Draft Uniform Framework for a Cross Community Working Group (CCWG) Life Cycle: Principles and Recommendations

1.0 Introduction

The Cross Community Working Group (CCWG) is a mechanism to allow any number of ICANN's Supporting Organizations (SOs) and Advisory Committees (ACs) to work together to address issues that are of common interest and that do not fall within the sole remit of one SO or AC. This document is intended to provide a general and shared framework for the establishment, operations and closure of CCWGs. The framework is not intended to be prescriptive, but it draws upon lessons learned from previous CCWG efforts and is expected to serve as best practices for future CCWGs.

A draft CCWG Charter Template can be found in Annex A of this document, which aims to translate these best practices into a potential starting point for future CCWG efforts.

Fundamental Concepts

Based on analysis, experience, and discussions within the community to date, a CCWG is expected to have the following basic characteristics:

- Two or more Supporting Organizations or Advisory Committees adopt a single Charter, and are hence known as Chartering Organizations.
- Membership of the Working Group (e.g. members, participants, others) conduct their business under that adopted Charter.
- Chartering Organizations each appoint members according to their own rules and procedures, including the need to provide for a Statement of Interest (SOI) or its equivalent.
- SO/AC appointed members are responsible for reporting regularly to their respective Chartering Organizations.
- Any differences in appointment or roles of Working Group members and participants are outlined in the Charter.
- The deliverables of the WG are submitted to all the Chartering Organizations for adoption/approval/support/non-objection. Following this step, in most instances, the deliverables are then submitted to the ICANN Board for its consideration.

- In principle, adoption/approval/support/non-objection by all Chartering Organizations is required before a final deliverable is deemed to be the CCWG-approved output or deliverable. In adopting/approving/supporting or not objecting to the final deliverable, a Chartering Organization shall not change the content. If it objects to part of or the whole final deliverable it shall notify the CCWG and the other Chartering Organizations. If the final deliverable of the CCWG is supposed to be submitted to the ICANN Board or other entities it may only be delivered/submitted if deemed to be a CCWG approved output.
- Sufficient opportunity should be provided for those SO/ACs not participating as Chartering Organizations as well as others to provide input and/or comment on draft CCWG deliverables.

Additionally, before initiating a CCWG, the following critical points need to be considered:
1. Determine whether or not the CCWG is the best mechanism to address the issue.
2. If yes, determine if the potential Chartering Organizations are able to adopt a shared Charter (e.g., if the topic is within scope of the organizations, if there is interest in the topic, etc.) and whether sufficient resources, both community as well as staff, are available to undertake this effort.
3. Consider if the participating organizations are able to collectively adopt the consensus output of the CCWG.

2.0 High Level Description of the Cross Community Working Group (CCWG) Life Cycle

The process flow below is intended to show the entire life cycle, based on recent experiences, of a CCWG at a high level. Each of the five elements of the life cycle is discussed individually in further detail in Section 3.0:
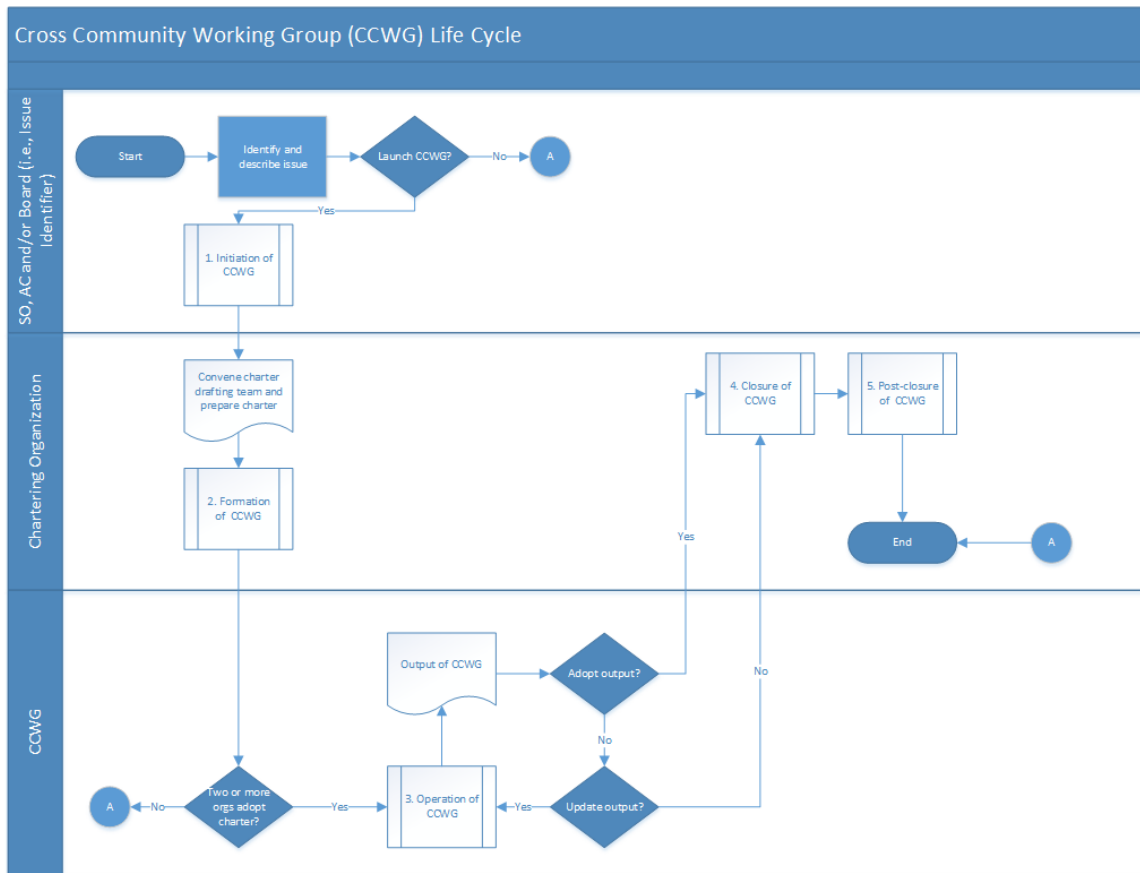
1. **Initiation of CCWG** – Two or more Supporting Organization(s) and/or Advisory Committee(s) make a determination that a CCWG is the proper vehicle to resolve the issue that has been identified. Some of the questions that are relevant to make such a determination are: is the issue within the scope of policy development for a specific SO or within the specific remit of an SO/AC; does the issue cut across different SO/ACs; is there broad community interest to engage on this topic; are there sufficient community and staff resources available to form and support a CCWG; are the deliverables intended to be submitted to the ICANN Board for action/consideration.

