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AT-LARGE ADVISORY COMMITTEE

ALAC/At-Large Improvements Project Milestone Report

Introduction

By the Staff of ICANN

At-Large Staff – in close collaboration with ALAC Chair Olivier Crépin-Leblond and the eight Co-Chairs of At-Large Improvements Working Teams (WTs) A, B, C and D – originally composed this ALAC/At-Large Improvements Project Milestone Report.

On 27 September 2011, a first version of this status report was presented to the ALAC during its September meeting and was posted on the following At-Large workspace: ALAC/At-Large Improvements Project Milestone Report Workspace. On the same day, a call for comments was sent to the ALAC-Announce mailing list.

No comments have been received from At-Large members via this workspace. Numerous comments were received from At-Large members via e-mail, telephone and Skype, however – in particular from ALAC Chair and WT C Co-Chair Olivier Crépin-Leblond, WT C Co-Chair Tijani Ben Jemaa and WT D Co-Chair Dev Anand Teelucksingh.

In incorporating these many comments into this Report, numerous successive versions of the Report were created by At-Large Staff.

The final version of this Report (attached here) incorporates these comments and other feedback received from the At-Large community. It has been carefully reviewed by ALAC Chair Olivier Crépin-Leblond and At-Large Staff to ensure this.

On 9 October 2011, ALAC Chair Olivier Crépin-Leblond requested that the At-Large Staff begin a five-day ALAC ratification vote, starting on 9 October 2011 and closing 14 October 2011, on this Report.

The At-Large Staff will submit this Report to the ICANN Structural Improvements Committee (SIC) and Board on 11 October 2011, for their review during ICANN's 42nd Meeting in Dakar. Once the ALAC vote on the document closes, Staff will also inform the SIC and Board of its results.

[End of Introduction]

The original version of this document is the English text available at http://www.atlarge.icann.org/correspondence. Where a difference of interpretation exists or is perceived to exist between a non-English edition of this document and the original text, the original shall prevail.

ALAC/At-Large Improvements Project Milestone Report

09 October 2011

Executive Summary

A. Introduction

The purpose of this report is to describe the substantial amount of work completed thus far on the ALAC/At-Large Improvements Project. In particular, it lists the specific proposals being used by the ALAC to implement 12 of the recommendations outlined in the Final Report of the ALAC Review Working Group on ALAC Improvements, along with the extent to which each proposal is already completed.

As the next step, the ALAC plans to assign the proposals not yet completed to already-existing At-Large Working Groups, establish timelines for their completion and determine their potential resource implications.

B. At-Large Improvements Work Teams

All of the implementation proposals have been developed by four Improvements working teams (WTs), each focused on a thematically related group of ALAC Review recommendations:

- WT A, focused on the ALAC's continuing purpose;
- WT B, focused on ALS participation;
- WT C, focused on ALAC planning processes; and
- WT D, focused on ALAC's policy advice development.

These WTs are truly a bottom-up endeavor. Each includes members from ALSes in all five of At-Large's RALOs, and the majority of WT co-chairs are *not* on the ALAC.

C. Use of Simplified Improvements Implementation Outline

Specifically, the WT proposals are aimed at implementing a list of constituent tasks into which the At-Large staff divided each recommendation. These tasks are found in the Simplified Improvements Implementation Outline (26 April 2010). (A few tasks, no longer relevant due to changes within ICANN, do not have proposals assigned to them.)

D. Implementation Proposals

At this point, some of the WTs' implementation proposals are completed, others are in progress and still others must be begun. Example key aspects of these proposals include:

- Amendments to ICANN's Bylaws regarding the ALAC's role (WT A; completed);
- The ICANN Academy to train new At-Large members (WT B; in progress);
- Increased input from the RALOs and ALSes in the ALAC/At-Large's planning processes (WT C; in progress); and
- Extensions of various lengths to Public Comment periods (WT D; in progress).

A. Introduction

The At-Large staff is submitting this ALAC/At-Large[1] Improvements Project Milestone Report, a status report on the ALAC/At-Large Improvements Project, to the ICANN Structural Improvements Committee (SIC) and Board for review during ICANN's 42nd Meeting in Dakar.

Purpose of this report
The purpose of this status report is to describe the substantial amount of work completed thus far on the ALAC/At-Large Improvements Project.

In particular, the report lists the complete set of specific proposals being used by the ALAC to implement 12 of the recommendations outlined in the Final Report of the ALAC Review Working Group on ALAC Improvements (9 June 2009; ALAC Review Final Report). These proposals were developed by the Project's four At-Large Improvements Working Teams (WTs; see below).

Furthermore, this report identifies the extent to which each of these proposals has already been successfully put into effect by the ALAC.

While the At-Large Improvements WTs' proposals address 12 of the recommendations in the ALAC Review Final Report, there are actually 13 recommendations in total. The one that is *not* addressed by the WTs' proposals concerns voting Board members selected by At-Large. The implementation of this recommendation has, of course, already been completed. Its implementation was separated from that of the other recommendations by the Board's Resolution 2009.06.26.30 (26 June 2009).

ALAC endorsement of this report
This status report was developed collaboratively by the ALAC, the four At-Large Improvements Work Teams, the At-Large community and the At-Large Staff.

The ALAC Executive Committee (ExCom) unanimously states its support for this report, which is currently undergoing a full ALAC ratification vote, begun on 9 October 2011 at the request of ALAC Chair Olivier Crépin-Leblond. The results of this vote will be reported to the ICANN SIC and Board.

Next steps
As the next step in this Project, the ALAC plans to discuss the implementation of those Improvements WT proposals not yet completed in Dakar. Specifically, the ALAC is planning to assign the remaining proposals to already-existing At-Large Working Groups, establish timelines for their completion and determine their potential resource implications.

[1] Throughout, "ALAC/At-Large" is used to indicate that certain of the recommendations in the Final Report of the ALAC Review Working Group on ALAC Improvements refer to the ALAC, while others refer to the At-Large community (ALAC, RALOs and ALSes).

The At-Large staff, in collaboration with the ALAC, will provide the next status update on this Project to the SIC and Board, at the latest, in time for their March 2012 meetings in Costa Rica.

B. At-Large Improvements Work Teams

The 12 recommendations outlined in the ALAC Review Final Report and addressed by the ALAC/At-Large Improvements Project fall into four thematic categories. Therefore, the ALAC established four At-Large Improvements Working Teams (WTs), each assigned to the recommendations within one of these categories:

- WT A, assigned to the ALAC's continuing purpose within ICANN;
- WT B, assigned to increasing participation by At-Large Structures (ALSes);
- WT C, assigned to improving ALAC and At-Large strategic, operational and financial planning processes; and
- WT D, assigned to enhancing the ALAC's policy advice processes.

The mandate of each WT has been to develop specific proposals – listed in this report – that the ALAC could use to implement the recommendations to which the WT was assigned. To accomplish this, each WT met regularly once every two weeks from September 2010 through March 2011.

Bottom-up endeavor
The ALAC/At-Large Improvements Project has truly been a bottom-up endeavor. Each WT is comprised of members from At-Large Structures (ALSes) in all five of At-Large's Regional At-Large Organizations (RALOs). Furthermore, the majority of WT co-chairs are, in fact, At-Large members who do *not* serve on the ALAC.

All in all, members of the WTs include ALS members and officers from every RALO, ALAC members and officers, and non-ALAC members. The At-Large Improvements WTs have, therefore, truly benefited from global At-Large community involvement.

The members of each WT, organized by RALO, are listed in Appendix 1.

C. Use of the Simplified Improvements Implementation Outline

On 4 August 2009, the ALAC adopted a resolution (AL.ALAC/RES.0809/1) endorsing specific steps toward the implementation of the recommendations outlined in the ALAC Review Final Report. In accordance with this resolution, the At-Large staff divided each recommendation into a list of smaller constituent tasks, listed in the Simplified Improvements Implementation Outline (26 April 2010; Simplified Outline).

The At-Large Improvements WTs have used these Simplified Outline tasks as a guide in developing the implementation proposals contained in this report.

Since submission of the ALAC Review Final Report in June 2009, however, much within the ALAC, At-Large and ICANN has evolved. Consequently, not all of the Simplified Outline tasks are still relevant – that is, not all still warrant implementation proposals by the ALAC/At-Large Improvements WTs.

For these reasons, in the "Implementation Proposals" section of this report below, along with each WT's actual proposals, two types of additional information have been included:

- For each WT proposal, the Simplified Outline tasks to which it applies are indicated using the task numbers assigned in the Simplified Outline; and
- For any Simplified Outline task for which no WT proposal has been made, the specific reason that no proposal has been made is indicated. (In short, only a small number of tasks have not been assigned proposals because those tasks are no longer relevant.)

