REQUEST INFORMATION

Title of Proposed Activity	
Enhanced Pacific Engagement and Participation (EPEP) Project	
Community Requestor Name	**Chair**
Maureen Hilyard	ALAC Chair - Maureen Hilyard
ICANN Staff Community Liaison	**Other Stakeholder support**
Heidi Ullrich	*GSE Snr VP, Sally Costerton *Global Communications Snr VP, Sally Newell-Cohen *GSE VP Oceania, Save Vocea (and Jia Rong Low, APAC) *GAC Oceania Co-Chair, Pua Hunter *GM APTLD, Leonid Todorov *Board of the Pacific Islands Chapter of the Internet Society (Emani Lui – Niue, Andrew Molivurae – Vanuatu, Cherie Lagakali – Fiji, Anju Mangal – Fiji, Georgina Naigulevu – Fiji, Kanaan Ngutu – Kiribati, Maureen Hilyard-CI) *ALAC VC Policy, Jonathan Zuck (& CPWG) *ALAC VC Capacity Building, Joanna Kulesza (& CBWG) *Chair, O&E Subcommittee, Daniel Nanghaka (& OESC) *David Kolb – ICANN Learn Leadership course support *Betsy Andrews – ICANN Learn (Public Responsibility)

REQUEST DESCRIPTION

1. Activity: **Please describe your proposed activity in detail**

The Pacific region is the largest and most under-served sub-region within Asia-Pacific. Whenever outreach programs have been planned, one that focuses on engaging individual Internet end-users from the Pacific always get sidelined as being too hard to deal with, but it doesn't mean that they don't care about the Internet or domain names.

This project revolves around <u>enhancing relationships</u> with key IT Personnel on each of the 17 Pacific islands that does not as yet have at least one actively engaged participant anywhere in ICANN. We aim to build relationships with ordinary end-users, ccTLD personnel and government officials. We aim to encourage them to undertake our "Enhanced Pacific Engagement and Participation" (EPEP) program so that they can learn about ICANN and why it is important that they bring their voices to the discussion tables about ICANN policy that will impact them as end-users.

<u>The purpose</u> of this project is to INCORPORATE a series of education and training courses that is being proposed to be developed in a separate but associated Flexible Fund project "The At-Large Policy Development Project (APDP)" aimed at encouraging currently unengaged participants from the Pacific to be more involved and participating in the policy and outreach work of At-Large and ICANN. These courses will collectively contribute as pre-learning and training requirements for this "Enhanced Pacific Engagement and Participation" (EPEP) Project but it is hoped that this initial trial alongside the development and trialling of the compulsory courses will later be rolled out as required to other underserved regions.

The EPEP project aims ostensibly to encourage participants into At-Large but depending on their personal expertise and technical backgrounds also steering them towards a more appropriate section of the ICANN community.

The APDP consists of a structured package of learning and training courses will be made up of a series of ICANN Learn courses that will aim to initially introduce newcomers to ICANN and then proceed to build knowledge and understanding of important information that will help interested and potential participants understand the work of ICANN and would be a pre-requisite programme for anyone aspiring to become a penholder in RALO or CPWG advice to the Board or other policy statements.

The package of APDP courses will include: (1) "Getting onboard the ICANN train – what is ICANN and who runs it?"; (2) What is the DNS and why is it important to Internet end-users?; (3) The ALAC and At-Large Leadership (includes an explanation of the At-Large Organigram); (4) The At-Large Policy Platform and key policy issues important to Internet end-users; (5) Community Outreach and Engagement - what does that mean to At-Large? (includes the At-Large Communications Strategy); (6) Mentored Penholding Training Programme – a guide to penholding ALAC advice and responses to public comments.

An important component of this training program is that everyone on the course must participate at least once a month in a zoom-room tutorial for Q&A so that there is some regular interaction between the students and the course coordinator to encourage the students to continue with their course of study and to complete it. It also offers them the opportunity to ask any questions they may have about the course they are currently working on and to help each other. I am prepared to take on the coordinator's role for this online tutorial component of our At-Large Policy Development Training Programme.

An important outcome of this project is that applicants who successfully undertake and complete the programme, will receive a Fellowship to attend the PacINET/IGF that will be co-located in Fiji with APTLD in the first quarter of 2021. The Fellowship will have an outreach and a policy presentation expectation from each of the sponsored participants. As in the ATLAS programme, there will also be some opportunity for them to discuss a current ICANN policy topic. Local AP* partners already involved in this event include the Pacific Islands Chapter of the Internet Society (PICISOC), Internet NZ, APTLD, APNIC and DotAsia.

