

Process steps oriented guidelines

Recommended process steps for an open and inclusive multistakeholder process

- 1 Scope the issue/s:** Define the issue or set of issues to be considered by the multistakeholder collaboration process, considering, as much as possible, all affected perspectives.
- 2 Identify stakeholders:** Identify all relevant stakeholders as inclusively and flexibly as feasible, including individuals, groups, organizations, and communities affected by the decision or collaboration.
- 3 Engage stakeholders:** Actively engage all interested stakeholders throughout the process consistently and in a sustained fashion, through methods such as public consultations, surveys, workshops, and fora to gather input and feedback.
- 4 Share information:** Provide clear and full information about the process, objectives, and outcomes to ensure transparency and understanding among stakeholders, making full use of accessible digital records including related process documentation.
- 5 Ensure equitable participation:** Ensure equitable participation of all relevant diverse perspectives and interests, including marginalized or underrepresented groups.
- 6 Facilitate dialogue:** Facilitate open dialogue, collaboration and deliberation among and between relevant stakeholders, encouraging respectful communication and consensus-building.
- 7 Prepare draft outcomes:** Develop draft outcomes for consultation on the basis of dialogues between relevant stakeholders, and consult the wider community of all interested stakeholders over results.
- 8 Factor in feedback from wider community:** Adapt the draft outcomes taking into account the inputs stemming from the consultation, transparently reporting on how inputs were considered, and the corresponding reasons.
- 9 Open decision-making:** Use collaborative decision-making processes that involve all the relevant stakeholders in identifying solutions, exploring trade-offs, and reaching agreements.
- 10 Community powers:** Submit final outcomes to the consideration of the wider community, providing for mechanisms empowering the wider community to react to outcomes that are inconsistent with the wider community interests.
- 11 Implementation and accountability in decision-making:** Establish mechanisms for implementing decisions and holding stakeholders accountable for their commitments.
- 12 Monitor and adapt:** Monitor progress, evaluate outcomes, and be willing to adapt the process based on feedback and changing circumstances.



S Ã O P A U L O Multistakeholder Guidelines

The Guidelines are part of the NETmundial+10
Multistakeholder Statement, available at
netmundial.br



WE OFFER AND call upon the worldwide community to adopt and use a set of guidelines and related process steps (“*São Paulo Multistakeholder Guidelines*”) in Internet governance and digital policy processes, that are distilled from existing foundational documents as well as from current good practice and experience.

While no one size fits all, they shall **help sub-national, national, regional, and global communities to build trust, and to establish and implement multistakeholder collaboration processes and mechanisms**, as well as to assess processes and mechanisms that are presented as being multistakeholder, but are so only by their name. They shall also serve as **inspiration for evolving and improving multilateral processes**.

The following guidelines are a complement to and operationalize the *2014 NETmundial Internet Governance Process Principles*. Due to the ever-evolving nature of multistakeholder collaboration, **these guidelines cannot be cast in stone and have to be considered as a living document**. They need to keep on evolving, both in their practical implementation as in their concrete wording.

Guidelines

Guidelines and process steps (“Guidelines”) for multistakeholder collaboration, consensus-building and decision-making

- 1 Multistakeholder processes should be mindful of power asymmetries between diverse stakeholders, and empower stakeholders by providing them with the necessary information, resources, and skills to participate effectively, meaningfully and sustainably. Transparency measures should aim for making policy processes known, accessible, comprehensible and actionable.
- 2 Multistakeholder processes should involve informed and deliberative discussion among stakeholders. Meaningful dialogue is a conflict-preventing mechanism throughout all steps of the process.
- 3 Multistakeholder processes should strive to treat all stakeholders fairly and equitably, considering their respective needs, capacities, realities, and vulnerabilities. Stakeholders should participate on equal footing, treat one another with mutual respect, recognizing the value of diverse viewpoints and contributions and the different nature of their roles and responsibilities in an issue-specific manner.
- 4 Multistakeholder processes should be governed by the rule of law and respect to international human rights principles, including economic, social, cultural, civic and political rights.
- 5 Multistakeholder processes should respect and value the linguistic diversity of participants, and be accessible to all stakeholders, regardless of their background, status, or level of expertise.
- 6 All stakeholders should share responsibility and uphold accountability and transparency in their respective roles for the outcomes of the multistakeholder process, with legal and political accountability for protection of human rights remaining the primary responsibility of governments, also recognizing the private sector’s responsibility to respect human rights in line with the UN Guiding Principles on Business and Human Rights.
- 7 Internet governance and digital policy processes should be agile and adaptable to changing circumstances, evolving technologies, emerging issues, and changing geopolitical dynamics.
- 8 Mechanisms for resolving conflicts among stakeholders within collaborative multistakeholder processes should be in place to enable decision-making.
- 9 A global multistakeholder approach to Internet governance and digital policy processes should recognize the need for collaborative action across national borders and stakeholder groups, while duly considering and leveraging local and regional perspectives.
- 10 Decisions should consider the long-term implications and sustainability of outcomes for human rights, and inclusive and sustainable development, as per the Tunis agenda.
- 11 Capacity-development efforts that enhance the understanding and skills of stakeholders, particularly those from developing countries and underrepresented communities, should be in place throughout all steps of a multistakeholder process.
- 12 Cooperation and dialogue should actively be sought with other governance fora and processes, in order to avoid duplication of efforts and to share outcomes, best practices and lessons learned.
- 13 Collaboration processes should be oriented towards practical, actionable outcomes that lead to tangible results and positive changes for Internet governance and digital policy processes.