

**GNSO Operations Steering Committee
Constituency & Stakeholder Group Operations Work Team**

**Recommendations to Develop a Global Outreach Program to
Broaden Participation in the GNSO**

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1. Executive Summary

The ICANN Board Governance Committee (BGC) created a working group (the BGC WG) to consider the results of the reviews and recommend a comprehensive proposal to improve the effectiveness of the Generic Names Supporting Organization (GNSO), including its policy activities, structure, operations and communications. This BGC WG produced a comprehensive set of recommendations: the “Report of the Board Governance Committee GNSO Review Working Group on GNSO Improvements” (hereinafter the BGC Report) that were approved by the full Board in July 2008.¹

As a follow up to Board approval of many BGC Report recommendations, the GNSO Council formed two steering committees, the Operations Steering Committee (OSC) and the Policy Process Steering Committee (PPSC). The OSC formed three work teams, one of which is the OSC Constituency Operations Work Team, subsequently called the OSC Constituency and Stakeholder Group Operations Work Team (OSC CSG Work Team).

The OSC CSG Work Team, with ICANN staff support, created a Work Plan and broke it down into specific tasks. Task 2 directed the work team to develop recommendations for a global outreach program to broaden participation in GNSO constituencies.² It should be noted that when the BGC WG made its initial recommendations, the concept of Stakeholder Groups as part of the GNSO structure had not yet been implemented. Since then Stakeholder Groups have been implemented within the GNSO structure along with Constituencies. Thus, unless otherwise stated, these recommendations apply to both Constituencies and Stakeholder Groups.

1.1 Background

The BGC WG Report tasked the Staff “(i) To develop and implement a targeted outreach program to explore the formation of new constituency groups. This outreach program should be designed to reach all current members of the ICANN community and potential

¹ The BGC Report has been extensively referred to in preparing these recommendations. See: <<http://www.icann.org/topics/gnso-improvements/gnso-improvements-report-03feb08.pdf>>.

² See the OSC CSG Work Team wiki workspace at: <https://st.icann.org/icann-osc/index.cgi?constituency_operations_team>.

members, particularly in areas where English is not widely spoken, and should include the ideas and participation of existing constituencies. Staff should provide periodic progress reports; and (ii) To work with constituencies to develop global outreach programs aimed at increasing participation in constituencies and the GNSO policy process. Staff should provide periodic progress reports.”³

In developing its recommendations, the OSC CSG Work Team considered ICANN’s existing outreach strategies and resources, and efforts to improve global participation in ICANN. The OSC CSG Work Team also considered the outreach efforts of the ICANN Policy staff such as webinars for newcomers, updates on policy issues, orientation materials, and podcasts -- all on the e-learning page accessible from the ICANN main page.

Finally, the OSC CSG Work Team consulted the Board’s Public Participation Committee’s Proposed Work Programme for 2010/2011. The Work Plan identified four main areas of work, including: “Creating a Comprehensive Stakeholder Outreach and Engagement Strategy: Expanding the breadth, depth, and diversity of the directly participating stakeholder/volunteer communities is a strategic priority; this area of work would identify who we have now, who we need to reach out to, and what resources are required.”⁴

2.0 Recommendations

The following recommendations are arranged in two sections:

- Section 2.1: Recommendations for a global outreach strategy to relevant members of the public, particularly non-English speakers and those from developing countries/regions; and
- Section 2.2: Recommendations for development of global outreach programs aimed at increasing participation both from current members of the ICANN community as well as potential members, particularly non-English speakers.

2.1 Recommendations for a Global Outreach Strategy

The OSC CSG Work Team recommends the following global outreach strategy, which outlines the roles and expectations of the GNSO community for increasing participation and engagement activities in the GNSO by new members of the public. The OSC CSG Work Team recommends that ICANN form a GNSO Global Outreach Task Force (hereinafter “OTF”). The OTF should coordinate with existing groups and committees in

³ See the BGC Report page 45: <<http://www.icann.org/en/topics/gnsso-improvements/gnsso-improvements-report-03feb08.pdf>>.

⁴ See Public Participation Committee of the Board, “Proposed Work Programme for 2010/2011” page 1 <<http://www.icann.org/en/committees/participation/proposed-work-programme-for-2010-2011-12mar10-en.pdf>>

ICANN that are engaged in outreach activities, such as the Board Public Participation Committee, the Global Partnership Project, GNSO Stakeholder Groups and Constituencies, ICANN's Regional Support Offices, ICANN Communications staff, ICANN Compliance staff, and ICANN Policy Development staff. The OTF should seek representation from these groups and other interested ICANN volunteers. The OTF should strive for simple coordination, without creating unnecessary protocols or bureaucracy.