The development of these resources has been included into our programme of Post-ATLAS activities, but funding requirements have not yet been fully assessed by ICANN Learn who will be our main course collaborators. This project could be replicated for enhancing participation in other regions as well, once completed and trialled in the Pacific.

BACKGROUND:

One of the long-term aims of At-Large has been to try to have at least one active At-Large Structure (ALS), or an active unaffiliated individual member or two, in each country. There are 22 countries and territories in the Pacific each with the potential of an ALS (or unaffiliated individual members if their numbers of IT personnel are too small to create a formal organisation).

Support for this project could be made available via a regional communication network that is already in place. The Pacific Islands Chapter of the Internet Society (PICISOC) has a mailing list network which covers the whole region through individual PICISOC members on just about all of the twenty-two Pacific countries. By using this already established network in an MOU arrangement between APRALO and PICISOC, I believe we can actively engage more voices into our ICANN-related conversations to raise the concerns of the Pacific. This contact would also build more capacity and understanding of the technical ICANN issues as well as internet governance issues of both ICANN and the Internet Society.

During this initial contact, using the prior connections made at high-level meetings within the Pacific region by the Oceania VP of Global Stakeholder Engagement (GSE), Save Vocea, we would also try to re-engage the interest of the ccTLD managers and government officials related to IT development on the islands, to encourage them to learn more about their section of the ICANN community so that we can have some Pacific voices in these

sections as well. Involvement in this project of the Oceania GAC co-Chair and the General Manager of the APTLD will also be encouraged, in order to gain more interest from the Pacific government and ccTLD communities in the work of ICANN and how it will affect their communities.

*2. Type of Activity***: e.g. Outreach - Education/training - Travel support - Research/Study - Meetings - Other**

Education, training, outreach meetings and some travel support.

3. Proposed Timeline/Schedule: **e.g. one time activity, recurring activity**

One time event for the Pacific but if it is successful, then other regions or subregions may be targeted for a similar programme – but the ICANN Learn course would already be established.

REQUEST OBJECTIVES

1. *Strategic Alignment.* **Which area of ICANN's Strategic Plan does this request support?**

3.3 **Develop a globally diverse culture of knowledge and expertise (within At-Large)** to develop and motivate our At-Large participants to achieve their highest potential and contributions to ICANN.

5.3 **Empower current and new stakeholders to fully participate in ICANN activities -** increasing accessibility, knowledge and capability of participants in the ICANN community as well as balanced regional participation of At-Large stakeholders especially those from under-represented, developing economies and communities.

2. *Demographics.* **What audience(s), in which geographies, does your request target?**

The first targeted group of Pacific islands would be those who have already had a connection with ICANN via a Fellowship participant or participants, yet with no recognised on-island follow-up of any continued engagement. Table 1 (in the Background paper appended to this application) explains current ICANN Fellowship connections throughout the Pacific[1]. A reconnection would encourage and assist the Fellow alumnus/a to initially register with APRALO as an unaffiliated individual member if they are not already associated with an IT organisation within their country that might become an ALS. It would be important that the proposed organisation had an interest or at least some knowledge of ICANN before it was formally engaged. We have had experience with community organisations joining up with At-Large and not engaging at all once they realise what would be expected of them. It is hoped that the Post-ATLAS activity working on ALS criteria will ensure that there is some pre-registration requirement, as we had expected of our ATLAS III participants, before they even applied as an ALS. This would give the ALAC some assurance that the ALS would be an active facilitator for wider local community outreach and policy awareness among each of the island communities.

3. *Deliverables.* **What are the desired outcomes of your proposed activity?**

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[1] Information sourced from *ICANN Stakeholder Analysis Tool by Dev Teelucksingh - Trinidad and Tobago Computer Society 2018*

A communication strategy and identifying some critical messages of importance to Pacific communities and why their Internet end-users should care about the future of the Internet, and that ultimately all decisions made in ICANN will impact them both as Internet end-users and potential registrants. This strategy will provide the core for the objectives of the Enhanced Pacific Engagement and Participation Project (EPEP). Ultimately however, in order to reinforce the contact and to encourage an on-going connection as is the culture of the Pacific to confirm and reinforce on-going relationships between the different island participants, some type of F2F group contact would help to personalize and reinforce the critical messages of our communication strategy.

