ICANN | GNSO

Generic Names Supporting Organization

GNSO Review Recommendations Implementation Plan

Status of This Document

This Implementation Plan has been developed by the GNSO Review Working Group for Generic Names Supporting Organization (GNSO) Council consideration. It has been developed in accordance with the motion approved by the GNSO Council on 14 April approved to adopt the GNSO Review Recommendations Feasibility and Prioritization Analysis, and the Charter adopted by the GNSO Council on 21 July 2016.

Preamble

The Generic Names Supporting Organization (GNSO) Council adopted the Charter of the GNSO Review Working Group during its meeting on 21 July 2016. This Working Group is tasked to develop an implementation plan for the GNSO Review recommendations which were recently adopted by the ICANN Board.

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Executive Summary

On 14 April 2016 the Generic Names Supporting Organization (GNSO) Council approved a motion to adopt the GNSO Review Recommendations Feasibility and Prioritization Analysis. The GNSO Review recommendations were adopted by the ICANN Board on 25 June 2016. In its resolution the ICANN Board requested that the GNSO Council convene a group to oversee the implementation of the recommendations. The Board further requested that an implementation plan, containing a realistic timeline for the implementation, definition of desired outcomes and a way to measure current state as well as progress toward the desired outcome, be submitted to the Board no later than six months after the adoption of the Board's resolution, and the GNSO Council provide a regular report on the progress of the implementation effort (see https://www.icann.org/resources/board-material/resolutions-2016-06-25-en#2.e).

On 21 July 2016 the GNSO Council adopted the Charter of the GNSO Review Working Group to be tasked with creating the implementation plan for the GNSO recommendations, and for overseeing implementation. This implementation plan will be submitted to the GNSO Council for its consideration, following which it will be submitted by the GNSO Council to the ICANN Board of Directors no later than 31 December 2016.

In this implementation plan the GNSO Review Working Group analyzed the GNSO Review recommendations and organized them by priority (following the prioritization adopted by the GNSO Review Working Party), by category, and into three phases of implementation: work already underway, high priority recommendations, and medium and low priority recommendations. In addition, the implementation provides guidance on dependencies, who will implement, resource requirements, budget effects, and proposed implementation steps.

The implementation plan also provides a methodology for implementation, including a template for GNSO Review Recommendation Charters. Finally, the implementation plan includes a suggested broad timeline as well as a draft GANTT chart showing suggested start and end dates for implementation.

1. Overview of Recommendations

The scope of the GNSO review was to assess the extent to which the improvements resulting from the 2008 review have been implemented and whether they successfully addressed the concerns that led to the review, and to consider whether the GNSO, as it is currently constituted, can respond to its changing environment. The GNSO review recommendations were organized into the following themes:

1. Participation & Representation;

2. Continuous Development;

3. Transparency; and

4. Alignment with ICANN's future.

In its evaluation of the 36 recommendations, GNSO Review Working Party analyzed them based upon the following criteria:

• Ease or difficulty of implementation,

• Cost of implementation,

• Whether it is aligned with the strategic plan of the GNSO,

• Whether it impacts existing or other work,

• Whether the Working Party required additional information, and,

• Whether the recommendation was a low, medium, or high priority.

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

On 14 April 2016 the GNSO Council approved a [motion](#) to adopt the GNSO Review Recommendations Feasibility and Prioritization Analysis. In its adoption the GNSO Council amended the Feasibility and Prioritization Analysis to support the implementation of recommendation 21, to which the Working Party in turn agreed.

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

On 21 July 2016 the GNSO Council adopted the [Charter](#) of the GNSO Review Working Group to be tasked with creating the implementation plan for the GNSO recommendations, and for overseeing implementation. This implementation plan will be submitted to the GNSO Council for

its consideration, following which it will be submitted by the GNSO Council to the ICANN Board of Directors no later than 31 December 2016.

In this implementation plan the GNSO Review Working Group suggests the following grouping of the recommendations based on subject matter and dependencies:

- PDP Improvements, Effectiveness, and Implementation;

- GNSO Council, Stakeholder Group, and Constituency Appointments, Members, Membership, Statements of Interest, Procedures, and Support; and

- Working Group Performance, Participation, Meeting Tools, Self-Evaluation, Outreach, Volunteers, and Leadership.

In addition, the GNSO Review Working Group suggests following the prioritization of the recommendations as proposed by the GNSO Review Working Party, but to also simultaneously address those recommendations that it has deemed are already underway or which the GNSO Review Working Group may deem completed. This would then be the order of priority, with recommendations grouped within each phase by category:

1. Phase One: Work Already Underway;
2. Phase Two: High Priority Recommendations; and
3. Phase Three: Medium and Low Priority Recommendations.

See detailed descriptions of each phase in Section 2 below, and a timeline for each phase in Section 4.

2. Prioritization and Dependencies

The GNSO Review recommendations are in a suggested order of priority based on the analysis provided by the GNSO Review Working Party in Annex A of its report to the ICANN Board.

In addition, the recommendations are grouped by the following categories, coded by color for ease of identification:

- PDP Improvements, Effectiveness, and Implementation;
- GNSO Council, Stakeholder Group, and Constituency Appointments, Members, Membership, Statements of Interest, Procedures, and Support; and
- Working Group Performance, Participation, Meeting Tools, Self-Evaluation, Outreach, Volunteers, and Leadership.

Each recommendation includes sections for dependencies, information on who will implement the recommendations, resource requirements, budget effects, and proposed implementation steps.

- **Dependencies:** list any other projects or activities that are dependent on the implementations of this recommendation or which this recommendation is dependent on. These also could include studies, metrics, and data collection.
- **Who will implement:** indicate whether staff or the community, or a combination will implement the recommendations.
- **Resource requirements:** indicate the resources required to accomplish the recommendations, include staff and volunteer considerations.
- **Budget effects:** suggest whether costs are associated with the implementation of the recommendation and in what areas, such as staff increases, translations, studies, etc. Precise budget figures are not provided, but are expected to be gathered in the implementation phase.
- **Proposed implementation steps:** suggested steps for implementation, recognizing that these may be modified as additional information becomes available. Unless otherwise noted, the GNSO Review Working Group is assumed to be the accountability mechanism to determine whether a recommendation has been implemented.

The GNSO Review Working Group suggests the following phases for implementation, some of which may overlap depending on the workload identified:

Phase One: Work Already Underway. Create sub-groups as recommended (i.e. PDP Improvements color coded Blue, Membership color coded Brown and Working Groups color coded magenta). This would allow the GNSO Review Working Group to address the "low hanging fruit" because much of this work is already underway or recently completed and may just require oversight or confirmation that the work underway meets the intent of the GNSO Review Working Group recommendations.

