ICANN ALAC (AT LARGE) ORGANIZATIONAL DEVELOPMENT COMPONENTS

1. GOVERNANCE

Board

1. Who constitutes the board or independent body overseeing the ALAC/At Large?
2. If there is no board or independent body, who oversees the management of the ALAC/At Large?
3. Are there members of the board or independent body who represent the diverse interests of the stakeholders?
4. How does the board or independent body play a role in policy setting, planning, fundraising, conducting public relations, lobbying, overseeing the management and in monitoring the performance of ALAC/At Large?
5. How does the board or independent body gather information about the needs and aspirations of the stakeholders and integrate this information into planning?
6. Are there particular examples of instances where the board or independent body members have had to account to the ALAC/At Large's stakeholders?
7. Has the board undertaken advocacy activities on behalf of the stakeholders?

Mission/goals

1. Which documents define ALAC/At Large mission or goals?
2. Are goals of ALAC/At Large achievable, given the economic, social, and political environment?
3. Who defines the mission and goals of the ALAC/At Large?
4. To what extent do the implementation plans reflect the ALAC/At Large's mission and goals?
5. To what extent do ALAC members and At Large structures share the same understanding of the ALAC/At Large's mission or goals?

Legal status

6. Does ALAC members and At Large structures have legal status as a structure/organization?

Stakeholders

7. What evidence is there that ALAC/At Large reflects the needs of the community that it serves?
8. Does ALAC/At Large undertake periodic surveys of its community to determine if they are satisfied with activities or services?
9. When does ALAC/At Large call upon stakeholders for advice in implementing current or future activities?
10. What is the relationship between ALAC/At Large and its stakeholders?

Leadership

11. What person or group constitutes top management of ALAC/At Large?
12. What understanding does top management have of its role and responsibilities?
13. Has management ever articulated the need for training in particular skills and knowledge necessary for the performance of its duties and responsibilities?
14. How does top management involve ICANN staff in setting direction for ALAC/At Large and determining policies and procedures?

2. MANAGEMENT PRACTICES

ALAC structure

1. Does ALAC/At Large have an organisational chart or documentation that describes roles, functions and responsibilities of all individuals?
2. When last were the ALAC/At Large management policies reviewed/ updated?

Planning

1. Who in ALAC/At Large is responsible for writing short and long-term work and implementation plans?
2. Who is involved in the planning of events and the making of decisions?
3. Are activities planned and decisions made in alignment with the strategies that have been identified for achieving the mission of the organisation?
4. What are the procedures for selecting ALAC/At Large members and structures?

Programme/Policy development

1. Are the ALAC/At Large board or governing body and ICANN staff familiar with existent project proposal documents (if ALAC has any)?
2. How often are needs assessments conducted?
3. Who is responsible for programme/policy development?

Administrative procedures

1. What are the procedures for recording, filing, purchasing and online/offline communications ALAC/At Large?
2. Are there some obviously unhelpful systems, policies or procedures?
3. Are there systems and procedures that deal with ALAC/At Large members issues?

Risk management

1. Do external audit reports include a review of management practices?
2. Are recommendations on management practices implemented?

Information systems

1. Who is responsible for ALAC/At Large's monitoring, evaluation and reporting activities and what is/are the responsibilities of the person/s?
2. How is the collection, analysis and dissemination of information organised in ALAC/At Large?

3. How does ALAC/At Large use the information generated by the monitoring, evaluation and reporting system?

Programme/Policy Reporting

1. How does ALAC/At Large design, plan, and evaluate its programme activities?
2. How does ALAC/At Large report on programme activities?

3. ALAC/At Large PROFESSIONAL DEVELOPMENT

ALAC professional development

1. How long ago was ALAC/At Large professional development plan reviewed and updated?
2. Have there been instances where ALAC/At Large members lacked sufficient skills to carry out programme/policy implementation?
3. Who has participated in any professional development trainings and events related to ALAC activity over the past year?

Human resources management

1. Who is responsible for documenting and reviewing ALAC/At Large teams/roles/working groups descriptions?
2. Are the tasks allocated according to the skills of the ALAC/At Large members in the ALAC/At Large?
3. Have there been instances of conflict or grievances between or among ALAC/At Large members over the past few years and, if so, how were they handled?
4. What policies exist for determining selection and promotion of ALAC/At Large members?
5. What incentives or rewards are offered by the ALAC/At Large and/or ICANN to ALAC/At Large members?
6. What is the role of ALAC/At Large members in budget development?

