

**FRAMEWORK FOR
INCLUSIVE CYBER
POLICYMAKING**

Introduction: Framework for Inclusive Cyber Policymaking

The need for inclusive policymaking

Governments are recognising that internet policy issues are increasingly complex and have impacts across society, economy and policy. This makes policy development all the more challenging and the considerations more broad and interrelated. This complexity warrants a more inclusive and expertise-driven approach to policy development in which stakeholders have an ever more critical role. More inclusive policy development processes are the key ingredient to policy development in the internet space and to the implementation of more comprehensive approaches to cyber policy and governance.

This need has been recognised in numerous cybersecurity forums and statements, including in the Chair's Statement of the 2015 Global Conference on CyberSpace held in The Hague, which noted that: "From the beginning of the London process, through Budapest and Seoul, there has been a growing commitment to cooperation among stakeholders. Governments were urged to ensure that cyber policy at national, regional and international level is developed through multistakeholder approaches, including civil society, the technical community, businesses and governments across the globe."¹ Inclusive or multistakeholder policy development processes are proving increasingly successful – in particular the recent Internet Assigned Numbers Authority (IANA) transition that enabled the United States Government to transfer its clerical and stewardship roles in the Domain Name System to the multistakeholder community.

To realise and benefit from inclusive approaches, policymakers need to recognise their value, and commit to them. Such approaches can take more time and require more resources; but the end result is typically a more appropriately targeted, effective and holistic policy approach that will pay dividends for society, economy and policy. Such benefit will come not just by encouraging stakeholders to engage, but by ensuring that the views and expertise that they bring to the table are considered and included.

¹<https://www.gccs2015.com/sites/default/files/documents/Chairs%20Statement%20GCCS2015%20-%202017%20April.pdf>

Purpose

The 'Framework for Inclusive Cyber Policymaking' aims:

- 1) To **set a standard** for what it means for a policymaking process to be 'inclusive' or multistakeholder.
- 2) To provide a way to **measure** or determine how inclusive a policymaking process is, and at any point in the process.

Benchmarking and assessing the inclusiveness of cyber policymaking processes is an essential first step towards increasing and deepening stakeholder participation in these processes, so that ultimately cyber laws, policies and regulations reflect the needs and rights of all.

What is it?

The Framework consists of two key resources:

- 1) '**Characteristics of Inclusive Policymaking**' –A simple representation of six key characteristics that define 'inclusive policymaking' and apply across all of the policymaking stages. The characteristics are based on the principles and definitions found in numerous existing documents around inclusive governance, multistakeholderism and enhanced cooperation.²
- 2) '**A Diagnostic Toolkit**' – A measurement tool to assess the extent to which a national policymaking process is inclusive. The toolkit lays out indicators and sub-indicators for the individual characteristics. It also provides the user with a series of guiding questions for each sub-indicator. The tool can be used at every stage of the policymaking process. The user applies a simple scoring system to each sub-indicator as well as a narrative justification for each score.

This Framework is an evolving tool and we welcome examples of and lessons from its application: how it may have been adapted to local circumstances and requirements, and its overall implementability.

Who's it for & how can they use it?

The Framework is for use by anyone with an interest or role in technology, governance and internet and cyber policy. The focus is on standards and measurement, rather than tactics. This means that the Framework is flexible enough for any stakeholder to use – be they government, civil society, business, the technical community, academia or users. How and why each stakeholder might use the tool will vary depending on their priorities. For example, civil society may use the Framework to identify important gaps in the cyber policy process so that they can better focus their advocacy efforts. They may also use it to demonstrate how meaningful an existing national 'multistakeholder' process actually is so that it can be improved. Governments may in turn use it as a tool

² See Sources below.

for mapping and implementing policy processes, for self-reflection or to showcase themselves as models for best practice.

The Framework's current focus is on cyber policymaking processes at the national level given that this is where laws and policies are made. It can be applied to any or all stages of the policy process (elaborated below). With some development, however, the Framework could be adapted to analyse regional and international processes to measure or demonstrate to others their progress.

The three policy stages

Policymaking involves various steps and, as such, the Framework is structured around three headline policy stages:

- 1) Process formation (including agenda-setting)
- 2) Policy drafting
- 3) Decision-making

The format, sub-stages, and time frame of each stage will vary considerably depending on national context and the type of policy. It is important to note that policymaking is an iterative exercise which means that the stages are cyclical rather than linear, often being repeated several times over. The follow-on implementation and evaluation stages are not included as part of this Framework. This is because our focus is on the process of making a policy rather than monitoring the substantive content of the policy or assessing how well it is adopted.

It is essential to recognise that at each stage, the importance or role of different stakeholders may increase or decrease. For instance, when setting an agenda, breadth of views and opinions is imperative. However, actual drafting often requires depth of expertise (in particular technical). And binding decisions are often, but not always, by a legislature or parliament. What is required, therefore, is a nuanced understanding of the value of different stakeholders and practical limitations at each stage of the process.