D. Implementation Proposals

In the tables below are listed the actual implementation proposals for the ALAC that have been developed by the At-Large Improvements WTs.

The proposals are organized by Working Team, and, within each Working Team, they are listed in the order of the ALAC Review Final Report recommendations to which they apply.

For each WT, the following information is included:

- A summary of the recommendations within the ALAC Review Final Report for which the WT is responsible;
- The proposals that the WT developed for the ALAC, aimed at implementing its assigned recommendations;
- The numbers of the recommendation(s) and the task(s), as listed on the Simplified Outline, to which each proposal applies;
- The status of each proposal at present – that is, the degree to which each proposal has already been implemented by the ALAC and At-Large; and
- Any Simplified Outline task for which no proposal has been made, along with the specific reason. (If any such tasks exist for a WT, they are listed in a table following its main table of proposals.)

The following key explains the status of each WT proposal in the tables below:

- "Must begin": The ALAC and At-Large will begin implementing this proposal shortly after the Dakar meeting.
- "In progress": The ALAC and At-Large have begun implementing this proposal, but some amount of work remains.
- "Completed": The ALAC and At-Large have completed implementing this proposal.

Proposals by WT A on ALAC's continuing purpose

Recommendation 1: The section of the ICANN Bylaws that deals with the ALAC should be changed to reflect its continuing purpose within the ICANN structure. This continuing purpose has four key elements:

- Providing advice on policy;
- Providing input into ICANN operations and structure;
- As part of ICANN's accountability mechanisms; and
- As an organizing mechanism for some of ICANN's outreach.

Recommendation 10: The ALAC, as the representative body for At-Large, is the primary organizational home for the voice and concerns of the individual Internet user in ICANN processes (although ICANN's multi-stakeholder model provides the opportunity for individual users to choose to participate in many other ways in the ICANN process).

Recommendation 11: A clear statement is needed from the Board that recognizes the place of At-Large as the primary organizational home for individual Internet users and that clarifies the relationship between the ALAC and the User Home currently being developed within the GNSO.

WT A proposes that the ALAC…	**Recs addressed**	**Tasks addressed**	**Status**
Submit to the Board the following revision to ICANN Bylaws XI.2.4.a, drafted in collaboration with Legal: The At-Large Advisory Committee (ALAC) is the primary organizational home within ICANN for individual Internet users. The role of the ALAC shall be to consider and provide advice on the activities of ICANN, insofar as they relate to the interests of the individual Internet users. This includes policies created through ICANN's Supporting Organizations, as well as the many other issues for which community input and advice is appropriate. The ALAC, which plays an important role in ICANN's accountability mechanisms, also coordinates some of ICANN's outreach to individual Internet users.	1,10, 11	1.1, 1.1.1, 1.1.2, 1.1.3, 1.2, 1.2.1, 1.2.2, 1.3, 1.3.1, 1.3.2, 1.3.3, 10.1, 11.1, 11.1.1, 11.1.2, 11.1.3	Completed
Submit to the Board the following revisions to ICANN Bylaws XI.2.4.j, drafted in collaboration with Legal: The ALAC is also responsible, working in conjunction with the RALOs, for coordinating the following activities:... Participating in the ICANN policy development processes and providing input and advice that accurately reflects the views of individual	1, 11	1.1, 1.1.1, 1.1.2, 1.1.3, 1.2, 1.2.1, 1.2.2, 1.3, 1.3.1, 1.3.2, 1.3.3, 11.1,	Completed

Internet users;…		11.1.1, 11.1.2, 11.1.3	
Form a Working Group (WG) to conduct a complete review of the ALAC's Rules of Procedure. This review should include consideration of the role, selection process and term length of the ALAC Chair and Vice Chairs. (Any change of the term length of the ALAC Chair, as suggest by recommendation task 1.4, would require a change to the ALAC's Rules of Proceure.)	1	1.4	Must begin

Tasks not addressed by WT A	**Reason**
None	

Proposals by WT B on ALS participation

Recommendation 3: The ALS-RALO-ALAC structure of At-Large should remain in place for now.

Recommendation 4: Educating and engaging the ALSes should be an immediate priority; compliance should be a longer-term goal.

Recommendation 7: The ALAC should be allowed to make its own choices of communication and other collaborative tools to best meet its needs – taking into account budgetary constraints and the technologies already used in other parts of the ICANN community.

Recommendation 9: ICANN should strengthen its translation and interpretation processes.

WT B proposes that the ALAC…	**Recs addressed**	**Tasks addressed**	**Status**
Establish a Working Group (WG) to ensure that the At-Large information already available is organized properly and easily accessible by end users.	3	3.1	In progress
Introduce to the ALSes selected information-dissemination, communication and collaboration tools (such as Posterous, Twitter Twibes, mobile-device compatibility) and provide training.	3, 7	3.1, 3.1.1, 3.1.2, 7.1, 7.2, 7.3, 7.5	In progress
Promote further use of the At-Large Calendar to the ALSes.	3	3.1, 3.1.1, 3.1.2	In progress
Create and distribute a brief orientation/instruction	3	3.1, 3.1.3	In progress

package about the information-dissemination, communication and collaboration tools introduced to the ALSes. (The ALS Starter Kit already includes some of this information.)			
Establish the ICANN Academy, an annual training program for new At-Large ALS members, modeled after aspects of the ICANN Fellowship and Diplo Foundation. The intent is to begin this program during the ICANN Meeting in Toronto in October 2012.	4	4.1, 4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.6	In progress
Establish an engagement program for existing At-Large ALS members, to be conducted year-round and modeled after certain aspects of the Diplo Foundation (specifically, this is the At-Large Capacity Building Program to begin in Dakar in Oct 2011). The intent is for this program to start (be funded for) FY2012.	4	4.2, 4.2.1, 4.2.2, 4.2.3, 4.6	In progress
Make available to each ALS a Confluence page for two-way communication with ICANN (for example, see AFRALO ALS Confluence pages).	4	4.2, 4.2.1, 4.2.2, 4.2.3, 4.6	Completed
Make available to each ALS the use of an Adobe Connect Room for meetings, etc. (for example, see AFRALO ALS Adobe Connect Room).	4	4.2, 4.2.1, 4.2.2, 4.2.3, 4.6	Completed
Request that selected At-Large members be funded to attend non-ICANN meetings (e.g., the IGF, the Consumer Electronics Show (CES), etc.). The ALAC made this request for FY11, but it was not approved. This request is supported by the fact that At-Large should constitute an essential part of ICANN's global outreach process.	4	4.3, 4.3.1, 4.3.1.1, 4.3.2, 4.6	In progress
Request that the ALAC be invited and funded to participate in all outreach programs launched by ICANN (including the New gTLD Program outreach road show).	4	4.3, 4.3.1, 4.3.1.1, 4.3.2, 4.6	Must begin

In accepting such invitations, the ALAC should be given the option to send At-Large members as representatives who are located within the region of the specific outreach event. This request is supported by the fact that At-Large should constitute an essential part of ICANN's global outreach process.			
Invite potential At-Large members from countries currently without any ALS to a series of outreach teleconferences aimed at reaching the goal of having at least one ALS in every country.	4	4.3, 4.3.1, 4.3.1.1, 4.3.2, 4.6	Must begin
Recommend that each RALO start an individual member program. This proposal is scheduled for further discussion in the Regional Leadership Meeting in Dakar.	4	4.3, 4.3.1, 4.3.1.1, 4.3.2, 4.4, 4.6	In progress
Continue collaborating with ICANN Communications on Beginner's Guides devoted to topics relevant to At-Large. The goal should be to produce one Guide for each ICANN Public Meeting. This Beginner's Guide series was initiated by At-Large. In close collaboration with ICANN Communications, At-Large has already co-produced a Beginner's Guide to Domain Names and Beginner's Guide to Internet Protocol (IP) Addresses. Two more are currently in the pipeline.	4	4.3, 4.3.3, 4.6	In progress
Recommend to the RALOs that they formalize their outreach/"inreach" role in whatever way each finds appropriate (e.g., by including in their Rules of Procedure).	4	4.3, 4.3.4, 4.6	In progress
Increase significantly the ALAC's creation of "inreach" materials aimed at leadership engagement and development throughout At-Large (including brochures, radio programs, podcasts, webinars, and online videos). For examples of work in progress, see At-Large and	4	4.5, 4.5.1, 4.6	In progress

