timely and efficient solutions but instead can afford to waste their (professional) time.
199	Stephanie Perrin	NCUC/NCSG	This is certainly a huge problem, particularly noticeable this year with NetMundial, the IANA transition, and a number of very demanding working groups requiring sustained time and effort.
240	Greg Shatan	IPC	(Support) It may be difficult to draw any bright line distinguishing individuals that “participate in the GNSO as part of their profession” from others. Furthermore, the recommendation is based on a premise or definition that is false to a certain extent – that those who participate “as part of their profession” are not participating as volunteers. The phrasing of the recommendation seems influenced by certain myths about Commercial Stakeholder Group members, and particularly IPC members – that all of us are fully funded by our employers. The more relevant inquiry may be whether individuals are required to participate as part of their job description or are routinely subsidized by their employer to participate. For example, many individual members in the IPC, as well as those representing organizational members,
278	Amr Elsadr		Reward systems for PDP WG participation should not include financial remuneration or even travel support to ICANN meetings. Remote participation is a perfectly adequate means of participation in ICANN meetings, and if financial assistance is warranted, perhaps it can be invested in ensuring effective remote participation for participants with limited ability to engage remotely due to poor local connectivity.

314	Olivier Crepin-Leblond	ALAC	(Support) The ALAC has long supported this cause, as we also note the strain on all aspects of a volunteer's life when participating fully in the bottom-up multistakeholder process, especially when the work requires significant time commitments. We also note that this recommendation echoes ATRT2 Recommendation 10.5. In response to the ATRT2 Recommendation on increasing participation in policy development, ICANN cited the CROPP program, a program with VERY little apparent benefit to the issue in question.
Recommendation 4 (Participation and Representation): Explore a tailored incentive system to increase the motivation of volunteers. (For example, this may include training & development opportunities or greater recognition of individuals).			
8	Paul Diaz	gTLD Registries Stakeholder Group	(It Depends) It is not clear that external incentives will motivate the types of volunteers who are needed in WGs. Working groups need people who can contribute different points of view on the relevant issues. If incentives are successful at increasing representation of stakeholders who are impacted by the issues under consideration or who have specific areas of experience and expertise needed by the WG, that would be a desirable outcome. But if such people do not have the time available to actively participate in a WG, the incentives might not matter. Training and development of potential participants could serve as an incentive for greater WG participation by lowering barriers. Recognition of individual contributions is always a good idea. The RySG believes that this recommendation should be further developed. More guidance about proposed "incentives", financial or otherwise, would be helpful. Board-like support (with travel and associated expenses) is one but is not inconsequential. Stipends would also cast doubt on whether participants are still "volunteers." Importantly, how would "the community" (and/or ICANN staff) assess we're getting a good return on such investment? This could become politically messy. Regardless, it does not appear that any such provisions were made in the FY16 Budget, so any of this probably couldn't happen for 12 months (at least). Provided that WGs have adequate representation from impacted parties in the GNSO and that WGs are not overrepresented by academic stakeholders, the RySG would like to point out that academic institutions may be a good source of interested parties for WG volunteers. Students in certain disciplines (e.g., international law, computer science, management, public policy, etc.) might be motivated to join WGs and thereby add new blood to the process. They might also be interested in additional training, with issuance of certificates, which could be helpful for such participants in future jobs. Passing of initial training courses for such a GNSO/ICANN ecosystem newcomers might be an initial test to be included in PDP development groups for apprentices from academic institutions to improve speed and quality of the process.
45	Oswaldo Novoa	ISPCP	(It Depends) In principle the ISPCP supports this Recommendation but within the report there is little detail on how opportunities would be developed or who they would be targeted towards. Similarly the intent to facilitate greater recognition of individuals also raises many questions that are not addressed within the report (who, what, how?). Without more information on the proposed approach it is difficult to offer firm support, even for an exploratory approach considering the current heavy workload facing ICANN participants and staff. Any incentive system effectiveness must be measured against some agreed metrics.
92	Etienne Sanz De Acedo, Lori	INTA	INTA agrees that the current strategies and programs should be developed to provide a more effective recruitment and training of volunteers from truly diverse backgrounds. The monitor of such metrics should

	Schulman		be part of the ongoing efforts of the GNSO Council and not of other ICANN constituencies/SGs.
153	Anupam Agrawal	Internet Society, India Kolkata Chapter	On exploring the tailored incentive system to increase the motivation is also commendable.
164	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Participation in ICANN policy development is not a remunerated position, and neither should it be. The BC believes that ICANN must be prudent when it considers recommendations calling on it to expend additional funds to encourage participation. While we agree that ICANN benefits from as diverse an expert participation as feasible, we do not agree with ICANN funds being used to compensate individuals for participation within the GNSO. A number of funding support schemes already exist, such as the CROPP fund, constituency outreach, Council onboarding training and the Fellowship Program. GNSO councilors and SG/C officers receive both free travel and accommodation for ICANN meetings, and travel support is also available for a number of intersessional and working group events. Additional expenditures must be tailored in such a way as to enhance/supplement the current funding ICANN provides.
200	Stephanie Perrin	NCUC/NCSG	This is an interesting proposal, but we would need to hear more.
241	Greg Shatan	IPC	(Support) Travel support for Working Group members or Chairpersons represents another way to increase participation, yet entails potential disadvantages as well. Precedent worth examining on travel funding for Working Group members presently exists within the country code Name Supporting Organization.
279	Amr Elsadr		Training and development would benefit from community participation in the details of what is required, as may be the terms and conditions of greater recognition.
315	Olivier Crepin-Leblond	ALAC	(Support) The ALAC strongly supports this and suggests that this should be done ICANN-wide, relying partly on the ICANN Academy which needs to be further developed. Perhaps the word "reward" better reflects what we are trying to do, rather than "incentive." The current recognition of dedicated ICANN volunteers below the Chair level is pathetic.
Recommendation 5 (Participation and Representation): Continue initiatives that aim to reduce the barriers to newcomers.			
9	Paul Diaz	gTLD Registries Stakeholder Group	(Support) This should be a continuous improvement goal for the GNSO. The biggest barriers to newcomers are likely already known so it would be helpful to summarize those and search for cost-effective ways to reduce them. It should be kept in mind though that some barriers are beyond GNSO control (e.g., excessive workload) so efforts should be focused on those barriers where the GNSO may be able to impact ICANN and the GNSO should always strive to reduce perceived and actual barriers to entry for newcomers to participate in the ICANN community. That said, there is very little information in the report setting forth those barriers. In addition, barriers to entry can also be largely social in nature, as in any group of people who are experienced in working on projects together as well as those that have experience and expertise on the particular issues involved. Some barriers to entry are also inherent in the nature of the work being done by the applicable working group. For example, knowledge of the subject matter and willingness to compromise to find solutions could be considered natural barriers to entry, but by themselves should never be discouraged. The RySG supports barrier reductions that can be accomplished through cost effective outreach efforts provided that the above natural barriers to entry which are beneficial to the

			operation of the GNSO and the policy development process in general are maintained.
46	Oswaldo Novoa	ISPCP	(Support) Full support but metrics should be established to monitor the success of each approach and steer future activities. There need to be agreed objectives for the initiatives in order to have the metrics.
114	Will Hudson	Google	If adopted would improve the diversity of working groups and their openness to newcomers so that the policy development process is more reflective of all stakeholders
166	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC fully agrees that we should continue initiatives that aim to reduce the barriers to newcomers. We are fully committed to diversity which can only bring benefits.
201	Stephanie Perrin	NCUC/NCSG	Of course this is an excellent suggestion, the problem is the how. Not all initiatives may be worth the money.
242	Greg Shatan	IPC	(Not Sure) It is unclear what is meant by this recommendation, apart from monthly open house newcomer webinars, the PDP Membership Onboarding Program, and the addition of a "mailing list observer status." It may prove more beneficial to identify such incentives with particularity.
280	Amr Elsadr		Full agreement. The quarterly open house newcomer WG webinars are particularly valuable.
316	Olivier Crepin- Leblond	ALAC	(Support) The ALAC fully supports this recommendation as it is directly in line with the ALAC's 2nd At-Large Summit Recommendation #19 (see https://community.icann.org/x/LsPhAg).
386	Michele Neylon, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rysg-rrsg-23jun15-en	RyRr SG	I think there is some very interesting, very important points raised in the report particularly around language barriers which I think is something that needs to be addressed. But I think we've got a bit of back and forward (unintelligible) though there probably isn't a simple solution and, you know, some of the recommendations they might be things that people would look at as being something to aspire to as opposed to something that would have to be achieved at all costs because, you know, in terms of saying getting diversity in workgroups. Part of the recommendations is to talk about diversity and gender, diversity in language, diversity in culture and, you know, in some workgroups you're lucky to get two or three people turn up regardless of anything else. So unless you can kind of sort of say to people well no you can't participate because even though you're the only person who cares about this topic you don't fit the demographic.
410	Tony Harris, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	There's another observation in the report that is germane to this I believe, which is the culture of the way that working groups and debate in GNSO in ICANN general works is very Euro-centric, I might also say US-centric. It is often quite robust. Disagreement is openly surfaced. Frankly people yell at each other on occasion. It's - you can almost say it's a race to the bottom of behavior occasionally although that's maybe going a little far. But it is - this kind of thing is unacceptable in many cultures. It's simply not acceptable to have open disagreement around the table in many other cultures. I mean we're robust kiwis, we cope with it. But we're trying to broaden this whole thing out and allow people from all these other countries who are filling up the Internet to come and make policy and they don't like that kind of behavior. And maybe that's why they run screaming from the room after a single working group.
413	Malcolm Huddy, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	You referred to the challenges for cultural references. And the way in which in some cultures is just simply, you know, unacceptable to have open and let alone robustly express differences of opinion in a public

	res53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en		space. Now you also - and you went on to allude some things which I think are beyond that, to things which would amount to essentially breaches of the already published acceptable standards of behavior. I'm - as I think we all are, familiar with the sort of things you're talking about. I'm a working group where at the moment where there have been some challenges along those lines but - and while some may find that very uncomfortable, where it slips over into - into a breach of acceptable standards of behavior the group has also been quite willing to call that out and to demand, you know, corrective action. So can we set aside that aspect, the - that that goes into, you know, a breach of acceptable behavior?
414	Malcolm Hutty, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	Setting aside that which is recognized within this community as it works at the moment as being a clear breach of that because it happens but no system is ever perfect and certainly from my observation, you know, corrective action is at least expressed in the hopes of the group, that this is not considered within the norms of the group. Consider instead what you're referring to, the open expression of disagreement and indeed challenge - open challenge to the points that we made, the fact to accuracy the points have been made, the - whether or not the logical - an argument bears up under scrutiny of its logical progression, etc., etc., that kind of challenge. As you say, when expressed in an open context, that is, you know, very difficult for people from some cultures. So what do you propose doing about that? Do you propose us embarking on a precipice of cultural change so that it is not acceptable within the ICANN community to have those kinds of discussions voiced in that fashion? I think just identifies that there are cultural differences and they act as a barrier to participation. Without a proposed approach it's not necessarily terribly helpful.
415	Akinori Maemora, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	I'm Japanese. I'm really curious how - what kind of the countermeasure to - measure to address the kind of issue the culture difference and language issue or something? I've been involved in the (unintelligible) for a long time and then - and that's Asia Pacific, which everybody says that they're shy and quiet. A lot of time I wonder what kind of innovation can be happen there for us to, you know, activate that discussion in Asian fashion or something like that? And then I don't really - you know, I am not sure if that there is - you know, sorry. It's a GNSO (unintelligible), that's why you are now identified program and how to - thinking about how to solve. But you know, such kind of innovation is a not really, you know, suitable for this kind of review process. I'm curious how you will handle that - handle to, you know, produce some suggestions or something like that, that kind of innovative way.
416	Jim Baskin, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	Being from the western culture I see what we do and I realize that sometimes we go overboard and - but I'm having difficulty again because my cultural background does - how do people in these other cultures where they are much more quiet or don't disagree in public, how do they get things done? And is there a possibility or a necessity to - rather than move too far in a direction that western people would be uncomfortable with to find a way to ring them to the middle. You know, if we can tone ourselves down a little bit more maybe we can also help those that are shier, amp themselves up a little bit and still be comfortable. I'd have trouble I think working in a mechanism as you've described might be the extreme of that other end.

Recommendation 6 (Participation and Representation): That the GNSO record and regularly publish statistics on WG participation (including diversity

statistics).			
10	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The RySG requests that more information be provided about the type of diversity statistics referred to in this recommendation. If Westlake has specific statistics in mind, they should communicate them; if not, it might be a good idea for the GNSO to form a group to recommend statistics. Given the fluid nature of volunteer availability and interest, it is not clear if aggregated snapshots (measured monthly or quarterly?) would be instructive - unless the goal is to underscore that some issues have limited community interest.
47	Oswaldo Novoa	ISPCP	(Support) The ISPCP supports the strategy of recording statistics about Working Group participation and notes that some of this data is already collected. However, the ISPCP believes that there needs to be agreement on what statistics are to be collected and regular reviews should be instituted to ensure that those chosen metrics continue to be proper and appropriate. Raw number counts of participation are a start, but do not reflect the diverse character of Working Groups. Agreeing on a common set of metrics on which to report seems to be something that the GNSO could usefully and quickly accomplish.
202	Stephanie Perrin	NCUC/NCSG	We do not want to encourage a punch clock mentality (or reward system, as in 4 above), but statistics would help us track volunteer burnout and allocate resources more fairly.
243	Greg Shatan	IPC	(Not Sure) Greater clarity on this recommendation is necessary since a mechanism already exists to obtain the desired statistics. All Working Group participants are required to submit a Statement of Interest (SOI). The SOI template requires participants to identify their respective stakeholder group, and constituency if applicable. It also requires participants to identify their “declared country of primary residence.” Presumably, a field need only be added corresponding to gender, and aggregate statistics regularly published by ICANN, in order to satisfy this recommendation.
281	Amr Elsadr		This may be helpful. The raw data required to create these statistics already exists. Section 4.4.4 on page 44 of the report says: “While, it is recognised that it is not mandatory to have representatives from most if not all Stakeholder Groups and/or Constituencies in a WG, one of the GNSO PDP improvement proposals is to look at “requiring a WG representative from each SG/C to participate including as a silent observer.” To-date little progress has been made on this initiative. As the GNSO does not collect WG members’ representation data, it is difficult to assess the size of this problem, however we received many comments and saw significant anecdotal evidence of the lack of progress in this area. At the ICANN 51 meeting, it was reported that staff will review data to identify the make-up of recent WGs.” This statement is inaccurate. All GNSO working group members and their affiliations to SGs/constituencies/ACs/SOs are published on the WG wiki pages with links to their Sols.
317	Olivier Crepin-Leblond	ALAC	(Support) The ALAC believes that this is a key part of ICANN Community accountability. We suggest that the statistics could include not only gender and geographic statistics, but also the statistics reflecting the involvement of GNSO Constituency and other ICANN SO/AC.

Recommendation 7 (Participation and Representation): That Stakeholder Groups (SGs) and Constituencies (Cs) explore and implement ways to engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers.

11	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The goal behind this recommendation is good. If financial resources and volunteer resources were unlimited, it would be easy to fulfill this recommendation. Unfortunately, they are not, so this recommendation needs to be balanced with that in mind. In addition to procuring direct translation services, ways should be explored to use SG and Constituency language expertise to fulfill this recommendation. ICANN has come a long way in providing non-English support, but is the community prepared to devote a large share of the annual budget for translation services? How would we measure the ROI, especially considering text translations do not appear to significantly increase the volume of non-English public comments?
48	Oswaldo Novoa	ISPCP	(Support) It would enhance the chance of success if ICANN helped to facilitate interaction with relevant organisations (such as African ISP Associations). Currently the CROPP program is often seen as a barrier to such interaction due to the restriction on regional wide activity only. Key Working Group outputs are already in multiple language, but there needs to be a way of interim work products to be in multiple languages too. Also, there needs to be a way for Working Group chairs to be trained in sensitivity to the language needs of people who do not have English as a first language.
109	Rudi Vansnick	NPOC	We agree on the majority of the recommendations, especially those emphasizing efforts for better and greater outreach to, and enabling participation of, volunteers in the policy work.
171	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We agree that we could explore and implement ways to engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers.
203	Stephanie Perrin	NCUC/NCSG	We need more simultaneous translation. That is the easiest and most effective way to overcome this barrier, but it is extraordinarily resource intensive. Do we even know what the ranking of most common languages is?
244	Greg Shatan	IPC	(Support) Translation and publication of Initial and Final Reports, as well as additional Working Group materials in the five other official U.N. languages would be a meaningful starting point.
282	Amr Elsadr		This is indeed a challenge that needs to be overcome if true global multicultural representation on GNSO WGs is to be achieved.
318	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this with the following recommendation: Although ICANN's primary working language is English, to generate a large amount of engagement, interpretation of GNSO meetings and calls will ultimately be needed. Due to the lack of available interpretation in the past, the ALAC's Regional At-Large Organisations (RALOs) experienced a strain on participation, similar to the strains that SGs and Cs are experiencing at present. Interpretation is mandatory in some regions. We also encourage the GNSO to consider forming non-English language Working Groups or sub-groups where there is sufficient interest. ICANN Community leaders who are native speakers of non-English languages may lead those Working Groups. Transcript of discussion in English and the Working Groups' respective working languages will be provided to help the wider Community and the general public keep track of their activities.
363	Michele Neylon, https://buenosai	GNSO Working Session	The language issues are very, very real but there's a trade-off there. I mean there's a massive cost associated with that. I mean, if you want to look at providing real time, interpreting services, real-time

	res53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en		translation, etcetera, etcetera, etcetera, that not only involves a massive cost, it also involves massive logistics. And at some point you may need to kind of say well hold on a second. You know, does that really need to happen for every single thing? But how do you actually decide?
369	Maria, https://res53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	Just a few words on language. I think that you have touched on a very important point. It's necessary to have translation. I know that ALAC has developed a very consistent approach to translation, and I think that this is equally or even more important when we are thinking about policy-making. The documents, the main documents that we're going to vote and the calls, they should be translated. We have a lot of people in our communities in NCUC that we had this meeting yesterday, and there were people that could not participate effectively because they only speak Spanish. So we had to translate ourselves because we did not have translation available. So there is a lot of people that are interested and they won't be able to participate. And the negative effect is also the opposite. When I'm here, my mind is set to English. I was going to give an - I gave an interview to the fellowship program and I was asked by staff, "Can't you speak in Portuguese?" And I said, "I'm sorry, I can't because all the vocabulary and all the words, they come to my mind in English now because I'm sort of into the process, and how do I translate this to my community back?" So this creates a problem to me as well. If I had access to the knowledge and to the vocabulary at least in Spanish it would make it easier for me to convey the message back. So I really think that this is a very important point.
Recommendation 8 (Continuous Development): That WGs should have an explicit role in responding to implementation issues related to policy they have developed, and that the current Policy and Implementation Working Group specifically address the role of WGs in responding to policy implementation issues.			
12	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The Policy & Implementation WG already addressed this in its Final Report to the GNSO Council in June 2015, affirming this recommendation.
49	Oswaldo Novoa	ISPCP	(Support) There is clearly a need for a WG to be able to respond to specific implementation issues that may arise as a direct result of agreed policy. The ISPCP supports the notion that after completion of their work a WG should remain ready to engage further if required. Any advice offered on implementation should also be subject to public comment, particularly in the case where not all GNSO players are represented within a WG. The WG should have a role in implementation issues, certainly more than the Council is supposed to.
245	Greg Shatan	IPC	(Support) This recommendation should not be rigidly construed to prevent community input on implementation where, for example, implementation takes place several years following an original policy development process and the identical working group members may have transitioned roles or may no longer be engaged within the community. We note that the Policy and Implementation Working Group has already finished its work, so this part of the recommendation is obsolete.
292	Amr Elsadr		This was addressed by the GNSO Policy and Implementation Working Group. The GNSO Council has already

