

At-Large Review Report

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ALAC Chair

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The journey 2015 - 2020

JAN 2015
At-Large Preparation

MAY 2016
ITEMS International

AUG 2017
ALAC response

APR 2018
Implementation Plan

JAN 2019-Jun 2020
ARI Reports

MAY 2015

ALAC formed a Working Party – self-assessment and progress - met 24 times until Sept 2017

JAN 2015

ALAC met with MSSl to discuss Review

MAY 2016

ITEMS International selected as Reviewer – reviewed documents, carried out interviews and a community survey

JAN 2017

ITEMS produced its Draft Report for Public Comment

AUG 2017

ALAC worked with OEC to come to some agreement about next steps – based on recommendations made by ITEMS

MAY 2017

ITEMS presented their final report

APRIL 2018

ALAC proposed a final implementation plan to the Board which was accepted by the Board in June 2018

JUN 2018

ALAC forms the At-Large Review Implementation Working Group (ARIWG) to produce a document detailing improvement steps for 8 Review issues (out of the original 16 in the Review report)

NOV 2018

ALAC commenced work on the Implementation Plan - with 6 monthly reports provided in June and Dec 2019, as requested by the Board.

June 2020

Final At-Large Review Implementation Report completed and submitted after ICANN68 to MSSl

Most of the issues were given 18 months to complete. Issue 2 was given 2 years because it was given the most focus by ITEMS.



Key Reviewer findings (Jan 2017)

1. More clarity regarding quality vs quantity of ALAC Advice
2. Encourage more individual member participation – Empowered Membership Model – minimise ALS role
3. Staff should support more policy work rather than just administration
4. ALT makes too many decisions on its own – need more leadership involvement
5. Outreach and Engagement should include other I* organisations - GSE
6. Electoral process for selecting the At-Large Board member too complex
7. Too many working groups – process over-rides policy development
8. Social media and other tools should be used to gauge end-user opinion
9. Need to increase At-Large awareness regarding use of social media
10. ALAC should concentrate on one messaging workspace to replace skype/website/ mailing list eg SLACK
11. Replace 5-year ATLAS with rotating annual regional At-Large meetings
12. ICANN should prioritise funding for RALO outreach strategies
13. More systematic RALO participation in regional events – travel funding/CROP
14. Auction Proceeds should be allocated to support At-Large engagement in ICANN
15. Rapporteurs should be appointed to reinforce outreach and engagement
16. Absence of consistent performance metrics

PRIMARY RECOMMENDATIONS

Rec#	Focus	SUPPORTED ISSUE/RECOMMENDATIONS	REJECTED RECOMMENDATIONS (and conditions relating to SUPPORT)
1	ALAC Advice		Reject. The recommendation is already standard practice.
2	EMM		Reject the EMM and ITEMS' perception of unchanging leadership; RALOs already accept individual members (see comments below).
3	Support staff	Support the increased allocation of staff on policy issues.	Reject that staff are disproportionately concentrated on administrative support.
4	Dissolve ALT		Reject that the ALT makes substantive decisions and does not involve the ALAC.
5	I* meetings	Support the intent for outreach and engagement.	But this is already being implemented by RALOs as opportunities arise and funding permits.
6	Board election		Reject strongly. Both suggested mechanisms disenfranchise the At-Large community from selecting its own Board Director.
7	Working groups		Reject. At-Large WGs play an important role in fulfilling policy- and process-related tasks, as well as for outreach and engagement.
8	Social media	Support the intent to extend community outreach and feedback.	But there are concerns about balanced end-user feedback, due to limited Internet access by under-served regions.
9	Web manager	Support the intent to increase community awareness.	But assignment of staff is not a function of the volunteer community.
10	Communication platform	Support the intent to enhance communication.	But At-Large is unable to adopt any tools that are not supported by ICANN IT Services or not accessible by communities with low bandwidth.
11	ATLAS meetings		Reject. ATLAS meeting would build on and strengthen the outcomes of annual regional general assemblies as a combined group and ensure cross-region awareness.
12	RALO outreach	Support CROP being used to facilitate outreach activities.	But as for #5 – already being implemented by RALOs as opportunities arise and funding permits.
13	Travel funds	Support in principle for more transparency in relation to travel funding.	But while costs are accounted for paid staff, there is no consideration of costs incurred by volunteers. Transparency should apply to the entire ICANN ecosystem and not just At-Large.

