



ALAC Improvements Implementation Project Plan

12 May 2010

DRAFT

Executive Summary

A. Board Guidance

- This Project Plan conforms to all guidance offered in the ICANN Board's relevant [Resolution 2009.06.26.30](#) (9 June 2009).
- The Plan has been developed jointly by the ALAC and ICANN staff.

B. Budgetary Implications

- ICANN's draft [FY11 Operating Plan and Budget](#) allocates \$50,000 for this implementation plan. We expect that this amount will fund the cost of most or all of the currently anticipated Improvements-related expenses during FY11.
- If these funds prove inadequate, the ALAC and At-Large staff will identify tasks to be extended into FY12, in accordance with ICANN's draft [FY11 Operating Plan and Budget](#).

C. Liability

- The At-Large and Legal staffs have concluded that the potential liability, broadly defined, of implementing this Project Plan is minimal.
- The broadest potential risks, among those examined, involved:
 - The possibility that the At-Large Improvements would not further ICANN's fulfillment of its [Affirmation of Commitments](#) (30 September 2009) or [Strategic Plan 2010–2013](#);
 - The possibility that proposed ICANN bylaw changes would give ALAC a preferential status in the policy development process (PDP); and
 - The possibility that proposed ICANN bylaw changes would weaken ICANN's credibility by not corresponding to *actual* PDP changes.

D. Bylaw Changes

- ICANN Legal has identified a small number of minor changes to the ICANN bylaws that are required by the At-Large Improvements.
- All proposed changes would be within the bylaws' Article XI (Advisory Committees), Section 2 (Specific Advisory Committees), Number 4 (At-Large Advisory Committee).

E. Implementation Summary by Individual Recommendation

- This Project Plan concludes with a nuts-and-bolts summary of our planned implementation of each of the 13 At-Large recommendations, including discrete task lists, targeted completion dates, expected sources of costs, assigned work teams and a description of the interdependencies of the tasks.

This At-Large Improvements Implementation Project Plan and Budget describes the various implications of the steps designed, jointly by the ALAC and At-Large staff, to implement the 13 recommendations outlined in the [Final Report of the ALAC Review Working Group on ALAC Improvements](#) (9 June 2009).

The implications covered here include our implementation plan's compliance with guidance by the ICANN Board, budgetary implications, potential liabilities (and how we plan on mitigating them), and proposed ICANN bylaw changes.

Furthermore, we specifically detail the task-by-task means – including targeted completion dates – by which we plan on implementing each of the 13 At-Large Improvements recommendations.

A. Board Guidance

During its 26 June 2009 meeting, the ICANN Board passed [Resolution 2009.06.26.30](#) regarding the At-Large Improvements. This resolution states:

Resolved (2009.06.26.30), the Board directs ICANN Staff to assist the At-Large community in developing a proposed implementation plan and timeline for the recommendations in the report (except for the recommendation to provide At-Large with voting seats, which will be discussed by the Board at its next meeting). These plans and timeline should be submitted to the Structural Improvements Committee for review and Board approval.

The At-Large Improvements Implementation Project Plan, which we now submit to the Structural Improvements Committee for review and Board approval, conforms to all guidance offered in this Board resolution. Specifically, the Project Plan:

- Has been developed jointly by the ALAC and ICANN staff, in full coordination; and
- Contains an implementation timeline consisting of target completion dates for both each overall recommendation and the individual tasks into which each recommendation has been divided.

Please see the below “Implementation Summary by Individual Recommendation” section for each recommendation's target completion dates.

B. Budgetary Implications

ICANN's draft [FY11 Operating Plan and Budget](#) allocates \$50,000 for the implementation of the At-Large Improvements (page X). It is expected that this amount **will fund the cost of most** of the currently anticipated Improvements-related expenses during FY11.

However, if these funds do not prove adequate, the ALAC and At-Large staff will, in a collaborative effort, identify and propose tasks in the implementation process that can

reasonably be extended into FY12. The extension of such tasks into FY12 would, **we believe**, be in accordance with the following statement (page 8) in the [FY11 Operating Plan and Budget](#):

While the budget contains resources for the implementation of improvements suggested by organizational reviews, since specific recommendations are not known in advance, it is unlikely that review recommendations can be funded in a single yearly budget. Any unfunded recommendations will be considered and prioritized in next year's plan.