RALO Brochures.			
Create job descriptions for ALAC members, liaisons and other At-Large leaders that include qualification requirements, responsibilities and objective criteria for performance evaluation. For work in progress, see Resolution on Position Description for ALAC Members and ALAC Liaisons.	4	4.5, 4.5.1, 4.6	In progress
Create and implement a transparent sanctions process for nonperformance of ALAC, RALO and ALS members. The relevant metrics and sanctions should be consistent across all RALOs. The sanctions should be progressive, including the withholding of travel support and ending with the replacement of the member.	4	4.5, 4.5.2, 4.5.3, 4.5.5, 4.6	In progress
Create, in collaboration with ICANN's Nominating Committee (NomCom), a process for the midterm replacement both of NomCom appointments to the ALAC and of ALAC appointments to the NomCom.	4	4.5, 4.5.4, 4.5.4.1, 4.5.5, 4.6	Must begin
Conduct a survey of ALSes regarding communication & collaboration tools	7	7.1, 7.2, 7.2.1,	Completed
Establish a Technology Task Force (TTF) of community members that would periodically review the appropriateness of available technology, help train RALOs/ALSes in new technologies introduced and possibly staff a help desk.	7	7.2.2, 7.2.3, 7.2.4, 7.3, 7.3.1, 7.3.2, 7.3.3, 7.3.4, 7.4, 7.4.1, 7.5, 7.6, 7.6.1	Must begin
Build into At-Large's consideration of ICANN policy issues (open Policy Forums) more and earlier translation of relevant materials.	9	9.1, 9.1.1	In progress
Review ICANN's new Language Services Policy (once available) and request that At-Large staff do the same, focusing on At-Large needs, particularly related to ICANN policy issues.	9	9.2, 9.2.1, 9.3	Must begin

Tasks not addressed by WT B	Reason
9.1 Interim measures (near term)	This task is no longer relevant due to improvements in ICANN's translation services since the ALAC Review Final Report and the imminent release of ICANN's new Language Services Policy.

Proposals by WT C on ALAC planning processes

Recommendation 5: The ALAC should develop strategic and operational planning processes (including performance criteria and cost information) as part of ICANN's planning process.

Recommendation 6: More effort needs to be put into developing accurate cost models for At-Large activities.

WT C proposes that the ALAC…	Recs addressed	Tasks addressed	Status
Ratify the strategic planning process reflected in the flowchart titled "Figure C-1: Proposed At-Large Strategic Planning Process" (see Appendix 2), by which the ALAC could contribute to ICANN's strategic planning. This flowchart depicts the strategic planning process used by the ALAC and At-Large for planning FY2012. If ratified by the ALAC, it would formally replace the ALAC/At-Large's previous process, depicted in "Figure C-2: Previous At-Large Strategic Planning Process" (see Appendix 2).	5	5.1, 5.1.1, 5.1.1.1, 5.1.2, 5.1.3	Must begin
Ratify the operational and financial planning process reflected in the flowchart titled "Figure C-3: Proposed At-Large Operational and Financial Planning Process" (see Appendix 2), by which the ALAC could contribute to ICANN's operational and financial planning. This flowchart depicts the operational and financial planning process used by the ALAC and At-Large for planning FY2012. If ratified by the ALAC, it would formally replace the ALAC/At-Large's previous process, depicted in "Figure C-4: Previous At-Large Operational and Financial Planning Process" (see Appendix 2).	5	5.2, 5.2.1, 5.2.1.1, 5.2.2, 5.2.3	Must begin

Review and amend the ALAC's strategic planning process yearly, in line with annual amendments to ICANN's overall strategic planning process.	5	5.1, 5.1.1	In progress
Conduct periodic "SWOT" (strengths, weaknesses, opportunities and threats) analyses of the At-Large strategic planning process, in conjunction with the RALOs (as WT C did), and compare the results of these analyses to identify areas that have improved or deteriorated. In the first SWOT analysis conducted by WT C, the main barriers to strategic planning were identified as a lack of a high level strategy for At-Large, lack of mechanisms to identify skills shortages, lack of skill transfer, lack of inclusion metrics (geographic, societal, gender) and lack of funding.	5	5.1, 5.1.1, 5.1.1.1	In progress
Articulate ALAC's and At-Large's vision and mission. WT C suggests the following wording: "The mission of the ALAC is to facilitate the voice of the individual end users of the Internet within the policy development and other activities of ICANN."	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress
Use appropriate metrics to ensure that the ALSes are diverse, effective and well-informed. These measures could gauge, for example, the production of Beginner's Guides and podcasts.	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress
Initiate, develop and maintain an institutional knowledge management and retention system for At-Large.	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress
Encourage the five RALOs to coordinate their outreach and "inreach" policies in order to facilitate the search for new skill sets needed within At-Large.	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress
Continue actively pursuing At-Large growth, for the overall benefit of ICANN. The goal is to have at least one ALS in every country. (At-Large has continued to increase its number of ALSes; as of 27 September 2011, there were 136.)	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress

In attempting to get the ALAC's outreach projects funded, emphasize their role not only as a strategic resource benefiting the ALAC and RALOs but also as part of a wider ICANN legitimacy process.	5	5.1, 5.1.2, 5.1.3, 5.2.3	In progress
Acknowledge and encourage a continuation of the better collaboration between the ALAC and ICANN's Finance staff seen in preparing the FY2012 Budget. This proposal is in addition to the fact that most At-Large operational planning is done by ICANN staff.	5	5.2, 5.2.1	Completed
Conduct periodic "SWOT" (strengths, weaknesses, opportunities and threats) analyses of the At-Large operational and financial planning process, in conjunction with the RALOs (as WT C did), and compare the results of these analyses to identify areas that have improved or deteriorated. In the first SWOT analysis conducted by WT C, the main barriers to operational and financial planning were identified as the ALAC's being slow to react; translation processes being slow, and translations not being available for all documents; ALAC members' potential conflicts of interest; a lack of travel funding, putting At-Large in a second-class tier; and not enough informational materials for the ALSes.	5	5.2, 5.2.1, 5.2.1.1	In progress
Formalize the process by which the ALAC collects operational demands from the RALOs and includes them in its operational plans.	5	5.2, 5.2.2	In progress
Clearly estimate and document the time required for the ALAC's operational processes (e.g., responding to a call for Public Comments) and use these estimates to formalize its operational processes.	5	5.2, 5.2.2	In progress
Continue requesting face-to-face funded general assemblies (GAs) for each RALO every three years and an At-Large Summit.	5	5.2, 5.2.2	In progress
Continue to monitor its level of needed staff support and ICANN's commitment to and progress in filling open staff positions. As of September 2011, all allotted At-Large staff	5	5.3	In progress

positions had been filled.			
Encourage the same high level of input into ICANN's annual financial planning from the ALSes and RALOs as was demonstrated in the planning for FY2012.	6	6.1	In progress
Continue to encourage ICANN to increase its level of detailed disclosure regarding the process of financing the ALAC and At-Large. The ALAC acknowledges that this level significantly improved for FY2012.	6	6.1	In progress
Continue to monitor the accommodations given to At-Large representatives at ICANN Meetings to ensure they are equal to those of other funded communities.	6	6.2	In progress
Continue to encourage ICANN to prioritize and increase funding for outreach activities.	5	5.1, 5.2, 5.2.1	In progress
Continue to assist the RALOs in completing their annual ICANN requests for funding, as needed, in terms of writing, packaging and advocacy.	5, 6	5.2, 6.1	In progress

Tasks not addressed by WT C	**Reason**
5.3.1 ALAC and staff should develop an annual support agreement	This task is no longer relevant due to the following changes within ICANN in recent years (i.e., since submission of the ALAC Review Final Report): - An increase in staff resources dedicated to At-Large (as of September 2011, all allotted At-Large staff positions had been filled); - Closer collaboration between At-Large and both the At-Large staff and other ICANN staff; - The ALAC's (and other communities') more effective and proactive inclusion in ICANN's strategic, operational and budgetary planning processes (exemplified by the development of ICANN's 2009–2010 Operational Plan and 2011–2013 Strategic Plan); and - An increased acceptance across ICANN's communities and staff of the purpose of the ALAC within ICANN's multi-stakeholder model.

Proposals by WT D on ALAC's policy advice development

REC 8: The Public Comment period should remain 30 days, except in the case of special circumstances, for which ALAC may request an extension to 45 days.

REC 12: ICANN should develop a mechanism that allows bodies recognized as representing consumer interests to be heard at critical points in key decisions and to provide input into policy processes. (As this recommendation affects recruitment across two communities, development of an integrated outreach program for this stakeholder group will be developed centrally. Upon completion, it will be provided to At-Large for review and comment.)

