ITEMS INTERNATIONAL

June | 2010

Organisational Review of ICANN's

Country Code Name Supporting Organisation (ccNSO)

ADDENDUM: Full written responses to survey on perceptions of the ccNSO, January – March 2010

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Founded in 1994, ITEMS International is a consultancy firm specialised in strategic consulting in the area of telecommunications and the Internet. The company's headquarters are in Paris and it has offices in Rome and Algiers with representatives in Belgium, Germany, Spain, Sweden and the United States. It also works with an international network of correspondents in North America (USA and Canada), Latin America (Brazil, Argentina, Chile), Asia (Japan, China) and Africa.

The company is specialised in strategy, marketing and international think-tank fora in the area of Information and Communication Technologies (ICT). It has extensive experience in assisting public authorities and companies develop their ICT strategies. ITEMS International's main areas of expertise are market definition, market opportunities, management consulting, conducting strategic audits, due diligence, partner investigations, products and services analyses, business plans and local authorities ICT development strategies.

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Foreword

The present document is an addendum to the Organisational Review of the ccNSO submitted by ITEMS International on 15th June 2010 and presented to the ccNSO membership during the ICANN meeting in Brussels on 23rd June. In it we present the full written responses to the survey on perceptions of the ccNSO that was carried out between January and March 2010. The online survey questionnaire can still be viewed at:

http://www.items.fr/icann_survey.php

In view of the large volume of data collected and in order to facilitate the reading of the document, we have grouped responses under various headings. Depending on the question type some responses are grouped by geographic region, others by salient theme, and others by positive or negative trends of opinion on a given issue.

To protect the identity of respondents, we have endeavoured to remove all references to country or origin, the names of ccTLD registries and any other information that could make them readily identifiable.

Due to the small number of North American countries and territories, in cases where responses have been grouped by geographic region, we have bunched North America with Europe.

For every question we specify the respondent category (i.e. "ccNSO members", "ccNSO non-members", or "all respondents").

Responses from representatives of the other Supporting Organisations and Advisory Committees within ICANN, and ICANN's staff are distinguished from other responses and labelled "ICANN system".

For ITEMS International's analysis of the data collected as a result of this survey please refer to the main Review document which can be downloaded from the ccNSO website at:

http://www.icann.org/en/reviews/ccnso/items-ccnso-organisational-review-15jun10-en.pdf

1 Written responses to the survey

1.1 MOTIVATIONS FOR JOINING THE CCNSO

[SQ 3A.2] Could you list the three or four key reasons that prompted you to join the ccNSO?

Respondent category: ccNSO members

Main motivations

- Opportunity to influence policy development for ccTLDs at global level.
- Networking / acquisition of skills / exchange of best practices.
- More involvement in ICANN / greater participation in decision-making processes / acquiring a voice and influencing ICANN from within.
- Support for multi-stakeholder structure of the ccNSO.
- Ease of joining (and leaving).
- Framework for discussing policy issues relation to IANA.
- Opportunity to clarify role played by ccNSO within ICANN system.

Africa

- "Ability to influence the development of ccTLDs worldwide. Ability to participate in ccNSO leadership structures & working groups. Appreciation of the crucial role of the ccNSO. Desire to support & improve the ICANN community model."
- "To be more involved with the cc community. To learn more on what peer ccTLDs are working on. To create a network of contacts. To follow up with the latest developments ICANN is working on."
- "Share best practice with other ccTLD's on registry operations. Get involved on Internet resources usage policy decision-making. Capacity building on technical registry operations."
- "To Exchange experience with other ccTLD Managers. To be up to date on technical issues concerning DNS. To participate to ICANN decisions."
- "To be informed in ICANN issues related to ccTLD. Learn about best practices in ccTLD management. Find technologic solutions for the delivery of services. Be part of the community as developing country (delivering our point of interest)."
- "Collective efforts in the management of ccTLDs and Internet in general. Sharing of information and best practices. Opportunity to contribute Internet developments at International level. Networking with other regional members through their organizations."
- "Voice at ICANN. Sharing and exchange of knowledge and best practices. Capacity Building. Innovations and networking."

- [Translated from French] "Strengthening our skills through collaboration and the exchange of experiences with the other members. To participate in the development of international policies in connexion with ccTLDs. To Participate in meeting and discussions on topical questions on activities to do with ccTLDs."

Asia Pacific

- "Involved in the formation of ccNSO. Important for ccTLDs to have a voice in ICANN. Useful for information exchange with other ccs."
- "We promoted the concept of a global country code alliance within ICANN. We benefit from sharing best practices from a broader base than purely regionally. We espouse the principle of no one-size fits all, and the ccNSO provides a sensible forum for this."
- "To share information and experience with fellow ccTLD Managers; to seek support for initiatives such as IDNs; to support ccNSO as an organisation and its objectives."
- "It was free to join. Easy way to keep informed of what's happening (by being on the mailing lists). Chance to make comments on ICANN policy."
- "To participate in and contribute to development of relevant policies. To support reorganization of ICANN which was underway when we joined."
- "1. to be better informed in the ccTLD management trends. 2. to use the best practice models. 3. to influence ICANN's decisions in accordance with national interests."

Europe & North America

- "Be fully involved in the policy processes. Acknowledge the developments made by the ccNSO as body representing ccTLDs within ICANN. Liaise with the international ccTLD community."
- "Exchange of information between ccTLD managers. [Access to] information about the development of global policies for ccTLDs. Networking opportunities."
- "We were already paying a voluntary contribution to ICANN, joining was a condition to exert some influence in votes."
- "Know the experience of other ccTLDs. Take part in the development of global policies in connection with the administration of ccTLDs. Share common concerns."
- "To support the ICANN model; To ensure [country deleted] had a voice at the table; To take a leading role in Internet governance."
- "Just to be part of the cc community and to exchange best practices information with other registries."
- "Exchange of experience, new projects, possibility to be involved in key decisions."
- "ccNSO bylaw changes has made membership less harmful; as a industry self organised body we support industry self organisation; we agree that there are few limited(!) things which need coordination."
- "Sharing experience with ccTLDs; gathering information about trends in domain industry; joining ccNSO working groups."
- "We'd become the part of ICANN Accountability Network."
- "The ccNSO is the group dealing with the ccTLD's policies according to the ICANN bylaws. The ccNSO has an important role on making recommendations to ICANN dealing with the country code Top Level Domains."
- "Ability to participate in the ICANN process. Share relevant information with other registry operators. Relationship building."

- "(1) First of all, the ccNSO offers a unique opportunity to deal with ccTLD issues within ICANN, especially IANA policy, an issue which touches upon the interests of every ccTLD. The ccNSO is also the natural place to work for an acceptance within ICANN of the diversity of ccTLDs and the importance of the principle of subsidiarity, i.e. the principle that the rules for a national ccTLD should be set locally, not globally. (2) While there was (and still is) some need for clarification of the ccNSO scope, we decided that the best way forward was to engage in the relevant processes as a member in order to contribute to such a clarification. (3) The global forum provided by the ccNSO is a useful addition to the regional forums in regards to exchange of information between ccTLDs and other relevant stakeholders.
- "Stronger influence together with peers in the ICANN process for (ccTLD-related) policy formulation. Sharing of information, know how, opinions and vision among peers. Increase capacity to follow and contribute to developments by forming working groups and dividing tasks between peers. Establishing bilateral and multilateral collaborations."
- "Contribute to strengthening the ccTLD community. Change ICANN policy from the inside. More formalisation of the relation between .SE and ICANN."
- "Sharing of information/experiences with other ccTLD registries. Take part in the work of ICANN and policy that is derived from it. Represent an important geographical area of TLD's (Europe)."

Latin American & the Carribbean

- "1) Be aware of the elaboration of policies regarding ccTLDs. 2) Have more contact with other ccTLDs. 3) Have the chance to get assistance with technical issues."
- "Better representation, information Exchange."
- "To have a group representation in ICANN; to participate in the meetings; to receive updated information which mostly interests a ccTLD; to give ccNSO more strength as a group."
- "Many other LACTLD colleagues were already in. It is a body within ICANN. Possibility of interchanging experiences and learning."
- "1. opportunity to participate in governance of Internet. 2. help consolidate GT image in [country deleted].
- "ccNSO is one of the most influential supporting organization in ICANN. Opportunity to make our voice heard.
- "Collaboration to build an stronger ICANN structure; Cooperation with analysis of best practices for ccTLDs; Cooperation in the discussions about ccTLDs issues within ICANN structure."
- "It was THE special place where ccTLD matter should be discussed. It was easy to leave in case thing didn't go well. There were some other joining and it was relevant to keep learning and communicating with them."
- "Be able to participate in the definitions of the ICANN policies concerning ccTLD issues. Share experiences and information with other ccTLD operators."
- "Support the ICANN model of multi-stakeholder Internet management. Support the ccNSO as the organization designed to allow ccTLD managers to participate in the ICANN process. Share experiences and resources with fellow ccTLD administrators."
- "Take part in the development of global policies in connection with the administration of ccTLDs. Exchange of best practices with other ccTLDs not only of Latin America. Networking opportunities. Have voice within ICANN System:."
- "Learn best practices. Networking. Global policies."
- "Groups the ccTLD. To know the main topics discussed by ccTLDs. To establish contact with other ccTLDs that can help us to improve the .cr operation."
- "To learn from other ccTLDs. To participate in decisions that could impact our ccTLD."

1.2 COLLABORATION BETWEEN THE CCNSO AND OTHER SOS / ACS

[SQ 2C.3] What measures, if any, could be envisaged (i) to reinforce communication and (ii) to strengthen collaboration between the ccNSO and the other SOs and ACs?

