



IGF Internet
Governance
Forum

Multistakeholder Advisory Group Working Modalities

Survey Results on Suggested Improvements

February 2026

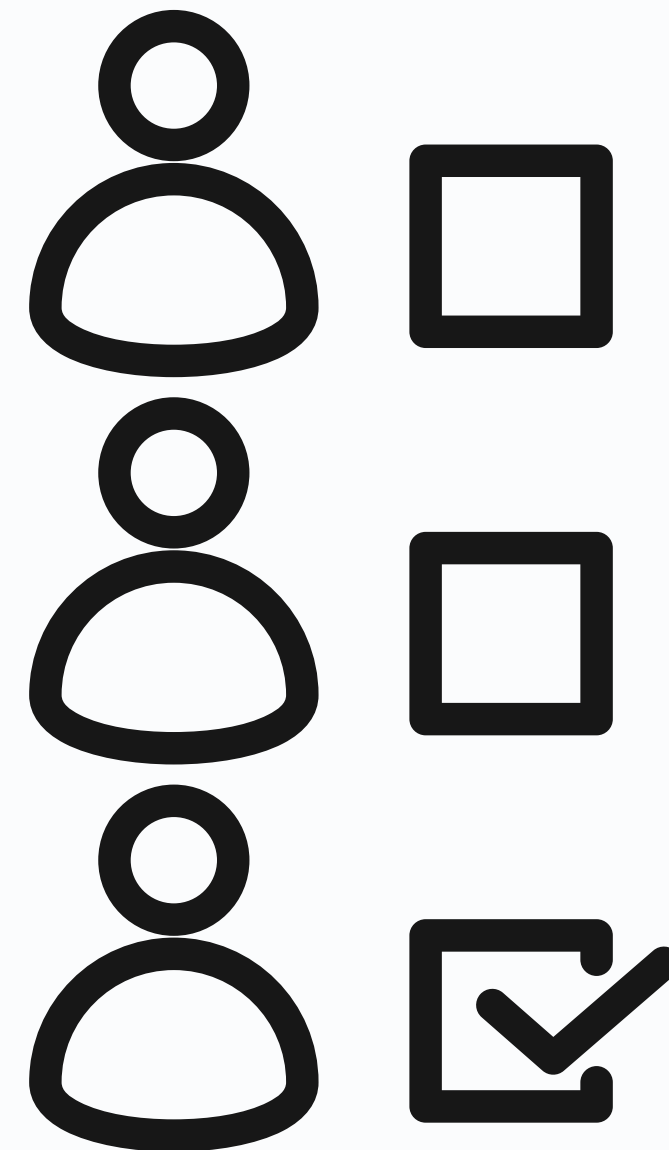


- Exceptional MAG 2025 appointment to guide on **strengthening the future MAG's long-term working modalities.**
- **Twenty-five (25) questions** under five sections
 - a. MAG Composition, nomination & rotation
 - b. MAG meetings (virtual & in-person)
 - c. MAG internal structure
 - d. Programme development
 - e. Outreach, participation & inclusion
- **Fourteen (14)** survey responses received

MAG Composition, Nomination & Rotation

What aspects of **MAG call for nominations, composition or rotation** could be improved to strengthen effectiveness?

- Promote the MAG amongst & increase engagement of **underrepresented groups**.
- Promote the call amongst **Permanent Missions in New York and Geneva**
- **Recruit from youth communities** to bring new ideas and perspectives to the IGF.
- Provide **clearer expectations** of MAG members' tasks and roles.
- Renewal of MAG members should depend on **members' active participation**.
- Select non-governmental members **in consultation** with their stakeholder groups.
- Require **prior experience of an IGF** or other similar events.
- **Inform selected members earlier** providing a chance to participate in an IGF.



MAG Composition, Nomination & Rotation

What could support the **onboarding of new MAG members** (e.g. briefings, mentoring, documentation)?

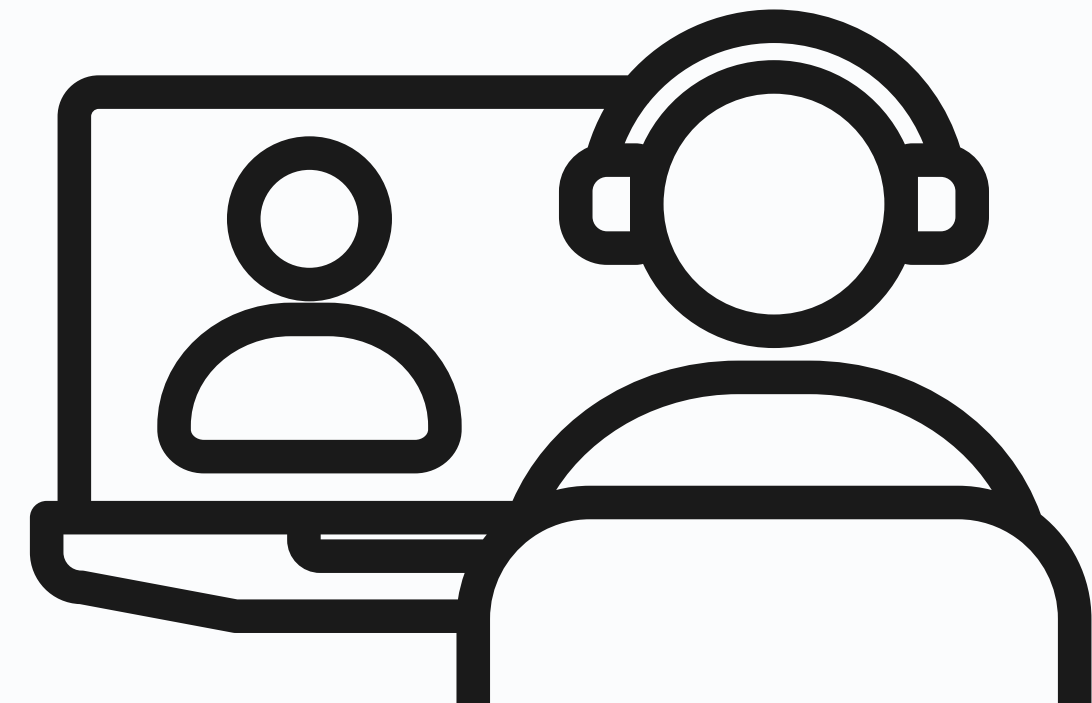
- Prepare the onboarding of members by developing:
 - a **basic manual and briefing material** incl. on MAG roles, timelines, processes, IGF ecosystem/intersessional work and annual priorities
 - a **dedicated onboarding session** organized by the Secretariat
 - **mentoring arrangements** and pairing experienced with new members



MAG Meetings (Virtual & In-Person)

What changes would improve **virtual** MAG meetings?

