

Summary Report of Public Comment Proceeding

Enhancing the Effectiveness of ICANN's Multistakeholder Model – Next Steps			
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Section I: General Overview and Next Steps			
<p>Note: This report was originally published on 17 August 2020. Submitted comments from the Internet Services Provider and Connectivity Provider Constituency (ISPCP) were inadvertently not included. Therefore, this report has been updated as of 3 September 2020 to incorporate the ISPCP comments as part of this proceeding.</p> <p>As part of a broader effort to enhance ICANN's multistakeholder model, the "Enhancing the Effectiveness of ICANN's Multistakeholder Model – Next Steps" paper lays out a path forward that encompasses existing work efforts and maps a course that can facilitate continuous improvement of ICANN's multistakeholder model. In line with comments from the community, a holistic approach to evolving the multistakeholder model must not duplicate work underway but rather harmonize with existing efforts.</p> <p>Public Comments on this document will be carefully considered, following which a final, revised work plan will be published. The ICANN org will facilitate/oversee implementation once the Work Plan is finalized, track progress of this work and provide reports to the community to ensure transparency.</p>			
Section II: Contributors			

At the time this report was prepared, a total of fourteen (14) community submissions had been posted to the forum. 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
Generic Names Supporting Organization (GNSO) Council	Support Staff	GNSO
gTLD Registries Stakeholder Group	Samantha Demetriou	RySG
JJN Solutions, LLC	Jeff Neuman	JJN
Article 19	Ephraim Percy Kenyanito	Article 19
Youth4IG	Elliott Mann	Youth4IG
Business Constituency	Steve DelBianco	BC
At-Large Advisory Committee (ALAC)	Support Staff	ALAC
Intellectual Property Constituency (IPC)	Matthew Schwartz	IPC
Non-Commercial Stakeholders Group (NCSG)	Raffik Damak	NCSG
Governmental Advisory Committee (GAC)	Support Staff	GAC
Registrars Stakeholder Group (RRSG)	Zoe Boynton	RRSG
IPEOS	Betty Fausta	IPEOS
Internet Services Provider and Connectivity Provider Constituency (ISPCP)	Wolf-Ulrich Knoben	ISPCP

Individuals:

Name	Affiliation (if provided)	Initials
Javier Rua	ALAC	JR

Section III: Summary of Comments

General Disclaimer: This section intends to summarize broadly and comprehensively the comments submitted to this Public Comment proceeding but does not address every specific position stated by each contributor. The preparer 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).

Fourteen Public Comments were received on the “Enhancing the Effectiveness of ICANN’s Multistakeholder Model-Next Steps.” The comments focused on the three priority areas in the work plans, including the suggested actions to address gaps in those work areas. This summary is organized in four sections:

1. General comments
2. Comments on “Prioritization of Work & Efficient Use of Resources”
3. Comments on “Precision in Scoping the Work”
4. Comments on “Consensus, Representation, and Inclusivity”
5. Comments on Remaining Work Areas

1. *General Comments*

There was broad agreement among commenters that the three priority work areas and the three remaining work areas are all important to ICANN's future progress. The GAC, RRSB, GNSO, ISPCP, and RySB expressed support for the identified priority areas and the suggested actions.

GNSO noted the many linkages between these efforts, as well as the ATRT3 final report, and the implementation of the CCWG-Accountability WS2 recommendations. The Council urged careful and transparent management of the overlaps in these projects. In addition, the GNSO provided a detailed table of PDP 3.0 work products that have been implemented or are planned as also helping to advance the goals of the Work Plan.

The RySB agrees with deprioritizing the three remaining work areas. They also note that the work identified in the Work Plan may be incomplete as it is missing ongoing PDPs and IRTs, as well as the RA amendment process in which the RySB is currently engaged. The RySB also noted a lack of focus on how to bring work efforts to a close or placing some projects on hold until completing other, higher priority projects. The RySB suggested this may be beneficial given the current challenges of working during a global pandemic, which has placed new and increased demands on time.