			adopted a recommendation by this WG to make IRTs a standard practice, except in limited situations where it may not be deemed necessary. This has resulted in an update to section 14 of the PDP Manual. It would be helpful if this report would recommend that the ICANN board instruct GDD staff to work with the GNSO as a standard practice, and leave the decision of whether or not an IRT is desirable to the discretion of the GNSO Council.
319	Olivier Crepin-Leblond	ALAC	(Support) History has shown that this recommendation absolutely makes sense.
Recommendation 9 (Continuous Development): That a formal Working Group leadership assessment program be developed as part of the overall training and development program.			
50	Oswaldo Novoa	ISPCP	(Support) The ISPCP supports this Recommendation providing the emphasis is placed on training new or inexperienced WG leaders or potential leaders. This approach should also be applied to potential GNSO Chairs and new chairs. Once appointment has been made it should be followed by a focused induction training session that has a standardized approach, establish to meet the demands of that position. The leadership problem in the GNSO is not limited to the Working Groups and, as a result, this recommendation should go beyond Working Groups and address leadership capacity and development throughout the GNSO.
186	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports recommendation 9.
246	Greg Shatan	IPC	(Support)
293	Amr Elsadr		Agree with this recommendation. May also be worth considering adding questions to the working group self-assessment survey regarding the effectiveness of the WG leadership team.
320	Olivier Crepin-Leblond	ALAC	(Support) The Community-initiated Leadership Training Program of ICANN Academy should be expanded to train Working Group leaders. This recommendation comes at the core of enhancing GNSO effectiveness and provides added value to volunteers for learning valuable skills.
397	Stéphane Van Gelder, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	But on the leadership succession planning, which I think is very important for bodies like the GNSO, did you or have you covered recommendations that would help with leadership succession planning? I chaired the GNSO a few years ago and I worked with a system that's the system in place today of two vice chairs and a chair. But that system happens almost by accident in that there are elections or elections from each house for the vice chairs and for the chair is elected by the Council but these people may not have ever had leadership training of any kind or any experience of both the Council or the GNSO itself. That is a possibility. There's no succession planning of the leadership structures built into GNSO today. So I was just curious as to whether that was something that you either addressed or could.
411	Christian Dawson, https://buenosaires53.icann.org/	ISPCP	I agree that there needs to be more support for the working group structure but I have had nothing but - now that I've gotten a chance to get into a couple working groups and gotten my hands dirty, I've had nothing but good experiences to say - with the ICANN staff supports the working group and the work product that comes out of them. That problems tend to be sort of like what you were saying, problems

	en/schedule/tue - ispcp/transcript-ispcp-23jun15-en		tend to be that we as a community end up circling back to the same question over and over again and end up feeling like we're spinning our wheels and wasting our time as we disagree and don't move on to the next subject and the next subject and the next subject. I think if we're going to spend time addressing the working group problem what we should do is figure out when somebody signs up to be a chair or a co-chair what kind of leadership program we can put them into and what kind of framework we can use in order to help them move past that, to guide them to manage work product in the iterative way to get them - okay, we covered that. And literally get to the point where we can - if somebody won't get off the same subject and is wasting everybody else's time, find a way to shut their mic down or get them off that subject.
Recommendation 10 (Continuous Development): That a professional facilitator/moderator is used in certain situations (for example, when policy issues are complex, where members of the WG are generally inexperienced and/or where WG members have interests that conflict), and that the GNSO develop guidelines for the circumstances in which professional facilitators/moderators are used for Working Groups.			
51	Oswaldo Novoa	ISPCP	(Not Sure) Defining and agreeing the criteria to be applied would be essential here. The ISPCP have concerns that enlisting a professional facilitator whenever policy issues are complex opens the door far too wide, as the majority of policy work within the GNSO has a fairly high degree of complexity. The recent activities regarding the IANA transition exemplifies the need for experienced people to lead in complex areas. We think that the emphasis should be in developing facilitation/moderation/leadership skills and not shopping in the "professional" marketplace as an alternative.
118	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
187	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC also notes with interest Recommendation 10. The BC agrees professional facilitators may provide either subject matter expertise or experience in getting participants to reach consensus. However, the decision to use an outside facilitator or moderator should rest with the GNSO Council, as Policy Development manager, and the working group in question should have the opportunity to provide input on the selection of the facilitator or moderator.
204	Stephanie Perrin	NCUC/NCSG	We have already commented on this option. There is almost always some conflict in working groups. There are several issues associated with independent facilitators: 1. To whom do they report? 2. How do they manage to get the background necessary to understand the issues properly? 3. If the role is simply more proactive dispute resolution, than perhaps the best thing to do is to bring them in as neutral adjuncts in a regular working group process.
247	Greg Shatan	IPC	(It Depends) We note that the professional mediator retained by ICANN for the Privacy and Proxy Services Accreditation Working Group face-to-face meeting in Los Angeles during ICANN 51 (as noted and relied on in the Report) in fact fell ill and was unable to attend. The role was filled on an ad hoc basis by a regular community participant with experience in mediation. Moreover, that particular Working Group was not then embroiled in the complex and controversial issues it recently sought public comment on in its Initial

			Report. Accordingly, we have little direct experience on which to base any evaluation of the usefulness of professional facilitators in the WG process.
294	Amr Elsadr		I have not had first-hand experience with a professional facilitator/moderator, but find that the Westlake concern stated in section 5.4.1 on page 57: “The Westlake Review Team considers that an experienced independent chair is the preferred option because, as a full member of the WG, they will be seen to be working within the WG and have incentives to complete the process in a timely manner. An independent paid facilitator may have no such incentive – indeed they may benefit personally from prolonging the process.” to be a reasonable concern.
321	Olivier Crepin-Leblond	ALAC	(Support) Although there are some very knowledgeable Community volunteers able to chair practically any Working Group as fairly as possible, this recommendation is important due to the potential conflict of interests among Working Group members. It is particularly applicable where the Public Interest and User issues are pitted against the interests of Contracted Parties who tend to have far more participants in WGs. A professional facilitator/moderator should be used only if he/she has the skills and experience needed to run a GNSO Working Group and would not be seen as a hindrance to consensus-reaching by Working Group members.
Recommendation 11 (Continuous Development): That the face-to-face PDP WG pilot project be assessed when completed. If the results are beneficial, guidelines should be developed and support funding made available.			
15	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
52	Oswaldo Novoa	ISPCP	(Support) The face- to-face pilot project certainly needs to be assessed and if beneficial supporting actions should follow. However there are also other options that require consideration that are not part of the current pilot. To assist in realizing diversity and growth with WG’s, holding meetings F2F at ICANN hubs, particularly within developing countries/regions should be explored as part of any outreach program. Whilst it is always useful to try and advance WG discussions during public ICANN meetings, the ISPCP would caution against extending the duration of those meetings on a regular basis as many participants cannot afford to be away from their day jobs/other commitments for lengthy spells. In 2016 the structure of the meetings will begin to change and the opportunities for expanding the face-to-face WG activities may change with it. There should be an emphasis on better remote meeting tools.
178	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Should be treated with caution. All of the issues listed are common to anyone who works with people in different locations. There is no question that some physical meetings are essential, and beneficial, but physically travelling to many/most WG meetings is neither practicable nor possible. Resource constraints, both time and financial, other professional (and personal) commitments and venue choice issues cannot be easily discounted. While the Draft Report suggests on page 60 that: “Where possible, face-to-face meetings should be held in conjunction with ICANN meetings, before or after the main meeting”, we also note that this is the exact opposite of what we have been told in relation to the new meeting structure. Moreover, we are concerned that the need for additional travel may also serve to discourage volunteers

			from participating.
205	Stephanie Perrin	NCUC/NCSG	Accountability requirements alone would demand that ICANN do this on a pilot, so yes.
248	Greg Shatan	IPC	(Support) This recommendation should not supersede initiatives to eliminate conflicting sessions from annual ICANN meetings, which regularly and drastically reduce attendance and participation in face-to-face Working Group meetings.
295	Amr Elsadr		I find it difficult to agree that this would be a significantly productive or efficient project. The volume of work conducted remotely far outweighs the work conducted during ICANN meetings. PDP face-to-face meetings are far more effective at getting input from non-WG members present at ICANN meetings, than resolving issues by the WG members. Making a recommendation to increase the frequency and role of face-to-face meetings is in direct conflict with other more appealing recommendations in this report, particularly those involving increasing geographic representation and perspectives in PDP WG memberships and discussions. The target community members in those recommendations face great difficulties in obtaining visas to travel to meetings on a regular basis. Increasing the role of face-to-face meetings only limits those community members from participating on an equal par with those from North America and Europe.
322	Olivier Crepin-Leblond	ALAC	(Support) It would be interesting to compare a Working Group's progress when meeting face to face and when conducting conference calls. With precedents in the Cross Community Working Groups on IANA Stewardship Transitions and ICANN Accountability, this pilot is of great interest
Recommendation 12 (Participation and Representation): That ICANN assess the feasibility of providing a real-time transcription service in audio conferences for prioritized PDP WGs.			
16	Paul Diaz	gTLD Registries Stakeholder Group	(Support) Most calls are recorded and have transcription available after the fact. It would be useful to understand the reason for recommending real-time transcription. The RySG suggests that information be obtained on how translation and/or real time transcription is handled on other teleconference calls, for instance in the GAC or ALAC.
53	Oswaldo Novoa	ISPCP	(Support) The ISPCP supports the concept of providing transcripts for participation in audio conferences. Providing them in real-time may be a start toward enhancing the tools available to Working Groups. However, the mechanics of prioritization of Working Groups would be essential to work out. We also think that not every meeting would have to have real-time transcription since not all meetings have the same impact on the work of the WGs. If WGs could be selective about their use of real-time transcription, the facility could be extended to a larger number of Working Groups – thus making the prioritization less of an issue.
172	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We agree that ICANN could assess the feasibility of providing a real-time transcription service in audio conferences for prioritized PDP WGs.
206	Stephanie Perrin	NCUC/NCSG	This would definitely assist English as second language users. Good suggestion.
249	Greg Shatan	IPC	(Support) The IPC notes that this would also facilitate the participation of hearing-impaired individuals, which would improve diversity within WGs .

283	Amr Elsadr		I have no objection to this recommendation.
323	Olivier Crepin-Leblond	ALAC	(Support) The ALAC is concerned that the policy development work in Working Groups often moves fast forward without providing the public immediate access to the transcript of discussion. Based on experience, we believe that reviewing a recording spanning sometimes several hours is inefficient use of scarce volunteer time; transcripts greatly help the volunteers who have not been able to attend the call and/or whose first language is not English.
Recommendation 13 (Continuous Development): That ICANN evaluate one or more alternative decision support systems and experiment with these for supporting WGs.			
17	Paul Diaz	gTLD Registries Stakeholder Group	(It Depends) It is unclear what is meant by this recommendation. Additional explanation is requested along with specific examples of possible “alternative support systems.” In the ICANN Meeting Strategy WG we heard consultants make this same claim, but they never elaborated on what that could mean. It is difficult to support this recommendation until Westlake provides a more fulsome explanation.
54	Oswaldo Novoa	ISPCP	(Support) Only experience of these systems will prove their worth. The real-time meeting tools available to Working Groups need to be significantly enhanced. Decision support systems is only one part of that effort and should not be singled out in this way. Instead, a overall approach to enhance support for real-time work in the Working Groups needs to be combined with better asynchronous tools for people unable to join calls or participate in meetings.
179	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Unclear as to the meaning. If this is simply a suggestion that we stay open to alternative technologies than Adobe Connect then of course we see no issue. In contrast, if the recommendation is suggesting that ICANN adopt a decision model different from the current consensus-based decision model, the BC fears that any such experiment would call into question any policy initiative developed under an alternative model and, therefore, cannot agree with any such suggestion.
207	Stephanie Perrin	NCUC/NCSG	We have more immediate problems to spend money on.
250	Greg Shatan	IPC	(It Depends) It is important that any alternative “decision support systems” be highly intuitive and devoid of any learning curve, which would likely only detract from community participation if made mandatory in practice.
296	Amr Elsadr		Regarding the criticism of email volumes on PDP WGs being large and difficult to follow, it is important to note that all emails are also publicly archived and recoverable. It is also important to note that there are multiple studies of the ethnography of workplaces, and the complexities involved in the introduction of new information systems meant to improve collaborative work. It is advisable to practice caution in any decisions involving replacement of systems that support the ICANN community in its collaborative work.
324	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports any search for novel working methods that will help the continuous development of GNSO Working Groups.
Recommendation 14 (Continuous Development): That the GNSO further explores PDP ‘chunking’ and examines each potential PDP as to its feasibility for breaking into discrete stages.			
18	Paul Diaz	gTLD Registries	(Support)

		Stakeholder Group	
55	Oswaldo Novoa	ISPCP	(Support) Such an approach can assist in spreading the load across different people with SGs/Constituencies. It should not be assumed that this approach then facilitates dual running of groups engaged in separate parts of the activity. The intention should be to reduce the time constraints placed on participants. Otherwise this approach could effectively dilute the volunteer base available even more and raise more questions over the legitimacy of the process.
119	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
180	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Logical: breaking complex issues into different aspects should to be at the discretion of the WG on a case-by-case basis. Additional ICANN resources could be crucial in successfully “chunking” a PDP.
208	Stephanie Perrin	NCUC/NCSG	This proposal will only work if close attention is paid to the fairness of the procedures, and the scoping.
251	Greg Shatan	IPC	(Support) Although not all Policy Development Processes are ideal for a “chunking” methodology, an examination on each set of issues at a minimum seems appropriate.
297	Amr Elsadr		No objection to exploring this method of going through PDPs; considerations could include how implementation of policies being developed in “chunks” is performed.
325	Olivier Crepin-Leblond	ALAC	(Support) The ALAC notes that the use of “chunking” in the Cross Community Working Groups on IANA Stewardship and ICANN Accountability was quite successful and looks forward to learning from the GNSO’s further exploration of these working methods.
Recommendation 15 (Continuous Development): That the GNSO continues current PDP Improvements Project initiatives to address timeliness of the PDP.			
19	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
56	Oswaldo Novoa	ISPCP	(Support) Concerns over the timeliness of the PDP were raised within the ATRT2 GNSO PDP Evaluation study in 2013 with recognition of the need to balance thoroughness and speed. It is disappointing that such little headway has been made on such an important issue. The ISPCP fully supports the need to address this with some urgency.
120	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
177	Laura Covington, J. Scott Evans,	Business Constituency	We agree that the GNSO continues current PDP Improvements Project initiatives to address timeliness of the PDP noting that it is a question of doing it right: neither too fast nor unnecessarily (nor artificially) slow.

	Marie Pattullo		As such the BC is concerned that rather than reducing complexity, some of the Recommendations set out in the Draft Report may serve to complicate the PDP process even further.
252	Greg Shatan	IPC	(Support) While certain expediency measures employed on a trial basis, such as inclusion of a draft Charter into an Issues Report, have caused initial confusion within the community, they have also made a notable impact on improving timeliness of policy development.
298	Amr Elsadr		The GNSO Policy and Implementation WG has already recommended the creation of three new processes including the GNSO Guidance Process and Expedited PDP (currently under board review and consideration) as well as the GNSO Input Process, which has been included in the updated GNSO Operating Procedures.
326	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation.
Recommendation 16 (Continuous Development): That a policy impact assessment (PIA) be included as a standard part of any policy process.			
20	Paul Diaz	gTLD Registries Stakeholder Group	(Support) Is it the intention that the policy impact assessment will be conducted as it relates to all interested parties, or the impact of ICANN, or public interest. More definition should be given to this recommendation. We've been talking about Policy Impact Assessments for years, but staff and/or their consultants have not clarified what that would entail. At the least, the directly impacted parties (Registries and Registrars for most policy work) must be actively consulted. Further, if the assessment is that the negatives outweigh the positives of the policy's implementation, what are the next steps? Another PDP to unwind/fix the first? How long would that take?
57	Oswaldo Novoa	ISPCP	(Support) The ISPCP shares the concerns that have been voiced over this issue and the need for policy implications to be analyzed.
121	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
181	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC offers qualified support of Recommendation 16. GNSO discussions are not adequately informed by hard data, and should strive to increase metrics-driven policy decisions. We request clarification on who would serve in the role of assessor, and what would be the result if the policy impact were found wanting.
209	Stephanie Perrin	NCUC/NCSG	We have been requesting this for some time. Care should be taken to differentiate between a RIA (regulatory impact analysis) which is a good model to follow, and a PIA (privacy impact assessment) which is also useful but quite different. We need both, really. We have also recommended, through the working party on Human Rights, that we develop a human rights impact assessment tool, insofar as certain human rights are implicated by the assignment of names and numbers (privacy, freedom of expression, freedom of assembly, due process, and intellectual property protection.)
232	Stephanie Perrin	Members of NCUC/NCSG	We are very enthusiastic about the proposal for a policy impact assessment tool. We have argued for this, particularly for the impact of policy on human rights. Many western democracies use a regulatory impact assessment or RIA approach to analysing how a policy proposal will impact all stakeholders, and given the increasing global reach and diversity of ICANN stakeholders, we strongly endorse this approach.