REC 13: The ALAC should strive to provide policy advice on any issues that affect individual Internet users. To this end, the following should be strengthened:
- The processes within ALAC for developing and providing policy advice;
- The processes within the SOs for requesting input from the ALAC on policy issues; and
- The processes within the SOs, ACs, and Board for providing ALAC with feedback about how its policy advice has been used.

WT D proposes that the ALAC…	**Recs addressed**	**Tasks addressed**	**Status**
Ratify the process reflected in the flowchart titled "Figure D-1: How the ALAC Should Request an Extension to a Public Comment Period" (see Appendix 2), by which the ALAC could request that a Public Comment period be extended. This proposed process includes the following steps (see Figure D-1 in Appendix 2): - The ALAC's deciding on the number of days needed for the extension; - The ALAC's submitting an extension request; and - If the request is denied, the ALAC's deciding on next steps (i.e., whether to submit a comment or not).	8, 13	8.1, 8.1.1, 8.2, 8.2.1, 13.1, 13.1.1	In progress
Request that extensions to Public Comment periods be allowed of any length up to 30 additional days (see "A" on Figure D-1 in Appendix 2).	8, 13	8.1, 8.1.1, 8.2, 8.2.1, 13.1, 13.1.1	In progress
Request that any extension request to a Public Comment period be granted or denied within 24 hours (see "B" on Figure D-1 in Appendix 2).	8, 13	8.2, 8.21, 13.1, 13.1.1	In progress
Recommend the establishment of a Policy Scheduling Team (PST), consisting of ICANN staff, to coordinate the opening of Public Comment periods.	8, 13	8.3, 8.3.1, 8.3.1.1, 8.3.1.2,	Must begin

The PST should: - Be comprised of an ICANN staff member assigned to each SO and AC and the Language Services Manager; and - Maintain a publicly available Policy Comment Schedule (PCS), which tracks upcoming Public Comment periods, in order to (a) avoid many such periods opening around the same time, (b) allow the ACs and SOs to better plan their time and (c) allow better planning for needed translations. (For each upcoming Public Comment period, the PCS should Include the policy name, a synopsis, the responsible AC or SO, and tentative opening date.)		8.4, 13.1, 13.1.1, 13.1.2, 13.1.3	
Establish a standing committee, the ALAC/At-Large Policy Review Committee (PRC), responsible for advising the ALAC of actions needed regarding upcoming PCS policy issues, as well as policy issues not on the PCS but of At-Large interest. The working of the PCS is depicted in the flowchart titled "ALAC/At-Large Policy Review Committee (PRC)" (see Figure D-2 in Appendix 2). The specific responsibilities of the PRC should include advising the ALAC as early as possible of: - ALAC comments needed in response to upcoming Policy Comment periods; - At-Large community briefings, documentation or translations needed for upcoming Policy Comment periods; - The degree of interest that the RALOs and ALSes have in the ALAC's submitting comments during Policy Comment periods; and - Policy issues (and other concerns) relevant to end users that are *not* on the PCS but that the RALOs and ALSes are interested in bringing to ICANN's attention. In order to perform its function, the PRC should be comprised of: - The Chair and Secretariat of each RALO; - At least two additional representatives from each RALO; - The ALAC Rapporteur; and - The ALAC liaisons to the various ACs, SOs and	8, 13	8.3, 8.3.1, 8.3.1.1, 13.1, 13.1.1, 13.1.2	Must begin

cross-constituency WGs.			
Create and maintain a consumer outreach document for use by At-Large in its outreach efforts aimed at getting consumer organizations involved in ICANN. See WT D's proposed consumer recruitment document, Defending Consumers on the Internet.	12	12.1, 12.1.1, 12.2, 12.2.1	In progress
Ratify the process reflected in the flowchart titled "ALAC/At-Large Policy Advice Development (PAD) Process" (shown in Figures D-3, D-4 and D-5 in Appendix 2), by which the ALAC could systematically respond to Public Comment periods. This flowchart represents a comprehensive, flexible, systematic process that would replace the At-Large Policy Advice Development process currently in use. The proposed process is divided into five stages, made up of the following steps: - Stage 1: Policy is available for comment (see Figure D-3, Stage 1, in Appendix 2) - The ALAC notifies At-Large that the policy for Public Comment is available in English, Spanish and French. - Stage 2: Within 10 calendar days after the policy is available (see Figure D-3, Stage 2, in Appendix 2) - The ALAC decide whether or not to submit a comment; - The ALAC decides if, at this stage, it needs an extension of the deadline and, if so, requests one; - The ALAC assigns a standing or ad hoc Working Group (WG) to create a first draft of the comment; and - The ALAC decides if a community briefing call is needed and, if so, requests one. - Stage 3: At least 9 calendar days before the deadline (see Figure D-4, Stage 3, in Appendix 2): - The assigned WG informs the ALAC whether or not an extension of the deadline is needed at this stage (if considered needed, the ALAC can request the extension);	13	13.1, 13.1.1, 13.1.2, 13.1.3, 13.1.4	In progress

- The WG makes its draft ALAC comment available for review and comments by At-Large; and - Incorporating relevant discussions and comments, the WG produces the final ALAC comment. - Stage 4: At least 7 calendar days before the deadline (see Figure D-5, Stage 4, in Appendix 2): - The ALAC starts an ALAC ratification vote on the final comment. - Stage 5: At least 1 calendar day before the deadline (see Figure D-5, Stage 5, in Appendix 2): - If the final comment is ratified, the ALAC requests the At-Large staff to transmit the comment to the ICANN staff person responsible for the Public Comment period.			
Request that all Public Comment period Web listings and related documentation be required to be available in at least English, French and Spanish from the *start* of every Public Comment period.	13	13.1, 13.1.3, 13.1.4	Must begin
Strongly encourage the RALOs and ALSes to give increased input into the ASO's Policy Development Process (PDP), via the ASO's Regional Internet Registries (RIRs). The ASO's PDP already allows for input, via the Regional Internet Registries (RIRs), before ASO-proposed policies reach ICANN's Board for approval.	13	13.6	In progress

Tasks not addressed by WT D	**Reason**
13.2 Strengthen policy-development processes within the SOs and ACs for requesting and considering ALAC input	This task is no longer relevant for the following reasons: - As part of the GNSO's review and revision of its Policy Development Process (PDP) during the last year, it now regularly requests and considers ALAC input; - The standing ALAC liaison to the ccNSO and the ccNSO liaison to the ALAC now ensure that ALAC input is regularly sought and considered in the ccNSO's PDP.; and - The ASO PDP, via the RIRs, is already open to public input.

13.2.1 Review current process in each AC/SO.	See reason in 13.2 above.
13.2.2 Develop recommendations to make relevant changes for community consideration	See reason in 13.2 above.
13.3 "Processes between SOs, ACs and the Board need to be developed/strengthened to provide feedback on how ALAC advice has been considered and used within their processes."	This task is already specifically addressed by Recommendation 7 of the Final Recommendations of the Accountability and Transparency Review Team (ATRT) (31 Dec 2010).
13.4 Ensure the GNSO PDP incorporates measures that guarantee input from ALAC is requested, included, and considered integral to the process	The task is no longer relevant because, as part of the GNSO's review and revision of its Policy Development Process (PDP) during the last year, it now regularly requests and considers ALAC input.
13.5 Ensure the ccNSO PDP incorporates measures that guarantee input from ALAC is requested, included, and considered integral to the process	This task is no longer relevant, since the standing ALAC liaison to the ccNSO and the ccNSO liaison to the ALAC now ensure that ALAC input is regularly sought and considered in the ccNSO's PDP. These liaisons allow for significant collaborative input into each other's policy and other work.

E. Appendices

Attached are the following appendices:

- Appendix 1: Members of the ALAC/At-Large Improvements Working Teams; and
- Appendix 2: Flowcharts Accompanying the Proposals of Improvements Working Team C and Working Team D.