In the case of the current At-Large Improvements, the recommendations upon which they are based are, at this point, known. However, various steps in the implementation of these recommendations are still being determined by the assigned work teams.

The single largest cost associated with the overall implementation of the At-Large Improvements will be the salary of the At-Large Improvements Project Manager.

In addition, the implementation of many of these individual 13 recommendations will incur independent costs. In the below "Implementation Summary by Individual Recommendation" section, we have identified the expected sources of these individual costs.

[From original Proj Plan – Consider if any should remain in this section or be put into an Appendix]

The ALAC has stated that one of the At-Large community's top three priorities for fiscal year 2011 is the allocation of sufficient funding for the At-Large Improvements Implementation project. Specifically, in the "Key At-Large and ALAC Priorities" section of its [ALAC Comments on the ICANN FY11 Operating Plan and Budget](#) (13 April 2010), the ALAC states:

The Community has been working exceptionally hard over the last year toward the implementation of the recommendations from the ALAC Improvements. We had raised in the last budget review the matter that costs and budget allocations for these activities had to be considered to facilitate this essential and mandated process, and we had been reassured that budget provisions would be made.

We appreciate that there has been the recent and essential retainment of a consultant Mr. Seth Greene to act as Project Manager for the At-Large Improvements Implementation process and we are delighted with the progress on this since he joined us just prior to the Nairobi meeting (and this is in keeping with the listed requirement for the effective and timely facilitation of this essential and time critical work), but this is the only evidence we have of any planning or allocation of budget to these requirements.

With the lack of detail in section 4.7 and 4.8 it is impossible for us to assume if there has (in fact most likely to assume there has NOT) been any incorporation of the needs for budget support of our At-Large Improvements projects (or perhaps even our ongoing work plans) in the proposed FY11 Operating Plan and Budget.

We also note that the GNSO also makes this point with regards to their budget allocations needs for GNSO Improvements implementation planned for FY11, so this is, in our opinion a critical issue to address.

C. Liability

The At-Large and Legal staffs of ICANN have concluded that the potential liability of enacting this Improvements Implementation Project Plan is minimal. Here, we have considered liability broadly, from not only a legal perspective but also from the perspective of any potential compromise of the effects, obligations, legitimacy or credibility of the ALAC, the At-Large community and ICANN.

The broadest potential risks within this Project Plan that were identified include, in particular, those listed here, along with the ways in which they will be mitigated:

- The At-Large Improvements recommendations to be implemented might not serve ICANN's fulfillment of its [Affirmation of Commitments](#) (Affirmation; 30 September 2009) or the goals outlined in the [ICANN Strategic Plan 2010–2013](#). To ensure this is not the case, the At-Large staff has conducted a careful analysis of the effects each recommendation would have on the fulfillment of both ICANN's Affirmation and current Strategic Plan. The staff concluded that the At-Large Improvements Implementation plan would, indeed, *contribute* significantly to both. Please see Appendix 3 ("ICANN Affirmation of Commitments and Strategic Plan 2010–2013") for the detailed results of this analysis. **[This pt. would, of course, necessitate our keeping this appendix.]**
- The ICANN bylaw changes under consideration might weaken the relative role of various ICANN communities, Support Organizations (SOs) and Advisory Committees (ACs) by inadvertently establishing a preferential position for the At-Large community and/or ALAC within ICANN's policy development processes (PDPs). This will be prevented by ensuring that all proposed bylaw changes are carefully vetted by ICANN's Legal staff.
- In addition, the ICANN bylaw changes under consideration might weaken ICANN's organizational credibility by not corresponding to actual PDP changes enacted by ICANN's SOs, ACs, and Board. To ensure that these actual PDP changes are enacted, all proposed bylaw changes will be written in full collaboration with the relevant SOs and ACs and ultimately must be approved by the Board.