For the first policy stage – process formation – a set of key critical building blocks have also been identified. For example, issues such as agreeing common goals, a time frame and decision-making mechanisms need to be agreed and in place before the policy drafting occurs in order to facilitate the policymaking process overall. This preparatory work is essential for effective decision-making, procedural efficiency and good governance.

The six characteristics

The Framework lays out six characteristics of inclusive policymaking that apply across all policy stages. These are:

1. Open & accessible
2. Diverse
3. Collaborative
4. Consensus driven
5. Evidence based
6. Transparent & accountable

The Framework builds on existing best practices from the internet governance field as well as from other sectors (such as the environment and climate change) where inclusive or multistakeholder approaches to policy development are more established. The selected characteristics come from a number of existing principles, processes, fora and documents relating to inclusive participation, multistakeholderism and enhanced cooperation, where terms and definitions are similar, but sometimes inconsistent and ill-defined. The Framework is an attempt to standardise these terms and definitions.

There were six main considerations when selecting or excluding terms and their definitions.

- **Frequency of use:** Frequently referenced terms and definitions were included on the basis that they were already widely accepted and mainstream. For example: transparency, accountability, open, accessible. One key exception is the term 'inclusive' which was not made a characteristic because it is used in the name of the framework. All six characteristics together define 'inclusive'.
- **Distinct in meaning:** In several cases terms overlapped in their meaning or were not distinct enough from one another, for example 'Inclusive & participatory'.
- **Measurable:** Characteristics needed to be measurable, which meant being able to properly define them by creating indicators and sub-indicators. In this process it became clear that some terms were too broad or overlapped too much with others.
- **Hierarchy:** While there are only six characteristics, some terms were higher level than others and as such several terms are included as indicators or sub-indicators rather than as high level characteristics.
- **Based on the notion of participation:** Terms were excluded if they fell outside of the notion of participation. Several sources included notions and values such as 'human rights respecting', 'adaptive' or 'flexible', 'distributive ecosystems', 'responsive to technological advance' and so on. These are standards for the field rather than what it means to have a participatory process. The exception is perhaps 'evidence-based' which was included because of the subjective nature of information and research that may be brought to the process, which is very

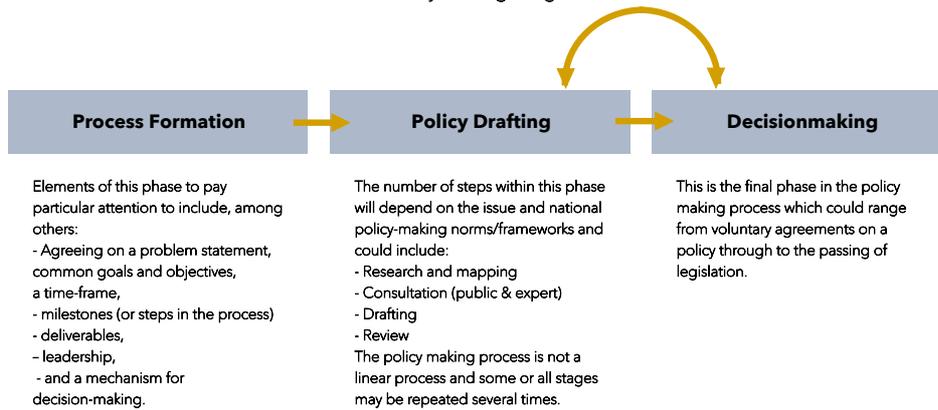
often informed by stakeholders' own priorities.

- **Clearly defined:** Many definitions were as abstract or ambiguous as the terms they were defining. Strong definitions were drawn on for use in the framework – for example for 'transparency and accountability' – but for the most part definitions needed considerable work to add detail and to clean out ambiguous terminology.

The list of key sources can be found at the end of the document.

FRAMEWORK FOR INCLUSIVE CYBER POLICYMAKING

Policymaking Stages



Inclusive Characteristics

These are the characteristics that make a policymaking process inclusive. They apply to all three policymaking stages.

1 Open & accessible

- Open to all stakeholders
- Accessible to people of all backgrounds and abilities

All relevant/interested stakeholders are allowed to participate in the policy process. The process is advertised widely and stakeholders are given enough notice to prepare and attend. No stakeholder is excluded on the basis of their disability, language, race, religion, gender, sexuality or culture, or as a result of high financial costs, bureaucracy or location. Where there are barriers to participation, active steps are taken to overcome these. All discussions, documents and resources are in an accessible format.

2 Diverse

- Includes wide of views and interests
- Consideration given to all inputs/contributions

All relevant stakeholder groups are actively represented in the policy process. The different views and interests within each stakeholder group are also represented. Stakeholders have equal opportunities to contribute and their contributions are given equal visibility and consideration.

3 Collaborative

- Existence of common purpose
- High level of trust

Stakeholders are willing to work together and to agree on a common purpose. This common purpose is used to determine and guide the direction of the policy process and stakeholders remain committed to it throughout. Collaboration is also built through strong and trusting relationships, with ample opportunities for stakeholders to build these relationships with one another. Stakeholders work well together and there are no factions or alliances between stakeholders that undermine trust or collaboration.

