

# At-Large Review 2 Implementation (ARI) Final Report to the Organisational Effectiveness Committee (OEC)

Date: 23/06/2020

## Abstract

This is the Final Report to the ICANN Organisational Effectiveness Committee (OEC) with regards to the ALAC and At-Large's second Organisational Review (see [this wiki workspace](#) etc.) that outlines the completion or projected completion of the work related to the detailed Implementation Plan presented at the end of Dec 2018, to address eight identified Issues for remediation and improvements in that review process. Previous reports were focussed on the continuing progress of the At-Large Review Implementation Working Group (ARIWG) with the approved detailed Implementation Plan and were presented to the ICANN Board's Organisational Effectiveness Committee (OEC) as per the requirements of six-monthly report updates, as follows:

- A. [At-Large Review 2 Implementation \(ARI\) Status Report 1 to the Organizational Effectiveness Committee \(OEC\) in June 2019.](#)
- B. [At-Large Review 2 Implementation \(ARI\) Interim Report 2 in December 2019](#)
- C. At-Large Review 2 Implementation (ARI) Final Report in June 2020

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Key Words: At-Large Advisory Committee; ALAC; At-Large; At-Large Review Implementation Working Group; ARIWG; Internet Corporation for Assigned Names and Numbers; ICANN; Organisational Effectiveness Committee; OEC; Organisational Reviews; Improvements Implementation

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## Executive Summary

As at the date of this Final Report, 23 June 2020, the ALAC's At-Large Review Implementation Working Group (ARIWG) has completed its work, having put into effect or planned and prepared for its implementation activities. The particular activities and specific actions identified and outlined in the ALAC's Review Working Groups December 2018 [At-Large Review Detailed Implementation Plan \(ARI Plan\)](#) have been completed or scheduled to be completed. As in all review implementations, some of the issues in the ARI are, by nature, ongoing and/or dependent on factors beyond our control.

With reference to the At-Large Review Implementation (ARI) Plan and our previous Reports, we would like to highlight that the synergies among the eight identified issue areas have resulted in a whole that is far greater than the sum of its parts.

Most issues have been fully implemented ahead of the planned schedule. "Member Engagement and Criteria" is wrapping up its work and the issue of "Absence of consistent performance metrics", has had its implementation held over, until the planned roll out of the bespoke CRM tool being utilised in ICANN Org, has occurred - see Issue #16 for further details.

This report provides an outline and accounting of the finalization of the Implementation Plan addressing the issues identified in the Independent Examiners' Review of At-Large completed in May 2017 and incorporated into the [Final At-Large Review Recommendations Feasibility Assessment & Implementation Plan](#); approved by the ALAC on 22 August 2017; and the [At-Large Review Implementation Overview Proposal](#), approved by the ALAC on 20 April 2018, that was in turn, accepted by ICANN for action in the [ICANN Board Resolutions of June 2018](#)<sup>1</sup> and January 2019<sup>2</sup> which accepted the [At-Large Review Detailed Implementation Plan \(ARI Plan\)](#).

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<sup>1</sup> [Resolution of the ICANN Board on June 23rd 2018.](#)

*Resolved (2018.06.23.15), the Board directs the At-Large review implementation working group to provide to the OEC semiannual written implementation reports on progress against the implementation plan, including, but not limited to, progress toward metrics detailed in the implementation plan and use of allocated budget.*

<sup>2</sup> [Resolution of the ICANN Board on January 27th 2019,](#)

*Resolved (2019.01.27.06), the Board directs the At-Large Review Implementation Working Group to provide updates to the OEC every six months. Those bi-annual updates shall identify achievements as measured against the existing implementation plan, as well as details on future implementation plans. It is during these updates that the At-Large Review Implementation Working Group shall provide more details on implementation progress, and measurability. The OEC may request interim briefings if deemed necessary.*



## Preamble

During the process of the At-Large Review and in the approved ARI Plan, the ALAC committed to the synergies between the Issues that would result in a total effect greater than the sum of its parts.

Eight small issue-focused teams convened within the 2nd At-Large Review Implementation Working Group ([ARIWG](#)) to further initiate and complete the required steps. The leads of the team also met as a plenary. Their meeting notes can be found [here](#).

This report offers a final overview and update to the ICANN Board and its Organisational Effectiveness Committee (OEC) regarding the completion of the 2nd At-Large Review tasks related to the implementation of identified issues and recommendations as discussed and undertaken by the ALAC's ARIWG between December 2018 and May 2020.

Also included are relevant links to the wiki workspace pages that are designed to act as the ongoing repository for this work, and any continuation of it under a 'continuous improvement plan for ALAC/At-Large'; These links will also prove useful, should further investigation or analysis of our project be required/desired, and several of the Leads of the ARIWG activities (listed below) will remain available, to act as 'shepherds' on any of these or ensuing matters going forward.

### **ARIWG Shepherds 2nd At-Large Review**

#### At-Large Staff

Lead: Heidi Ullrich  
Project: Alperen Eken, Evin Erdogan

#### ALAC - ARIWG

Lead: ALAC Chair - Maureen Hilyard  
Project: Cheryl Langdon-Orr  
Alan Greenberg

Contact: [heidi.ullrich@icann.org](mailto:heidi.ullrich@icann.org)

## Introduction

### ***Background - Purpose of this Report***

The purpose of this Report is to provide an overview of the completion status of Issues specified in the [At-Large Review Detailed Implementation Plan](#) presented to the OEC on 23, December 2018 and [accepted by the ICANN Board in January 2019](#).

Following on from its last Report submitted in December 2019, the [ARIWG](#) gradually limited its meeting activities up to May 2020 to formally updating the wider ALAC and At-Large community on the progress to completion of each Implementation item on its [dedicated wiki](#).

The ARIWG was chaired by the ALAC Chair, Maureen Hilyard, and was assisted by two previous ALAC Chairs, Alan Greenberg and Cheryl Langdon-Orr, as ex-officio members, given their knowledge and understanding of all aspects of At-large and its history, as well as their ICANN Organisational and Specific Review experience and expertise. Observers to all meetings, work track activities and email lists were welcomed throughout the process, and regular updates were given to the ALAC at their monthly meetings and RALOs and ALSes at regular intervals usually around the time of completion of reports.

## At-Large Review Implementation Working Group (ARIWG) Final Report

### ***Section 1 - Overview of Progress on Implementation***

The ARIWG is pleased to submit this report regarding the implementation of the eight Issues being focused upon from the Independent Examiners Report and included in our accepted At-Large Review Implementation (ARI) and detailed Implementation Plan. Six of the issues are fully completed and two are due to be completed by September 2020<sup>3</sup>.

The specifics of this status is outlined in the following section and more completely detailed in the link to each of the Issue Dashboards on Wiki workspaces. It is important to note that in many cases, the implementation has gone far beyond what was committed to in the ARI. Issue 1 is a good example where we committed to clarifying the documentation but have done extensive work on also improving the outputs of ALAC comments and advice.

***Links to Wiki work spaces for the [At-Large Review Implementation Plan Development and Work Track Issues \(below\) list activities to date.](#)***

- [Issue 1](#) ALAC Advice - Quality vs. Quantity; clear definitions of various inputs; rework the website and Wiki to ensure that our “Policy Advice” pages are accurate and understandable.
- [Issue 2](#) Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement; revitalizing At-Large and making it more effective and more credible; and improved reflection of the mission of At-Large - to act in the best interests of Internet end users. In particular, there will be a specific effort to outreach to and engage with general members of each ALS.
- [Issue 3](#) Staffing resources, review and redistribution as required if disproportionately concentrated on administrative support; staff should have greater capacity to support preparation of policy advice. This may require a shift or development of skills among At-Large Of the Staff as well as additional staff.
- [Issue 4](#) ALAC and At-Large Leadership, better communication regarding the role and activities of the ALAC Leadership Team (ALT) ensuring that it is clear what the ALT does and does not do.
- [Issue 7](#) ALAC/At-Large Working Groups, Improvements to Web and Wiki records, including rationalisation of WG structure and function; a one-stop shop or dashboard to direct potential participants to active working groups.
- [Issue 9](#) Increase of the At-Large Community awareness and staff training, regarding the use of social media; Staff to undertake skill development in the area of social media, working cooperatively with ICANN Communications social media specialists.
- [Issue 13](#) Creation of an ‘Event and engagement opportunities / resources and resource use portal (dashboard)’, in a single online location, which amongst other things, will point to travel funding opportunities and documentation of what resources were ultimately distributed, to provide for more systematic RALO participation in regional events.’
- [Issue 16](#) Performance Metrics, as relevant to each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants.

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<sup>3</sup> Administrative work including approval by the ALAC and the ICANN Board is expected to be completed prior to the end of 2020.

1.0 Measurable progress including start and end dates as per detailed Review Implementation Plan, completion progress to date and noting any planned or additional activities, as well as dependencies.