253	Greg Shatan	IPC	(It Depends) The IPC requests more detail as to which stage it is recommended that a policy impact assessment take place.
299	Amr Elsadr		No objection to PIAs being a standard inclusion to PDPs, however, the terms of reference for these should be based on a consensus among the PDP WG members, and approved by the GNSO Council.
327	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation especially in the context of impact on Internet End Users. The ALAC recommends that such impact assessment be undertaken both at the beginning of the policy process by including it in the Issues Report, and be updated as the policy is being developed.
358	Steve Metalitz, https://buenosaires53.icann.org/en/schedule/tue-csg/transcript-csg-23jun15-en	Commercial Stakeholders Group	You've heard my view on it and many people around this table think your report is really focused on rearranging the deck chairs on the Titanic. But let me ask about one of those chairs. You re- in the working group portion, the Recommendation 16 you talk about policy impact assessment be included as a standard part of any policy process. And it wasn't clear to me whether you thought whether who would do that? Is the something the working group is supposed to do as it develops the policy? Is it something that's done retrospectively? It just wasn't clear to me and it's obviously an additional step in what is already a very complicated and protracted process. So I wonder if you could just briefly say what do you mean by a policy impact assessment? Who would do it and where would it come in the process? And you concluded that the current policy development process doesn't include those aspects? I'm speaking as the co-chair of a working group that's spent 18 months now we've produced our initial report. We spent a lot of time trying to assess the impact. I mean that's what our job is. So I'm not sure what are you trying to add to this process here that's not already there?
Recommendation 17 (Continuous Development): That the practice of Working Group self-evaluation becomes standard at the completion of the WG's work; and that these evaluations should be published and used as a basis for continual process improvement in the PDP.			
21	Paul Diaz	gTLD Registries Stakeholder Group	(Support) Self-evaluation for Working Groups should be used cautiously in cases where financial incentives were provided for some working group members (Please see comments to the item 3). In such cases, conflicts of interests should be identified and taken into consideration when applying self-evaluations.
58	Oswaldo Novoa	ISPCP	(Support)
122	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
182	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Is this Recommendation genuinely going to add to the effectiveness of a PDP or simply make it even longer?
210	Stephanie Perrin	NCUC/NCSG	Sounds good, but folks are already having trouble making all the meetings and calls. More administrative tasks are not necessarily welcome, and may lack sufficient participation to be valid.
254	Greg Shatan	IPC	(It Depends) Any self-evaluation should accommodate Working Group performance reviews from ICANN policy personnel. Few individuals involved in any Working Group are similarly or equally well-positioned to provide candid and objective feedback to community participants. Such reviews should not represent

			either self-congratulatory verbiage, or sour grapes, as between community personalities.
300	Amr Elsadr		This is already a standard practice, however, I am not familiar with the evaluations having been previously published. If they are not, they should be.
328	Olivier Crepin-Leblond	ALAC	(Support) The ALAC recommends that the process of Working Group self-evaluation should be not only “standard” but also “mandatory.” That being said, the exhaustion which often follows the completion of a WG needs to be factored in, and any post-WG activities must be made as painless as possible.
Recommendation 18 (Continuous Development): 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.			
22	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
59	Oswaldo Novoa	ISPCP	(Support) This Recommendation is supported by the ISPCP who view this as a prime issue for Council. This is the key role for Council, managing and improving the process. Whilst there is a degree of concern over the time required to address this in the correct manner and the follow through required, an effective Council would see this issue as a priority and devote far more time to it, as opposed to the amount of time rediscovering PDP outcomes successfully developed within WGs.
123	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
183	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC welcomes the suggestion of KPIs although notes that we will need to define both the KPIs themselves and their benchmarks
211	Stephanie Perrin	NCUC/NCSG	Sounds good, but folks are already having trouble making all the meetings and calls. More administrative tasks are not necessarily welcome, and may lack sufficient participation to be valid.
255	Greg Shatan	IPC	(Support)
301	Amr Elsadr		Not certain that this recommendation would be of any real value. The Westlake report does not offer any evidence to support that it would. If the WHOIS reviews are an indicator, they may suggest that periodic reviews are preferable to ongoing ones. The evaluation of the effectiveness of policies post-implementation on a periodic basis will likely provide more data for more objective consideration, as well as not impose a burden on a limited number of volunteers to manage continuous ongoing reviews.
329	Olivier Crepin-Leblond	ALAC	(It Depends) This recommendation is nice in theory, but due to the ongoing substantive activities load, this is unlikely to be implemented. If it is implemented, such reviews are likely to be done by people with little real knowledge of WG activities.
Recommendation 19 (Participation and Representation): As strategic manager rather than a policy body the GNSO Council should continue to focus on ensuring that a WG has been properly constituted, has thoroughly fulfilled the terms of its charter and has followed due process.			

23	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
60	Oswaldo Novoa	ISPCP	(Support) The ISPCP offers full support. As stated previously, this is exactly what Council was set up to do under the last review, yet Council continues to devote far too much time to the policy itself, rather than managing the process.
212	Stephanie Perrin	NCUC/NCSG	This is pure process. The Council also has to examine what comes out the other end.
256	Greg Shatan	IPC	(It Depends) We believe the GNSO structure should be reconstituted to avoid capture by the Contracted Parties. A more representative Council should focus as a strategic manager but should independently ensure that WG recommendations are fair and implementable, and deriving from truly representative community input.
284	Amr Elsadr		This recommendation, and the context in which it was developed in the Westlake report is misleading in some ways. First, The GNSO Council is not a legislative body and does not act as such. The GNSO Council does manage the process by which the GNSO develops gTLD policies. However, in this role, the council could on occasion have reason to reject or propose amendments to policy recommendations from PDP WGs. These circumstances may include when consensus is not achieved within the PDP WG, or in the event that there is incomplete representation within the PDP WG's membership involved in the consensus call. In all events, the GNSO council does not make changes to policy recommendations as insinuated by the Westlake report. This might not have been the intent of the report, but the language used to discuss this seems vague. The GNSO operating procedures allow for the the council to propose changes to policy recommendations, which need to be considered by the PDP WG. This is, on occasion, very much be consistent with its management role, and does not indicate any legislative role. In addition, the GNSO Council should always attempt to ensure that gTLD policy is developed through the GNSO process, and not outside of it via board resolutions in response to Advice from ACs, other groups (such as the BRG, which is becoming a repetitively problematic development) or on the ICANN board's own initiative. Developing gTLD policy is the primary function of the GNSO. In the event that gTLD policy recommendations from the GNSO Council to the ICANN board result in conflicting advice from ACs (such as GAC or ALAC), any desire to amend the policy recommendations should be sent back to the GNSO to go through the appropriate process (new processes may become viable options should the board adopt the policy and implementation WG recommendations). This is consistent with the Westlake report's text in section 3.6.1 on page 77 ("As noted above in relation to the GNSO Council, we consider that the role of the Board should not be to re-litigate or amend policy itself, but to articulate its reasons for rejection and refer the policy back to the GNSO PDP WG for re-consideration and re-submission").
330	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation.

Recommendation 20 (Alignment with ICANN's Future): 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.			
24	Paul Diaz	gTLD Registries Stakeholder Group	(Support) What would doing this mean? The Strategic Objectives are at a very high level while policy development tends to be at a very low, almost operational level. It seems like a good idea to regularly confirm that policy development efforts are in alignment with the strategic plan, or at least not inconsistent with strategic objectives. The GNSO Council's role is more tactical than strategic. That doesn't mean that strategic thinking shouldn't be applied.
61	Osvaldo Novoa	ISPCP	(Support) Prioritisation of work remains an issue for the GNSO and requires careful consideration by Council. It is essential selected priorities align with ICANN's strategic objectives. This has not always been the case and requires more attention by Council at the appropriate stage of the Strategic Planning cycle. However it is also accepted that sometimes work within the GNSO will be event driven in order to meet the communities requirements.
130	Will Hudson	Google	To align the GNSO's policy development work with ICANN's strategic objectives, improved prioritization by the GNSO Council is important to making the best use of community volunteers.
195	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	While having no issue with this recommendation, we should also remember that part of the GNSO's job is to identify and react to new issues/propose solutions to new problems as they become apparent.
213	Stephanie Perrin	NCUC/NCSG	What is required is a gap analysis, not striking a balance. We need to be able to assess how mature the policy is within areas that are on the ICANN strategic objectives, then we will know how much work will be required by the GNSO. The strategic objectives then need to be aligned with a realistic assessment of how fast the work can be done.
257	Greg Shatan	IPC	(It Depends) ICANN's Strategic Objectives are not all within the purview of GNSO policy making, and may not appropriately reflect the community's policy development needs. We consider it more important that ICANN, in formulating its Strategic Objectives, aligns them with the GNSO's (and other SOs') policy development priorities.
310	Amr Elsadr		I have no objection to the GNSO Council reviewing ICANN's strategic objectives on an annual basis, however, ultimately, the Council should maintain a healthy level of flexibility regarding policy development projects. PDPs are initiated by requests for issue reports that are submitted by GNSO Councillors on behalf of their stakeholder groups/constituencies, by the ALAC or by the ICANN board. Alignment of GNSO activities with ICANN strategic goals should not be strictly required, and not always desirable.
331	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation with the following concern: In order to reduce the influence from some stakeholders that have vested interests, the policy development prioritization must be made while keeping the Public Interest in mind. Strict adherence to ICANN's Strategic Objectives is needed, particularly due to the fact that to "develop and implement a global public interest framework bounded by ICANN's mission" is one of ICANN's Strategic Objectives.
Recommendation 21 (Alignment with ICANN's Future): The GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast their likely requirements for policy and to ensure those affected are well-represented in the policy-making process.			
25	Paul Diaz	gTLD Registries	(It Depends) To the extent it is possible to predict in advance what stakeholder groups may be impacted by

		Stakeholder Group	future policy development efforts, that would be very helpful. It is probably more likely though to be able to do that after specific policy issues are identified. Certainly, this seems like a very good recommendation to be implemented in Issue Reports. It would make more sense to commission an analysis that is specific to the policy development process, rather than a wide-ranging analysis that may serve no purpose.
62	Oswaldo Novoa	ISPCP	(It Depends) Whilst the ISPCP recognizes the need to understand future trends at an early stage it does not believe Council itself should undertake this role. Working closely with third party would facilitate an independent view that Council can then consider from a policy development perspective.
196	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Given the wealth of expertise available within the GNSO we would caution against paying third parties to conduct (funded) analysis.
214	Stephanie Perrin	NCUC/NCSG	We cannot see how independent analysis of trends in gTLDs is going to be useful in predicting trends for policy requirements. Seems like a waste of money.
258	Greg Shatan	IPC	(Support) This is critical, but it is generally not the Council that is able to undertake or commission such analysis. This will require extensive ICANN Staff assistance and budget to have any properly balanced analysis. It is critical that any such analysis take into the views and needs of all stakeholders, and not merely the "Domain Name Industry."
311	Amr Elsadr		I agree. My personal thoughts on this is that studies that provide useful insight to policy development should be conducted to support the PDP. However, this should not happen without the GNSO Council having a decision-making capacity in the terms of reference of any study, as well as the ability to provide critical appraisal of any of the conclusions or methodology used to provide them.
332	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation but asks for clarification for the term "those affected": Are "those affected" the directly affected parties that are likely Contracted Parties, or the widely affected Community including end users that are referred to as "Consumers" in the Affirmation of Commitments? The ALAC strongly believes that the latter definition must be used.
<p>Recommendation 22 (Continuous Development): That the GNSO should review and implement a revised training and development program encompassing:</p> <ul style="list-style-type: none"> - Skills and competencies for each Council member - Training and development needs identified - Training and development relevant to each Council member - Formal assessment system with objective measures - Continual assessment and review. 			
26	Paul Diaz	gTLD Registries Stakeholder Group	(Support) This is an excellent recommendation but to ensure its implementability it is essential to fulfill it in cost effective and flexible ways. Remote online training could be both cost-effective and could provide the flexibility that trainees would need.
63	Oswaldo Novoa	ISPCP	(Do Not Support) Along with other Constituencies the ISPCP selects its Councilors carefully, well aware of the demands that will be placed upon them. Likewise those who stand for election to Council are also cognizant of the requirements that role demands. Considering each appointment is for an initial 2 year

			period and that the time demands placed on Councilors are already very significant, particularly as unpaid volunteers, subjecting each individual to specific training requirements would impose an additional burden and in some cases would be a disincentive to take on that role. The one day initiation session now planned following the Annula General Meeting should suffice. Whilst new Councilors invariably take time to settle in to the role, history would suggest that most manage to adapt without requiring specific individual training.
188	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	While generally supportive of training for GNSO councilors, the BC does have specific concerns about this recommendation. Assessment by whom? What is the “assessment and review” outcome/sanction? What if the one constituency “assesses” a councilor from another and finds them wanting – can they vote them off? Councilors are there at the choice of their constituency, not of anyone else. Respectfully, we repeat that these individuals are volunteers, elected by their SGs or Constituencies.
215	Stephanie Perrin	NCUC/NCSG	How are council members going to be evaluated? Who will do the evaluation? It seems more reasonable to define a set of skills required by Councillors, and offer training. It would hardly be appropriate for a group within ICANN (staff, for instance) to evaluate volunteers and send them for training. This recommendation needs a serious rethink.
259	Greg Shatan	IPC	(It Depends) We support the first three bullets, but wonder whether ‘formal assessment’ and ‘continual review’ is appropriate for volunteer Council members who at most can serve four years. It seems this could be a hindrance to finding good candidates for the very heavy duty required of Council members.
302	Amr Elsadr		Agree with the first three bullets. Disagree with the last two. It is not clear from this recommendation, who would be performing the assessment and review of councillors/the council.
333	Olivier Crepin- Leblond	ALAC	(Support) The ALAC fully supports this recommendation and believes that a segment of ICANN Academy can undertake the task of training. This ICANN-wide initiative could also benefit members of other communities by helping them better understand and take part in GNSO policy development activities.
359	Jimson Olufuye, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	Training, what level of training are you also recommending?
Recommendation 23 (Participation and Representation): That the GNSO Council and SGs and Cs 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 due process. Subject to the application meeting the conditions, the default outcome should be that a new Constituency is admitted.			
27	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The recommendation should include an explicit call on the Board to respect all due process and not impose its views on internal stakeholder group or constituency business.
64	Oswaldo Novoa	ISPCP	(It Depends) The ISPCP fully supports the need to grow Constituencies in order to ensure the PDP is fully inclusive of all impacted parties. The successful integration of new Constituencies is totally dependent

			<p>upon the structure they join. The statement within the report that the GNSO's structure is designed to be adaptable and 'future-proofed' by allowing for the creation of new constituencies as needs arise, within the four stakeholder groups' is totally refuted. The existing bi-cameral structure is a barrier to equal participation by all parties. Weighted voting has long been a contentious issue and cannot be resolved within the current structure. In fact it has become even more complicated and is almost unintelligible by those outside of the GNSO. In the current arrangement far too much emphasis is on voting rather than a desire to achieve consensus. In a situation where weighted voting clearly favours one side, there will never be a willingness to change that by all parties. Representation on the GNSO Council, where voting occurs, is also problematical if new Constituencies are allowed to join the GNSO without prior consideration of the need to provide a flexible GNSO Council that facilitates growth, fairness, and equal representation. That situation has been apparent since the acceptance of the NPOC as a new Constituency within the NCPH. If ICANN is to maintain organizational integrity it is of prime importance that the structural issues are addressed and new Constituencies are not simply levered in to the existing dysfunctional structure. Only then can the questions raised by this recommendation be addressed. The ISPCP also oppose the overriding acknowledgement that once an application meets the conditions set, the default is always that a new Constituency is admitted. Such an assumption may easily result in a conveyor belt of similar, unmanageably large constituencies that would undermine the constituency system. It is essential that broader consideration of the impact each new Constituency has on the existing balance is also a requisite that has to be met.</p>
175	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	<p>The BC fully supports that the GNSO Council and SGs and Cs 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 due process. Subject to the application meeting the conditions, the default outcome should be that a new Constituency is admitted.</p>
216	Stephanie Perrin	NCUC/NCSG	<p>This seems to imply that this has not taken place. IS there an example of this?</p>
260	Greg Shatan	IPC	<p>(Support) The fact that only one new constituency, the NPOC, has been approved suggests that the procedures are not currently working. The promotion of new constituencies was a fundamental recommendation of the last GNSO review, as a result of which a new process for constituency applications was developed and approved. Whilst the Draft Report does not disagree with the decision overall to reject the first application under this new procedure, it concludes that one of the grounds for recommending refusal was not a valid objection and should not have been upheld. The Draft Report also highlights substantial feedback that the procedure is not consistently applied and that there is a perception of direct lobbying from current incumbents against new applicants. This cannot be allowed to continue. For the multistakeholder model to be effective it must be open to all potential stakeholders. If a group of potential stakeholders have reasonable grounds to consider that their needs are not fully met by the existing SGs and Cs then they must be afforded every encouragement and support to address this. In the same vein, some review mechanism should be established to ensure that new constituencies, once recognized, are afforded full opportunities for participation and a sufficient role in decision-making within the stakeholder</p>

			group to which they are assigned.
285	Amr Elsadr		I could not agree less with this recommendation. The Report associates an increase in constituencies within the GNSO with increased representation and participation. The report goes further to admonish the NCSG and the ICANN board for rejecting the application of the Public Internet Access/Cybercafe Ecosystem Constituency (PIA/CC), and not supporting the Consumer Constituency. In contrast to Westlake's assumptions, it is evident following the creation of the NPOC that the growth in NCSG participation is still largely due to an increase in the number of members of the NCUC, which has attracted a larger number of new members than NPOC has since NPOC's creation. The report should evaluate how the creation of the only new constituency has contributed constructively to representation and participation in the GNSO. Several other concerns with the constituency model, as experience within the NCSG suggests, including an increase in unnecessary executive overhead, encouragement of competitive behavior within the stakeholder group, and the development of policy in fragmented silos rather than a collaborative manner were not included the final Westlake report or recommendations.
334	Olivier Crepin-Leblond	ALAC	<p>(It Depends) Whilst the ALAC fully supports that the GNSO Council and SGs and Cs adhere to the published process for applications for new constituencies, the ALAC has concerns about the potential for competing Constituencies to be created, further dividing the non-Contracted Parties house. The ALAC therefore recommends caution regarding a default outcome that a new Constituency is admitted if its application satisfies itself, as conditions for entry might evolve as circumstances and ICANN evolve.</p> <p>When providing the reason for more constituencies, the Report cites the ICANN core value, which includes the broad participation in policy making. The formation of more constituencies is not the only way to expand participation, and it ignores the existence and role of the ALAC. The ALAC, with its representatives from five regions, a wide range of language groups and myriad Internet user groups is far better placed to provide that broad participation. A better and more achievable way to achieve the broad participation is to support and encourage ALAC members to engage in policy processes.</p>
356	Unknown, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	Who proposed that the GNSO is a strategic manager rather than a policy body? Actually the board governance committee as one of its early recommendations as well, the same words. That's where the words came from. Out of the previous review.
364	Amr Elsadr (via chat), https://buenosaires53.icann.org/	GNSO Working Session	The language in the report on the process approved by the BGC on creating new GNSO constituencies describes the process as ineffective. How has the Westlake team reached this conclusion? Has an analysis of the applications to create new constituencies been evaluated to determine whether they fulfill all the requirements they're supposed to?