Appendix 1:
Members of the ALAC/At-Large Improvements Working Teams

Improvements Working Team A on the ALAC's continuing purpose

AFRALO members
Pastor Peters Omoragbon
Baudouin Schombe

APRALO members
Cheryl Langdon-Orr
Sivasubramanian Muthusamy

EURALO members
Yrjö Länsipuro – WT A Co-Chair

LACRALO members
Carlos Aguirre
Matías Altamira
Sylvia Herlein Leite
Daniel Monastersky
Dev Anand Teelucksingh

NARALO members
Eric Brunner-Williams
Evan Leibovitch – WT A Co-Chair

Improvements Working Team B on ALS participation

AFRALO members
Yaovi Atohoun
Baudouin Schombe
Moataz Shaarawy
Michel Tchonang

APRALO members
Fouad Bajwa – WT B Co-Chair
Cheryl Langdon-Orr

EURALO members
Sandra Hoferichter
Wolf Ludwig

LACRALO members
Carlos Aguirre
Jean Marie Altema
Antonio Medina Gómez
Sergio Salinas Porto
Dev Anand Teelucksingh

NARALO members
Gordon Chillcott
Annalisa Roger – WT B Co-Chair
Darlene A. Thompson

Improvements Working Team C on ALAC planning processes

AFRALO members
Shaarawy Abd Elbaky
Tijani Ben Jemaa – WT C Co-Chair
Dave Kissoondoyal
Fatimata Seye Sylla

APRALO members
Fouad Bajwa
Cheryl Langdon-Orr
Charles Mok

EURALO members
Olivier MJ Crepin-Leblond – WT C Co-Chair
Rudi Vansnick

LACRALO members
Jessel Ackbarali
James Corbin
Sylvia Herlein Leite
Sergio Salinas Porto
Cintra Sooknanan
Dev Anand Teelucksingh
Freddy Linares Torres

NARALO members
Gareth Shearman
Darlene Thompson

Improvements Working Team D on the ALAC's policy advice development

AFRALO members
Dave Kissoondoyal

APRALO members
Cheryl Langdon-Orr
Charles Mok
Hong Xue

EURALO members
Jean-Jacques Subrenat
Rudi Vansnick – WT D Co-Chair

LACRALO members
Antonio Medina Gómez
Dev Anand Teelucksingh – WT D Co-Chair
Carlos Vera

NARALO members
Beau Brendler
Chris Grundemann

Appendix 2:
Flowcharts Accompanying the Proposals of Improvements Working Team C and Working Team D

On the following pages are the flowcharts referred to in the specific implementation proposals by Improvements Working Teams C and D. These flowcharts illustrate both the details and combined results of various (though not all) of these WTs' proposals.

Below is the complete list of the flowcharts appearing on the following pages.

Work Team C flowcharts

Figure C-1: Proposed At-Large Strategic Planning Process

Figure C-2: Previous At-Large Strategic Planning Process

Figure C-3: Proposed At-Large Operational and Financial Planning Process

Figure C-4: Previous At-Large Operational and Financial Planning Process

Work Team D flowcharts

Figure D-1: How the ALAC Should Request an Extension to a Public Comment Period

Figure D-2: ALAC/At-Large Policy Review Committee (PRC)

Figure D-3: ALAC/At-Large Policy Advice Development (PAD) Process – Stages 1 and 2
- Stage 1: Policy is available for comment
- Stage 2: Within 10 calendar days after the policy is available

Figure D-4: ALAC/At-Large Policy Advice Development (PAD) Process – Stage 3
- Stage 3: At least 9 calendar days before the deadline

Figure D-5: ALAC/At-Large Policy Advice Development (PAD) Process – Stages 4 and 5
- Stage 4: At least 7 calendar days before the deadline
- Stage 5: At least 1 calendar day before the deadline

(Note that Figures D-3, D-4 and D-5 above together make up the "ALAC/At-Large Policy Advice Development (PAD) Process" flowchart.)