Phase Two: High Priority Recommendations. Again, create sub-groups as above. This would allow the Working Group to secondarily address those priorities the Working Party, Council and the OEC have all recognized as priority work.

Phase Three: Medium and Low Recommendations. Using the same sub group categories as above. This would allow the Working Group to place as the final phase those recommendations that were deemed a medium or lower priority.

3.1 Phase 1: Work Already Underway

The suggestion is to dispatch those items that were identified by the Working Party as already underway first and simultaneously with the implementation of those recommendations identified in the first batch. As some work is already being performed and/or recently completed it would seem logical to address these recommendations at the same time as those identified in the first batch. These also are organized into the three categories identified above, and then by high, medium, and low priority within each category.

PDP Improvements, Effectiveness, and Implementation

Recommendation 8	
Independent Examiner's Final Recommendation	That Working Groups should have an explicit role in responding to implementation issues related to policy they have developed.
Prioritization	High
Working Party Comments	Agree but work is already done elsewhere. The already approved Policy & Implementation Working Group recommendations cover this. Ongoing GNSO action item: ensure it happens in all future policy implementation efforts.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO Council is overseeing implementation of final recommendations of the Policy & Implementation Working Group. Final Report: http://gnso.icann.org/en/issues/policy-implementation/pi-wg-final-recommendations-01jun15-en.pdf Workspace: http://gnso.icann.org/en/group-activities/inactive/2015/policy-implementation Staff support: Marika Konings
Dependencies	Implementation of the recommendations of the Policy & Implementation Working Group.
Who Will Implement?	Staff
Resource Requirements	Staff and GNSO Council
Budget Effects	Minimal
Proposed Implementation Steps	1. Staff to provide status update on the implementation of the Policy & Implementation Recommendations 2. The GNSO Review Working to review the status update provided by staff and determine whether the implementation of the Policy & Implementation recommendations meets the intent of the GNSO Review recommendation. 3. If intent has been met, GNSO Review Working Group to detail how this intent has been met. 4. If not, GNSO Review Working Group to detail what parts of the recommendation are still outstanding and recommend how these are expected to be implemented.

Recommendation 15	
Independent Examiner's Final Recommendation	That the GNSO continues current PDP Improvements Project initiatives to address timeliness of the PDP.
Prioritization	High
Working Party Comments	Already being done. GNSO action items: ensure that efforts to improve the timeliness of PDPs continue.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. There is also now the possibility to create a 'expedited PDP' in place: https://gnso.icann.org/en/council/annex-4-epdp-manual-16feb16-en.pdf Staff support: Marika Konings
Dependencies	None
Who Will Implement?	Staff
Resource Requirements	Staff
Budget Effects	Minimal
Proposed Implementation Steps	1. Staff to confirm whether the expedited PDP procedures have been adopted. 2. The GNSO Review Working Group to determine whether adoption of the expedited procedures fulfills the intent of this recommendation. 3. If intent has been met, GNSO Review Working Group to detail how this intent has been met. 4. If not, GNSO Review Working Group to detail what parts of the recommendation are still outstanding and recommend how these are expected to be implemented.

Recommendations 16 and 18	
Independent Examiner's Final Recommendation	Recommendation 16: That a policy impact assessment (PIA) be included as a standard part of any policy process. Recommendation 18: 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.
Prioritization	High
Working Party Comments	GNSO action items: i) Develop an analytical framework for assessing policy impacts; ii) determine what should be measured and corresponding metrics. iii) Change the PDP Guidelines to make post-implementation policy effectiveness evaluation an ongoing rather than a periodic process and to include an assessment period at the start of the implementation process; iv) develop guidelines for how

	implementation of policies should be evaluated.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort; also featured in the Final Report of the Data and Metrics for Policy-Making (DMPM) Working Group DMPM Final Report: http://gnso.icann.org/en/issues/dmpm-final-09oct15-en.pdf PDP Manual: http://gnso.icann.org/en/council/annex-2-pdp-manual-16feb16-en.pdf PDP Manual prescribes in Article 17: "Periodic assessment of PDP recommendations and policies is an important tool to guard against unexpected results or inefficient processes arising from GNSO policies. PDP Teams are encouraged to include proposed timing, assessment tools, and metrics for review as part of their Final Report. In addition, the GNSO Council may at any time initiate reviews of past policy recommendations." Staff lead: Marika Konings, Steve Chan
Dependencies	Implementation of the DMPM recommendations.
Who Will Implement?	Staff
Resource Requirements	Staff
Budget Effects	Minimal

Proposed Implementation Steps	1. Staff to indicate when the implementation of the DMPM recommendations is expected to be completed and whether any of these actions are included:
	   a) Develop an analytical framework for assessing policy impacts.
	2. The GNSO Review Working Group to determine what should be measured and corresponding metrics. As part of this determination:
	   b) Staff to provide recent experience to review some policies that have been implemented.
	   c) Staff to provide the DMPM strawman to assist the community in identifying metrics that can be used to test policy effectiveness.
	3. The GNSO Review Working Group to review the PDP Manual to determine what changes, if any, need to be made to make post-implementation policy effectiveness evaluation an ongoing rather than a periodic process and to include an assessment period at the start of the implementation process.
	4. The GNSO Review Working Group to develop guidelines for how implementation of policies should be evaluated.
	5. Upon completion of the above steps, the GNSO Review Working Group to determine whether this recommendation has been implemented.

Recommendation 14	
Independent Examiner's Final Recommendation	That the GNSO further explores PDP 'chunking' and examines each potential PDP as to its feasibility for breaking into discrete stages.
Prioritization	Medium
Working Party Comments	Allow GNSO flexibility to determine when chunking (or phases) is appropriate; needs refinement.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. Ongoing broad-subject PDPs are often chunked and divided into phases and/or subgroups. In case of the PDP on Review of all RPMs in all gTLDs the phasing has even been added to the PDP Charter. In the case of the PDP Working Group on New gTLD Subsequent Procedures the work has been divided among four work tracks each managed by a sub team. RPM Charter: http://gnso.icann.org/en/drafts/rpm-charter-15mar16-en.pdf Staff lead: Marika Konings, Mary Wong
Dependencies	None.
Who Will Implement?	Already implemented. PDP Working Groups decide whether to adopt.
Resource Requirements	Depends on each PDP Working Group.
Budget Effects	Staff resources.
Proposed Implementation Steps	1. Staff to confirm whether this approach is already being used by PDP Working Groups and whether there are any provisions in the PDP Manual which would prevent and/or encourage "chunking". 2. The GNSO Review Working Group to determine whether this recommendation has been implemented.