[Below from Sam in Legal – consider if any of these pts be added to above]

- a. Liability is not just to be defined as being a Legal issue. It should address potential risks to the organization.
 - i. Text Legal/Rob used for their report to the SIC:
 1. Staff interprets "liability" in a broad context that could comprise impacts, obligations, and risks, including organizational legitimacy and credibility.

Staff has identified several potential risk areas that require further exploration:

- The NCSG Charter may be inconsistent with the Board Governance Committee Working Group Report (i.e. by eliminating Constituencies).
- Risk of liability to ICANN based on potential adverse consequences to proposed new constituencies awaiting Board action and those undertaking work to submit new constituency proposals in accordance with existing Bylaws and Board resolutions. – **First, can this pt be modified to apply (as a risk) to the new consumer constituencies of Rec. 12? Second, clearly the wording of Rec 12 (“those recognized bodies that represent consumer interests”) implies the risk of allowing in bodies that claim to represent consumers but that really do not; this could be listed as a risk.**
- Potential community challenges to the representativeness and diversity of the proposed NCSG Interest Group structure. As SIC members may recall this is a highly controversial issue, especially among Commercial Stakeholder Group members.
- Is the Charter consistent with the Board’s responsibilities under the Affirmation of Commitments, e.g., by substituting Board oversight of Constituencies with NCSG-only approved Interest Groups, can ICANN maintain its “accountability to all stakeholders” in the policy development process?
- How will approval or disapproval of the proposed NCSG Charter impact accountability, transparency, consistency, and future credibility of Board actions including obligations for fair treatment of diverse community groups?
- The Board decision (approval or disapproval) could be subject to challenge or review through ICANN’s accountability mechanisms.

Staff is available to provide additional background, information, and analyses of the above-enumerated risk areas. Whether or not some or all of the risks can be mitigated will depend on the answers that are developed to the above questions.

- ii. One example of risk may be if the Board doesn’t approve the Improvements plan
- iii. Another might be that given the bylaw changes may require other Supporting Organizations to align with some of the issues involved, there may be risk of if these organizations don’t come into alignment.

D. Bylaw Changes

The ICANN General Counsel’s Office has identified a small number of minor changes to the ICANN bylaws required by the At-Large Improvements. The text of these proposed changes is currently being developed by the ALAC Chair and At-Large staff, in consultation with the ICANN Legal staff.

All proposed changes are expected to occur within Article XI (Advisory Committees), Section 2 (Specific Advisory Committees), Number 4 (At-Large Advisory Committee), Paragraphs a, e, and j of the bylaws. The text of these paragraphs is shown in the table below.

Par.	Present text
a	The role of the At-Large Advisory Committee (“ALAC”) shall be to consider and provide advice on the activities of ICANN, insofar as they relate to the interests of individual Internet users.
e	The ALAC shall annually appoint one non-voting liaison to the ICANN Board of Directors, without limitation on re-appointment, and shall, after consultation with each RALO,

	annually appoint five voting delegates (no two of whom shall be citizens of countries in the same Geographic Region, as defined according to Section 5 of Article VI) to the Nominating Committee.
j	<p>The ALAC is also responsible, working in conjunction with the RALOs, for coordinating the following activities:</p> <ol style="list-style-type: none"> 1. Keeping the community of individual Internet users informed about the significant news from ICANN; 2. Distributing (through posting or otherwise) an updated agenda, news about ICANN, and information about items in the ICANN policy-development process; 3. Promoting outreach activities in the community of individual Internet users; 4. Developing and maintaining on-going information and education programs, regarding ICANN and its work; 5. Establishing an outreach strategy about ICANN issues in each RALO's Region; 6. Making public, and analyzing, ICANN's proposed policies and its decisions and their (potential) regional impact and (potential) effect on individuals in the region; 7. Offering Internet-based mechanisms that enable discussions among members of At-Large structures; and 8. Establishing mechanisms and processes that enable two-way communication between members of At-Large Structures and those involved in ICANN decision-making, so interested individuals can share their views on pending ICANN issues.