An At-Large **Enhanced Pacific Engagement and Participation** ICANN Learn Course will be developed that incorporates information about the different sections of ICANN but is geared for potential At-Large participants from under-developed regions and with English as a second language. This may be based on an already produced ICANN Learn resource, but it must be easy to understand and not contains any technical terms that ICANN Learn sometimes assumes everyone knows what they mean.

A face-to-face meeting for new recruits to meet up with experienced ICANN participants from the Pacific would be an actual cost over and above the additional time and effort that would be required to connect and engage suitable people on each of the islands, cultural and political issues being taken into account. An EPEP meeting would be best to be co-located with a meeting that is already being planned for the Pacific region. A potential event would be the joint PacINET/PacIGF and APTLD79 meetings that are being proposed for February 2021 in Fiji.

We would look to support the travel of any new ICANN recruits to this meeting who were not already being funded by other regional organisations who have offered assistance for the Fellowship programme for this event (potentially APNIC, DotAsia, InternetNZ, ISOC-Au). The programme for this event could include an onboarding and policy introduction workshop similar to what was done during ATLAS III to engage a multistakeholder Pasifika group. The overall goal would be to promote the objectives of the EPEP project and to encourage the enhancement of the human resource capacity within the Pacific which is virtually untapped due to lack of opportunity to be more involved.

It is proposed that new recruits will be expected to carry out a series of ICANN Learn courses (English is a common language throughout the Pacific) where successful completion may result in their being sponsored to attend a Pacific event involving ICANN, ISOC, APTLD, InternetNZ and government officials in February 2021.

The courses will constitute an onboarding programme about the key sections of ICANN as well as a section about ICANN policy that impacts on Internet end-users of At-Large. (The policy section of this part of another Funding proposal.) But it is proposed that two people from each island country who have successfully completed the pre-requisite courses and have established the registration of a national ALS, or registered themselves as individual unaffiliated members (if there is not the potential for a registered body to register with ICANN as an ALS), will be entitled to sponsorship to attend the APTLD-PacINET in Fiji in February 2021. This would account for 34 travellers from within the Pacific to attend this event.

4. *Metrics.* **What measurements will you use to determine whether your activity achieves its desired outcomes?**
(1) The development of an ICANN Learn Onboarding programme about the different sections of ICANN their respective policy development processes (2) Number of people who participate in the onboarding programme and successfully complete the course (3) The number of new recruits who actively participate in the PacINET programme in Fiji (4) Number of additional ALSes that are formed in the Pacific (5) Number of additional individual unaffiliated members who join from the Pacific (6) Number of new recruits who join in an At-Large working group or some other At-Large activity within 3 months of completing the ICANN Learn course

RESOURCE PLANNING – INCREMENTAL TO ACCOMMODATE THIS REQUEST

Staff Support Needed (not including subject matter expertise):

Description	Timeline	Assumptions	Costs basis or parameters	Additional Comments
ICANN Learn staff	3-4 months from when go-ahead is given	Content will be provided from already available onboarding At-Large ppt resources		A capacity building working group can work on this with Betsy
Local Meeting support and travel support	1 year	That engagement of suitable and interested participants is possible on each Pacific island	*Financial support for a local meeting on each island *Zoom meetings for ongoing engagement of ICANN Learn participants *Travel fund for successful applicants to attend the APTLD-PACINET meeting	*It is assumed that GAC officials and ccTLD managers will be able to find funding to attend the regional meeting in Fiji *They will be invited to the zoom meetings

Subject Matter Expert Support:

The management of this project would be undertaken by the ALAC Chair (currently a PICISOC board member and former Chair) in collaboration with the GSE VP. Save, Pua and Maureen have known and worked together over several years through PICISOC, initially in Save's role with APNIC and then with ICANN.

- Maureen Hilyard's connections with Internet end-users in the Pacific is through her volunteer work with ICANN, PICISOC and other regional organisations since she moved from New Zealand to live in the Cook Islands in 2004.

- Save Vocea is from Fiji and though his long-time experience with APNIC and ICANN has been able to maintain connections with the technical community at regional meetings and other high-level engagements with cctld managers and government officials.