Recommendation 31	
Independent Examiner's Final Recommendation	That the GAC-GNSO Consultation Group on GAC Early Engagement in the GNSO Policy Development Process continue its two work streams as priority projects. As a part of its work it should consider how the GAC could appoint a non-binding, non-voting liaison to the Working Group of each relevant GNSO PDP as a means of providing timely input.
Prioritization	Medium
Working Party Comments	Ongoing work. The Working Party encourages the ongoing work of the Consultation Group and suggests that it consider whether 'the GAC could appoint a non-binding, non-voting liaison to the Working Group of each relevant GNSO PDP as a means of providing timely input.' GNSO action item: Send a letter to the GAC expressing appreciation for the work of the Consultation Group, encourage continuation of the group and ask whether it might be worthwhile for the GAC to consider appointing 'a non-binding, non-voting liaison to the

	Working Group of each relevant GNSO PDP as a means of providing timely input.' (An alternative approach here may be to first test this with the GNSO GAC liaison.)
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO GAC Consultation Group has completed its work. GNSO Council will ask GNSO GAC Liaison to take this approach. GAC-GNSO Consultation Group wiki: https://community.icann.org/x/phPRAg Staff support: Marika Konings
Dependencies	Send letter as described above to the GAC.
Who Will Implement?	GNSO Council and GAC.
Resource Requirements	Community volunteer resources.
Budget Effects	Minimal.
Proposed Implementation Steps	1. Staff to confirm the status of implementation of the GNSO GAC Consultation Group recommendations and if/how this approach was considered by the CG. 2. The GNSO Review Working Group to determine whether this recommendation has been implemented. 3. If the recommendation has been implemented, GNSO Review Working Group to detail how it has been implemented. 4. If not, GNSO Review Working Group to detail what parts of the recommendation are still outstanding and recommend how these are expected to be implemented.

GNSO Council, Stakeholder Group, and Constituency Appointments, Members, Membership, Statements of Interest, Procedures, and Support

Recommendation 33	
Independent Examiner's Final Recommendation	That Stakeholder Groups, Constituencies, and the Nominating Committee, in selecting their candidates for appointment to the GNSO Council, should aim to increase the geographic, gender and cultural diversity of its participants, as defined in ICANN Core Value 4.
Prioritization	Medium
Working Party Comments	Working Party believes work is already being done but improvements/metrics need to be made in this area
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	Each Stakeholder Group and Constituency holds the lead for itself. Assistance is provided to them by the GNSO Secretariat and the GNSO policy support staff. Staff lead: Marika Konings, Glen de Saint Géry
Dependencies	Stakeholder Group and Constituency procedures to track diversity. Depends on how diversity is defined.
Who Will Implement?	Stakeholder Groups and Constituencies.
Resource Requirements	Community volunteer resources.
Budget Effects	Staff time.

Proposed Implementation Steps	1. Stakeholder Groups and Constituencies to provide an update on their procedures and how these aim to increase the geographic, gender and cultural diversity of its participants in selecting candidates for the appointment to the GNSO Council. 2. The GNSO Review Working Group to determine whether the existing Stakeholder Group and Constituency procedures are sufficient to complete implementation of this recommendation, or whether further steps need to be taken to meet the intent of the recommendation.

Recommendations 24 and 25	
Independent Examiner's Final Recommendation	Recommendation 24: That the GNSO Council and Stakeholder Groups and Constituencies adhere to the published process for applications for new Constituencies. That the ICANN Board in assessing an application satisfy itself that all parties have followed the published process, subject to which the default outcome is that a new Constituency is admitted. That all applications for new Constituencies, including historic applications, be published on the ICANN website with full transparency of decision-making. Recommendation 25: That the GNSO Council commission the development of, and implement, guidelines to provide assistance for groups wishing to establish a new Constituency.
Prioritization	Medium
Working Party Comments	Recommendation 24: GNSO action items: i) Determine whether new Constituency application processes are clearly posted and easily accessible, ii) determine what steps are taken to ensure compliance with those processes and whether those steps are adequate; iii) determine if all Constituency applications, including historic ones, are publicly posted along with full transparency of the decision-making process; iv) determine whether or not there is a presumption that a new Constituency should be admitted if all requirements are met and if such a presumption is appropriate; v) determine what process the Board uses to evaluate new Constituency applications and whether they are ensuring process compliance; vi) make recommendations for any modifications to the process, if any. Recommendation 25: GNSO action items: i) Evaluate the effectiveness and accessibility of guidance for new Constituency applications; ii) recommend improvements to the guidance and the available assistance as appropriate.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	No specific owner for this project. New Constituency/Stakeholder Group application process can be found here: http://gnso.icann.org/en/about/form-new-constituency.htm
Dependencies	Completion of the action items identified above.
Who Will Implement?	Staff and GNSO Council. Constituencies and Stakeholder Groups.

Resource Requirements	Staff and community volunteers.
Budget Effects	Staff time and effort.
Proposed Implementation Steps	1. Staff to undertake an evaluation as follows and provide a report to the GNSO Council and the GNSO Review Working Group addressing for each of the prior and current applications: a) Whether new Constituency application processes are currently clearly posted and easily accessible. b) What steps are taken to ensure compliance with those processes and whether those steps are adequate. c) If all Constituency applications, including historic ones, are publicly posted along with full transparency of the decision-making process. d) Whether or not there is a presumption that a new Constituency should be admitted if all requirements are met. e) What process the Board uses to evaluate new Constituency applications and whether they are ensuring process compliance. The GNSO Council will determine if such a presumption is appropriate. f) Whether guidance for new Constituency applications is effective and accessible and whether improvements are needed. 2. Upon completion of the staff evaluation and following its consideration, the GNSO Review Working Group to determine whether these recommendations have been implemented or whether further steps need to be taken to meet the intent of the recommendation.

Recommendation 30	
Independent Examiner's Final Recommendation	That the GNSO develop and implement a policy for the provision of administrative support for Stakeholder Groups and Constituencies; and that Stakeholder Groups and Constituencies annually review and evaluate the effectiveness of administrative support they receive.
Prioritization	Low
Working Party Comments	The Working Party believes that there is already a procedure for providing some forms of administrative support to Stakeholder Groups and Constituencies but that there is not a procedure for Stakeholder Groups and Constituencies to evaluate the effectiveness of the support provided. GNSO action items: i) Identify and review the existing procedures for Stakeholder Groups and Constituencies to obtain administrative support; ii) evaluate the adequacy & effectiveness of the existing procedures including whether additional forms of support might be beneficial; iii) develop recommendations for improvements to the procedures and new types of support, if any.
Council Comments	Adopted by Council as recommended by Working Party.