4 Consensus driven

- Strives for decision making by consensus
- Strives for equality in decision making

All decision-making processes and mechanisms, are based on the notion of consensus. And in practice, the group acts, as far as is possible, by general agreement. Stakeholders hold equal weight in decision making. And all are involved or at least represented in the different levels of decision making - from decisions around procedures, to inclusions in a draft, to agreeing the final document or legislation.

5 Evidence based

- Draws on balanced expertise and research
- Agreement on interpretation and use of facts

Decisions are based on the evidence and fact available. Where these are contradictory, there is due time for discussion and general agreement about which facts to consider and which to exclude. The group as a whole has expertise on all of the issues relevant to the process. Where expertise is lacking, the group has access to balanced and independent expert opinion and resources. Research is carried out to ensure that all stakeholders have a baseline level of knowledge.

6 Transparent & accountable

- Clarity of stakeholder interests and representation
- Existence of procedures and mechanisms
- Rigorous systems for records and disclosure
- Clear lines of accountability

From the outset, there is a set of clearly defined procedures and mechanisms for the different aspects of the policy making process, covering issues such as stakeholder representation, stakeholder contributions, inclusion and exclusion of inputs, decision making, leadership of the process, accountability and redress. The interests of all involved stakeholders are declared. And the details of discussions and decisions are documented and published. There are clear and functioning lines of accountability internally between the leadership and group, as well as externally between stakeholders and their wider communities.

DIAGNOSTICS TOOL FOR INCLUSIVE CYBER POLICYMAKING

The diagnostic tool will evaluate the degree to which the characteristics of inclusive policymaking have been implemented and adhered to across ALL policy making stages.

Indicators

Sub-indicators

Scores & Evidence

0 - N/A 1 - No 2 - Part 3 - Yes Justification

1 Open & accessible

1.1 Level of openness

Were all stakeholders allowed to participate in the process?
 Were all stakeholders notified that the process was happening?
 Was there enough notice for all stakeholders to prepare and attend?

1.2 Level of accessibility

Were there any barriers preventing stakeholders from participating?
 Including: financial barriers; geographical barriers; language or cultural barriers; barriers based on disability; barriers based on race, religion, gender, sexuality; bureaucratic/administrative barriers
 Were provisions made so that all stakeholders could participate, and all discussions, documents and resources were accessible to everyone?
 Were stakeholders who are unable to participate in person able to participate remotely?

2 Diverse

2.1 Range of views and interests

Were all relevant stakeholder groups represented?
 Were the different views and interests within each stakeholder group represented?

2.2 Level of consideration given to inputs

Were all stakeholders given the opportunity to contribute?
 Were opportunities to contribute equal for all stakeholders?
 Were all stakeholder inputs given due consideration?
 Was there justification for inclusion or exclusion of inputs?
 Were all stakeholder inputs published?

3 Collaborative

3.1 Existence of common purpose

Did stakeholders agree on a common purpose or goal?
 Did stakeholders remain committed to the common purpose?

3.2 Level of trust

Were stakeholders able to build strong relationships with each other?
 Did stakeholders work together well?

DIAGNOSTICS TOOL FOR INCLUSIVE CYBER POLICYMAKING

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Indicators

Sub-indicators

Scores & Evidence

0 - N/A 1 - No 2 - Part 3 - Yes Justification

4 Consensus Driven

4.1 Degree of decisionmaking by consensus

Were agreed decisionmaking processes and mechanisms based on consensus amongst all stakeholders?

In practice, did the group act by general agreement (consensus), as far as was possible?

4.2 Equality of decisionmaking powers

Did all stakeholders hold equal weight or power in decisionmaking?

5 Evidence Based

5.1 Balance of expertise and research

Did the group as a whole have expertise in all areas relevant to the process?

Was relevant research conducted to support the process and give stakeholders a baseline level of knowledge?

Where expertise was lacking, did the group have access to balanced expert opinion and resources?

5.2 Level of agreement on interpretation and use of facts

Did all stakeholders agree on the same interpretation of evidence and facts?

Were all decisions based on the evidence and facts available?

6 Transparent & accountable

6.1 Clarity of stakeholder interests and representation

Was it clear who stakeholders represented?

Did stakeholders formerly declare their interests and relationships?

DIAGNOSTICS TOOL FOR INCLUSIVE CYBER POLICYMAKING

The diagnostic tool will evaluate the degree to which the characteristics of inclusive policymaking have been implemented and adhered to across ALL policy making stages.

Indicators

Sub-indicators

Scores & Evidence

0 - N/A 1 - No 2 - Part 3 - Yes Justification

6.2 Existence of procedures and mechanisms

Was there an agreed set of mechanisms and procedures from the outset?
 Covering:
 Leadership of the process
 Stakeholder representation
 Engagement/contributions
 Inclusion and exclusion of inputs
 Decision making power and methods
 Accountability and redress
 Changes
 Were agreed procedures and mechanisms meticulously followed at all times?

6.3 Existence of systems for records and disclosure

Were discussions and decisions fully documented?
 Were discussions and decisions fully and publicly disclosed?