Respondent category: ICANN SOs & ACs

Salient issues

- Tensions between ccNSO and GAC in relation to issues of national sovereignty.
- Need for increased level / more structured / alternative means of communication between ccNSO and GAC / ALAC (SOs & ACs in general).

Priority action areas

- Review coordination / planning of meetings with increased no. of cross-community sessions.
- Greater emphasis on Working Group model with appropriate tools in place for exchange of information.

- "The ccNSO should take into account the fact that the GAC, as representative of sovereign states, has a high responsibility when it comes to public policy issue matters. The decisions of the GAC on these questions should be enforced."
- "[There should be] more focus on this with the construction of ICANN meeting programmes. Every ICANN meeting should include a substantial exchange of views with the ccNSO, based on a pre-arranged agenda and, where relevant, background papers."
- "The main problem is the silo structure of the ICANN System. The lack of communication is not specific to the ccNSO, it applies equally to the GNSO. The currently discussed evolution of the gNSO towards a Working Group model for its Policy Development Process is positive. A similar mechanism could be envisaged in the ccNSO PDP. More generally, the structure of ICANN's three annual public meetings should strengthen opportunities for contact, through cross-community sessions (also called SO/AC sessions). The experience of the IDN ccTLD Fast Track working group demonstrated the benefits of such community-wide interaction."
- "I'm not aware of much communications from the ccNSO. The only information I am aware of comes from personal contacts. I'm not sure what could be done to improve things, but the current perception (and this is not limited to the ccNSO) is that it's a "closed shop"
- "As I have proposed a special project named ALS-ccTLD bridge, such activities will enforce close collaboration between ccNSO and ALAC structure from the bottom up. This project will be launched soon, starting with a questionnaire for both membership, appropriate to the addressed audience of course."
- "Presentations about ccNSO to other organizations"
- "More structured liaison relationships."
- "1. allowing members other than the ccNSO chair to take part in such communication. 2. broader ccNSO discussions to facilitate a more "pure" ccNSO opinion that can be communicated. Currently the opinions of the ccNSO are opinions of the ccNSO chair solely."

1.3 MEASURES IN FAVOUR OF THE ENLARGEMENT OF ccNSO MEMBERSHIP

[SQ 2D.9] What specific measures could be envisaged to support the efforts of the ccNSO to enlarge its membership to further existing and future ccTLDs?

Respondent category: ICANN Secretariat

ICANN System: "Make funding available to ccNSO staff members to attend *some* of the regional organisation meetings, where we could reach out to ccTLDs that do not attend ICANN meetings. I would like to underline that we have never received a "no" when asking to go to a regional organisation meeting (this has happened twice in the past), however, if we knew that there is some funding available for these issues, we would probably have attended a few more. Today, we only rarely consider the option of going, although we have had feedback that it would be a good thing to be present."

1.4 FACTORS THAT MAY HAVE PREVENTED FULL ACHIEVEMENT OF ccNSO'S OBJECTIVES

[SQ 3A.5] Can you cite other internal or external factors that may have prevented the full achievement of the ccNSO's objectives?

Respondent category: ccNSO Members

Mandate / scope of the ccNSO

- "The ccNSO scope is very narrow. [As a result] the ccNSO is consistently addressing issues outside its scope. ccTLDs expect an efficient IANA function, but ICANN and Verisign are reluctant to discuss this topic with ccTLDs because they are under contract with DoC."
- "Scope too broad; no focus; too much engagement in fluff; do work on a few things right."
- "In its first years, the ccNSO devoted too much time to discussing and rediscussing its bylaws, with little time devoted to substantive work."
- "ccNSO was used to address a more important political objective (ccIDNs introduction), thus preventing the ccNSO to follow its own-newly defined ccPDP which was perceived by some of us as a waste of time all those years invested in making a ccNSO and then a ccPDP."
- "The legal (Bylaws) connection to ICANN - ICANN by itself not yet recognized as a place for making ccTLD policies."

Low participation levels / difficulty attending meetings

- "Not enough ccTLD managers participating in the ccNSO - see Participation Working Group report on issues that make it difficult for managers to participate in the ccNSO."

- "Extreme difficulty in attending meetings for ourselves (and others in small island states), to network and make our contributions. To attend some meetings can involve several days (not hours) in air travel and obtaining visas at consulates in other countries. It's expensive, a massive waste of time, and very slow. Yet whenever there are meetings in this part of the world, the rest of the world just doesn't attend. If we have to travel 30+ hours in multiple flights I don't see why they can't put up with 18 for one or two flights. Please put some meetings in [countries/territories deleted], which are the easiest places to get to for the Pacific. Otherwise, it's just not worth it for us."
- "Most participants have full time jobs back at home, so they can devote limited time to ccNSO matters. As a result, progress has sometimes been slow."
- "Everyone's lack of time to devote to ccNSO issues."
- "Developing countries' ccTLDs are so busy with their routine work that can hardly find time to think about global problems. We can hardly digest the amount of data provided by ICANN, ccNSO, ISOC, IGF, and other Internet organisations. There is no critical mass of people able to analyze the information and formulate local demands. That is why they mostly rely on the best practice models."

Blockages associated with responsiveness of ICANN Board

- "Even though the ccNSO voices the needs of the cc community to the ICANN board with full transparency, the board has not always fulfilled the needs of this community. For example, it took the ICANN board until the Seoul meeting to approve the ICANN ccTLD Fast Track process to allow for the registration of ccIDNs at the top level."
- "Other ICANN constituencies (including the ICANN Board, the GAC and the gNSO) sometimes prevent or hinder progress of the ccNSO. The lack of an overall TLD policy development process leads to disconnects between gTLDs and ccTLDs. Some hostility or lack of commitment to ccNSO objectives persists [among] some ccTLD operators."
- "Its very difficult start up and the initial issues between the ccTLD community and ICANN."

Language barrier

- (translated from French)"The fact of having a single language (English) means to say that a large part of the ccTLD community does not feel concerned/implicated by the problems that are being discussed by the ccNSO."
- "[the ccNSO] is perhaps the most diverse group in the ICANN community, which complicates achievements. By diverse : countries , regions, languages , cultures , organization background."

Insufficient interaction between ICANN SOs & ACs

- "Insufficient mechanisms to discover when an issue impacts more than one supporting organization, and dealing with it in an appropriate manner before the issue disappears into the "silo" of one single SO. One example is the current debate on new gTLDs, where other stakeholders impacted by the issue (ccNSO, GAC and RSAC) got involved in the discussion far too late. The result is that instead of an early discussion of principles with all stakeholders, the discussion happens after a draft implementation plan is created. Introducing significant changes at this stage is much more difficult and costly."

Structure of the ccNSO Council

- "Complex Council structure with multiple regional representation is not the most effective or efficient."

Transition from JPA to Affirmation of Commitments

- "The whole question mark that hung over the expiry of the ICANN JPA made a number of ccTLDs either to delay joining the ccNSO or not to participate actively in ccNSO processes, as this could lead to unnecessary tensions between the concerned ccTLD managers and their governments (which governments were normally reluctant to participate at ICANN under the JPA). With the Affirmation of Commitments, it appears that more ccTLDs will become ccNSO members and more proactively participate in the achievement of ccNSO goals."

Other comments

- "Our participation in the ccNSO is recent, so it's difficult to give objective opinions. For technical issues, I suggest that more activities can be done to the ccTLD community."
- "[Our] Registry joined the ccNSO very recently (2009) and for this reason we are not able to cite other factors."
- "Lack of efforts to reach out to regional ccTLD organization"
- "ccNSO activities have little relevance to our daily operation, so our participation there is rather passive. Our registry tries to adhere to well-established best practices rather than to actively push for changes."
- "Transparency and accountability."

1.5 REASONS FOR NOT SEEKING MEMBERSHIP OF THE CCNSO

[SQ 3B.5] Please list the three or four reasons for not seeking membership of the ccNSO.

Respondent category: ccTLDs non-members of the ccNSO

Lack of information / not clear about purpose of ccNSO / benefits of joining

- "Not a priority, other work takes precedence over updating myself on ccNSO advantages. Unclear status of the ccTLD administration in the near/mid term future means certain decisions may be better postponed."
- "Not relevant for [our registry]. [The ccNSO has strayed] far away from its original scope. Everything that is of concern to us is covered by CENTR."
- "No perceived benefit to the registry (but there may be, upon receipt of further information). No information directly from ccNSO outlining benefits (but now will look more closely at web site). Needed to concentrate on immediate issues in the registry, so delayed research into benefits of being member of ccNSO."
- "The main remaining reason is not having found the time to do so - the perceived benefit remaining rather small."
- "Cost, lack of usefulness, not relevant."
- "We are too small and have other tasks that take priority over the ccTLD. Doubtful benefit as the TLD registry isn't a revenue stream for us and for political reasons we are not seeking this. We could never justify attending conferences/meetings etc."

- "Do not know [what the] advantages may be."
- "Do not have information indicating advantages for joining ccNSO."

Concerns / negative perceptions of ICANN

- "Lack of explicit support of the ICANN model from our Government. Lack of real internationalization of the management of ICANN/IANA. Problem with quality of some IANA services (very bad experiences in the past with easy re-delegation processes that took too long and that were unduly used to try to impose the Registry inappropriate obligations). Concern about ICANN's mission creep and consequent excessive costs charged to ccNSO members, when ICANN has a very limited role in relation to ccTLDs. Concerns about ccNSO policies which might be against EU or national law. Control of ccNSO by a few Registries. Lack of real interest from ICANN (Registry invited to join by other Registries which are ccNSO members rather than by ccNSO itself or, until recent dates, by ICANN)."
- "[Our registry] seeks to develop policies and concrete actions that they benefit [our] users. In this respect it is not clear that the ccNSO generates concrete actions. Rather it is involved in sterile discussions that have no application in reality. In short: many meetings, many trips and few results.
- "Joining the ccNSO appears to involve a contractual commitment that a private organisation (ICANN) may direct the operations of another organisation (ourselves) by binding policy."
- "Uncertain status in the past. Lack of independent opinion form ICANN. Not widely recognised by ccTLDs. Difficulty attending meetings."