Status of improvement effort / staff lead	In 2010, a formal "GNSO Toolkit" was developed by ICANN staff that clearly and specifically identified the administrative support that ICANN would provide to GNSO Stakeholder Group and Constituency communities. Over the next few years, in collaboration with the community, staff developed a specific set of items that would be provided under a "pilot program" by ICANN to provide additional level of admin support service to the community under staff management. In 2014, ICANN introduced a "pilot" contract secretariat program to determine if those services could be effectively and efficiently offered to ICANN community under ICANN management. The pilot effort focused on the non-contracted community, is ongoing, and will continue and can be found here. Staff lead: Rob Hoggarth
Dependencies	Evaluation of the "GNSO Toolkit" and "pilot program"
Who Will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Staff
Proposed Implementation Steps	1. Staff to provide a report to the GNSO Council and Working Group on the results of an evaluation of the "GNSO Toolkit" and "pilot program". 2. The GNSO Review Working Group to determine whether this recommendation has been implemented or whether further steps need to be taken to meet the intent of the recommendation.

Working Group Performance, Participation, Meeting Tools, Self-Evaluation, Outreach, Volunteers, and Leadership

Recommendations 10 and 11	
Independent Examiner's Final Recommendation	Recommendation 10: That the GNSO Council develop criteria for Working Groups to engage a professional facilitator/moderator in certain situations. Recommendation 11: That the face-to-face PDP Working Group pilot project be assessed when completed. If the results are beneficial, guidelines should be developed and support funding made available.
Prioritization	Medium
Working Party Comments	What does it mean to "engage"?; could be costly; develop criteria such as using an internal facilitator; should review existing pilot program already underway and that additional criteria be developed. The PDP Pilot Project has been done for two years. Need to evaluate. GNSO action items: i) Develop guidelines; ii) encourage support funding in the ICANN budget.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement	A pilot program with full-day face-to-face PDP Working Group

effort / staff lead	meetings (usually the Friday before an ICANN meeting), led by a facilitator, is already in place. The GNSO Council determines which Group is selected for each meeting. Staff lead: Marika Konings
Dependencies	Evaluation of the PDP Working Group Pilot Project. This is work in progress and will go back to the Council for approval, but could pass through this Working Group.
Who Will Implement?	Staff
Resource Requirements	Staff
Budget Effects	Depends on whether a PDP Working Group requests a moderator/facilitator.
Proposed Implementation Steps	1. Staff to provide the results of the evaluation of the facilitated PDP F2F Working Group Pilot Project the GNSO Review Working Group to review the results. 2. Staff to provide a status update on the development of guidelines for facilitated PDP F2F Working Group meetings. 3. Staff to work with the Finance Team to determine the best method to allow for unspecified/contingent funds, such as for a facilitator and face-to-face PDP Working Group meetings. 4. The GNSO Review Working Group to determine whether the intent of this recommendation has been met or whether further steps need to be taken.

Recommendation 13	
Independent Examiner's Final Recommendation	That the GNSO Council evaluate and, if appropriate, pilot a technology solution (such as Loomio or similar) to facilitate wider participation in Working Group consensus-based decision making.
Prioritization	Medium
Working Party Comments	Working Party believes in continuous improvement; no specific tool is being recommended; tool must meet need that is currently not being met.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	This is part of the wider remit of the GNSO Review Working Group (taking over from the Standing Committee on GNSO Improvements Implementation (SCI)), which is managed by the GNSO Council SCI wiki: https://community.icann.org/x/5ILT Staff lead: Marika Konings, Julie Hedlund
Dependencies	Some Working Groups, such as the PDP Working Group on New gTLD Subsequent Procedures, are using Google docs for collaboration.
Who Will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Depends on the tool. Tools such as Google Drive are free.

Proposed Implementation Steps	1. Staff to provide information concerning the types of tools available and in use and associated costs, if any. 2. The GNSO Review Working Group to determine whether this recommendation has been implemented or whether further steps need to be taken to meet the intent of the recommendation.

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Recommendation 19	
Independent Examiner's Final Recommendation	As strategic manager rather than a policy body the GNSO Council should continue to focus on ensuring that a Working Group has been properly constituted, has thoroughly fulfilled the terms of its charter and has followed due process.
Prioritization	Low
Working Party Comments	Work is already being done.
Council Comments	Adopted by Council as recommended by Working Party.
Status of improvement effort / staff lead	The GNSO Council, as the manager of policy development processes, oversees this ongoing effort. Updates of each PDP are given to the GNSO Council during each ICANN meeting. A post-PDP Working Group self-assessment is undertaken and the results are forwarded to the Council. Staff lead: Marika Konings
Dependencies	None
Who Will Implement?	Staff
Resource Requirements	Staff
Budget Effects	Minimal; staff time and effort.
Proposed Implementation Steps	1. Staff to provide applicable guidance from the current Working Group Guidelines and as directed by the Working Group develop a suggested procedure for periodic review of Working Group constitution, membership, and activity. 2. The Working Group will determine whether this procedure will require changes to the GNSO Operating Procedures, and if so, direct staff to complete a revision for public comment and approval by the GNSO Council. 3. The GNSO Review Working Group to determine whether this recommendation has been implemented or whether further steps need to be taken to meet the intent of the recommendation.

3.2 Phase 2: High Priority Recommendations

These are the recommendations that were assessed by the GNSO Review Working Party as high priority. They were considered to have agreement by the Working Party to adopt them without modification. These recommendations could be placed in the first batch to be implemented within the first year and could overlap with the implementation of those recommendations that are considered to be underway / and or completed as a result of other activities, but which might need modifications to existing procedures. These also are organized into the three categories identified above, and then by high, medium, and low priority within each category.

GNSO Council, Stakeholder Group, and Constituency Appointments, Members, Membership, Statements of Interest, Procedures, and Support

Recommendations 26, 27, 28, and 29	
Independent Examiner's Final Recommendation	Recommendation 26: That GNSO Council members, Executive Committee members of Stakeholder Groups and Constituencies and members of Working Groups complete and maintain a current, comprehensive Statement of Interest on the GNSO website. Where individuals represent bodies or clients, this information is to be posted. If not posted because of client confidentiality, the participant's interest or position must be disclosed. Failing either of these, the individual not be permitted to participate. Recommendation 27: That the GNSO establish and maintain a centralized publicly available list of members and individual participants of every Constituency and Stakeholder Group (with a link to the individual's Statement of Interest where one is required and posted). Recommendation 28: That section 6.1.2 Membership of Chapter 6.0 Stakeholder Groups and Constituencies: Operating Principles and Participation Guidelines of the GNSO Operating Procedures be revised to clarify that key clauses are mandatory rather than advisory, and to institute meaningful sanctions for non-compliance where appropriate. Recommendation 29: That Statements of Interest of GNSO Council Members and Executive Committee members of all Stakeholder Groups and Constituencies include the total number of years that person has held leadership positions in ICANN.
Prioritization	High -- Recommendations 26 and 27
	Medium -- Recommendation 29
	Low – Recommendation 28
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Incorporate into Chapter 5.0 of the GNSO Operating Procedures and Chapter 6.0: Stakeholder Groups and Constituencies: Operating Principles and Participation Guidelines.
Who will implement?	The GNSO Review Working Group and GNSO Council.
Resource Requirements	Staff resources
Budget Effects	Determine whether increased staff resources are necessary
Proposed Implementation Steps	The GNSO Review Working Group to review current procedures in the GNSO Operating Procedures related to this recommendation and to work with staff on possible modifications, which are to be published for public comment followed by GNSO Council approval.