6.4 Existence of lines of accountability

Were established accountability procedures and mechanisms appropriate?

 In practice, was the leadership accountable to the group as a whole in practice?
 In practice, were stakeholders accountable to the group as a whole?
 In practice, were stakeholders accountable to their respective communities?

DIAGNOSTIC TOOL FOR INCLUSIVE CYBER POLICYMAKING

The diagnostic tool will evaluate the degree to which the characteristics of inclusive policymaking have been implemented and adhered to across ALL policymaking stages.

Indicators	Sub-indicators	Guiding questions	Scores & Evidence
			0 - N/A 1 - No 2 - Part 3 - Yes Justification
1 Open & accessible			
1.1 Level of openness			
	Were stakeholders allowed to participate in the process?	<ul style="list-style-type: none"> - Was the process open to ANY interested stakeholder? Or was participation by invitation to a select group of participants? - Were there restrictions on how many could participate? - How were these restrictions managed? First come first serve, specific allocations per stakeholder group etc. - Were there good reasons for these restrictions and were they clearly explained? - Were number allocations equal for each stakeholder group? 	
	Were stakeholders notified that the process was happening?	<ul style="list-style-type: none"> - Was notice given directly to stakeholders or was it made publically available via online or offline platforms such as newspapers? - What was the level of reach of notifications? - Were notices accessible i.e. did they take into consideration disabilities, language, literacy? 	
	Was there enough notice for stakeholders to prepare and attend?	<ul style="list-style-type: none"> - If notice was given, was it with enough time that all stakeholders could adequately prepare to participate? - Were any stakeholders given an unfair advantage in the time they had to prepare? 	
1.2 Level of accessibility			
	Were there any barriers preventing stakeholders from participating? Including: financial barriers geographical barriers language or cultural barriers barriers based on disability barriers based on race, religion, gender, sexuality bureaucratic/administrative barriers	<ul style="list-style-type: none"> - Are the costs of participation (such as tickets, flights & subsistence etc) too high for some stakeholders to participate? - Does location make it difficult for stakeholders to participate? E.g. hard to reach, long travel times, visa issues. - Do stakeholders speak the primary language that the process is being conducted in? - Are there barriers to people with disabilities, including physical, hearing and visual disabilities, participating? - Are any stakeholders excluded from participation based on their race, religion, gender or sexuality? - Are any stakeholders discouraged from participation as a result of a more general culture of discrimination or harassment (sexual or other)? - Are registration or accreditation processes burdensome or unclear? - Are requirements prohibitive? 	

Were provisions made so that stakeholders could participate, and all discussions, documents and resources were accessible to everyone?

- Were relevant have active steps been taken to enable stakeholders to participate? For example:
Funding for travel for participants with limited resources (is this full or partial?)
Special visa processing arrangements
Working in multiple languages (e.g. providing interpreters, as well as translated documents and resources)
Where literacy is low, having alternative accessible resources such as video or audio resources?
Wheelchair access to premises
Making discussions, documents and resources accessible to people with hearing and visual disabilities
User friendly registration forms/process
Anti-discriminatory or harassment policies and procedures

Were stakeholders who are unable to participate in person able to participate remotely?

- Have channels for remote participation been established?
- Is the technology adequate to properly host remote participation?
- Is remote participation administered/facilitated well?
- Are remote participants able to contribute well as observe?
- Are remote participants able to contribute in as much detail as those there in person?
- Are remote contributions written or audio-visual?

2 Diverse

2.1 Range of views and interests

Were all relevant stakeholder groups represented?

- Are the relevant stakeholder groups with an interest in the issue represented in the process?
- Do the various stakeholder groups represent a range of views, or are views between groups fairly homogeneous?

Were the different views and interests within each stakeholder group represented?

Stakeholder groups are not homogenous in their views and interests. Just as these views and interests vary between the different stakeholder groups, they vary within them too.
- Is the range of views and interests within each participating stakeholder group represented?
- If not, what steps have been taken to ensure that other interests within stakeholder groups are represented? e.g. participating stakeholders report back to and feed into their wider community.

2.2 Level of consideration given to inputs

Were stakeholders given the opportunity to contribute?

- Are stakeholders allowed to contribute to the process?
- Was the time (or space) allocated for contributions adequate?
Sometimes while contributions are allowed in theory, they are not actively encouraged. Stakeholders may feel unable to contribute because of the presence of more dominant voices in the room, or because they find the environment and other stakeholders intimidating.
- In practice are there dominating voices in the room that crowd out or prevent contributions from other stakeholders?
- Is the general environment/ethos welcoming of different voices and contributions or intimidating?

Were opportunities to contribute equal for stakeholders?

- Were all stakeholders given the same platform to contribute? Were they made in the same format?
- Were they allocated the same amount of time to make their contributions?
- Did all stakeholders have the same audience?
- Were all stakeholders given the same amount of time and information in order to prepare their contributions?
- Were the stakeholder groups fairly defined/divided? i.e. no two groups were combined or split in a way to give anyone them more or less voice?

Were stakeholder inputs given due consideration?