[Can correlate changes to recommendation #s, explain purpose; and, in par. j, say just adding numbered section]

E. Implementation Summary by Individual Recommendation

In this section, we list the following nuts-and-bolts information regarding our planned implementation of each recommendation:

- The discrete tasks into which we have broken down the recommendation's implementation;
- The targeted completion date for each of these discrete tasks and for the recommendation overall;
- The expected sources of individual, task-specific costs;
- The work team to which the recommendation has been assigned; and
- A description of the interdependencies of the tasks within the recommendation, as well as between that recommendation and the others.

Recommendation 1: ICANN bylaws to reflect ALAC's continuing purpose

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
1.1	Amend Bylaws Article XI,s2(4)(a) to clarify purposes, as proposed	Jun-Sep 2010	

1.2	Review proposed IIC/post-JPA accountability mechanisms to ensure congruence with recommendation	Sep-Dec 2010	
1.3	ALAC engagement in ICANN Structural Improvements Programs	Jun-Dec 2010	
1.4	Extend ALAC Chair term to two years	Jun-Sep 2010	

Work team: ALAC Chair, At-Large staff, ICANN Legal staff

Dependency between tasks: [Fill in]

Overall target completion date: September-December 2010 (confirm all with Heidi)

Recommendation 2: At-Large-selected ICANN Board member

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
2.1	Identify all the steps required to implement the addition of one voting member appointed from the At-Large community to the ICANN Board	Completed	
2.2	Submit the final selection process to the Board via the SIC for approval	Mar-Apr 2010	
2.3	Implement or confirm related Bylaw changes	Mar-Apr 2010	
2.4	Once approved, begin selection process, in a careful and systematic manner, within the At-Large community	May 2010	
2.5	Endorsement of selection choice by ALAC	May 2010	
2.6	Approval of selection choice by ICANN Board and seating of Board member	Dec 2010 (AGM Meeting)	

Work teams: The At-Large Board Selection Design Team (ABSdt) and Board Candidate Evaluation Committee (BCEC)

Dependency between tasks: [Fill in]

Overall target completion date: December 2010 (AGM Meeting)

Recommendation 3: ALS-RALO-ALAC structure to remain

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
3.1	Ensure existing structure does not present obstacles to community operation and development	Sep-Dec 2010	

Work team: ALAC and Regional Secretariats

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 4: ALS education and engagement

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
4.1	Education	Jun-Sep 2010	
4.2	Engagement	Sep-Dec 2010	
4.3	Outreach and recruitment	Sep-Dec 2010	
4.4	Explore whether additional measures need be taken to involve individual Internet users in At-Large work, where they wish to contribute in their personal capacities	Jun-Sep 2010	
4.5	Leadership engagement and development	Sep-Dec 2010	
4.6	Compliance	Jan-Mar 2011	

Work team: ALAC and Regional Leaders

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010 (with compliance in January–March 2011)

Recommendation 5: Strategic and operational plans

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
5.1	Identify barriers within ALAC processes used to contribute to strategic planning and propose follow-up	Jun-Sep 2010	
5.2	Identify barriers within ALAC processes used	Jun-Sep 2010	

	to contribute to operational planning and propose follow-up		
5.3	Review ongoing At-Large staff support levels and budget allocations in FY2009-2010 and increase support as provided throughout this project, consistent with recommendations in Final Report	Sep-Dec 2010	

Work team: The Finance and Budget Subcommittee of the ALAC

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 6: Accurate cost models

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
6.1	Review of additional At-Large information that would be useful, subsequent to improvements in financial reporting in FY2009-2010	Jun-Sep 2010	
6.2	Regarding meeting accommodations, ensure that At-Large representatives are given treatment equal to that of other funded communities	Jun-Sep 2010	

Work team: A subset of the Finance and Budget Subcommittee of the ALAC

Dependency between tasks: [Fill in]

Overall target completion date: June–September 2010

Recommendation 7: Choice of communication and collaborative tools

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
7.1	Review of communication and collaboration needs considered unmet by ALSes and RALOs globally	Mar-Jun 2010	
7.2	Review of technologies already used by At-	Jun-Sep 2010	