Working Group Performance, Participation, Meeting Tools, Self-Evaluation, Outreach, Volunteers, and Leadership

Recommendation 6	
Independent Examiner's Final Recommendation	That the GNSO record and regularly publish statistics on Working Group participation (including diversity statistics).
Prioritization	High
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Agree on definition of diversity; development of metrics; data collection
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Determine whether increased staff resources are necessary
Proposed Implementation Steps	1. The GNSO Review Working Group will direct staff to determine whether there is a general ICANN effort relating to diversity, such as that related to the results of the CCWG-Accountability Work Stream 2 sub group. 2. The GNSO Review Working Group to work with staff to develop a definition of diversity in the GNSO as well as metrics, and data collection guidelines that are consistent with ICANN efforts. 3. Upon approval staff to collect and publish statistics.

3.3 Phase 3: Medium and Low Priority Recommendations

These are the recommendations that were assessed by the GNSO Review Working Party as medium to low priority. Some also were considered to have agreement by the Working Party to adopt them, but with modifications. These recommendations could be placed in the third batch to be implemented within the second to third years and could overlap with the implementation of the second batch. These also are organized into the three categories identified above, and then by high, medium, and low priority within each category.

PDP Improvements, Effectiveness, and Implementation

Recommendation 20	
Independent Examiner's Final Recommendation	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.
Prioritization	Low
Working Party Comments	Modify recommendation - input from GNSO should go into the Strategic Planning process.
Working Party Recommendation	That the GNSO Council should participate in developing ICANN's Strategic Objectives and plan future policy development that aligns the Strategic Objectives with GNSO resources.

Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	None
Who Will Implement?	GNSO Council
Resource Requirements	GNSO Council resources
Budget Effects	Minimal
Proposed Implementation Steps	1. The GNSO Review Working Group to review if/how the GNSO Council has done this to date, if at all. 2. Based on the outcome of the review, the GNSO Review Working Group to work with staff to develop a light-weight process for the GNSO Council to participate in the development of ICANN's Strategic Objectives and guidance for planning future policy development that aligns the Strategic Objectives with GNSO resources.

Recommendation 21	
Independent Examiner's Final Recommendation	That the GNSO Council should regularly undertake or commission analysis of trends in gTLDs in order to forecast likely requirements for policy and to ensure those affected are well-represented in the policy-making process.
Prioritization	N/A - Low
Working Party Comments and Rationale	This recommendation is not well phrased and does not conform to what is in the Final Report; additionally, the GNSO Review Working Party does not feel that it is appropriate to implement the recommendation at this time and would be difficult to implement. We did not believe it was in scope for the GNSO to collect and analyze trend data and would be more appropriately completed elsewhere within ICANN such as in other Reviews.
Working Party Recommendation	Initially, the Working Party recommended to 'not implement' this recommendation. However, the GNSO Council changed this to 'implement with low priority', to which the Working Party agreed.
Council Comments	Adopted by Council as 'implement (low priority) in contradiction to Working Party recommendation; Working Party supported Council action. Additional feedback: The Council recommends staff working with the GNSO to institute methods of information sharing of highly relevant research related to gTLDs to help the GNSO community members increase their knowledge base and ability to analyze potential impact (low priority)". The GNSO Working Party agrees that this modification addresses its concerns with the original recommendation and supports the modification because if benefits the community for the GNSO to be better informed about the trends and developments in the gTLD space.
Dependencies	**Develop staff briefings:** Aiming for the GNSO to be better informed on policy discussions. GNSO should consider working with staff to ensure that adequate briefings are provided on work being done, as opposed to the GNSO undertaking or commissioning the work itself.

	General information about the elements of the gTLD space regardless of what PDP happens to be taking place at the time would be valuable general information and knowledge sharing for the GNSO community. **Consider recommendations of the Data and Metrics for Policy-Making (DMPM) Working Group:** There is a lot of information out there which may generate empirical data that will help inform the community. Concern with the recommendation is that it effectively creates a commitment on the part of the GNSO Council, which was not supported by the study conducted by Westlake. Recommendation is not about studies to help inform PDPs, but rather to forecast the need for future PDP work. There have been a number of studies in the past that have informed PDPs.
Dependencies, Cont.	**Consider CCT-RT Data:** There is a considerable amount of data being collected to inform the CCT-RT that could serve as a baseline for future collection.
Who Will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Minimal
Proposed Implementation Steps	1. Staff to work with the GNSO to institute methods of information sharing of highly relevant research related to gTLDs to help the GNSO community members increase their knowledge base and ability to analyze potential impact (low priority)". These could, for example, include regular staff briefings, implementing the recommendations of the DMPM Working Group, and CCT-RT data. 2. The GNSO Review Working Group to develop a timeline for reporting on a recurring basis. This timeline could include regular reporting/updating to the GNSO Council at every ICANN meeting as a status report to the GNSO, and as an item on the GNSO Council meeting agenda.

GNSO Council, Stakeholder Group, and Constituency Appointments, Members, Membership, Statements of Interest, Procedures, and Support

Recommendation 7	
Independent Examiner's Final Recommendation	That Stakeholder Groups and Constituencies engage more deeply with community members whose first language is other than English, as a means to overcoming language barriers.
Prioritization	Medium
Working Party Comments	Include summaries in multiple languages; combine with other similar recommendations; further discussions with representatives from Stakeholder Groups and Constituencies together and see what needs are before the Working Party makes a recommendation.
Working Party Recommendation	That Stakeholder Groups and Constituencies strive to overcome language barriers by participating in the Working Group established

	under **Recommendation 35.**
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Rewording may need to be adjusted as it refers to the Working Group mentioned under **recommendation 35**, which was deemed impractical during feedback. Consultation with Stakeholder Groups and Constituencies. **Dependencies with Recommendations 6 --** definition of diversity, metrics, and data collection guidelines, **33, 35; 12 (re: real-time translation); and also possibly 1.**
Who will implement?	Stakeholder Groups and Constituencies
Resource Requirements	Community volunteer and staff resources
Budget Effects	Depends on the solution; costs could be high
Proposed Implementation Steps	**Implement following the implementation of recommendation 6.** 1. Staff to provide an overview and cost-benefit analysis of existing measures to overcome language barriers. 2. Based on its review of these existing measures and the cost-benefit analysis, the GNSO Review Working Group to work with staff to develop possible solutions to reduce language barriers. .