Lack of information

- "We are not familiar with the ccNSO.
- "I did make the request at the Paris ICANN meeting. I was supposed to be contacted by their councillors but no one bothered to contact me."
- "Maybe not enough information in other languages is barriers for taking part, because most of discussions on technical character and it demands of clearly explaining of issues."

Other comments

- "We do not wish to associate with AFTLD which gained status as representing African ccTLDs fraudulently."
- "Current organisational setup has not permitted us to seek membership."

1.6 CONDITIONS THAT WOULD NEED TO BE MET BEFORE JOINING

[SQ 3B.6] Please give details of the conditions that would need to be met before you would consider becoming a member of the ccNSO.

Respondent category: ccTLDs non-members of the ccNSO

ccNSO should market itself better

- "For the ccNSO executive to be more proactive and to go out and make the first step to get members and not wait for potential members to ask for membership. In other words, marketing!!!! And they should sell themselves as to why it is beneficial to be a member."
- "At first it'll be better to make some consultations for those who wants to be a member, and give for them introduction materials for closely understanding."
- "That ccNSO policy be stated to be 'best practice' and not attempt to engage in binding legal commitments."

Need for more information / clearer understanding of purpose of the ccNSO

- "More information"
- "Better understanding of what the ccNSO expects from its member. Clear statement which describes the commitment ccNSO member has to give if any."

Profound reform of the ICANN system

- "Explicit support of the ICANN model from our Government. Real internationalization of the management of ICANN/IANA. Improvement of the ICANN/IANA services. Avoidance of mission creep by ICANN (very limited role in relation to ccTLDs). Reduction of costs attributed to the ICANN services provided to ccTLDs. Clauses that ensure the Registry, once a ccNSO member, will not be forced to comply with policy rules that do not comply with EU and national legislation."

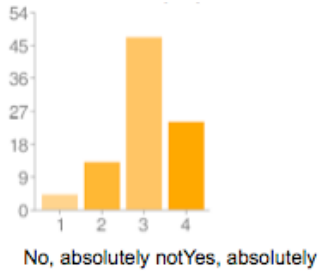
Other comments

- "Self Selection of Regional Organisation, i.e. into one other than AFTLD, but preferably an "administrative" one such as the the Council of Country Code Administrators, and ICANN/IANA's policies and procedures to be brought in the generally accepted principles of international law, such as respecting the existing/established rights of the parties involved (i.e. ccTD managers)"
- "We are currently launching a new ccTLD sponsoring organisation. Once this is done we shall immediately seek membership in the ccNSO."
- "There are none as the fundamental need for the ccNSO is not there."

1.7 RATIONALE FOR THE ccNSO

[SQ 4.2 & 4.3] The rationale for the ccNSO is spelled out in ICANN's Bylaws. Do you think this remains, today, an accurate definition of the purpose and function of the ccNSO?

Respondent category: ALL respondents



1 -	No, absolutely not	4	5%
2		13	15%
3		47	53%
4 -	Yes, absolutely	24	27%

SQ 4.2 was a multiple choice question, the results of which are presented in the figure above. SQ 4.3 gave respondents the opportunity to comment further on the answer they had just given. Respondents' comments are blocked by theme and preceded by their answer to the previous multiple-choice question.

Rationale remains accurate definition of purpose and function of the ccNSO

- [Yes, absolutely] "Having participated in the ccNSO for the last 4 years, it is clear that the ccNSO has done its best to achieve its purpose. The fact that today the ccNSO has more than 100 ccTLDs as its members is proof enough that ccTLDs in particular greatly appreciate not only the role and function of the ccNSO, but also the fact that the ccNSO is actually performing functions and achieving its purpose."
- [Yes, absolutely] "The policy development role becomes very important in the light of the imminent changes in ICANN and the TLD landscape. The ccNSO should continue to focus on this policy development function. The ccNSO should also act as an interface between the different supporting organisations, ICANN itself and the ccTLDS."
- [Yes, absolutely] "ccTLD policy co-ordination is of vital importance to the survival of the Internet. Lack of co-ordination and information exchange will lead to weaknesses that can be exploited by those who seek to gain from breaking the rules."
- [Yes, absolutely] "Perhaps one important change over time has been the importance of the ccNSO involvement with GNSO and other policies."
- [Yes, absolutely] I think the ccNSO is fulfilling the mission it was set up for, especially during the last years of operation.
- [Yes, absolutely] "The definition as per the bylaws is quite generic and leaves an open door to activities not specifically mentioned in the bylaws themselves."

Tendency for the ccNSO to act beyond scope and/or internal procedures

- [No] "the rationale and process are fine. It is the way they are carried out that remains a problem."
- [Yes] "ccNSO scope should not be extended. The need for global policies is extremely limited."

- [Yes, absolutely] "There are tendencies to reach out in areas which are not covered by the bylaws nor are necessary. In our opinion the ccNSO should focus on a small set of key issues reflected in ICANNs core mission."
- [Yes, absolutely] "Bylaws are ok... but we didn't follow them the first time we had the opportunity. That created a lack of confidence in the organization. We are following bylaws now (ccPDP) but it seems that it (ccPDP) was made for never change anything, which could be good for some of us but requires a lot of time and resources to invest in (sometimes) nonsense discussions. Then, it requires a "surplus" (in headcount) in the operation of every ccTLD involved in ccNSO matters to effectively participate and have an impact on ccNSO working groups and committees, and most far-from-english-culture-ccTLDs have no enough (human) resources for that."
- [No, absolutely not] "again, the ccNSO is far away from its original scope."
- [Yes] "It has become more than just a policy development/coordination body. It also provides meaningful exchanges of operational issues/best practices for cc operators."
- [No] "The ccNSO's relationship with ICANN and other organisations / entities has changed over time - yet there's no real statement as to how it fits in with all of these other organisations, how it overlaps, what it's objectives are with respect to these relationships. - i.e. the scope of the ccNSO needs to be restated and done so much, much more clearly."
- [No, absolutely not] The issue of the scope of the ccNSO has not been resolved. The purpose of the ccNSO as viewed by ccNSO members is more about sharing information and best practices, rather than about developing binding policy.
- [Yes] "It is our understanding that the ccNSO's primary function is to be a place for exchange of information and best practices, not to make binding policies, and that binding policies will only be made within a limited scope. We believe that the current scope, as written in the bylaws, is too wide and should be limited to making policies for the IANA function as it relates to ccTLDs. The issue was raised in 2005 during a PDP on the ccNSO bylaws, but the process concluded with a decision to run a separate PDP on the scope later. This hasn't happened, but neither has there been any abuse of the scope so far."

ICANN Bylaws in connection with ccNSO need to be updated

- [Yes] "With the new IDN ccTLD, I think there should be an update to the bylaws."
- [Yes, absolutely] The three functions identified in the Bylaws remain valid, but there is a fourth dimension that is missing: the capacity for the community of ccTLDs to somehow police themselves (should be worded differently). But the problem is a s follows : as ccTLDs are not overseen by ICANN, due to the argument of national sovereignty, there is little capacity to impose any constraints on the behavior of ccTLDs (for instance in their second-level registration policy) when they appear inappropriate. Examples include the use of wild-cards for the .cm (Cameroon), or the question whether specific additional constraints should be applied to ccTLDs that actually behave like gTLDs (completely open registration policy). As components of a global system, ccTLDs have the capacity to impact negatively the entire system. The WSIS requirement that no country should be involved in another country ccTLD should not suppress the responsibility of ccTLD managers towards the global community. Therefore, a fourth bullet point could be introduced in the Bylaws regarding the purpose of the ccNSO, such as : *"Ensure that each member of the ccNSO, in the exercise of its responsibilities, does not harm the stability and security of the global naming system".* (exact formulation ot be revised).

ccNSO is too political / not technical enough

- [Yes] "As a technically oriented ccTLD manager with accidental rather than planned responsibility of a ccTLD I consider the central management and politics revolving around DNS to be top-heavy and commercial to the point of the bizarre. I have attended a number of ICANN meetings, but really have no desire to involve in the endless legal and political discussions about what should be a simple if essential technical matter. For this reason, I would personally advise my registry to join or affiliate with an organization that has a technical understanding and practical attitude to DNS, if any. Stability is the number one concern for a ccTLD manager (or it should be),"

Other comments

- **[-]** "ccNSO should be independent body/structure from ICANN
- [Yes] **"**ccNSO should have more influence on ICANN."
- [Yes, absolutely] "It is important that it remains a non-Governmental but democratic organisation."
- [No] "There is lack of information."
- [Yes] "The ccNSO cooperates successfully with other parts of ICANN. It also helps ICANN Board with recommendations, however, this is mainly reactive approach. The ccNSO could improve on setting up its own agenda. The ccNSO could also strenghten its activities concerning best common practices creation."
- [Yes] "Although we have never had need for that, the strictly "by invitation" nature of ccNSO membership limited to actual ccTLD maintainers might be the right forum to discuss pressing policy issues, if we would have ones."
- [No] "Understandably the ccNSO's policy-making powers are restricted to a very specific area. However, these restrictions are being allowed to limit all the work that the ccNSO is doing whether or not it is of a policy nature."
- [No, absolutely not] "ccNSO should find a way to foster greater participation from ccTLDs in developing countries."
- **[-]** **"**Intend to research further - this questionnaire is a spur!"

1.8 FUNCTION AND OPERATIONS OF THE CCNSO

[SQ 4.4] In view of the increasingly diverse membership of the ccNSO and developments such as the introduction of IDN ccTLDs, how do you think this should – if at all – impact the function and operations of the ccNSO?

