

ICANN

VIRTUAL POLICY FORUM

68

At-Large Review

IMPLEMENTATION REPORT 2020





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

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

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](#)¹ and January 2019² which accepted the [At-Large Review Detailed Implementation Plan \(ARI Plan\)](#).

¹ [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.

² [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.

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 2020³.

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.

³ 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
1. ALAC Comments and Advice	17 December 2018	15 March 2020	Completed (100%)	Work Track activity-> Web and Wiki updated, development of Policy Dashboard: • At-Large Policy Advice Development Page • Development of the At Large Policy Platform and prioritisation of policy issues. • 2020 ALAC Policy Comments & Advice • Executive Summaries: ALAC Policy Comments & Advice • At-Large Policy Summary • At-Large Activity on DNS Abuse • Reconstructing the FBSC to incorporate focus on policy issues related to ICANN's Operational Activities. The new group is the Operations, Finance and Budget Working Group (OFBWG)
2. Member Engagement and Criteria	22 April 2019	a) 30 September 2020 b) 31 January 2021	a) Design (100%) Completed b) Approved and beginning implementation	• New criteria and expectations for ALSes, Revision of ALS accreditation process, Review of Bylaws and RALO Memorandum of Understandings • 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. • ATLASIII Survey Analysis & Recommendations
3. Staffing	17 December 2018	30 September 2019	Completed (100%)	• Social Media training for staff • A part-time temporary resource joined the At-Large support team in September 2019.
4. ALAC and At-Large Leadership	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>
7. Working Groups	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
8. Social Media Use Training	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.
15. O&E Dashboard	22 April 2019	10 April 2020	Completed (100%)	At-Large Outreach and Engagement Activity Dashboard
16. Metrics 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	b) CRM tool external dependency: ICANN.org's roll out of CRM for At-Large (Aug 2020) planned date to be confirmed, staff training and Metrics GC 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 8 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 ICANN68 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.

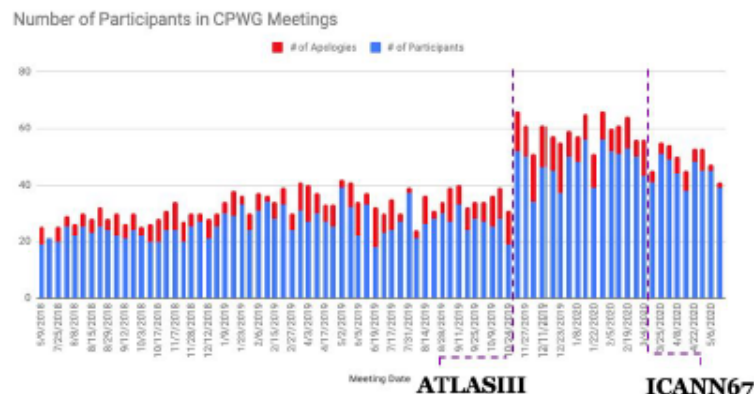


Figure 2: Number of Participants in CPWG Meetings pre and post-ATLASIII

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

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.

	ICANN67 Virtual Meeting	ICANN68 Virtual Meeting
Pre-ICANN week		At-Large @ICANN68 Highlights Webinar ALAC & GAC Leadership Meeting meetings DNS Abuse webinar Universal Acceptance webinar
ICANN Public Meetings - ALAC/At-Large	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
Cross-Community Sessions	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
At-Large Policy Plenary sessions	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
Wrap-up	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



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.

Sample recommendations based on feedback from ATLASIII Participants	
Policy	<ul style="list-style-type: none"> • Encourage ATLASIII At-Large Ambassadors to attend CPWG to stay updated on current policy issues and how they can contribute. • Start to proactively request suggestions and opinions from ALSes on Policy issues. • 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.
Outreach	<ul style="list-style-type: none"> • Develop a pool of subject matter experts from ICANN volunteers for easy connection and invites to speak at local events. • Develop outreach and engagement materials focusing on ICANN policy issues of greatest interest and relevance to ATLASIII At-Large Ambassadors. • O&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.
Engagement	<ul style="list-style-type: none"> • 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. • Require all new ALAC members to pass through an onboarding program before commencing work on the ALAC. • Assign ATLASIII At-Large Ambassadors to ALAC members at the AGM.
Capacity Building	<ul style="list-style-type: none"> • A directory for educational resources as related to At-Large and ICANN such as ICANN Learn courses. • Hold regular introduction to ICANN/At-Large webinars for newcomers. • 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.
Operations & Communications	<ul style="list-style-type: none"> • Create an At-Large Ambassadors mailing list to channel discussions and collaborations. • Provision of an online meeting platform to enable ALSes and their ATLASIII At-Large Ambassadors to hold seminars. • 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.

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.

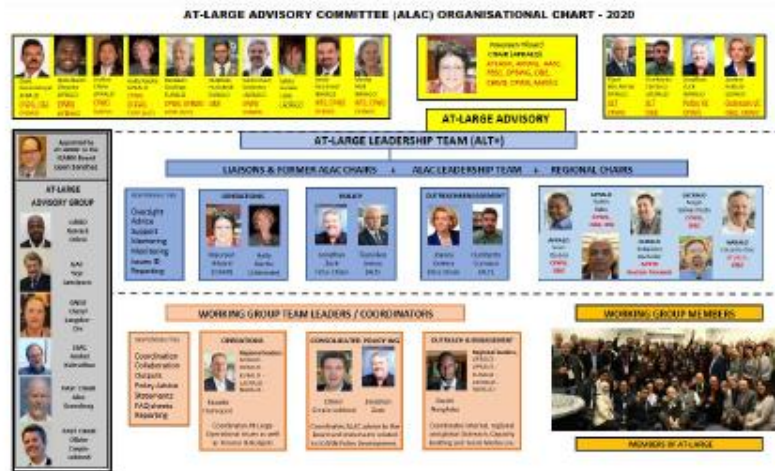


Figure 5: ALAC Organisational Chart 2020

Issue 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 measurable 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.