2. **Formation of CCWG** – After considering the questions above (including that there is interest from at least two or more SO/ACs to move forward and determining that a CCWG is appropriate), a Drafting Team is typically formed to

develop a draft Charter for consideration by the SO/ACs who have expressed an interest to join the CCWG as Chartering Organizations. The draft Charter is expected to establish the scope of work, working methods (including decision making methodology) and Operating Principles for the CCWG. Ideally, the Drafting Team is kept small to ensure focus and typically contains representatives from those SO/ACs that have expressed an interest in participating in the CCWG, as those are the SO/ACs that will need to consider and ultimately approve the CCWG Charter. Only after adoption of the Charter by at least two or more SOs/ACs is the CCWG created and the SOs/ACs who adopted the Charter become Chartering Organizations. Each SO/AC adopts the Charter using its own processes. The Charter typically would also contain information on participation, e.g. whether members are appointed by Chartering Organizations in addition to participants. In the case of members appointed by the Chartering Organizations, volunteers are requested and appointed according to the rules and procedures of each of the Chartering Organizations. A Chair(s) may be assigned by the Chartering Organizations if so foreseen by the Charter. Note that in recent CCWGs each of the Chartering Organizations had the option to appoint a co-chair to the CCWG.

3. **Operation of CCWG** – The CCWG operates in conformity with the Operating Principles as defined in its Charter. Following the formation of the CCWG and appointment of a Chair(s), one of the first steps is typically to develop a work plan which the CCWG will subsequently execute to produce a set of consensus-based outputs. This work plan is also shared with the Chartering Organizations. The CCWG work will typically involve conducting CCWG meetings, drafting reports, producing outputs and publishing these for public comment. Furthermore, the CCWG is expected to provide regular updates to the Chartering Organizations, which may happen via the Chartering Organization-appointed members to the CCWG. Regular updates and open meetings are typically also held during ICANN meetings. Once the final report and deliverables are agreed upon by the CCWG in accordance with the decision-making process as outlined in the CCWG Charter, they are then submitted to each Chartering Organization for approval.

4. **Adoption of Final Report by Chartering Organizations and Closure of CCWG** – The Chartering Organizations will review the outputs from the CCWG to determine if these can be approved, supported and/or not objected to by each of the Chartering Organizations, in accordance with their own rules and processes. Only after these decisions by the Chartering Organizations have been made can further steps (e.g. implementation, submission of recommendations, providinginput into other processes, etc.) be taken if proposed. The Charter will typically note that the Chartering Organizations will agree to formally close the CCWG once the final CCWG outputs have been received and a final decision has been rendered.

Alternative: The CCWG may close once the Chartering Organizations have taken a final decision that the final CCWG output cannot be approved/supported, with the co-chairs of the CCWG informed accordingly.

5. **Post-Closure of CCWG** – The recommendations from the CCWG, if adopted, will be implemented and subsequently monitored against the success criteria identified previously by the CCWG (if any).