Recommendation 35	
Independent Examiner's Final Recommendation	That the GNSO Council establish a Working Group, whose membership specifically reflects the demographic, cultural, gender and age diversity of the Internet as a whole, to recommend to Council ways to reduce barriers to participation in the GNSO by non- English speakers and those with limited command of English.
Prioritization	Medium
Working Party Comments	The metrics used to measure diversity should be specified with more consideration to what can actually be defined and measured.
Working Party Recommendation	That the GNSO Council establish a Working Group to recommend ways to reduce barriers to participation by non-English speakers and those with limited command of English. To the extent practicable, the members of the Working Group should be diverse and reflect demographic, cultural, gender and age diversity.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	**Develop and Gather Metrics:** Metrics needed at Stakeholder Group/Constituency, Working Group, and Council levels on what people feel are the key metrics that matter on supporting diversity commitment. **Data Storage Considerations:** How would the data be stored? Under what privacy policy? **Feasibility of Real-Time Translation:** So long as PDP calls are in English and convenient to specific time zones, current meeting procedures and tools may discourage diverse participation. Actions such as translations of calls need to be put in place to encourage diverse participation. **Dependencies with Recommendations 6 (which must first be implemented) and 33; 12 (re: real-time translation); and also**

	possibly 1.
Who will implement?	GNSO Council with staff support
Resource Requirements	Staff and community volunteer resources
Budget Effects	Depends on level of data collection and also cost of real time translation
Proposed Implementation Steps	**Implement following the implementation of recommendation 6.** 1. Staff to review ongoing efforts in relation to the same subject to determine whether a separate Working Group is needed. Staff should ensure that any new effort is coordinated with the work that has been done by the CCWG-Accountability Work Stream 2 subgroup on diversity. 2. If it is determined that a new Working Group would not duplicate existing efforts, the GNSO Council should establish a charter drafting team for the Working Group, which would be linked to the outcome of diversity subgroup. 3. Upon approval of the Charter staff will issue a call for volunteers.

Recommendation 22	
Independent Examiner's Final Recommendation	That the GNSO Council develop a competency-based framework, which its members should use to identify development needs and opportunities.
Prioritization	Low
Working Party Comments	Reword recommendation: develop a framework to identify training needs for PDPs so that members have appropriate skills and background to participate effectively in the PDP. This training is not intended to address technical issues.
Working Party Recommendation	That the GNSO Council develop a technical competency-based expectation of its members and provide training on the PDP.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	None
Who will implement?	GNSO Council and staff
Resource Requirements	GNSO Council and staff resources
Budget Effects	Depends on the training options
Proposed Implementation Steps	1. Staff to provide an overview of the available training and skills development mechanisms. 2. Based on a review of the overview, the GNSO Review Working Group to work with staff to develop a competency framework implementation plan.

Working Group Performance, Participation, Meeting Tools, Self-Evaluation, Outreach, Volunteers, and Leadership

Recommendations 1, 2, and 3	
Independent Examiner's Final Recommendation	Recommendation 1: That the GNSO develop and monitor metrics to evaluate the ongoing effectiveness of current outreach strategies and pilot programs with regard to GNSO Working Groups. Recommendation 2: That the GNSO develop and fund more targeted programs to recruit volunteers and broaden participation in PDP Working Groups, given the vital role volunteers play in Working Groups and policy development. Recommendation 3: That the GNSO Council reduce or remove cost barriers to volunteer participation in Working Groups.
Prioritization	Medium
Working Party Comments	Adopt – Need strategic goals, objectives, and KPIs - themes around problems that we want to solve. Should measure the shared effectiveness between ICANN and community. In-depth program should be developed; stronger volunteer drive that includes metrics to capture volunteers based on outreach efforts. GNSO Council should not determine how finances are allocated to Working Group members; what are cost barriers (time and costs); training (wiki for example); identify cost barriers.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Some overlap with recommendations 12, and 34; definition and development of metrics.
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Determine whether increased staff resources are necessary as well as projected costs for the outreach program.
Proposed Implementation Steps	1. Staff to provide an overview of current outreach strategies and pilot programs with regard to GNSO Working Groups. 2. Following the review of this overview, the GNSO Working Group to work with staff to: • Develop strategic goals, objectives, and KPIs. Develop measurements of the shared effectiveness between ICANN and community. • Develop an in-depth program with a stronger volunteer drive that includes metrics to capture volunteers based on outreach efforts. • Determine cost barriers and solutions.

Recommendations 5 and 9	
Independent Examiner's Final Recommendation	Recommendation 5: That, during each Working Group self-assessment, new members be asked how their input has been solicited and considered. Recommendation 9: That a formal Working Group leadership assessment program be developed as part of the overall training and development program.
Prioritization	Medium
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Modify Working Group Self-Assessment Survey and include leadership assessment.
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Determine whether increased staff resources are necessary
Proposed Implementation Steps	1. Staff to provide the GNSO Review Working Group with a proposed modification of the Working Group Self-Assessment Survey to include a) new questions on how Working Group member input has been solicited and considered and; b) a new assessment survey for Working Group leadership. 2. Based on the proposed modifications the GNSO Review Working Group to determine if revisions are necessary to the GNSO Working Group Guidelines and, if so, draft them for public comment and then present them for approval to the GNSO Council.

Recommendation 12	
Independent Examiner's Final Recommendation	That ICANN assess the feasibility of providing a real-time transcription service in audio conferences for Working Group meetings.
Prioritization	Medium
Working Party Comments	Adopt and consider work already done in the ALAC.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Need to determine feasibility and cost
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Cost could be significant; analyze costs from ALAC work already underway.
Proposed Implementation Steps	1. Staff to review work already done in the ALAC in relation to this topic and propose possible approaches for the GNSO, including an analysis of costs versus benefits, and present this to the GNSO Review Working Group. 2. The GNSO Review Working Group to analyze the review and possible approaches and determine recommended approaches to the GNSO Council.

Recommendation 17	
Independent Examiner's Final Recommendation	That the practice of Working Group self-evaluation be incorporated into the PDP; and that these evaluations should be published and used as a basis for continual process improvement in the PDP.
Prioritization	Medium
Working Party Comments	Adopt
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Modify the PDP manual to include Working Group self-evaluation.
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Minimal
Proposed Implementation Steps	1. The GNSO Review Working Group to review current procedures for self-evaluation in the PDP Working Group Guidelines and will work with staff on possible modifications, which will be published for public comment and then provided to the GNSO Council for approval. 2. Following GNSO Council approval, staff to amend the GNSO Operating Procedures with the new revisions. 3. The GNSO Review Working Group will determine whether this recommendation has been implemented.