Issue ID	Start Date	Proposed End Date	Status (% completed)	Notes
<b>1. ALAC Comments and Advice</b>	17 December 2018	15 March 2020	Completed (100%)	<p>Work Track activity-&gt; Web and Wiki updated, development of Policy Dashboard:</p> <ul style="list-style-type: none"> <li>• <a href="#">At-Large Policy Advice Development Page</a></li> <li>• Development of the At Large Policy Platform and prioritisation of policy issues.</li> <li>• <a href="#">2020 ALAC Policy Comments &amp; Advice</a></li> <li>• <a href="#">Executive Summaries: ALAC Policy Comments &amp; Advice</a></li> <li>• <a href="#">At-Large Policy Summary</a></li> <li>• <a href="#">At-Large Activity on DNS Abuse</a></li> <li>• Reconstructing the FBSC to incorporate focus on policy issues related to ICANN's Operational Activities. The new group is the <a href="#">Operations, Finance and Budget Working Group (OFBWG)</a></li> </ul>
<b>2. Member Engagement and Criteria</b>	22 April 2019	a) 30 September 2020 b) 31 January 2021	a) Design (100%) Completed b) Approved and beginning implementation	<ul style="list-style-type: none"> <li>• New criteria and expectations for ALSes, Revision of ALS accreditation process, Review of Bylaws and RALO Memorandum of Understandings</li> <li>• Mobilization of individuals within At-Large began with ATLASIII and will grow to ensure that those who wish to work on policy issues are given the proper tools.</li> <li>• <a href="#">ATLASIII Survey Analysis &amp; Recommendations</a></li> </ul>
<b>3. Staffing</b>	17 December 2018	30 September 2019	Completed (100%)	<ul style="list-style-type: none"> <li>• Social Media training for staff</li> <li>• A part-time temporary resource joined the At-Large support team in September 2019.</li> </ul>
<b>4. ALAC and At-Large Leadership</b>	17 December 2018	30 October 2019	Completed (100%)	Latest update to ALAC Organisational Chart and Regional Leadership Chart were adopted at the 2019 ICANN AGM <links inc JDs>
<b>7. Working Groups</b>	17 December 2018	16 December 2019	Completed (100%)	At-Large WG wiki space lists the latest consolidation of WGs established for utilisation in support of post-ATLASIII activities
<b>9. Social Media Use Training</b>	17 December 2018	23 June 2019	Completed (100%)	Added options for follow up and ongoing or continuous improvements of skills as well as any metrics to dashboard and Issue 16.
<b>13. O&amp;E Dashboard</b>	22 April 2019	10 April 2020	Completed (100%)	<a href="#">At-Large Outreach and Engagement Activity Dashboard</a>
<b>16. Metrics</b> a) Absence of consistent performance metrics (ALS and Member participation metric) b) Specific Measurables relating to ARI Issues	27 November 2018	a) CRM data capture project phase 1 and 2 December 2021 b) 30 September 2020 for Issue #2**	a) Held over for CRM tool roll out to ALAC/ At-Large b) Completed (98%) noting completion planned date for final metrics from Issue #2	a) <b>CRM tool external dependency:</b> ICANN.org's roll out of CRM for At-Large (Aug 2020) planned date to be confirmed, staff training and Metrics SC work in identification, code assignment and classification of data planning will not kick off until key criteria from and any limitations in the CRM tool are identified.

Table 1: Issues List, Milestone dates and progress

Figure 1 below shows the continuous progress made in the implementation of the 8 Issue areas during the three ARI reporting periods of June 2019, December 2019 and June 2020. The current report period of June 2020 shows the 100 percent completion of all issues with the slight exception for Issues 2 and 16. The 100 percent completion for 6 issues has already had a positive impact on the At-Large community with many activities being derived from their completion.

It is worth noting that Issues 2 and 16 have made significant progress during the third reporting period. This is in line with the plans to initially focus on certain issues that could be completed relatively quickly. Given the necessity of implementing an At-Large Working Party to review ALS criteria under Issue 2, it was understood that this more complex issue would require a focus of volunteer and staff resources. At the same time, Issue 16 on metrics has achieved the groundwork necessary to implement the activities quickly and efficiently once ICANN provides a functional and eagerly anticipated CRM system. We understand staff are currently being trained on the CRM system in order to be ready to utilize it from the date of implementation for At-Large.

### Implementation Progress to June 2020

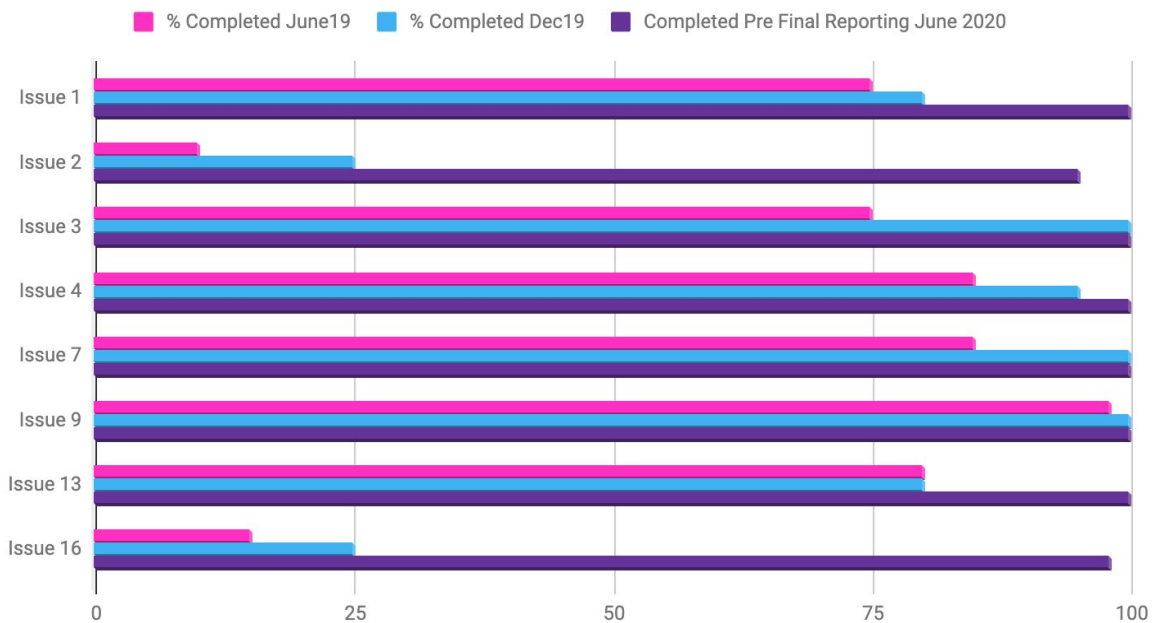


Figure 1: Issues List, against percentage of progress towards completion



## **Section 2 - Detailed Progress Report, on an Issue by Issue Basis**

### **Issue 1 - ALAC Advice Quality vs Quantity.**

The ARIWG believes that the identified aspects of this issue have been addressed:

- A. Confusion about the type of document (i.e., “Advice” vs “Comment”)

**Completed:** Historic [ALAC Advice & Comments](#) have been listed since 2003 on the At-Large website, with tags for easy access.

**Completed:** [Executive Summaries](#) have been linked on a separate wiki page since ICANN60 (2017) and clearly differentiate between ALAC comment and advice.

- B. The “End user” justification for intervention

**Completed:** The introduction of the [At-Large Policy Platform](#) (video), with an ongoing system of ICANN meeting "Talking Points" and At-Large Policy Workshop(s) to support and encourage policy backgrounding for At-Large community members (initiated at ICANN64).

**Completed:** A more effective format for penholders to introduce policy comment and encourage participant discussion, was established for weekly meetings of the At-Large Consolidated Policy Working Group (CPWG)

**Completed:** The ICANN product development team have worked with the ICANN Board Operations team to update the At-Large website with "sub-type" filters as well as to reclassify historic ALAC Advice/Statements/Correspondence.

#### *2.1.0 Currently used At-Large Policy-Related Resources:*

- [At-Large Policy Platform](#)
- [At-Large Capacity Building and Resources Dashboard](#)
- [2020 ALAC Policy Comments & Advice](#)
- [2019 ALAC Policy Comments & Advice](#)
- [At-Large Policy Comments & Advice](#)
- [At-Large Executive Summary page](#)
- [Multistakeholder Advice Development graphic](#)
- [Consolidated Policy Working Group \(CPWG\)](#)
- [Operations, Finance and Budget Working Group \(OFBWG\)](#)

#### *2.1.1 Early identification of Implementation Issue #1 as a priority*

Implementation issue #1 had already been identified by the Community, ALAC and At-Large as a priority issue prior to the [Final At-Large Review Recommendations Feasibility Assessment & Implementation Plan](#) (FAIP). Therefore ARIWG only needed to begin the remediation process previously designed which was as follows:-

### 2.1.2 Increased engagement following ATLASIII

The development of the [ALAC Policy Comments and Advice database](#) was one of the activities that had already been initiated prior to the ARIWG activity. Its continued development during the Implementation process has progressed well resulting in significant updating and technological advances in accessibility and searchability which has been more effective in enhancing transparency and accountability of ALAC policy comments and advice.

At the same time, improved accessibility by the At-Large Community to the ALAC Policy Comments and Advice workspace has not only increased their understanding of the issues commented on, but also encouraged greater interest, attendance and participation by At-Large members in the meetings of the Consolidated Policy Working Group (CPWG). There has been more sustained active engagement in the CPWG by both At-Large members as well as the members of the ATLASIII Ambassador programme following ICANN66 in Montreal. Additionally, there has been a significant increase in the number and diversity of penholders in the development of At-Large policy advice statements during the post-ATLASIII period.

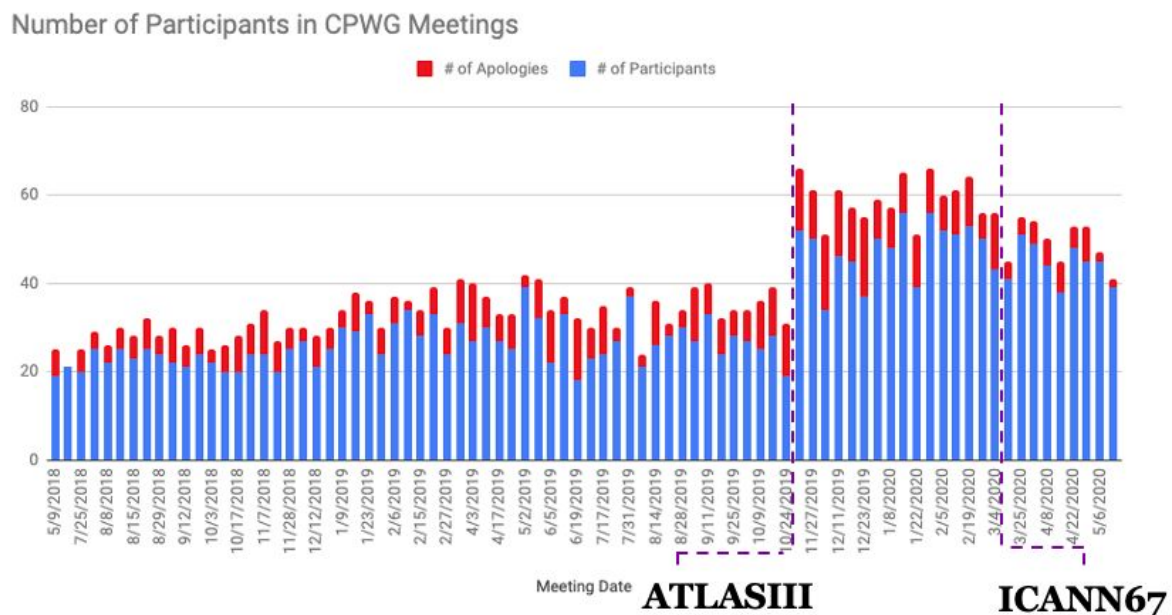


Figure 2: Number of Participants in CPWG Meetings pre and post-ATLASIII

### 2.1.3 Development of the At-Large Policy Platform and the subsequent development of At-Large Talking Points and At-Large Plenaries at ICANN67 & 68

Highlighting the potential impact of ICANN Policies on individual end-users has been a clear focus of the CPWG. Under the current leadership, the CPWG has developed a structure of policy development that has been based on end-user priorities, originally created by the

community membership base. The process of the Policy Platform has been developed through continued exploration within the following:

**RALO Hot Policy Topics** - The prioritising of ICANN policies (Hot Topics) has been a focus for the five RALOs. In all RALOs, identification of [policy hot topics](#) at the regional level have been completed. Taking a step further, some RALOs have worked diligently to identify the potential impact of their regional hot policy topics on end users. This has resulted in publications that are used for both outreach and engagement activities.