Cross Community Working Group (CCWG) Life Cycle

SO, AC and/or Board (i.e., Issue Identifier)	Start → Identify and describe issue → Launch CCWG? —No→ A Yes↓ 1. Initiation of CCWG
Chartering Organization	Convene charter drafting team and prepare charter ↓ 2. Formation of CCWG 4. Closure of CCWG → 5. Post-closure of CCWG Yes End ← A
CCWG	Output of CCWG → Adopt output? —No→ A —No— Two or more orgs adopt charter? —Yes→ 3. Operation of CCWG —Yes→ Update output?

3.0 Detailed Descriptions of the CCWG Life Cycle

3.1 Initiation of Cross Community Working Group (CCWG)

1. Deciding whether or not a CCWG is the proper mechanism to address the issue at hand is the first and most important decision to make in the CCWG life cycle. The formation and running of a CCWG requires substantial community as well as staff resources, so due consideration needs to be given to whether such a mechanism is the most effective and efficient means to achieve the desired outcome. Questions to consider include:
   - Is the issue within the scope of policy development for a specific SO or specific remit of an SO/AC? If so, it is likely unsuitable for a CCWG unless the CCWG is intended to provided input to the applicable SO/AC process to address the issue.
   - Does the issue cut across different SO/ACs?
   - Is there broad community interest across SO/ACs to engage on this topic?
   - Are there sufficient community and staff resources available to form and support a CCWG?
   - What is the expected outcome? Is the effort expected to produce recommendations that are intended to be submitted to the ICANN Board for action/consideration? Are the recommendations intended to be applied to SO/AC related activities?
   - What other alternatives are available to address the issue?

2. The SOs and ACs that are making a determination of whether or not to use a CCWG as the proper vehicle to resolve the issue(s) are strongly advised to provide answers to these questions, and perhaps others, prior to deciding to launch the process of forming a CCWG.

3. To allow SO/ACs to properly gauge their need or desire to participate in a CCWG, it is strongly advised that before making a determination to initiate a CCWG all relevant parties share a clear understanding of the issue(s) at hand,. To assist in making this determination elements that may be considered include (but are not limited to):
   - A preliminary definition of the issue, which may include:
     - The current, or previous, situation (i.e., status quo)
     - The circumstances that may have led to or that may warrant change, or the issue at hand
     - The potential consequences arising from the issue
     - Data or other evidence to support the understanding of the issue, if applicable
   - A preliminary understanding of the goals and objectives.

o A preliminary understanding of the expected scope of work for the potential CCWG, including if possible, specific questions and subjects to be considered.

o A preliminary understanding of the desired outcome (e.g. recommendations to the ICANN Board).

3.2. Formation of Cross Community Working Group (CCWG)

1. After at least two SO/ACs deem that a CCWG is the appropriate mechanism to address the identified issue, typically a Drafting Team (DT) is formed to develop a draft Charter to address the topic of mutual interest. Ideally, the DT is kept small to ensure focus, and should comprise representatives from those SO/ACs that have expressed an interest in participating in the CCWG. Those representatives are expected to consult with their respective organizations on a regular basis to ensure that the draft Charter meets the expectations of the Chartering Organizations. Alternatively one of the SO/ACs may develop a draft Charter that is used as a basis for discussion with other SO/ACs as to whether there is interest in the formation of a CCWG. Subsequently the Charter may then be adopted or used by the DT to serve as a starting point.

2. ***The Charter is a critically important document that establishes the guiding principles under which the CCWG will operate in all phases of the life cycle in addressing the identified issue.*** A lot of experience has been gained through recent CCWG efforts. Based on that experience, elements of a Charter have surfaced that have proven their worth and can be considered to be stable and standard across CCWGs. As such it is strongly advised that these elements be included in a Charter. These elements are the concepts and language around the CCWG internal and external decision-making methodologies and participation in a CCWG. However, it should be noted that other elements, such as the Problem Statement, Goals & Objectives and Scope, will have to be customized to meet the specifics of each CCWG effort. A template for a CCWG charter can be found in Annex A of this document. Certain key elements from the Charter template text should be used and included in the draft Charter for future CCWGs. This will build on and enhance a common understanding of CCWGs, promote consistency, and streamline the Charter drafting process,

3. Based on experience, a Charter has a number of sections, which are expected to guide the CCWG through its life cycle. The sections are:

   I. **Section I: Cross Community Working Group Identification** – This section contains administrative details regarding the CCWG, including identification of the Chartering Organizations, the date(s) they approved the Charter, and links to CCWG resources.

II. **Section II: Problem Statement, Goals & Objectives, and Scope** – This section focuses on describing the identified issue and its scope, including if feasible what is considered 'out of scope'. In defining the scope of a CCWG it is strongly recommended that questions that need to be considered in order to address the issue, and the expected outcomes from the effort, be included expressly. This section needs to be customized for each CCWG effort.

III. **Section III: Deliverables and Reporting** – This section contains details related to the anticipated deliverables of the CCWG and may also provide preliminary timeline estimates for their delivery. The section will also contain reporting requirements (e.g., the CCWG Chair(s) or appointed members of the CCWG reporting to Chartering Organizations).