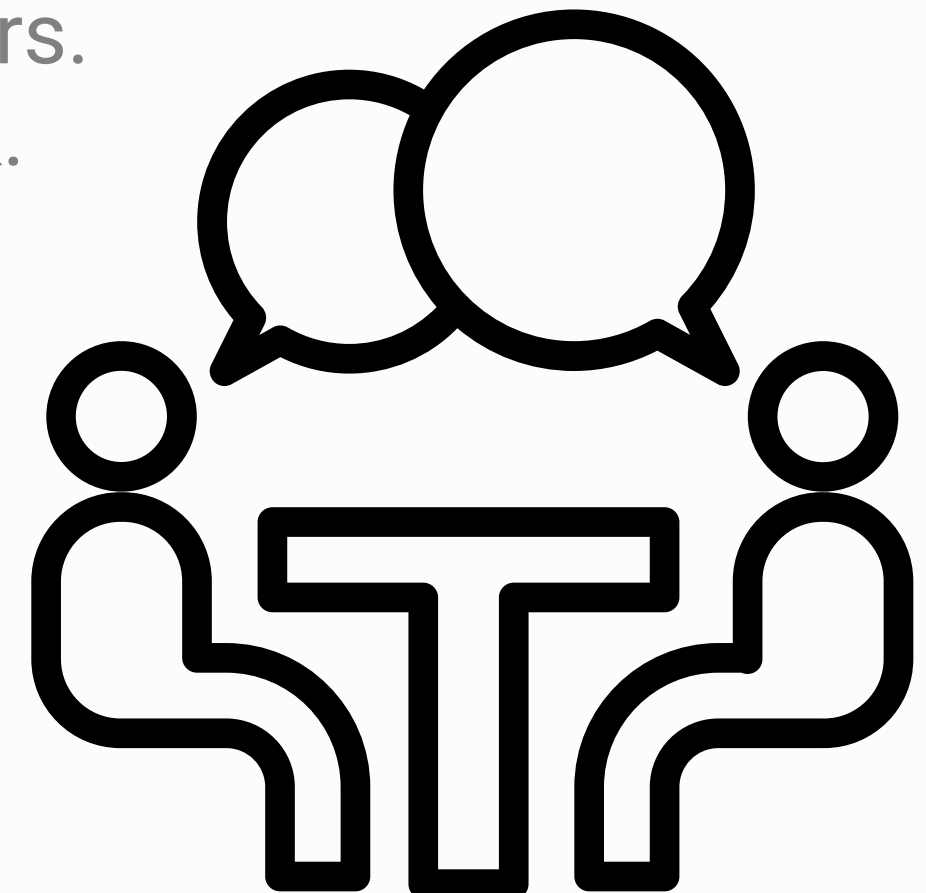
- Enhance virtual MAG meetings' **structure and moderation**.
- Ask participants to **clearly identify themselves** (e.g., specific naming system on Zoom).
- Circulate meeting agendas early, indicating meeting objectives and whether agenda **items are for information, discussion or decision-making**.
- Circulate concise background notes and supporting documents ahead of the meeting.
- **Limit the length and number of agenda items** for more focused discussions.
- Consider **sending brief reports** of MAG WGs and intersessional work updates via email.
- Add an agenda item with an **update from a partner UN agency or group**.
- Retain the **rotation of time zones**.
- Schedule **regular MAG meetings** for the entire IGF cycle for better planning purposes.



MAG Meetings (Virtual & In-Person)

What changes would improve **in-person** Open Consultations and MAG meetings (meeting preparation, agenda setting, activities and meeting conduct, stakeholder engagement...)?

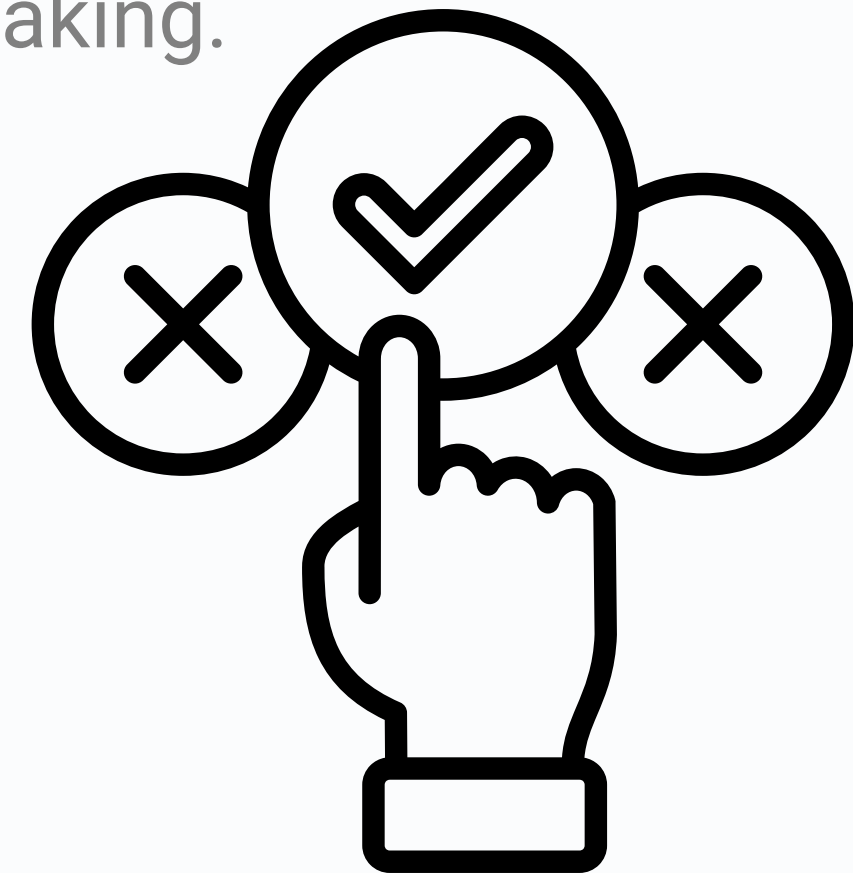
- **Discuss the draft agenda & desired outcomes** with the MAG before the meeting.
- **Clearly differentiate** between MAG meeting days and Open Consultations.
- Include **more interactive formats** in the agenda & support multistakeholder exchange (e.g., meet and greet session at the first in-person meeting, breakout sessions).
- Increase the **Secretariat's support & guidance** to the MAG Chair in leading discussions.
- Ensure a **balanced speaking queue** across regions and stakeholders.
- **Increase in-person meetings** during key periods of the MAGs work.
- **Better prepare the MAG** ahead of the in-person meeting (e.g., task small working groups led by co-chairs)
- Stakeholder engagement during the Open Consultation should **focus on the relevance for & contribution to that year's IGF.**



MAG Internal Structure

What could improve the process leading to **MAG decision-making**?

- Follow a **rough-consensus approach** with no voting. Decisions that have already been taken should not be reopened.
- Systematically **document decisions, next steps and responsibilities**, and improve follow-up **between MAG meetings** (and annual IGFs) to ensure continuity.
- Provide **relevant documentation** before the meeting for better decision-making.
- Provide more clarity on roles and **responsibilities of the MAG and other institutional actors** (e.g., IGF Secretariat, Leadership Panel) to improve decision-making.
- Consider **setting up small working groups** led by co-chairs to help with MAG's decision-making.