Figure C-1
Proposed At-Large Strategic Planning Process

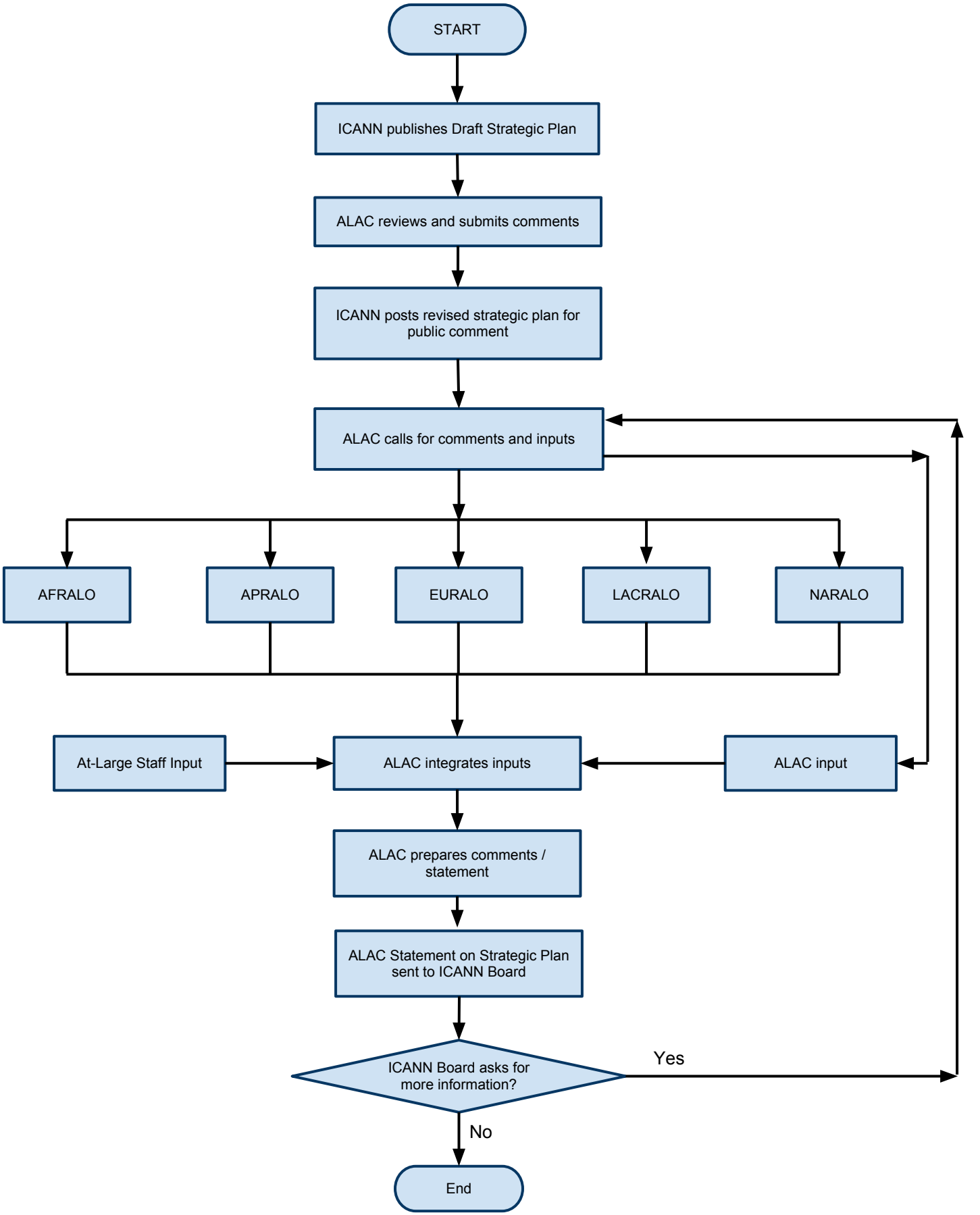

Figure C-2

Previous At-Large Strategic Planning Process

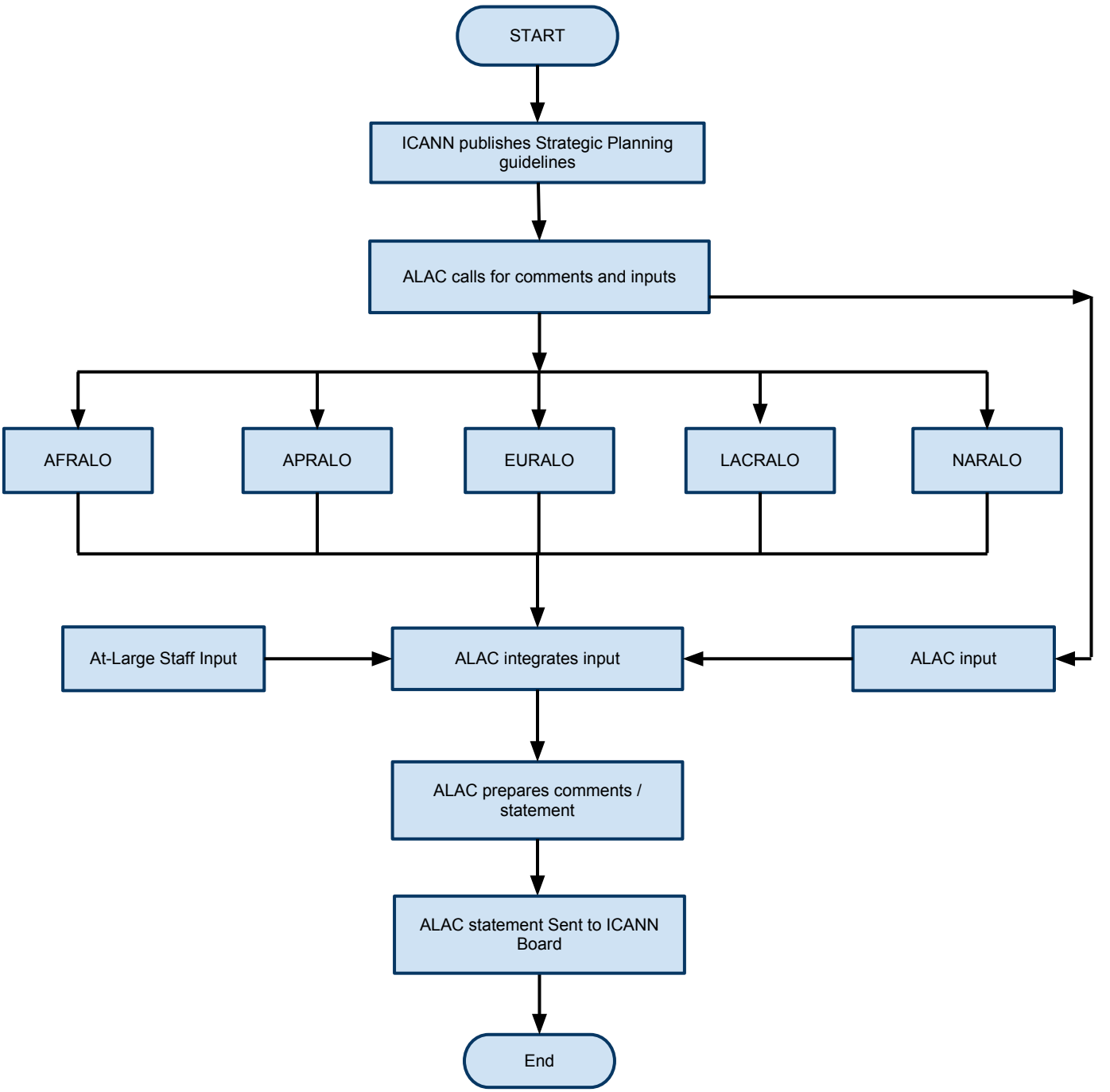

Figure C-3
Proposed At-Large Operational and Financial Planning Process

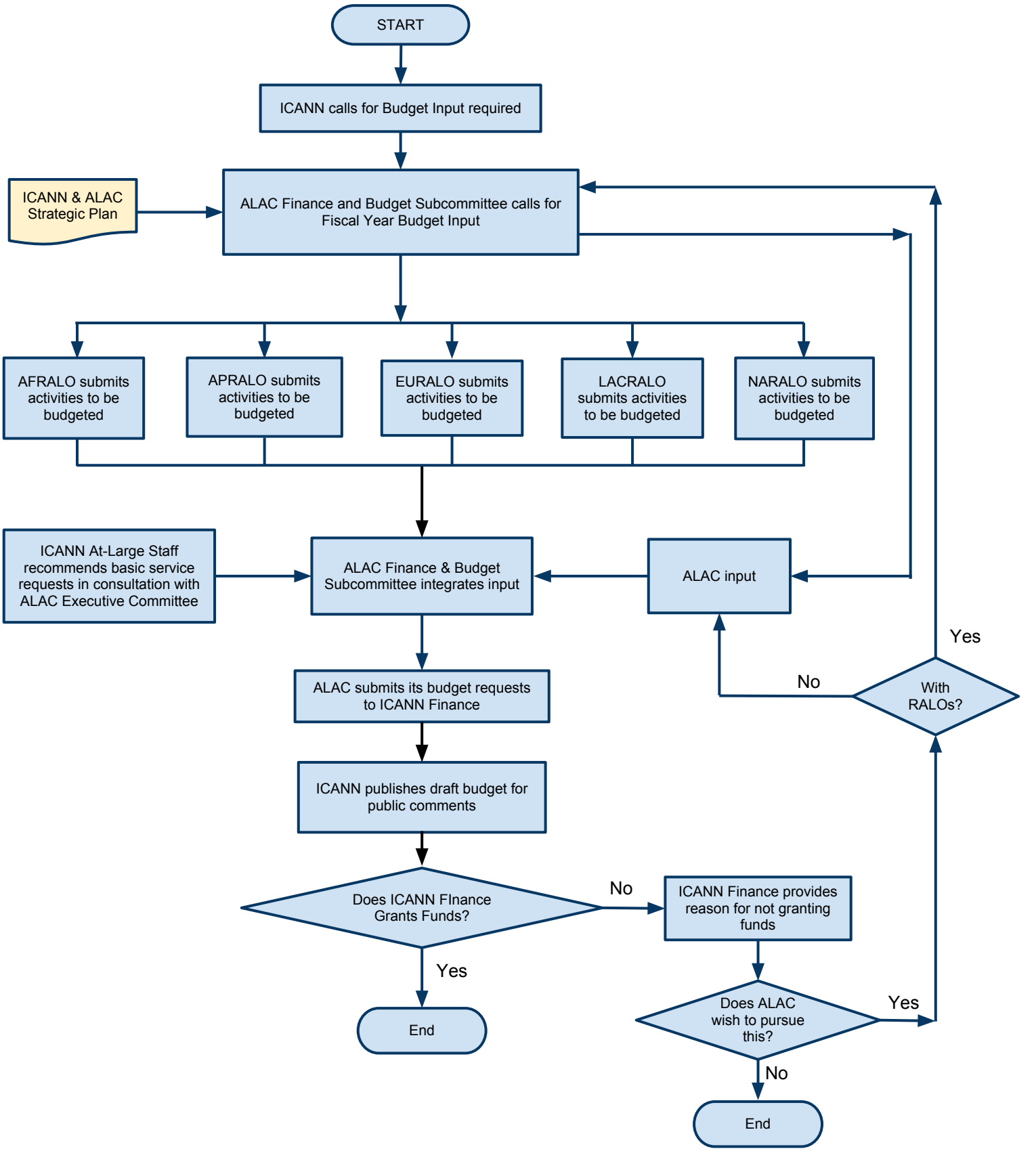