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374	Milton Mueller, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	<p>Yes, I felt like I was going back in time to 2009 when I read this report in terms of its approach to the problem of constituencies. It seems like you never really questioned or provided any real analysis of the assumption that more constituencies means better representation and more representation. We've given a lot of thought to that in the first restructuring because we had to deal with the question of what was the role of constituencies. And we came out with the idea that we really don't need constituencies that broad stakeholder groups that are balanced is a much better structure. We had a big discussion of that with the Board. And the Board agreed at the time to detach Council seats from constituency structures because of these problems. And I see absolutely no evidence that that whole discussion has been understood, and instead I see a reassertion of the constituency model. The first problem with constituencies is that they fragment the discussion. You've got different people in different rooms talking about different policy. And this happens when let's suppose you're (Aaron) there who's from India, and he's interested in Human Rights, he's interested in development, he's interested in privacy, he's interested in freedom of expression. Suppose there's a separate constituency for all of those interests; there's a development constituency, there's a freedom of expression constituency. Where does he go to discuss this? Does he join four or five different mailing lists? Does he join four different membership structures? What exactly is he supposed to do? The second thing is the confusing competition for new members. So a member comes in, either they are just recruited by the general ICANN process which is mostly what happens, and they are confronted with four or five different groups saying, "Oh join us." And they're like, "Okay, I thought I did join. I just joined the Non-Commercial Stakeholder Group. Now I'm being assaulted by five different groups that want me to join them." Then you have the inefficient duplication of administrative and bureaucratic overhead and each of these constituencies has to have officers, they have to have votes, they have to have mailing lists. But here's the most fundamental thing. I don't think there's any evidence that you actually increase participation with new constituencies. Almost every new constituency proposal that we have seen is people who are already here, already involved, trying to create a new structure that will give them resources. Maybe it's a legitimate request for resources; maybe it's just a request for resources. But the point is the idea that you get new people or more people involved by creating a constituency is just a false assumption. Constituency or any kind of structure is a lot of work, and the idea that people who are coming into ICANN are just dying to take on all kind of administrative work and run a constituency is really not a valid thing. And then the final problem I would mention is the rigidity of the constituency structure. You're creating basically a semi-permanent structure that goes into the bylaws of ICANN based on what? An application by a group of people that may not be around in five years, that may be very strong for two or three years and then pitter out and dissolve. How do you get rid of constituencies when they're no</p>

			longer needed or they're no longer functioning? So that's in a nutshell the critique of the constituency model, and it's unclear to me why this is being revived when, you know, we've been doing - we've been growing, we've been getting new members, we've been getting more diversity. We don't need constituencies. Why do you want us to have them?
376	Robin Gross, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	I'd like to know about your view on the application of the Cyber Café Constituency. And you talked about that in the report as a problem; you called it ineffective process because the Cyber Café Constituency didn't get in. and I'd like to hear a little bit more about that. Back to the Cyber Café Constituency, this was a constituency of commercial actors or I should say a group of commercial actors who wanted to participate in the non-commercial stakeholder group. Why should we allow that? It seems to me that the process worked that they weren't allowed in. we're not supposed to let commercial actors into the noncommercial stakeholder group. And the Board agreed with us. This was not just an NCSG decision that we can't let commercial actors into the non-commercial stakeholder group. It was a Board decision. The Board said we got it right. And so for you to use this as an example of how we're exclusive and try to keep people out is just unfair. I mean because they were left out because they're commercial actors. So it seems to me that the process actually worked. So I'm having a really hard time understanding why you want to use this as an example. Then why is it pointed out as being problematic? That's not true. There was only one. You might want to go back and check your facts. I would be happy to discuss it with you further because I managed that process with that Cyber Café Constituency and I would be more than happy to walk you through the process. If you would like to actually speak to somebody who participated in that process, I'm available. There's only been one application ever made and that one was rejected. There is no other one.
399	Ron Andruff, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	You talked about as much as we could add new constituencies we could dissolve old constituencies. It struck me from the point of view that the only new constituency that's evolved in my time since I joined ICANN about 15 or 16 years ago is the NPOC. And they are slowly, slowly getting their seats in the various places. One place they don't have is, for example is the committee that Stéphane chairs and I'm the chair elect, that's the Nominating Committee. There's no seat for them at this point and that needs to be changed. And we're trying to find a way to make sure that that does. But when you talk about dissolution of a constituency I'm kind of wondering how that would work. I mean, even if I think about -- if I use the BC as an example, we are big business, large business and small business. So one might say as we advance the small business issues aren't being dealt with as much as the large business issues so maybe you might have a split there. So I could sort of see that kind of a scenario, you know, that's a very hypothetical one. But I don't understand the dissolution of a constituency because that would certainly push us into a reform. But how do you see a dissolution of a constituency?
Recommendation 24 (Transparency): That all applications for new constituencies, including historic applications, be published on the ICANN website with full transparency of decision-making.			
28	Paul Diaz	gTLD Registries Stakeholder Group	(Support)

65	Oswaldo Novoa	ISPCP	(Support) A standard template should be developed to ensure a coherent approach.
127	Will Hudson	Google	If adopted would improve the transparency of the policy development process and promote greater confidence in the validity of adopted policies.
190	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation.
261	Greg Shatan	IPC	(Support) All ICANN decision-making must be subject to the fullest transparency and accountability. In the case of new constituency decisions, this is essential to avoid any actual or perceived unfairness or favouring of the incumbent parties over the new.
306	Amr Elsadr		This should be the default practice.
335	Olivier Crepin- Leblond	ALAC	(It Depends) The ALAC has always supported full transparency and would support transparency in decision-making if this does not endanger frank, open discussions regarding the application amongst decision makers. To protect applicants for positions where a committee selection is needed and for potential At-Large Structures (ALSes), the ALAC has decided to discuss their applications on a private list. The ALAC has followed this practice due to the potential for criticism and/or confidential information of the applicant to be shared and/or picked up by a search engine, thus potentially harming the applicant in other platforms. Some applicants have requested full confidentiality in the treatment of their applications. While the internal discussions about ALS applications remain confidential, the applications themselves are published and so are voting results of the ALAC. The ALAC would be happy to share best practices with the GNSO in protecting applicant confidentiality and privacy.
Recommendation 25 (Participation and Representation): That the GNSO Council commission the development of, and implement, guidelines to provide assistance for groups wishing to establish a new Constituency.			
29	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The transparency of applications that is recommended in #24 would also help those that are considering applying for a constituency.
66	Oswaldo Novoa	ISPCP	(Support) This action should be undertaken following structural reform that addresses the concerns express in the comments to Recommendation #23. The conclusion reached within the report that ‘the current structure of two Houses, four Stakeholder Groups, and multiple Constituencies, is very complex but allows for functional diversity while maintaining the balance of voting power between the Contracted and Non-Contracted Parties’ Houses’ totally misses the point. Whilst maintaining the voting balance is an important factor it is NOT an overriding reason to maintain a structure that is broken and substantially disadvantages a large part of the GNSO Community.
176	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC fully supports that the GNSO Council commission the development of, and implement, guidelines to provide assistance for groups wishing to establish a new Constituency, however we refer you to our comments on the overall GNSO structure.
262	Greg Shatan	IPC	(Support) Feedback to the Review team appears to indicate that a number of respondents have found the constituency application process less than clear. In the interests of encouraging wider participation and

			representation, therefore, the IPC supports the development of guidelines.
286	Amr Elsadr		The GNSO Council is not responsible for supporting the development of new constituencies; it is responsible for management of the GNSO's primary purpose, the process used to develop gTLD policies.
336	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation.
Recommendation 26 (Transparency): That GNSO Council members, Executive Committee members of SGs and Cs and members of WGs complete and maintain a current, comprehensive Sol. 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.			
30	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The RySG suggests that the following be added at the end of the first sentence of this recommendation: "that is posted on the GNSO website." Otherwise, some may assume that their SOI could be posted anywhere. Regarding the second half of the third sentence of the recommendation (...the participant's interest or position must be disclosed), more detail should be provided about what and how it must be disclosed. On a more minor point, references to statements of interest are inconsistent throughout the document: Sol, SOI, Statement of Interest.
67	Oswaldo Novoa	ISPCP	(Support)
102	Etienne Sanz De Acedo, Lori Schulman	INTA	With regard to the recommendation dealing with SOI's however, INTA considers that this does not go far enough in order to address the identified concern over a lack of transparency of the interests of those participating within the GNSO. The recommendation relates to members of the GNSO Council, Executive Committee members of Stakeholder Groups, Constituencies and Working Group members. Within Stakeholder Groups and Constituencies themselves a great deal of work is done which is not as part of a GNSO working group, for example in the preparation of public comments. INTA considers that anyone who is actively participating on an issue should be required to identify their "interest". In doing so, merely identifying the "bodies or clients" represented is not sufficient for transparency, unless that body or client's "interest" is also identified.
128	Will Hudson	Google	If adopted would improve the transparency of the policy development process and promote greater confidence in the validity of adopted policies.
191	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation.
193	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We fully support transparency and a robust system that requires complete and up-to-date SOI's. We need clarity, however, on who would decide, and how, that an individual "would not be permitted to participate".
217	Stephanie Perrin	NCUC/NCSG	IS this not already the rule?
263	Greg Shatan	IPC	(Support) It is essential that there be complete transparency of the interests of those who participate in the development and implementation of ICANN policy. The IPC considers that, in order to address the identified concern over a lack of transparency of the interests of those participating within the GNSO, this Recommendation 26 should not be limited to GNSO Council, Executive Committee members of SGs and Cs

			and WG members. A significant amount of work relating to the development and implementation of policy is done at the SG and C level, for example in the preparation of public comments. The IPC considers therefore that anyone who is actively participating on an issue should be required to identify their “interest” in order that others are properly informed when taking their comments into account. Whilst we agree that ideally the bodies or clients represented would be identified, as a matter of ethics attorneys may not always be able to identify their clients. In those circumstances the approach proposed in the Recommendation, that the interest or position be disclosed, seems a sensible and adequate compromise. In any event, merely identifying the “bodies or clients” represented may not be sufficient for transparency, unless that body or client’s “interest” is also identified, since it may not always be possible for third parties to know this without a great deal of research, or even at all. The IPC also considers that the current SOI form should be redrafted, and that guidance on how to complete the form would be beneficial. Many existing participants do submit SOIs but the manner in which they are completed means that they may not always be meaningful or effective in identifying the “interest” in question. It is possible to complete the current SOI form in such a way as to answer the questions but without complying with the spirit of the disclosure obligation, either deliberately or due to a genuine misunderstanding. The expansion resulting from the New gTLD Program also now means that an individual or their employer company may participate in more than one SG or C. For example a representative of a Brand TLD may participate in both the BC and/or IPC and the RySG. It would be helpful for the SOI form and/or procedures to be revised to better accommodate this, and the fact that someone may participate on different issues in different capacities.
307	Amr Elsadr		I agree.
337	Olivier Crepin-Leblond	ALAC	(Support) The ALAC fully supports this and has also implemented such guidelines for all ALAC members. It has also opened up voluntary Sols for members in the ALAC’s Working Groups. Making Sols mandatory is a good step forward.
384	Brett Fausett, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rysg-rrsg-23jun15-en	RyRr SG	On transparency one of the recommendations was that there be transparency around the statements of interest I believe. Have you thought about how you’ll handle, you know, it’s easy for those of us in the room. We all, you know, have typically a company that is paying for us to be here. It is less easy for some members of the IPC who obviously represent trademark interest but they’ll often say that they’re speaking in their personal capacity or they’re representing their law firm. They don’t actually identify the clients who ultimately have an interest in their advocacy. So I’m wondering how you address people whose interest may not be as clear as it is for those of us who are registries and registrars.
392	Jimson Olufuye, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	I just wanted to try a little more light on those recommendations with respect to transparency support and training for the constituency. Yes, well like maybe just a little more elimination concerning maybe some gaps that you identified with respect to constituency, operational floor or training needs.
Recommendation 27 (Transparency): 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 SOI where one is required and posted).			
31	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
68	Oswaldo Novoa	ISPCP	(Not Sure) Accepting the need to establish and maintain such a list, it is the view of the ISPCP that this should be accommodated at the SG/C level rather than as a centralized GNSO list. Such an approach makes it easier to maintain and update.
129	Will Hudson	Google	If adopted would improve the transparency of the policy development process and promote greater confidence in the validity of adopted policies.
192	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation. The BC already maintains a public list of its members – http://www.bizconst.org/members/
218	Stephanie Perrin	NCUC/NCSG	Good idea.
264	Greg Shatan	IPC	(It Depends) The IPC agrees that the publication of full lists of members is fundamental to principles of transparency and openness. Whilst we do not object to there being a centralized database of this information, provided that this information is readily available and can be easily located on the websites of the individual SGs and Cs we do not consider a central database to be essential. Indeed we believe there will be some risk of the centralized records being less up to date than the records of the individual SG and Cs, unless adequate resource is allocated. Any additional recordkeeping or transmittal burden on the SGs and Cs must be met by ICANN Secretariat staff and not SG/C volunteers.
308	Amr Elsadr		There is no reason to require Sols of members who are not elected/selected representatives of their groups, or members of GNSO WGs.
338	Olivier Crepin-Leblond	ALAC	(Support) The ALAC fully supports this. For example, key information about every single At-Large Structure is made available online for all to access. We believe that Community accountability starts at the identification of member organisations and participants.
362	Michele Neylon, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	It is incredibly complex at times to work out exactly who is speaking and who are they speaking on behalf of and where that's coming from. Extending that out so that it also covers the constituency stakeholder groups and everything else seems like the logical extension of that. This has been some work done within ICANN senior staff about providing kind of a membership support services for constituencies and stakeholder groups. At the moment, things like the centralized member registry thing, that really doesn't exist. So I mean you do end up in the situation where as chair of the registrars, I mean, I'm here as on GNSO at the moment for a variety of reasons. You would see people saying that they're a member of Stakeholder Group X or Stakeholder Group Y, but you need to actually go back and check to see whether they are or not. So sometimes I've looked at the list of members on a working group and I've gone like, you know, who is this person. They're saying they're a member of a stakeholder group, but I can't work out who they are. And that's, you know, that can be a potential issue if they're saying they're representing a group when they aren't.

393	Jimson Olufuye, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	I just wanted to try a little more light on those recommendations with respect to transparency support and training for the constituency. Yes, well like maybe just a little more elimination concerning maybe some gaps that you identified with respect to constituency, operational floor or training needs.
Recommendation 28 (Transparency): That section 6.1.2 of the GNSO Operating Procedures be revised, as shown in Appendix 6, to clarify that key clauses are mandatory rather than advisory, and to institute meaningful sanctions for non-compliance where appropriate.			
32	Paul Diaz	gTLD Registries Stakeholder Group	(Not Sure) Who would decide what the key clauses are? How would sanctions be enforced?
69	Oswaldo Novoa	ISPCP	(Support)
194	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	Who would define/apply “meaningful sanctions”?
265	Greg Shatan	IPC	(Do Not Support) IPC does not support making everything in the GNSO Operating Procedures mandatory for all groups subject to it. While the IPC itself seeks to comply fully with these procedures, many of them are inappropriate for other groups, notably the Commercial Stakeholder Group. When this structure was imposed on IPC and the other two constituencies, it was with the clear understanding that CSG would remain a very lightweight structure, unburdened by procedural requirements that are inappropriate for it. For example, making provision for membership by “legal and natural persons” is irrelevant to CSG, whose only members are the three constituencies involved. The draft review reflects at most a superficial understanding of why the terms of the operating procedures were deliberately phrased as they were, and consequently reaches the wrong conclusions. This recommendation requires further study and a more nuanced analysis.
309	Amr Elsadr		I agree with this recommendation, however, this should not be implemented as a result of a Westlake recommendation to the board SIC. The GNSO Council should discuss this recommendation, and perhaps request that the GNSO SCI take this up as a project.
339	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation.
357	Steve Metalitz, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-	GNSO Working Session	My question on the GNSO operating procedures, your Recommendation 28 calls for revision for - basically you went through that and you changed the may to must and, you know, should to shall. And I wonder what your investigation showed about why those phrases were drafted in an advisory fashion in the first place. Having had some role in that, my recollection is that there was a strong feeling that it was not really the job of ICANN to make every constituency and every stakeholder group function in exactly the same way. One size did not fit all. So I wondered what your investigation showed about why that was wrong or why that position should be abandoned.

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Recommendation 29 (Continuous Development): That new members of WGs and newcomers at ICANN meetings be surveyed to determine how well their input is solicited and accepted by the community, and that the results be published and considered by the GNSO Council at its next meeting.			
33	Paul Diaz	gTLD Registries Stakeholder Group	(Support) This recommendation is possibly more suited to working group participation than to ICANN meetings. How would this be accomplished with newcomers at ICANN meetings? Surveys could be used but they are sometimes overused and hence can be ineffective. One different idea would be to use other mechanisms to obtain feedback from new members to WGs and newcomers at ICANN meetings such as focus groups.
70	Oswaldo Novoa	ISPCP	(It Depends) Support is offered for this approach within WGs but is considered impractical to undertake such a task at all ICANN meetings. Participation within a WG facilitates engagement, simply attending an ICANN meeting may not always result in the same level of opportunity. Soliciting and accepting input places responsibilities on both parties. Without prior knowledge of newcomers or adequate opportunity to engage with them during what are always very busy ICANN meetings, the results gathered could be at best meaningless, at worse damaging to the reputation of the organization. This is simply the wrong metric.
124	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
189	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation.
219	Stephanie Perrin	NCUC/NCSG	We think this is unworkable. How is a newcomer going to respond to demands for feedback and evaluation in this way? How is the community going to respond? I think we should find other, more neutral ways to monitor how well newcomers are being accepted into the community, possibly by assigning coaches who check back periodically to see how integration is getting along.
266	Greg Shatan	IPC	(Support) It may be necessary to conduct such a survey on more than one occasion, or to consider carefully the most appropriate time to carry it out. In the case of a WG, a survey of the perceptions of a new member may be better conducted at the end of the working group's task rather than early on. Similarly, surveying a newcomer after only one meeting may not elicit the most complete feedback since a newcomer may be justifiably reluctant to express their views within the SG or C at their first meeting, whilst they are still finding their feet. Thus, surveying them after they have attended a few meetings over the space of 3-6 months is likely to be more informative.
303	Amr Elsadr		I agree with this recommendation.
340	Olivier Crepin-Leblond	ALAC	(Support) This would be a very significant step forward. At the moment, anecdotal evidence shows that newcomers find various levels of acceptance. It would indeed be good to formalize the feedback loop.
Recommendation 30 (Continuous Development): That the GNSO develop and implement a policy for the provision of administrative support for SGs and Cs; and that SGs and Cs annually review and evaluate the effectiveness of administrative support they receive.			