	Large and across ICANN that could fill all or some of the 7.1 needs of the ALSes and RALOs		
7.3	Review of currently available technologies not already used by At-Large or elsewhere in ICANN that could fill the 7.1 needs of the ALSes and RALOs	Jun-Sep 2010	
7.4	Create and conduct implementation plan for training ICANN's IT Support in the 7.3.2 technologies (and, as needed, in keeping IT Support current in 7.2.2 and 7.3.2 technologies)	Jun-Sep 2010	
7.5	Based on At-Large's choice of communication and collaboration tools to best fill its needs, make recommendations for use, or not, of these tools across ICANN	Jun-Dec 2010	
7.6	Create and conduct implementation plan for the periodic identification of technologies, either newly introduced to the market or updated, that can better fill the 7.1 needs of the ALSes and RALOs than those technologies currently being used	Sep-Dec 2010	

Work team: ALAC and Regional Leaders

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 8: Public comment period

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
8.1	Develop ALAC process for requesting extended consultation window	Jun-Sep 2010	
8.2	Develop ICANN staff and Board process for implementing extension requests received	Sep-Dec 2010	
8.3	Review of public comment processes	Sep-Dec 2010	
8.4	Review measures to make policy development activities across ICANN's communities more accessible. Propose measures for community review	Sep-Dec 2010	

Work team: Completion to be confirmed with the Public Participation Committee of the ICANN Board

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 9: Translation and interpretation processes

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
9.1	Interim measures (near term)	Mar-Jun 2010	
9.2	Adoption of a Translation Policy	Jun-Sep 2010	
9.3	Implementation of Translation Policy	Sep-Dec 2010	

Work team: ALAC and Regional Leaders

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 10: ALAC/At-Large is home of individual Internet users

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
10.1	ALAC is the primary ICANN home for the voice and concerns of the individual Internet user	Sep-Dec 2010	

Work team: Completion to be confirmed with ICANN Board and new At-Large-selected Director

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 11: Board statement recognizing Recommendation 10

Implementation tasks, target completion dates and budgetary implications:

Task	Implementation task	Targeted	Sources of task-specific costs
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No.		completion date	
11.1	Statement from Board that clearly recognizes At-Large as primary ICANN home of individual Internet users and clarifies relationship between ALAC and GNSO's User Home	Sep-Dec 2010	

Work team: Completion to be confirmed with ICANN Board and new At-Large-selected Director

Dependency between tasks: [Fill in]

Overall target completion date: September–December 2010

Recommendation 12: Input from consumer representatives

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
12.1	At-Large outreach to consumer representatives	Jun-Sep 2010	
12.2	GNSO outreach to consumer representatives	Jun-Sep 2010	

Work team: Completion to be confirmed with ICANN Board

Dependency between tasks: [Fill in]

Overall target completion date: June–December 2010

Recommendation 13: Policy advice mechanisms to be strengthened

Implementation tasks, target completion dates and budgetary implications:

Task No.	Implementation task	Targeted completion date	Sources of task-specific costs
13.1	Review ALAC's/At-Large's Policy Advice Development processes and propose measures to reduce barriers	Sep-Dec 2010	
13.2	Strengthen policy-development processes within the SOs and ACs for requesting and considering ALAC input	Sep-Dec 2010	
13.3	"Processes between SOs, ACs and the Board need to be developed/strengthened to provide feedback on how ALAC advice has been considered and used within their	Sep-Dec 2010	

	processes"		
13.4	Ensure the GNSO PDP incorporates measures that guarantee input from ALAC is requested, included, and considered integral to the process	Jun-Sep 2010 (already underway)	
13.5	Ensure the ccNSO PDP incorporates measures that guarantee input from ALAC is requested, included, and considered integral to the process	Dec 2010-Mar 2011	
13.6	Ensure the ASO PDP incorporates measures that guarantee input from ALAC is requested, included, and considered integral to the process	Dec 2010-Mar 2011	

Work team: ALAC Executive Committee and At-Large staff

Dependency between tasks: [Fill in]

Overall target completion date: December 2010–March 2011

*Appendix 1***Progress to Date****A. Background**

The At-Large Improvements project began with an independent review of the At-Large Advisory Committee (ALAC), conducted by Westlake Consulting Limited. The [findings of this review](#) (25 July 2008) were then further examined by the ALAC Review Working Group through a series of consultations with the ICANN community.