Respondent category: ALL respondents

IDNs will have little or no impact on role/function of the ccNSO

- "For some time now, this has been (and will continue to be) a hot topic at ccNSO meetings, which is fine. Any organization should be able to adapt itself to new challenges, without having to restructure itself so much."
- "We do not think the issue will impact strongly the function and operations of the ccNSO."
- "We should welcome them in, but do not see a rationale for changing the ccnso as a result."
- "IDN ccTLD and even regional TLD are a natural part of the ccTLD community."
- "I think there must be very minimal adjustment in function and operation of the ccNSO as IDN ccTLD may be considered as another ccTLD joining ccNSO."
- "Should not have an impact on the ccNSO current function."
- "Diversity is a GOOD thing in such organisations."
- "IDNccTLDs are not significant for us in Western Europe."
- "Not much."
- "Not at all."

IDNs should enhance the role/function of the ccNSO

- "This will have a good impact on the ccNSO functions and operations."
- "It [should] improve the position of the ccNSO."
- "This increases the importance of the ccNSO."
- "We should continue to see improvements."

IDNs will make work of ccNSO more complex

- "It will make it even less effective."
- "It will make its work more complex."
- **ICANN System:** "The relationships are going to be more complex and difficult to communicate."
- "The IDN extensions are not in fact technical as much as political. Evaluating, testing, and implementing technical DNS improvements like DNSSEC should be a priority, rather than messing up the identification of servers in the Internet with character sets. DNS has only a minor role as URLs in a browser (and getting less with search technology improving), but it is an essential technical solution for addressing and should be messed with as little as possible."

- **ICANN System:** "Introduction of IDN ccTLDs increases the need for global coordination, especially with development of, and adherence to, standards, especially for inter-operational requirements. For this reason the need for an effective ccNSO is greatly increased with the IDN ccTLDs."

Need for greater number / coordination of Working Groups

- "This should not necessarily require a change in the ccNSO's functions and operations. New developments may just necessitate more working groups or study groups and a change in the agenda of ccNSO meetings, but it is unlikely to require any change in the purpose, functions & operations of the ccNSO."
- "Limited impact, main impact will be on working process. Expansion of the use of theme based working groups."
- "In future, more specialized issues that should be handled by smaller sub-groups may come up. In that case, sub-groups will increase, and more resources will be required to coordinate them and their subject matters as the "global consensus".
- "More Workshop in developpement countries more online process participaion and greater participation in ICANN - ccNSO meeting for developing countries."
- "The ccNSO is likely (due to the Fast Track) to be the first community to experiment the diversity of scripts at the top-level. Problems or interests specific to TLDs in the same script (solution of variants for instance) might lead to the need for developing specific policies, rules and mechanisms to address them. Should this lead to the formation of sub-structures in the ccNSO around "script communities" (for Chinese, Cyrillic, Arabic, etc.) ? Maybe these sub-structures are more natural than the geographic groupings, or in addition to them. The ccNSO groups registries with very diverse approaches and more flexible sub-groupings could be envisaged. Actually this diversity is a testbed for what the gTLD space will experiment once the new TLD program is implemented and potentially lead to the introduction of several hundreds of new TLDs."
- "The tendency to divide working group membership by regions may become even more unworkable than it is today."

Need for greater implication of the membership base

- "Better collaboration and work between members would result in better addressing and solving members' needs."
- "It will require more interaction from the membership which seems to me today quite low."
- "The membership will grow with the managers of the new IDN ccTLDs. The ccNSO will have to make sure that its processes are still appropriate with a larger membership."
- "We need to develop more diverse ways of people being involved and contributing to discussions. We need to improve the meeting formats too. I'm aware the Council has scheduled further discussions on this issue."
- "Will give more diversity and the necessity to increase the different point of view, with that ccNSO will need to make more efforts to generate the consensus."
- "The ccNSO must provide more sessions on these new topics to increase awareness and encourage the cc community to apply these latest trends."

Need for greater multilingualism / cultural diversity

- (translated from French) "Make the discussions multilingual or ensure the systematic translation of documents. For IDNs – consider the setting up of working groups according to areas of interest."
- "This should impact in turn into a multilingual organization and maybe divided into regional groups."
- "It would certainly impact on the function and operations of the ccNSO in terms of meetings, delivery, research in diverse languages etc."
- "The introduction of IDNs is highly dependent on each ccTLD in view of the trials specifically in their language. [Under our ccTLD], it is possible to register IDN since January 2006."
- "ccNSO must be strongly involved (i.e. own) the whole IDN ccTLD space. This is why IDNs exist, for countries and territories to be able to express (address) themselves in their own language, the logical forum for that is through the ccNSO. The ccNSO must do more to embrace the diversity of its membership, this will probably mean that it needs to look at multiple frameworks (in terms of policies, practices, recommendations, etc.) to support the increased variety. Homogeneity is not going to be possible."
- "It is good because there is diversity of thought."
- **ICANN System:** "All are cc with cc managers. Maybe much diversity can be taken into account - like regional one. But what about the gender diversity?"

Need for more exchange with governments

- "It appears that the importance of country-code domains may lessen in the future with the introduction of more generic TLDs. Therefore the ccNSO needs to remain focussed on the "Country" aspect of the organisation. This could mean working more closely with Governments."

Voting mechanisms

- "Voting mechanisms may need to change"
- "Yes, new mechanisms have to be implemented. Mainly because of the fact that the definition of a ccTLD has to be redesigned. There may be more so called ccTLD registries in a single country, so the membership and voting criteria have to be changed."

Independence from ICANN

- "It should be an international organization not connected to one country organization."
- **ICANN System:** "There should be a ccNSO subgroup for each character set. ccNSO and ccNSO subgroups, should become more independent from the ICANN; since country code domains names are of the responsibility of each sovereign states, as stated in the Agenda of Tunis (WSIS, 2005)."

Other comments

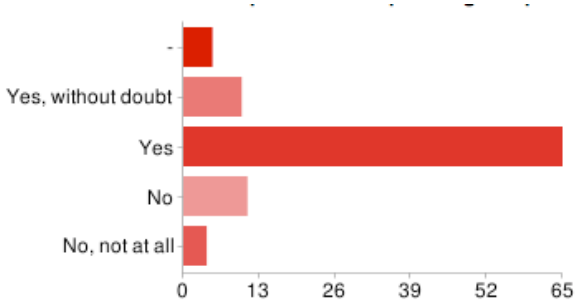
- **ICANN System:** as IDN ccTLDs are mentioned as an example, this is one area where there is not a good enough understanding of the subject, especially among the "leaders" (i.e. the staff support and chair). As a result wrong policies are developed that creates problematic implementations, which together with the political pressure results in DNS issues. To solve this, adequate staffing to the ccNSO policy developments needs to be assigned to avoid future problems.
- "I prefer the "closed club", "by invitation" only nature of ccNSO, restricted to the current true country-code TLD maintainers. I might be old-fashioned on that, but this system established 25 years ago by IANA has proven to be rather stable and robust and blowing it up through numerous IDNs is not what I would enjoy seeing."
- "It will change the bylaws. Until it happens and new bylaws are agreed it is impossible to say what impact there will be."
- "It is always difficult to make one size fit all, so everyone will have different views in many areas. The [challenge] is to draw out the matters all will or most agree on. IDN is no advantage to the majority of us here but we understand that it widens the use of the www to more people."
- "Yes, ccNSO will have to reflect if IDN version of a TLD could be a separate ccNSO member or not."
- "IDN ccTLDs should be allowed to join ccNSO."
- "Yes, it should impact the ccNSO."
- "The ccNSO must be flexible enough to adapt itself to the oncoming developments and changes."
- "I would like to see the ccNSO become THE association for all ccTLD managers and to deal with matters that are not strictly ICANN related. At the moment, this role is left to regional organisations but many countries, for one reason or another, do not participate in regional organisations."
- "The introduction of IDN ccTLD will determine several changes at multiple levels which the ccnSO should try to address during these years."
- **ICANN System: "**[Difficult to] answer this question. However, I do see a slight difference in approach towards what the expectations of the ccNSO are depending on which part of the world the members are from: Africans, Latin Americans and Asians are often very keen on the exchange of information part of the ccNSO. Europeans are less interested in that and more interested in using the ccNSO as a political platform."
- "There will certainly be some specifics that will only apply to IDN ccTLDs."
- **"**[The ccNSO is] Far from the concerns of ccTLD and users."
- **ICANN System: "**The IDN component of ccTLD has much in common with the IDN component of gTLDs - so there is a need to ensure that there is active participation from both GNSO and ccNSO on IDN standards - and issues such as single IDN character TLDs."
- **"**[the ccNSO] should be disbanded."

1.9 FUNCTION AND OPERATIONS OF THE CCNSO: THE PDP MECHANISM

[SQ 4.7/8] In your view is the ccNSO's Policy-Development Process (ccPDP) an appropriate procedural mechanism for the development and adoption of global policies linked to ccTLDs?

Respondent category: ALL respondents

SQ 4.7 was a multiple-choice question, the results of which are presented in the figure above. SQ 4.8 gave respondents the opportunity to comment further on the answer they had just given. Respondents' comments are blocked by theme and preceded by their answer to the previous multiple-choice question.