MAG Internal Structure

How could the **MAG's internal structure and ways of working** be improved? In particular, are there aspects of internal coordination, workload distribution, or support for the Chair, and intersessional work that could be strengthened?

- **Appoint co-chairs from various stakeholder groups** to support the MAG chair.
- **Clarify roles and responsibilities** of MAG Working Group and Intersessional Work co-facilitators and **encourage coordination amongst them.**
- Make sure that all MAG working groups **reflect stakeholder and regional diversity**
- Enhance **internal coordination** to reduce fragmentation across activities (e.g., annual programme, intersessional work, NRIs...).
- Increase integration and **coherence with the Leadership Panel.**
- Within available resources, the **IGF Secretariat** could designate **staff for additional support** and provide regular updates to support MAG's work underway.



MAG Internal Structure

How should **MAG WGs** be proposed to the MAG & what criteria for establishing, continuing, or closing Working Groups should be used?

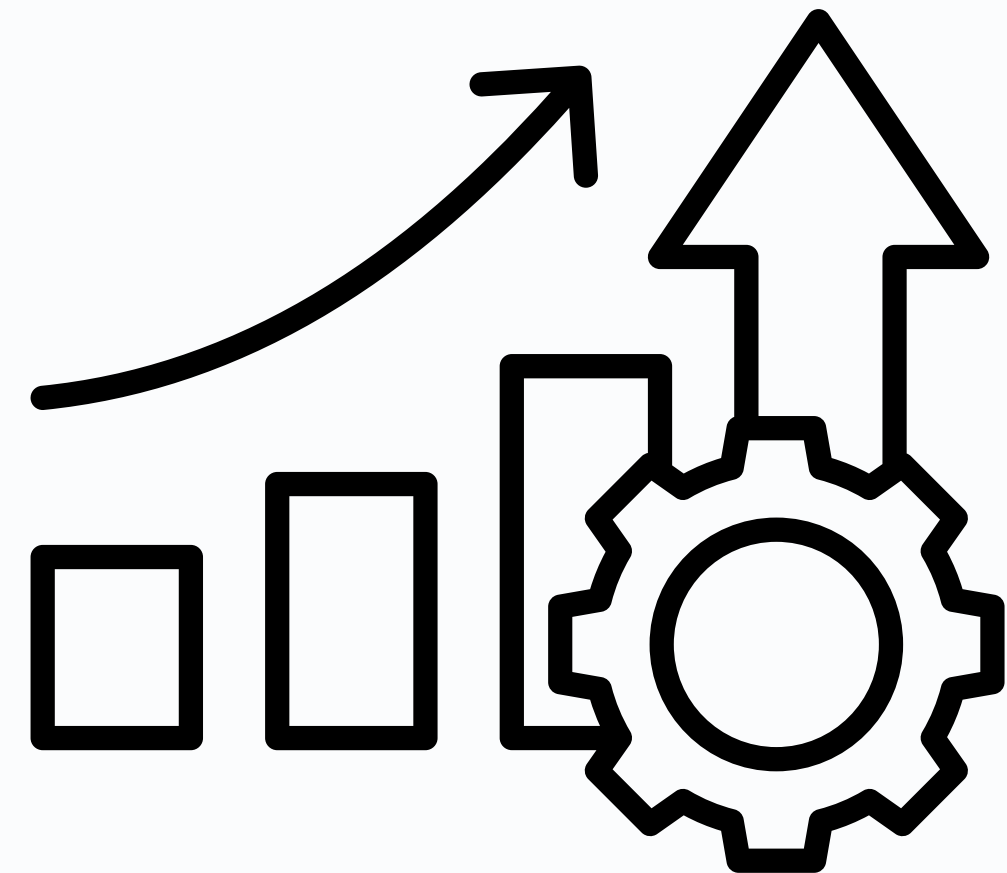
- Proposals should include **objectives, added value** to inform MAG decisions, a **clear mandate, work plan, deliverables, & alignment** with the MAG's & that year's **IGF priorities**.
- WG should be purpose-driven, not permanent by default. **Establish a WG** when:
 - the issue cannot be effectively addressed through MAG meetings alone;
 - focused work is needed to develop recommendations or structured input for MAG decisions; the task requires continuity over a defined period.
- **Criteria to continue**: useful outputs, continued relevance of mandate, demonstration of progress against agreed objectives, effective internal coordination.
- **Criteria to close**: objectives have been achieved, the issue has been absorbed into regular MAG work or other IGF processes, no distinct added value, continuation risks duplication, fragmentation or inefficient use of MAG resources.
- WGs should be helpful and strategic mechanisms to provide the Secretariat and the MAG with **community input and perspectives**.



MAG Internal Structure

What challenges do you observe in **MAG Working Groups** and how could they be improved?

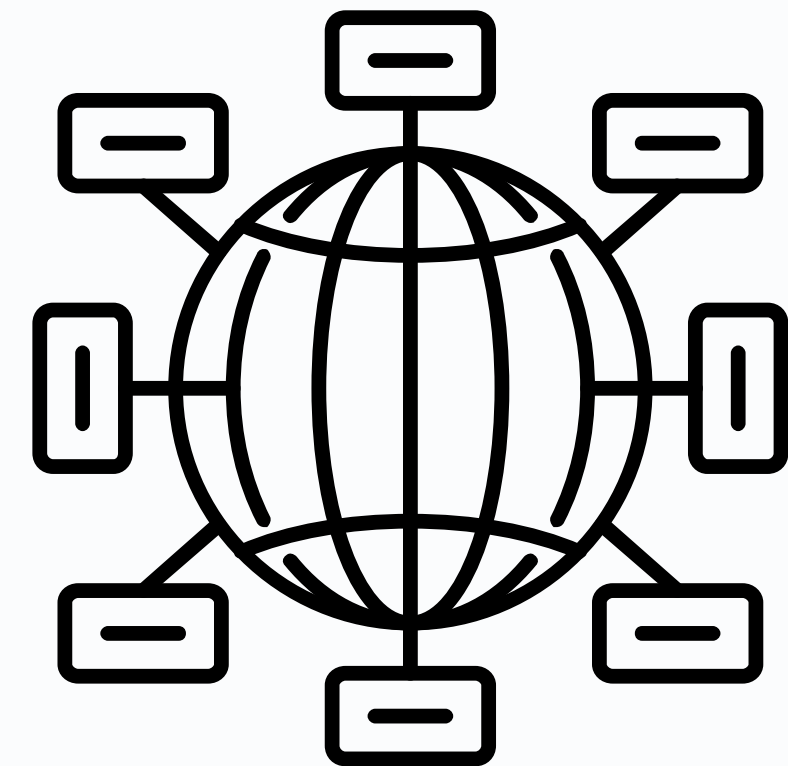
- **Encourage more MAG Members** to be actively involved in WGs and reach out to the community to leverage expertise.
- Suggestion to **keep WGs small & focused** with core members delivering outputs, and observers providing input, feedback, and expertise.
- Consider **convening WG meetings as needed** to ensure an efficient use of members' time. Others suggest **keeping regular meetings**, rotating time zones.
- Develop a **more robust WG reporting mechanism** to the MAG.
- Receive **additional support from the Secretariat** to achieve WG objectives, since, currently, much work relies on MAG members.