IV. **Membership, Staffing, and Organization** – This section provides information related to the membership structure of the CCWG, including definitions of the various CCWG member types, if applicable. The section will also include details related to ICANN staff support and expert advisors, if applicable.

V. **Rules of Engagement** – This section provides critical information related to the operational rules and procedures of the CCWG, both internally and between the CCWG and its Chartering Organizations. This includes internal decision-making methodologies, problem escalation and resolution, modification of the Charter, and closure of the CCWG. See also the next section 3.3.

4. Once the drafting of the Charter is completed (see section 3.2 above) it is submitted to all relevant ICANN SO/ACs for their consideration. Should there be any concerns regarding the Charter or proposed changes to the draft Charter, these should be communicated to the initiating entity (DT or SO or AC) as soon as possible so that any potential changes can be made and communicated to all SO/ACs expeditiously, to avoid the need to consider the draft Charter several times (note: ideally any issues / concerns would have been addressed by the DT as a result of regular communication between the representatives on the DT and their respective organizations). In order for the CCWG to be formed, the same identical Charter must be adopted by at least two SO/ACs who will become the CCWG Chartering Organizations, each using the normal adoption process for that organization. If, as part of the adoption process, a SO or AC does not intend to become a CCWG Chartering Organization it is strongly advised that the organization expressly indicates this intention to the other SO/ACs, so as to ensure that all relevant SO/ACs are noted as having considered participation in the CCWG.

5. The CCWG is created only after adoption of the Charter by at least two or more of the SOs/ACs, who thereby become the CCWG's Chartering Organization. The Charter may contain information on modes and methods of participation, e.g.

whether in addition to members, who are appointed by Chartering Organisations, others, if any, from an SO/AC may be invited "participants" (see Section IV: Membership Criteria and Section IV: Group Formation, Dependencies, and Dissolution from the charter template in Annex A for an illustrative example).

6. Volunteers are requested typically through the launch of a call for volunteers, which is to be as widely distributed as possible. Volunteers may, depending on the Charter, join in one of the following, different roles:

    I. <u>Members</u>. Members are volunteers who are appointed by a Chartering Organization according to the rules and procedures of that Chartering Organizations. Reasonable efforts should be made to ensure that individual members:

    - Have sufficient expertise to participate in the CCWG on the applicable subject;
    - Commit to actively participate in the activities of the CCWG on an ongoing and long-term basis;
    - Where appropriate, solicit and communicate the views and concerns of individuals in the organization that appoints them; and
    - By accepting membership, a member commits to abide by the Charter when participating in the CCWG.

    Additional requirements may be included in the Charter with respect to members; for example, members may be required to report to their Chartering Organizations and take back to the CCWG views from their Chartering Organizations.

    II. <u>Participants</u>. Participants are volunteers from the community who are not appointed by a Chartering Organizations but who nonetheless are able to actively participate in and attend all CCWG meetings, work groups and sub-work groups. However, should there be a need for a consensus call or decision, such consensus call or decision will be limited to CCWG members appointed by the Chartering Organizations. By accepting participation, a participant commits to abide by the Charter of the CCWG.

    III. <u>Observers</u>. Observers are subscribed to the CCWG mailing list, but are not able to post to the list or join meetings.

7. The names and SO/AC affiliation (where applicable) of all volunteers to a CCWG should be listed and publicly accessible. All volunteers participating in the CCWG are expected to submit a Statement of Interest (SOI) or similar statement, following the procedures of their Chartering Organization. Such a statement

should at a minimum include the name of the participant, the SO or AC of affiliation, and external affiliation. If appropriate or deemed necessary by the Chartering Organization it may also require additional information, such as the inclusion of areas of specific interest in relation to the issues to be addressed by the CCWG, material relationship with other parties affected by ICANN and primary country of residence.

8. A Chair(s) will be either appointed by the CCWG or, as in recent CCWGs, each of the Chartering Organizations may each appoint a co-chair to the CCWG.

3.3 Operation of Cross Community Working Group (CCWG) or Rules of Engagement

1. A CCWG is expected to operate in accordance with its Charter, including the Rules of Engagement. Some of the relevant elements from the Charter that would govern this phase of the life cycle include:

   a. Process for amending the Charter
   b. Regular reporting requirements, including but not limited to the general public and all Chartering Organizations
   c. Rules and procedures for handling feedback from Chartering Organizations
   d. Rules and procedures for decision making, including, if appropriate, establishing approval thresholds as well as:
      i. Handling of minority positions, and
      ii. Escalation of disputes
   e. Communication methods (e.g., email, teleconferences, face to face sessions)
   f. The use of public comment periods and how public comments received will be handled

2. It is strongly advised that, as a first step, the CCWG develops its own internal principles of operation that will guide the CCWG's intended operations, for example:
   • Rotate meetings from a timing perspective to share the burden, as members and participants are typically located in different time zones and different geographic regions.
   • Decisions are to be taken only after two readings i.e., no firm decisions are made following discussion at a single meeting. At a minimum, those who were not present at the meeting should be offered the opportunity to provide input for review and consideration at the next meeting.