Recommendation 4	
Independent Examiner's Final Recommendation	That the GNSO Council introduce non-financial rewards and recognition for volunteers.
Prioritization	Low
Working Party Comments	Adopt; no financial rewards - such as travel funding.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	None
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Minimal
Proposed Implementation Steps	1. Staff to provide an overview of existing non-financial rewards and recognition for volunteers as well as suggestions for non-financial rewards and recognition to the GNSO Review Working Group for consideration. 2. GNSO Review Working Group to assess the overview as well as suggestions made and determine what steps are to be taken next, subject to GNSO Council agreement.

Recommendation 34	
Independent Examiner's Final Recommendation	That PDP Working Groups rotate the start time of their meetings in order not to disadvantage people who wish to participate from anywhere in the world.
Prioritization	Low
Working Party Comments	Adopt; some groups already do this, but it's not a standard. Add some language to flag that this should be tested for effectiveness.

Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	Test with existing Working Groups for effectiveness
Who will Implement?	Staff
Resource Requirements	Staff resources
Budget Effects	Minimal
Proposed Implementation Steps	1. The GNSO Review Working Group to develop a definition of effectiveness, taking into consideration such criteria as participation, time standardization (e.g. UTC), and regional neutrality. 2. Staff to review GNSO Working Groups where rotations are used and provide indication of effectiveness. 3. Staff to provide this review to the GNSO Review Working Group for its consideration. 4. The GNSO Review Working Group to determine whether this recommendation has been implemented or whether further work needs to be undertaken to meet the intent of this recommendation.

Recommendation 36	
Independent Examiner's Final Recommendation	That, when approving the formation of a PDP Working Group, the GNSO Council requires that its membership represent as far as reasonably practicable the geographic, cultural and gender diversity of the Internet as a whole. Additionally, that when approving GNSO Policy, the ICANN Board explicitly satisfy itself that the GNSO Council undertook these actions when approving the formation of a PDP Working Group.
Prioritization	Low
Working Party Comments	Reword recommendation so that it corresponds to the process that Council goes through in terms of approving a PDP, forming a working group, etc. and that Council review accomplishment toward achieving diversity and proper representation of all stakeholders; begin data collection as soon as possible. The metrics used to measure diversity should be specified with more consideration to what can actually be defined and measured.
Working Party Recommendation	That, when approving the formation of a PDP Working Group, the GNSO Council strive for its membership to be diverse and reflect demographic, cultural, gender and age diversity. When approving GNSO Policy, the Board should take into consideration if reasonable measures were taken to achieve such diversity.
Council Comments	Adopted by Council as recommended by Working Party.
Dependencies	**Dependencies with Recommendations 6 --** definition of diversity, metrics, and data collection guidelines, **33, 35; 12 (re: real-time translation); and also possibly 1.**
Who will Implement?	GNSO Council and ICANN Board
Resource Requirements	None
Budget Effects	Minimal

Proposed Implementation Steps	1. The GNSO Review Working Group to review this recommendation following implementation of **Recommendations 6 --** definition of diversity, metrics, and data collection guidelines**, 33, 35; 12 (re: real-time translation); and also possibly 1.** 2. The GNSO Review Working Group to determine whether further steps are needed to implement this recommendation.

3. Methodology

ICANN has developed project plan charter templates for implementing recommendations. These were originally developed for the ATRT2 implementation, but can easily be applied to the implementation of the GNSO Review recommendations. This format follows best practices under project management principles and guidelines and is a standard practice that ICANN is using across all implementations. Keep in mind that since there are 34 recommendations it is not necessary to create a project plan for each recommendation. Rather, several recommendations could be combined into one project charter plan and as noted in Section 2 above many recommendations already can be grouped according to implementation dependencies. See the template in Annex 1 below.

The GNSO Review Recommendation Charter recognizes the existence of a project and supports the decision to further refine the project solution. This charter signifies consensus on the vision, scope, authority and overall deliverables of the project.

The template includes the following details:

- Recommendation Team;
- Background;
- Scope, assumptions, and deliverables;
- Solution analysis: options and proposed solution;
- Key dependencies;
- Risk identification; and
- Key performance indicators.

In addition, staff will use template to gather information from staff and the community, as appropriate, concerning the status of each step in the implementation process. Upon completion of all steps the GNSO Review Working Group will acknowledge whether the recommendation is considered to be implemented, or whether additional steps are required for completion.
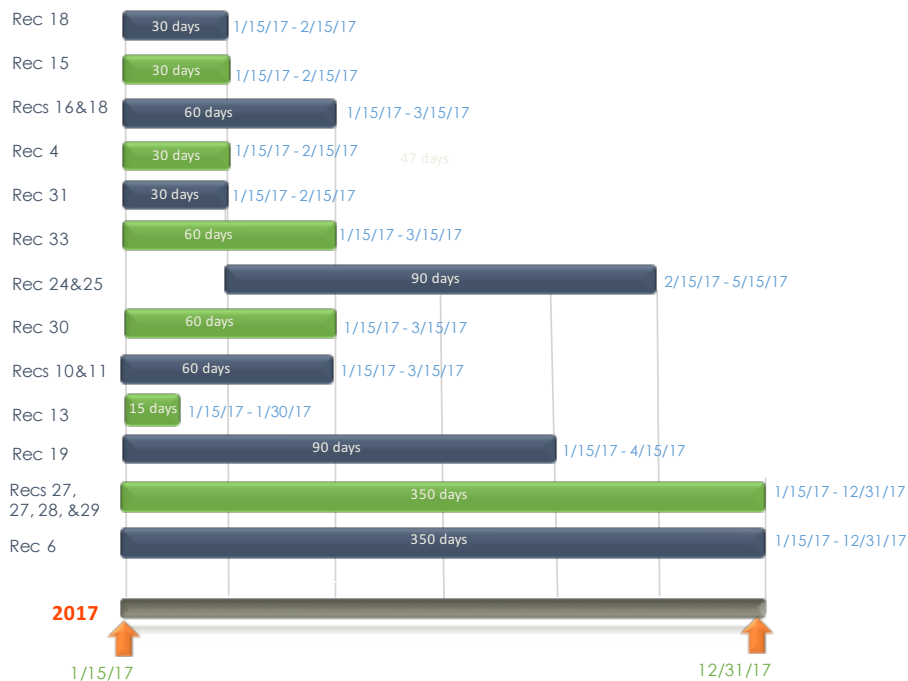
4. Timeline

The GNSO Review Working Group suggests that Phase I and Phase II work and mostly run concurrently, while Phase III will not start until the completion of Phase II, due to priorities and dependences. Below are suggested timelines. These will be adjusted as more details become available during implementation.