MAG Internal Structure

How to respond to the community's demand & maintain impartiality with regard to the proposing and selection process of **PNs and BPFs**.

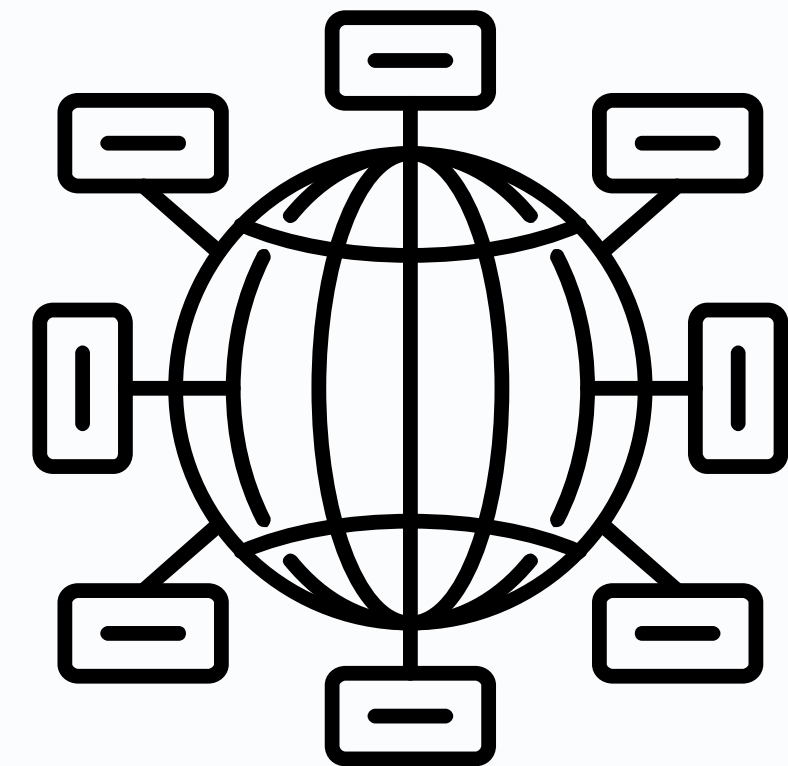
- Call for thematic issues results should guide the holistic selection of the proposals by the MAG **(9x)**
- Stakeholders from the community can propose a topic against a set of MAG-developed criteria **(9x)**
- Encourage multi-year thematic coverage with annual review of relevance **(8x)**
- Proposals should always include both thematic substance and implementation mechanisms **(8x)**
- MAG members should not propose but be impartial evaluators **(5x)**
- Other **(5x)**
- MAG should only select from the community-made submissions, based on the agreed procedure and criteria **(4x)**



MAG Internal Structure

More specifically...

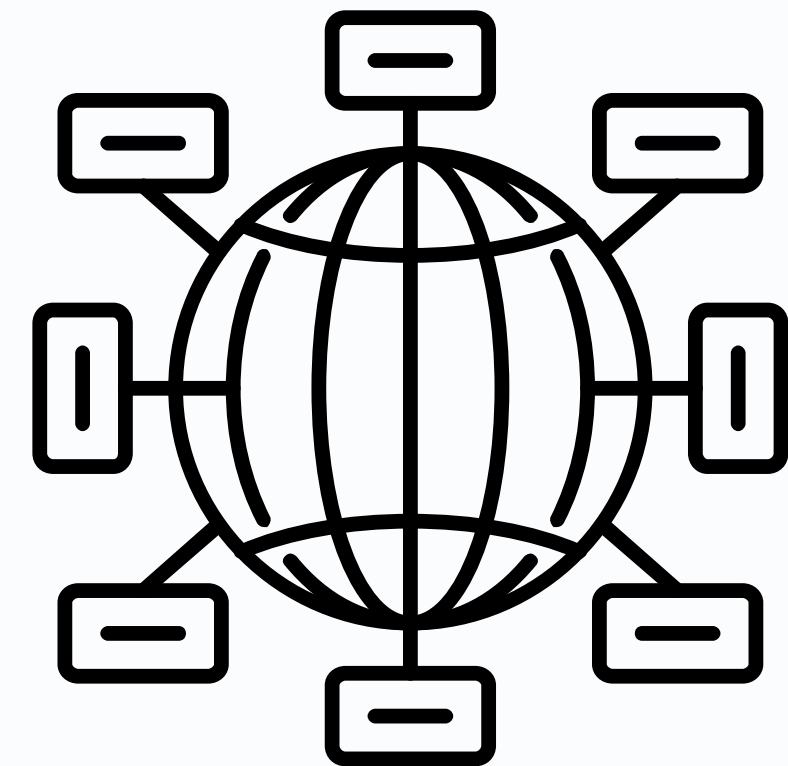
- **Explain the complex processes and activities of the IGF** — including those that take place behind the scenes — in a simple and appealing manner to a broader audience, especially on social media.
- Request a **minimum number of active members**.
- Ensure a **transparent selection process & publish a short rationale** for selected proposals.
- MAG members should **disclose a conflict-of-interest** when evaluating proposals (e.g., proposers from the same organization).
- Consider **room for a “wildcard” to establish a PN/BPNs** on an emerging issue.
- Select **PNs and BPFs based on a multi-year planning** with additional suggestions coming from a community call for proposals.
- Propose PNs and BPFs for a **maximum of two-year cycles** (exceptional extensions may be granted).



MAG Internal Structure

How could the **PNs & BPFs facilitation & coordination** be improved?