Article 19 commended the overall proposal but noticed that the document left out six crucial WS2 recommendations related to Culture, Trust & Silos that should be included elsewhere in the document, under either the Prioritization or Precision of Scoping work areas. Article 19 notes these are important recommendations as they address: board removal, human rights, and ICANN settling disputes free of the U.S. Government. Article 19 also noted that the document is very community focused and does not address the important role of the ICANN Board and ICANN org.

Youth4IG noted the importance of engaging the entire ICANN community in this process, which must be continually reviewed. Youth4IG particularly noted the importance of youth in this process, which could add new voices to the community.

The ALAC raised concerns regarding limiting the work plan to the three priority areas, and suggested that all six topics must remain a high priority to have a meaningful impact on ICANN's multistakeholder model. In addition, they don't see a sufficient community-wide push expressed in the paper's suggestion that community groups are welcome to take on the remaining work areas. The ALAC suggested a timeline that would address all the issues within the frame of the current five-year ICANN Strategic Plan. The ALAC also raised concerns that suggestions made in previous Public Comments were not addressed in this plan, including the idea to engage a professional facilitator to help address many of the six work areas. As a result, the ALAC suggests that ICANN org create and release a document that analyzes all suggestions that have been offered and shows how they fit into the identified issues.

The BC raised concerns about the prioritization of the issues. The BC noted that the previous comment period asked the community to rank issues by what was "most 'ripe fruit' opportunity" and not "priority." The ranking in this document is based on time/resources rather than importance to commenters. The BC wrote that ICANN needs to be more clear in its

language. The BC also said that while ICANN org routinely states priorities are set by the community, community processes for this are unclear. As a result, relegating "roles and responsibilities" to the bottom of the list of work areas is an error. The BC did agree the six topics are sufficient to address the Enhancement of ICANN's multistakeholder model, but disagreed with the rankings, noting that the remaining work areas are equally essential. In this regard, the BC is willing to help with six priorities.

Both the BC and IPC noted the absence of discussion in the paper about concerns related to community structures and their importance to the success of ICANN initiatives. Both are particularly concerned about the structure of the GNSO and how it may undermine the effectiveness of ICANN's multistakeholder model.

The IPC remains concerned that the final work plan will be ineffective in addressing the priority areas identified in the work plan. The IPC notes the many existing community work streams and expressed concern that the volume of efforts may be too large and diluted to meaningfully impact ICANN's multistakeholder model.

Looking ahead to an uncertain future for face-to-face meetings during the global pandemic, the ALAC suggested utilizing its members to host sessions and ask questions on key topics to address complexity and break down silos, in the process starting to redefine roles. The ALAC suggested that this may also be achieved with more regional face-to-face meetings (post-pandemic), which will enable greater representation and inclusivity. Youth4IG also suggested that the plan include greater detail about how the lack of face-to-face meetings can be addressed until such time as they are feasible again.

There was broad support for establishing an evaluation mechanism to gauge the progress of this work. The ALAC suggested it should be connected to ICANN's Strategic Plan and that subjective measures are vague and should not be the only measures, as ICANN's multistakeholder model should always be evolving. The BC suggested using existing mechanisms for evaluation, and encouraged exploring new ones. The RySG expressed concern about the lack of clarity for this process and urged ICANN org to give more substantial thought on how an analysis of the work may be conducted. Article 19 wrote that the evaluation mechanism should be more subjective than objective. Article 19 also explained its position that the use of budgets and timeframes in evaluation creates a sense of urgency rather than addressing the root cause of what Article 19 called "failures to reach consensus". Instead, Article 19 noted subjective measures such as: whether there is a sense of consensus and whether partial successes are sufficient to declare success? These types of subjective measures could be more aligned with the recommendations in PDP 3.0 and the Consensus Playbook. On the other hand, Youth4IG supported the use of objective measures that are based on budget and time-bound. Youth4IG also supported the use of existing mechanisms over the creation of new mechanisms.

NCSG noted that time and budget are not issues to resolve with regards to improving ICANN's multistakeholder model. NCSG writes that overspending was not identified as an issue so the community's attention should not be on measuring resource flows. Similarly, the NCSG notes that time is not a problem, but rather a symptom of other issues, which have rightly been identified. The NCSG suggests that evaluating the success of the work plan must be considered through a longer-term lens, as some of the results may not be identified until actually put to work.