- Pua Hunter is the Oceania co-Chair for the GAC and is currently the Chair of their Underserved Regions Capacity Building Working Group.

- Leonid Todorov is the GM of APTLD which is proposing a collaborative event involving PICISOC, Internet NZ and APTLD to be held in Fiji in February 2021. In the leadup, APTLD would appreciate some motivation for ccTLD managers from the Pacific to attend this rare opportunity for the APTLD meeting to be held in the Pacific.

- ICANN Learn and David Kolb (incite Learning). David will provide some content for the Onboarding course for new participants to ICANN.

- PICISOC and other regional partners to support the Pacific event planned to be held around the APTLD meeting in Fiji in 2021, and to help to get other Pacific participants to the event from around the region. Partners include APNIC, DotAsia, InternetNZ.

Technology Support: (telephone, Adobe Connect, web streaming, etc.)
Zoom meetings – low bandwidth

Language Services Support:
Although each island nation in the Pacific has its own language, and some may have hundreds even thousands of dialects, English is the common language throughout.

Threats to the success of this project:
Because of the different cultural and political systems within the Pacific, it is projected that this proposal could probably take 2 to 3 years to FULLY implement. The first year covered by this project would introduce the initiation phase on all the islands.

Some of the difficulties with regards to attempting this project could include:

1. The lack of suitable personnel to establish an appropriate ALS organisation or with an interest in the work of ICANN;
2. Lack of access to affordable Internet. The cost of the Internet in the Pacific in comparison with the local wages of the majority of the native population is sometimes excessively high;
3. Most Pacific Internet users can only access the Internet at work and during their work hours – very few have internet connection at home and while mobiles proliferate across the Pacific, data costs are extremely high;
4. The Pacific region usually suffers from quite inhospitable hours for ICANN meetings which understandably take place when the majority of currently active participants, from the US or Europe, are available;
5. The currently poor quality of internet connection on many outer islands restricts participation in ICANN and ISOC activities to those who are connected on the main islands
6. Erratic connectivity may also create problems with participants not being able to use the meeting platform used by ICANN, currently zoom, or the quality of phone connections;
7. Such issues would also diminish their opportunities to learn more about ICANN through other regular meetings to discuss issues of concern to the Pacific e.g. monthly APRALO, ALAC and APAC Hub meetings; the Dynamic Coalition of Small Islands States in the Internet Economy at the IGF or the APRIGF; or the University of the South Pacific campuses (on several of the major islands) to engage regional IT graduates into the NEXT GEN system of ICANN.

Travel Support:
For successful ICANN Learn participants – maximum 34 – to attend Pacific event in Fiji For project leads – Save and Maureen – to attend Pacific event in Fiji

Potential/planned Sponsorship Contribution:
Flexibility Fund

Appendix: The Pacific Island Forum Community

ICANN ALS, PICISOC, consists of members from countries which are part of the Pacific Island Forum Community. They are listed in Table 1 with their assigned ccTLD code; and if they are registered members of the ccNSO; or on the list of GAC members; or have an ALS registered with At-Large or there is a registered unaffiliated individual member; and the number of Fellowships offered to the number of participants from that island. Countries that are territories of other major countries outside of the Pacific have their assigned RALO attached, however, because these are all Pacific Islands, they are accorded equal status within the Pacific region by PICISOC as well as for the purpose of this project.

#	Country (and ALS if there is one)	ccTLD	ccNSO	GAC	At-Large	Fellowship
1	American Samoa (NA)	.as	Y	N	N	N
2	Cook Islands (CIIAG & PICISOC)	.ck	Y	Y	YY	5F/2P
3	Federated States of Micronesia	.fm	Y	Y	N	2/2
4	Fiji (SPACS)	.fj	Y	Y	Y	22/14
5	French Polynesia (EU-FR)	.fp	N	Y	N	N
6	Guam (NA)	.gu	N	Y	N	N
7	Kiribati	.ki	Y	Y	N	5/3
8	Marshall Islands	.mh	Y	Y	N	5/3
9	Niue (NIUS)	.nu	Y	Y	Y	4/3
10	Northern Marianas (NA)	.mp	N	N	N	N
11	Nauru	.nr	Y	Y	N	2/1
12	New Caledonia (EU-FR)	.nc	N	Y	N	N
13	Palau	.pw	Y	Y	N	4/2
14	Papua New Guinea (IPNG Clique)	.pg	Y	Y	Y & I	25/12
I5	Pitcairn (EU-UK)	.pn	N	N	N	N
16	Samoa	.ws	Y	Y	N	4/4
17	Solomon Islands	.sb	Y	Y	N	6/6
18	Tokelau	.tk	Y	Y	N	N
19	Tonga	.to	Y	N	N	5/3
20	Tuvalu	.tv	Y	Y	N	4/4
21	Vanuatu (VITUS)	.vu	Y	Y	Y	7/4
22	Wallis and Futuna (EU-FR)	.wf	N	N	N	N