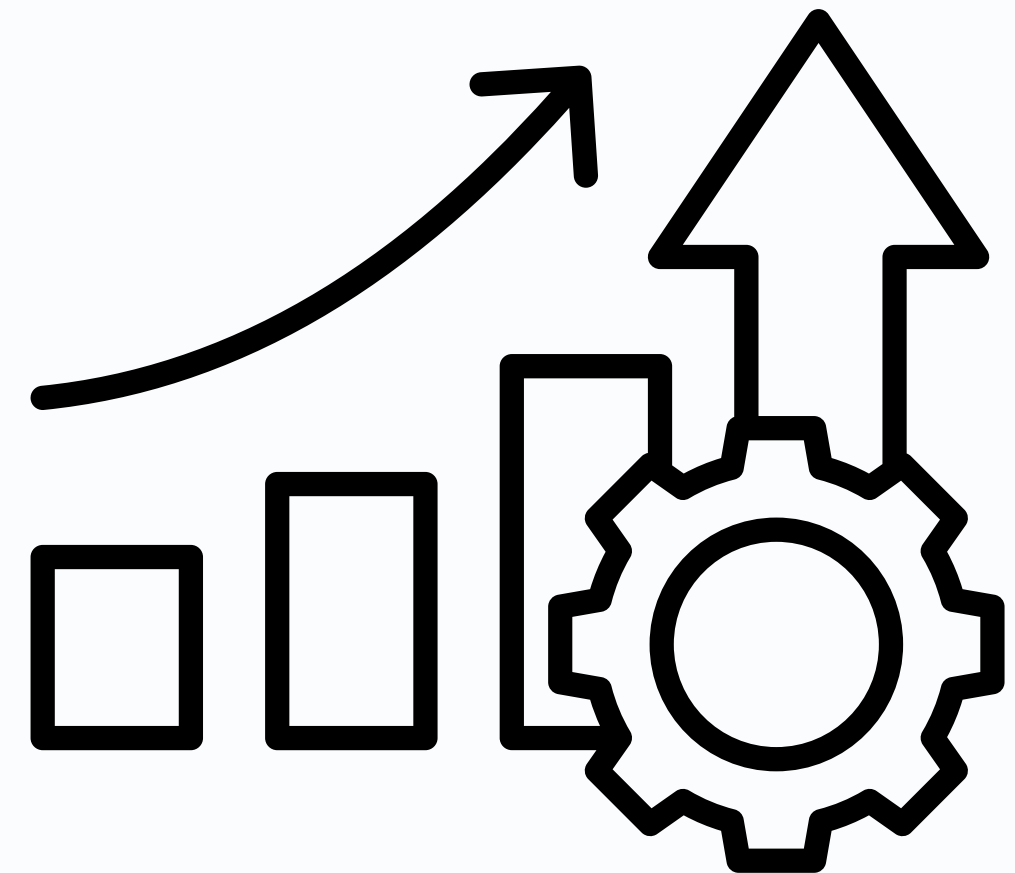
- Host multiple discussion sessions throughout the year not just at the annual IGF meeting (e.g. leverage regional IGFs and other bigger meeting points) **(12x)**
- More communication and exchange of work practices between the facilitators **(11x)**
- Improve outreach through specific communication strategy **(10x)**
- Improve design of BPF/PN webpages **(9x)**
- Enhance visibility of the work by regularly updating the IGF Secretariat on activities to promote via social media **(7x)**
- More than two (2) MAG members to be in the facilitation role **(6x)**
- Other **(2x)**



MAG Internal Structure

More specifically...

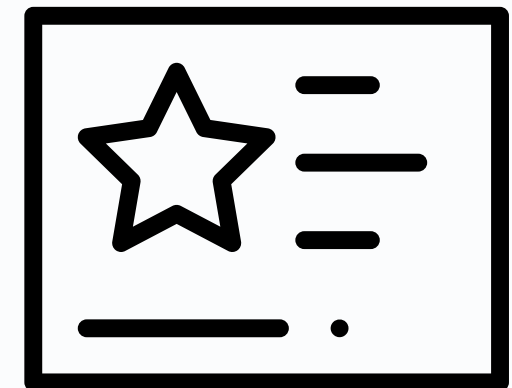
- Follow the **São Paulo Multistakeholder Guidelines** to structure the PNs/BPFs work.
- Increase the activities to **recruit more members** and further **engage NRIs**.
- Provide clearer **facilitation guidance**, since effective facilitators are critical.
- Take on the work of **producing background materials/briefs** on relevant themes.
- **Improve coordination** across PNs, BPFs and be a **closer part of building the programme**.
- Hold intersessional work **coordination meetings in advance** rather than during the IGF.



MAG Internal Structure

What could improve the MAG's interaction, engagement in and support of **Dynamic Coalitions**?

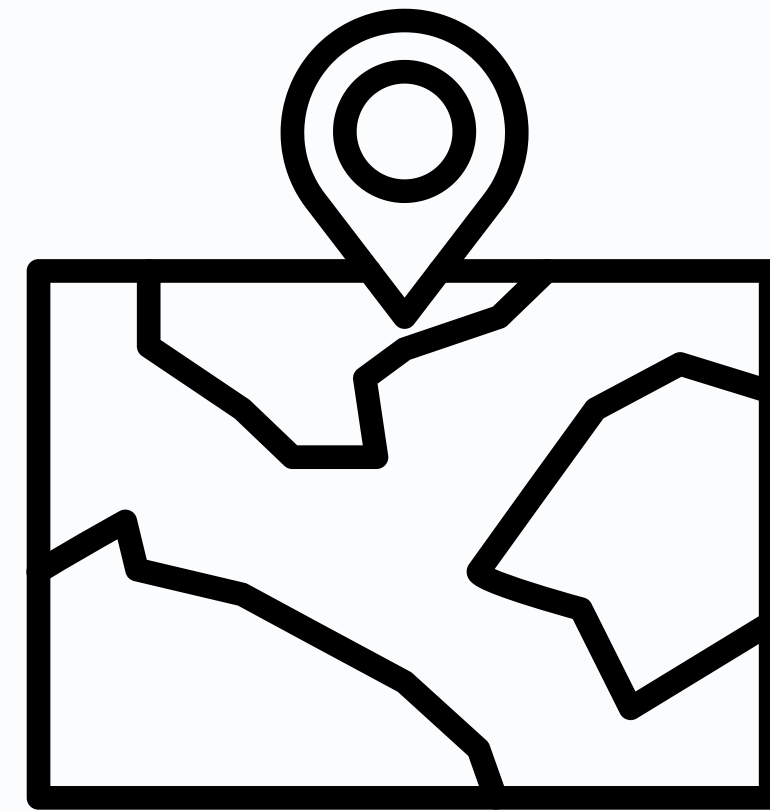
- Clarify roles and expectations **between the MAG and DCs**.
- Establish **structured & predictable engagement**, incl. through regular briefing opportunities, clear communication channels, and **designated liaison roles** between the MAG and DCs.
- **Encourage MAG member involvement** in DC activities.
- Strengthen **integration of DC work into IGF processes** by linking DC outputs to relevant BPFs, PNs, and MAG-organized sessions.
- Enhance visibility of DC outputs, better dissemination beyond the IGF community, and recognition of active DCs in the IGF programme.



MAG Internal Structure

What could improve the MAG's interaction, engagement in and support of **NRIs**?

- Clarify **mutual expectations between NRIs and the MAG**.
- Consider designating **MAG liaisons to the NRIs**.
- Establish **regular MAG–NRI engagement**, send a special NRI invitation to MAG meetings & encourage MAG Chair and members' participation at (virtual and/or annual) NRI meetings.
- **Mentor active NRI members** in becoming potential MAG members.
- **Integrate NRI inputs** more systematically into MAG deliberations, esp. in agenda-setting & theme selection, main session organization, and intersessional work.
 - Ex: Proactive identification and reporting of NRI events & outcomes and integrate into MAG work.
- Support **visibility of NRI outputs** and help **consolidate NRI messages** into summaries usable at the global level.
- **Reduce duplication** across IGF Tracks by proactively identifying overlaps between NRIs, DCs, PNs/BPFs, and encouraging collaboration (e.g., on session organizations).