34	Paul Diaz	gTLD Registries Stakeholder Group	(Support)
71	Oswaldo Novoa	ISPCP	(Support) The ISPCP viewed this requirement as urgent.
125	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
184	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation although we would also insist on transparent and cost-efficient funding and equal treatment of all SGs and Cs.
220	Stephanie Perrin	NCUC/NCSG	We support this initiative.
267	Greg Shatan	IPC	(Support) Until very recently the IPC had no administrative support from ICANN, and after two brief periods with staff members serving in secretariat roles, is once again without any such support. The support provided was a significant benefit and support to the IPC leadership and membership. We look forward to receiving it again. Based on our experience, a more stable and redundant system of Secretariat support must be implemented. The discouraging track record of ICANN's failure to deliver on its commitments to provide reliable support strongly suggests that ICANN reconsider its consistent refusal to allocate funding to constituencies to procure their own administrative support services, subject to appropriate accounting and auditing safeguards.
304	Amr Elsadr		I agree with this recommendation, however this should be a decision of the GNSO.
341	Olivier Crepin-Leblond	ALAC	(Support) The ALAC fully supports this recommendation as it has first hand experience that good provision of administrative support enhances volunteer motivation.
Recommendation 31 (Continuous Development): 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 WG of each relevant GNSO PDP as a means of providing timely input.			
35	Paul Diaz	gTLD Registries Stakeholder Group	(Support) The RySG contacted the GNSO GAC Liaison on this recommendation and he expressed support for it.
72	Oswaldo Novoa	ISPCP	(Support) The ISPCP fully recognize the sensitivities facing GAC members whenever the need for representation from a large group of Governments arises. It is hoped that the neutrality engendered through a nonbinding, non-voting position can assist in overcoming barriers to their participation, thereby assisting the policy development process.
106	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees with the appointment of a liaison between the GNSO and GAC and that GAC appoint a non-voting liaison to each relevant PDP Working Group, allowing for informal GAC input without binding commitment.
126	Will Hudson	Google	If adopted would add greater accountability to the policy development process, increase metrics-driven

			policy decisions, and increase the efficacy of the process by leveraging the services of professional moderators, especially in circumstances where working group members may be conflicted. Additionally, we believe it is crucial that the GAC be involved earlier in the process.
185	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC supports this recommendation. Early engagement with GAC representatives is crucial to avoiding surprises at the end of the policymaking process. If fully embraced, it should lead to better policy outcomes and faster policy development.
221	Stephanie Perrin	NCUC/NCSG	We are currently doing the first part of this recommendation. We withhold judgement on the practicality of the second option.
268	Greg Shatan	IPC	(Support) There has been a long-identified concern about the perceived late engagement of the GAC in the policy development process, with the perception of some parts of the community being that the GAC waits until the work of the PDP has been done before potentially expressing views which undermine that community-developed compromise. This is exacerbated by the GAC's failure, generally, to give adequate reasoning for its advice, and the perception that the GAC deliberately gives vague advice which is open to differing interpretation (this is supported by the testimony of Ms. Heather Dryden, former Chair of the GAC, in the dotConnect Africa IRP hearing, https://www.icann.org/en/system/files/files/final-declaration-09jul15-en.pdf) thereby allowing the GAC to reopen matters at a later stage, as seen recently with the issue of 22-letter SLDs. The IPC understands the difficulties that GAC representatives have, in that one representative from one country cannot bind GAC colleagues from other countries, and also that GAC representatives have "day jobs." Nevertheless, many within the GNSO's SGs and Cs also have "day jobs" and have to make the time to participate within the ICANN community. Further, if governments wish to have the benefit of their privileged status of giving advice to the ICANN Board they must allocate adequate resources. Finally, the GAC-GNSO Consultation Group on Early Engagement is a relatively new development and must be allowed adequate time to determine whether it can help to address these longstanding concerns.
305	Amr Elsadr		Agree that exploring the possibility of a GAC liaison to GNSO WG's should be a topic of discussion, once the GAC/GNSO CG begins to address that phase of the GNSO's PDP.
342	Olivier Crepin- Leblond	ALAC	(Support) Many At-Large Structures members who are in touch with the GAC representatives from their governments point out that this might put an additional work pressure on the GAC representatives. Nevertheless, the ALAC believes that having GAC early engagement in GNSO PDP Working Groups is worth the additional work pressure and hopes that governments would consider tasking their representatives to carry out such engagement.
Recommendation 32 (Participation and Representation): That ICANN define "cultural diversity" and that relevant metrics (encompassing geographic, gender, age group and cultural, possibly by using birth language) be monitored and published.			
36	Paul Diaz	gTLD Registries Stakeholder Group	(It Depends) Considering the diversity of the ICANN community, it seems like it would be good to have such metrics. But they should be used with caution, understanding that it may be impossible in some cases to have broad demographic representation. The RySG is an example of this; members must have a gTLD registry agreement with ICANN and to date there have not been many gTLD registries from at least two of

			ICANN's geographic regions.
73	Oswaldo Novoa	ISPCP	(Support) This recommendation does raise a number of concerns. Whilst efforts to achieve greater diversity are applauded, turning this into a bureaucratic approach that measures the value of input by checking diversity check boxes misses the most important issue which is the need to ensure a balanced input of views is obtained. Focusing purely on geographic representation gender and culture may not always achieve that. The ISPCP also question why age group is required as part of the metric. Ageism within ICANN has never been an issue, with broad participation from all age groups
107	Etienne Sanz De Acedo, Lori Schulman	INTA	ICANN should consider cultural diversity in decision-making, and keep track of diversity-related metrics. ICANN should establish a Working Group to encourage GNSO participation of under-represented groups.
115	Will Hudson	Google	If adopted would improve the diversity of working groups and their openness to newcomers so that the policy development process is more reflective of all stakeholders
148	Yannis Li	APAC	We understand geographic region seems to have become a proxy for cultural diversity but the community is unlikely to reach consensus on how to measure cultural diversity. We therefore encourage the Independent Examiner to provide concrete suggestions towards implementing cultural diversity in its final report.
154	Anupam Agrawal	Internet Society, India Kolkata Chapter	The Indian representation in the GNSO council or for that matter the Asia Pacific User vis a vis the representation in GNSO is not reflective enough and efforts needs to be made to improve the scenario. The same analysis based on different groups within GNSO will reflect the real picture and can be included as part of analysis. The Westlake observation in terms of diversity of participation, is absolutely correct and there is agreement in this regard.
167	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We agree that ICANN define "cultural diversity" and that relevant metrics encompassing geographic, gender, age group and cultural, possibly by using birth language, be monitored and published.
222	Stephanie Perrin	NCUC/NCSG	While this is a worthy activity, it is worth noting that staff time spent on this could perhaps be better spent on mentoring and assisting new recruits, as it seems this is where outreach fails to materialize into working partners.
269	Greg Shatan	IPC	(Support) IPC notes that privacy impacts on ICANN volunteers must also be taken into account.
287	Amr Elsad		If by ICANN, the recommendation is referring to the ICANN community, then I have no objection to this recommendation.
343	Olivier Crepin-Leblond	ALAC	(Support) The ALAC supports this recommendation.
Recommendation 33 (Participation and Representation): That SGs, Cs 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.			
37	Paul Diaz	gTLD Registries Stakeholder Group	(It Depends) While we do not dispute this goal it should not be at the expense of skillset and ability to participate.

74	Oswaldo Novoa	ISPCP	(It Depends) The important thing is to increase the pool of candidates.
116	Will Hudson	Google	If adopted would improve the diversity of working groups and their openness to newcomers so that the policy development process is more reflective of all stakeholders
155	Anupam Agrawal	Internet Society, India Kolkata Chapter	The Indian representation in the GNSO council or for that matter the Asia Pacific User vis a vis the representation in GNSO is not reflective enough and efforts needs to be made to improve the scenario. The same analysis based on different groups within GNSO will reflect the real picture and can be included as part of analysis. The Westlake observation in terms of diversity of participation, is absolutely correct and there is agreement in this regard.
168	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We agree that SGs, Cs 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.
223	Stephanie Perrin	NCUC/NCSG	NCSG is currently doing this.
270	Greg Shatan	IPC	(It Depends) Striving towards the widest possible diversity of representation, in terms of geography, gender and culture, is an aim which all SGs and Cs should embrace when selecting their candidates for appointment to the GNSO Council. However, this should never be at the expense of appointing the best-qualified candidate for the role. It should also be borne in mind that Councilors should always take instruction from and represent the interests of their SG or C membership as a whole to the Council, and thus the diversity status of the individual Councilor is not as important as seeking to increase the diversity of active membership within the SGs and Cs. Finally, it is important to recognize that increasing the pool of diverse participants and retaining these participants is the surest way to meet diversity goals.
288	Amr Elsadr		The NCSG already has rules regarding geographic and gender diversity in its election of GNSO councillors. The NCUC's executive officers are regional representatives on the executive committee, so also support diversity by default. Beyond that, I see no need to impose rules of diversity on groups that I am not a member of.
344	Olivier Crepin-Leblond	ALAC	(Support) The Nominating Committee is specifically tasked with enhancing geographic, gender and cultural diversity. The ALAC believes that whilst this should be an aim for selecting candidates to be appointed to the GNSO Council, enhancing geographic, gender and cultural diversity should be part of a much wider program to enlarge the pool of potential candidates. Too often the starting pool is unfortunately too restricted for diversity to be sustained.
367	Tony, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	On diversity, totally support the recommendations you've put forward. I think they're all very fine, but the problem again with that is that other than two particular working groups around the IANA function where at one stage people were crawling over each other to become part of that until they realized that being part of that and being effectively in a position to contribute probably ate half of your life. Apart from that experience, we're often finding that we are in a situation where we need to engage and the amount of people that are actually doing the engaging and the heavy lifting is very small. And there was a very damaging report that came out under the ATRT 2 review which looked at working groups. And one of the points they picked up was the very points that you made as well - that we needed to increase the diversity.

			But to do that you have to get to a stage where you have a range of people from different cultures who bring that diversity to the table to pick from. And the problem is for very few constituencies we just are not in that situation. So I think it's an ideal thing to aim for, but there are some really difficult steps along the way before we could actually realize those goals.
Recommendation 34 (Participation and Representation): That PDP WGs rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world. This should be the norm for PDP WG meetings even if at first all the WG's members come from the "traditional" regions of North America and Europe.			
38	Paul Diaz	gTLD Registries Stakeholder Group	(Not Sure) Should volunteers in a WG all be inconvenienced even if there are no volunteers from underrepresented regions? That sounds like a sure way to decrease the number of volunteers. Why not recommend adjustments in meeting times once volunteers are found from underserved regions and then tailor the times to meet their needs? Start time rotation for meetings between different time zones should be used in accordance with the time zones of the currently active WG participants to avoid unnecessarily poor timing of WG meetings for others. If there are no active participants from certain time zones, there is no need to make time adjustments for them.
75	Oswaldo Novoa	ISPCP	(Support) Without such an approach, barriers to participation in some areas of the world will always exist.
117	Will Hudson	Google	If adopted would improve the diversity of working groups and their openness to newcomers so that the policy development process is more reflective of all stakeholders
156	Anupam Agrawal	Internet Society, India Kolkata Chapter	The Indian representation in the GNSO council or for that matter the Asia Pacific User vis a vis the representation in GNSO is not reflective enough and efforts needs to be made to improve the scenario. The same analysis based on different groups within GNSO will reflect the real picture and can be included as part of analysis. The Westlake observation in terms of diversity of participation, is absolutely correct and there is agreement in this regard.
169	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We also support that PDP WGs rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world. This should be the norm for PDP WG meetings even if at first all the WG's members come from the "traditional" regions of North America and Europe.
224	Stephanie Perrin	NCUC/NCSG	This should be the norm.
271	Greg Shatan	IPC	(It Depends) Rotation of the start times for meetings for PDP WGs is an important objective, however this must be balanced against the location of the actual active participants. If there are no volunteers to a WG from a particular region or, over time, those members from a region have proved themselves not to be actively participating then it is unfair on the active participants to make them all join a call in the middle of the night for the benefit of someone who is not present. If there is even one active member from a region, however, they should be afforded the benefit of having meetings occasionally fixed at a time which is during their normal working day. A good WG chair, supported by their ICANN staff member, should be trusted to make sensible and fair decisions about the timing of meetings. This should apply not just to PDP WG's but also to SG and C regular meetings.
289	Amr Elsadr		This, in my opinion, is a bad idea. As a participant of several working groups, it is easier for me to manage my schedule if my weekly calls are at consistent times. Even if those times are inconvenient.

345	Olivier Crepin-Leblond	ALAC	(It Depends) The ALAC supports this recommendation, as rotation will help achieve fair and balanced representation of and involvement from regions and cultures in WGs. However, practice has shown that WG rotation might negatively affect participation from the “traditional” regions of North America and Europe, especially in the situation where the majority of those involved in the process are North Americans or Europeans. Upon such occurrence, the WG Chair might be tempted to reduce rotation. In our view, the ultimate goal for WGs is to create good policy. WGs shall try to rotate as much as feasible, but rotation must not be at the expense of creating good policy.
Recommendation 35 (Participation and Representation): That the GNSO Council establish a WG, whose membership specifically reflects the demographic, cultural and gender diversity of the Internet as a whole, to identify and develop ways to reduce barriers to participation in the GNSO by non-English speakers and those with limited command of English.			
39	Paul Diaz	gTLD Registries Stakeholder Group	(Support) This recommendation should be a guideline or goal; in some instances it is virtually impossible to meet the full spectrum of demographic, cultural and gender diversity in order to have a fully functional WG with active participation.
76	Oswaldo Novoa	ISPCP	(It Depends) Adequate participation coupled with the need to ensure the requisite level of expertise and knowledge is brought to the table remains the prime requirement. If that can be met whilst taking full account of the other stated requirements it would be ideal, if not unnecessary risks may be incurred.
110	Rudi Vansnick	NPOC	We agree on the majority of the recommendations, especially those emphasizing efforts for better and greater outreach to, and enabling participation of, volunteers in the policy work.
149	Yannis Li	APAC	We look forward to participating in a GNSO WG “whose membership specifically reflects the demographic, cultural and gender diversity of the Internet as a whole,” if and when such a group is established.
157	Anupam Agrawal	Internet Society, India Kolkata Chapter	The Indian representation in the GNSO council or for that matter the Asia Pacific User vis a vis the representation in GNSO is not reflective enough and efforts needs to be made to improve the scenario. The same analysis based on different groups within GNSO will reflect the real picture and can be included as part of analysis. The Westlake observation in terms of diversity of participation, is absolutely correct and there is agreement in this regard.
173	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We have to be realistic as to what ICANN can achieve. While real-time transcripts may indeed help (perhaps funded by the new gTLD auction fees), it is difficult to see how it is ICANN’s role to overcome non-comprehension, cultural interpersonal norms or “unconscious biases”. Thus, while the BC does not object to Recommendation 35 we should be realistic and guard against such a WG becoming an academic discussion forum for global linguistic variation.
225	Stephanie Perrin	NCUC/NCSG	Good idea, we would participate.
272	Greg Shatan	IPC	(Support)
290	Amr Elsadr		I have no objection to this recommendation.
346	Olivier Crepin-Leblond	ALAC	(Support) The ALAC would support the creation of such a Working Group and hopes that it would allow At-Large members to share their knowledge and experience. The ALAC would also recommend that this Working Group uses interpretation in at least Spanish and French, but possibly in other ICANN regularly interpreted languages. Ultimately, INCLUSION should be incorporated into the GNSO Rules of Procedure. It

			should be a right for all GNSO members to be able to participate in all WGs regardless of language and other diversity criteria.
Recommendation 36 (Participation and Representation): That, when approving the formation of a PDP WG, the GNSO Council require 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 WG.			
40	Paul Diaz	gTLD Registries Stakeholder Group	(Not Sure) Because circumstances vary so much from WG to WG, the qualification of ‘reasonably practicable’ is important to include. How would ‘reasonably practical’ be defined? How would it be measured? What if a judgment is made that ‘reasonably practical’ measures were not taken to obtain diverse WG membership? Should the efforts of volunteers over many months be rejected if it was not possible to get participants that meet diversity goals?
77	Oswaldo Novoa	ISPCP	(It Depends) Excellent intent but the ISPCP cannot support this Recommendation. The number of volunteers for most working groups is not always high and it remains a key requirement to have the relevant level of expertise, wherever that may reside. As an example, if that requirement resulted in a high level of participants from one geographical area, it is more than justified. A situation where participation from any one geographical group has to be reduced in order achieve balance with others requires careful consideration, particularly if the level of expertise was diluted through that action. The interpretation of ‘reasonably practicable’ is also critical here. This recommendation is well meant but with the current level of engagement, in practice would achieve little and implemented rigorously could certainly be damaging. Possibly this maybe one for the future, hopefully when many of the other recommendations have already resulted in increased levels of participation across the globe and the ICANN community is more diverse and balanced.
158	Anupam Agrawal	Internet Society, India Kolkata Chapter	The Indian representation in the GNSO council or for that matter the Asia Pacific User vis a vis the representation in GNSO is not reflective enough and efforts needs to be made to improve the scenario. The same analysis based on different groups within GNSO will reflect the real picture and can be included as part of analysis. The Westlake observation in terms of diversity of participation, is absolutely correct and there is agreement in this regard.
170	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	While the goal of diversity is certainly laudable and aspirational, a mandatory requirement to ensure geographic diversity only increases the difficulty of finding volunteers willing to commit the time and effort required to serve on the GNSO Council or on any particular PDP WG. For this reason, the BC cannot support a mandatory diversity requirement. This language should focus on best efforts, not a priority for geographic diversity over all other considerations.
174	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We have concerns about this recommendation. We note that all WGs are made up of volunteers and we fundamentally disagree with any suggestion that the Board could choose not to approve GNSO Policy because insufficiently diverse volunteers came forward for a particular PDP WG. The Community should do its best to have experts from everywhere – the Board should accept that and not be able to override the GNSO’s choices of elected representatives.

226	Stephanie Perrin	NCUC/NCSG	This would be extremely difficult to achieve at the moment. At best, you could rate the participation and attempt to add others to achieve balance, but we simply do not at the present time have enough volunteers on the working groups.
273	Greg Shatan	IPC	(It Depends) Striving towards the widest possible diversity of representation, in terms of geography, gender and culture, is something which PDP WGs should certainly aim for. It goes too far to make this a requirement. As with GNSO Councilors, however, this should never be at the expense of appointing the best-qualified candidate for the role. This recommendation also fails to recognize that many WGs are open to all, without any selection process. Therefore, there is no way to control for diversity in such groups. The IPC would not support any effort that had the intent or effect of discouraging participation by willing volunteers, simply because they were not sufficiently “diverse.” In many current working groups with limited representative members, it has been possible to join as an observer/participant even when not selected as the representative for a particular SG or C. In practice there has been little or no distinction between representatives and observer/participants, and so even if the best qualified candidate for a role is not the most “diverse” one they should be encouraged to still participate fully and even, where possible, to act as back up for the selected representative.
291	Amr Elsadr		I am not fond of subjective criteria such as “geographic, cultural and gender diversity of the Internet as a whole”. I would not be opposed to the GNSO establishing criteria of diversity that should be aspirational in GNSO working groups.
347	Olivier Crepin-Leblond	ALAC	(Support) Whilst the ALAC fully supports this recommendation, it is unclear how practical it can be as in a Working Group, all participation is voluntary. We also have concerns that the process might end up a “ticking the box exercise.” Geographic, cultural and gender diversity should not only be reflected by the names on a mailing list. To achieve that, the GNSO need to assess the implementation of recommendation 29 and recommendation 35, and base on that assessment, undertake follow-on steps in the running of Working Groups.
Continuous Development			
100	Etienne Sanz De Acedo, Lori Schulman	INTA	ICANN should regularly analyze trends in gTLDs and review ICANN’s strategic objectives to predict policy needs and implement a training and competency measurement program for council members. All of these measures should be transparent and published and INTA suggests that ICANN have a mechanism where trainees can evaluate the training and provide feedback to ICANN related to their training.
138	Will Hudson	Google	Ensure the GNSO focuses its efforts to ensure that volunteer participants’ time is well spent and relevant to the most important issues in the generic name space. Discussions about “volunteer burnout” usually focus on broadening participation or changing the sequence of work, but in many cases the best solution may be simply to reduce the amount of work undertaken by the GNSO and its community participants. Working groups and other efforts that suffer from low participation may be nothing more than a reflection that the broader community does not see sufficient value in the work. We believe that the ICANN Board and GNSO Council should be more deliberate in the creation of new work efforts and more willing to quickly terminate work that lacks sufficient community participation to be effective.