IPEOS expressed appreciation for the publication of the Public Comment proceeding in multiple languages.

2. *Comments on “Prioritization of Work and Efficient Use of Resources”*

The RySG noted in its comments that the prioritization of work "should be community-led: in the hands of the SO and AC Leaders, based on bottom-up input from their respective communities and in dialogue with the ICANN Org CEO and ICANN Board Chair to assure that staff and budget constraints are fully taken into account." The RySG also noted that SG/C leaders should be consulted on matters that stretch beyond the GNSO Council. In addition, they noted the complexity involved in documenting and prioritizing work across all SO/ACs, and again suggested the creation of an ad hoc group of alumni leaders to support the work of SO/AC chairs in the prioritization effort. RySG reiterated previous comments that noted prioritization may be eased if the community were to undertake "smaller, concrete and overlapping projects" to make it easier to oversee these efforts and prioritize them. The RySG also suggested ICANN org provide help with prioritization, to facilitate agreement across community groups, including working in tandem with the planning and budgeting process.

Youth4IG supports the two suggested actions and advocates for other non-ICANN community groups, such as Youth4IG, which do not fall into the identified groups to be leveraged in this work. Youth4IG also noted that annual work prioritization efforts should consider the time-zone issue, and subsequently increase opportunities for communication and rotate meeting times. Youth4IG also supports considering the proposed cadence for budget and planning processes in these discussions, with ICANN org doing greater outreach to ensure there is an appropriate number of Public Comments.

The BC noted that prioritization should be understood by all; even those who are mildly engaged. The BC asked: What do the Board and Policy team propose for communicating priorities to the community? A bimonthly call? A newsletter? The BC writes that the multitude of work processes, mechanisms and actions included in the plan are evidence of the current, unsystematic approach to ICANN's multistakeholder model. The BC suggests an effort to consolidate the myriad of work streams as they currently lack cohesiveness or meaningful community participation.

The ALAC endorses the recommendations to enhance prioritization but states it "needs to be done through a community-led entity tasked with conducting a prioritization process for recommendations made by review teams and cross-community groups." Similarly, the GAC believes community prioritization guidance and direction should be incorporated into each year's annual operational planning effort by leveraging a number of existing work efforts already being managed by various aspects of the community.

With regard to addressing the gaps on community-developed processes, the GAC said it has found that a number of cross-community efforts have worked well recently (e.g., New gTLD Subsequent Procedures and GDPR EPDP Phase 2 under the auspices of the GNSO) where any difficulties experienced regarding the timing of the work or the challenges of achieving consensus have been more the product of different community goals, positions and views rather than a consequence of misaligned prioritization. The GAC notes that leveraging this existing framework could feature an annual or biannual process for community leaders to

share goals and work priorities. Such a framework would be of great value for inter-community information sharing and would allow the community, ICANN Org and the Board to identify and agree on the top priority matters that may require focused community efforts over the course of any given fiscal year.

3. Comment on “Precision in Scoping the Work”

The ISPCP agrees that the tools to achieve effective prioritization and scoping, which are suggested in the Work Plan, are helpful. The ISPCP further notes that PDP 3.0 is of major importance to outcomes in the form of procedures, playbooks etc., and should be a guide for the community to rely on but should leave enough flexibility to accomplish the work.

The GNSO notes that several PDP 3.0 suggested improvements have already been put to work in existing PDPs, including the recently concluded EPDP Phase 2. Examples are the GNSO Project Work Product Catalog, Project Status and Condition Change Procedure and Flowchart, and the Project Change Request Form. These areas together with other planned improvements are noted as an impact to this work area.

The RySG notes that the Work Plan lacks sufficient detail on how to tackle this important issue as the proposed processes only address Reviews. The RySG writes that the document does not address how to give the community resources or support in setting a precise and realistic scope for other work efforts, which is very much needed.