MAG Internal Structure

How could **intersessional work (PNs, BPFs, DCs) and NRIs** best contribute and support the MAG's work?

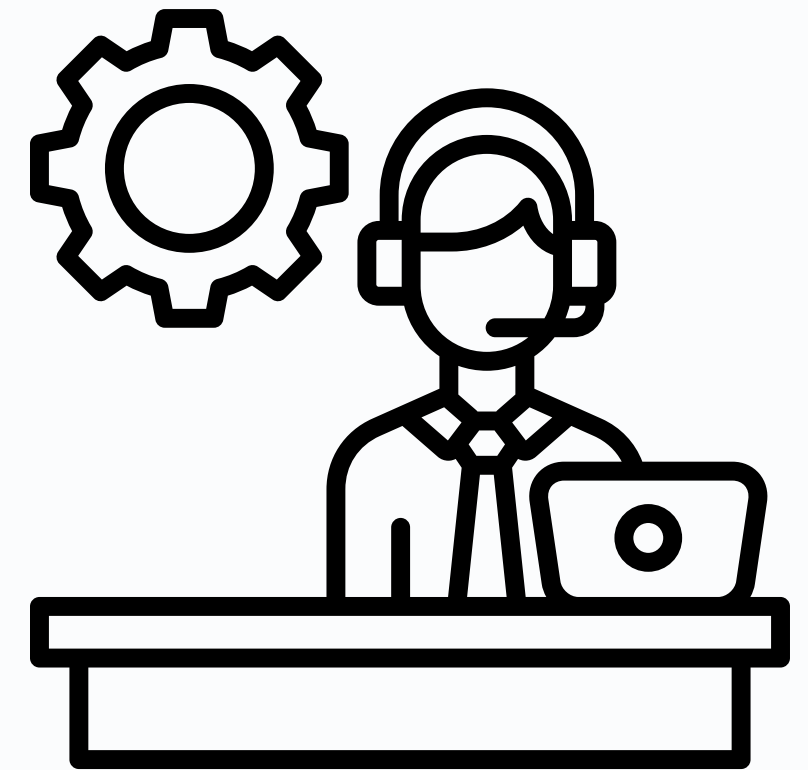
- Leverage intersessional work to **develop anticipatory and forward-looking agenda-setting** by identifying emerging technologies, governance issues, and cross-cutting risks early.
- Systematically translate intersessional & NRI work into **concise key messages/policy-relevant brief reports** that contribute more easily to MAG deliberations, shape IGF themes, sessions, and priorities, and share national and regional policy & implementation concerns.
- Intersessional work to **share work plans and thematic focus early**, enabling collaboration & complementarity, improving coherence and reducing duplication across IGF Tracks
- **Systematic use** of intersessional & NRI **outputs as background material** for main sessions & input to intergovernmental processes.
- Enhance **direct engagement with the MAG** (e.g., regular briefings, reporting mechanisms) to allow for more collaborative interactions.



MAG Internal Structure

How could the **IGF Secretariat** better support the work of the MAG (e.g. tools, processes...)?

- Ensure clarity on **MAG ToRs, timelines and expectations.**
- **Improve tools, workflows & institutional memory**, incl. via shared digital workspaces, centralized document repositories, reporting templates & well-curated IGF web resources.
- Enhance preparation of MAG deliberations through **predictable meeting schedules, concise briefing notes, and clear agendas** distinguishing information vs. decision items.
- Provide **more regular briefings** on IGF and external processes & intersessional work.
- **Reinforce coordination** with the MAG & other internal IGF actors, incl. with the host country
- Strengthen the Secretariat staffing to **invest more in onboarding and support of MAG members and working groups.**
- Provide a **well-prepared website** to show the wealth of information of past and future IGFs, as a resource for a wide range of topics.



Programme Development

What improvements would you suggest to the **Call for Taking Stocks** and the follow-up on suggested improvements?

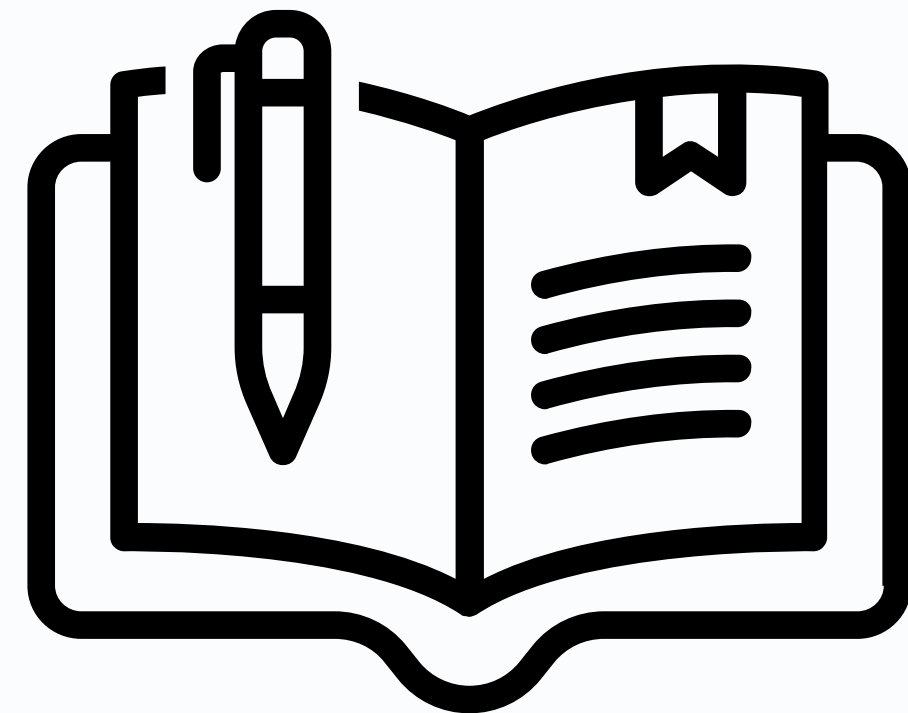
- **Clarify the purpose, scope and objectives of the Call**, framing it as a targeted tool to inform programme design, strategic priorities and continuous improvement.
- Use **fewer, more focused and explicit questions**, supported by standardized feedback forms, to improve response quality, comparability and analytical usability.
- **Produce clear summaries** highlighting common themes and priority recommendations.
- Strengthen **follow-up and accountability mechanisms** (e.g., informing contributors how inputs have been used and of concrete MAG decisions).
- **Institutionalise oversight of improvements**, for ex. through a permanent MAG working group on IGF improvements, responsible for tracking progress & changes, integrating NRI perspectives, and reporting annually on outcomes.
- Consider providing **feedback forms right after the end of sessions**.



Programme Development

What improvements would you suggest to the selection process of the **overarching theme and sub-themes**?