- Were contributions actively discussed or considered properly by the group as a whole? With adequate time given to each?
- Were reasons for inclusion or exclusion clearly laid out?
- Did stakeholders agree on which inputs to include/exclude?

Was there justification for inclusion or exclusion of inputs?

Were stakeholder inputs published?

- Were stakeholder inputs recorded and published?
- Were all inputs given equal visibility?

3 Collaborative

3.1 Existence of common purpose

Did stakeholders agree on a common purpose or goal?

- From the outset, was there an established common purpose or goal?
- Was this agreed by all stakeholders?
- Did all stakeholders contribute to creating the common purpose or goals or was this predefined?

Did stakeholders remain committed to the common purpose?

- Were all outputs or milestones in keeping with or reflective of the agreed common purpose?
- Did the direction or output/milestones ever diverge from the agreed common purpose?
- Did all stakeholders appear to remain committed to the common purpose? e.g. through reiteration of it, through their inputs etc.

3.2 Level of trust

Were stakeholders able to build strong relationships with each other?

- Were there opportunities for stakeholders to build relationships such as through face-to-face meetings?
- Was there evidence that relationships were built during the process?
- Did these relationships strengthen over time?
- Were relationships formed between all stakeholders or were cliques and coalitions established instead?
- Did relationship building happen in the open or behind closed doors and via backroom politics?

Did stakeholders work together well?

- Is there evidence to show stakeholders worked together?
- Was there a general commitment to collaboration or did special interests override this?
- Was engagement constructive?
- Did all stakeholders listen to each other?
- Were compromises being made in the name of working together?
- Was there any backroom politics or negotiations that undermined or prevented collaboration across the group as a whole?

4 Consensus Driven

4.1 Degree of decision making by consensus

Were decisionmaking processes and mechanisms based on consensus agreed amongst all stakeholders?

In practice, did the group act by general agreement (consensus), as far as was possible?

- Did the established mechanisms and procedures (established at the start) stipulate that decisions be made by general agreement amongst all stakeholders?
- If not did they seek to ensure that decisions needed the agreement of the greatest number of stakeholders?
- Were decisions made based on the general agreement of all stakeholders?
- Where this was not possible did the group seek to act by rough consensus with some dissenting views?
- Were stakeholders able to express their dissent?

4.2 Equality of decisionmaking powers

Did all stakeholders hold equal weight or power in decisionmaking?

- There are different levels of decisionmaking, including decisions around procedures and mechanisms, decisions around inclusion and exclusion of inputs into draft policies, large/binding decisions about whether or not to pass legislation etc.
- Were all stakeholders represented in the various levels of decisionmaking?
 - Did all stakeholders hold equal weight or decisionmaking power within the group?

5 Evidence Based

5.1 Balance of expertise and research

Did the group as a whole have expertise in all areas relevant to the process?

Was relevant research conducted to support the process and give stakeholders a baseline level of knowledge?

Where expertise was lacking, did the group have access to balanced expert opinion and resources?

- While it is difficult to ensure that all stakeholder groups have in depth knowledge of all relevant aspects or issues, an appropriate range of expertise should exist within the group as a whole (as far as is possible).
- Were all relevant areas of expertise (such as issue/topic, governance and process, technology, human rights, legal, social, economic and political context) present in the group as a whole?
 - How deep was this knowledge or expertise?
 - Was background/issue specific research conducted?
 - Was this research shared with all stakeholders?
 - Was research adequate to ensure that all actors had a broad level of baseline knowledge on the issues?
 - When the group did not have the breadth or depth of expertise required, were external experts called on?
 - Was this expertise neutral/unbiased?
 - If not, was a balance between different expert views and opinions provided?
 - Was any evidence withheld from the group?
 - Did stakeholders have access to a repository of information, research and resources?

5.2 Level of agreement on interpretation and use of facts

Did stakeholders agree on the same interpretation of evidence and facts?

Evidence and fact are often subjective and a degree of interpretation and analysis is required before deciding on what is true and what is not.
- Was there space/time allocated to discussing and interpreting opinions and evidence?
- Was there agreement by stakeholders on what was fact and what was not?

Were all decisions based on the evidence and facts available?

- Did decisions directly reflect and respond to the evidence and facts available?
- Did any decisions go against evidence and fact?
- E.g. did special interests (such as political, business, security) override evidence and fact?

6 Transparent & accountable

6.1 Clarity of stakeholder interests and representation

Was it clear who stakeholders represented?

- From the outset, did participants make known which organisations, institutions, coalitions or communities they belonged to/represent?
- Were their claims to representation legitimate? Were they cross-checked?

Did stakeholders formerly declare their interests and relationships?

- Were the interests of stakeholders and their respective organisations/institutions declared formerly in writing? Including: funding, business/financial interests, conflicts, political and business relationships etc.
- Were there any objections or concerns from other stakeholders?
- Were these dealt appropriately?