The OTF should develop an outreach strategy that considers best practices in this area. The OTF should survey the ICANN community, including Stakeholder Groups, Constituencies, Supporting Organizations (SOs), Advisory Committees (ACs), the ICANN Board, ICANN staff, and other volunteers to accumulate successful outreach plans and outcomes. At a minimum, the outreach strategy should: (1) identify potential participants and target populations and develop a plan for reaching these populations; and (2) identify programs and resources that could be used or developed to execute the strategy.

One of the important goals of the OTF should be to establish a focal point of information and resources for newcomers to the GNSO to assist with navigating the GNSO structure and facilitate participation and continued engagement in the GNSO's activities. The OTF should coordinate the creation of a mechanism for receiving and responding to inquiries about engagement in the GNSO. The OTF shall provide advice to the GNSO Council about global outreach plans and resources and should regularly assess the success of the GNSO's global outreach strategy.

The OTF should leverage ICANN meetings for local outreach activities. In particular, the OTF should cooperate with local hosts, and in conjunction with GNSO stakeholder groups and constituencies where appropriate, to target communities that may be interested in becoming involved in ICANN⁵.

One starting point for outreach in those communities or regions not already engaged in the GNSO could be to contact relevant actors in the region such as universities, companies, trade associations and chambers of commerce, civil society organizations, and technical organizations. This approach to local actors could enhance outreach activities by providing training materials for their members and bringing new blood into the GNSO policy development process through new participants who may be interested in engaging in the GNSO. These relationships could be established through the OTF, which would be responsible for finding these key actors.

⁵ The Internet Governance Forum (IGF) attendance statistics indicate that local participants represent an important percentage of several stakeholder groups in addition to volunteers. The IGF meeting in Egypt, for example, had a high percentage of young professionals who were participating for the first time. These young professionals learned about Internet governance through programs that included capacity building, summer school, and an orientation session. This practice could be applied to the GNSO as a whole to increase participation, particularly from developing regions.

In addition, outreach activities could focus on groups that already participate in the GNSO to encourage new participants from developing regions. ICANN can improve upon its current outreach efforts of encouraging new actors from these regions to become part of the GNSO policy development process, by participating in either the Contracted or Non-Contracted Party House of the GNSO. Introducing new, potential, active participants from all stakeholder groups in developing regions should be a primary goal of the OTF's outreach efforts.

2.1.1 Purpose, Mission, Principles, and Initial Objective of the Outreach Task Force

The purpose of the OTF is to coordinate, recommend, consolidate, and assist with the execution of the GNSO's outreach objectives. The OTF's operational plans and activities should further a valid, cost saving and useful purpose aimed at (1) consolidating human and financial resources; (2) creating efficiency; and (3) and coordinating the GNSO outreach efforts to avoid duplication of effort.

The OTF's mission is to develop strategies to attract new participants in GNSO activities, and identifying activities that may improve the visibility, understanding and participation in the GNSO. The OTF should recommend activities and develop content that could be used by different GNSO stakeholders to promoting a broader involvement of the global community in the GNSO activities. In addition, the OTF should align its efforts with those of other ICANN SOs and ACs and the ICANN Board of Directors in order to encourage a consistent outreach message relating to the GNSO. Moreover, the OSC CSG Work Team recommends that the mission of the OTF should include coordinating outreach with relevant ICANN organizations.

To encourage and improve upon outreach efforts among the various stakeholder groups and constituencies, the OTF should operate according to the following principles:

1. Outreach to potential participants in the Commercial Stakeholder Group is different from outreach to potential participants in the Non-Commercial Stakeholder Group;
2. Outreach to Non-Contracted Party House participants is different from outreach to Contracted Party House participants.
3. There are communities that are not well-represented in the GNSO and outreach efforts should target these communities; and
4. Outreach should originate from a variety of sources, and GNSO stakeholder groups and constituencies should play a key role in Outreach efforts to their respective communities, with ICANN support.