(Summary) Feasibility Study

Full report explained why findings were rejected and offered our own recommendations for further work (Aug 2017)

Resolved (2018.06.23.11), the Board receives the At-Large Review Final Report from the independent examiner.

Resolved (2018.06.23.12), the Board accepts the At-Large Review Recommendations Feasibility Assessment & Implementation Plan, approved by the ALAC on 22 August 2017, and the Review Working Party's At-Large Review Implementation Overview Proposal, approved by the ALAC on 20 April 2018.

Resolved (2018.06.23.13), the Board directs the ALAC to convene an At-Large review implementation working group that oversees the implementation process of the implementation proposals contained in the At-Large Review Implementation Overview Proposal, including through the development of a detailed implementation plan. The Board expects that the implementation plan will expand on the implementation steps detailed in the At-Large Review Implementation Overview Proposal, including through identification of metrics for each implementation, a concise overview of the current state for each of the ALAC's proposals, a clearly defined goal of the implementation objectives, and a methodology of how to measure implementation progress on an ongoing basis.

Resolved (2018.06.23.14), the Board directs the ALAC to work with ICANN organization to include expected budgetary implication for each of the implementation steps into its detailed implementation plan. The implementation plan shall incorporate a phased approach that allows for easy-to-implement and least costly improvements to be implemented first, with those items with more significant budget implications addressed via subsequent budget cycles. Any budgetary requests should be made in line with ICANN organization's budgeting processes. The detailed implementation plan shall be submitted to the Board as soon as possible, but no later than six (6) months after the adoption of this resolution.

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.

Board Resolution

Accepting the Feasibility assessment and asking the ALAC to establish the At-Large Review Implementation WG to develop the Implementation Plan (April 2018)

Implementation Proposal by the ARIWG

Developing activities for 8 of the 16 Review Recommendations

5 others were already being addressed as part of At-Large's ongoing activities.

3 had budgetary conditions outside of our control

Prepared for the consideration of the Organisational Effectiveness Committee by the At-Large Review Implementation Working Group (ARIWG) (Nov 2018)

Executive Summary

During the process of the At-Large Review, the ALAC committed to eight review implementation activities (#1, #2, #3, #4, #7, #9, #13 and #16, (detailed in Section 1 below) which the Board agreed to in their [Resolution dated 23 June 2018](#).

Although these eight sections address targeted specific issues, there are significant synergies among them and the At-Large Review Implementation (ARI) will, hopefully, result in a total effect greater than the sum of its parts.

There were an additional five issues (#5, #6, #8, #10, #11) raised in the At-Large Review which the ALAC considers important but are continuously being addressed as part of At-Large ongoing activities. Three issues (#12, #14 and #15) were not deemed to warrant specific focus either due to lack of relative importance or due to unrealistic budget implications.

An Issues Team led by At-Large leaders have detailed these steps as discussed by their work teams, within the templates provided for this by MSSSI, and will bring these to the At-Large Review Implementation Working Group (ARIWG) for comment and finalization.

» **Issue 1 - Quality vs Quantity of ALAC Advice**

Work Track Leader(s): Jonathan Zuck and Evin Erdogdu

[Issue 1 Dashboard and Progress Chart](#)

Work Track Meetings

Overall Timing of Prioritized Issues													
Issue	Dec-18	Feb-19	Apr-19	Jun-19	Aug-19	Oct-19	Dec-19	Feb-20	Apr-20	Jun-20	Aug-20	Oct-20	Dec-20
1	Ongoing												
2	Ongoing												
3	Phase 1				Phase 2								
4	2-3 months												
7	6 months												
9	3-6 months												
13	12 months												
16	Reconvene Initial Work				Phase 2								

» **Issue 2 - At-Large has struggled to reflect/process end-user opinion; barriers to individual participation; perception of unchanging leadership group**

Work Track Leader(s): Alan Greenberg and Maureen Hilyard

[Issue 2 Dashboard and Progress Chart](#)

Work Track Meetings

» **Issue 3 - Staff resources are disproportionately concentrated on administrative support; staff should have greater capacity to support preparation of policy advice Status: Completed (August 2019)**

Work Track Leader(s): Heidi Ullrich

[Issue 3 Dashboard and Progress Chart](#)

Work Track Meetings (staff only)

» **Issue 4 - ALAC and the At-Large Leadership Team**

Work Track Leader(s): Maureen Hilyard

[Issue 4 Dashboard and Progress Chart](#)

Work Track Meetings

ARIWG Implementation Plan

1. Established timelines for each issue.
2. Set up dashboards to chart progress for the improvements we proposed to make for each issue (Dec 2018)

ISSUE 1: Development of Policy Advice/Comments/Statements/Resources

Issue 1 Progress Chart

The At-Large Review Implementation dashboard aims to update the ICANN Community about the progress of the work of the At-Large Review Implementation Working Group (ARIWG).