Key

(green)	Active members in ALAC and GAC	ALS Priority (magenta)	Fellowship alumni - no ALS follow-up (some with CCNSO and/or GAC member)
Policy Priority (yellow)	ALS and Fellowship alumni – active in region and nationally in Tech/IG	F/ship Priority (orange)	Remaining islands with ccNSO and/or GAC, but no Fellowship attendees

REMAINING COUNTRIES WITHOUT AN ALS (At Large Structure)				
AFRALO (10)	**APRALO (26)**	**EURALO (15)**	**LACRALO (1)**	**NARALO**
Algeria	Indonesia	Belarus	Suriname	American Samoa
Angola	Iran	Croatia		Guam
Botswana	Iraq	Denmark		Northern Marianas
Ethiopia	Myanmar	Estonia		
Mozambique	Saudi Arabia	Greece		
Namibia	Thailand	Hungary		
South Sudan	Turkey	Iceland		
Western Sahara	Vietnam	Ireland		
Zambia		Latvia		
	Plus 18 Pacific	Lithuania		
	Island countries	Moldova		
	and territories	Poland		
		Sicily		
		Slovakia		
		Sweden		
		French Polynesia		
		New Caledonia		
		Wallis & Futuna		

RELEVANCE OF THIS PROPOSAL TO ATLAS III

During the Montreal meeting with Sally Costerton and Sally Newell-Cohen about At-Large goals for 2020, we discussed my 2020 Vision with its focus on strengthening RALOs by building capacity of their ATLAS participants in the areas of policy development and outreach and engagement. Our discussion focused on the Pacific and the lack of attention given to the ordinary end-user in our small island communities, especially those in isolated underserved communities among these developing countries spread across the Pacific Ocean. While GSE focuses on the technical community and government contacts, there is little attention given to ICANN issues related to Internet end-users of the Pacific region. We are currently able to make contact with most of these islands due to PICISOC members who maintain contact with each other through a much-used PICISOC mailing list, but one has to be a member of PICISOC to get access to it. However, this could become a mechanism of use to a more focused growth of interest in ICANN with the potential of a joint PICISOC-APRALO MOU agreement, so that we can coordinate a relationship between the two organisations and make use of current relationship building mechanisms already in place.

The overall goal of this project is to use the ATLAS programme in Montreal as the basis for this new development programme, incorporating the use of ICANN Learn and pre-requisite learning to grow and enhance knowledge and understanding about ICANN and the policy development processes that are used within ICANN. We can then encourage greater participation and engagement in our At-Large activities of members from across Pacific. Our proposed post-ATLAS activities are aimed at facilitating a greater focus on participation and engagement as well as of continuous improvement in the core areas of the work of At-Large, namely:

1. **POLICY DEVELOPMENT** - While the major objective for the CPWG is to provide advice to the Board about ICANN issues of concern to the At-Large Internet end-user community, the WG also contributes to public comment that will support the development of policy by ICANN's Supporting Organisations. At the same time, the CPWG has a role to play in ensuring that the At-Large community, with particular focus on the ATLAS participants, is provided with relevant information that will enhance their understanding about policy issues of

importance to ICANN. A CPWG Platform of key issues has been developed to address the core concerns of end-users. Backgrounders and talking points are being formulated to ensure that the At-Large community are conversant with the end-user perspective on these key issues, as agreed by the CPWG.