An initial objective of the OTF should be to conduct a survey of existing GNSO outreach activities by the stakeholder groups, constituencies, and ICANN, including the Fellowship program. The OTF could then analyze the effectiveness and balance of existing efforts and resources to develop recommendations for improved future Outreach. Where possible, ICANN Outreach can take place in conjunction with other related

ICANN Programs, such as Compliance or those related to the new introduction of new top-level domain names.

2.1.2 Membership of the Outreach Task Force

The OTF should be comprised of a broad and diverse group of members. The OTF members could include experienced participants from the ICANN GNSO Stakeholder Groups and Constituencies and others interested in ICANN activities. The OTF should work on a voluntary basis using an online tool for communications and exchange of ideas for outreach.

The OTF should include a small Steering Committee. The Steering Committee should include representatives from Stakeholder Groups and Constituencies who are engaged in outreach efforts in those groups, to avoid duplication of effort.

The OTF should include an ICANN staff liaison as a non-voting member. This staff liaison should be someone who is involved in ICANN's communication efforts, such as the Vice President for Communications and Marketing or his/her designee. It is particularly important for the OTF to coordinate its efforts with the ICANN Communications staff to avoid duplication of effort and to ensure that outreach to the GNSO community is a consideration, when applicable, in ICANN's communications and to ensure consistent communication.

OTF representatives should (1) demonstrate a willingness to learn about the GNSO and its policies and procedures; and (2) be willing to act as an ambassador for the GNSO and its outreach efforts.

The GNSO Council should manage the development of the OTF through the creation of a Drafting Team to develop the OTF's Charter. The Charter shall include procedures for member recruitment, application, selection, terms and term limits. The Charter should also set goals for the completion of the membership selection process, establishment of a meeting schedule, and participation guidelines. The Charter should establish an initial term for the OTF of two years. After this period a review should be conducted to review the success of the OTF's initiatives and, if deemed successful, the OTF's charter could be extended annually.

2.1.3 Identifying Potential Participants and Target Populations

The OTF should consult with GNSO stakeholders to identify potential participants of the GNSO community and underrepresented populations. The OTF should make targeted efforts to reach individuals, organizations, universities, and members of academia and commercial enterprises in developing regions, particularly in Africa. In addition, in some regions, such as Latin America, ICANN's current outreach efforts should be expanded beyond support of country code top level domain (ccTLD) training programs and events and should encourage participation in GNSO issues that are relevant to the region. The

OTF should contact the following ICANN stakeholders for recommendation for new participants as follows:

1. Members of existing GNSO Working Groups and Work Teams;
2. Participants in SOs and ACs;
3. The Regional At-Large Structures (RALOS) that are part of the At-Large Advisory Committee (ALAC); and
4. The Fellowship community. (Note that the Fellowship program has existed since the ICANN meeting in San Juan Puerto Rico, June 2007.)

The OTF should survey ICANN stakeholders to identify:

1. Populations engaged in domain name system (DNS) issues but otherwise underrepresented in ICANN;
2. Individuals and organizations involved in related DNS/Internet Governance organizations;
3. Industries and organizations (public, private, nonprofit, government related, Internet Society (ISOC) Chapters, attorneys and other professional associations) with an interest in DNS/Internet Governance;
4. People and organizations that may have submitted comments to ICANN, but who are not regularly engaged in a GNSO Working Group;
5. People who were previously active within ICANN;
6. Universities that focus on studies and research related to DNS/ Internet Governance; and
7. Successful and pioneer projects that are happening now in some regions.

The GNSO outreach strategy and target populations should be coordinated with input and recommendations received from GNSO stakeholders and members of the ICANN community.

2.1.4 Financial Resources for the Implementation of a Global Outreach Strategy

The OTF should coordinate with ICANN Staff to determine the amount and source of funding currently allocated to outreach activities to ensure efficiencies and avoid duplication of effort. For example, the OTF should coordinate its funding with funding for other outreach activities, such as those of the Board Public Participation Committee, the Global Partnership Project, the Fellowship Program, ICANN's Regional Support Offices, ICANN Communications staff, and ICANN Policy staff. The OTF should review these other outreach resources and provide recommendations, as necessary and consistent with executing the OTF's outreach strategy. Funding for the OTF also should include tools to support the participation of OTF members, and support for the OTF's programs and activities.

In the case of self-formed new constituencies that involve non-commercial communities, such as in developing regions of the world, the outreach strategy should consider a

method of providing financial assistance for the startup of these constituencies, such as restricted funding to attend ICANN meetings for new constituency leaders, during the initial stages of establishing the constituency.