The BC notes that the management of processes within ICANN should be entrusted to people who have proven project management skills, which would increase the odds of successful initiatives. The BC also writes that leader selection should include competency in project management, mediation, and other essential skills. At a minimum, the BC said, leaders should be able to express a clear project management plan, with synergy between staff and leaders. The BC previously commented that eliminating overlap (too many groups working on the same questions) is important for the success of the Enhancing ICANNs Multistakeholder Model process.

Regarding work underway, the GAC recognizes the value of the PDP 3.0 effort, but community experience with the recent EPDP Phase 2 underscores the “scoping” challenge. It seems that even when a PDP is chartered and the work is scoped, the different aspects of various sub-issues can unintentionally throw the process off track. In the area of reviews, the GAC writes that scoping can be quite useful in narrowing the extent of inquiries, but it may or may not be advisable for independent organizational reviews to be restricted in the areas of their inquiries.

4. Comments on “Consensus, Representation, & Inclusivity”

The GNSO supports the suggested action that the GNSO Council holds a community-led webinar to familiarize the broader ICANN community with the PDP 3.0 improvements, and notes that they already conducted one in December 2019. The Council is planning a second webinar to be held prior to ICANN69. That webinar will focus on providing the community with an update regarding the implementation of PDP 3.0 recommendations, an assessment of whether PDP 3.0 has enhanced the efficiency and effectiveness of GNSO PDPs, and to help other SOs and ACs evaluate the applicability of PDP 3.0 recommendations to their own work.

In addition, the Council notes some already-implemented PDP 3.0 recommendations as contributing to this work area. Those include: Statement of Participation, Comparison Table of Working Group Models, New Liaison Brief and Liaison Handover, GNSO Council Liaison Supplemental Guidance, and Expectations for Working Group Leaders and Skills Checklist.

In addition, the GNSO supports the suggested action to host an introductory webinar of the Consensus Playbook to increase community awareness about this reference guide. However, instead of the Council itself leading the webinar, the Council suggests ICANN org take the lead as ICANN org worked directly with the vendor to ensure wider applicability of the guidebook to the community. The Council suggests ICANN org is better suited to lead the webinar, as the Playbook was not intended to serve solely as a GNSO product. In addition, the GNSO Council suggested that if ICANN org plans to develop any additional educational materials related to consensus building, the Consensus Playbook should serve as the foundation for those materials and its content repurposed to create consistency by building on existing work to which ICANN org already devoted resources, as well as facilitate the learning/adoption of the playbook through diverse platforms targeting different audiences.

The RySG supports the proposed actions to raise awareness about PDP 3.0 and the Consensus Playbook. As previously noted, the RySG again stated that one of the key issues related to building consensus is that participants often lack the authority, incentives and/or the willingness to compromise on issues, or they seek to preserve the status quo at the expense of reaching compromises. While the RySG expressed optimism about the impact the Consensus Playbook will have on this issue, they continue to consider this a core challenge for ICANN's multistakeholder model.

The RRSO also noted that its feedback was incorporated in this current report, and that "consensus, representation, and inclusivity" is a high priority item, and hopes that ICANN can continue to become a truly global community with increased participation around the world.

In addition, the GAC agreed on all points. Some combination of general information and targeted community "in-reach" should also be explored, and potentially planned and tracked by the SO-AC Leadership Group.'

The ISPCP noted that community participation and time are crucial and stated that, "Continuous ICANN org support in outreach activities is therefore a need."

NCSG wrote that a substantive, results-oriented approach is the best way to measure success at a high level with regards to consensus. For example, for PDP 3.0, NCSG notes it would be important to measure WG participants' understanding of the contents of PDP 3.0, and whether it is actually used as it should be, besides a result-oriented measurement of whether better consensus is achieved. NCSG writes that this will ensure we understand the causes behind the success or failures when it comes to consensus improvements.

With regard to the impact of PDP 3.0 on enhancing the effectiveness of ICANN's multistakeholder model, JJN does not believe it will have the required impact. He notes that "participants within the ICANN community (including Government representatives) and within the Working Groups have little incentive to compromise, nor do they have the authority or willingness to come to a mutually beneficial resolution on some of the most contentious issues within Internet governance today." While JJN supports the recommendations made in

the Consensus Playbook, he doesn't believe it or PDP 3.0's recommendations are able to address the lack of incentive to compromise in working groups.