**At-Large Policy Platform** - The consolidation of the various RALO Hot Policy topics as well as an interactive work session during ICANN63 identified that this set of bottom-up priorities formed the basis of a set of At-Large Hot Topics which after several iterations developed into the [At-Large Policy Platform](#). This document highlights the top ten policy issue priorities for At-Large and identifies their potential end user impact. These are the policy priorities for 2020.

## **At-Large Policy Platform**

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1. Internationalized Domain Names (IDNs) and Universal Acceptance (UA)
2. DNS Security and Abuse, DNSSEC and Cybersecurity
3. ICANN and Human Rights, including Privacy (Context of Consumer Protection)
4. ICANN Jurisdiction and Internet Governance
5. New gTLDs: PICs, Security, Stability, Indigenous Rights, Trust
6. ICANN Transparency and Accountability
7. Consensus through Partnership (governments, business and civil society)

**At-Large Talking Points** - A set of At-Large Talking Points have been developed for each of the prioritised policy issues which At-Large members are encouraged to iterate during ICANN Meetings to facilitate At-Large speaking with one voice on these selected issues (see: [ICANN66 Talking Points](#); [ICANN67 Talking Points](#); [ICANN68 Talking Points](#))

**At-Large Policy Sessions** - Following on from a successful introduction during the virtual ICANN67 meeting, a series of At-Large policy sessions will be regularly proposed for subsequent ICANN Meetings to focus on single topics from the At-Large Platform and its priorities. This will enable At-Large Policy leadership to involve policy experts from other ICANN communities into discussions that will provide a broader perspective and enhance both greater understanding of ICANN issues and engagement by our end-user community.

The following table outlines the At-Large sessions, including the At-Large Policy Plenaries at ICANN67 and ICANN68.

	<b>ICANN67 Virtual Meeting</b>	<b>ICANN68 Virtual Meeting</b>
<b>Pre-ICANN week</b>		<u>At-Large @ICANN68 Highlights Webinar</u> ALAC & GAC Leadership Meeting meetings DNS Abuse webinar Universal Acceptance webinar
<b>ICANN Public Meetings - ALAC/At-Large</b>	Joint AFRALO-AFRICANN meeting Welcome to At-Large@ICANN67 Policy Platform & Talking points	Welcome to At-Large@ICANN68, Policy Platform & Talking Points Joint AFRALO-AFRICANN meeting At-Large Regional Leaders Meeting
<b>Cross-Community Sessions</b>	ALAC and ICANN Board Joint ALAC and GAC meeting	1. DNS Abuse and Malicious Registrations during COVID-19 2. The DNS and the Internet of Things: Opportunities, Risks and Challenges 3. ICANN and COVID-19
<b>At-Large Policy Plenary sessions</b>	1. DNS Abuse – An At-Large Call to Action! 2. Tools for Holistic Contract Compliance 3. DOH/DOT – Threats and Challenges 4. “One world – one internet” Cybersecurity and geopolitics in a multistakeholder environment	1. DNS Abuse: End-user rights and DNS Abuse during COVID-19 and beyond 2. PICS and PICDRP: How to get them right? 3. New gTLD Applicants: Expanding the Circle 4. DNS Abuse: Setting an Acceptable Threshold 5. Activating on Universal Acceptance
<b>Wrap-up</b>	Debrief, ICANN Board and CEO, post-ICANN67 activities, Social media @ ICANN67	Debrief, ICANN Board and CEO, Post ICANN68 activities, Social media @ ICANN68; Priorities for ICANN69

**Table 2: At-Large Session Outline for ICANN Meetings featuring At-Large Policy Sessions**

***Issue 2 - Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large.***

**Completed:** A Dashboard consisting of the At-Large Review Implementation Work Plan as well as the Goals, Objectives and Deliverables, was developed for each Implementation item (commenced in June 2018).

The At-Large Review Implementation Plan detailing the individual dashboard listings of each of the issues and their Progress Charts, can be found [here](#).

**Near Completion:** A cross-regional [ALS Mobilization Working Party](#) was established to examine and report on ALS criteria and expectations in order to improve ALS engagement in At-Large activities, and in particular, policy-related activities.

**Completed:** The ATLASIII Participant survey responses were analysed and recommendations based on this analysis were assigned to the core At-Large workstream areas to be incorporated into the 2020 workplan.

[The Post-ATLASIII activities workspace](#), [the Chair's Post-ATLASIII Report](#) and the [Post-ATLASIII Survey Analysis and Recommendations Report](#) can be found here.

**Completed:** A repository of skills was created within the Post-ATLASIII Survey Analysis and Recommendations Report (self-reported by At-Large ATLASIII Ambassadors) and should be used to draw upon expertise of At-Large volunteers (At-Large Ambassadors) for At-Large work. This data will most importantly allow for development of and relevant testing of aspects of Issue 16 part b work outlined in the Metrics Section of this report and as a pilot project prior to wider use of the data capture, search and reporting features expected to be applicable for our use once the CRM tool is rolled out to At-Large, tested and fully implemented.

### *2.2.1 ATLASIII Survey Report*

Following the Montreal event, ATLASIII participants completed a Post-ATLASIII survey and report, as well as participated in oral and video interviews. The survey provided information about their regional affiliations and involvements, community leadership experience, pre-learning courses as well as what they had learned at ICANN66. The results were collated and analysed into a post-ATLASIII Report which also contains recommendations based on the feedback provided by the participants which have been categorized for inclusion into key work plan development areas of the [Post-ATLASIII Activities](#) and [2020 At-Large Workplan Activities](#).



**Figure 3: ATLASIII Participants**

*2.2.2 Post-ATLASIII participation in deliverables of the At-Large Review Implementation Plan.*



**Figure 4: Regions of Participants and Coaches at ATLASIII, ICANN66 Montreal.**

- 92% of ATLASIII participants joined to engage in the At-Large Consolidated Policy Working Group meetings after ICANN66.
- 80% of members of the ALS Mobilisation Working Party were ATLASIII Participants.

2.2.3 ATLASIII Survey Recommendations

Other contributions that the ATLASIII participants have made to the future work of At-Large Implementation and Continuous Improvement activities. Sample recommendations are given below.

<b>Sample recommendations based on feedback from ATLASIII Participants</b>	
Policy	<ul style="list-style-type: none"> <li>• Encourage ATLASIII At-Large Ambassadors to attend CPWG to stay updated on current policy issues and how they can contribute.</li> <li>• Start to proactively request suggestions and opinions from ALSes on Policy issues.</li> <li>• Develop a webinar as soon as new Policy issues are brought up for discussion in the CPWG - to help newcomers to understand the issue and why it is important to the end-user.</li> </ul>
Outreach	<ul style="list-style-type: none"> <li>• Develop a pool of subject matter experts from ICANN volunteers for easy connection and invites to speak at local events.</li> <li>• Develop outreach and engagement materials focusing on ICANN policy issues of greatest interest and relevance to ATLASIII At-Large Ambassadors.</li> <li>• O&amp;E Regional Co-Chairs to work with their Regional Leadership and staff to follow-up with RALO members about which resources (i.e. ICANN Learn Courses, webinars, etc.) they used and found most useful.</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Connect ATLASIII At-Large Ambassadors to their regional GSE team so that they find further ways to be active with ICANN at the regional level.</li> <li>• Require all new ALAC members to pass through an onboarding program before commencing work on the ALAC.</li> <li>• Assign ATLASIII At-Large Ambassadors to ALAC members at the AGM.</li> </ul>
Capacity Building	<ul style="list-style-type: none"> <li>• A directory for educational resources as related to At-Large and ICANN such as ICANN Learn courses.</li> <li>• Hold regular introduction to ICANN/At-Large webinars for newcomers.</li> <li>• Apply the same capacity building model used for ATLASIII - preparing participants for General Assemblies or similar future events, where prior knowledge and preparation is required.</li> </ul>
Operations & Communications	<ul style="list-style-type: none"> <li>• Create an At-Large Ambassadors mailing list to channel discussions and collaborations.</li> <li>• Provision of an online meeting platform to enable ALSes and their ATLASIII At-Large Ambassadors to hold seminars.</li> <li>• A one-stop interactive blog with a news-blog-like look and feel. The blog could feature select news items and articles published by ALAC and At-Large Community leaders and thought leaders.</li> </ul>

#### 2.2.4 Key Outcomes of the ALS Mobilisation Working Party Document

The ALS Mobilization activities are the cornerstone of the ARI. The Independent Examiner's report recommended the effective abolishment of ALSes<sup>4</sup>. The ALAC instead chose to retain ALSes and to go back to the original motivation for ALSes - to facilitate communications with the *members* and communities of those ALSes. The memberships of the ALSes combined to form a huge potential resource that we hope to draw upon.

The ALS Mobilization Working Party (WP) was charged with reviewing the entire body of rules and processes associated with ALSes. Most of these date back to 2007. Once finalized by the WP, they will need to be reviewed by the RALOs, ratified by the ALAC, and then submitted for Board approval.

The areas reviewed included:

- The criteria for qualifying as an ALS. On an overall level, the criteria are unchanged, but are specified with more detail and clarity.
- The implications of an individual or organizational member of At-Large participating in other constituencies within ICANN.
- The potential for allowing an ALS which has a significant presence in multiple ICANN regions<sup>5</sup>.
- What we expect of an ALS. The two major changes here will be a requirement that ALSes distribute salient communications from At-Large to their members, and a requirement for a biennial report. As noted elsewhere, the language of delivery of ICANN Information must be clear and simple, and available in all ICANN languages.