2.1.5 Marketing and Other Resources for the Implementation of Global Outreach Strategy

The OSC CSG Work Team provides the following recommendations for the OTF's global outreach strategy to ensure efficiencies and avoid duplication of effort in the following areas:

Maximizing use of ICANN's Website and Social Media: As part of its global outreach strategy the OTF should evaluate the effectiveness of the ICANN and GNSO websites as resources for newcomers to the GNSO community. For example, the OTF should provide recommendations for easily accessible introductory information in an abridged and clear format that could be included on the GNSO website. The OTF's global outreach strategy also should include recommendations for ICANN to engage the target population using social media channels and DNS industry websites and blogs. For example, the GNSO website, ICANN blogs and social media channels could provide a clear entry point for newcomers to the GNSO with guidance on how to engage, how to select a Stakeholder Group or Constituency to join, and a summary of some of the hot topics under discussion. These social media, such as Facebook and twitter, are particularly useful for encouraging participation in the GNSO community among young people. In addition, the OTF's global outreach strategy could include recommendations for material for podcasts and webinars that are targeted to young people to encourage them to participate in the GNSO. An example of a successful guide for newcomers is the "Tao of IETF" by the Internet Engineering Task Force (IETF). See: <http://www.ietf.org/tao.html>.

Maximizing Use of Events: The OSC CSG Work Team recommends that a tutorial module on the GNSO for newcomers should be included as part of the regular ICANN orientation session at ICANN meetings. In addition, the OSC CSG Work Team recognized that in many developing countries and areas in the world, face-to-face interaction with the target population is a key outreach tool. The OSC CSG Work Team recommends that the OTF's global outreach strategy should include engagement in global Internet events. For example, at these events the outreach strategy could include an ICANN information booth and members of the GNSO community or ICANN staff as keynote speakers. The OTF also should consider events and meetings such as those sponsored by the Internet Governance Forum, Global Alliance for ICT and Development (GAID) forums, and World Information Technology and Services Alliance (WITSA) global events. The OTF's global outreach strategy also could include support for capacity building efforts such as the "School of Internet Governance" seminars and other similar academic programs currently held in Europe and South America. In addition, the OTF's global outreach strategy should leverage regional events by opening attendance to all stakeholders, provided that appropriate content for newcomers is included and that increased attendance can be managed in a cost-neutral way. In addition, the OTF's global outreach strategy should include efficient use of ICANN events to ensure multiple local

trade and industry associations, non-governmental organizations, academic institutions and civil society organizations are represented at these events, even if they are not already participating in GNSO stakeholder groups. All the entities listed are eligible for membership in either the commercial or non-commercial stakeholder group even if they are not currently active in GNSO stakeholder groups.

Maximizing use of ICANN's Communications and Public Relations materials: The OTF's global outreach strategy should include recommendations for an orientation guide for newcomers to the GNSO. Recommended materials could include a quarterly electronic communication, tailored to an audience of GNSO newcomers, that provides a synopsis or high-level review of the GNSO's pressing topics or developments. To increase participation from the GNSO community, the OTF's global outreach strategy should include ways for GNSO community members to contribute content on key issues in regular publications or postings.

Maximizing the Use of Mailing Lists and Databases: The OTF's global outreach strategy should include recommendations for ways that ICANN could widely disseminate its electronic materials and publicize its outreach activities using contacts it receives from the GNSO community and other stakeholders. In addition, the OTF's strategy should include recommendations to encourage community discussion about relevant topics. One such example could be a database of interested parties that can be used for a discussion list on specific topics.⁶ The OTF's global outreach strategy also should include recommendations for how ICANN could leverage external mailing lists from other communities to disseminate materials. For example, the regional manager in Africa and the GNSO Secretariat use the "Africann" mailing list to disseminate announcements.

2.1.6 Translation in the Global Outreach Strategy

One of the Work Teams established by the OSC as part of the GNSO improvements process was the Communications and Coordination (CCT) Work Team.⁷ The CCT Work Team has completed a consolidated report of recommendations to improve GNSO communications, which was approved by the GNSO Council at its meeting in Brussels, Belgium on 23 June 2010.⁸ This report included recommendations for multi-language support for the GNSO website, and for making localization policies consistent. In addition to these recommendations, the OSC CSG Work Team recommends that the OTF's global outreach strategy should include coordination of the development of GNSO outreach-related materials. These could include official briefings, announcements, and notices; podcasts and other e-learning materials; and policy summaries to be made

⁶ See BGC Report page 46: "(ii) Staff, in consultation with the Council, to develop within six months, and maintain, a database of all members of all constituencies and others involved in GNSO issues but not formally a part of any constituency. This database will be used for interested parties to communicate on a "GNSO-discussion list" about GNSO issues, and the formation of new working groups in particular. The database needs to be constructed in a manner consistent with privacy considerations of individuals."