6.2 Existence of procedures and mechanisms

Was there an agreed set of mechanisms and procedures from the outset? Covering:
Leadership of the process
Stakeholder representation
Engagement/contributions
Inclusion and exclusion of inputs
Decision making power and methods
Accountability and redress
Changes

- Were procedures and mechanisms established at the start of the process?
- Did they cover all relevant areas including: leadership, representation of the stakeholders, rules of engagement and process for contribution, inclusion and exclusion of inputs, decisionmaking powers and methods, accountability and redress etc.
- Were these drafted with input from all stakeholders?
- Did all stakeholders agree on the final set of procedures and mechanisms?
- If changes needed to be made, were these made with the agreement of the whole group?

Were agreed procedures and mechanisms followed at all times?

- In practice, were agreed procedures and mechanisms followed?
- When were they not followed? And who was responsible?
- If not, were there clear reasons for not doing so, that were agreed by the group?

6.3 Existence of systems for records and disclosure

6.4 Existence of lines of accountability

Were discussions and decisions fully documented?

- Were discussions and decisions documented?
- How fully were they document e.g. was the focus on action points or on *verbatim* details discussions?
- Did minutes accurately record the discussions and decisions made?
- Were any points or elements of discussion/decisions redacted or excluded from minutes?
- If so were there legitimate reasons for this? And what were these?
- Who was in charge of documenting discussions? Were they biased in any way?

Were discussions and decisions fully and publically disclosed?

- Were there proactive measures to communicate or publish discussions and decisions?
- Were they communicated to the general public or were they shared with specific stakeholders only?
- Via which platforms, online or offline? Were these the most appropriate and accessible platforms?
- What format were they published in? Again were these appropriate and accessible formats?
- Was disclosed information clear and easy to understand?

Were established accountability procedures and mechanisms appropriate?

- Did the procedures and mechanisms established at the start, ensure true accountability? i.e. were all stakeholders satisfied when mechanisms and procedures were used in practice?
- Did they clearly outline the responsibilities and duties of the various actors/stakeholders?
- Did they clearly set out steps for review and redress? Were all stakeholders satisfied with the process and results of review and redress (if used)?

In practice, was the leadership accountable to the group as a whole in practice?

- Did leadership perform all of its duties and responsibilities outlined in the procedures and mechanisms?
- If not, were the established accountability mechanisms and procedures adequate to properly hold the leadership to account?
- Did the leadership act in a neutral and fair manner?
- Did the leadership treat all stakeholders equally with no preferential treatment?
- Were there instances where it was necessary to hold the leadership to account?
- Did the leadership disclose all relevant information to the group? Was any information withheld from all or some stakeholders? (In particular around decisionmaking if this is closed)

In practice, were stakeholders accountable to the group as a whole?

- Did stakeholders behave in accordance with their duties and responsibilities to the group as a whole?
- If they did not, were the established accountability mechanisms and procedures adequate to properly hold stakeholders to account?
- Did any stakeholder attempt to undermine the credibility of other stakeholders?
- Did all stakeholders act in the open? i.e. no backroom politics?
- Did all stakeholders disclose important and relevant information to the group as a whole?

In practice, were stakeholders accountable to their respective communities?

- Did stakeholders behave in accordance with their duties and responsibilities to their wider communities?
- If they did not, were the established accountability mechanisms and procedures adequate to properly hold stakeholders to account?
- Did stakeholders disclose important and relevant information to their wider communities?
- Did they accurately represent the views and interests of their wider communities? How was this achieved?

Sources for the 'Framework for Inclusive Cyber Policymaking'

1. World Society on the Information Society - Tunis Agenda for the Information Society ([link](#))
2. Internet Corporation for Assigned Names and Numbers - Generic Names Supporting Organisation - Policy Development Process ([link](#))
3. Internet Corporation for Assigned Names and Numbers - Draft Uniform Framework for a Cross Community Working Group (CCWG) Life Cycle: Principles and Recommendations ([link](#))
4. Internet Governance Forum (IGF) 2014 - Best Practice Forum on Developing Meaningful Multistakeholder Mechanisms ([link](#))
5. NETmundial - NETmundial Multistakeholder Statement: Internet Governance Principles ([link](#))
6. Internet Rights & Principles Coalition - Charter of Human Rights and Principles for the Internet ([link](#))
7. Organisation for Economic Co-operation and Development - Principles for Internet Policymaking ([link](#))
8. Council of Europe - Declaration by the Committee of Ministers on Internet governance principles ([link](#)).
9. African Declaration on Internet Rights and Freedoms ([link](#))
10. Multi-stakeholder Advisory Group on Internet Governance ([link](#))
11. Global Partnership for the Prevention of Armed Conflict - Multistakeholder Processes for Conflict Prevention and Peace-building: A Manual ([link](#))
12. The MSP Guide: How to Design and Facilitate Multi-Stakeholder Partnerships ([link](#))
13. Regional Internet Registries
14. Internet Society - Internet Governance: Why the Multistakeholder Approach Works ([link](#))
15. Association for Progressive Communications (APC) - APC Internet Rights Charter ([link](#))
16. World Summit on Sustainable Development (Earth Summit 2002) - Multi-Stakeholder Processes: A Methodological Framework ([link](#))

1. World Society on the Information Society - Tunis Agenda for the Information Society ([link](#))

The World Summit on the Information Society (WSIS) Tunis Agenda was the official outcome and consensus statement of the WSIS, adopted on 18 November 2005. The WSIS - which took place in two phases in 2003 (in Geneva) and 2005 (in Tunis) - brought together a broad range of stakeholders including heads of state and government, government ministers, and representatives of international organisations, the private sector and civil society. The Tunis Agenda set out the agreed vision for internet governance as agreed by the stakeholders involved.

