Comment (personal) in response to the current call for Public Comment on Evolving the Multistakeholder Model at ICANN

My issues of interest, provided below, are clustered together into three groupings (and I note here that the ALAC Statement has also utilised a grouping approach with 4 general categories structural, process, participation and intergroup relations) . Where I perceive interdependencies, or where some issues overlap two or all three clusters, I have repeated the issues in each groups list. If we were drawing a Venn Diagram of these clusters (sample provided below) these would be appropriately represented in overlapping sectors and the intersecting aspects of the circles

Where possible I have provided annotations and/or specific example about how I believe the issue(s) as a cluster and or separately hamper the effectiveness of ICANNs current multistakeholder model usually from a personally observed perspective, but where specified from the At-Large or APAC/APRALO point of view.

1. Overarching Organisational Issues cluster.
    i. Holistic view of ICANN
    ii. Accountability
    iii. Transparency

Issues i,ii and iii in my view need to be linked as a corequisite set.

    iv. Trust:- *In this cluster Trust is both an Issue for Overarching Organisational matters acting as a pillar of perhaps a strategic plan, but can also be seen as an effective 'subordinate' to effective and high order Accountability and Transparency programs and commitments of ICANN. Obviously these all need addressing and discussing as we develop opinions and outcomes during this project.*

    v. Efficient Use of Resources
        a. Costs :- *Here in my view this should be seen as a sub-set in this cluster, of 'Efficient Use of Resources"it is both an issue of Cost predictability/estimates, management *and* appropriate levels *of* resources to fully facilitate activities and well structured and process managed/prioritised agreed work.*

2. Engagement in ICANNs Mission, activities and development of Policy Issues cluster

    i.   Prioritization of Work/Timing of decision-making:- *I see these as a couplet with strong interdependencies with each other and having causal effects on other issues in this cluster as well as others.*

    ii.   Roles and Responsibilities:- *This is an overarching issue, effecting and affected by, other issues in this cluster and others not only does the ICANN MSM require clarity in Roles and Responsibilities at many levels from Board through to the individual Member of a part of the Community, but development in the next stage of evolution of it in a way that in my view and direct experience may ameliorate some of the causes of why some processes including PDPs may seem overly long, complex, or unstructured. Here not only does better adherence to agreed and adopted Operational Guidelines and standards assist, but also especially in PDP's as demonstrated in the planned 'PDP 3.0' process of the GNSO and utilised in the current EPDP a 'sign up of participants "to a set of principles, practices and processes, can be beneficial (though I note this is not a panacea but a tool among several)*

    iii.   Precision in Scoping the Work

        a.   Our processes take too long:- *In my view and experience properly and precisely scoped and articulated scoping of work and a propensity to work in smaller or discrete work or project packages, rather than more complex and extensive ones, is essential to properly predict timelines and commitments as well as to better manage overall workflow(s) of multiple activities and therefore both resources and overall project and process timelines planned and actual.*

    iv.   Work Processes

        a.   Volunteer Burnout:- *In my very biased view if as an entity we were to "better value our volunteers" (I have a LOT to say on this based on some of my own unique experiences in the field of Volunteer Management, but this is not the time for that) coupled with enhanced and clear scoping of work and work processes either in PDPs or other ICANN mission based activities the frustrations often inherent in our current practices, as well as the time commitment and often overlapping demands on our active volunteers result in what is often termed "burnout".*

            i.   Recruitment:- *In any system that intends to engage volunteers "recruitment" is an important but often surprisingly more complex than first predicted (or even actioned) process, but an essential pir to success when properly designed to be 'fit for purpose'; here matters such as retention *of* volunteers, the diversity*

of the recruitment pool and outcomes, managing expectations of recruited volunteers and the unique aspects of recruiting and effectively managing volunteer recruits when contrasted with the contracted, employed or remunerated ones that 'typical' HR personnel are usually more familiar with. Most essential is to have recruitment managed in a timely manner to best meet the needs of the planned activities, practices and processes.   Finally even with remunerated volunteers (yes that *is* a thing) and 'professionals' volunteering one always needs to recognise that recruited volunteers are offering up the use of one of their most valuable things 'their "spare or available" time, so overt and obvious appreciation /valuation of that is in my experience essential and something ICANN does *not* do at all well..