Both the creation of targeted messages and managing the biennial reporting process will involve staff resources.

- The ALS application and accreditation process was reviewed. This is being:
  - Brought up to date to reflect current processes and resources<sup>6</sup>;
  - Streamlined to eliminate redundant activities
  - Tailored to reflect the different management styles, cultural issues and processes within the five RALOs (as required by the ICANN Bylaws)
- The ICANN Bylaws related to At-Large: Although we are not expecting any radical changes, there are a number of refinements that may be advisable to clarify or to map to the changes being made in respect to ALSes. Changes are being proposed similar to those that were made following the first At-Large Review.

The ALS Mobilization WP was composed of volunteers from all five RALOs. The group has periodically reported back to the ALAC and to the RALOs that have requested reports.

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<sup>4</sup> The report recommended that an ALS should be treated as a single individual, with no recognition of its potentially deep reach into local communities.

<sup>5</sup> Examples include a group focused on a specific issue such as Disabilities with members across the world, a group that spans several east European countries, some of which are in the EU region, and some in AP, and a Caribbean group with members technically in NA, LAC and EU.

<sup>6</sup> For example, our current practice is to enquire whether the GSE representatives in the region have any knowledge of the applicant or its leaders. In 2007, there was no GSE or comparable resource within ICANN.



### ***Issue 3 - Staffing resources, review and redistribution as required.***

**Completed:** Staff resources have been added as well as been re-allocated to support preparation of policy advice development, regional and ALS management activities as well as administrative issues.

**Staff resources are disproportionately concentrated on administrative support; staff should have greater capacity to support preparation of policy advice.** This Issue was specified as one that was to look for opportunities to utilize and develop the skills of At-Large support staff in the use of social media, whilst ensuring that the positions taken by At-Large represent solely those of end-users. As well as to ensure that the volunteer community has sufficient support services to be able to best utilize their volunteer time. Furthermore, it was noted that this would then require or allow a shift or development of skills among At-Large Staff as well as additional staff. The ARIWG identified that the equivalent of at least one FTE with relevant policy, technical and membership skills was needed to ensure the successful implementation of the aims and objectives of the ARI.

In August 2019, a resource person joined the At-Large Support Team who has:

- Served as a support resource during the third At-Large Summit (ATLASIII) in Montreal in November 2019.
- Carried out interviews with ALS and individual members to gain data into their experience as At-Large community members.
- Led the development of the post-ATLASIII survey, report templates and graphs.
- Worked closely with the At-Large leadership and ICANN org staff in developing the [At-Large Regional Policy Engagement Program](#) (ARPEP) which includes greater communication and collaboration between At-Large support staff, GSE Regional Vice Presidents and the Regional Leadership in order to ensure more effective engagement and policy advice development for all At-Large Structures and Individual members, with full implementation of the ARPEP in April 2020 .
- Through the ARPEP, held extremely useful individual calls with all five RALOs focusing on ensuring streamlined FY21 Regional Strategic Outreach Plans.
- Played a key support role in the ALS Mobilization Working Party
- Had a major technical support role in the drafting of the ATLASIII survey as well as with the ARIWG in the drafting of this report.
- Been extended for an additional two months in FY21 in order to be the lead support for the At-Large Review of Unaffiliated Individual Members Working Group which will increase their work post-ICANN68, in July 2020.

At the same time a realignment of regional support of two of the five RALOs has been implemented to better support the growth in regional activities. The At-Large Regional Affairs Senior Manager, who had previously managed all five RALOs, is now focusing on three RALOs (AFRALO, LACRALO and NARALO). The Manager, At-Large Relations and Operational Support, is now supporting APRALO and EURALO. This realignment will allow for more effective support of the RALOs, their regional leadership, Working Groups and a greater focus on the ALSes and Individuals within the RALOs.

**Issue 4 - ALAC and At-Large Leadership - improved understanding and communication of the role and activities of the ALAC Leadership Team.**

**Completed:** On each At-Large wiki web-page is a [GATEWAY](#) which gives wiki users quick access to key At-Large activities

**Completed:** The [At-Large Governance page](#) has developed a list of key resources relevant to regional as well as ALAC leadership. The latest At-Large Organigram which was agreed to by the ALAC and At-Large community during ICANN66, ensures better understanding and communication of the roles and activities of the ALAC, the At-Large Leadership Team (ALT) and the ALT+ (ALT-Plus, which is a key consultation group consisting of the ALT, Regional Chairs, other regional leaders and the At-Large Advisory Group).

**Completed:** [Position descriptions of ALAC](#) and regional leaders have been drafted and are located on the Governance page.

**Completed:** The [Governance wiki page](#) also provides links to other important documents and communication links e.g [ICANN Bylaws](#), FY21-25 strategic plan, FY21-25 Budget and Operating plans, Travel Guidelines; ALAC Rules of Procedure, Email guide and mailing lists, IG acronyms, ALAC Outreach and Engagement Strategy, Draft Communication Strategy, Consensus Playbook, as well as RALO Rules of Procedure, MOUs, Current Leaders and Reference Texts.

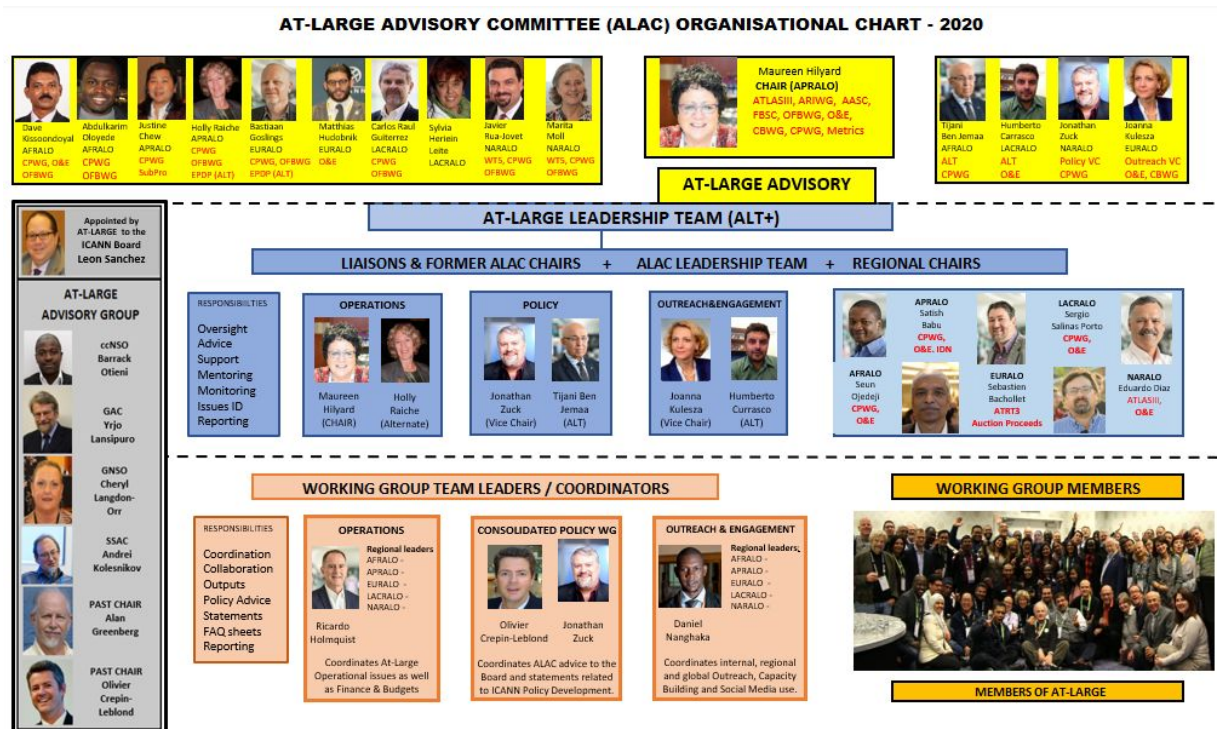


Figure 5: ALAC Organisational Chart 2020

**Issue 7 - ALAC/At-Large Working Groups Improvements to Web and Wiki records, including rationalisation of WG structure and function including the development of a one-stop-shop or dashboard.**

**Completed:** Working Groups (WGs) have been reviewed and rationalised to ensure that the ones we retain are active and relevant.

**Completed:** Staff leads are allocated to each working group.

There are established goals and objectives for each of the three streams of At-Large activity, Policy, Outreach and Engagement, and Operations, so that there is clear direction and opportunity for member participation, engagement and leadership. These changes are already reflected in the development of the Organigram.

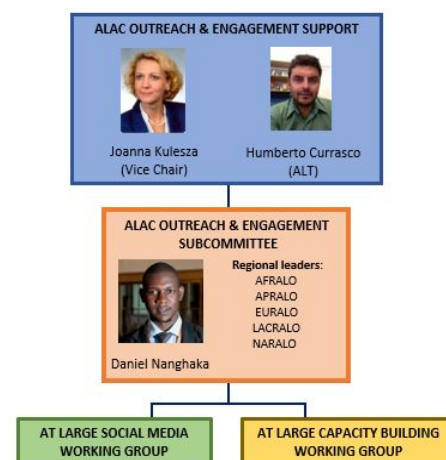
*2.7.1 At-Large Consolidated Policy Working Group (CPWG)*

The successful [Consolidated Policy Working Group](#) (CPWG) has benefited directly with a significant yet still [growing number of committed Policy contributors](#) (Refer to bar graph on Page 8) becoming involved in the weekly meetings (as listed in the [Weekly Meeting Reports](#) under attendance). These volunteers work together on the preparation of ALAC policy advice. While developing its own operating procedures, the CPWG has continued to provide an overarching umbrella group for discussing ICANN policies that impact Internet end-users.