The conclusions of this Working Group, incorporating input from two public comment periods, were published in the [Final Report of the ALAC Review Working Group on ALAC Improvements](#) (9 June 2009). The report's 13 recommendations focus on At-Large's organization, effectiveness, participation and relationship to other ICANN entities. On 22 June 2009, the [Structural Improvements Committee approved](#) a recommendation to the Board to accept the Final Report.

This project plan describes the approach to be taken in implementing the Final Report's 13 recommendations – that is, the At-Large Improvements.

B. Summary of Progress to Date

Progress on the implementation of the At-Large Improvements is currently well underway. To date, this progress can primarily be categorized in three parts:

- The creation of – and initiation of work on – a task list for each of the Final Report's 13 recommendations;
- The identification of the primary agent(s) responsible for the implementation of each recommendation; and
- The hiring of a new ICANN staff member dedicated to supporting this implementation work.

Task list for each Final Report recommendation

On 4 August 2009, the ALAC adopted a [resolution](#) (AL.ALAC/RES.0809/1) endorsing specific steps toward the implementation of the Final Report's 13 recommendations. In accordance with this resolution:

- The At-Large staff divided each recommendation into a list of smaller constituent tasks, found in our [Simplified Improvements Implementation Outline](#) (26 April 2010).
- In Seoul, on 25 October 2009, [the ALAC and Regional Leaders](#) assigned relative priorities to these tasks.

The current [target completion dates](#) (see below) of the Implementation tasks are based on these priorities

The work on the tasks for each recommendation is well underway. For a list of those tasks already near completion or completed, see our [Simplified Improvements Implementation Outline](#) (26 April 2010).

Primary agents responsible for implementation

In a [teleconference for At-Large Working Group officers and Regional Leaders](#) on 8 April 2010, it was decided that the bulk of the At-Large Improvements would be implemented by the ALAC and its relevant existing subcommittees, supported by the At-Large staff. Having reserved the right to form ad hoc work teams, these groups then assigned each recommendation a work team created from their members.

It has been the responsibility of each work team to further subdivide its recommendation's list of constituent tasks into manageable action items whose progress can be easily monitored.

New At-Large Improvements Project Manager

The new At-Large Improvements Project Manager joined the At-Large staff on 12 February 2010. This position is dedicated to supporting the At-Large community in its implementation of the At-Large Improvements, and the new Project Manager has already taken on the central role in providing this support.

Appendix 2

Project Plan Going Forward

Our project plan calls for the implementation of each of the Final Report's 13 recommendations to proceed in parallel, using a similar approach. This approach includes the following common elements:

- **Work teams:** Each recommendation has been endorsed and assigned by the ALAC to a work team of At-Large community members coming from the ALAC, its relevant subcommittees and/or the At-Large staff.
- **Deadlines:** Each recommendation has been assigned an overall target completion date, as well as target dates for the completion of each of its constituent tasks. The completion of all At-Large Implementation tasks is [currently targeted](#) for no later than March 2011, with various tasks slotted for completion leading up to that point.
- **Reporting:** Progress on each recommendation will be reported bimonthly to the ALAC Executive Committee, monthly to the full ALAC and periodically to all subscribers of the relevant At-Large mailing lists. In addition, ICANN's Policy staff will receive progress updates weekly. Finally, the ongoing progress will be chronicled in the [At-Large Improvements Implementation: Status Log](#) available on the new [At-Large Improvements Workspace](#).

The Appendix (Implementation Summary by Recommendation) to this document offers, for each recommendation, a summary of the recommendation's task list, the members of its work team and the recommendation's overall target completion date.

Regional diversity

Among the items listed in the Appendix is the work team assigned to the implementation of each of the 13 At-Large Improvements recommendations. A quick review of these work teams reveals the high level of regional diversity that characterizes the implementation of each recommendation individually, as well as the At-Large Improvements Implementation project as a whole.