- Members are expected to communicate the views of the communities that have appointed them to the CCWG, and also to communicate the information and deliberations from the CCWG back to their respective communities.
- Members and participants are expected to be familiar with the background material and documents that are developed during the course of the CCWG work.
- If principles of operation are developed by the CCWG, they should be made publicly available.

3. It is strongly advised that a CCWG should develop a work plan based on the deliverables outlined in the Charter, for the purpose of informing the community and Chartering Organizations of progress made and for public consultations.

4. The CCWG will subsequently execute its work plan to produce its set of consensus-based outputs. To deliver its output, the CCWG will typically conduct CCWG meetings, draft reports, create deliverables, and publish materials for public comment.

5. In developing its output, work plan and any reports, the CCWG shall seek to act by consensus. If explicit calls for consensus are made, the Chair(s) should always make best efforts to involve all members. Unless otherwise agreed and specified in the Charter, the Chair(s) shall be responsible for designating each position as having one of the following designations:

    a) <u>Full Consensus</u> - a position where no minority disagrees; identified by an absence of objection
    b) <u>Consensus</u> – a position where a small minority disagrees, but most agree

    In the absence of Full Consensus, the Chair(s) should allow for the submission of minority viewpoint(s) and these, along with the consensus view, shall be included in the relevant CCWG output.

    In a rare case, the Chair(s) may decide that the use of a poll is reasonable to assess the level of support for a particular proposal. However, care should be taken in using polls that they do not become votes, as there are often disagreements about the meanings of the poll questions or of the poll results.

    In the event the Chair(s) of the CCWG have to designate lack of consensus (with consensus in the sense as defined above) on a key deliverable, the Chair(s) will inform the Chartering Organizations accordingly. The Chartering Organizations may then decide to close the CCWG or take other, mitigating measures to enable the CCWG to move forward with its work.

6. It is expected that a CCWG will produce a set of draft consensus-based outputs, which will be published for public comment. Upon the close of public comments, a CCWG is expected to review and analyse all pubic comments received and produce and publish a summary and analysis document. Following this review and analysis the initial outputs may need to be revised taking into account the relevant public comments. In some cases more than one round of public comments may be necessary.

7. The CCWG should seek to produce a set of final consensus-based outputs, which are then submitted to each Chartering Organization for approval. See Section III: Deliverables and Section III: Decision-Making Methodologies from the charter template in Annex A for further context.

3.4 Decision-Making and Closure of Cross Community Working Group (CCWG)

1. The CCWG's outputs are sent to all of the Chartering Organizations at the same time for their review and deliberations. Chartering Organizations may seek additional information from the CCWG if necessary. Each Chartering Organization will review the outputs from the CCWG in accordance with its own rules and procedures to determine whether the output can be approved/supported or, at a minimum, not objected to, whatever is considered to be most appropriate by the Chartering Organization. Unless the CCWG's Charter specifies otherwise, the default expectation will be that all the Chartering Organizations will at a minimum not object to the CCWG final deliverable. However, if this is not possible, the output must be returned to the CCWG for possible revision, taking into account input from the Chartering Organizations. The decision as to whether to make any changes to its initial output as a result is to be made solely by the CCWG. The amended output (if any) is to be sent to all the Chartering Organizations for their review and approval, each in accordance with its own rules and procedures.

2. Unless the CCWG's Charter provides otherwise, further steps (e.g. implementation, submission of recommendations, providing input into other processes, etc.), if proposed, can be taken only after adoption of the outputs by the Chartering Organizations or the ICANN Board, as appropriate. The Chartering Organizations will typically agree to formally close the CCWG once the final CCWG outputs have been received and a final decision has been rendered.

   Alternative 1 for Closure: The CCWG may close once the Chartering Organizations have taken a final decision that the final CCWG output cannot be approved/supported. The Chair(s) of the CCWG should be informed accordingly. See Section V – Closure & Working Group Self Assessment from the charter template in Annex A for further context related to closure.

Alternative 2 for Closure: In the event the Chartering Organizations are informed by the Chair(s) of the CCWG that the CCWG is not able to reach a consensus position on a key deliverable, the Chartering Organizations may close the CCWG (See section 3.3 4 above).

3.5. Post-Closure of Cross Community Working Group (CCWG)

Note: The implementation and post-implementation phases of a CCWG are the ones with the least amount of community experience to draw upon for lessons learned. As a result, the section below is presented as a "straw man" proposal for community feedback. It is based on the mechanisms currently used by the GNSO for policy development.

1. If there are recommendations to implement from the final CCWG outputs, an Implementation Review Team (IRT) will be formed comprised, at minimum, of ICANN staff and volunteers from each of the Chartering Organizations. Recommendations should be implemented collaboratively and iteratively to ensure that the implementation matches the CCWG's intent. The implementation process may benefit from public comment.

2. The IRT should establish baseline data and metrics for post-implementation measurement against identified success criteria (ideally, these criteria should have been defined by the CCWG), if such data and metrics have not previously been generated by the CCWG.