141	Will Hudson	Google	ICANN should consider amending its bylaws to raise the thresholds under which a policy development process can be initiated by, for example, requiring some level of GNSO Council support for Boardinitiated policy development processes or more generally raising the voting thresholds within the GNSO to approve a new policy development process.
GNSO Review			
197	Klaus Stoll		The process to create the report and the draft report as it is published now, should not be used to introduce major changes to the GNSO since it is missing the ongoing dialogue between all the GNSO stakeholders involved to discuss issues. Do not use this report as a authoritative source for decision making but as a limited contribution to an much needed and ongoing discussion.
227	Stephanie Perrin	Members of NCUC/NCSG	The community was exceptionally busy at the time that this review was launched. We are of the view that if you can't do it right, defer until you can.
228	Stephanie Perrin	NCUC/NCSG	As discussed above, we have already provided extensive comments about the weakness of the methodology. As no substantive changes have been made to the methodology, kindly refer to our comments on the first draft.
234	Greg Shatan	IPC	We again call for Staff to publish those 146 survey responses so they can be evaluated independently by those in the community who wish to confirm Westlake and ICANN Staff's general conclusions drawn from them. We note ICANN's mandate in Bylaws, Art. III, Sec. 1 "to operate to the maximum extent feasible in an open and transparent manner and consistent with procedures designed to ensure fairness."
235	Greg Shatan	IPC	The Draft Report contradicts itself at bottom of p. 117 saying "none of [the respondents] offered detailed alternatives", yet at top of p. 120 saying "[w]e heard many suggestions for structural change, largely involving the abolition of the Two-House structure, or reversion to the voting system that prevailed before the 2011 changes." Clearly the latter is correct, and the former should be deleted.
236	Greg Shatan	IPC	Westlake should greater explain its relevant professional experiences, and how they are analogous to the GNSO and to Westlake's recommendation that there be no formal review of the structure during this Review. The Draft Report should purport to explain how such a limited Review satisfies the clear requirements of the Bylaws.
275	Edward Morris		"This study has no value and should be completely disregarded" based on methodology it used. "In this comment I will not be addressing any of the recommendations made by Westlake in this report. Most of them I agree with, a few I do not. That really does not matter in terms of the value of this study, or the lack thereof, and what we should do with it. "
375	Robin Gross, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	So I'm curious about two things. One is the people who were interviewed by this report, if we look at the actual names of the people that Staff chose to have interviewed for this report; it's basically a list of all the people who hate NCUC. And how did you decide who to select? Well I filled out the survey and nobody asked me. But I noticed that there was an overwhelming number of current or ex-ICANN Board and Staff members that you decided to interview. And it just seems a little bit odd particularly when you also look at the number of GNSO members who were interviewed. I mean this is a review on the GNSO and there were virtually very few members of the GNSO who were actually interviewed. So I have a real problem with the

			selection of who you decided to interview. Well if you look at the actual names of the people who were interviewed, that isn't who is there. So I'm just saying there is a problem with that. You might want to look into that.
381	Edward Morris, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	I'd like to talk a little bit about the Global 360 Survey. If we could look at the numbers that you have on Page 94 which are the constituency numbers, get that out. Tell me please what do they represent? What I mean is whose opinions do they represent? What is the validity of the numbers you're presenting more or less as factual? Okay so let's clarify. These are not members. And I'm going to be blunt. I actually answered the IPC questions, and I answered them because I don't like the IPC; I wanted to drive their numbers down. And I did so; congratulations to me. Exactly. Yes because I am a close observer. These are not random numbers so can we agree upon that? This is more of a snowballing technique. As Richard had said earlier, you're telling the people - you go to the constituency, you're telling people from recommendations of others. Okay, it's not random. Even if it were random, on the NCUC results, you have 27 respondents; we have 404 members. If it were random, which you've said it's not, with a (carpercentile) of 95%, any of these numbers could range anywhere from the late 20% to the high 70%. Richard had used the word meaningless; these results are meaningless. And as a member of the GNSO Council, if this is in the final report, my suggestion to my fellow council members is we need to disregard your entire report. Actually if I can clarify, it's not random because you didn't use a random sample. It's not random because of your question; you did not attempt to do a random survey. No, we agree then. We agree it's not a random sample, we agree that your statistical technique leads to a result which really is meaningless. This is just a bunch of people that had opinions and you're acting as if 57%, even if it were a random sample, your sample size is so small it's meaningless. This entire chart is meaningless -- to use Richard's words.D29
382	Bill Drake, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	I'd like to add something on the methodological point Ed, but first a new question to why didn't more people respond. I think a lot of people when the survey was sent around, leaning on the side of the fact that people were just busy with other things, I think the expectation was that this was going to be a report that was going to look at like how should the PDP process be improved and things like that, which a lot of members who were not directly engaged in the Council activities may not have felt like, "Oh gee, this is something I've got to get in on," you know. I don't think there was an expectation that oh, this was an opportunity to like randomly slim different parts of the community that you don't like and these will be included in the report. So basically people didn't do that. But other actors did do that. And so we ended up with a kind of odd imbalance there which is slightly problematic. And I wish more of us had done it in retrospect but we didn't. But simply I just want to ask Stephanie, I want to ask a related methodological question because this just goes to something that we had raised in our previous letter and some of the characterizations that are used. So like for example, when you say in referring to the Non-Commercial Stakeholders Group that a number of respondents, not knowing how many, identify problems of leadership self-perpetuation, and then you give us a quote that basically says, you know, NCUC or it was something like NCUC people, they all want to stay in power or some kind of crazy thing like that. What I'm wondering about is you could have empirically looked at actual data on these things. We sent you a note

			<p>that said, "If you look at the actual turnover in leadership positions in NCUC and NCSG, over time you'll see actually quite a lot of turnover." And if you had done that on a crossconstituency/cross-stakeholder basis, you would have had real numbers that showed that actually we faired pretty well. But rather than doing that, you just included some random perceptions that a few people offered and these are kind of held up as facts. And so from a methodological standpoint, that's the part that I can't understand. Why did you not simply choose to - if you want to know how transparent the different constituencies are, investigate their transparency? Look at their Web sites, look what their practices are, look at who their leaderships have been, look at who's been elected, who has played roles, count up the numbers and so on. This would have been easy to do.</p>
383	<p>Marilia Maciel, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en</p>	NCUC	<p>My point first of all to go back to the methodology, I won't repeat things that other people have said before, but I think that you were honest in the report when you recognized that the methodology is not as sound as it can be; it has problems. But when you make your recommendations, they sound authoritative. They sound like this is the findings that we have, and they have been based on something that you can take into consideration. And when people look from the outside anything that is produced from a survey, people just assume that it is basing good methodology. Science has been used for many years to kind of make these authoritative remarks. So you know that whatever you say even though you have recognized in the beginning that the methodology and its problems, it's going to be taken into account in a rather authoritative way because that's how science is approached by. I think the list of people that you interviewed, they do end up with a very serious mischaracterization of this group. And I think that the reactions that you have faced, not only in our written comments but here in the room, is a reflection of that. It's a reflection of a group of people that have been working very hard, that in contrary to other groups here, do not have this as their day job, so they do this in parallel to their activities and they have put a lot of efforts in working groups and build this community. So the reactions that you face, please do take that into consideration. It's people's time; it's a lot of effort that has been made. And I think that it's very complex. The narratives in a complex environment like ICANN that is very politicized; it's very complicated if you take narratives as your main instrument to reach an outcome because narratives they will naturally be biased by your political interests by where you belong. And you have approached the narratives in a rather naïve way, I would say, taking that into consideration as people did not have interests in their minds. And in this way, I think that your report ended up being called into play -- the political play - - that we have in the organization. You have spent some time with us now, and I think that you know us a little bit better. So you may have seen that this group is one of the few groups that in a very commercial organization because of its history and tradition has been advocating for development, human rights and many things that keep other stakeholder groups really upset with us. So I think that you do understand that when you look at this group, there's a lot of things here that play against us. And you need to take that into consideration in your report as well and not make believe that you are naïve and you do not understand the political scenario here because I think that you do understand now. And my final question and remark would be that I believe that after all is done, you are going to be asked by the Board or the</p>

			organization to give you feedback on your work and how you could have approached it in a better way or how could you give advice to the next group that is going to perform a review, what would be your advice and how would you recommend that the next group protects itself better from maybe the political scenario and place that you have been caught in inside the organization.
388	Kristina Rosette, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rysg-rrsg-23jun15-en	RyRr SG	It wasn't clear to me that you had actually done any prioritization from your perspective. And I guess the question is if I'm correct in understanding that there wasn't that type of prioritization do you anticipate doing that in your final report and/or would public comment to that effect be at all useful?
Making Better Use of Data in the Policy Development Process			
132	Will Hudson	Google	We believe that the policy development process would be more effective if it were better informed by data. Working groups often rely on anecdotes or the individual experiences of participants, and operate without access to objective data on critical topics. At the same time, in the rare instances where data is gathered in support of the GNSO's policy development agenda, the process and reliance on thirdparty data collection and analysis results in long timeframes, complex Requests for Proposals, and data that is often not directly applicable to the specific topics under consideration. In particular, working groups often lack meaningful data about end user experiences or expectations. Although both the ALAC and the GNSO's open working group structure allow for participation by individual users, by themselves these contributions cannot meaningfully reflect the broad range of user experiences from across the global Internet. By supplementing individual contributions with data such as user surveys, focus groups conducted in a variety of locales, or diligent research on how users globally interact with the Internet, the policy development process would be better informed with an understanding of the likely effect of policies not only on the types of organizations typically involved in ICANN policy development, but by the broad base of users of the Internet as well.
133	Will Hudson	Google	Issue reports should include a survey of existing data sources that the working group may find relevant to its considerations.
134	Will Hudson	Google	Issue reports should identify areas where additional data would usefully inform discussion related to the topic, but where existing sources are inadequate and new data collection and analysis would be helpful.
135	Will Hudson	Google	Wherever possible, the GNSO Council should direct that any needed initial data gathering should occur in parallel to the chartering process so that it is available at the start of the working group's deliberations rather than delaying the policy development process.
136	Will Hudson	Google	ICANN should create or identify staff positions focused on either providing relevant data to the GNSO, establishing ongoing relationships with third party organizations that could rapidly satisfy data requests by the GNSO, or both.
137	Will Hudson	Google	ICANN should develop tools and procedures to perform analysis of existing data available to it (Examples

			include monthly registrar reports, root server query data, bulk registration data, and dispute resolution proceedings) from contracted parties or through its existing operations. It is critical, however, that such processes adequately protect Internet users' privacy through appropriate use of techniques such as aggregation and anonymization.
Participation and Representation			
1	Philip Sheppard	Brand Registry Group	How do we most effectively involve all stakeholders in policy development? Assessment: Failure. The review has proved to be "overly inward-looking." Ideas for structural change to better involve new stakeholders in policy development, such as .brand registries, .geo registries and community registries, are absent.
2	Philip Sheppard	Brand Registry Group	How do we incorporate new diversity? Assessment: Failure. The review has proved to be "overly inward-looking." While the review has ideas for better cultural diversity of users, ideas for incorporating the new diversity of registries are absent.
3	Philip Sheppard	Brand Registry Group	How do we adjust for the new reality of overlapping multiple interests? Assessment: Failure. The review has proposed no adjustments for the new reality of overlapping multiple interests. The current GNSO is based on a number of old assumptions that attempted to divide the interests of users and suppliers of the DNS. There was an assumption of "separable interests." While different interests continue, it is no longer true that the separable interests are accurately reflected by the six separable entities (registries, registrars, business interests, intellectual property interests, internet service providers, non-commercial interests). There are two reasons for this. 1) Conflicting relationships. There is a complex web of relationships that overlap and conflict within the six groups. A typical .brand registry may be simultaneously: a Registry, a Business Constituency member, an Intellectual Property Constituency member, and have a contractual relationship with other generic registries for back-end services. 2) What is commercial? The old division within the users House between commercial and non-commercial is no longer relevant. Just within the 400 .brand registry applicants, some 15 are not-for-profit organisations representing some \$69 billion in annual turnover. Three of these are BRG members.
86	Osvaldo Novoa	ISPCP	Active involvement of every Constituency in every GNSO WG is not required, but observer status should be recommended (as opposed to mandated), but failure to engage at that level should not be a barrier to the acceptance of consensus.
101	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees with the recommendations to enhance stakeholder groups and constituencies. In particular, the creation of guidelines by the GNSO Council to assist groups establishing a new constituency will be helpful for less experienced participants. INTA also supports the transparency of SOIs and the clarification of the GNSO Operating Procedure section 6.1.2.
105	Etienne Sanz De Acedo, Lori Schulman	INTA	The GNSO Operating Procedures do prohibit someone from occupying the same officer position for more than 4 years. Leadership recycling has been identified by a number of respondents as a concern and a disincentive to new participants. INTA recommends that consideration is given to requiring a waiver to occupy any leadership position within ICANN for more than 4 years in a row.
111	Rudi Vansnick	NPOC	The report is lacking some guidance and recommendations related to a balanced representation of

			constituencies in the council. We accept that constituencies are defending the interests of their users, for example with a specific focus on security, privacy, human rights and other specific user rights, and represent essentially the internet users. But, as well, the report needs to underline and highlight the fact that another part of the community, NGO's who use the Internet in pursuit of missions not focused directly on Internet policy, is a growing and important constituency with operational concerns related directly to the impact of DNS policy on their work. We strongly suggest that this issue receive more attention in the final report.
112	Rudi Vansnick	NPOC	To illustrate the point with reference to our new constituency, NPOC is the youngest constituency in ICANN, and is a good example, especially in the context of being part of a SG. There are no recommendations with regards to structure adaptation of an existing SG when a new constituency enters into that SG.
113	Rudi Vansnick	NPOC	NPOC would like to see recommendations related to the Charters of SGs and constituencies, and the relationship alignments required to allow more effective engagement and equitable participation in ICANN's multistakeholder processes.
131	Will Hudson	Google	Many of the report's recommendations focus on improving participation, previous efforts (For example, ATRT1 Recommendation 18 on multilingual participation in the PDP, which has been deemed "unsuccessful", as well as Recommendations 1517, which were deemed "complete, but not effective" or "complete but with qualified success.") to accomplish the same goal suggest that these initiatives will have a limited impact on the policy development process, which remains largely reflective of the interests and opinions of a relatively small number of highly motivated participants. We believe that the related goals of improving consideration for a broader range of viewpoints and limiting the burden on volunteers would be better served by simply ensuring that the policy development process is better informed by data and focusing the GNSO's work on the most critical issues facing the community.
139	Will Hudson	Google	Working group chairs should be expected to continuously evaluate the level of participation and to promptly report to the GNSO Council if there is insufficient support from community volunteers to effectively advance the group's work. Similarly, chairs should identify and report on situations in which the working group is unlikely to be able to come to consensus.
142	Yannis Li	APAC	We strongly support ICANN's globalization efforts, started by former ICANN CEO, Dr. Paul Twomey and accelerated under the current CEO, Mr. Fadi Chehade. We have been a strong advocate for localization of ICANN core services and functions (such as registrar services, registry services and contractual compliance). We are pleased to see ICANN has made some good progress in those areas but, regrettably, little has been done to address the unbalanced participation and representation in the ICANN policy making bodies and processes. The Draft Report's findings should not come as a surprise to anyone.
143	Yannis Li	APAC	While we acknowledge it is difficult to define and measure cultural diversity in an ever more globalized and mobilized world we live in, we strongly agree with the Draft Report that geographic diversity it is not a proxy for cultural diversity. ³ ³ Page 10, Draft Report

144	Yannis Li	APAC	There appears to be an inconsistency within the ICANN Bylaws. On the one hand, the Bylaws specifically refer to functional, geographic and cultural diversity as a core value; yet the definition of “Diversity Calculation” only refers to the ICANN Geographic Region.
145	Yannis Li	APAC	The Draft Report refers to the warning by the ICC report commissioned by the ATRT 2 that the GNSO risks global legitimacy when it does not include viewpoints from Africa, Asia/Pacific and the Latin American/Caribbean/South American regions. We wholeheartedly agree with the ICC’s warning and submit that as a community, we need to tackle the issue head on, as the status quo is no longer appropriate.
146	Yannis Li	APAC	We believe cultural diversity goal needs to begin with awareness of and sensitivity to diversity. A cultural diversity awareness education campaign across ICANN, including the GNSO, PDP WGs, SGs and Cs might be a good start.
147	Yannis Li	APAC	We acknowledge cultural diversity as a core value goal needs to be balanced against practicality. We are also mindful that some recommendations may not be implemented in the short term due to financial or other cost/benefit considerations. As such, we suggest the following three key recommendations be treated as priorities (in the order below) and incorporated into ICANN’s Five-Year Strategic Plan, implemented and measured under one of the strategic objectives (1. Evolve and further globalize ICANN): Recommendation 32: That ICANN define “cultural diversity” and that relevant metrics (encompassing geographic, gender, age group and cultural, possibly by using birth language) be monitored and published. Recommendation 35: That the GNSO Council establish a WG, whose membership specifically reflects the demographic, cultural and gender diversity of the Internet as a whole, to identify and develop ways to reduce barriers to participation in the GNSO by non-English speakers and those with limited command of English. Recommendation 33: That SGs, Cs 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.
161	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We would like to see Westlake flesh out their findings on constituencies further, taking into account the frustrations they documented in the report and their research, to better analyze whether the constituency model effectively serves the GNSO and the constituencies.
230	Stephanie Perrin	Members of NCUC/NCSG	problem is the structural impediments to meaningful participation. They include: <ul style="list-style-type: none"> • limited training and support for newcomers • a basic inability to attract qualified individuals who have a lot to contribute, to come and work for free at ICANN. Although this is definitely an acute problem for the non-commercial stakeholders group, who represent those who are not making money off the internet, we understand that it is also a problem for some of the contracted parties to find the funding for policy specialists to attend ICANN. This needs to be examined. • While there is always a problem with volunteer burnout in volunteer organizations, it should be noted that some people are being paid for their time spent at ICANN, others are not. NCSG volunteers are largely

			<p>in the latter category.</p> <ul style="list-style-type: none"> • the increasing complexity of the work • limited funding
231	Stephanie Perrin	Members of NCUC/NCSG	<p>We appreciate the need for a mature organization to measure its outputs (metrics, monitoring, assessment, diversity assessment, etc.), and support a certain amount of this activity. This can become busy work or bureaucracy that interferes with the actual work of the organization. The GNSO has a full slate of PDPs coming at it, and we do not have enough skilled and experienced knowledgeable volunteers to staff the PDPs. We have statistics that show that a handful of volunteers are always on the working groups. We need to address this issue and the problem of burnout, obviously related, before taking on more assessment and review.</p>
233	Stephanie Perrin	Members of NCUC/NCSG	<p>We need to have a basic brochure that explains the role of each constituency, and staff need to support each group in presenting their message in a fair and balanced way, to potential new ICANN volunteers. A useful recommendation would be to sit down with the outreach team and figure out how to do this fairly, quickly and with regular feedback as to whether it is working.</p>
274	Greg Shatan	IPC	<p>At page 98 of the Initial Report Westlake highlights a concern with “leadership recycling” but, rather than making recommendations on this issue, states that culture change must be driven by “tone at the top”. We believe that, if leadership recycling has indeed been identified by a number of respondents as a real concern and a disincentive to new participation, then expecting this to be resolved by a top-down attitude shift is unrealistic. The IPC would favour a prohibition on occupying any leadership position for more than 4 years in a row.</p>
349	Olivier Crepin-Leblond	ALAC	<p>The following issue should be reviewed: The unprecedented growth of Contracted Parties caused by the new gTLD Program has not been addressed. What might have been a homogeneous SG might now be more heterogeneous and the potential consequences of this change have not been studied. For example, City TLDs are an entirely new breed of registry; so are Brand TLDs. How does this affect the current status quo? How would city administrators, businesses, and people using City TLDs have their voice heard in GNSO processes?</p>
350	Olivier Crepin-Leblond	ALAC	<p>The following issue should be reviewed: What would be the consequence of adding more stakeholders/constituencies in either Contracted Party House or Non-Contracted Party House? The ALAC notes that there are strong indications that none of the stakeholders within the NCPH seem to want new group.</p>
351	Olivier Crepin-Leblond	ALAC	<p>The following issue should be reviewed: Other commenters in the At-Large Community have noted that the proposals for more geographically balanced representation appeared to be focused on finding new participants from outside the GNSO’s usual territory. A question to ask is how many gTLD registries and gTLDs are domiciled both legally and operationally in each of the ICANN regions both before and after the recent expansion of gTLD space under the GNSO’s auspices. The Westlake Review misses on the opportunity to potentially reveal a hidden pattern that the ICANN GNSO is self-reinforcing the domain name business geopolitically. Westlake’s observation that the GNSO’s constituencies concentrate in North</p>