2. **CAPACITY DEVELOPMENT** – At the same time as they are supporting the development of resources for the CPWG Platform, the At-Large Capacity Building WG (CBWG) proposes to work together with the GAC Committee on Underserved Regions and NPOC to develop resources that will further this understanding among its members as well. This will include working with ICANN Learn and other learning platforms that the group devises, to create and develop resources that can be used across these communities about key ICANN issues. The resources will also pose the different perspectives of each of these communities to demonstrate the multistakeholder model in action, on these issues. This will be a major undertaking not only involving the three sections of the ICANN community working together, but also with the ICANN Learn, the GSE and the ICANN Communications teams also contributing to these efforts. It is proposed that ATLAS Ambassadors will provide important inputs into the creation of resources that will be appropriate and useful for potential participants in At-Large policy development and outreach activities. This will be part of their development program following on from Montreal, but also engaging coaches and mentors who will guide them along a journey that they will propose for themselves to become more engaged and participative

3. **OUTREACH and ENGAGEMENT** – The O&EWG Chair and co-Chairs will work with their regional teams on how to more effectively distribute the new resources and the key messages that the CPWG have identified as important for national communities to be aware of in order for them to have enough understanding of what they need to know in order to be able to effectively contribute to the discussions about key ICANN policy issues. It will be the work of this WG to help to develop an At-Large Participation toolkit that will arm outreach participants with appropriate resources that will help them to get the right messages and information out to their communities during their outreach events for discussion and feedback. Materials will cover onboarding, initial engagement, involvement in policy development and At-Large leadership. Reports on the usefulness of these resources will be important to ensuring that the effort that is being expended has been worthwhile. Results will be measured according to the feedback and active participation of At-Large individual members that is brought to RALO level interactions initially and ultimately to the CPWG. The O&EWG will also be responsible for coordinating the RALO Outreach and Engagement Strategies and ensuring that milestone measures are recorded into their meeting minutes. RALO strategies should also include some focus activities for ATLAS members to achieve as part of their expected follow-up on their RALO commitments from Montreal.

4. **COMMUNICATION** – Underpinning all the activities above is the need for the development of quality communication material and the key messages that our ATLAS Ambassadors and other policy and outreach workers from within At-Large can use as resources when they are undertaking their work as volunteers in their communities. The Communication tools that we will promote will be what is considered appropriate for their purpose depending on the target group that they are working with – from those who know nothing about ICANN to those who are knowledgeable about policy issues within ICANN but would appreciate what is considered to be ALAC's collective view on the "Internet end-user" perspective. The Communication Strategy that has been proposed for At-Large has been developed as a draft for consideration as we work through our Post-ATLAS activities during 2020.

POLICY

* Policy Platform is detailed on the CPWG wiki page
* Duties focus on: Advice to the Board and contributing to Public Comment statements
* Developing Talking Points for ensuring consistent communication and messaging at ICANN meetings and for use in regional communities
* Coordination with Policy staff
* ALAC members have a liaison role for monthly RALO meetings
* Contribute towards the development of resources that promote the distribution of At-Large Policy stances via videos, podcasts, etc (see Capacity Building)

ORGANISATION

* Comms coordination for ALAC / At- Large, RALOS & Staff re: mailing lists, skype chats, skype & zoom calls; translation services; real time transcription; technology taskforce; photos, personal data, GDPR consent forms; eBooks, newsletters; At-Large website & community wiki; ALAC reports, etc; Policy Advice and Public comment statements; coordination with other sections of the ICANN community.
* Coordination of reporting requirements of the Finance and Budget Sub-Committee; the ALAC Appointments Selection Committee; At-Large Review Implementation WG; ATLAS III including the Summit Communications Strategy and Post-ATLAS Activities.

At-Large Communication Strategy 2020

OUTREACH AND ENGAGEMENT

* Aim is to reach out to prospective members as well as engage new and existing members (onboarding programmes)
* All Co-Chairs provide monthly liaison reports to their RALOs
* Community outreach is about ICANN and At-Large
* Policy outreach is a focus – coordinating with Policy, Capacity Building and Social Media WGs

SOCIAL MEDIA

* Raise awareness and enhance end-user engagement with their communities by developing a strong and sustainable presence on social media
* Co-Chairs to liaise with RALOs
* Distribution of At-Large and Policy messages via Facebook, Twitter, Blogs, Instagram, Linkedin, etc

CAPACITY BUILDING

* Assess capacity training needs regarding key policy topics, skills and knowledge
* Design programmes that can contribute to meeting these needs – webinars, relevant ICANN Learn and other online courses
* Contribute to the development of Policy resource-kits that will support outreach teams in their work in their communities including a specific website page with access to appropriate At-Large and ICANN webinars, fact sheets, etc