3. The adopted CCWG recommendations will be implemented and subsequently monitored against the success criteria (identified previously).

4. Once baseline data and metrics are captured and recommendations are implemented, the implementation should be evaluated after a reasonable amount of time to determine if the recommendations have met the relevant success criteria. Further actions may be identified as needed, if the results significantly miss the definitions of success.

4.0 Conclusions and Open Questions

CCWGs are a relatively new phenomenon within the ICANN community, but they are becoming a mechanism that is being utilized more and more frequently to resolve issues of mutual interest to ICANN's Supporting Organizations and Advisory Committees. To date, there have been no formalized processes or procedures established to govern the operations of CCWGs, and while this Framework is intended to provide guidance, it is not intended to be prescriptive. It is intended to function as a living document, to be improved as lessons continue to be learned. *To that end, it is recommended that the principles and recommendations contained in this Framework should be reviewed either three (3) years after its adoption by the community, or after three CCWGs have completed their work, whichever first occurs.*

In addition, several open questions have been identified for the community to consider. These stem largely from the newness of CCWGs, and also arise from the very nature of CCWGs, which are collaborative efforts between organizations that may have widely disparate operating procedures. As a result, community input is sought on the following non-exhaustive list of open questions:

- Should there be a requirement that all CCWG recommendations must be considered by the ICANN Board, if minimum requirements are met (similar to the GNSO Policy Development Process?
- Should more formalized Operating Procedures be developed for CCWGs?
- Should additional mechanisms be developed to deal with situations in which Chartering Organizations may disagree or want to discontinue their engagement?
- Should there be a mechanism to close a CCWG if it is clear that it will not be possible to produce a final report or that circumstances have overtaken the need for a CCWG? (See Section 3.3.4 and 3.4.2 above)
- For implementation and post-implementation of the CCWG output, what should be the role of the CCWG? Should the Charter template be expanded to include these details? How would the process be initiated?
- As the appointment mechanism for members varies across SO/ACs, how can CCWG leadership and support staff be kept informed of appointments and changes?
- Are uniform Statements of Interest, or something similar, beneficial to the CCWG process? (See section 3.2.7 above)
- Should specific requirements be listed for the appointment of members?
- Who launches a call for volunteers/participants?

Cross Community Working Group (CCWG) Charter Template

WG Name:	Cross Community Working Group on…	
Section I: Cross Community Working Group Identification		
Chartering Organization(s):		
Charter Approval Date:		
Name of CCWG Chair(s):		
CCWG Workspace URL:		
CCWG Mailing List:		
Resolution adopting the charter:	**Title:**	
	Ref # & Link:	
Important Document Links:	•	
Section II: Problem Statement, Goals & Objectives, and Scope		
Problem Statement:		

[This section should clearly articulate the problem that requires resolution. Some elements that could be considered include:

- *The current, or previous, situation*
- *The circumstances the may have led to change, or the problem*
- *The potential consequences of the problem*

Note: Data or other evidence to support the problem, if applicable, should be encouraged]

Goals & Objectives:

[This section should outline the anticipated goals from the CCWG effort, as well as specific objectives that may help achieve those goals.]

Scope:

[This section should define the work that the CCWG will undertake. Specific questions and topics expected to be considered by the CCWG should be identified here. If there are inter-related efforts that may have an impact on the work of the CCWG, or vice versa, they should be noted.

To the extent possible, elements that are defined as out of scope should be identified as well.]

Section III: Deliverables and Reporting

Deliverables:

[This section should list and define the deliverables that the CCWG anticipates producing. As one of the first steps of most Working Groups is generally to create a work plan, however, it may be impractical to include extensive detail at the time of chartering. Any data or metrics expected to be created or relied upon by the CCWG should also be noted here, as far as practicable.]

Reporting:

The Chair(s) of the CCWG will brief the Chartering Organizations on a regular basis.

Section IV: Membership, Staffing, and Organization

Membership Criteria:

Membership in the CCWG, and its sub-working groups should these be created, is open to Members, Participants, and others. Members are appointed by the Chartering Organizations in accordance with their own rules and procedures. Each Chartering Organization shall appoint a minimum of [optional: 2] and a maximum of [optional: 5] Members. Chartering Organizations should make reasonable efforts that individual Members:

- Have sufficient expertise to participate in the CCWG on the applicable subject matter;
- Commit to actively participate in the activities of the CCWG on an on-going and long-term basis;
- Where appropriate, solicit and communicate the views and concerns of individuals in the organization that appoints them; and

- Commit to abide to the Charter when participating in the CCWG.

Chartering Organizations are encouraged to use open and inclusive processes when selecting their members for a CCWG, and reasonable efforts should be made each of ICANN's five geographic regions is represented.

[Optional] In the event the CCWG decides to create sub-working groups, it is strongly advised that individual members participate in only one sub-working group in order to minimize the workload for individual members and to facilitate scheduling meetings.