			America and Europe may underpin such hidden pattern.
354	Olivier Crepin-Leblond	ALAC	Several ALAC members recall that during the first GNSO Review, it was understood that Constituencies and the creation of “Stakeholder Groups” were going to be reviewed at the next iteration which is missing from the current report.
368	Maria, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	I think that many of the people that participate in the fellowship program, they end up in the GNSO. They’re either intellectual property lawyers or small businesses or civil society. So this will be their home. And maybe it will be - there is a window of opportunity there for the GNSO to work with the fellowship program to try to see how the program and the subjects that are discussed can incorporate with a little bit of more depth what we are discussing in the working groups. Fellows are allowed to come here to ICANN for three rounds, and maybe the second round could be more focused on the heavy work, on the work that we are actually developing beside the policy-making process.
361	Stephanie Perrin, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	You mentioned that one of the proposals was it would be good to find sort of beginner’s work for new recruits that they could do. And you are arriving like after a day and a half where we’ve had updates on all the blessed work coming at us, noting the complexity and the interrelatedness of the work. And we had this conversation last night and I’m indebted to (Bret) for his expression, “If this were ski slopes, where’s the beginner slope?” Where do we put recruits? Because the amount you have to know to be effective in a PDP is just mind-numbing. And I can see us slaughtering a few new recruits if they’re sent off to do definitions and they wreck something or - you know, I can’t in my mind peel off a piece that we could give people.
377	Stephanie Perrin, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	I want to kind of rise up to something. I realize you're working from data that you've gathered. There's a few more fundamental problems here in evaluating some of the constituencies that participate in the GNSO; notably our own. And that is that the process of coming to ICANN is wide open. The question of what people are coming to ICANN for begs to be asked. And it's very clear if you're a registrar why you're coming to ICANN. I mean that's your business and your only business, right; Dot Org registries, Intellectual Property Constituencies is some pretty clear objectives in coming to ICANN. For civil society, for those who purport to represent the end users, those reasons cross a wide spectrum. Okay, so that's point number one. And that inevitably can lead to conflict. And how we manage that conflict I think needs a little work. For civil society, for those who purport to represent the end users, those reasons cross a wide spectrum.. And that inevitably can lead to conflict. And how we manage that conflict I think needs a little work.
406	Unknown, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-	ISPCP	Let me just comment on this issue of participation. It’s interesting for me because you look at the need for participation and you - if we go back to the graph that was there, it clearly shows the growth in people on the Internet. But I’m not so sure that that is the correct measure for participation because I think it depends on how you view ICANN and where you are and I’m one of those really sad people that goes way back in ICANN. And I can remember the early meetings I went to in ICANN just as an ISP constituency, the very first meeting I ever went to. It was a job to get in the room. I mean it was just absolutely packed with

	ispcp-23jun15-en		ISPs. And it was at the stage when ICANN was forming, there was a lot of nervousness around what ICANN was, what it was going to do. And certainly when it became apparent to people what ICANN was going to do some groups grew, some reduced. The ISP one reduced initially through that. But even just a while go there was some work done for the ATRT 2 process, which looked at participation. It looked at it in working groups and it looked at it in constituencies. And the result of that were not particularly good because it - when it met, the actual people who participated, in some cases they hardly got down to the questions about diversity because the groups were so small. And it's pretty worrying if you have a consensus driven organization yet the participation is really low. So I wonder whether in some ways it would have been more appropriate to do a mapping that showed the level of engagement and where the weaknesses were around that. Because some of your recommendations - I wholeheartedly agree with. Certainly there are clearly issues around participation where the measures you want to put in place to strengthen that really stand up well; things like diversity, gender, language, all of those really good things. But if you don't somehow improve the basis of people who are engaging and those that do the heavy lifting you don't even get to that stage. So I just wonder if, A, you were referring to that report, took that into account at all? Or B, whether you actually picked up on the fact that there are clearly issues around there in terms of actually growing the participation before you can implement some of your other measures?
407	Unknown, https://www.buenosaires53.icann.org/en/schedule/tuesday-2015-06-23-15-00-00 - ispcp/transcript-ispcp-23jun15-en	ISPCP	It's also worth understanding the cause of some areas where we've actually seen a decline or even growth because if you just take, for instance, the intellectual property constituency, they've seen phenomenal growth and the reason was when the new gTLD program was announced all of a sudden the paranoia around intellectual property went haywire. And all of a sudden we're absolutely flooded with IP lawyers. So I think there's a need also to understand why parts of the community grow and what you need to do in other parts of the community to get that level of engagement as well.
409	Mark McFadden, https://www.buenosaires53.icann.org/en/schedule/tuesday-2015-06-23-15-00-00 - ispcp/transcript-ispcp-23jun15-en	ISPCP	Maybe one small thing and that is that we sometimes talk when we look at the effective operation of the GNSO and we sometimes point to participation as a problem. But I think the ATRT 2 report actually very effectively talks about support for the working group model failing, that they - and if - I would just channel (Mikey) here is that one of the things that the ATRT 2 report shows is that there's a common - there will be a complete English sentence in a moment by the way. There's a common perception in the GNSO that it's the same people over and over and over again doing work in the working group model. And yet the ATRT 2 report shows that in fact the average number of working groups that any individual participates in is one. And so what happens there is that there's a failure to support people working in those working groups and given adequate administrative support, adequate working tools so that they come back a second time. And one of the things that happens in the GNSO - and again, I think the ATRT 2 report was very clear about this, is that we tend to lose our expertise in the working group model as a result of not supporting people who are working in them. We spend lots and lots of money and this is just one man's opinion. But we spend lots and lots of money on highly specialized sorts of activities. But supporting the GNSO's policy

			engine we don't put much money behind at all. And so when I hear the words participation one of the things I commonly think is missing is actually supporting this working group model that five years ago, six years ago now that we worked so hard to put in place. I think building the base is a very good suggestion and - but I don't think that building the base translates necessarily into building a base of participants in the policy development process. I don't think that there's necessarily a causal relationship there. And I think without enhanced direct support to the working group model the GNSO is going to continue to have that attrition problem that you so rightly identified. It's an observation of mine, not just on the basis of the ATRT 2 report but sort of along tortured experience in some of the working groups.
Policy Development Process			
84	Oswaldo Novoa	ISPCP	GNSO Council should ONLY be concerned with managing the gTLD policy development process and only be involved in policy development issues on an exceptional basis.
85	Oswaldo Novoa	ISPCP	Policy development should be undertaken at the WG level with the goal being consensus on any issue. Failure to achieve consensus should be notified to GNSO Council for advice before the issue is returned to the WG for further consideration.
97	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees that there should be a Working Group to consider the outcome of policy development and there should be a GNSO-wide plan that aligns its policy development work with ICANN's strategic plan.
98	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees with all of the recommendations for the PDP and specifically supports the creation of a formal Working Group leadership assessment program as part of an overall training/development program. The creation of guidelines for a professional facilitator or moderator where policy issues are complex or where Working Group members may be inexperienced would be particularly helpful in furthering the efficiency and effectiveness of the PDP. Evaluation by the GNSO Council of post implementation policy effectiveness is also very helpful in assessing whether goals have been reached, modifying the current implementation in order to meet unanticipated changes and new challenges, and to improve the process in future PDPs.
Structure			
4	Philip Sheppard	Brand Registry Group	The Brand Registry Group calls on the ICANN Board: To recognise the following: The GNSO review 2014 - 2015 has failed to meet the direction of the ICANN Board resolution of 28 September 2013; And therefore: To instruct the ICANN CEO to initiate an immediate Structural Review of the GNSO to fill this void and implement the Board's earlier direction: "GNSO Structure is unlikely to accommodate the anticipated new stream of stakeholders resulting from the expansion of the TLD space. The GNSO Review will be an important vehicle for considering and addressing this issue. The unbalance that is already occurring needs to be addressed by the GNSO Review."
41	Paul Diaz	gTLD Registries Stakeholder Group	We believe the current GNSO structure is working very well regarding the GNSO's primary function of policy development. In our assessment, the policy development process and the working group model that is part of it are working very well and the structure seems fine with regard to the Council's policy development management role. At the same time we recognize that the current structure has not worked well for tasks that involve voting in the Non-contracted Party House such as selection of one of the ICANN

			Board seats, so we support exploring solutions to solve those problems. We are not yet convinced that such solutions will require complete structural change but we might be open to some structural change provided the voting balance between contracted and non-contracted parties is maintained so that we avoid regressing to the situation experienced in the original DNSO where contracted parties were required by contract to implement consensus policies but did not have meaningful influence in the development of those policies.
78	Oswaldo Novoa	ISPCP	It was disappointing that so much of the report focused on the recommendations made by the Board Governance Committee, the content of the ATRT2 GNSO PDP Evaluation Study and earlier reviews. The merits of an independent organisation basing their study around previous reports and recommendations and specifically those made by an internal ICANN group, are questionable and added little value in most cases. As the report covered so much of the same ground there was little new analysis and a number of the recommendations simply mirrored or endorsed previous conclusions made by other groups, when what was required was an analysis of the key issues that impact the GNSO which had not been addressed. If that approach had been adopted it would have become clear that structural reform was a major consideration, underlined by the fact that as one (complete) half of the current bicameral structure currently feels totally disenfranchised and holds the strong opinion that the current structural model is broken.
79	Oswaldo Novoa	ISPCP	Westlake state that ‘We heard many suggestions for structural change, largely involving abolition of the Two-House structure, or reversion to the voting system that prevailed before the 2011 changes. They have also publicly stated they had received over 100 unsolicited comments on that issue. Yet amazingly they then state; ‘We were not convinced that these proposals offered sufficient benefit (if any) to warrant another round of material changes to the structure of the GNSO at this stage – and consequently to the carefully-constructed balance of voting powers.’ The very comments made by them in the previous statements yet again emphasise that need and that the ‘carefully-constructed balance of voting powers’ are indeed at the heart of the problem.
80	Oswaldo Novoa	ISPCP	The report states; ‘The current structure of the GNSO has been in place for only about three years. From the Review Team’s professional experience of structural change in many organisations of differing types, this represents only a relatively short time for it to become firmly established and for people to be fully familiar with it.’ Such a statement shows the lack of background and understanding of the previous review. At that time the community were offered an approach that was considered even more unacceptable to the current arrangement. The push back from parts of the community was so great that an offer was made by the ICANN Board that the community had to either come up with an alternative, within a very short defined time, or accept what was on the table. It was that situation which resulted in the current structural approach. Few were particularly happy with it but it was better than the alternative. It was also stated by ICANN at that time that the community should get behind the proposal but if it didn’t work out then after a few years it could be revisited. Against that background being told years later by an independent team of consultants ‘this represents only a relatively short time for it to become firmly established and for people to be fully familiar with it’ shows a complete lack of appreciation of that situation.

81	Oswaldo Novoa	ISPCP	The report states; ‘the GNSO’s structure is designed to be adaptable and ‘future-proofed’ by allowing for the creation of new constituencies as needs arise, within the four stakeholder groups’. This was never that case and certainly wasn’t a criteria when the bicameral approach was developed. More importantly that very structure, coupled with the voting arrangements is actually a barrier to new Constituencies as none of the existing Constituencies within those groups wish to lose or share the voting power they may already have with new entrants. With such a large proportion of the GNSO expressing the view that a review of the GNSO structure is urgently needed, if ICANN endorse the opinions expressed within this report they are totally ignoring their own community. Such an approach seriously conflicts with the spirit of accountability and transparency that the ICANN Board are committed to support.
82	Oswaldo Novoa	ISPCP	Maintaining the existing structure is untenable and needs to be reviewed as a matter of urgency and in accord with the undertaking given by the Board when the current arrangement was first put in place.
83	Oswaldo Novoa	ISPCP	The existing bicameral approach is overly complex and places additional and unnecessary requirements on both participants and staff.
87	Oswaldo Novoa	ISPCP	Voting in GNSO Council should only occur where consensus cannot be achieved and should be kept to a minimum. (It is the view of the ISPCP that the current focus on voting is largely contributable to GNSO structural challenges).
88	Oswaldo Novoa	ISPCP	GNSO Council should not take a view on broader ICANN issues (e.g. not gTLD policy issues) unless the GNSO are involved from the outset as a chartering organisation in community wide issues. Instead views should be sought from respective stakeholder group and/or Constituencies.
89	Oswaldo Novoa	ISPCP	Involvement in Cross-Community Working Groups from a GNSO perspective needs to be considered as part of any GNSO structural consideration.
90	Oswaldo Novoa	ISPCP	The ISPCP urge the ICANN Board to fully recognise the concerns being voiced by the community over structural reforms that have not been addressed within this review.
91	Oswaldo Novoa	ISPCP	Furthermore it is the view of the ISPCP that ICANN should urgently set in place a GNSO working group with the following goals: <ul style="list-style-type: none"> • To identify problems with the current GNSO structure which inhibits the ability of any group to fully participate in the policy development process in a manner that is acceptable to that part of the community. It should take the form of a fact finding exercise undertaken separately with each part of the community, without prejudice or comment in the initial phase. • Production of a matrix to highlight common issues. • Identification of barriers to resolving issues highlighted. • Identification of possible structural changes that could assist in removing identified problem areas. • Identification and evaluation of scenarios that provide an improved and enduring structure for the foreseeable future. • Production of recommendations for consideration by the Board. It is proposed that this group should NOT be chaired by any member of the GNSO but by an independent chairman who has not been involved in previous GNSO Reviews at any level.

99	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees with the recommendations for restructuring the GNSO Council. In particular, INTA believes the GNSO structure has marginalized non-contracted parties' interests. This imbalance must be remedied to achieve business participation, trust and support of the ICANN multistakeholder model process and important policies that are being developed such as the ICANN accountability and the approval of the IANA transition.
159	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We object to the Draft Report's complete failure to consider whether some of its goals for both participation and effectiveness might be also - and better - addressed by structural changes
160	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	We are hopeful that despite the Draft Report's perplexing conclusion that the existing structure "works", the Board will take to heart SIC advice in response to Working Party scope questions that "[w]hether structural changes are needed and when such changes should be considered would be topics for discussion after the GNSO review is finalized, possibly during the implementation planning, depending on the nature of findings and recommendations." We wholeheartedly encourage the topic of structural changes to be pursued further.
162	Laura Covington, J. Scott Evans, Marie Pattullo	Business Constituency	The BC believes that the GNSO review 2014 - 2015 failed to meet the direction of the ICANN Board resolution of 28 September 2013 and we call for a Structural Review of the GNSO to ensure that the mandated GNSO review aligns with the goal stated in the Board's resolution.
229	Stephanie Perrin	Members of NCUC/NCSG	We still need to have a serious discussion about whether this structure works. Several recommendations, notably 23-25 seem to take the structure as a given. It needs revisiting, in the form of a full and open discussion of how the system is working, and how it can work better.
237	Greg Shatan	IPC	The drafters expressly "do not consider that the GNSO's structure is perfect, or that it cannot be improved." They suggest that "If a full review of the GNSO's structure was to take place, we would recommend that it should be broader than a review of any single SO and should be underpinned by a more extensive strategic review of the effectiveness of ICANN as a whole." The IPC fully supports having such a broader review occur now, as critical strategic transition of the IANA functions is under consideration by the community, which consideration specifically includes ICANN's effectiveness – past, present and future – with respect to accountability mechanisms and policy development.
348	Olivier Crepin-Leblond	ALAC	The following issue should be reviewed: The current structure of the GNSO Council provides the ability for a more united vote in the Contracted Parties House whilst fragmenting the Non-Contracted Parties house to the point of imbalance.
352	Olivier Crepin-Leblond	ALAC	The following issue should be reviewed: GNSO Working Groups are open for all participants including non-GNSO Constituency members, but the GNSO Council, thanks to its very structure, has the ability to affect a Working Group's results. Voting is one of the ways to support or halt recommendations from a bottom-up PDP.
353	Olivier Crepin-Leblond	ALAC	The ALAC believes that the complex issues of GNSO structure and processes need to be studied now. The ALAC reminds the Reviewers of the At-Large Future Challenges Working Group R3 White Paper (http://www.atlarge.icann.org/correspondence/correspondence-01oct12-en.htm) drafted in 2012 and

			containing proposals that should be explored.
355	Olivier Crepin-Leblond	ALAC	<p>The ALAC is disappointed that the review has not evaluated to what extent the current GNSO Structure meets the GNSO and ICANN needs. The structure, with contracted parties representing half of the Council voting power, was invented as a result of the last GNSO review, prior to the New gTLD Program and before registries could own registrars. The ALAC is very concerned that the current structure may not be able to adequately address issues where the public interest is in conflict with the interests of contracted parties. This is essential in light of:</p> <ul style="list-style-type: none"> • ICANN's increased focus on the Public Interest; • the increased desire and need to be demonstrably accountable; and • the recommendations of the Policy and Implementation WG which will require ALL policy issues to go back to the GNSO for resolution instead of being addressed at the Board level where Board members have a duty to balance stakeholder desires vs the Public Interest.
360	Steve Metalitz, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	<p>On structure, I think I heard again that you didn't - this was somewhat outside the scope of your review. You recommend that these issues be addressed first before structure and I don't necessarily have a problem with that, but there are some statements in your report that suggest that you actually think the structure is a good one. For example, you state on Page 120, "While complex and the object of much comment and criticism, we consider that the framework of GNSO council/two houses/four stakeholder groups and multiple constituencies should continue." And you go on to say that, you know, these other issues should be addressed first. As you know from your survey, there's a lot of dissatisfaction among people who participate in the GNSO about the structure. And it's a dissatisfaction that actually stretches across some of the sometimes adversarial groups within the GNSO. So I think it would just be helpful to clarify whether you're saying GNSO structure was outside our scope and it's up to the GNSO to decide what to do with that or whether you were saying the GNSO structure was just fine and really shouldn't be the subject of further activity. Again that to me sounds as though you did some kind of substantive evaluation of the current structure, which I thought was outside your scope. I disagree with that conclusion, but it's helpful to know that that was your conclusion. So maybe those of us who are unhappy with the structure made a strategic error by saying that in our survey responses. Otherwise you would have just left it alone rather than endorsing it. Is that what I'm hearing?</p>
365	Philip Sheppard, https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	GNSO Working Session	<p>You said earlier in response to Steve Metalitz that none of the submissions had attempted to give you historical background about the existing structure of the GNSO. Would you like to revise that statement?</p>
366	Tony,	GNSO Working	<p>You did mention that the existing structure seems to serve its purpose. The background to the existing</p>