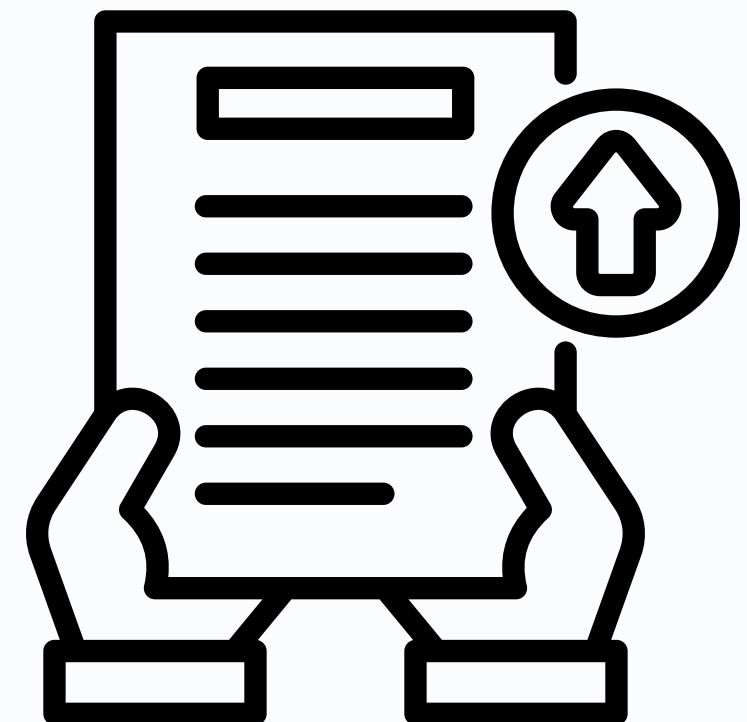
- Start the **theme selection early** (e.g. at previous IGF) with clearer criteria to allow sufficient time for alignment & adopt a more **transparent and structured theme selection process**, combining proposals across the IGF ecosystem (PNs, BPFs, DCs, NRIs, Host Country).
- Build on Host Country's suggestions, but also draw **more systematically on NRI inputs and intersessional work** as a "radar" for new and evolving policy challenges.
- Ensure **themes are forward-looking & distinctive**, avoiding long or generic formulations, and reinforcing the IGF's role as an anticipatory, pre-decisional space.
- Strengthen **coherence between overarching themes and sub-themes**, ensuring sub-themes clearly derive from/reinforce the main theme.
- **Limit the number of sub-themes**, prioritising those with the greatest relevance and urgency, and relevance to the host country's region.
- Clearly **differentiate themes of each IGF cycle**.



Programme Development

What improvements would you suggest to the **call for session proposals**?

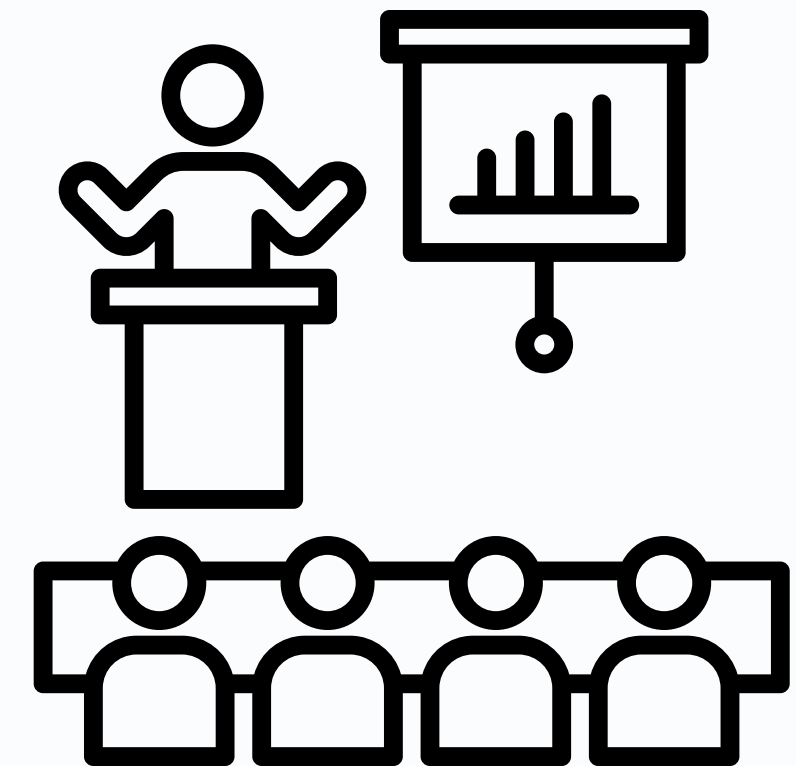
- **Simplify and better structure** the session proposal form.
- Launch the call earlier with **clear timelines** and **widening dissemination** to reach new communities and stakeholders.
- Provide in the form **clearer guidance on expectations & explicit alignment** with the **overarching theme and sub-themes**, and the expected outcomes & takeaways.
- Include **'subject matter tags'** in the submission form to better identify/analyze proposals.
- Ask to justify how the session adds **new and substantive input**.
- **Hold webinars** to help participants with session proposal submissions.
- Suggestion to **prioritize first-time proposers** where appropriate.
- **Merge similar proposals** and mechanisms to identify overlaps.
- **Improve transparency** regarding evaluation and selection process.



Programme Development

What improvements would you suggest to the **evaluation and selection process of IGF sessions**?

- Adopt a **workload-balanced review process**, for ex. through initial Secretariat screening followed by MAG quality review.
- **Assign reviewers based on expertise** & adhere to predefined and standardized scoring systems to improve consistency, fairness and efficiency.
- Make use of **searchable and manipulable proposal** and **evaluation formats** (e.g., spreadsheets or dashboards).
- Engage **experienced reviewers** where appropriate.
- Consider **evaluating the performance** of previous session organizers.
- **Progressively narrow proposals** through transparent, step-by-step selection.
- Coordinate early with the Host and clarify the number of sessions, the programme architecture & the **strategy behind the allocation of session & session types**.
- Reduce the number of sessions since it dilutes participation



Programme Development

What improvements would you suggest to the development, organization and coordination of **main sessions**?