Activity	Status
2020-06-23 Work tasks completed	<i>Work is now completed.</i> ICANN68 - virtual meeting - 5x policy sessions during ICANN68 and 2 pre-ICANN webinars
2020-06-01 Additional Policy resources completed for the Policy Toolkit	Additional At-Large Policy Resources: <ul style="list-style-type: none"> ● At Large Policy Platform ● 2020 ALAC Policy Comments and Advice ● Operations, Finance and Budget Working Group (OFBWG) ● At-Large Capacity Building and Resources Dashboard <p>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.</p>
2020-05-01 Executive summaries wiki page created. OFBWG first meeting.	Executive Summaries have been linked on a separate wiki page since ICANN60 (2017) and clearly differentiate between ALAC comment and advice. First meeting of the Operations, Finance and Budget Working Group - purpose formally introduced - first operational topic "ICANN Travel Guidelines"
2020-03-01 ICANN67 - virtual meeting. Policy Platform video completed	ICANN67 - virtual meeting - talking points developed - 4 x policy sessions presented 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). Redevelopment of a combined Operations and community input into FBSC activity to create the "Operations, Finance and Budget WG" (OFBWG)
2020-02-01 Discussion about CPWG work overload	Due to an overload of CPWG of public comment expectations, the CPWG have suggested that non-policy issues could be removed from CPWG activity. Chair is considering an alternative venue for non-policy discussions Completed: A more effective format for members to introduce policy comment and encourage participant discussion was established for weekly

Issue 2: Member participation - Individual and ALS

Issue 2 Progress Chart

The At-Large Review Implementation dashboard aims to update the ICANN Community about the progress of the work of the At-Large Review Implementation Working Group (ARIWG).

Activity	Status
2020-07-01 Final Review Report completed ATLASIII Participant Survey Analysis and Recommendations report completed. Ongoing activities	<p>Work on Implementation Item #2 is mainly completed - 98% except for:</p> <ul style="list-style-type: none">ALS Mobilization document to be finalised; possible bylaw changes to be developed. (Continuing meetings of the ALS Mobilization Working Party: 06 July 2020, <p>#The ATLASIII Participant Survey Analysis and Recommendations Report has been completed and endorsed by the ALAC. Lead: Eduardo Diaz</p> <p>##Unaffiliated Members WG to commence their activities following on from the outcomes of the ALS Mobilization WP. Lead: Roberto Gaetano</p>
2020-06-01 Continuing work by ALS Mobilisation WP	<p>Near Completion: A cross-regional ALS Mobilization Working Party was established to examine and report on ALS criteria and expectations in order to improve ALS engagement in At-Large activities, and in particular, policy-related activities.</p> <p>Meetings of the ALS Mobilization Working Party: 01 June 2020, 08 June 2020, 15 June 2020, 29 June 2020</p>
2020-05-01 ATLASIII Participant Survey report completed. ALS Mobilisation WP continues	<p>Completed: The ATLASIII Participant survey responses were analysed and recommendations based on this analysis were assigned to the core At-Large workstream areas to be incorporated into the 2020 work-plan.</p> <p>Meetings of the ALS Mobilization Working Party: 11 May 2020, 18 May 2020, 27 May 2020</p>
2020-04-01 Repository of skills created within Post ATLASIII report. ALS Mobilisation WP continues	<p>Completed: A repository of skills was created within the Post-ATLASIII Survey Analysis and Recommendations Report (self-reported by At-Large ATLASIII Ambassadors) and should be used to draw upon expertise of At-Large volunteers (At-Large Ambassadors) for At-Large work.</p> <p>ALS Mobilisation Working Party Vn5 (19 April) - google doc.</p> <p>Meetings of the ALS Mobilization Working Party: 06 April 2020, 13 April 2020, 20 April 2020, 27 April 2020</p>