Figure C-4

Previous At-Large Operational and Financial Planning Process

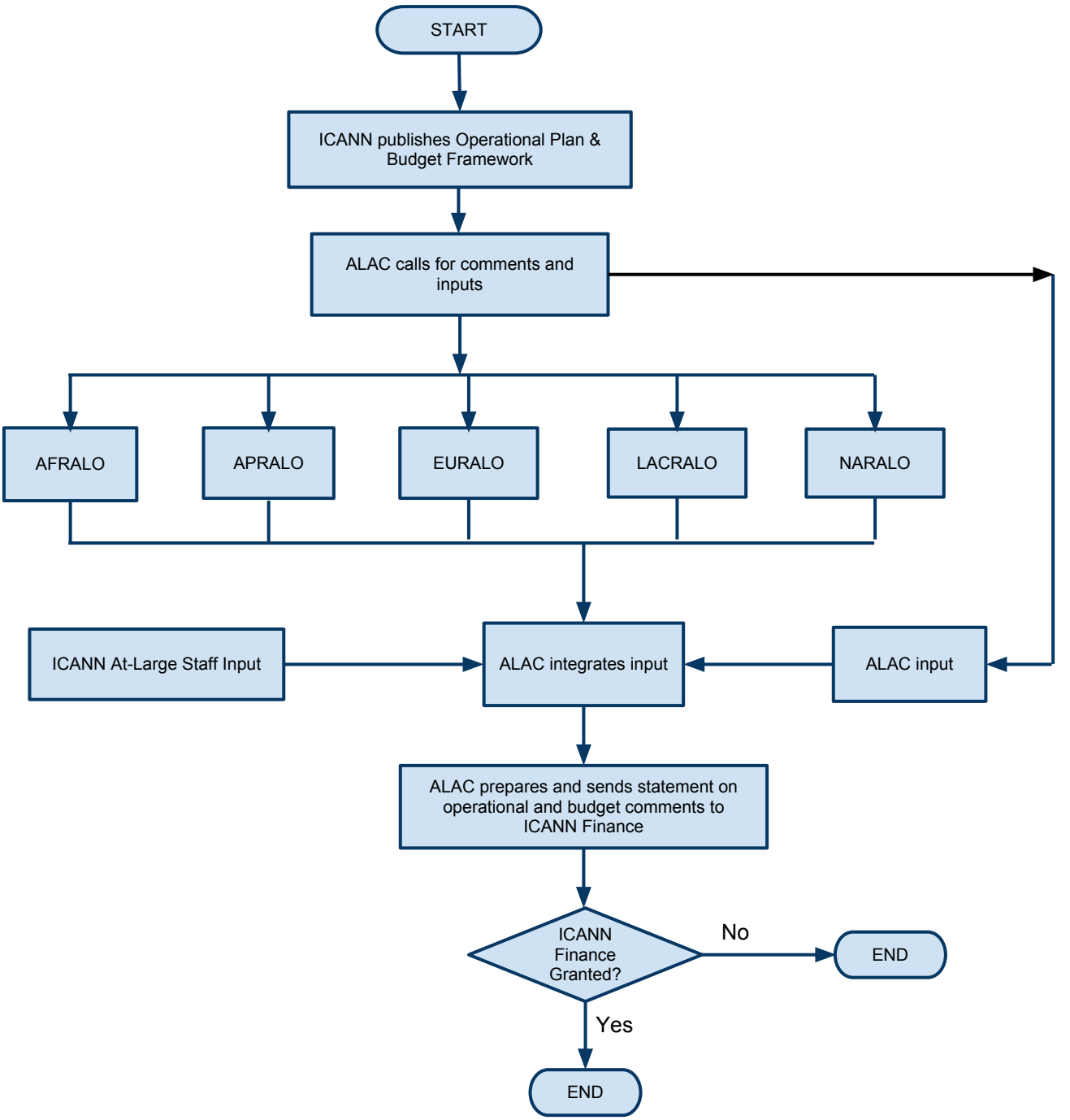

Figure D-1

How the ALAC Should Request an Extension to a Public Comment Period

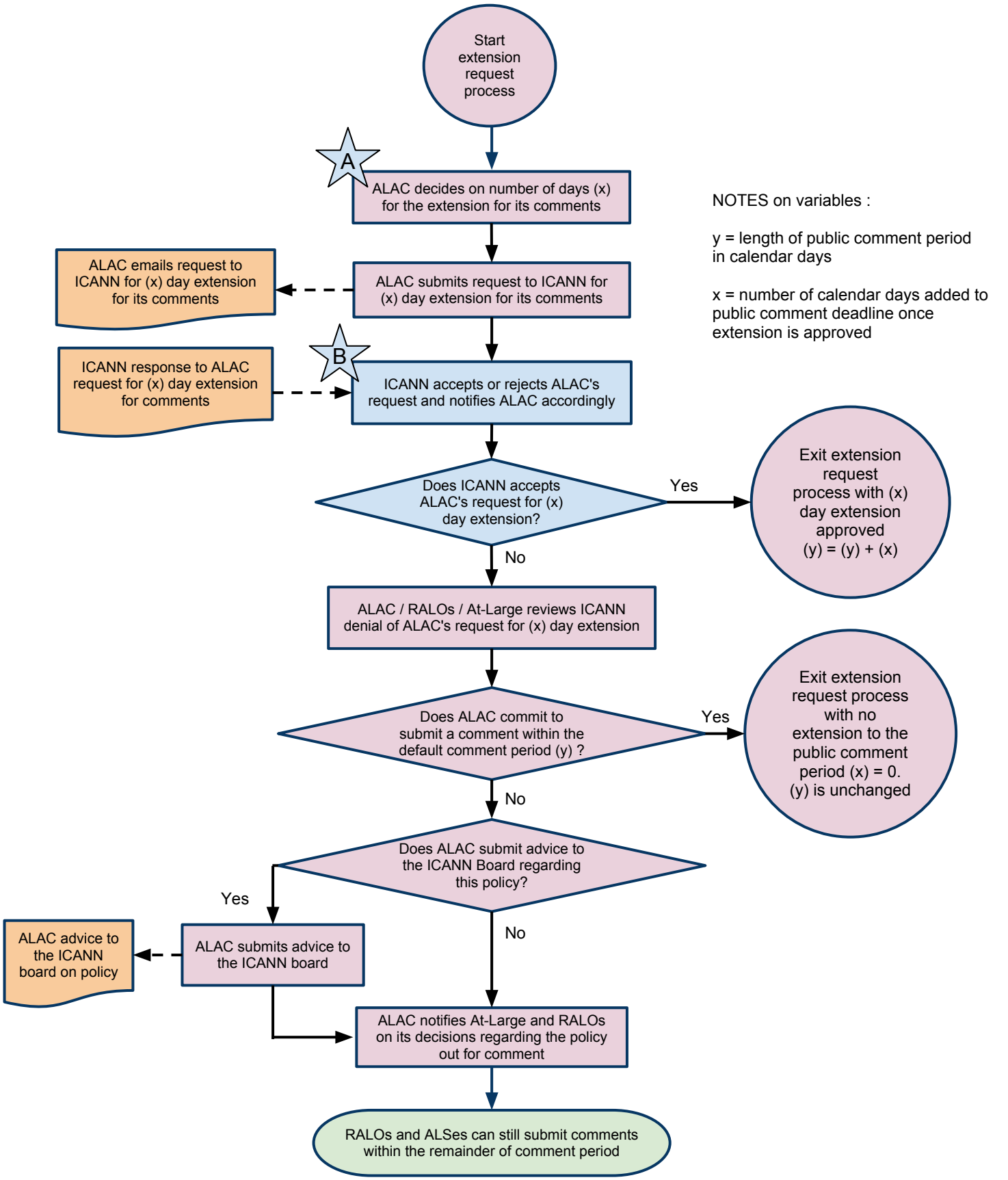

Figure D-2

ALAC/At-Large Policy Review Committee (PRC)