2. Internet Corporation for Assigned Names and Numbers - Generic Names Supporting Organisation - Policy Development Process ([link](#))

The Internet Corporation for Assigned Names and Numbers (ICANN) is a non-profit organisation that is responsible for coordinating the maintenance and procedures of several databases related to the namespaces of the Internet, including Top-Level Domains. Within ICANN, the Generic Names Supporting Organization (GNSO) is one of three supporting organisations and is responsible for fashioning and recommending changes to policies for generic Top-Level Domains (such as .com, .org and .biz). The GNSO determines its policy following its Policy Development Process, which it considers "a very open, transparent, and inclusive manner (...) [with] multiple opportunities for any interested person or entity to comment on the issues".

NB: The Policy Development Process as such, is not described beyond the formal process (and does not make reference to the values underpinning the process). The references in the “Principles and Sources” document come from the ICANN Bylaws which govern all ICANN activity and make reference to policymaking.

3. Internet Corporation for Assigned Names and Numbers - Draft Uniform Framework for a Cross Community Working Group (CCWG) Life Cycle: Principles and Recommendations [\(link\)](#)

The Internet Corporation for Assigned Names and Numbers (ICANN) is a non-profit organisation that is responsible for coordinating the maintenance and procedures of several databases related to the namespaces of the internet, including Top-Level Domains. Within ICANN, the Cross Community Working Group (CCWG) is a mechanism which allows any number of ICANN’s Supporting Organizations (SOs) and Advisory Committees (ACs) to work together to address issues that are of common interest and do not fall within the sole remit of one SO or AC. The Draft Uniform Framework was designed to provide a general and shared framework for the establishment, operation and closure of CCWGs.

4. Internet Governance Forum (IGF) 2014 - Best Practice Forum on Developing Meaningful Multistakeholder Mechanisms [\(link\)](#)

The Internet Governance Forum (IGF) is a multi-stakeholder platform that facilitates the discussion of public policy issues pertaining to the Internet. Established following the WSIS in 2003 and 2005, its annual meetings bring together governments, the private sector and civil society, including the technical and academic community. Following a report produced by the UN General Assembly Economic and Social Council Working Group on Improvements to the IGF which called for the development of more tangible outputs to “enhance the impact of the IGF on global Internet governance and policy”, the IGF developed an intersessional programme of Best Practice Forums (BPFs) intended to complement other IGF community activities. The outputs from this programme are intended to become robust resources, to serve as inputs into other pertinent forums, and to evolve and grow over time. In 2014, a BPF on Developing Meaningful Mechanisms was established, comprising experts from government, business, civil society and the academic and technical communities who developed through open mailing lists and online virtual meetings, a report on Developing Meaningful Multi-stakeholder Mechanisms.

5. NETmundial - NETmundial Multistakeholder Statement: Internet Governance Principles [\(link\)](#)

The NETMundial - Global Multistakeholder Meeting on the Future of Internet Governance was a meeting that took place in Brazil in 2004. The meeting brought together representatives of governments, civil society, the private sector, academia and the technical community to establish strategic guidelines related to the use and development of the internet in the world. Specifically, the goal of the meeting was to develop two documents: (i) principles of internet governance and (ii) a roadmap for future development of the internet governance ecosystem.

6. Internet Rights & Principles Coalition - Charter of Human Rights and Principles for the Internet [\(link\)](#)

The Internet Rights and Principles Coalition works “to uphold human rights on the internet and to root internet governance processes and systems in human rights standards” and aims to “promote, and provide a space for multi-stakeholder dialogue and collaboration” and “to be an umbrella platform for facilitating collaboration on human rights issues in the Internet Governance Forum process”. The

Coalition was formed during the IGF in 2008 after a merger of the Internet Bill of Rights and Framework of Principles for the Internet coalitions, later joined by the Freedom of Expression Coalition. The Coalition comprises 320 participants from government departments, intergovernmental organisations, the private sector, civil society organisations, individuals, academics and the technical community. Between 2009 and 2011, following an online and offline “collabowriting” exercise, open to all members of the new coalition, the Charter of Human Rights and Principles for the Internet was developed. Coalition members discussed and contributed to the drafting process at all stages. The final draft was opened for wider consultation within the IGF and by external commentators before finalisation. The Charter was revised at the UNESCO First WSIS+10 Review Meeting in 2013.

7. Organisation for Economic Co-operation and Development - Principles for Internet Policymaking ([link](#))

The Organisation for Economic Co-operation and Development (OECD) is an intergovernmental economic organisation with 35 member countries, founded in 1961 to stimulate economic progress and world trade. It is a forum of countries describing themselves as committed to democracy and the market economy, providing a platform to compare policy experiences, seeking answers to common problems, identify good practices and coordinate domestic and international policies of its members.