-	5	5%
Yes, without doubt	10	11%
Yes	65	68%
No	11	12%
No, not at all	4	4%

In favour of the PDP

- [Yes] "The PDP allows for a transparent, bottom-up way of developing policy. It allows for broad consultation to take place amongst ccNSO members & even non-members. There may be a need to improve it, but such need tends to appear as not critical."
- [Yes] "It is currently the best way possible."
- [Yes] "Since members of the ccNSO are the managers of ccTLDs, they are in a better position to advise on global policies that affect their operations."
- [Yes, without doubt] "It's the only way it can be done other than to set up an equivalent organisation outside ICANN."
- [Yes] "We believe in the expertise of the people involved in the ccPDP development."
- [Yes] "There seems to be no other systematic way to do this."
- [Yes] "Attending the objectives which ccNSO propose has been effective."
- [Yes] "Some formalistic approach and specific procedures are needed if you want the decision leading processes be credible for it's community."
- [Yes] The current process has a track record and is understood by the stakeholders. Better policy development can be achieved without changing the mechanism.
- [Yes] The PDP is not a quick, but the creation of binding policies necessitates a thorough consultation process – which takes time, especially for such a diverse group as the ccTLDs. Especially the smaller registries can find it challenging to find resources in their day to day operations to answer consultation requests from the global community, and so sufficient time is a _key ingredient_ in getting their view. There is always room for improvement though :-) The complexity of the PDP can act as a barrier to participation, purely because the process itself is difficult to understand.

- [Yes, without doubt] "Because it provides the opportunity to participate globally to all members of the ccNSO."
- [Yes] "I would hope so otherwise there is no point but I admit to be vague on ccNSO activities."
- [Yes] "It appears to be a very good mechanism. It's not impossible that there could be a better mechanism, but I can't think of one at present."
- [Yes] "Yes, but it appears to me that we require a faster ccPDP (NOT A FAST TRACK!!!), but under NO circumstances I would pretend to change current ccPDP before finishing ONE (at least) one single policy developed through this PDP."
- [Yes] It is very pedantic and takes a long time, but it does ensure detailed examination of an issue with ample opportunities for participation by the community.
- [Yes] "It is a complex and long process, but necessary to reach large consensus."
- [Yes] "It is an orderly way to do this type of processes."
- [Yes, without doubt] Follow good participative practice in the development process.
- [Yes, without doubt] because it provides the opportunity to participate globally to all members of the ccNSO.
- **ICANN System:** [Yes, without doubt] "In order to have credibility and trust from the members, the ccNSO is bound to follow the PDP. It gives the community a lot of chances for input as well as a lot of freedom. Although it is complicated it also serves a purpose and since it was developed by the ccTLD community, it's the best tool we have for policy development."
- [Yes, without doubt] "It is a balanced mechanism that allows all stakeholders to participate. It is the basis for any bottom-up organisation."
- **ICANN System:** [Yes] "Both PDP processes went smoothly. Opinions of all interested parties (members but also non-members) were considered."
- [Yes] "It is currently the best way possible."

In two minds about the PDP

- [Yes] "I think that the different discussions on the topics highlighted [the need for] help to define such policies but it can be more useful if the related issues can be shared in different languages and take inputs from all the ccTLDs."
- [Yes] "The establishment of the ccPDP was a difficult and contentious issue and despite some reservations on the present process, we would hesitate in recommending a re-visit."
- [No] "For some of those who has not been ccNSO member, they are regulated by their government."
- [Yes] "There might be better/faster processes for examples such as the IDN Fast Track."
- [Yes] "Sometimes it is too slow. Even if there is no problem at all."
- [Yes, without doubt] "The development of global policies with regard to ccTLDs where policy making is primarily a local matter happening in close cooperation with the local community including the local government should remain the result of a carefully driven and balanced process where global policies are set only (a) if necessary; (b) understood by the whole ccTLD community and, (c) in agreement with a significant majority of that community."
- [Yes] "The PDP is not quick, but the creation of binding policies necessitates a thorough consultation process – which takes time, especially for such a diverse group as the ccTLDs. Especially the smaller registries can find it challenging to find resources in their day-to-day operations to answer consultation requests from the global community, and so sufficient time is a *key ingredient* in getting their view [across]. There is always room for improvement though :-) The complexity of the PDP can act as a barrier to participation, purely because the process itself is difficult to understand."

- [Yes] "The restricted size of ccNSO makes it one of best forums out there for developing effective policy. Again reverting to my nostalgia for IANA approach 25 years ago, I would prefer a respectable individual (or small group) developing a short and concise policy (in the style of RFC, not and inefficient fine print legal document), which is then put up for comment and approval."
- [Yes] "as stated it is a rather complex process that delays decisions and therefore often bypassed by procedures like the IDN ccTLD fast track."
- [Yes] "The process is still complex. It would be recommendable to have clear and simply explained step by step guidelines on what the PDP is about."
- [Yes] "It's an appropriate mechanism, but the mechanism itself is far too complex and assumes high availability of volunteer resource and energy."

  [Yes] "The ccPDP mechanism is effective, but very slow. There is no way for policy to be developed within the ccNSO for urgent matters."
- [Yes] It does appear to be rather process heavy. It would be helpful if there was a simpler process."
- **ICANN System**: [Yes] The mechanism is fine. As mentioned previously it is the way it is carried out that is a problem. It is run by the chair and the staff support, whom in many cases do not have the adequate understanding of the issue at hand. It needs to be run by the ccNSO community.
- **ICANN System:** [No] There should be more homogeneity between the rules and procedures that govern registrations under the existing ccTLDs. ccNSO should be the best place to bring that homogeneity.
- **ICANN System:** [Yes] The process within the GNSO works, so why wouldn't it work for ccTLDs? There are, of course, significant differences, as ICANN contracts bind contracted parties within the GNSO, whereas my understanding of the ccNSO is that the power balance is quite different.

Critical of the PDP

- [No, not at all] "I would not wish on my worst enemy to have to participate in face-to-face PDP meetings."
- [No] "Because there is lack of information."
- [No] "If you can't attend meetings then you can't effectively participate in the PDPs. As a consequence those that can't go to the meetings typically don't get heard. It's not the expense of attending meetings (although that is large), it's the enormous amount of time involved getting to and from them. This is compounded by the fact that most smaller ccTLDs may not even have a full time staff member. There's just no one to take over while they're gone to a meeting."
- [No] "There is no need for a PDP for a global policies relating ccTLD, because all policy is made from the LIC without any input from ICANN or the ccNSO."
- [No] "ICANN (an organisation without statutory authority) may not legally issue binding orders to other organisations."
- [No] "Lengthy and complicated procedure, too much reliance of ICANN staff and Board."
- [No] "The small world of those who agree ccNSO and enclosed ICANN discusses very much be afraid that they do not solve the worries of the ccTLD and the users. It seems that there is many participation, but always they are the same persons in different charges, there is no renovation of people, not of ideas."
- [No] "Scrap the meetings, don't bother with online ones either (when your on the back end of a satellite connection they just don't work). Try online surveys instead."
- **ICANN System**: [No] "As indicated above, the original characteristic of the ccNSO is the very independent nature of its members, who do not get their authority from ICANN (but rather from the "local Internet community", in most cases the government), and are not submitted to compulsory registry agreements and consensus policies, as gTLDs are. Therefore it is no surprise that the PDP mechanism is so little used. which is the best proof of its ill-adapted nature.

Actually, even the example given above (a PDP on IDN ccTLDs) had not really been conducted: the Fast Track process was an extra-ordinary mechanism, established ad hoc to precisely go around the heavy PDP mechanism that would not have been able to produce an actual result in due time.

The IDN ccTLD Fast track working group is actually a perfect demonstration of the flaws of the policy making within ICANN: it was necessary to establish something special, working cross-community (ie involving also the GAC and the gNSO), to be able to produce something interesting. And it worked.

As in the gNSO, there should be a clearer distinction between: 1) the development of the global regime regarding the evolution of the domain Name space as a whole (ccTLDs, gTLDs and IDNs), which should be conducted at the complete community level (an ICANN-wide Policy Development Process); 2) the development of policies applicable to the community itself (like the consensus policies in the gNSO) : this is still in infancy because of the "sovereignty principle" (see above), but should be developed; 3) the development of policies regarding a sub-category (for instance among script communities); 4) the development of decisions regarding the behavior of one or several ccTLDs who are potentially harming the global system (this is completely inexistent but should be developed)."

- **ICANN System**: [No, not at all] "PDP is an interesting process, but it doesn't take into account the fact that governments (GAC) have the responsibility for public policy issues, and have a sovereign rights over their respective ccTLDs. In the case of ccTLDs, PDP appears as a diluting process of the governments responsibilities."

Other comments

- **ICANN System**: [-] It is too early to say - as there haven't been many policies produced yet - apart from support for IDN fast track.
- [Yes] "Since the ccNSO - along with the other AC/SO - seeks help from the community to take decisions for the community, it is in the best interest that the ccPDP reflects the needs of the cc community by reflecting their needs and concerns."
- [Yes] "Since members of the ccNSO are the managers of ccTLDs, they are in a better position to advise on global policies that affect their operations."
- [No] For some of those who has not been ccNSO member, they are regulated by their government.

1.10 FUNCTION AND OPERATIONS OF THE CCNSO: WORKING GROUP MECHANISM

[SQ 4.11] If you currently participate (or have at any time participated) in the activities of a Working Group, how would you rate your overall satisfaction with this method of work? If the assignment of your WG has been completed, how satisfied were you with the eventual outcome?