JJN notes there is a problem with incentivizing groups to compromise, or even a willingness to give up on a preferred outcome for what an individual or group may perceive to be a worse outcome for them. Those, combined together, are even more challenging when the individual or group does not have the authority to change the position they are tasked with representing.

To overcome these obstacles, JJN suggests that not all policies necessarily need to achieve consensus but instead may be better crafted if there was agreement that new policies are meant "to create best practices accompanied by real incentives to adopt those best practices." JJN also recommends emphasizing the importance of improvements over trying to achieve perfection in policy recommendations. JJN suggests focusing PDPs on areas where there is an identified problem to solve. JJN recommends that sometimes accepting the continuation of the status quo as the default position may not always be beneficial, as the default may prove harmful for some. JJN also suggests some other improvements to be considered in PDPs: requiring the disclosure of who an individual represents in the working group; affirming that even if an individual is representing a client, they have the authority to negotiate on compromises; and recognizing that some issues may best be solved by third parties and not necessarily by ICANN's contracted parties.

The BC describes this work area as an overarching concern; especially with respect to structure which is the most significant gap in the community. The BC writes that the three topics of this work area are the symptoms of structural imbalance. The BC notes that this concern was dismissed in its previous three comments. The BC is concerned that dismissing the structural issue as to whether the two-house structure undermines the Enhancing the Effectiveness of ICANN's Multistakeholder Model process and that it is not adequately designed is harmful to the furtherance of ICANN as a strong international institution. The BC urged ICANN to delve further into this existential question: "How to ensure that the system is set up to facilitate consensus-driven, bottom-up decision making that is fair, transparent, and whose legitimacy is universally accepted by the community?"

This issue area is of the greatest importance to the IPC. While building on the community work already underway and the suggested new actions may be helpful in this work area, the IPC said it is concerned that the proposals presume a shared goal of compromise to achieve consensus. The IPC believes some community members may have an incentive to maintain the status quo and thus may work against consensus to maintain that position. The IPC writes: "It is unlikely that muddling through the very same processes that suffer from an underlying lack of incentive toward compromise will yield substantive changes to the MSM." The IPC also reiterated its concern that this exercise does not address structural issues in the GNSO, which the IPC said it believes are at the core of many of the work areas, including consensus, representation and inclusivity.

The ALAC noted concerns that "recruitment and demographics" were not included in this issue and suggested that ICANN org's analysis of Public Comments should account for ALAC concerns on "recruitment and demographics." The ALAC also noted in its comments related to the work area of "Complexity" that development of learning materials should go beyond webinars and ICANN Learn and include community-driven initiatives such as Internet Governance schools and a central database for all resources that are being developed regionally and centrally.

5. *Comments on Remaining Work Areas*

With regard to “Complexity of (A) the Tools to Access Information and Data and (B) Content,” IPEOS writes that some topics are very complex and require newcomers to go through a long and intensive observation phase before they are able to participate. IPEOS asks whether a mentoring program could be set up, with points of contact ready to guide non-expert participants in order to have a diversity of opinions.

Youth4IG notes that NextGen should be mentioned in the remaining work areas as with the Fellowship Program, because they are very similar. Youth4IG also notes that recent changes to NextGen, including the introduction of mentors, has helped to reduce complexity for those newcomers. Youth4IG further suggests creating a “bridge” into the wider ICANN community for Fellows to help them after they conclude the Fellowship Program, and cultivating a stronger community for past Fellows such as periodic virtual alumni meetups..

The NCSG notes that both it and the NCUC applied for and were granted Additional Budget Requests (ABRs) for FY21. Both of those relate to capacity-building for civil society (focusing on advocacy for NCUC and leadership for NCSG). While both the stakeholder group and the constituency are still developing their implementation plans for these ABRs, the NCSG believes they will contribute to all three of the remaining work areas. Capacity building will help create a more even playing field & meaningful diversity, reduce barriers to meaningful participation, and reduce the silos. The NCSG writes that this work will also reduce the complexity of tools to access information by providing small-group or personalized guidance on all kinds of matters pertaining to ICANN, thus creating a common understanding of the distribution of power and duties or roles within the whole of ICANN.