In 2011, the OECD community came together, through a multi-stakeholder process, to draw on the experiences of the participants in good practice for internet policy and governance. Following this, the OECD produced a Recommendation on Internet Policymaking Principles which has been adopted by all member states.

8. Council of Europe - Declaration by the Committee of Ministers on Internet governance principles ([link](#))

The Committee of Ministers of the Council of Europe comprises the Foreign Affairs Ministers of all the member states of the Council of Europe (or their permanent diplomatic representatives). It is both a governmental body, where national approaches to problems facing European society can be discussed, and a collective forum, where Europe-wide responses to such challenges are formulated. In collaboration with the Parliamentary Assembly of the Council of Europe, it is the guardian of the Council's fundamental values, and monitors member states' compliance with their undertakings. In 2011, the Committee adopted a Declaration containing a set of internet governance principles.

9. African Declaration on Internet Rights and Freedoms ([link](#))

The African Declaration on Internet Rights and Freedoms is a Pan-African initiative to promote human rights standards and principles of openness in Internet policy formulation and implementation on the continent. The Declaration is intended to elaborate on the principles which are necessary to uphold human and people's rights on the Internet, and to cultivate an Internet environment that can best meet Africa's social and economic development needs and goals.

10. Multi-stakeholder Advisory Group on Internet Governance ([link](#))

The Multi-stakeholder Advisory Group on Internet Governance (MAGIG) was established in 2013 to support UK policy-making on internet governance issues by allowing multi-stakeholder input into UK policy for a number of international meetings and conferences dealing with internet governance issues. It is chaired by the Department for Culture, Media and Sport but is also attended by other relevant government departments. The MAGIG has around thirty members comprising government

departments, the UK's telecommunications regulator (OFCOM), businesses, civil society organisations and academics.

11. Global Partnership for the Prevention of Armed Conflict - Multistakeholder Processes for Conflict Prevention and Peace-building: A Manual ([link](#))

This manual was drafted by the Preventative Action Working Group of the Global Partnership for the Prevention of Armed Conflict (GPPAC). The Working Group has, since 2009, brought together civil society organisations and practitioners from around the world to reflect on how to bridge the gap between conflict early warning and early response, to better understand the roles and contributions of civil society in this respect, and to equip practitioners with know-how and lessons learned in how to play their role effectively. The manual was developed following a review of existing resources in the fields of conflict prevention, peacebuilding and organisational development and the input of GPPAC members, partners and colleagues.

12. The MSP Guide: How to Design and Facilitate Multi-Stakeholder Partnerships ([link](#))

The MSP Guide is a book written by five multi-stakeholder partnership experts (Herman Brouwer, Jim Woodhill, Dr. Minu Hemmati, Karèn Verhoosel and Simone van Vugt) and is based on the annual three-week international course on facilitating MSPs and social learning run by the Centre for Development Innovation.

13. Regional Internet Registries

There are five regional internet registries which manage the allocation and registration of internet number resources within a particular region of the world. Each of which has produced its own Policy Development Process:

- The African Network Information Center ([link](#))
- The American Registry for Internet Numbers ([link](#))
- The Asia-Pacific Network Information Centre ([link](#))
- The Latin America and Caribbean Network Information Centre ([link](#))
- The Réseaux IP Européens Network Coordination Centre ([link](#))

14. Internet Society - Internet Governance: Why the Multistakeholder Approach Works ([link](#))

The Internet Society is an international organisation founded in 1992 to provide leadership in Internet-related standards, education, access, and policy. Its declared mission is "to promote the open development, evolution and use of the Internet for the benefit of all people throughout the world". It has a membership base of more than 140 organisations and more than 80,000 individual members.

15. Association for Progressive Communications (APC) - APC Internet Rights Charter ([link](#))

The Association for Progressive Communications, founded in 1990, is an international network of organisations, and describes its mission as "empower[ing] and support[ing] organisations, social movements and individuals in and through the use of information and communication technologies to build strategic communities and initiatives for the purpose of making meaningful contributions to equitable human development, social justice, participatory political processes and environmental sustainability". The APC Internet Rights Charter was drafted in 2001/02 by APC members and partner organisations at "internet rights" workshops held in Europe, Asia, Latin America and Africa. The Charter was revised in November 2006.

16. World Summit on Sustainable Development (Earth Summit 2002) - Multi-Stakeholder Processes: A Methodological Framework ([link](#))

The World Summit on Sustainable Development was convened by the United Nations in 2002, bringing together leaders from business and non-governmental organisations to discuss sustainable development by the United Nations. Leading up to the Summit, in 2001, the United Nations Environment and Development Forum convened a meeting of 85 representatives of stakeholder groups (including UN agencies, governments, business, trade unions, local government, NGOs, women, youth, farmers, the education community, faith communities and the media) from around the world met for a workshop on multi-stakeholder processes. They agreed to develop a methodological framework for multi-stakeholder processes around intergovernmental bodies which was finalised in 2002.