b. Consensus:- *As part of any successful set of work processes and practices in many entities and especially in a multistakeholder model including ICANNs how one establishes "Consensus", as well as what definitions are to be used in the declaration(s) of any 'degree' of consensus needs to be clearly articulated, agreed upon and established with all participants in such processes. ICANN Policy processes as well as recent work in Cross Community WG's (which are in themselves a useful tool and process choice) the establishment of this once the process has begun, takes considerable time and seems overly complex as well as a source of angst for some participants. Therefore this needs to be established in advance by for example pre work on Terms of Reference, and or the use of Guidelines or agreed Operational Processes.*

v. Representativeness

a. Silos:- *In this cluster I would see this as a dependency to Representativeness as well as recognising that in most MSM's ICANNs or otherwise there are 'natural' or forced 'groupings' of actors or stakeholders and that these may need to change from time to time to best meet needs (as in other cluster(s)… But that where efforts are being made to ensure an accountable 'Representativeness' in for example a process that in a desire for balanced input allocates a certain number of 'representatives' or appointees from such groupings, in say a Team or Work Group in a transparent and predictable way (often aiding in the establishment of consensus as well where the move to poll a fixed and known number of Members can be useful in its own right as well as a*

tool to try and trigger stimulus for establishing an agreed or consensus recommendation or outcome). However whilst 'silo' is often I suspect, seen as a negative matter in the issues list in this case it is a factor not a negative per se, providing good Transparency and communication between such silos exists.

vi. Efficient Use of Resources:- *Repeating from another cluster here... In my view this should be seen as a sub-set in this cluster, of 'Efficient Use of Resources"it is both an issue of Cost predictability/estimates, management *and* appropriate levels *of* resources to fully facilitate activities and well structured and process managed/prioritised agreed work.*

3. Structure and Associated Function Issues (including Accountability and Transparency) cluster.
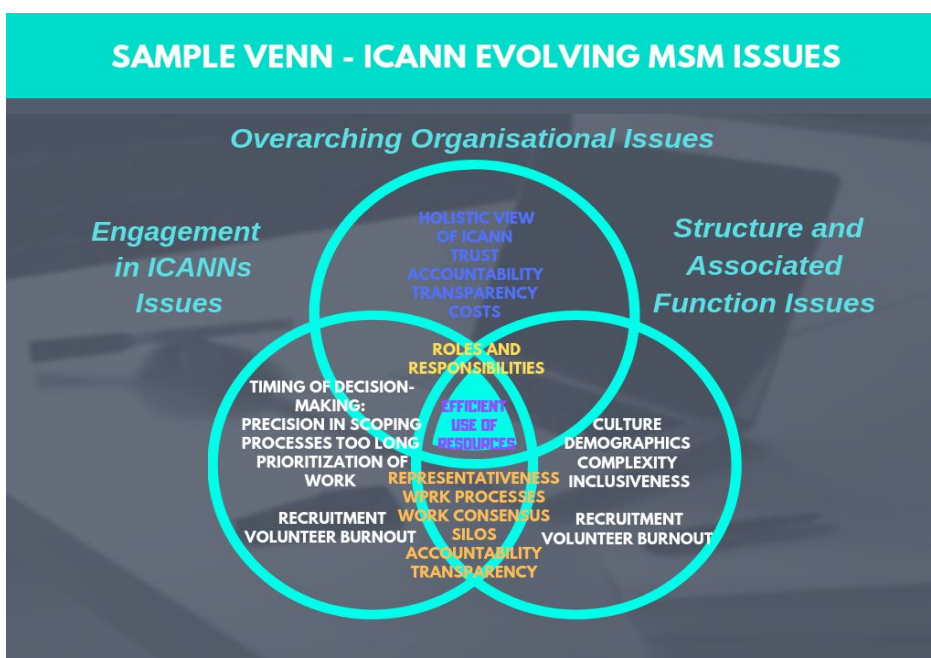
In this cluster most of the following list is in a generally hierarchical order and all notes made in the other clusters are generally applicable here as well though not repeated… Issues not previously annotated have had notes associated.

