

The GNSO Council recognizes the five areas of challenge you have identified: security; governance; unique identifier systems; geopolitics; and financials. Noting the GNSO Council's role as manager of the GNSO Policy Development Process and the GNSO as a member of the Empowered Community, we have specific and enumerated responsibilities under the ICANN Bylaws and GNSO Operating Procedures, so our substantive response to the following Board questions below will be focused accordingly.

Board Questions:

1. What the Board, ICANN org, and the Community should be doing now to prepare for the successful implementation of these plans? Please make three suggestions as concrete as possible, providing one each for the Board, ICANN org, and the Community.

GNSO Council Response:

Over the course of 2018, the GNSO Council engaged in an internal process of evaluation and evolution that produced several recommendations to improve the effectiveness and efficiency of our management of Policy Development Processes (PDPs) and implementation of those policy recommendations. In 2019, we are now working to implement those recommendations, and we look forward to engaging with the Board and ICANN Org to update you on our progress.

At a high level, we recognized the GNSO Council must take a more proactive and energized role in engaging with the leadership of PDPs to ensure we are aware of any challenges or risks to the timely delivery of work. This will help us better manage the overall work load and plan for future work, all while ensuring the PDP Operating Procedures are followed. We also recognized the need to better understand the capacity of the system and the resources needed to enable it – volunteer time, staff support, expenses associated with meetings and calls – in the face of increasing urgency and demands.

In the spirit of our recent work, we believe the three things the ICANN Board, ICANN Org and ICANN Community must do together are (1) anticipate future work requirements; (2) prioritize our existing work; and (3) communicate, coordinate and engage with precision. With limited resources and increasing demands, it is increasingly important that we have the ability and commitment to identify future challenges, determine any associated need for gTLD policy work, and to establish the precise scope of that policy work so PDP Working Groups can be planned and prioritized. This can be best achieved through early coordination and ongoing engagement.

We will all learn a tremendous amount from the experience of the EPDP Working Group, and these lessons will be instructive for the future on the three themes listed above – planning, precision, and prioritization.

Specifically, the GNSO Council believes:

- The ICANN Board must prioritize ICANN Org's capacity for strategic planning and awareness to better inform the community's work planning and the GNSO Council's ability to prioritize new and ongoing work requirements.
  - The ICANN Board also must ensure ICANN Org has the necessary resources to support the GNSO's core function of gTLD policy development, and to ensure the staff are not overburdened by community demands.
  - ICANN Org must coordinate with the GNSO Council to ensure adequate and appropriate resources are committed to conduct the policy work required of the GNSO community.
  - The GNSO community must commit to focused engagement, consensus-building, and the timely, effective and efficient delivery of work.
  - The GNSO Council must continue to implement our PDP 3.0 recommendations to ensure our PDPs are a model of success and a good example of the multi-stakeholder model in action.
2. While the success of these plans lies primarily within ICANN, we all know that ICANN does not operate in a vacuum, and alliances and partnerships are important to our success. How can we increase the likelihood that important allies and partners in the space are on the same page and working together to achieve common/agreed upon goals? Please provide one suggestion of something that could be done externally to improve trust and collaboration.

GNSO Council Response:

In our GNSO Council role, we do not have a prepared or coordinated view on this question, but we suggest defining more precisely the universe of allies and partners and the topics and goals we're meant to consider. Generally speaking, trust is best achieved through transparency, accountability, predictability, and operating within expected parameters, i.e. the ICANN Bylaws. Collaboration with external groups on common goals will be dependent on relationships and a clear understanding of the goals and path toward achieving them.

We look forward to our engagement with the ICANN Board in Kobe and to the ongoing discussions on how to best support ICANN's evolution. For our face-to-face meeting, we would pose the following three questions:

1. What are the ICANN Board's lessons-learned from the GDPR, Temp Spec and EPDP Phase One experience?
2. How can those lessons be applied to the EPDP's Phase Two work on a Standardized System for Access to Non-Public Registration Data, or Unified Access Model?
3. What is the ICANN Board's understanding and awareness of future regulatory, legislative, or jurisdictional challenges to ICANN's global policies related to gTLDs, and what should the GNSO Council be anticipating around any additional work?