⁷ See the wiki at: <https://st.icann.org/icann-osc/index.cgi?osc_communications_team>.

⁸ See: <<http://gns0.icann.org/drafts/cct-consolidated-report-final-09apr10-en.pdf>>.

available the official United Nation (UN) languages in accordance with ICANN’s Translation Principles.⁹ The OTF’s strategy should include recommendations for tools to assist GNSO Stakeholder Groups and Constituencies to adopt a similar commitment to translation. In addition, the OTF’s strategy should include recommendations for engaging volunteer multilingual contacts for newcomers and to respond to non-English language inquiries from prospective GNSO community members.

Selected universities engaged in outreach activities by sub-region also could be engaged to assist with the translation and preparation of material for outreach. These institutions could provide guidance on which languages are relevant for the local community, as in some regions of the world the official language(s) may not be sufficient for these purposes.

2.2 Recommendations for Development of Global Outreach Programs

The BCG report directed ICANN Staff and the GNSO to develop recommendations for programs that clarify and promote the option to self-form a new constituency particularly in those areas where English is not widely spoken. Specifically, ICANN Staff was tasked to “(i) develop and implement an outreach program to explore the formation of new constituency groups, particularly in areas where English is not widely spoken; and (ii) to work with constituencies to develop global outreach programs aimed at increasing participation in constituencies and the GNSO policy process.”¹⁰

The OTF should develop programs that clearly outline and describe opportunities and benefits for potential constituency members and provide “(information-based) incentives to encourage stakeholder organizations to participate.”¹¹ The global outreach programs should provide easy ways for potential participants to determine where they might best fit in the structure (e.g., guided questionnaire) and how best to get started (e.g., simple flow chart with links to information sites). The OSC CSG Work Team recommends that the OTF’s global outreach strategy should include the creation of a “how to” orientation or guidance document explaining the different ways to become involved in the GNSO according the participants’ interests.

2.2.1 Workshops

The OTF should be responsible for coordinating the development of various tutorial modules that could be inserted as workshops into existing regional meetings as well as conducted as online interactive workshops where these could be provided effectively. An example of an interactive tutorial is that which is being developed for new registrars by

⁹ See: <<http://www.icann.org/en/accountability/frameworks-principles/community.htm#e>>.

¹⁰ See BGC WG Report, page 54 <<http://www.icann.org/en/topics/gnso-improvements/gnso-improvements-report-03feb08.pdf>>.

¹¹ See BGC WG Report, page 8 <<http://www.icann.org/en/topics/gnso-improvements/gnso-improvements-report-03feb08.pdf>>.

the Registrar Liaison to ICANN. The OSC CSG Work Team encourages the OTF to develop and implement workshops and supporting materials with the goal of coordinating, consolidating or expanding existing programming to achieve a more focused approach to introducing new members to the GNSO community in an efficient and cost efficient manner. These workshops could occur in the target regions identified above in Section 2.1.3 and in areas or at events where members of the target populations can participate, such as existing conferences, symposia, and related activities.

Generally, the workshops should have main sessions with an overview of the GNSO and of ICANN, description of the GNSO and ICANN structure, and other advanced sessions about ongoing activities. Where feasible and effective, the workshops should involve GNSO and ICANN community members from the region where workshops are held, and to the extent possible, local community members from each Stakeholder Group.