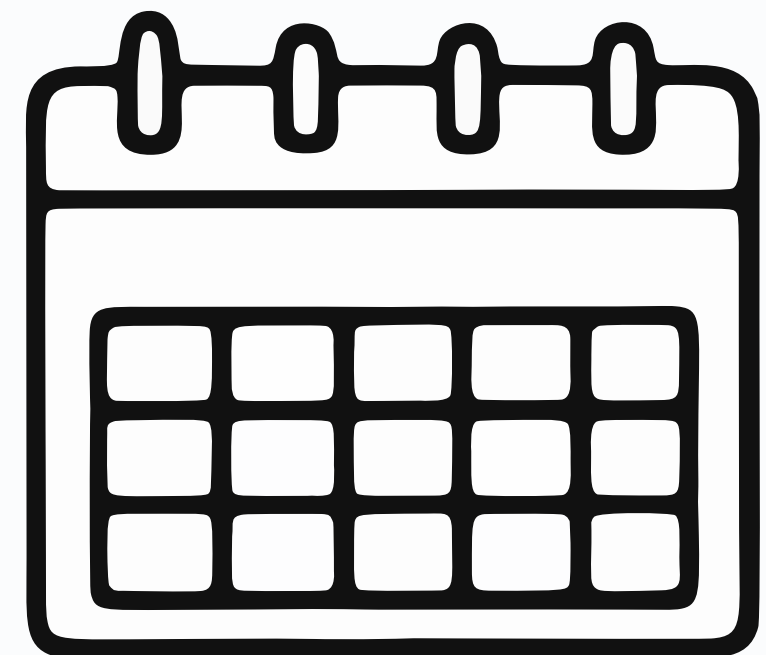
- Establish a **coherent programme architecture** from the outset and **clearly differentiate between session formats** (e.g., main vs. high-level sessions) to avoid thematic overlap and participant confusion, as both session types should not compete with one another:
 - main sessions should build on high-level sessions; consider merging main & high-level sessions; no distinction betw. main, high-level, & other plenary room sessions;
 - clear sequencing: plenary sessions should complement rather than duplicate themes;
 - a logical flow for participants across the programme.
- **Fewer & better-coordinated sessions**, and **early discussions with the Host Country** to agree on topics, objectives & lead organizers, and avoid thematic & speaker overlap.
- Holistic main session organization, incl. BPFs, PNs, DCs & NRIs reps.
- **Ensure main sessions clearly derive from the overarching theme and sub-themes**, and prioritise substance over speaker prominence.
- Improve **coordination among the different main session organizers**.
- Continue efforts to strengthen high-level participation (e.g., engagement from CEOs and senior government officials).



Programme Development

What improvements would you suggest to development of the **IGF schedule**?

- Restore stronger **thematic clustering** and clearer **daily focus**.
- **Publish schedules earlier** and minimise last-minute changes to improve predictability, planning, and participation.
- **Improve user-friendliness** of the schedule & clearly explain the purpose of each session type & interaction format.
- **Enhance balance**, ensuring flagship sessions are distributed across the week.
- **Schedule fewer sessions** to focus on key areas & allow for higher session attendance.
- Consider not scheduling any sessions in parallel of main sessions.



Outreach, Participation & Inclusion

How could the MAG promote the work of the IGF amongst all stakeholders more widely & **foster an inclusive MSH participation** (Global South, youth, marginalized groups...) into MAG discussions & planning, at the annual IGF meetings & in its intersessional work?

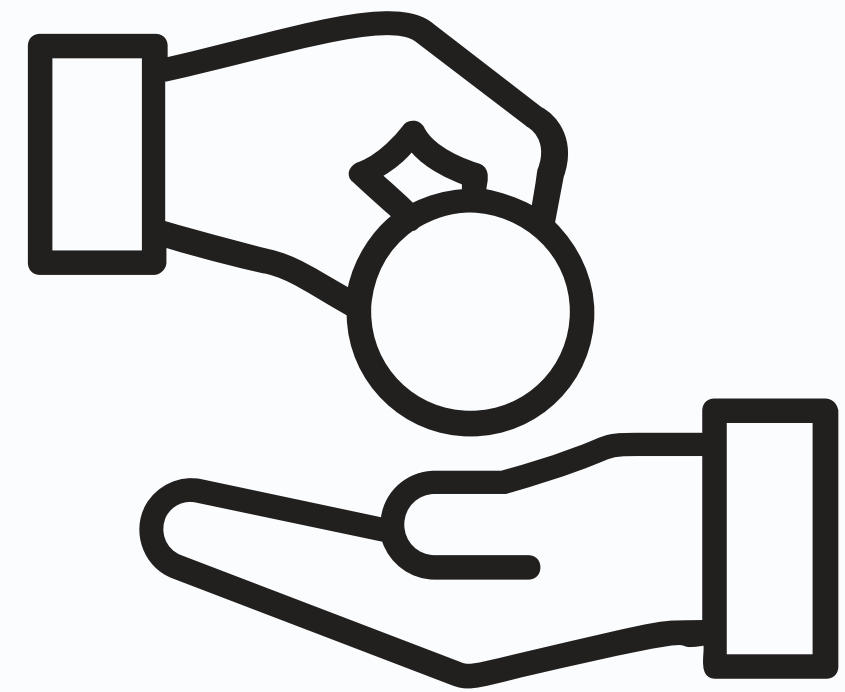
- Together with the Secretariat, identify priority communities and adopt an **audience-specific outreach narrative** for stakeholder & underrepresented groups.
- Encourage **tailored engagement formats** (e.g. government-focused dialogue formats, parliamentary/judicial exchanges)
- Leverage **MAG members as ambassadors & multipliers**, & equip them with clear, accessible communication materials & key messages.
- Strengthen **mentoring, capacity-building, multilingualism**.
- Enhance outreach (incl. stronger social media presence) on **explanatory content on IGF and MAG processes** (e.g. stories, videos).
- Promote **IGF outcomes and gain more visibility outside of the IGF community**, translate into concise briefs & infographics, and participate more in other policy fora (e.g. OECD, G7/G20).



Outreach, Participation & Inclusion

How could the MAG better explore **fundraising opportunities** for contributions to the IGF trust fund?

- **Leverage MAG networks & collaborate with other IGF actors** (e.g., LP) to engage governments, private sector & other donors, & make use of a **donor-management system**.
- Clearly communicate on **funding needs and uses**, with diversified contribution models.
- Communicate a clear **value proposition to contributors**, explain what the IGF Trust Fund supports (e.g. inclusion, intersessional work, Secretariat), translating into strong outcomes.
- **Diversify and broaden the donor base**, engaging governments beyond traditional donors, private sector actors, foundations & regional organisations.
- **Coordinate closely with the Secretariat and other IGF bodies**, consider a dedicated MAG working group on funding.
- Support innovative approaches (e.g., a certain percentage of revenues from ccTLDs) in line with the UN SG's call for sustainable IGF funding.
- Dedicate an **IGF session on IGF funding**.



Outreach, Participation & Inclusion

Any additional comments or suggestions regarding **MAG working modalities and/or the MAG Terms of Reference?**

- Reflect the **permanence of the IGF** in MAG working modalities, shifting from an annual event toward year-round continuity, strategic oversight & long-term, cumulative impact.
- **Clarify roles and responsibilities** between the MAG, Chair, Secretariat, Leadership Panel, intersessional work, NRIs and the host country to improve coordination.
- Improve **onboarding, continuity and institutional memory** through structured induction for new MAG members, mentoring, knowledge transfer, and better documentation across MAG cycles.
- Encourage **balanced workload distribution** and realistic commitments.
- The **ToR** could refer to structured decision-making processes & performance measurements.
- Review the IGF institutional framework and consider an **external oversight/board/advisory committee** to oversee the IGF.





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Thank you

Link to all submissions: [here](#)