The GAC commented that the seven information and data platforms and current work efforts identified in the paper offer a substantial set of options and resources that can be used to leverage opportunities to streamline and clarify existing information, data and content streams while considering new approaches to help improve the scope, depth and clarity of information available to community members and others.

With regard to the “Culture, Trust, and Silos” work area, JR writes that ICANN should consider the use of professional facilitators that are trained in resolving stalled negotiations, or training those in leadership positions in the community and staff on the communication and consensus building techniques used by these professional negotiators to save time and money.

Youth4IG suggests other training should be added to ICANN Learn; such as knowledge of ICANN groups and work tracks, cross-cultural communication, and how to work virtually. Youth4IG notes there is a subset of the community that wants to participate but have difficulty finding their way in, and writes that this is even problematic for Fellows as there is no opportunity for continuing education after their Fellowship ends. ICANN's Fellowship program should be included with respect to improving accessibility of the ecosystem and improving diversity, according to Youth4IG.

ALAC questions the current structure where SOs make policy decisions and ACs do not participate in final decisions. In this work area, the ALAC supports the ATRT3

recommendations related to a holistic review of all ICANN structures and their relations, and a uniform process for ensuring continuous improvement, which the ALAC believes would ensure continuous improvement of ICANN's multistakeholder model. Having this holistic view would also address the issues related to silos, complexity, and trust.

The GAC writes that its members have observed that the recent openness exhibited by the ccNSO and GNSO to adopt working methods that increased opportunities for cross community participation in ccNSO and GNSO working groups can substantially improve information and communication between all ICANN communities. Efforts by individual communities, like the GAC, to engage in collaborative dialogue with other communities (e.g., the ALAC, ccNSO and GNSO) further demonstrate that proactive outreach can improve trust and help to foster a culture of information exchange and collaboration.

With regard to the "Roles & Responsibilities" work area, the BC notes that the lack of clarity on these undermines the likelihood the ICANN community can deliver on any of the five other priorities. The BC previously commented that ICANN's Bylaws and the IANA stewardship transition process support the definition of roles and responsibilities but didn't go far enough.

In addition to bilateral and multilateral exchanges between community groups, the GAC has seen substantial value in bilateral discussions with ICANN org senior executives as well as Board members through the Board-GAC Interaction Group. These exchanges continue to pay dividends through increased communications flow and information exchange that help clarify roles and responsibilities of all parties.

Section IV: Analysis of Comments

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

As this initiative moves to the implementation phase, all the comments will be carefully considered, following which a final, revised work plan will be published. The ICANN org will facilitate/oversee implementation once the Work Plan is finalized, track progress of this work and provide reports to the community to ensure transparency.