Note regarding Recommendation 2: Call for an At-Large-selected Director on ICANN's Board

The implementation of Recommendation 2, calling for the addition of an At-Large-selected Director to ICANN's Board, has, until recently, proceeded along a route parallel to but largely separate from the implementation of the Final Report's other recommendations. This separation was for the purpose of jumpstarting the implementation of Recommendation 2, which was expected to be – and has indeed been – quite work intensive.

And the separation has proven successful on two fronts.

First, the implementation of Recommendation 2 is now well underway:

- Recently, the ALAC submitted its [ALAC Report to the ICANN Board Structural Improvements Committee on Processes to Be Used by the At-Large Community to Select an ICANN Director](#), containing its selection-process recommendations and incorporating both At-Large and public comments.
- In its 9 April 2010 meeting, the Structural Improvements Committee (SIC) expressed its strong commitment to having the Director seated at ICANN's December 2010 Annual General Meeting.
- The At-Large Board Candidate Evaluation Committee (BCEC), [currently meeting weekly](#), plans to schedule a call for candidate applications (i.e., Statements of Interest) posthaste, now that it has received feedback from ICANN Legal regarding final, minor changes to various related forms, including the draft Statement of Interest, Confidential Applicant Reference Form and Director's Criteria, drafted by the At-Large Board Selection Design Team (ABSdt).

With these milestones in place, the implementation of Recommendation 2 is approximately in sync with the timetable presented in the [ALAC and At-Large Community White Paper: Call for community Comment on the 'Proposed process for the 2010 selection of an ICANN At-Large Board Member'](#) (11 January 2010; revised 4 February 2010). For that reason, the ALAC has reincorporated the implementation of Recommendation 2 into the overall At-Large Improvements Implementation project.

Second, the established selection process fully conforms to the "Recommendation 4" section of the [ALAC Report to the ICANN Board Structural Improvements Committee on Processes to be Used by the At-Large Community to Select an ICANN Director](#), which states:

The Board seat should be selected by the fifteen ALAC members plus the five RALO Chairs (all with equally weighted votes). The RALO-appointed ALAC members and the RALO Chairs may be directed by their ALSes if the RALO desires (and in accordance with their respective Rules of Procedure). This methodology gives ALSes large control over who is selected, without the complexity of two-level vote weighting and centralized ALS [s]elector verification. The vote should be by secret ballot.

Specifically, the BCEC's call for candidates' Statements of Interest will result in a slate of community-evaluated candidates from which the members of the ALAC and the RALO Chairs will select – in a vote informed and directed by the ALSes – the new Board member. Following the necessary due diligence of these candidates, the vote will be conducted via a seven-day electronic poll. This poll will be scheduled for a time that will allow the At-Large-selected Board Member to be seated at ICANN's December 2010 Annual General Meeting.

Appendix 3

ICANN Affirmation of Commitments and Strategic Plan 2010–2013

The implementation of the At-Large Improvements – that is, of the Final Report's 13 recommendations – will contribute significantly to ICANN's fulfillment of both its [Affirmation of Commitments](#) (Affirmation; 30 September 2009) and the goals outlined in the [ICANN Strategic Plan 2010–2013](#). Taken as a whole, the recommendations, once implemented, will specifically help fulfill:

- Affirmation sections 7, 9.1(a), 9.1(c), 9.1(d), 9.1(e) and 9.3; and
- Numerous elements within the following two strategic focus areas highlighted in the Strategic Plan 2010–2013: A healthy Internet eco-system and consumer choice, competition and innovation.

In addition, the entire At-Large Review and Improvements process, of course, helps fulfill ICANN's goal of reviewing its Support Organizations (SOs) and Advisory Committees (ACs) – part of ICANN's 2010–2013 strategic focus on a healthy Internet eco-system.

The chart below lays out the specific sections of the Affirmation and elements of the Strategic Plan 2010–2013 that are served by each of the At-Large Improvements recommendations.