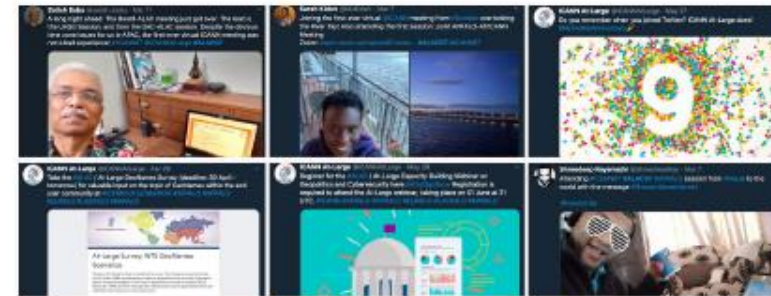


Figure 7: Tweets to & from At-Large Twitter account

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



Figure 9: Collage of covers of updates and newsletters

2.16.3 Data Capture Outline for ARI associated Metrics.

Issue	Completed Review Issue Activities	Data Capture Metrics
Issue 1: ALAC Advice Quality vs Quantity	<ul style="list-style-type: none"> Historic ALAC Advice & Comments have been listed since 2003 on the At-Large website, with tags for easy access Executive Summaries have been linked on a separate wiki page since ICANN60 (2017) and clearly differentiated between ALAC comment and advice. 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). 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) 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. 	<ul style="list-style-type: none"> Trends and types of analysis on Advice being produced by the ALAC/At-Large Analysis of participation and participant diversity and contributions made in Policy and Advice statements Survey and analysis of the use of talking points by At-Large Ambassadors at events recorded in RALO newsletters, reports, etc. Increased participation in contributing to policy comments by CPWG members] Analysis of improved use of filtered information and enhanced searchability
Issue 2: Improvements to and demonstration of effectiveness of member participation and engagement revitalizing At-Large.	<ul style="list-style-type: none"> A Dashboard consisting of the At-Large Review Implementation Work Plan as well the Goals, Objectives and Deliverables was developed for each implementation item 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 in policy-related activities. 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. A repository of skills was created within the ATLASIII Analysis and Recommendations Report 	<ul style="list-style-type: none"> Progress of completion of activities analysed (graphic) Increased engagement by ALSes due to more clear expectations in the registration form More monitoring of ALS and Individual involvement Progress of ATLASIII participants (At-Large Ambassadors) along their "stepping stone journey" Analysis of member skills that can contribute to the policy and outreach activities of At-Large
Issue 3: Staffing resources, review and redistribution as required	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Number of staff members who receive social media training and now supporting the social media working group
Issue 4: ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team.	<ul style="list-style-type: none"> On each At-Large wiki web-page is a GATEWAY, which gives wiki users quick access to key At-Large activities The At-Large Governance page 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 	<ul style="list-style-type: none"> Assess usage of the Gateway tool for direct links to most-used sections of the community wiki Organigram and ALAC-RALO leadership charts - details are updated annually Record position descriptions for reference by new leaders, Details are updated annually

WORKSTREAM	GOALS AND OBJECTIVES	STATUS
POLICY	<u>Consolidated Policy Working Group</u>	
	1. Policy Advice and Comments	Consolidated Policy WG
	2. ICANN Meetings	Policy Sessions
		Talking points
		<u>Policy Platform and Development</u>
Co-Leads:		
Jonathan Zuck	3. Policy Platform:	APP Document Interactive APP
Olivier Crepin-Leblond	4. CPWG Charter	Charter Document Charter video
	5. Position Development	Document Infographic Video
		Ongoing Ongoing Ongoing Drafted Prototype Review Review Completed Completed Drafted

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	6. Policy Development Course	ICANN Learn Course At-Large Course	Drafted Drafted
	<u>Policy Resources</u>		
	7. DNS Abuse Video	Video	Completed
	8. DNS Abuse Resources	Webpage	Completed
	9. UA Resources	Webpage	Completed
	10. RALOALS Polling	Priorities Geographic Names	Completed
	11. RALQIAC Activation	Universal Acceptance (UA)	Draft plan
	12. Consensus Tools	Slack/Loomio	Testing
OUTREACH & ENGAGEMENT	1. A series of webinars on current policy topics for capacity development		Established and ongoing
	2. Capacity Building Dashboard - detailing resource development		Completed
	O&E Lead: Daniel Nanghaka	3. Capacity Building resources: Onboarding slides deck, ICANN Learn courses - At-Large policy development and introduction to At-Large	
	CBWG Lead: Joanna Kulesza	4. O&E Regional leader support for the development of regional general and virtual outreach and engagement strategies	
	SMWG Lead (staff) Evin Erdogdu	5. O&E Regional Leader support for At-Large Ambassadors	
		6. Promoting At-Large activities via the Social Media WG to strengthen online engagement and capacity building - rotating leadership	
OPERATIONS	1. Completion of the At-Large Review Implementation Report		Completed
	Lead: Maureen Hilyard	2. Completion of the ATLASIII reports - Chairs Report and ATLASIII Participants Survey Analysis and Recommendations	
	O&E Lead: Ricardo Holmquist	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.	
		4. Consulted with RALOs to apply for Additional Budget Requests (via FBSC)	
		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, EPOP, etc)	
			Completed Completed Established and ongoing Completed Ongoing

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 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 resources⁷;
 - 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.

⁷ 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

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 2021⁶.

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.

⁶ Two years after the acceptance of the proposed implementation plan by the ICANN Board.