*2.7.2 ALAC Sub-Committee on Outreach and Engagement (O&E-SC)*

The [ALAC Outreach and Engagement Sub-Committee](#) focuses on overall responsibility on At-Large activities related to outreach and engagement. For FY20-21, the key activities of this group include implementation of the post-ATLASIII activities assigned to them. This includes the following Post-ATLASIII activities:

- 1) Development of [RALO FY21 Outreach and Engagement Strategies](#);
- 2) [At-Large Virtual Outreach and Engagement Strategy](#) (draft)
- 3) A [table of FY21 Virtual Activities](#);
- 4) An [At-Large Participation Toolkit](#) which is a consolidated space for all outreach tools;
- 5) Collaboration on outreach and engagement activities for the two [RALO F2F General Assemblies](#) that will take place in FY21. The Sub-Committee has a specific set of Work Tracks that report to it:
  - 1) The Capacity Building Working Group *and*
  - 2) The Social Media Working Group



### 2.7.3 At-Large Capacity Building Working Group (CBWG)

The [Capacity Building Working Group](#) (CBWG) has the main responsibility of developing and implementing capacity building activities for At-Large. There are three sub-groups that work on the main areas: [ICANN Learn Policy Development Course Team](#); the [ICANN At-Large Onboarding Slide Deck Team](#); and the [Webinars Team](#).

The CBWG has also been in a more direct collaboration with the GAC resulting from the regular, more multi-stakeholder, policy information sharing sessions during ICANN meetings that have since included joint, intersessional, small group, policy-focused meetings on topics of common interest (namely, DNS Abuse, EPDP and Subsequent Procedures). An original joint advice to the Board from the ALAC and the GAC asked that policy documents include less technical language so that newcomers to the ALAC and the GAC might better understand new policy issues. The joint sessions have encouraged shared support for capacity building and knowledge sharing on ICANN policy issues.

A joint capacity building session has also been regularly coordinated by At-Large and NCUC & NPOC during face-to-face meetings since ICANN58, to enhance greater understanding for newcomers of their respective sections - their similarities and differences.

### 2.7.4 At-Large Social Media Working Group (SMWG)

Social media activities are carried out by the At-Large [Social Media Working Group](#) (SMWG). The SMWG aims to raise awareness of the ICANN At-Large community and enhance end-users' engagement with the community by developing a strong and sustainable presence on social media. The group is responsible for the dissemination of key messages via social media, for both within and outside of ICANN. In May 2020, the role of the SMWG Chair evolved to that of a rotating Regional SMWG Chair. The APRALO Vice Chair, assumed the role of SMWG Chair ahead of the ICANN68 Virtual Policy Forum (originally planned for Kuala Lumpur, Malaysia). In the lead up to ICANN69, the EURALO Vice Chair will then take over the Chair of the SMWG.



Winning tweet in the ICANN67 Twitter Competition

### 2.7.5 At-Large Operations, Finance and Budget Working Group (OFBWG)

Current overload of public comments/advice and other CPWG tasks has necessitated the separation and transfer of non-policy issues to a restructured working group within the Operations section of At-Large. Thus, an [Operations, Finance and Budget Working Group](#) has been established which will consolidate non-policy discussions as well as finance and budget matters that impact At-Large. This group will also provide oversight and feedback on other At-Large Operations activities such as the At-Large Review Implementation. While the OFBWG will participate in discussions about financial matters such as Additional Budget Requests, the formal decision which will go to the ALAC, will be made by the Finance and Budget Subcommittee (FBSC) consisting of members who have been selected by each of the RALO communities. A record will be kept of monthly [OFBWG meeting reports](#).

### 2.7.6 Working Groups Dashboard

[A Dashboard of all Working Groups](#) has been established as a one-stop-shop to direct potential participants to active working groups. Considerable redevelopment of wiki page listings and the web pages took place to ensure that the At-Large website clearly identifies classes of workgroups as well as those for which general community participation is still encouraged. Membership of Groups is now reviewed and renewed annually, and the wiki and web pages updated accordingly. Groups no longer active have been segregated, but are still documented for historical or archive purposes.

Policy Outreach & Engagement Operations Archived ALAC SCs and WGs

Group	Type	At-Large People	Staff Support Lea
<b>Consolidated Policy Working Group (CPWG)</b>	<b>OPEN</b>	Co-Chairs: Jonathan Zuck, Olivier Crépin-Leblond	Heidi Ullrich, Evin Erdoğan
<b>Accountability and Transparency Review (ATRT3)</b>	<b>APPOINTMENT</b>	Members: Cheryl Langdon-Orr, Daniel Nganghaka, Sébastien Bachollet, Vanda Scartezini	
<b>GNSO Cross Community Working Group on New gTLD Auction Proceeds</b>	<b>APPOINTMENT</b> <b>OBSERVATION</b>	Members: Alan Greenberg, Maureen Hilyard, Judith Hellerstein, Sébastien Bachollet, Vanda Scartezini  Participants and Observers	
<b>GNSO Expedited Policy Development Process (EPDP) Phase II</b>	<b>APPOINTMENT</b> <b>OBSERVATION</b>	Members: Alan Greenberg and Hadia Elminiawi Alternates: Holly Raiche and Bastiaan Goslings	
<b>GNSO New gTLD Subsequent Procedures PDP</b>	<b>APPOINTMENT</b> <b>OBSERVATION</b>	Co-Chair: Cheryl Langdon-Orr At-Large Representative: Justine Chew At-Large Members and Observers	
<b>GNSO Work Track 5: Geographic Names at the Top-Level</b>	<b>APPOINTMENT</b> <b>OBSERVATION</b>	At-Large Co-Leader: Javier Rúa-Jovet At-Large Members and Observers	
<b>IDN (Internationalized Domain Names) Policy Working Group</b>	<b>OPEN</b>	Co-Chairs: Edmon Chung, Satish Babu	Evin Erdoğan

Figure 6: A Section of the Working Groups Dashboard

**Issue 9 - Increase of the At-Large Community awareness and staff training regarding the use of social media.**

**Completed:** Several staff from across ICANN undertook social media training to assist with increasing At-Large and ICANN Community awareness. Two staff are now working with the At-Large Social Media Working Group.

This Issue was almost completely implemented at the time of writing the initial report and was fully completed at the beginning of the ICANN Marrakech meeting, on 23rd June 2019. The training, taught by ICANN Communications Staff, involved ICANN Staff beyond those in support of At-Large.

The training included both a Social Media session and Blog Session as well as two assignments which had to be completed prior to the training and were reviewed during the training. A detailed report of the training and note of any measurables for ongoing success in the training or review points has been added to the [Issue Wiki page](#).

All costs and expenditure for this training were covered in a budget outside of that for At-Large/Policy or At-Large Review Implementation specific requests.

Subsequent to the training, one of the staff members has been assigned to be the lead support for the Social Media Working Group. Also, another part-time resource is assisting with the implementation of the social media strategy plan as well as capturing key metrics.

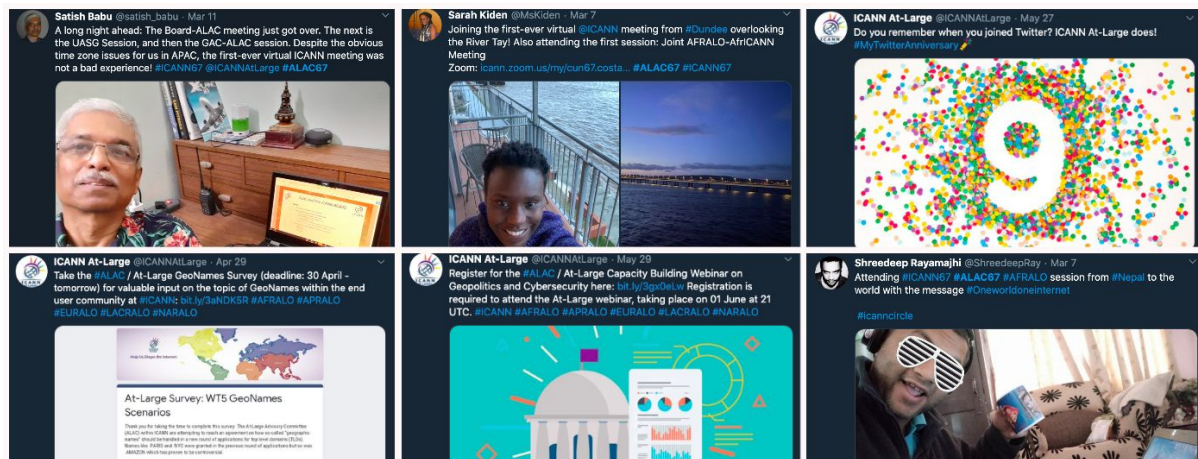


Figure 7: Tweets to & from At-Large Twitter account

Posts	Retweets	Impressions	Engagements
90 ▲ 5%	195 ▲ 18%	56.4k ▲ 46%	905 ▲ 23%
Replies	Clicks	Likes	New Followers
2	94 ▲ 39%	278 ▲ 3%	243 ▲ 75%

Figure 8: The performance metrics of At-Large Twitter accounts in the last 3 months compared to the previous period

***Issue 13 - Event and engagement opportunities, resources and usage portal (dashboard).***

**Completed:** An At-Large Outreach and Engagement Dashboard has been created to provide information about regional activities and events.

An [At-Large Outreach and Engagement Dashboard](#) has been created on a wiki space that points to strategies, resources, activities and reporting related to outreach and engagement for At-Large members. It also includes funding sources and resources. This Dashboard provides a one-stop resource for information related to At-Large outreach and engagement activities. At the same time, it also provides for more systematic documentation of RALO participation in regional events.

**Strategies:** Contains links to the FY21 Sub-Committee on Outreach and Engagement Strategy (O&E-SC) and the five RALO [At-Large Regional FY21 Outreach and Engagement Strategic Plans](#).


**Resources:** Contains links to the [FY20 RALO Additional Budget Requests \(ABR\) for Funding to support an Outreach Activity](#). From earlier ABR funds, At-Large has been fortunate to access \$20,000 of discretionary funding to support RALO work in their regions. Additionally, the main workspace for the [Community Regional Outreach Program](#) (CROP), which is the primary source of volunteer travel funding and is independently decided on by the RALOs.

Finally, links to the resource pages for At-Large capacity building, outreach as well as engagement activities are posted. The O&E-SC is in the process of creating an [At-Large Participation Toolkit](#) which will also be linked to this Dashboard. It was a long-standing request of At-Large for an up to date 'Activities Planner' or calendar of upcoming events on internet-related meetings, including ALS, regional and GSE-sponsored activities, to be readily accessible.

For the current COVID-19 situation, a [Table of Virtual Events](#) has been created. As At-Large is active at the global IGF, a workspace for the virtual [At-Large Outreach Activities at IGF 2020](#) in Katowice is included. Finally, a workspace for the [RALO General Assemblies](#), including both the upcoming 5 year cycle as well as previous General Assemblies are included.