Respondent category: ALL respondents

In favour of Working Group model

- "The WGs are a very good approach in that they allow for diverse opinions and ideas to be secured on specific topics or work areas. The good thing is that WGs then are required to report to the ccNSO council & membership. It is the membership that ends up having a final say, but this can only happen because a smaller group of people managed to sit down and do the dirty, detailed work in a WG. I am a member of the ccNSO Programme WG & while this is an ongoing WG, I've been very satisfied that it has managed to keep the agenda of ccNSO meetings stimulating & interesting. I'm also a member of the Delegations & Re-Delegations WG, a new WG with a very critical mandate of reviewing the delegations, re-delegations & retirement policies & procedures. This WG will help greatly in having the ccNSO decide, in an informed way, whether or not a PDP should be launched."
- "It is excellent since the work of these working groups is in the best of the Internet and its community."
- "The outcome (support by Members and the whole Internet society) will be the measure of how effective the WG was."
- "I think that participation in working groups, will provide much useful for the participants, especially for beginners, that they understand the essence of the issues discussed. Since the questions submitted to a higher level, will be followed up very carefully in these working groups."
- "The working groups are thought to be effective and satisfactory when their processes are based on a scheme with repetitive drafting and revising in written format."
- "In general ok."
- "I've been completely satisfied with the outcome of IDNC WG."
- "I am satisfied. I am member of 4 WGs."
- "I have been involved in the IANA WG and the Participation WG. I was satisfied with both. I chaired the Participation WG and found it rewarding in terms of improving ccNSO participation, but it did take up a large amount of my time. I think we underestimate the amount of time that WG can take up and there is a danger that people will not be able to give that time going forward."
- "Method of work is okay. Outcome is fairly satisfying."
- "In theory WGs are a very good method of work for an organization like the ccNSO, enabling the interested ccTLDs to work together on issues of common interest. Our experience though is that achieving progress between the physical meetings is a major challenge. This is an inherent challenge in the ccTLD field, as most of the issues for a ccTLD is local and needs to be dealt with locally. Thus all participants have a job more focused on the daily processes of the registry than on ICANN processes. WG do acieve results. It just takes some time and frustration :-)."

- "A working group allows close participation directly with the people involved and gives an opportunity for careful input, as well as getting to know people. Perhaps encourage more involvement ("outreach") by regular email postings."
- "Working groups have been reasonably effective, which has been helped by good chairs and staff support. The processes WG put together a good set of ccNSO procedures, and the program WG has helped improve the quality of meetings, and member participation."
- "Very satisfied."
- "The outcomes are good. But we need to increase the diversity of point of view."
- "WGs work relatively well. We need to be carefull not to create too many WGs. It restricts participation to those that have the time and resources to participate."
- "Very satisfied with method of work."
- "very satisfied with ccNSO Working group policy development concept and activities."
- **ICANN System:** "I am not formally a member, as I'm staff. But I support various working groups. The quality of work of the groups I am on varies a lot, depending on how much the volunteers participate. In the end it always tends to be 1-3 people that do all the work - however, mostly it's good work."
- **ICANN System**: "The only group I have participated in was the IDN ccTLD Fast Track Working Group. As explained above, it was a completely ad hoc process, as far as I understand. And it was an excellent exercise. But I am not aware of any other working group set up by the ccNSO and do not know whether they are open to GAC members. In general terms, I strongly support the working group approach."

In two minds about Working Group model

- "Depends on the WG, some have been very satisfactory, others disappointing. Influencing factors include the quality of the chair, staff support, members dominating with local agendas and arbitrary rules on membership of the WG."
- "Some work better than others. Some outcomes are better than others."
- "I chaired one of the ccNSO participation WG which ended its mandate with some recommendations. Sometimes, I found hard to liaise with ccTLD of certain countries who have different level of responsiveness."
- "There is a risk of dispersion when too many groups are created at a time."
- "Overall satisfaction ok, but would prefer more exchanges based on email lists rather than phone calls."
- "Method of Work: Fine, but personally I have had issues with teleconferences time, then quality of teleconferences is not the best... so, there were barriers for effective participation. Eventual outcome: I've been in several ccNSO WG's and Committees (around 10) in the past seven years of ccNSO existance and I think we have reached success in most of them, especially: The ccNSO AG, ccNSO LG, ccNSO Regions, ccNSO Participation, among others."
- "Working Group members are volunteers. The amount of time they can give and the quality of their participation varies considerably. It is particularly difficult for those whose first language is not English. I cannot see an alternative."

Critical of Working Group model

- "Delete Task Force report was hijacked and modified by ICANN staff, voted against it in the final vote. Accountability Framework, ICANN staff took a preliminary draft and declared it final, WG was then disbanded. Delegation, Re-Delegation and Deletion WG is directed top-down."

- "Erratic. The working group appears to consist of staff, non-active members, and active members. The method of working appears entirely reactive-- that is to say ICANN staff write the policy papers and the members are expected to agree or disagree. Little creative energy appears from the members, and that little that does, is discouraged."
- "WG is not working well. The volunteers of working groups can have their own defensive agenda that can influence the outcome e.g. redelegation working group that attracts participants that have fears for re-delegation."
- "Same issue about the problem of attending meetings. The meetings don't work - find some other way."
- **ICANN System: -** very unsatisfied. Broad discussions are not allowed. Everything is decided by the chair of the ccNSO, whom also controls the staff support. ccNSO members need to be allowed to be involved. this should not be a one-man show.

Other views

- **ICANN System**: "I can only participate as an observer in my function as ccNSO liaison from ALAC."

1.11 ACCOUNTABILITY AND TRANSPARENCY

[SQ 4.14] What do you expect from an international, membership-based organisation like the ccNSO in terms of accountability and transparency? Can you suggest any changes to the ccNSO's way of operating that might enhance its accountability and transparency?

Respondent category: ALL respondents

Essential to maintain regular communication with membership base

- "An international organisation like the ccNSO is traditionally expected to communicate constantly with its membership, and to keep the membership regularly updated about developments that will impact upon it (the membership). The ccNSO has been very effective in doing this through its members' mailing list & through its collaboration with regional ccTLD organisations & with other ICANN supporting organisations. The ccNSO Secretariat may consider, though, having a summarised monthly email newsletter updating its members on the progress of the work done with the ccNSO council, WGs & study groups."
- "[Need for] More ways to have good communication."
- "[Need for] improved timeliness of publication of documents, agendas and minutes, particularly for Council meetings. All Council meetings including conference calls should be accessible by all ccNSO members."
- "Perhaps encourage more involvement ("outreach") by regular email postings."
- "More simple literature about it and a regular seminar on the ccNSO and its PDP processes during the ICANN meetings."
- "Exactly that, [the ccNSO should be] accountable and transparent."
- "[There should be] No doubt about its transparency."

- **ICANN System**: "I think that the work of the ccNSO is sufficiently transparent. All documents are publicly commented and all documents are published. The ccNSO also publishes recordings and minutes from majority of council and working group meetings."
- "Published accounts, standard audits etc."

Need for more accountable/"respectable" governance structure

- "A more respectable, inspirational leadership with clear vision along the lines of the old IANA neutrality and simplicity."
- "Probably we would need a more permanent administration /staff in order to fulfil our task to advice and coordinate the policy processes. ICANN organisation and staff grows which means that the pressure on the volunteers is too much to handle. In that way the model is not working and ICANN staff dominates the process but gets halted in the end resulting in ineffectiveness and frustration."
- "What transparency? I don't know if I've ever seen any of it's activities formally measured against its mandate."
- "Make reports and decisions from the meetings and then bring it to the ICANN Board and do not ignore comments and suggestions from meetings and then do what the Chair or the Council want."
- "More discussion during Council meetings. Organise debates in a way multiple views are represented."
- **ICANN System:** "Looks like it is a somewhat autonomous structure within ICANN that other constituencies / ACs do not follow as closely as the gNSO activity (which represents the core of ICANN's activity). Accountability is important when there are decisions. As the ccNSO looks (from the outside at least) more like a coordinating structure among independent actors, there is little actual decision-making that is enforceable towards the membership. If the ccNSO were to assume a greater role in policing its own crowd, improved accountability mechanisms (including appeal) would be required."
- **ICANN System:** "I think I made it very clear in the previous comments that a new chair, new staff support, thereby allowing the members to take part in the work, is necessary."
- **ICANN System:** "Once again it will be more transparent if the ccNSO is open to constituencies other than the cc managers."
- **ICANN System:** "Making its work more public. The problem with a lot of the ccTLD managers is that while they talk to themselves, they don't seem to like sharing any information with registrars or registrants."

Current structure / operations consistent with expectations

- "I think it is fine the way it is."
- "It appears to be a very transparent organization."
- "I am satisfied with the present state."
- "Current processes and procedure are consistent with best practices [in terms of] accountability and transparency."
- **ICANN System:** "I think it's hard to find any more open organisation that the ccNSO. All papers are open to everyone, all ccTLDs (including non-members) are invited to participate in almost all working groups, meetings are open for everyone, everyone is invited to participate in surveys, comment periods. Council calls are minuted and recorded and put online. 99% of all messages that are being sent to our members email list are also copied to a community email list (the 1% that isn't only refers to strict membership issues, such as voting to the council). Non-members can apply for ccNSO travel funding on an equal basis as full members. Etc etc etc. We are actually SO open, that it's hard to offer much "added value" by a membership, as you can take part of more or less all the benefits being a non-member anyway."

Need for more effective outreach / alternative outreach strategy

- "More outreach, support to developing ccTLD registries."
- "To encourage more participation of [its] members."
- "The ccTLDs request training (development of capacities) for their staff, also need meetings for the officers. So ccTLD need to focus in both sides, training officers and training staff."
- "Make all ccTLD's members of ccNSO ex officio without any requirements towards obligations to follow policy. Remove all regional organizations, let ccTLDs choose groups to represent them. Remove the positions of Regional Liaisons. Support incumbent ccTLD managers against hostile take over attempts."

Need for improved advance planning for meetings

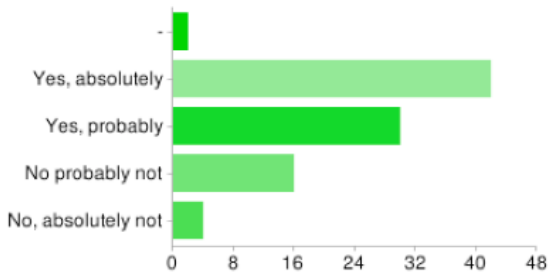
- "Members should vote to approve the action plan and priorities every year."
- "Better forward planning of meetings and work schedules - so no surprises and to help people plan and get involved in what is coming up."
- "Less focused meetings. If there are no global issues skip meeting."