Phase I: Work Already Underway

Jan 2017 – May 2017

Phase II: High Priority Recommendations

Jan 2017 – Dec 2017

Phase III: Medium and Low Priority Recommedations

Jun 2017 – Dec 2018

Suggested Gantt Chart for Possible Phase I and II Timeline

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

Rec 18	30 days	1/15/17 - 2/15/17
Rec 15	30 days	1/15/17 - 2/15/17
Recs 16&18	60 days	1/15/17 - 3/15/17
Rec 4	30 days	1/15/17 - 2/15/17
Rec 31	30 days	1/15/17 - 2/15/17
Rec 33	60 days	1/15/17 - 3/15/17
Rec 24&25	90 days	2/15/17 - 5/15/17
Rec 30	60 days	1/15/17 - 3/15/17
Recs 10&11	60 days	1/15/17 - 3/15/17
Rec 13	15 days	1/15/17 - 1/30/17
Rec 19	90 days	1/15/17 - 4/15/17
Recs 27, 27, 28, &29	350 days	1/15/17 - 12/31/17
Rec 6	350 days	1/15/17 - 12/31/17

47 days

2017

1/15/17   12/31/17

ANNEX 1: Background

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

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

The scope of the GNSO review was to assess the extent to which the improvements resulting from the 2008 review have been implemented and whether they successfully addressed the concerns that led to the review, and to consider whether the GNSO, as it is currently constituted, can respond to its changing environment. The independent examiner was not asked to assess various options and alternatives pertaining to the structure of the GNSO, but its inquiry into the effectiveness of GNSO operations led to structural considerations. The Draft Report was put out for public comment on 01 June 2105, and subsequently Westlake published its Final Report on 15 September 2015, with a correction to Recommendation 1 issued on 5 October 2015, with 36 recommendations. The recommendations were organized into the following themes:

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

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

On 14 April 2016 the GNSO Council approved a motion to adopt the GNSO Review Recommendations Feasibility and Prioritization Analysis. In its adoption the GNSO Council amended the Feasibility and Prioritization Analysis to support the implementation of recommendation 21, to which the Working Party in turn agreed. On 21 July 2016 the GNSO Council adopted the Charter of the GNSO Review Working Group. This Working Group is tasked to develop an implementation plan for the GNSO Review recommendations which were adopted by the ICANN Board on 25 June 2016.

Per the GNSO Review Working Group Charter the GNSO Review Working Group is responsible for developing an implementation plan, containing a realistic timeline for the implementation, definition of desired outcomes and a way to measure current state as well as progress toward the desired outcome for the GNSO Review recommendations adopted by the ICANN Board (thirty-four (34) recommendations of the Final Report of the Independent Examiner (i.e. all recommendations excluding recommendations 23 and 32).

This implementation plan is to be submitted for approval to the GNSO Council, followed by consideration by the ICANN Board. Following the approval of the implementation plan, the Working Group is also expected to execute and oversee the implementation of the GNSO Review recommendations unless specified differently in the implementation plan.

The GNSO Review Working Group is also be responsible for considering any new requests[1] by the GNSO Council concerning issues related to the GNSO Council processes and procedures and to Working Group guidelines that have been identified either by the GNSO Council, or a group chartered by the GNSO Council, as needing discussion. However, the first priority of the Working Group will be the development of an implementation plan and the subsequent implementation of the GNSO Review recommendations.

The GNSO Review Working Group is expected to deliver the implementation plan to the GNSO Council for consideration at the GNSO Council meeting at ICANN57 at the latest in order to meet the Board set objective of 'an implementation plan, containing a realistic timeline for the implementation, definition of desired outcomes and a way to measure current state as well as progress toward the desired outcome, shall be submitted to the Board as soon as possible, but no later than six (6) months after the adoption of this resolution'[2] i.e., December 2016.

ANNEX 2: GNSO Review Recommendation Charter

DOCUMENT PURPOSE: The GNSO Review Recommendation Charter recognizes the existence of a project and supports the decision to further refine the project solution. This charter signifies consensus on the vision, scope, authority and overall deliverables of the project.

PROJECT PURPOSE: The purpose of this project is to implement GNSO Review Recommendation(s) #XX.

Note – multiple projects may be needed to implement one recommendation. If this case, state this explicitly in the "project purpose" above. E.g. Three distinct projects will be completed in order to implement the full scope of this recommendation. This is first of the three with the other two being; XXXX and XXXXX. This note should be deleted from the final project charter.

RECOMMENDATION IDENTIFICATION

RECOMMENDATION TEAM			
Recommendation Name		**Recommendation Number**	**Date**
Project Sponsor		**Project Owner**	
Project Manager		**Cross Functional Departments Involved**	

RECOMMENDATION BACKGROUND
Recommendation Background – historical information that relates to this project

STRATEGIC ALIGNMENT	
Part One – Which ICANN Objective does this meet	
Alignment with Strategic Objectives	
Goal	
Portfolio	
Project/Recommendation	

SCOPE DESCRIPTION CHARACTERISTICS OF THE PRODUCT OR SERVICE THAT THE PROJECT IS TO OPERATIONALIZE

Scope Statement – What work needs to be completed during the project
Recommendation #XX, as directed by the Board (link to Board Resolution). Recommendation states: Summarize the spirit of the recommendation as interpreted by the team. Indicate why this approach was chosen. List the scope of the work to be completed during this project in order to implement this recommendation

Out of Scope – Implied project work that will not be part of the project

Assumptions – What assumptions have been made regarding the implementation of the project

Deliverables – What will be delivered at the end of the project

OPTION ANALYSIS - THE ALTERNATIVE SOLUTIONS THAT WERE CONSIDERED
List all approaches considered and why they were not chosen

PROPOSED SOLUTION – "TO BE" SITUATION; THE SOLUTION TO THE BUSINESS NEED
List what it looks like when this project moves from implementation to operationalization List the triggers that will move this recommendation to operationalization

KEY DEPENDENCIES – KEY DEPENDENCIES NEEDED TO MEET PROJECT OBJECTIVES

RISK IDENTIFICATION – FACTORS THAT MAY HAVE A NEGATIVE IMPACT ON THE PROJECT

KEY PERFORMANCE INDICATORS – WHAT TO MEASURE BEFORE AND AFTER OPERATIONALIZATION

NECESSARY TO PROCEED
Next Phase Activities/Resources

APPROVERS

Name	Title	Approval Status	Date

REVIEWERS

Name	Title	Date Sent

REVISION HISTORY

Date	Version	Description	Author

Attachments, as applicable:

- None