Reporting is a critical part of transparency and accountability in addition to At-Large outreach and engagement activities as lessons-learned can be incorporated into future activities to result in best practices. Reporting further provides material for use in other outreach activities, as well as providing subject matter for social media updates, blogs, podcasts etc.,

A sampling of, and covers from various Reports, Newsletters and Updates has been included in the following graphic.



**EURALO newsletter, May 2020**

**EURALO Chair corner**



Dear colleagues and friends,

It maybe the first time I used this Euralo newsletter to send you a message.

I would like to thank Natalia for the terrific job she is doing with this monthly publication. Please help Natalia by sending regular update on your ALS activities'.

I would like also to thanks all the Euralo member who participate to the ICANN At-Large caring community Covid19 fund with a donation to help community members trapped out of country, low on financial resources and facing a dire situation that required our immediate help.

There are 3 documents I would like to encourage you to read:  
 Organizational Changes Coming to ICANN org  
<https://www.icann.org/news/blog/organizational-changes-coming-to-icann-org>  
 Next Steps to Enhancing the Effectiveness of ICANN's Multistakeholder Model  
<https://www.icann.org/news/blog/next-steps-to-enhancing-the-effectiveness-of-icann-s-multistakeholder-model>  
 Third Accountabilty and Transparency Review Team (ATRT3) Final Report



**APRALO Newsletter, May 2020**



*The APRALO family during ICANN60 Annual General Meeting (AGM) in Abu Dhabi, October 2017.*



**The Third At-Large Summit (ATLASIII) and ICANN60**  
 Montreal, Canada | 2-7 November 2019  
 Report by Maureen Hilyard, ALAC Chair



*At-Large Leaders at ICANN60 in Montreal, Canada, November 2019*

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**BULLETIN D'INFORMATION D'AFRALO**  
 Volume 2 | Avril 2020

...es dernières nouvelles de l'Organisation régionale At-Large Afrique (AFRALO)


**Visitez notre site Web**

**Du Bureau du Président**  
 Seun Ojedeji, Président d'AFRALO

**venue à 2020**

nom de la direction d'AFRALO (Aziz, Sarah et moi-même), je souhaite aux membres d'AFRALO, d'At-ge, et à toute la communauté de l'ICANN une bonne année 2020. C'est un honneur de vous souhaiter l'entrevue à la deuxième édition de notre bulletin d'information en tant que président d'AFRALO et je drais remercier encore une fois la communauté d'AFRALO de m'avoir donné l'occasion de servir à ce . Des remerciements sont également adressés à l'ancienne direction d'AFRALO, en particulier au sident et à la vice-présidente sortants, Mohamed Eibashir et Fatimata Seye Sylla.


idant l'épidémie de coronavirus, un grand nombre d'habitants de notre région et du monde entier se t vus confrontés à ce défi avec résilience et héroïsme. Je tiens à exprimer notre gratitude à tous les mbres d'AFRALO pour leur engagement et leur enthousiasme.



**Post-ATLASIII**  
 Survey Analysis & Recommendations

ATLASIII Reporting Group  
 May 20, 2020


Volume 57 | April 2020



**Your April 2020 NARALO Newsletter**

The latest news from the North American At-Large Regional Organization (NARALO)

**Visit our Website**



**Chair's Corner**

Figure 9: Collage of covers of updates and newsletters



**Issue 16 - Performance Metrics General to Member and ALS Participation and Specific relating to other Recommendation Implementation from ARIWG.**

*2.16.1 Specifics Relating to Recommendations for ARIWG*

**Completed:** For each of the eight issues of the At-Large Review Implementation Plan as agreed to by the Board, certain activities were assigned to undertake expected measured outputs which have now been identified as completed and contributing to more effective practices within their respective areas of At-Large accountability.

Wherever possible, the ARIWG attempted to gather quantitative data to complement the qualitative assessments and analysis that was required by each of the assigned issues and in an attempt to evaluate areas of improvement. This put an inordinate amount of pressure on staff and volunteers to gather information that could have been more easily coordinated if the ARIWG could have had access to the CRM tool as was originally intended.

*2.16.2 Performance Metrics General to Member and ALS Participation including the matter of "Absence of consistent performance metrics"*

- i) Data, relevant to each At-Large activity in which At-Large participants were involved, was collected in order to measure the effectiveness of our processes as well as the actual involvement of active participants. Metrics and the ability to track progress is seen as absolutely critical to the continued progress of the At-Large Review Implementation commitments. This includes the ATLASIII At-Large Ambassador progress tracking (connected to Issue 1) as well as the tracking of At-Large advice and policy development, outreach and engagement and operational activities.
- ii) Absence of consistent performance metrics: The ARIWG has been advised by ICANN Staff of an impending rollout of a 'state of the art' implementation of a CRM tool throughout ICANN Org. Such a tool would aid in reducing the staff resources required for the collection of many of the metrics envisaged to be useful, or required for use, by the ALAC/At-Large. However, given the need to prioritize the roll-out of other tools, it is understood that the implementation of the CRM tool for At-Large has had to be delayed. It is eagerly anticipated that At-Large will receive the CRM tool in the next few months.

As indicated in our earlier reports, once implemented, the CRM tool is expected to improve the future efficiency of the process of measurement, as well as contribute to the metrics activities, outlined within our ARI. This is including, but not limited to, the selection of methodology for scoring identified performance metrics.

Until this full CRM system is operational for At-Large, ALS, Member and participation metrics measurements, its use as desired and intended by the ALAC, will be greatly limited. Further, over the years, At-Large staff have invested considerable time and resources in the updating of membership information which is currently placed in a web-based database. Until a full CRM tool is implemented, At-Large member management and metrics will not be at the level needed for the professionalization of the growing At-Large community.

2.16.3 Data Capture Outline for ARI associated Metrics.

Issue	Completed Review Issue Activities	Data Capture Metrics
<p>Issue 1: ALAC Advice Quality vs Quantity</p>	<ul style="list-style-type: none"> <li>• Historic <a href="#">ALAC Advice &amp; Comments</a> have been listed since 2003 on the At-Large website, with tags for easy access</li> <li>• <a href="#">Executive Summaries</a> have been linked on a separate wiki page since ICANN60 (2017) and clearly differentiated between ALAC comment and advice.</li> <li>• The introduction of the <a href="#">At-Large Policy Platform</a> (video), with an ongoing system of ICANN meeting "Talking Points" and At-Large Policy Workshop(s) to support and encourage policy backgrounding for At-Large community members (initiated at ICANN64).</li> <li>• A more effective format for penholders to introduce policy comment and encourage participant discussion, was established for weekly meetings of the At-Large Consolidated Policy Working Group (CPWG)</li> <li>• The ICANN product development team have worked with the ICANN Board Operations team to update the At-Large website with "sub-type" filters as well as to reclassify historic ALAC Advice/Statements/ Correspondence.</li> </ul>	<ul style="list-style-type: none"> <li>• Trends and types of analysis on Advice being produced by the ALAC/At-Large</li> <li>• Analysis of participation and participant diversity and contributions made in Policy and Advice statements</li> <li>• Survey and analysis of the use of talking points by At-Large Ambassadors at events recorded in RALO newsletters, reports, etc.</li> <li>• Increased participation in contributing to policy comments by CPWG members]</li> <li>• Analysis of improved use of filtered information and enhanced searchability</li> </ul>
<p>Issue 2: Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large.</p>	<ul style="list-style-type: none"> <li>• A Dashboard consisting of the At-Large Review Implementation Work Plan as well the Goals, Objectives and Deliverables was developed for each Implementation item</li> <li>• A cross-regional <a href="#">ALS Mobilization Working Party</a> was established to examine and report on ALS criteria and expectations in order to improve ALS engagement in At-Large activities, and in particular in policy-related activities.</li> <li>• The ATLASIII Participant survey responses were analysed and recommendations based on this analysis were assigned to the core At-Large workstream areas to be incorporated into the 2020 workplan.</li> <li>• A repository of skills was created within the ATLASIII Analysis and Recommendations Report</li> </ul>	<ul style="list-style-type: none"> <li>• Progress of completion of activities analysed (graphic)</li> <li>• Increased engagement by ALSes due to more clear expectations in the registration form</li> <li>• More monitoring of ALS and individual involvement</li> <li>• Progress of ATLASIII participants (At-Large Ambassadors) along their "stepping stone journey"</li> <li>• Analysis of member skills that can contribute to the policy and outreach activities of At-Large</li> </ul>
<p>Issue 3: Staffing resources, review and redistribution as required</p>	<ul style="list-style-type: none"> <li>• Staff resources added as well as re-allocated to support preparation of policy advice development, regional and ALS management activities as well as administrative issues</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff members who receive social media training and now supporting the social media working group</li> </ul>
<p>Issue 4: ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team.</p>	<ul style="list-style-type: none"> <li>• On each At-Large wiki web-page is a <a href="#">GATEWAY</a> which gives wiki users quick access to key At-Large activities</li> <li>• The <a href="#">At-Large Governance page</a> has developed a list of key resources relevant to regional as well as ALAC leadership, including the latest At-Large ORGANIGRAM and the roles and activities of the ALAC, the</li> </ul>	<ul style="list-style-type: none"> <li>• Assess usage of the Gateway tool for direct links to most-used sections of the community wiki</li> <li>• Organigram and ALAC-RALO leadership charts - details are updated annually</li> <li>• Record position descriptions for reference by new leaders, Details are updated annually</li> </ul>