This At-Large Improvements recommendation helps fulfill...	...these Affirmation of Commitments sections and...	...these Strategic Plan 2010-2013 goals
1. ICANN's bylaws should reflect ALAC's roles in ICANN's policy development, operations and	9.1 Ensuring accountability, transparency and the interests of global Internet users: (c) continually assessing and improving the processes by which ICANN receives public input (d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the	A healthy Internet eco-system <ul style="list-style-type: none"> • All stakeholders have a voice • Improved accountability and transparency • Enhanced trust in ICANN's

structure, accountability and outreach.	public and the Internet community	stewardship <ul style="list-style-type: none"> Increasing participation
2. At-Large should be given one voting seat on the ICANN Board.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(a) continually assessing and improving ICANN Board of Directors (Board) governance which shall include an ongoing evaluation of Board performance, the Board selection process, the extent to which Board composition meets ICANN's present and future needs, and the consideration of an appeal mechanism for Board decisions</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> All stakeholders have a voice Improved accountability and transparency Enhanced trust in ICANN's stewardship Increasing participation
3. The ALS-RALO-ALAC structure should remain for now.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> All stakeholders have a voice Increasing participation Contributing to international forums
4. Educating and engaging the ALSes should be an immediate priority.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> All stakeholders have a voice Improved accountability and transparency Enhanced trust in ICANN's stewardship Increasing participation Contributing to international forums
5. ALAC should develop strategic and operational plans as part of ICANN's planning process.	<p>7. ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy consideration,....</p> <p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> Improved accountability and transparency Enhanced trust in ICANN's stewardship Contributing to international forums Efforts to meet commitments
6. ALAC should put more effort into developing accurate cost models.	<p>7. ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy consideration, and to publish each</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> Improved accountability and transparency Efforts to meet commitments Implement impact

	year an annual report that sets out ICANN's progress against ICANN's bylaws, responsibilities, and strategic and operating plans. In addition, ICANN commits to provide a thorough and reasoned explanation of decisions taken, the rationale thereof and the sources of data and information on which ICANN relied.	reporting
7. ALAC should choose its own communication and other collaborative tools.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Improved accountability and transparency • Enhanced trust in ICANN's stewardship • Increasing participation • Contributing to international forums
8. ALAC may request an extension of the public comment period to 45 days.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(e) assessing the policy development process to facilitate enhanced cross community deliberations, and effective and timely policy development</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Increasing participation • Contributing to international forums
9. ICANN should strengthen its translation and interpretation processes.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Improved accountability and transparency • Enhanced trust in ICANN's stewardship • Increasing participation • Contributing to international forums • Efforts to meet commitments
10. ALAC is the primary home of the individual Internet user in ICANN.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Increasing participation
11. The Board should make a clear statement recognizing 10 above.	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users:</p> <p>(c) continually assessing and improving the processes by which ICANN receives public input</p> <p>(d) continually assessing the extent to which ICANN's decisions are embraced, supported and accepted by the public and the Internet community</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Improved accountability and transparency • Enhanced trust in ICANN's stewardship • Increasing participation

<p>12. ICANN should allow consumer-interest groups to participate in its key decisions and policy processes.</p>	<p>9.1 Ensuring accountability, transparency and the interests of global Internet users: (c) continually assessing and improving the processes by which ICANN receives public input</p> <p>9.3 Promoting competition, consumer trust, and consumer choice: ICANN will ensure that as it contemplates expanding the top-level domain space, the various issues that are involved (including competition, consumer protection, security, stability and resiliency, malicious abuse issues, sovereignty concerns, and rights protection) will be adequately addressed prior to implementation....</p>	<p>Consumer choice, competition and innovation</p> <ul style="list-style-type: none"> • Registrants Rights Charter • Improve policy processes • SO and AC support
<p>13. The processes via which ALAC provides policy advice should be strengthened in ALAC, the SOs, ACs, and Board.</p>	<p>7. ICANN commits to adhere to transparent and accountable budgeting processes, fact-based policy development, cross-community deliberations, and responsive consultation procedures that provide detailed explanations of the basis for decisions, including how comments have influenced the development of policy consideration,....</p> <p>9.1 Ensuring accountability, transparency and the interests of global Internet users: (c) continually assessing and improving the processes by which ICANN receives public input</p>	<p>A healthy Internet eco-system</p> <ul style="list-style-type: none"> • All stakeholders have a voice • Improved accountability and transparency • Enhanced trust in ICANN's stewardship • Increasing participation