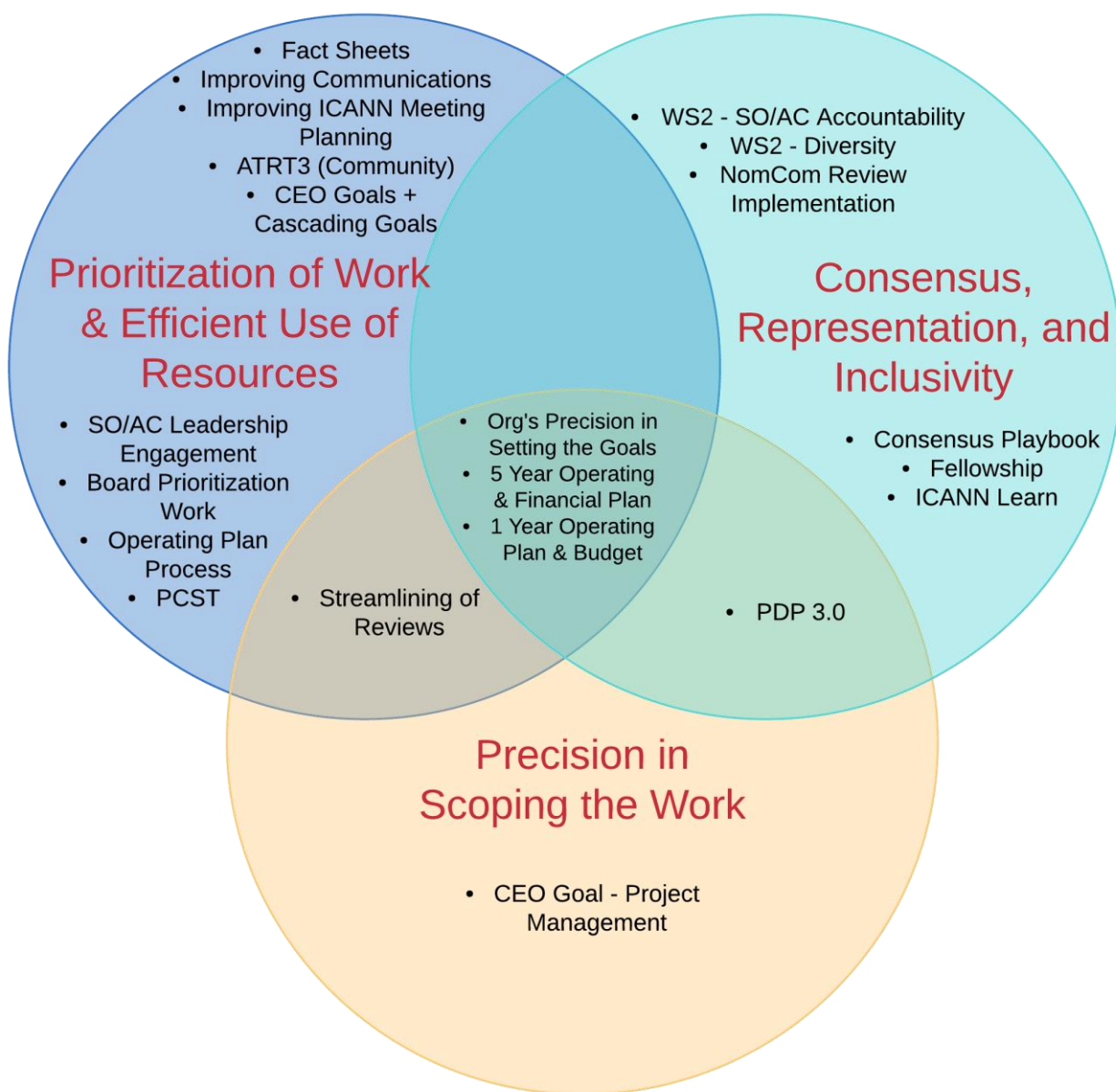
The final, revised work plan that will be used in implementation will be based on many of the specific suggestions made in the Public Comments. This section summarizes some of those recommendations and suggestions, and provides preliminary responses where it is feasible to do so at this time:

Additional Work Streams/Topics to include in Final Work Plan

- The work identified in the Work Plan should include ongoing policy development processes and Implementation Review Team, several WS2 recommendations, as well as the Registry Agreement amendment process. ICANN org should produce a timeline for accomplishing the work in the five-year timeframe of the ICANN Strategic Plan.
 - These suggestions will be considered for inclusion in the implementation plan. The plan is a supplement to all work that is going on across the whole of ICANN, and supports the ongoing planning work related to the important task of implementing WS2 recommendations.

- ICANN org should create and release a document that analyzes all suggestions that have been offered and shows how they fit into the identified issues.
 - All the public input received throughout this initiative has been carefully considered, beginning with the Strategic Trend Outlook community sessions which identified the continued evolution of ICANN’s multistakeholder model as an important area for future work and one which the Board has committed to as a priority in its own work. The evolution of the Work Plan is a direct reflection and consolidation of all the input received throughout the various consultations that were conducted. While some feedback may have been more explicitly highlighted as the process progressed, that does not indicate that other comments were not considered.
- The Work Plan should consolidate the myriad of work streams as they lack cohesiveness to encourage meaningful community participation and produce optimal outcomes.
 - One of the goals of including suggested actions in the Work Plan is to achieve better linkage across all community groups through collaborating to prioritize work. Such collaboration may not fully address this issue immediately, but a natural outcome of this should be better cohesion across work streams which community leaders can holistically look at and decide on how best to prioritize and combine work streams. Additionally, once the final plan is implemented and evaluated, the impact of the suggested actions will inform discussions and decisions as to what other actions might be needed.