	<p>At-Large Leadership Team and the ALT-PLUS (ALT+),</p> <ul style="list-style-type: none"> <li>• <a href="#">Position descriptions</a> and expectations of ALAC and regional leaders have been drafted and are located on the Governance page.</li> <li>• The <a href="#">Governance wiki page</a> also provides links to other important documents and communication links e.g <a href="#">ICANN Bylaws</a>,</li> </ul>	<ul style="list-style-type: none"> <li>• Record important resource material and documents for use by At-Large with regards to ICANN e.g, ICANN By-laws.</li> </ul>
Issue 7: ALAC/At-Large Working Groups Improvements to Web and Wiki records, etc	<ul style="list-style-type: none"> <li>• <a href="#">At-Large Working Groups</a> (WGs) have been reviewed and rationalised to ensure that the ones we retain are active and relevant.</li> <li>• Staff leads are allocated to each working group</li> </ul>	<ul style="list-style-type: none"> <li>• WGs are categorised according to a core organisational streams - Policy, Outreach and Engagement and Operations</li> </ul>
Issue 9: Increase in At-Large Community Awareness and social media training by staff	<ul style="list-style-type: none"> <li>• Several staff from across ICANN undertook social media training to assist with increasing At-Large and ICANN Community awareness. Two staff are now working with the At-Large Social Media Working Group.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of staff trained and working with theSMWG</li> <li>• Increased activity by SMWG - number of tweets, blogs, ALS entries in RALO newsletters</li> </ul>
Issue 13: Event and engagement opportunities, resources and usage portal (dashboard)	<ul style="list-style-type: none"> <li>• An <a href="#">At-Large Outreach and Engagement Dashboard</a> has been created to provide information about regional activities and events</li> </ul>	<ul style="list-style-type: none"> <li>• Number of photos &amp; graphics of ALS events and activities</li> <li>• Completed RALO strategic O&amp;E plans and annual reports</li> <li>• Details of Additional Budget Requests for O&amp;E activities (accepted and not accepted)</li> <li>• Details of F2F and Virtual O&amp;E events</li> <li>• ALS and individual participation in global, regional and national IGF events</li> <li>• ALS and individual participation at ICANN General Assembly events</li> <li>• Detailed use of CROP and Discretionary funding to support At-Large O&amp;E events</li> </ul>

**Table 3: Data Capture Outline for ARI associated Metrics.**

2.16.4 S.M.A.R.T. 2020 Goals And Objectives For At-Large Post-ATLASIII Workstreams			
WORKSTREAM	GOALS AND OBJECTIVES	STATUS	
<b>POLICY</b>	<b>Consolidated Policy Working Group</b>		
	1.Policy Advice and Comments	Consolidated Policy WG	Ongoing
	2.ICANN Meetings	Policy Sessions	Ongoing
		Talking points	Ongoing
	<b>Co-Leads:</b>	<b>Policy Platform and Development</b>	
<b>Jonathan Zuck</b>	3.Policy Platform:	APP Document	Drafted
		Interactive APP	Prototype
<b>Olivier Crepin-Leblond</b>	4.CPWG Charter	Charter Document	Review
		Charter video	Review
	5.Position Development	Document	Completed
		Infographic	Completed
		Video	Drafted

	<p>6. Policy Development Course      ICANN Learn Course At-Large Course</p> <p><b>Policy Resources</b></p> <p>7. DNS Abuse Video                      Video</p> <p>8. DNS Abuse Resources                Webpage</p> <p>9. UA Resources                            Webpage</p> <p>10. RALO/ALS Polling                    Priorities Geographic Names</p> <p>11. RALO/AC Activation                Universal Acceptance (UA)</p> <p>12. Consensus Tools                      Slack/Loomio</p>	<p>Drafted Drafted</p> <p>Completed Completed Completed Completed Analysis Draft plan Testing</p>
<p><b>OUTREACH &amp; ENGAGEMENT</b></p> <p><b>O&amp;E Lead:</b> <b>Daniel Nanghaka</b></p> <p><b>CBWG Lead:</b> <b>Joanna Kulesza</b></p> <p><b>SMWG Lead (staff)</b> <b>Evin Erdogan</b></p>	<p>1. A series of webinars on current policy topics for capacity development</p> <p>2. Capacity Building Dashboard - detailing resource development</p> <p>3. Capacity Building resources: Onboarding slidedeck, ICANN Learn courses - AtLarge policy development and Introduction to At-Large</p> <p>4. O&amp;E Regional leader support for the development of regional general and virtual outreach and engagement strategies</p> <p>5. O&amp;E Regional Leader support for At-Large Ambassadors</p> <p>6.. Promoting At-Large activities via the Social Media WG to strengthen online engagement and capacity building - rotating leadership</p>	<p>Established and ongoing Completed Ongoing Completed Ongoing Ongoing</p>
<p><b>OPERATIONS</b></p> <p><b>Lead:</b> <b>Maureen Hilyard</b></p> <p><b>OFBWG:</b> <b>Ricardo Holmquist</b></p>	<p>1. Completion of the At-Large Review Implementation Report</p> <p>2. Completion of the ATLASIII reports - Chairs Report and ATLASIII Participants Survey Analysis and Recommendations</p> <p>3. Establishment of the Operations, Finance and Budget Working Group (OFBWG) to discuss and comment on ICANN operating plan issues and At-Large operational issues.</p> <p>4. Consulted with RALOs to apply for Additional Budget Requests (via FBSC)</p> <p>5. Overall coordination of At-Large's participation in ICANN's virtual meetings during 2020 as well as of special at-Large or ICANN committees (e.g. NomCom, CSC, EPDP. etc)</p>	<p>Completed Completed Established and ongoing Completed Ongoing</p>

**Table 4: S.M.A.R.T. goals and objectives (status as at June 23 2020)**

### ***Section 3 - Next Steps (over the next six months)***

As mentioned earlier, most issues have been fully implemented ahead of the planned schedule. Two issues remain at 95% and 98% completion. A “Member Engagement and Criteria” is wrapping up its work and is expected to complete its by end of 2020, and the the issue of “Absence of consistent performance metrics”, has had its implementation held over, until the planned roll out of the bespoke CRM tool being utilised in ICANN.Org. has occurred - see Issue #16 for further details.

#### *3.1 Member Engagement and Criteria*

The ALS Mobilization Working Party (WP) was composed of volunteers from all five RALOs and their discussions about the rules and processes associated with ALSes became more prolonged and intense. However, progress is being made so that once the document has been finalised, it will need to be reviewed by the RALOs, ratified by the ALAC, and then submitted for Board approval.

Following on from this, it has been identified that staff resources will be required to create targeted messages for ALSes as well as manage the biennial reporting process, including:

- Reviewing the ALS application and accreditation process, so that they are:
  - Updated to the latest processes and resources<sup>7</sup>;
  - Streamlined to eliminate redundant activities
  - Tailored to reflect the different management styles, cultural issues and processes within the five RALOs (as required by the ICANN Bylaws)

The ICANN Bylaws related to At-Large are being examined to clarify or to map to the changes that may be recommended related to ALSes. These are not expected to be radical changes but more just a number of refinements similar to those made following the first At-Large Review.

#### *3.2 Absence of Consistent Performance Metrics - CRM*

As indicated in our earlier reports and repeated again in Issue #16, once implemented, the CRM tool is expected to improve the future efficiency of the process as well as contribute to the Metrics activities outlined within our ARI, including but not limited to the selection of methodology for scoring identified performance metrics.

Until this full CRM system is operational for At-Large, ALS, Member and participation metrics measurements (harmonised across RALOs and/or ALAC) have been of a much more limited nature than was desired and intended by the ALAC. Further, At-Large staff have invested, over the years, considerable time and resources in the updating of membership information which is currently placed in a web-based database, and until a full CRM system is implemented, At-Large member management and metrics will be unable to be at the level needed for the professionalization of the growing At-Large community.

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<sup>7</sup> For example, our current practice is to enquire whether the GSE representatives in the region have any knowledge of the applicant or its leaders. In 2007, there was no GSE or comparable resource within ICANN.

## **Section 4: Continuous Improvement activities**

Having earlier completed activities related to several issue items, working group members and staff have continued with enhancing what has been developed to encourage greater participation and engagement. In some cases this has required the creation of new resource pages or their redevelopment into more comprehensive dashboards. In others, new capacity building activities have developed further into creating more ICANN Learn courses relevant to newcomers, as well as policy webinars to utilise experts from within At-Large as well as those from other sections of ICANN to build further capacity among our At-Large Ambassadors as part of their Learning Journey.

**Issue 1: ALAC Advice - Quality vs. Quantity; clear definitions of various inputs; rework the website and Wiki to ensure that our “Policy Advice” pages are accurate and understandable.**

**Ongoing:** An ALAC Hot Policy Topics Document has been incorporated into the [At-Large Policy Platform](#) with prioritised policy issues and talking points.

**Ongoing:** Development of ICANN Learn capacity building team to create courses to improve the quality of understanding about At-Large, the At-large Policy Development process, and At-Large policy issues.

**Ongoing:** The creation of a webinar team who have developed a webinar series for 2020 based on the issues detailed as At-Large priorities in the At-Large Policy Platform

### *4.1.1 Enhanced staff support has contributed to the quality of CPWG policy advice and comments*

Major contributions to the successful implementation of the work of the CPWG and the formal completion and conveyance of our policy statements to their required destinations in a timely manner, have been due to the strong leadership of the WG leadership, ALAC and other At-Large community members and dedicated staff support. They coordinate closely with each other as well as with the pen-holders. Policy staff who are experts in meeting facilitation have also assisted to find ways to increase the efficiency of the weekly meetings. These include the use of a timer, more concise presentations and less dense agendas. All of these factors have not only strengthened the weekly calls but have led to the production of ALAC statements with significantly increased quality in terms of content and recommendations that result from informed debate and analysis.

### *4.1.2 Capacity Building to Strengthen Knowledge and Understanding of At-Large Policy Advice and Policy Development*

An important development post-ATLASIII, was the need for more capacity building to improve the quality of knowledge and understanding of important policy issues currently of importance to At-Large. The CPWG decided that the key At-Large policy focus for 2020 would be DNS Abuse. Post-ATLASIII activities therefore gave some priority to this development area with discussions being held with ICANN Learn staff as to what would be required to get At-Large ICANN Learn courses out as soon as possible. ICANN Learn

explained that a six-week (or more) time frame was required for the development of such courses, unless At-Large could provide all the content and associated resource material. A specific At-Large ICANN Learn Team was formed to help the CPWG team to design and create the content for these courses.

An [At-Large Capacity Building and Resources Dashboard](#) development page has been established to identify what courses are being worked on and what priority the resources are being given by the team. Resources focusing on the At-Large Policy Platform topics are being developed, with powerpoint resources that can be converted to video adding to the plethora of material which could be used to convey important policy messaging content. By mid-June, we have completed preparation of a course on

1. An Introduction to At-Large,
2. An Introduction to Policy Development in At-Large and
3. DNS Abuse, so that the ICANN Learn team can then be responsible for transferring the At-Large course draft to their ICANN Learn platform (in amongst priorities for other sections and their own course development needs).