	https://buenosaires53.icann.org/en/schedule/sun-gnso-working/transcript-gnso-review-21jun15-en	Session	structure was that a while ago we were given an option to reform by ICANN at board level. And we were - a lot of us were unhappy with what was put forward. At the end of an ICANN meeting in the past we were told we've got one month to get together and come up with a better solution. I was part of the group that worked on that. We were one week away from the deadline of having an imposed change that many of us were unhappy with. And we had nothing that we agreed on. That last week was absolutely frantic, and what came out of that was what we have now. A good starting point for designing anything is never to say, "Well if you don't better this is what you get." And that was our starting point and what we ended up with was better than what was on the table, but it was never something that a lot of us would have been happy with. So I find it rather hard now to say well be careful what you want because it seems to be working. It's working to some degree. But also the issues of new constituencies filters into that debate as well because the contention to be quite blunt around the GNSO structure often comes back to voting. We don't vote that much, but when we do vote it is a really important aspect. And you cannot do a complete job and talk about introducing new constituencies until there is some answer to that question as to how they fit in with the overall structure. To suggest that any changes to the structure should be determined in the future by the GNSO I believe is the wrong answer because I think there are such diverse views across the GNSO we will never agree on anything. So that isn't an answer at all. The key point of this for me was that when we reach that stage - and I accept what you're putting forward - when we reach that stage, I doubt the ability of the GNSO itself to come up with the best answer on the difficult part of the problem.
370	Heather Forrest, https://buenosaires53.icann.org/en/schedule/tue-csg/transcript-csg-23jun15-en	Commercial Stakeholders Group	For those colleagues who weren't involved in the GNSO Council working sessions over the weekend a question was raised in that session. And forgive me if I remember the number incorrectly, some 100 odd comments made as to structure many of those expressing a degree of negativity around the structure on workability -- this sort of thing. And there's language specifically in your report recommending that the current structure of the GNSO be maintained. Could you speak to that please for those who weren't in the weekend session?
371	Heather Forrest, https://buenosaires53.icann.org/en/schedule/tue-csg/transcript-csg-23jun15-en	Commercial Stakeholders Group	May I just clarify my question. In light of as you rightfully pointed out the limited scope of this review can you comment as to why you made positive affirmative statements in the report recommending that the current structure be maintained?
372	Unknown, https://buenosaires53.icann.org/en/schedule/tue-csg/transcript-csg-23jun15-en	Commercial Stakeholders Group	You made a statement that you felt the degree of dissatisfaction was pretty widespread yet you received 101 comments. Did you do any analysis of where those comments come from to substantiate that is the case? Because my own belief is that you will find a huge degree of dissatisfaction within the stakeholder group and within non-contracted party's house. I do not believe that she would find the same degree of dissatisfaction with the other house. So did you do that analysis?
373	Unknown,	Commercial	Clearly we have this difficult situation. It just seems to me that if so many people are saying the structure's

	https://buenosaires53.icann.org/en/schedule/tue-csg/transcript-csg-23jun15-en	Stakeholders Group	broken it's a very difficult one for us to understand why we should be keeping the structure. It just doesn't make sense. If the majority are saying we should change why wouldn't your reports say you would - maybe you should put together a working group, discussion group work party? We've got all of these beautiful names now where we don't - that are non-PDP names just to dodge that bullet. Because we know if it goes that way nothing's going to happen. Why wouldn't you recommend that we put together some kind of a working group and think this one through? Because it just - there - you said there's no alternative solution. No one's come up with an alternative solution because no one has put the time into it because we're busy doing so many other things. But if a recommendation came back from the body reviewing the GNSO and said you might want to sit down and have a group of people work on this that would then lead to that work. So I'm just wondering why the recommendation would be to keep it as it is. I know it's broken but it's the only thing you have. That doesn't really work for us. We're trying to grow into a bigger better organization. So I'm just - could you flush it out a little bit for me?
387	Unknown, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rrsg-23jun15-en	RyRr SG	There are a comprehensive set of recommendations that we could go through and assist in supporting or take whatever view we - but of course one of them is particularly pertinent to us and that's any views that support our position in having the two house structure. And the nature of that carefully and very finely balanced structure and the value that that has to us as collectively contracted parties. So I would encourage anyone to A, recognize that it's important to have a look at the report and provide the final input as Chuck suggested and to bear that particular point in mind.
389	Unknown, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rrsg-23jun15-en	RyRr SG	I heard (Jonathan) saying that the lack of recommendations about changing the house structure and so forth were welcome in his perspective from his point of view.
390	Steve DelBianco, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	We circulated amongst the drafting team just last week a pretty rich set of prior Business Constituency positions reaching back to the previous review that was done seven years ago, has it been that long. And through that process the BC commented many times on structural elements, commented many times on the kind of process type improvements. So if you could address why you believe and concluded that no structural fine tuning -- and I don't like to use the word restructuring because it makes it feel so disruptive that no one would ever contemplated because it is so much work but fine-tuning of structure and voting, why did you take that off the table? I know that's going to be paramount on the minds of many in the BC.
391	Steve DelBianco, https://buenosaires53.icann.org/en/schedule/tue	Business Constituency	Well the fine-tuning I was referring to, and that everyone in this room is thinking of, is the fine-tuning not within the BC but in the BC's relation to the Commercial Stakeholders Group, the noncontract party's house in the broader context of how voting occurs.

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395	J. Scott Evans, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	A couple of times earlier today, and then again today when queried about our - or you could say received pushback from regarding the fact that you didn't address GNSO structure or the structural - structural issues that were given to you during some comment periods. You seem to indicate that you felt like one of the things we need to do is sort of implement the changes, the recommendations that you've done -- you've put forth, those that we choose to and then see how it fits. And if they haven't helped then maybe look at a bigger change. And in both of those instances you've pointed to the recommendation of allowing constituencies to form more readily. So could you go over those for us? Because you seek keep intimating that that might be a tweak that would at least resolve some of the tensions that we have perceived. You haven't explicitly said that that you seem to imply that that might be helpful in relieving some of the tension. So if you could just go into those for us here I would appreciate that, if there's no objection from anyone else in the room.
398	Steve DelBianco, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	You did us the honor of acknowledging that we have significant problems with the CSG structure and what is forced on the Business Constituency. You wrote, "The CSG is a mix of constituencies that are diverse and divergent interests. A number of interviewees expressed concerns that constituencies were established to allow decision-making at the appropriate level. And yet the board requires our disparate views and interests to be amalgamated artificially into a common stakeholder group position." So I'm reading that thinking they got it. And then you said that we expressed those concerns, that the board has required us to have a single set of views and that the concept of that CSG is becoming meaningless and frustrating. So I read on to recommendations engine made no recommendations, didn't speak of it anymore. So while we are grateful that you acknowledged our frustration with that, it didn't rise to the level of making recommendations. So I would just invite you to consider what potential recommendations would you have made and you decided not to or do you have advice for us to solve the problem you helps to document?
400	Zahid Jamil, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	First a comment on your opening remarks regarding the fact that the structure is so young and really hasn't been tested and we've got to give it time, is probably the least of the most, you know, of the evils that we have in front of us. I have to say having worked in the Council; I don't share your view on that. I would say you need to speak to more people in your interviews because you might get different views on that especially people who have worked with in the GNSO, I think I'd encourage you to do that. We think it's worse than what was earlier. So that view is not shared. But we can go into that in further detail.
401	Zahid Jamil, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	I had a question which is more substantive around scope. If you go to the ICANN website on GNSO review 2014, let me read out what it says when the RFP was floated. "The objective of the review is to examine organizational effectiveness of the GNSO," which is in your RFP, "including its structure components," etcetera, etcetera, etcetera. So the review is for the effectiveness including the structure. My question is - and that's exactly what it says in the bylaw, Bylaw Number 4 of the ICANN bylaws says, and let me read that out, I lost it, where did it go? Performance. And it says basically the review should also include any change in the structure or operations if it is desirable to improve its effectiveness. So the structure has a

			<p>direct relation to the effectiveness, the effectiveness on its own is not important. Any change in structural operations that is desirable to improve its effectiveness. And then I went to your RFP itself and I didn't see the word structure in there but I didn't see an exclusion. And then I went to the recommendations in the draft report where your scope paragraph says, "But any discussions on structure are not part of this review." So I'm a little - I'd like to just understand the bylaws require structure review, the initial RFP page talks about structure review if I understand it correctly, and then we don't have that, it's been carved out of your report. So I just wanted to get some clarity on that.</p>
402	<p>Zahid Jamil, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en</p>	Business Constituency	<p>It would be nice to know who it was that said that this would not be part of it, was that the GNSO, was it staff.</p>
403	<p>Zahid Jamil, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en</p>	Business Constituency	<p>So just as a follow-up, it's really odd, I would, again refer to what Marie's concept was that as we implement we would then review structure sounds sort of backwards to me, one. Second, it would be nice if you could get some clarification on this point of where you got that because I know that you are going to go back and probably say well we were asked not to do the structure and exclude that so there would be some information on where that information -- or that instruction came from.</p>
404	<p>Stéphane Van Gelder, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en</p>	Business Constituency	<p>I just want to back up Zahid's comments. In every single discussion that I've heard about the work you're doing, that point has come up. Please correct me if I'm wrong but I think every single time from any part of the GNSO community people have told you we'd like to see some structure, at least some work, proposals, whatever you want to call them, in the work you're doing. And every time I've heard that put to you, we've had this kind of response of, you know, actually I don't even understand the answer I've been given. It's meandering all the way, all around the single point. Sorry to be so brutal about it. But there's - it's a simple question. We want something in this work that addresses the current structure, whether we like it or not. And we don't understand why it's not in there because to us it's in your mandate and even if it wasn't you'd do well to put in there because it's the glaringly obvious thing that needs to be done.</p>
405	<p>John Berard, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en</p>	Business Constituency	<p>Fingerprint technology. When I believe it was the Singapore meeting, not the last one but the one before, when Ray Plzak came to the GNSO Council to talk about the start of this review process. Ray made it clear that his intention as the lead board member was for this to be essentially a set of checkboxes reviewing the activities of each of the constituencies and the stakeholder groups to see what they did and where they did it and how they did it and if they get it. And he was clear that there was not to be a structural review aspect to this. It was under, I believe, pressure from an initially that GNSO Council at that time, and then everybody else essentially piling on, that the notion of a structure review actually took some form which is reflected I think in the partial assessment that the report makes with regard to structure. The difficulty that I have from eight -- now I'll make a comment -- is that you can play with that constituencies</p>

			from here until Dublin. The difficulty is presented in the composition of the houses. And so if there are constituencies that dissolve or others that arise, the problem, I believe, as I have heard it for the last few years from my colleagues here is that it is in the way in which the houses were artificially created that prevents things from sometimes not even getting an airing let alone a decision. And so point of information, I think Ray's intention at the start was that structure be a word but not an outcome, that it was beginning with the GNSO Council and then others that caused it to - the aperture to be open. But that's ultimately what you offered is not even a palliative for what most people feel is the pain.
408	Tony Harris, https://buenosaires53.icann.org/en/schedule/tuesday-ispcp/transcript-ispcp-23jun15-en	ISPCP	In rereading these recommendations I don't know - I probably missed something but have you as a review team looked at the way the voting structure is set up in the GNSO? And is there anything in your report on that?
417	Mike Rodenbaugh, https://buenosaires53.icann.org/en/schedule/tuesday-ipc/transcript-ipc-23jun15-en	IPC	You mention that there's been 120 comments specifically about structure, which you say were unsolicited because we didn't actually ask any direct questions in the survey about structure. And I just feel that we should take the opportunity to digest all that information as a community, if not for this time then to consider what we might want to do with structure the next time. So asking to be more thorough in that regard and as I asked this morning to also provide the raw survey responses of those folks who did not request that their responses be anonymous. That means that they're happy to have them published. And I think that would help the community to see that - to be more comfortable with your work and your advice, and also to take our own pass at it for future work of the GNSO with respect to structure.
418	Greg Shatan, https://buenosaires53.icann.org/en/schedule/tuesday-ipc/transcript-ipc-23jun15-en	IPC	I've been reading an awful lot of public comments and also reading very lengthy documents that attempted to boil down the public comments into maybe a mere 84/85 pages or so. Where can I go to read the comments? So this is not an open and transparent process? Then how come I can't read the comments? How about written comments?
419	Greg Shatan, https://buenosaires53.icann.org/en/schedule/tuesday-ipc/transcript-ipc-23jun15-en	IPC	Just out of curiosity and you may not know how the decision was made not to ask questions about structure and to put that outside your remit and thus put you in this rather awkward position.
Transparency			
103	Etienne Sanz De	INTA	INTA agrees that there is an issue with interpretation, but considers that this stems, at least in part, from

	Acedo, Lori Schulman		the wording of the current SOI Form rather than a belief that the GNSO Participation Rules and Operating Procedures are merely guidelines. It is possible to answer the questions in the SOI Form in such a way as to comply with the letter but not the spirit, either deliberately or due to a genuine misunderstanding of what is required. INTA considers, therefore, that the current SOI Form should be redrafted to be clearer about what is required. Guidance on what information must be provided in completing the form would also be very beneficial.
104	Etienne Sanz De Acedo, Lori Schulman	INTA	The current SOI system is not really flexible enough to deal with the fact that due to the expansion caused by the new gTLD Program the same person or company may now, quite legitimately, participate in more than one Stakeholder Group or Constituencies. The SOI Form and/or procedures should be revised in order to better accommodate this, and the fact that someone may participate on different issues in different capacities.
396	Marie Pattullo, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	On your slide about transparency, and you left out something with which we have no problem, you want a list of people who are in this room to be publicly available. No problem with that. I work for a trade association, you want to know the list of my members. Go to my website, they're all there. Whois, now the point is I can give you an example of how some policies aren't going to get through the GNSO easily because the BC has very basic things that if you want my credit card details I want to know who you are. That's part of Whois. And why isn't it happening, because there are some other of the parts of the GNSO who have a different view. Now I'm not saying this is the time or the place to discuss that but I'm using it as an example as to why the current structure prevents policy working. And your idea that let's come up with lots of new processes to be able to develop policy, and if they don't work they we'll change the structure,
Working Group Model			
93	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA suggests that recruiting programs should focus on volunteers with traditional business, legal and marketing expertise as these skill-sets are woefully under-represented in the ICANN community, which is dominated by technical and domain name industry participants. INTA also supports providing financial assistance to volunteers with such expertise and also to increase volunteer participation in more than one applicable Working Group.
94	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA agrees that incentives to increase volunteer participation should include increased training and development opportunities, including greater recognition of project leaders and volunteers. For instance, greater acknowledgment could be provided for those volunteers who develop key initiatives further implemented and recognized by the GNSO and ICANN Board.
95	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA acknowledges that extra efforts are required for inclusion of non-English speaker participation and more affirmative methods should be implemented, such as programs targeted for community members from outside North America and Europe. Overcoming language barriers, such as through translation and transcription services can assist in overcoming language barriers.
96	Etienne Sanz De Acedo, Lori Schulman	INTA	INTA should continue with follow-up on policy implementation issues. Working Group deliberative history (like legislative history) should be maintained and Working Group members should also be asked to provide guidance on questions that arise from policy implementation and how policies are interpreted and

			enforced after implementation.
Other			
140	Will Hudson	Google	The GNSO should develop a procedure to terminate or defer work that has been identified as lacking sufficient community engagement or unlikely to achieve consensus.
150	Anupam Agrawal	Internet Society, India Kolkata Chapter	In its 2008 Board Governance Committee Working Group (BGC WG) made recommendations in the following broad level areas / themes. The themes were • Adopting a Working Group model for policy development • Revising the policy development process (the PDP) • Restructuring the GNSO Council • Enhancing and supporting stakeholder groups and constituencies • Improving communications and coordination with other ICANN structures Now the broad themes under which Westlake has grouped their recommendations are as follows: • Participation & Representation • Continuous Development • Transparency • Alignment with ICANN's future. While the 2008 recommendation areas reflect largely various dimensions of operations, the West Lake recommendations has a theme named "Transparency". The appearance of this as a theme is largely disturbing and is a huge area of concern. While Westlake has attributed all recommendations directly to one of the themes, there are recommendations are overlapping themes and as such there should be snapshot wherein the Westlake's percentage attribution of each recommendation across themes should be done.
151	Anupam Agrawal	Internet Society, India Kolkata Chapter	A matrix needs to be included to showcase the Westlake recommendations perceived impact on the expected outcomes and its possible Recommendations can be classified to showcase which one contributing to core values.
378	Stephanie Perrin, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	Constituencies overwhelmingly are not funded as well as some of the others. Now my colleagues in the registrar community assure me that they do not have the funds to bring their policy staff to ICANN meetings too, and that we're not the only ones that suffer. And I'm exgovernment so I'm well aware that government doesn't have budgets to come to ICANN. So this is kind of an oversimplification of the matter. But the fact is if you're volunteering to represent civil society, either you're on the salary of a university or you're on salary for a rights' organization, and those guys are usually going from funding effort to funding effort. Or you're funding yourself and getting whatever you can from funding that ICANN provides, and I'm in that category myself. And so there you have a key problem because we're all going to be fighting over the funding. And I really think I brought this out in my own comments that I submitted. And to the earlier point about how people don't get their comments wrapped up in NCSG, anybody can comment. If you're not happy with how your comments got melted together in a joint proposal, then you can always comment yourself. So I find that a little spurious myself. I think that that has to be addressed. And I'm not going to go on and on, but - Bill says, "(Unintelligible)." Right.
379	Stephanie Perrin, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	The third point I wanted to make, and I'm referring to a town hall meeting where Alejandro was commenting on the lack of trust for Board members. It was a discussion that went on the other day about how somehow the most trusted people in the community get elected to the Board and then all of a sudden they turn into the devil, right. I think he's got a good point. What we don't mention in this community is there's an enormous amount of friction; it's overt. If you volunteer for the PDPs - I shouldn't be saying this;

	-ncuc/transcript-ncuc-23jun15-en		I'd be discouraging newcomers from joining the PDPs. There's a lot of stress there because you are diametrically opposed many times in your argument and you can get outvoted. What happens to all that animosity? Well, I tell you. It gets projected onto the Board and some of it may be projected onto you guys in this exercise. And it will be projected onto the structural committee on improvements. We need to address the friction in a more transparent manner. I think this organization needs to grow up, be mature, and talk about the things that people are fighting about.
380	Avri Doria, https://buenosaires53.icann.org/en/schedule/tue-ncuc/transcript-ncuc-23jun15-en	NCUC	I really wanted to say something brief which was in the whole progression of what was going to happen, people said, "And then this SIC will put out a report from the review and go to the Board. We have seen several times where the SIC has taken the report, refashioned the recommendations, and come up with recommendations that look nothing like the recommendations in the reports that others have given. So that's an important thing to know when you're writing the comment. If you think something different should be recommended, recommend it.
385	Jordyn Buchanan, https://buenosaires53.icann.org/en/schedule/tue-rrsg/transcript-rrsg-23jun15-en	RyRr SG	I apologize I haven't fully digested the report yet but I'm wondering if you had the opportunity to not only take a look at the GNSO with regards to how it operates today and looked at sort of incremental improvements. But if you had the opportunity to compare the policy development process within ICANN to other models in particular I'm curious about whether our current stakeholder group and constituency model is conducive to creating policy as opposed to other models like the ITS where people just participate sort of ad hoc in order to develop the technical documents that the ITF produces.
394	Jimson Olufuye, https://buenosaires53.icann.org/en/schedule/tue-bc/transcript-bc-23jun15-en	Business Constituency	What about internal ICANN staff? Internal ICANN staff? Did you do some review concerning that? The requirement for training for ICANN staff.
412	Unknown, https://buenosaires53.icann.org/en/schedule/tue-ispcp/transcript-ispcp-23jun15-en	ISPCP	Adobe Connect? Are you freaking kidding me? So truly - in fact, for staff in the room, I actually - I actually thank you that you're here because here's another thing I will say. My experience with policy development staff has been wonderful. I agree with (Christian) that my experience over the years - and I've only been working inside of ICANN a short time since 2000. And I have nothing but wonderful things to say about the policy development staff. But I will say that the tools they've been given to help us do our job of policy development are truly from before the industrial revolution.

Section IV: Analysis of Comments

General Disclaimer: This section is intended to provide an analysis and evaluation of the comments received along with explanations regarding the basis for any recommendations provided within the analysis.

Westlake Governance Limited will consider all feedback provided by the community, will prepare a detailed analysis of concerns raised by the community and will issue their response, including how they plan to resolve the comments within their Final Report. Westlake will present their final report and recommendations to the Organizational Effectiveness Committee in September.