[Optional] In addition, the CCWG will be open to any interested person as a Participant. Participants may be from a Chartering Organization, from a stakeholder group not represented in the CCWG, or may be self-appointed. Participants will be able to actively participate in and attend all CCWG meetings, work groups and sub-work groups. However, should there be a need for a consensus call or decision, such consensus call or decision will be limited to CCWG members appointed by the Chartering Organizations. A Participant commits to abide by the Charter of the CCWG.

All Members and Participants will be listed on the CCWG's Wiki [add link if available]. The mailing list of the CCWG will be publicly archived [add link if available].

[If applicable - All members and participants in this process are required to submit a Statement of Interest (SOI) following the procedures of their Chartering Organization or an equivalent statement. Such a statement should at a minimum include the name of the participant, the SO or AC of affiliation, and any external affiliation.

Volunteer Chair(s) will guide CCWG deliberations and ensure that the process is bottom-up, consensus-based and has balanced multistakeholder participation.

> Appointment of chair(s):
> *Alternative 1.* The chair(s) shall be appointed by the Chartering organizations, should a Chartering Organization decide to appoint a co-chair to the CCWG.
>
> *Alternative 2.* The CCWG will nominate and appoint chair(s) from among its Members.

[Optional] The CCWG may include other persons in addition to Members and Participants. For example, this could include a liaison from the ICANN Board, bringing the voice of the Board and Board experience to CCWG activities and deliberations, who is able to participate in the effort in the same manner as other Participants of the CCWG. A CCWG may also include an ICANN staff representative to provide input into the deliberations and who is able to participate in the effort in the same manner as other Participants of the CCWG.

Group Formation, Dependencies, and Dissolution:

[Optional] Include a list of dependencies and special circumstances that would result in ending the effort and closure of the CCWG.

Expert Advisors:

[If expert Advisors are expected to be needed, guidelines for their involvement should be included here. For instance, the following elements may be considered:

- *Define the expertise needed, anticipated cost, selection process/methodology, and allotted budget.*
- *The role of Advisors – for instance, they may or may not be expected to contribute to the dialogue similar to other CCWG Participants, though if there is a need for any consensus call(s), the Advisors would not participate in such a call.]*

Staffing & Resources:

ICANN will provide sufficient staff support to support the activities of the CCWG. The ICANN staff assigned to the CCWG will fully support the work of the CCWG as requested by the Chair(s), including providing meeting support, document drafting, editing and distribution as well as making substantive contributions. ICANN staff, in a coordinated effort with the CCWG, will facilitate outreach to ensure that the global multistakeholder community is aware of and able as much as possible to participate in the work of the CCWG.

To the extent possible, any additional resources (beyond the assigned ICANN staff) that may be needed should be identified at the earliest opportunity, to ensure that such resources can be obtained and planned for.

Section V: Rules of Engagement

Decision-Making Methodologies:

CCWG (internal) Decision-Making

In developing its output, work plan and any reports, the CCWG shall seek to act by consensus. The Chair(s) may make a call for Consensus. In making such a call, a Chair(s) should always make reasonable efforts to involve at a minimum all Members of the CCWG (or sub-working groups, if applicable). The Chair(s) shall be responsible for designating each position as having one of the following designations:

    a) Full Consensus - a position where no minority disagrees; identified by an absence of objection

b) Consensus – a position where a small minority disagrees, but most agree

In the absence of Full Consensus, the Chair(s) should allow for the submission of minority viewpoint(s) and these, along with the consensus view, shall be included in the report or relevant deliverable.

In a rare case, the Chair(s) may decide that the use of a poll is reasonable to assess the level of support for a recommendation. However, care should be taken in using polls: they should not become votes, as there are often disagreements about the meanings of the poll questions or of the poll results.

Any Member [or Participant] who disagrees with the consensus-level designation made by the Chair(s), or believes that his/her contributions are being systematically ignored or discounted, should first discuss the circumstances with the Chair(s). In the event that the matter cannot be resolved satisfactorily, the Member [or Participant] should request an opportunity to discuss the situation with the Chairs of the Chartering Organizations or their designated representatives.

[This section of the charter may include contemplation of the role of Supporting Organizations and Advisory Committees and if applicable, their review and approval of draft proposals, including how to resolve circumstances where there is not unanimous support for all recommendations. For instance, see below.]

[Optional] As a first work item the CCWG shall develop principles of operation that will guide how the CCWG intends to conduct its business. These principles of operations will be made publicly available.

In the event that no consensus is reached by the CCWG, the Chair(s) of the CCWG will submit a Chair(s)' Report to the Chartering Organizations. In this Report the Chair(s) shall document the issues that are considered contentious, the process that was followed and any suggestions to mitigate those issues that may be affecting consensus-building. If, after implementation of the mitigating measures, consensus can still not be reached the Chair(s) shall prepare a Final Chair(s)' Report documenting the processes that were followed to reach consensus. The Chair(s) may request that the Chartering Organizations provide recommendations on additional means for mitigating the issues that are preventing consensus.