It has been a little inconvenient that At-Large designers and content managers have not been able to access the ICANN Learn course platform directly.

A webinar development team has also been created to provide a monthly webinar based on the policy issues prioritised by the CPWG.

#### 4.1.3 Capacity Building Webinars

#	Topic	Speakers	Date
1	<a href="#">At-Large Capacity Building Webinar: “Expedited Policy Development Process (EPDP) on the Temporary Specification for gTLD Registration Data Team – Phase 2.</a>	<a href="#">Hadia ElMiniawi</a> <a href="#">Alan Greenberg</a>	06 Apr 2020
2	<a href="#">DNS Abuse</a>	Jonathan Zuck	04 May 2020
3	<a href="#">Geopolitics and Cybersecurity</a>	Joanna Kulesza	01 Jun 2020
4	Universal Acceptance	Ajay Data	06 Jul 2020
5	New gTLD Rounds and Subsequent Procedures	Justine Chew	03 Aug 2020

**Table 5: Capacity building webinars**

#### 4.1.4 **New development:** *Creating the Operations, Finance and Budget Working Group to Address Non-Policy Advice and Public Comments*

Even before the onset of COVID-19, members of the CPWG were experiencing pressure to deliver statements on public comment issues within sometimes very constrained time frames. In addition, many of the issues were not DNS-related policy issues but more to do with ICANN Org operational matters. As part of our continuous improvement, and due to the influence of the required prioritisation within At-Large (and other communities) due to COVID-19 and its impact on the availability of volunteer input, a decision was made to reorganise how policy comments were managed within At-Large. It was considered that

matters that were not DNS policy would be better served by a new working group sitting within the Operations workstream of At-Large, in the third arm of the At-Large organigram. The current Finance and Budget Sub-Committee (FBSC) was restructured to create the “Operations, Finance and Budget Working Group” (OFBWG). This was approved by the ALAC and its discussion topics will relate to anything financial or within ICANN’s Operating Initiatives for FY21-25.

The RALO appointment of members to the original FBSC will remain, to vote on the financial decisions that are their responsibility on behalf of the RALO communities. Their main task is the selection of the final list of Additional Budget Request (ABR) proposals that the ALAC will present to ICANN’s Finance Committee for the next financial year. While the FBSC is a closed group, the OFBWG welcomes members from across the At-Large community to contribute to the preparation of advice or public comment statements on operational issues on behalf of the ALAC, and for their eventual consideration by vote.

**Issue 2: Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement; revitalizing At-Large and making it more effective and more credible; and improved reflection of the mission of At-Large - to act in the best interests of Internet end users. In particular, there will be a specific effort to outreach to and engage with general members of each ALS.**

#### *4.2.1 Review of Individual Member Engagement and Criteria*

Following on from the work that has been done in the ALS Member Engagement and Criteria Working Party, it was found that while some of the expectations for individual members are similar to those in ALSes, they are different enough to require their own set of criteria for registration and standard expectation of participation and engagement. An Individual Member Engagement and Criteria Working Group has been established with a range of participants from across the five regions and including some members of ALSes who may provide the alternative expectation model to contribute to discussions about policy that is being developed for this second category of membership. It is expected that this activity will be concluded by year’s end.

**Issue 3: Ongoing Improvement Planning and Review 2021 and Beyond. Using the premise from Work Stream 2 (WS2) Accountability and Transparency Recommendations, and the recently published ATRT3 Report.**

#### *4.3 Internal (Self and Peer) Review of ALAC/At-Large 2021-23; External Review and Ongoing Continuous Improvement Planning to 2025*

It behoves ALAC and At-Large to be proactive in matters of accountability and transparency, in the adoption and use of ‘best practices’ recommended and advised in the work product of WS2 as well as to be in readiness, for proposed changes to Organisational Reviews as recommended by ATRT3, should they be adopted by the ICANN Board. To this end in 2021 ARIWG proposes that the ALAC cause appropriate actions to ensure readiness for and successful implementation of plans (and resourcing if needs be) for these functions.



## **Section 5: Conclusion**

This final report culminates over five years of work within the ALAC and At-Large. The overall goal has been to make At-Large more effective and efficient in fulfilling its Bylaw mandate and to make a meaningful contribution to the work of ICANN, as perceived not only by At-Large itself but also by the wider community both within and outside of ICANN. Interestingly, the issues identified by the Review Team focused mainly on systems and processes and how that was impacting on the quality of our policy and engagement outputs, rather than the actual substance of our policy comments and advice which has maintained a consistently high standard.

As the Board is well aware, the 2015-2019 period covering the lead-up to the review, the review itself, and addressing the review report was both difficult and time-consuming. Nevertheless, we believe the final outcomes will well serve both At-Large and ICANN.

In fact, in the timeframe we were given to implement, we have made dramatic improvements in all three core areas of At-Large: Policy, Outreach and Engagement, and Operations. A successful ATLASIII event coupled with a healthy mix of traditional and new models of regional and At-Large leadership, as well as an increased focus on capacity building and partnerships with other ICANN communities, have contributed to a more diverse and more informed At-Large organisation. At the same time, there has been increased and more active involvement across ICANN by ATLASIII At-Large Ambassadors and other At-Large participants.

During the past eighteen months of implementing the plan, At-Large has focused diligently on its Review Implementation issues and their objectives. In the course of the completion of each task, as part of a continuous process of self or peer review we have used the initial issue objective more as a benchmark for further improvements, to ensure the sustainability of each new approach. The sustainability of each of the processes has been an important vision to ensure that our ongoing policy advice and comments, as well as our outreach and engagement activities continue to achieve the high level of expectation of their goals and objectives. A couple of issues are still within degrees of completion due to holdups that were beyond our control - the pandemic, virtual meetings and the delay of an important CRM tool on which we were relying for the compilation of metrics through the collection and analysis of important data for our feedback. We believe that we can fully complete our original tasks by the committed two-year mark of January 2021<sup>8</sup>.

This report closes on how we aim to move forward the initial benchmarks of this report. Thanks to the many contributors to the work of the implementation project, as well as to all the other activities and forums where At-Large volunteers continue to support ICANN by participating in At-Large activities and providing the Internet end-user perspective to ICANN discussions.

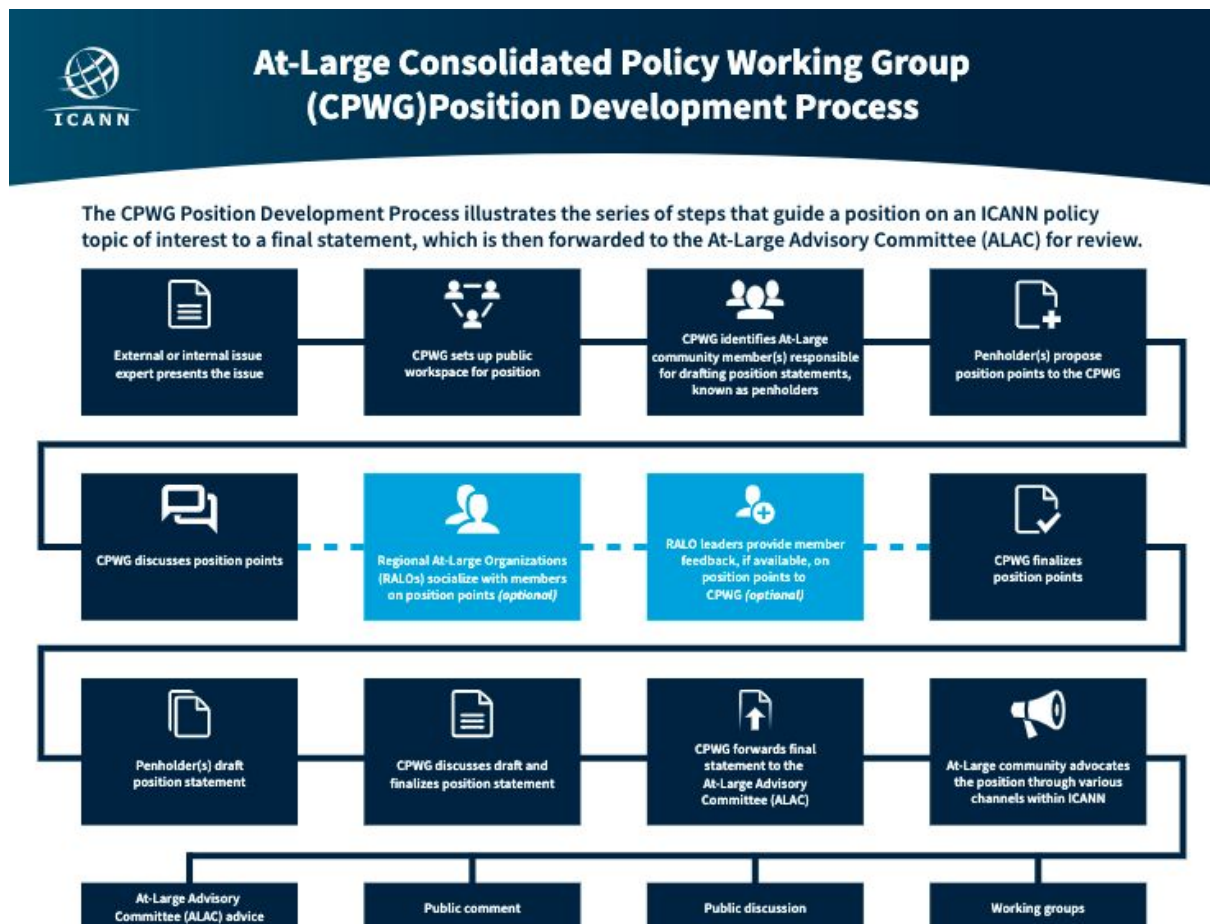
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<sup>8</sup> Two years after the acceptance of the proposed implementation plan by the ICANN Board.

## Appendix 1

### **Key At-Large Policy Tools Developed as part of the At-Large Review Implementation**

- [Consolidated Policy Working Group \(CPWG\) Resources](#)
- [At-Large Policy Advice Development Wiki Page](#)
- [At-Large Website Policy Summary](#)
- [Additional and/or Archived Resources](#)
- [Monthly Reports](#)
- [At-Large Consolidated Policy Working Group Position Development Process](#)



**Figure 10: At-Large CPWG position development process**