Other comments

- "The picture will be more clear to us, once we become a member."
- **ICANN System**: "Is rather difficult to say, given the fact 2009 was my first year of participation in the ccNSO."

[SQs 6.1 & 6.2]: In your opinion, does the ccNSO play an essential role in the development of policies on behalf of the global ccTLD community? 6.2: Could you give two or three examples to explain the answer you have just given?

Respondent category: ALL respondents



-	**2**	2%
Yes, absolutely	**42**	45%
Yes, probably	**30**	32%
No probably not	**16**	17%
No, absolutely not	**4**	4%

Does the ccNSO play an essential role in the development of policies on behalf of the global ccTLD community?	**AF**	**AP**	**LAC**	**EU & NA**
"Yes, absolutely":	60%	**88%**	46%	33%
"Yes, probably":	20%	12%	38%	33%
"No, probably not":	10%	0%	8%	27%
"No, not at all":	10%	0%	8%	7%

ccNSO plays an essential policy-development role

- [Yes, absolutely] "In the last 2-3 years (for example), the ccNSO has been very effective in developing policy or influencing development of policy in these areas: (1) New gTLDs, (2) IDN ccTLDs, (3) ICANN accountability (transition from the JPA to the Affirmation)."
- [Yes, absolutely] "IDN ccTLD; DNSSEC."
- [Yes, absolutely] "IDN ccTLD Fast Track introduction; DNS Security awareness; IDN ccPDP.
- [Yes, absolutely] "The IDN Fast Track for ccTLDs."
- [Yes, absolutely] "Success in delivering IDN ccTLD fast-track process. Work done on protection of geographic names wrt new gTLD."
- [Yes, absolutely] IDN cctlds, current work on wildcards.
- [Yes, absolutely] "Yes, of course, since it is itself part of the global ccTLD community and also Information Society."
- [Yes, absolutely] Just one will do, the IDN fast-track policy was an excellent piece of work and fully justifies the work of the ccNSO.
- [Yes, probably] IDN ccTLD Fast Track, the new gTLDs.

- [Yes, probably] "Don't know of anyone else other than CENTR."
- [Yes, absolutely] "Active participation in the IDN process. Policy development for regional Tlds. Policy development together with gac for new gtlds. IANA processes development."
- [Yes, absolutely] "(1) The ccNSO had a unique and neccessary role to play in creation of a fast track process for IDN ccTLDs, and the creation of a full policy for IDN ccTLDs. This could not have happened inside one of the regional organizations like APTLD, CENTR etc. but needed to happen at the global level. (2) The ccNSO also plays an important role in reminding the global community about the diversity, and the need to adapt to local needs and local laws. Not all areas are suitable for global policy, and the ccNSO showcases that. (3) The input into the new gTLD process in regards to delineating what a gTLD is - and which TLDs may be governed by geographic/local requirements."
- [Yes, absolutely] "Geo-names; IDN-ccTLDs (fast-track and PDP); Wildcards."
- [Yes, probably] Taking in account the diversity of membership I don't believe ccNSO could be more effective, but it's still useful to have a global ccTLD registries organisation.
- [Yes, absolutely] IDN PDP was very successful.
- [Yes, absolutely] "IDN PDP, Geographic names in the new gTLD Process."
- **ICANN System:** [Yes, absolutely] "It's the only way to go if you like to develop a policy for ccTLDs. And it is truly bottom-up."
- **ICANN System:** [Yes, absolutely] "Fast track IDNs; comments on new gTLDs."
- [Yes, probably] The guidelines for ICANN Accountability Framework. The recommendations for the IDN Fast-track.
- **ICANN System:** [Yes, absolutely] **"**Just one [example] will do, the IDN fast-track policy was an excellent piece of work and fully justifies the work of the CCNSO."
- **ICANN System**: [Yes, absolutely] A good example is the success of the IDN PDP. The ccNSO is currently studying impacts of ccTLD wildcarding and some best common practice type of output is expected. No other organization is taking care of such things.
- **ICANN System:** [Yes, probably] "Almost every policy is passing through the ccNSO."
- **ICANN System:** [Yes, probably] **"**I think the formation of IDN-ccTLDs has been a topic that has drawn common interest. The roll-out of DNSSEC also seems to be getting attention from many ccTLD managers, but not clear what the ccNSO role has been in this. Most of the time however each ccTLD manager wants to maintain their autonomy and doesn't seem that interested in best practice/standardisation of approaches. For example it would be more useful if many of the ccTLDs standardised on EPP."

Legitimacy acquired with growing membership

- **ICANN System:** [Yes, absolutely] "ccNSO is more and more gathering the ccTLDs managers."
- [Yes, absolutely] "The large list of members give to the ccNSO legitimity to do it. The flexibility of the communications process is an incentive for participation."
- [Yes, probably] "1) ccNSO it's a valid channel to interconnect the community to ICANN. 2) It's necessary to agroup the ccTLDs."

ccNSO playing essential role in exchange of information / best practices

- [Yes, absolutely] "The ccNSO follows the methodology of "From the community, to the community". One of the latest and most effective addition to the ccNSO website was the introduction of the "Resources" section where the cc community can share their developments so that other communities can benefit from."

- [Yes, absolutely] "ccNSO is very important for relaying between ccTLDs in terms of developing Internet in our countries. [The] Internet needs to be more accessible and known inside our countries through in part the ccTLD as an identification of the country. Problems encountered in Internet related to DNS security and reliability must be solved and solutions shared by all ccTLDs."
- [Yes, absolutely] "The ccNSO has reached over one hundred members, so it has been fully validated as the place where ccTLDs come together to work on matters of common interest. One important example of success has been the IDN fast track process."
- [Yes, probably] "The recommendations about several themes. The surveys made."
- [Yes, probably] "IDN ccTLD's. Change of ICANN Bylaws."

Need for increased participation of members

- [Yes, probably] "1- listening to its member needs and concerns, would help ccNSO to develop better policy. 2- Collaboration between different opinions and work group result in better work."
- [Yes, absolutely] Not all ccTLD managers are members of ccNSO. Not all ccTLD who are member of ccNSO are attending regularly ccNSO meetings."
- [Yes, probably] Up until recently the membership was quite low and did not represent the majority of ccTLDs.

Need for improved communication

- [No, probably not] "Lack of information, lack of communication."
- [Yes, probably] "ccNSO communication with ccTLD community would have been more efficient, if they would send via e-mail or other means the only the high-priority issues. In this respect IANA and ICANN are good examples - direct messages from these organisations are rare, but always essential."

Need for improved governance structure

- [No, absolutely not] "ICANN staff does what they want anyway."
- [No, absolutely not] "As I mentioned, is always the same people, the same thought and little desire to change course. I think that thought should oxygenate."
- **ICANN System:** [No, probably not] "ccNSO seems too dependent from the ICANN Board; ccNSO has to gain independence from the ICANN board in its way of operating if it aims to be a credible organisation. IDN ccTLD implementation is a good opportunity for the ccNSO to improve in that field."
- **ICANN System:** [No, probably not] The joint work among ccTLD managers are not based on ccNSO activities, but could be if the organization was run well. The IDN ccTLD work was filled with errors and had to be adjusted in implementation, where the appropriate staff is located and available. As such the result was good, but that was not due to the ccNSO. Overall the ccNSO members have a lot of expertise among their own staff. That expertise should be used as opposed to the current structure.

ccNSO lacks legitimacy/capacity to develop global policies for ccTLDs

- [Yes, probably] "National policies and laws are diverse and therefore not very easy to find one that fits all."
- [No, probably not] "Some ccTLD can develop their own policies."
- [No, probably not] "I can only think of IDNs as an example of a policy to come out of the ccNSO. There's a lot of other 'stuff' but it doesn't really seem to have visibility above all of the other 'noise' of what I have to deal with."

- [Yes, absolutely] "Yes it plays an essential role, but it needs to be recognised that for many ccTLDs, we don't want binding policies to be developed by the ccNSO anyway - we don't see them as being needed - as almost all policy is developed nationally for us. In the limited occasions where global policy is needed, eg IDNs then the ccNSO does play an essential role."
- [No, absolutely not] "Only the local community can decide on any policy for at ccTLD. There is no need for a global policy, because every ccTLD has different needs and goals to fulfil for there own community...."
- [Yes, probably] "We haven't set any ccTLD policy (which is probably the best part of the ccNSO existence). But we have the chance to play that role. Mostly depends on us."
- [Yes, probably] "The only new *policy* is the one related with the ccIDNs, and wasn't following ccPDP, the actual policy is underway and we have that chance as long as we could effectively keep our ccPDP as the authoritative process (despite the -understandable, btw- GAC interests to affect the outcome)."
- [No, probably not] "There are not a lot of necessity of global policies."
- [No, probably not] "ccTLD policy is firmly rooted in the principle of subsidiarity."
- [No, probably not] "Apart from the IDN ccTLD issue, ccNSO has a limited role to play to create global policies because ccTLDs are by nature local."
- [No, probably not] "Reaching a global consensus is still a major issues. One of the key features of the ccTLD community is to be the mirror of the interests and needs of local internet communities. Therefore, the development of global policies in the ccTLD community is not an easy objective. I would rather go for the development of non-mandatory best practices."
- **ICANN System: [-] "**My only direct experience was the IDN ccTLD Fast Track working group. Excellent experience but it was not a typical ccNSO activity.

  For the rest, I do not really follow the activities of the ccNSO. The fact that the ccNSO PDP process has actually not been used, shows that the answer to the above question (essential role) is probably NO.