External Decision - Making

Decision Making by the Chartering Organizations on the CCWG's [Final] Output

Following the submission of the [final] CCWG output, each of the Chartering Organizations shall, in accordance with their own rules and procedures, review and discuss the output and decide whether to adopt the proposals and the recommendations contained within. The Chairs of the Chartering Organizations shall notify the Chair(s) of the CCWG of the result of their deliberations as soon as feasible.

Supplemental Final Output

In the event that one or more of the Chartering Organizations object to one or more of the recommendations contained in the [final] output, the Chairs of the CCWG shall be notified accordingly. This notification shall include at a minimum the reasons for the objection and a

suggested alternative that would be acceptable, if any. The CCWG may, at its discretion, reconsider its recommendations, post them for public comments, and/or develop and submit to the Chartering Organizations a Supplemental Final Proposal, which takes into account the concerns that have been raised.

Following submission of the Supplemental Final Proposal, the Chartering Organizations shall discuss and decide (each in accordance with its own rules and procedures) whether to adopt the recommendations contained in the Supplemental Final Proposal. The Chairs of the Chartering Organizations shall notify the Chairs of the CCWG of the result of these deliberations as soon as feasible.

[This section may also include a description of the role the ICANN Board may play in decision-making. For instance, see below.]

Submission of a Board Report

After receiving the relevant notifications from all Chartering Organizations as described above, the Chair(s) of the CCWG shall, within a reasonable time after receiving the last notification, submit to the Chair of the ICANN Board of Directors and the Chairs of all the Chartering Organizations the CCWG-Board Report, which shall include at a minimum:

a) The (supplemental) final output as adopted by the CCWG;
b) The notifications of the decisions from the Chartering Organizations; and
c) Documentation of the process that was followed, including but not limited to documenting the process of building consensus within the CCWG and any public consultations that were held.

In the event one or more of the Chartering Organizations do(es) not support (parts of) the (supplemental) final output, the Board Report shall clearly indicate which part(s) of the (supplemental) final output are fully supported and the parts that are not, as well as which of the Chartering Organizations dissents, to the extent this is feasible.

[Note: The CCWG-Accountability ICANN Board decision-making process was defined in a board resolution, which may serve as a model for how future processes can be defined:
https://www.icann.org/resources/board-material/resolutions-2014-10-16-en#2.d]

Modification of the Charter:

In the event this charter does not provide sufficient guidance and/or the impact of the Charter is found to be unreasonable for conducting the business of the CCWG, the Chair(s) have the authority to determine the proper actions to be taken. Such action may, for example, consist of a modification to the Charter in order to address the omission or its unreasonable impact, in which case the Chair(s) may propose such modification to the Chartering Organizations. A modification shall only be effective after adoption of the amended Charter by all Chartering Organizations, in accordance with their own rules and procedures, and publication of the amended Charter.

Problem/Issue Escalation & Resolution Process:

Members and Participants of the CCWG are expected to abide by the ICANN Expected Standards of Behavior.

If a Member [or Participant] feels that these standards are being abused, the affected party should appeal first to the Chair(s) of the CCWG and, if unsatisfactorily resolved, to the Chair(s) of the Chartering Organizations or their designated representative. It is important to emphasize that expressed disagreement is not, by itself, grounds for abusive behavior. It should also be taken into account that, as a result of cultural differences and language barriers, statements may appear disrespectful or inappropriate to some but may not have been necessarily intended as such. However, it is expected that CCWG participants will make every effort to respect the principles outlined in ICANN's Expected Standards of Behavior as referenced above.

The Chair(s) are empowered to restrict the participation of someone who seriously disrupts the group. Generally, the participant should first be warned privately and then warned publicly before such a restriction is put into place; in extreme circumstances, this requirement may be bypassed. This restriction is subject to the right of appeal as outlined below. Any CCWG Member or Participant who believes that his/her contributions are being systematically ignored or discounted, or who wishes to appeal a decision of the CCWG, should first discuss the circumstances with the CCWG Chair(s). In the event that the matter cannot be resolved satisfactorily, the affected party should request an opportunity to discuss the situation with the Chair(s) of the Chartering Organizations or their designated representatives. In addition, if any CCWG Member or Participant is of the opinion that someone is not performing their role according to the criteria outlined in this Charter, the same appeals process may be invoked.

Closure & Working Group Self-Assessment:

The CCWG will consult with their Chartering Organizations to determine when it can consider its work completed. The CCWG and all sub-working groups shall be dissolved upon receipt of notification from the Chair(s) of the Chartering Organizations or their designated representatives.

Implementation
[This section of the charter should consider the role of the CCWG in implementation, as well as a possible post-implementation role to analyse the effectiveness of implemented recommendations.]

Section VI: Charter Document History		
Version	**Date**	**Description**
1.0		

Staff Contact:		**Email:**	

Translations: If translations will be provided please indicate the languages below:										