Work organisation

1. How often are ALAC/At Large meetings held?
2. Are agendas for meetings distributed to ALAC/At Large members in advance and are minutes for each meeting available?
3. Over the past year, has ALAC/At Large teams/working groups of members for the purpose of addressing any special issues or problems?

Diversity issues

1. In what ways is the diversity of the ALAC/At Large community reflected in the composition of the ALAC/At Large structure?

4. FINANCIAL RESOURCES

Accounting

1. Are there basic procedures in place for the recording and reporting of financial information?
2. Is there a policy manual or documented guidelines that cover accounting procedures, a standard chart of accounts, approval authority for financial transactions, and guidelines for controlling expenditures?
3. What mechanisms are in place to ensure separation of project funds?

Budgeting

1. How often does ALAC/At Large conduct a budgeting process and does it coincide with the preparation of the annual operating plan?
2. What system is in place to ensure that ALAC/At Large has the necessary cash to meet its needs in a timely manner?
3. Does the fiscal committee of the ICANN review the financial reports?
4. Are there controls in place to prevent expenditure of funds in excess of approved, budgeted amounts?

Stock control audits

1. Are there adequate requisitioning, purchasing, and stock control procedures in place?
2. Are the pay, petty cash, transport, and procurement needs of the ALAC/At Large members, if appropriate, met as required?
3. How often are internal and external financial audits conducted?

Financial reporting

1. What type of financial reports does ALAC/At Large prepare for ICANN?
2. How frequently are financial reports produced for ICANN ?
3. Has ICANN ever complained about either the insufficiency or tardiness of financial reports?
4. When was the last independent audit or external financial review of the ALAC/At Large and what was the outcome?
5. How well is ALAC/At Large performing in terms of financial analysis/cost effectiveness?

Diversification of income base

1. What is ALAC/At Large funding source?
2. Does ALAC/At Large have cost recovery/income generation plans?
3. What is ALAC/At Large future funding strategy?

5. SERVICE DELIVERY

Sectoral expertise

1. For what areas of expertise is ALAC/At Large particularly well known?
2. What requests have been submitted to ALAC/At Large for the expansion or extension of the programmes to new target areas?
3. Has ALAC/At Large changed areas of focus over the past years?

Stakeholder ownership

1. How do participants ALAC/At Large projects contribute to the design, management and evaluation of their projects?
2. To what extent do mutually developed plans exist for the community to assume management responsibility for service delivery?

Assessment
1. Does ALAC/At Large have mechanisms for integrating results of programme evaluations into its planning process and for adapting and changing programme direction and approach in response to information received?
2. What types of indicators are identified to measure achievements of results and how is base line data collected?
3. How does ALAC/At Large use information generated out of monitoring and evaluation activities?

Awareness building

1. Does ALAC/At Large have a promotion, ("marketing") strategy?
2. How does ALAC/At Large raise awareness of its activities among its stakeholders?

6. EXTERNAL RELATIONS

Stakeholder relations

1. What is the state of the relationships between ALAC/At Large and its different stakeholders?
2. Is ALAC/At Large situated in reasonably close proximity to the community it serves?

Inter-ICANN Constituencies collaboration

1. How does ALAC/At Large collaborate with other ICANN Constituencies?
2. Does ALAC/At Large establish linkages with other ICANN Constituencies?
3. Has ALAC/At Large recently developed any coalitions with other ICANN Constituencies?
4. Does ALAC/At Large engage in advocacy activities?

ALAC vs. ICANN Board Collaboration

1. How does ALAC/At Large participate in ICANN Board planning processes?
2. What is the state of its relationships with members of the ICANN Board?

ALAC vs. ICANN collaboration

1. What is the state of relationships between ALAC/At Large and ICANN?
2. Has ALAC/At Large participated in policy making dialogues with ICANN over the past year?

Public relations

1. To what extent ALAC/At Large well known to the general public?
2. Has ALAC/At Large undertaken specific public relations activities over the past year?
3. What type of information does ALAC/At Large publish and disseminate to the general public?

Local/regional resources

1. What, if any, relationship does ALAC/At Large have with the private sector?
2. How does ALAC/At Large promote collaborative efforts with other sectors of the community, both private and public?

Media

1. What use does ALAC/At Large make of mass media resources to disseminate information about itself and its achievements?