With regard to the above three suggestions as they relate to cohesion and other ongoing work such as the WS2 recommendations, the “Enhancing the Effectiveness of the Multistakeholder Model” paper notes the importance of carefully considering overlapping streams of work, as have many of the commenters. As a reference point for these discussions, the below venn diagram was included to help visualize those points of convergence.



- New approaches to better achieving consensus were suggested, such as: incentives for achieving consensus; focusing on improvements to the status quo over trying to achieve perfection; focusing PDP work on areas where there is an identified problem to solve; and clarifying that all policies might not need to achieve consensus but may be better focused on creating best practices. These also included suggestions specific to the improvement of policy development processes. Other concerns were raised regarding structural issues specific to the GNSO.
- Specific ideas for improvements to a GNSO policy development process are more appropriately raised within the GNSO. However, the broader issues of incentives to consensus and clarity on representation of interests are the types of issues that the community should continue to engage on -- both within specific group processes and at a broader level -- in order to continue the evolution of ICANN's multistakeholder model. Further consideration will be given to how these may be appropriately incorporated in the final Work Plan. Structural changes to particular SOs/ACs are not

within the remit of ICANN org, but are more appropriately deliberated by those specified community groups, including through organizational reviews, as appropriate.

- ICANN org should consider additional methods for developing NextGen@ICANN and Fellowship participants, such as additional mentorship programs to better create a “bridge” into the wider ICANN community for Fellows after they conclude the Fellowship Program, and to cultivate a stronger community for past Fellows such as periodic virtual alumni meetups
 - While there is some mentoring currently in place, these suggestions will be considered during the implementation phase to identify if there are areas where additional ongoing support for Fellows and NextGen@ICANN participants might be useful.

Evaluation Mechanism

- Connect the evaluation to ICANN's Strategic Plan and provide more details on this proposal.
 - As the implementation of this work progresses, this community input will be carefully considered to identify a suitable evaluation mechanism.
- With regard to consensus, measure success by evaluating working group participants' understanding of PDP 3.0, whether it is used as it should be, and whether better consensus is achieved.
 - This community input will be carefully considered in creating the evaluation mechanism during implementation.

How will the Work Plan be implemented?

- The plan should address how the ICANN Board and ICANN org are to be involved – not just the community in the various types of proposed work.
 - As the work plan moves to the implementation phase, which will be overseen by ICANN org, the ICANN Board will continue to closely monitor the progress of the work. ICANN org will track and review the progress of the existing community work, as well as the suggested new actions, including working with the community to address evaluation of those actions which are primarily to be led by the community.
 - Additionally, while the Work Plan contains a few actions that propose ICANN org as the participant owner, the org is also listed in a support role for many of the recommendations. Further, many of the recommendations pertain to work that is done by the ICANN community, for which ICANN org will continue its role to fully facilitate and support the work of the community.
- ICANN org should take a larger role in the prioritization work area. To ease the challenge of prioritizing multiple work streams, the community should consider undertaking smaller and overlapping chunks of work.
 - ICANN org expects to take a proactive role in working with the SO/AC leadership to ensure that prioritization and planning of the community's work agenda remains a regular part of ICANN org's engagement with the community. In addition, ICANN org continues to evaluate and improve its tools for efficient and effective management of its and the community's projects.
- ICANN org should take the lead on suggested action to hold webinars on Consensus Playbook.
 - ICANN org has shared this suggestion with ICANN org's Policy Development function. ICANN org expects to raise this suggestion with the GNSO Council, to

ensure that ICANN org takes the appropriate role in facilitating community understanding of the Playbook and on how to track community deployment of such tools.