RESULTS OF THE IMPLEMENTATION PLAN ACTIVITIES

1: Policy

- * Policy Advice Development Page
- At Large Policy Platform and prioritisation of policy issues.
- 2020 ALAC Policy Comments & Advice
- Executive Summaries:
- At-Large Policy Summary
- At-Large Activity on DNS Abuse
- FBSC & OFBWG developments

7: Working Groups

At-Large WG wiki space lists the latest consolidation of WGs established for utilisation in support of post-ATLASIII activities

2: Membership

- *New criteria and expectations for ALSes, Revision of ALS accreditation process,
- *Review of Bylaws and RALO Memorandum of Understandings
- Mobilization of individuals given the proper tools.
- ATLASIII Survey Analysis & Recommendations
- * Ongoing – Individual Membership Review

9: Social Media

Added options for follow up and ongoing or Continuous improvements of skills as well as any metrics to dashboard and Issue 16.

3: Staffing

- Social Media training for staff
- A part-time temporary resource joined the At-Large support team in September 2019.

13: O&E resources

At-Large Outreach and Engagement Activity Dashboard

3: Leadership

Latest update to ALAC Organisational Chart and Regional Leadership Chart were adopted at the 2019 ICANN AGM

16: Metrics

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

At-Large Review Implementation Working Group Final Report

Where activity information has been basically transferred from the monthly dashboards to the report.

[Executive Summary](#)

[Preamble](#)

[Introduction](#)

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

[Section 1 - Overview of Progress on Implementation](#)

[Section 2 - Detailed Progress Report, on an Issue by Issue Basis](#)

[Issue 1 - ALAC Advice Quality vs Quantity.](#)

[Issue 2 - Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large.](#)

[Issue 3 - Staffing resources, review and redistribution as required.](#)

[Issue 4 - ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team.](#)

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

[Issue 9 - Increase of the At-Large Community awareness and staff training regarding the use of social media.](#)

[Issue 13 - Event and engagement opportunities, resources and usage portal.](#)

[Issue 16 - Performance Metrics General to Member and ALS Participation and Specific relating to other Recommendation Implementation from ARIWG.](#)

[Section 3 - Next Steps \(over the next six months\)](#)

[3.1 Member Engagement and Criteria](#)

[3.2 Absence of Consistent Performance Metrics - CRM](#)

[Section 4: Continuous Improvement activities](#)

[Section 5: Conclusion](#)

[Appendix 1](#)

Report Highlights

At-Large Work effort

CPWG participation

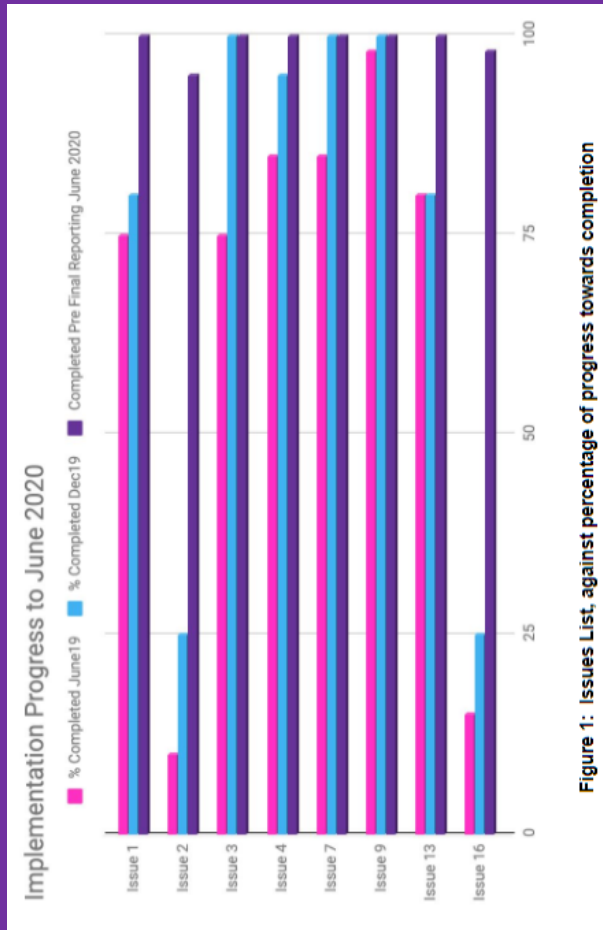


Figure 1: Issues List, against percentage of progress towards completion