i. Accountability

ii. Transparency

iii. Culture:- :- *Here in my view this issue is both a factor that "needs clarification" and probably 'workshoping' from a Cross Community point of view. But it also in my experience is a matter that where there is different 'cultures' or worse somewhat incompatible ones between the component parts of the ICANN Community or silos it becomes a maladaptive issue for the continuing evolution of the ICANN MSM this is in my experience often a factor and function of such parts or subcultures/cultures not having taken the time or opportunity to gain knowledge and or understanding of each others points of view, perspectives and backgrounds… Thus my suggestion that more opportunity to facilitate this type of interaction opportunity as well as Cross Community activities to better harmonise çulture'from an Organisational sense.*

iv. Complexity:- *ICANN as an entity and an Organisation, in terms of structure, interrelationships and component function, as well as the inherent complexity *of*8 the component parts of the ICANN Community are most often a function and product of the previous évolution'of ICANN and its MSM this of course does not mean that such inherent and perhaps accidental complexity needs to be maintained, or continue without review and remediation efforts as long as such efforts are 'owned' by the full community and developed with adequate MSM influence and engagement as well as implementation.*

v. Demographics:- :- *In my view we need to recognise that there is often very different demographic in and between various parts of the ICANN Community as well as aspects of demography worthy of analysis ICANN*

wide… It can be seen as both a tool (perhaps to aid effective and efficient recruitment) as well as an Issue in its own right.

   vi.   **Inclusiveness:-** *This high level principle that when effective enhances the likelihood of a healthy and diverse cross section of individuals and sectors involved with minimum barriers to participation in the engagement of stakeholders and 'Significantly Interested Parties' in the ICANN MSM*

  vii.   Roles and Responsibilities

 viii.   Work Processes

   ix.   Representativeness

    x.   Consensus

   xi.   Silos

  xii.   Efficient Use of Resources

I have not utilised or included Issue #21: 'Terms' as in my view (and I suspect I will be in a minority here), is not an impediment, as such, to evolution and ongoing development of ICANNs Multistakeholder model but if deemed important could be a subset of both Accountability in terms of the need to have a clear understanding of component parts of ICANNs governance processes and expectations, as well as an issue best (again in my view) being addressed by better 'management' of our volunteers including specifically some 'high quality capacity building' and in-service training of 'identified' top quality leaders, to ensure a plentiful supply of keen, capable, qualified, experienced (to some extent) as well as knowledgeable, confident and well supported volunteers to move into and through various leadership roles.

SAMPLE VENN - ICANN EVOLVING MSM ISSUES

Overarching Organisational Issues

Engagement in ICANNs Issues

Structure and Associated Function Issues

HOLISTIC VIEW OF ICANN
TRUST
ACCOUNTABILITY
TRANSPARENCY
COSTS

ROLES AND RESPONSIBILITIES

TIMING OF DECISION-MAKING:
PRECISION IN SCOPING
PROCESSES TOO LONG
PRIORITIZATION OF WORK

EFFICIENT USE OF RESOURCES

CULTURE
DEMOGRAPHICS
COMPLEXITY
INCLUSIVENESS

REPRESENTATIVENESS
WORK PROCESSES
WORK CONSENSUS
SILOS
ACCOUNTABILITY
TRANSPARENCY

RECRUITMENT
VOLUNTEER BURNOUT

RECRUITMENT
VOLUNTEER BURNOUT

A prioritisation order of issues listed so far, (noting that additional discussion, interaction and work would need to be done in the community in each of these *in* a MSM that as ICANN's is based on bottom up consensus building) and considering all the aspects as outlined in the Public Comment documentation from my point of view is:-

1. ISSUE: Holistic view of ICANN
2. ISSUE: Culture
3. ISSUE: Accountability
4. ISSUE: Transparency
5. ISSUE: Roles and Responsibilities
6. ISSUE: Precision in Scoping the Work Recruitment
7. ISSUE: Prioritization of Work Timing of decision-making
8. ISSUE: Trust
9. ISSUE: Work Processes
10. ISSUE: Complexity
11. ISSUE: Representativeness
12. ISSUE: Costs
13. ISSUE: Inclusiveness
14. ISSUE: Consensus
15. ISSUE: Demographics
16. ISSUE: Recruitment
17. ISSUE: Volunteer Burnout
18. ISSUE: Silos
19. ISSUE: Efficient Use of Resources
20. ISSUE: Our processes take too long

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21. ISSUE: Terms   is one I would drop as discussed earlier in this brief contribution to the current Public Comment