  Note : in answering this questionnaire, I have voluntarily avoided going to the ccNSO web site until this question. this was to answer on the basis of my existing knowledge. However, for the sake of fairness, I have looked at it now. It confirmed in my view that the ccNSO does not really develop policies; that it has identified really important topics on which is has established working groups (such as on Delegation and re-delegation, wildcarding, incident response, etc..) but without really producing policies.

  For the rest, the ccNSO looks, again, more like a constituency group than a policy-development structure. This is not necessarily wrong, as, once again, the independent nature of the ccTLDs limits the potential for "globally applicable rules". But there should be an evolution towards the development of globally applicable rules."

ccNSO playing essential: representing interests of ccTLDs in ICANN System

- [Yes, absolutely] "ccNSO represents ccTLDs opinion in ICANN decisions."
- [Yes, absolutely] "It is already listened to by the Icann community. It is the only real organization that groups all cctld community. It has experience in the policies matter."
- [Yes, absolutely] "ccNSO is heard by ICANN. IDN and PDP process participation of ccNSO."

[SQ 6.4] In view of the growing membership base of the ccNSO, and recent developments such as introduction of IDN ccTLDs, what changes - if any - need to be made to the way the ccNSO operates?

Respondent category: ALL respondents

Current operations fine - no need for change

- "I can't see what changes need to be made in operations, but I can see just changes in the content of the ccNSO meetings agenda.
- "Since the ccIDN program will not be the last development in evolving the future Internet, the current structure of the ccNSO does not require any changes.
- "Platform of information is quite good, exchange views and information, set up global meetings. Thats all what the ccNSO should do."
- "I think current operational structure is adequate"

Better communication / more systematic translation of documents

- "Better out-reach programs to address the function of ccNSO."
- "The materials (e.g.: documents and conferences) must be translated in other languages."
- "Communication in different languages. Inclusive Council membership. Regional presence and meetings to cater for language barriers. More capacity building activities especially for the developing countries."
- "Seek better participation from smaller/diverse ccTLD operations, even if those do not seem to cooperate.
- "It must be to expand the field of activity in terms of elaboration of individual instruments or documents to enhance innovation and introduce to attract more professionals to resolve any emerging issues related to innovations."
- "Because of more language diversity, more effort has to be done for translations, simultaneous or for documents, that leaders or main speakers of the ccNSO always have in mind that for others is not easy or as quick to understand in English , and because there are so many new or that do not assist to meetings in same frequency as others, to always have patience of explaining to others that cross the world to go to that meeting and perhaps are not really understanding or taking full advantage of the meeting."
- "Provide bite-sized summaries and preparatory documents to allow the attendants to properly prepare themselves for a meeting. The last years, the documentation to be read before a meeting amounts easily to 100-200 pages."
- **ICANN System:** "Perhaps closer collaboration with other entities in ICANN."

Need for structural change

- "Regional representation is disproportionate distorting representation on the ccNSO Council (particularly North America). Term limits should apply to the ccNSO Council representatives and officer positions e.g. WG chairs."
- "It should be international organization and independent of ICANN."
- "Add a time limit for Chair and vice-chair mandates."
- "Extension for a more permanent ccNSO administration financed and staffed by cctld community.

- **ICANN System:** "For each language string should be established an independent ccNSO group; all the subgroups should of course communicate and exchange best practises. Each subgroups membership should reflect in its membership the language string it is representing."
- **ICANN System:** "(1) development of script-based sub-communities; (2) more global-rules development, to take into account the responsibility of ccTLDs towards the global community; (3) more monitoring of the behaviour of individual ccTLDs when their activity impacts or harms the global system (this could for instance apply in case of major tolerance for phishing activities by their registrants)."

Need for reform of internal working mechanisms

- "Need to improve ways of working to be more inclusive and deal with the logistics of larger numbers of meeting attendees. Important that people have a variety of ways to contribute. For some a large room of people is daunting, particularly if English is not your 1st language. I'm a native English speaker and I feel that its often just the english speakers who dominate - I worry that we can unintentionally shut other people out."
- "Sort out the meetings. Too many, wrong places in the world, and if you have one in this part of the world then make sure that the other half of the planet actually comes rather than wimping out and saying "It's too far"."

Recommendations in relation to mandate

- "A more structured, but clearer mandate."
- "Well, we have to re-define what is a ccTLD... first of all."

Other responses

- "Try to keep the number of ccNSO members reasonable (in my view IDN should be just a fix to incomplete Latin alphabet problem, not a way to loose grip on the well functioning ccTLD system)."
- **ICANN System:** "Since we received additional staff when we needed it, we're coping pretty well with the workload. We are about to change the website (needed), based on community input (not only members). It is still unclear how the IDN ccTLDs will be treated. If they mean a doubles burden & work load, then staff will be needed. But this is nothing I can envisage right now."
- "Disband it."

[SQ 6.5] Please add any final comments you may have, notably in relation to the development of the ccNSO in the years ahead.

Respondent category: ALL respondents

Impact of growing membership/increasing diversity of members

- **"**As the number of ccNSO members increase, time allocated to such work as policy development might need to be prolonged or carefully monitored, as more members will want to make more active & effective contributions."
- "It is going to be challenging to find ways of involving the entire ccNSO membership going forward."
- "The advent of new gTLDs might also pose a serious threat to the ccNSO membership eligibility criteria, as city TLDs might want to see themselves associated with ccTLDs, as opposed to gTLDs like .com and .net."

ccNSO Mandate

- **"**Most likely ccNSO doesn't have to change. Probably we as ccNSO founding members have to change our initial expectations and adjust them to reality (ccIDNs, currect security trends, etc). Probably ccNSO is the most valuable structure, because of it diversity, because of the strong relationship between ccTLD organizations and governments, so it should be an ICANN strategy to have a stronger (from several perspectives) ccNSO."
- "The existence of the ccNSO might be challenged by new gTLDs that might duplicate the ccTLDs. As an example, .xx is [country deleted]'s TLD, but if ICANN, in collaboration with the [country deleted] government, were to authorise .nameofthecountry to be a new gTLD, that would mean duplication of .xx's role & pose a challenge as to which is [country deleted]'s ccTLD exactly: .xx or .[nameofthecountry]? Would .[nameofthecountry] then be entitiled to become a ccNSO member as well?"
- **"ICANN System:** Maybe the split between cc and gTLDs need to be revisited. After IDN ccTLDs, new gTLDs... I also have questions about how at-large members / ALS members can (really) answer to this survey."

Need for improved / more representative governance model

- "The Business was generated from the "supposed experts on the Internet." This is based on having a chair with the name of the consultant in an organization, ICANN, ccNSO, and so on. I think you have to incorporate a new way of thinking and acting. These organizations create mechanisms to give the impression of a lot of participation and democracy they have, but always the same and with the same ideas. As we say here in [country deleted] "everyone likes to talk, but when you grab the shovel (tool for the well) all run out. Anyway thank you for a say."
- "Accountability of ccNSO councillors might need to improve, and this should help in encouraging more participation in ccNSO's work**."**
- "Give nominal membership to every ccTLD, don't wait for them to join, just sign them up. Then work at improving everyone's involvement by making it much easier for us all to be involved."

- "To thank for the effort of the ones that have dedicated their time, and that as well as the internet of the last 10 years was as it was, to remember that for the next 10 years it will be a completely different matter, so improvements in terms of better communication to and with the members may be helpful. Also, not to focus only on ICANN relationship and policies development and some tech stuff , but also on Commercial , promotional , and other best practices or cases of success from around the world."
- **"**Increase the participation of ccTLDs in the ccNSO is a real necessity to have an effective ccTLD community, and the relation with the ROs need to be strong to helping each other. ccNSO need to use the ROs more."

Need to re-think meetings format

- "Here's a test: Imagine you held a meeting in [remote country - name deleted]. Figure out how hard it would be for everyone (and I mean everyone, i.e. there's no one left behind to run the ccTLD while they're away) to get there, how long it would take, who would need visas, where would they get them from, how would the ccTLD keep running (could it?), etc. Now reverse that test and you have the issues facing the small island states. We want to be involved - figure something out that will actually work."
- "Keep up the good work while encouragement of participation of developing countries in the ccPDP be enshrined in the mandate. The issue of R&D and sharing of resources should be pursued."

Transparency and accountability

- **"**Be totally transparent and accountable in all functions and operations to the global membership of the organisation."
- **ICANN System:** "Making it more visible and more communication with GNSO would be helpful."

Take into account multilingualism of membership

- (translated from French) "Open the ccNSO to other languages so as to enrich the debates on the issues being addressed."

Expressions of endorsement

- **ICANN System:** "The ccNSO has developed itself in the right direction during the last years, it is still developing, but it seems to me that the community in general is no longer as "hostile" as it used to be towards the ccNSO, but actually starts to appreciate its work and it as an institution."
- **"**I have only just started participating in ccNSO. I give all my support to this organisation. I suggest just to gather useful information and help ccTLDs in each step during the development of Internet."
- "Good job, keep transparent and accountable."
- **"**I think the ccNSO has had a huge impact on the evolution of the Internet in cc communities."
- **"**Although ours is by far the smallest country (population about 50 people), I hope to make a contribution to the ccTLD community."

Other comments

- **"**I hope everything is done by the ccNSO will be more beneficial as for ccTLDs and for the Information Society."
- **"**I really need to know what ccNSO can do for me. Our main problem is our ISP who have a telecoms monopoly."
- "It's necessary a diagnosis of the technical situation of the ccTLDs, to promote better policies."
- **"**We are planning to have DNS server and we need kind of support in this field."
- **"**Disband it."

2 Annexes

2.1 ARBORESCENCE OF SURVEY QUESTIONNAIRE