Workshops should be focused on those issues that are particularly relevant to local GNSO stakeholder and potential community members. For example, internationalized domain names (IDNs) should be a high priority in countries where the local language is in a non-Latin script. Information on new generic top-level domains (gTLDs) could be useful in developing countries. An example of a successful regional model is used by the Internet Society (ISOC) for its INET conferences. See <http://www.isoc.org/isoc/conferences/inet/>)

2.2.2 Newcomer Workshop

As one of its initial programs, the OSC CSG Work Team recommends that the OTF coordinate the development and implementation of a Newcomer Workshop (“Workshop”) and related materials. The curriculum of the Workshop should provide detailed and practical information designed to assist participants’ engagement with the GNSO and particularly in the policy development process. To maximize the effectiveness of the experience, the Workshop ideally should be a comprehensive, in-person program. Where feasible, these workshops should be videotaped and made available online for those who may not be able to attend in person. There should be a specific financial sponsorship program to ensure a cost neutral exercise (i.e. sponsors would be allowed to have their logos displayed on associated workshop materials for their financial support). Where feasible, these Workshops should be held in conjunction with existing regional meetings to minimize costs. The OSC CSG Work Team recommends the following items for inclusion in the curriculum:

1. ICANN’s structure, including an explanation of the organization chart;
2. Briefings and information about key ICANN and GNSO participants, including leaders of GNSO Stakeholder Groups and Constituencies;
3. Introduction to ICANN’s culture of engagement, including protocols and nuances of online discussion groups, and Public meetings;
4. Explanation of how GNSO policies are developed and implemented;
5. Explanation of how a participant can participate in a Stakeholder Group or Constituency;

6. Explanation of existing Working Groups, their policy work, and which of these are accepting new participants;
7. Demonstration on how to navigate ICANN's resources such as the website, using ICANN's email and document archives, and wikis;
8. Demonstration of remote participation tools, such as Adobe Connect; and
9. A "Who's Who" and history of ICANN segment.

As described above, the Workshop faculty should include, to the extent possible, broad participation from the ICANN Board, representatives from Stakeholder Groups and Constituencies, and ICANN staff – particularly representatives from regional ICANN offices and regional partner organizations – and GNSO community members from regional academic communities and educational institutions.

These Workshops should be hosted in the various target regions and designed to include participation from the target populations. In addition, the OTF's global outreach strategy should include recommendations for hosting the Workshop at ICANN public meetings.

2.2.2.1 Newcomer Workshop Materials

The OTF should consider working with academic professionals who have produced similar or related curricula, particularly in developing countries.

Also, in developing countries where the population may be unaware of the existence of ICANN, of root servers, or of general Internet coordination, the OTF should establish meaningful relationships between ICANN and academic personnel to encourage the exchange of information and collaboration. The OTF can work with the local academic community to develop Workshop materials and content in several languages and will help developing a local vision of the different topics.

2.2.3 Other Programs

In addition to workshops, the OTF should encourage ICANN to consider supporting more long-term capacity-building and learning programs with an exclusive focus on ICANN structure and activities. For example, the OSC CSG Work Team identified a program provided by DiploFoundation with which ICANN has already partnered. This relationship could be expanded.

See: <http://www.diplomacy.edu/ig/IGCBP/display.asp?Topic=Programme>. The OSC CSG Work Team also noted that ISOC started a similar process this year with its own leader program. See <http://www.isoc.org/leaders/>.

The OSC CSG Work Team recommends that the OTF consider the development of a mentor program. For example, newcomers could be referred to the OTF via responses to a dedicated email address at the outreach portion of the GNSO website and could be matched to mentors. The OSC CSG Work Team notes the IETF has a similar program for its fellows who attend the IETF meetings for first time to ensure there is follow-up and help for those that want to be involved. Another example is the new user summit that was part of the ALAC Summit held at the ICANN meeting in Mexico City in March 2009.

2.2.4 Components of the Global Outreach Program

The OTF should consider developing and hosting in-person global outreach programs, where feasible, within each of the ICANN five regions, with a special emphasis on non-English speaking and/or developing regions/countries. The OTF's recommendations could include methods for ICANN to increase its presence at regional Internet policy events and to coordinate with GNSO community members from the region at the events. For example, the OTF could recommend that ICANN could consider increasing its presence and the awareness of ICANN-related developments at such events by hosting an informational booth or organizing informal or formal workshops or presentations at those events.

The OTF's global outreach strategy should include the following elements:

1. Participating in and visibility by ICANN stakeholders in different global, regional, and national seminars and congresses, with a focus on DNS and Internet governance issues;
2. Building a stable and close relationship with key university institutions in all five continents and engaging their academic networks to keep the faculty members, students and community aware of DNS and ICANN activities;
3. Developing a capacity-building program to encourage participation in the GNSO from developing regions;
4. Hosting webinars and conference calls;
5. Engaging in social media and blogs; and
6. Ensuring support from ICANN Board and staff, Supporting Organizations, and Advisory Committees.