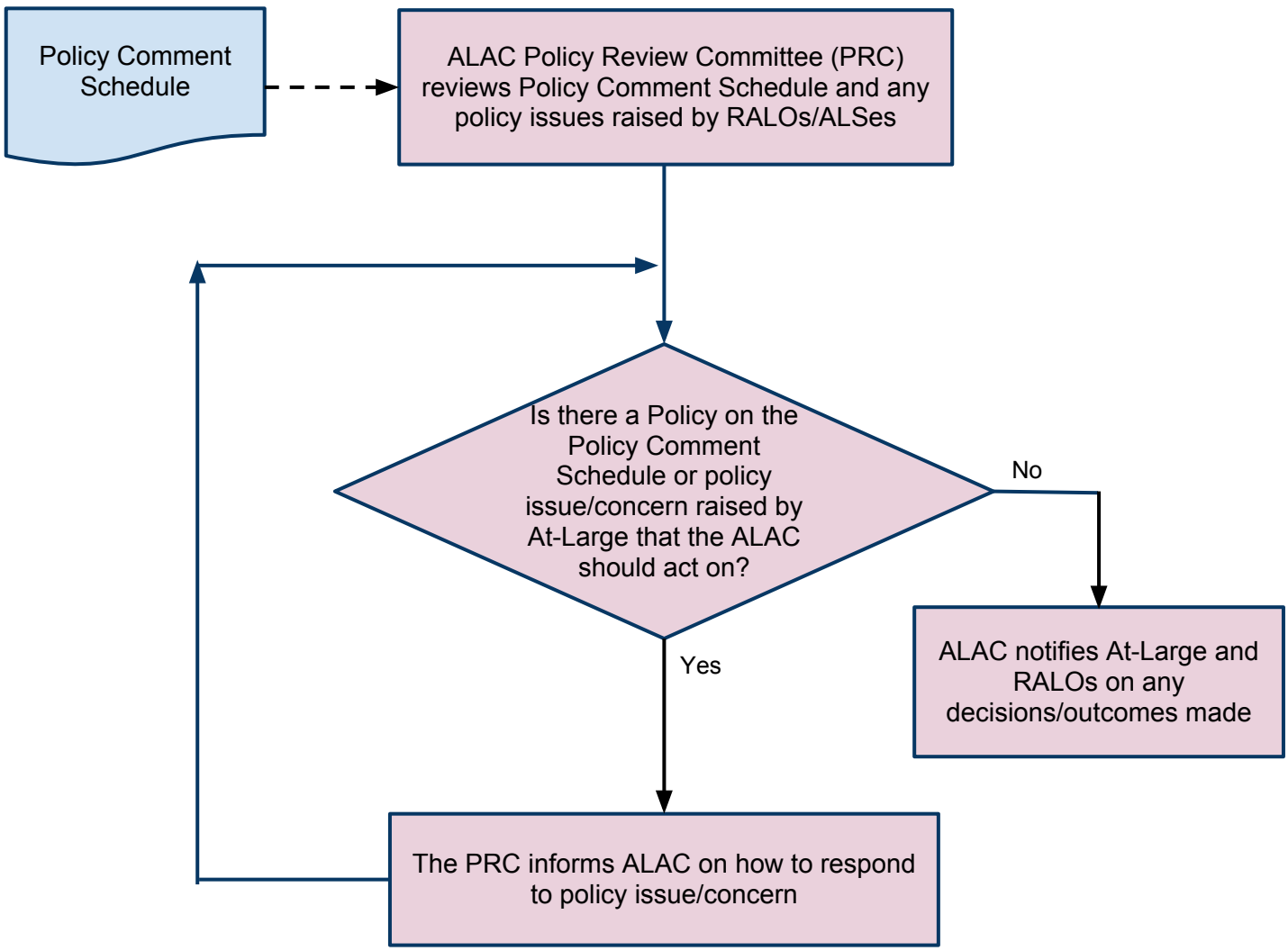

Figure D-3
ALAC/At-Large Policy Advice Development Process - Stage 1 and 2

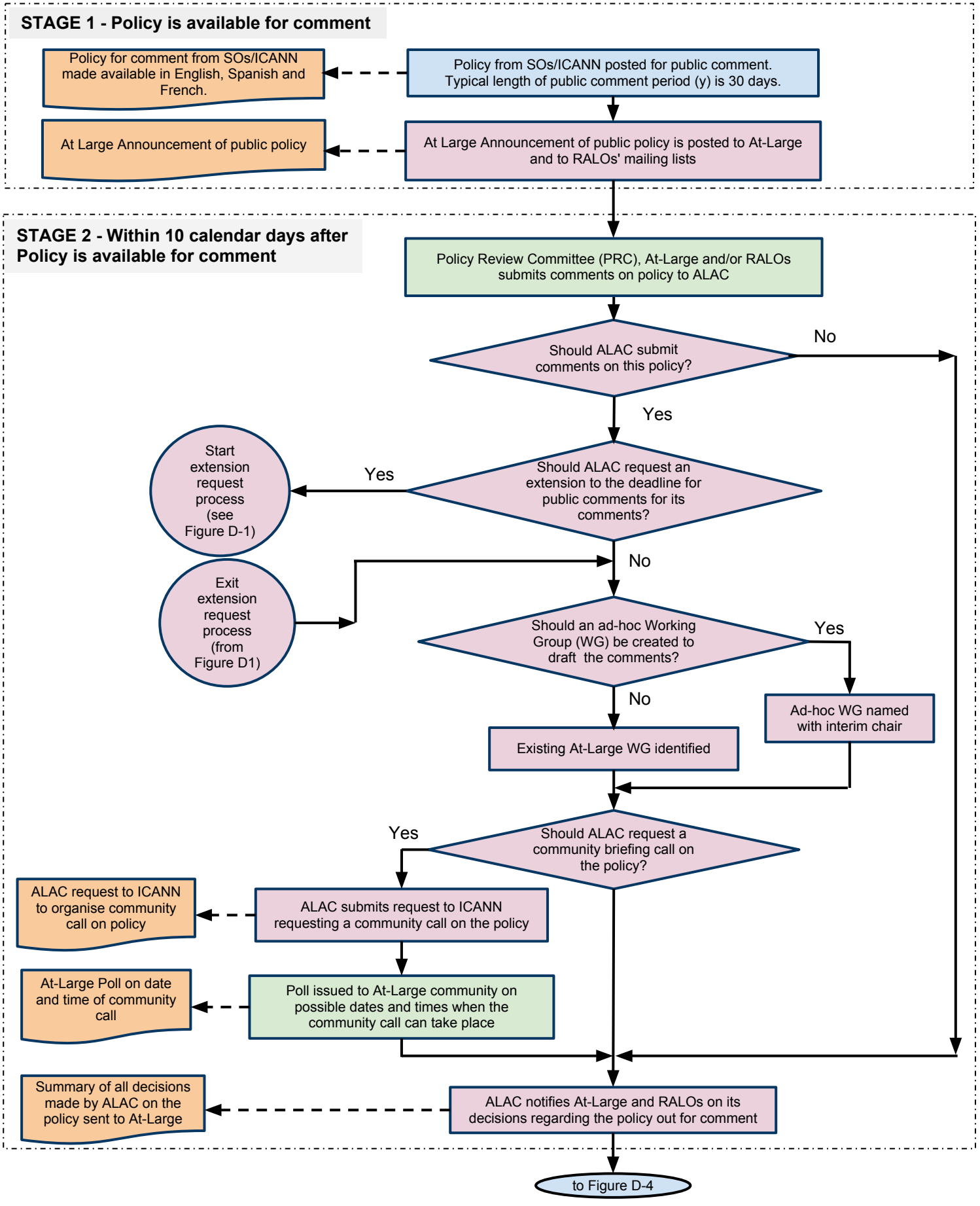

Figure D-4

ALAC/At-Large Policy Advice Development Process - Stage 3

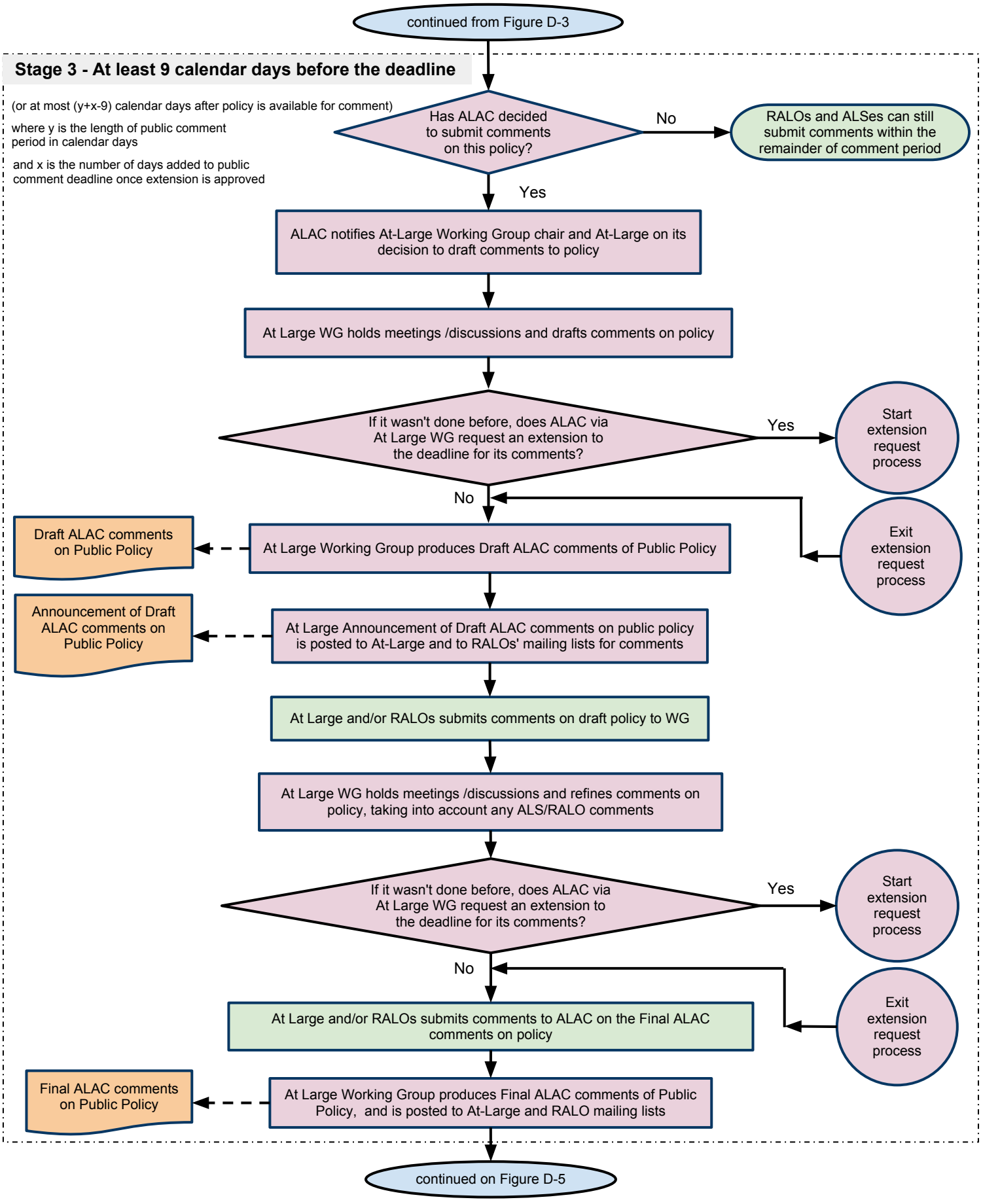
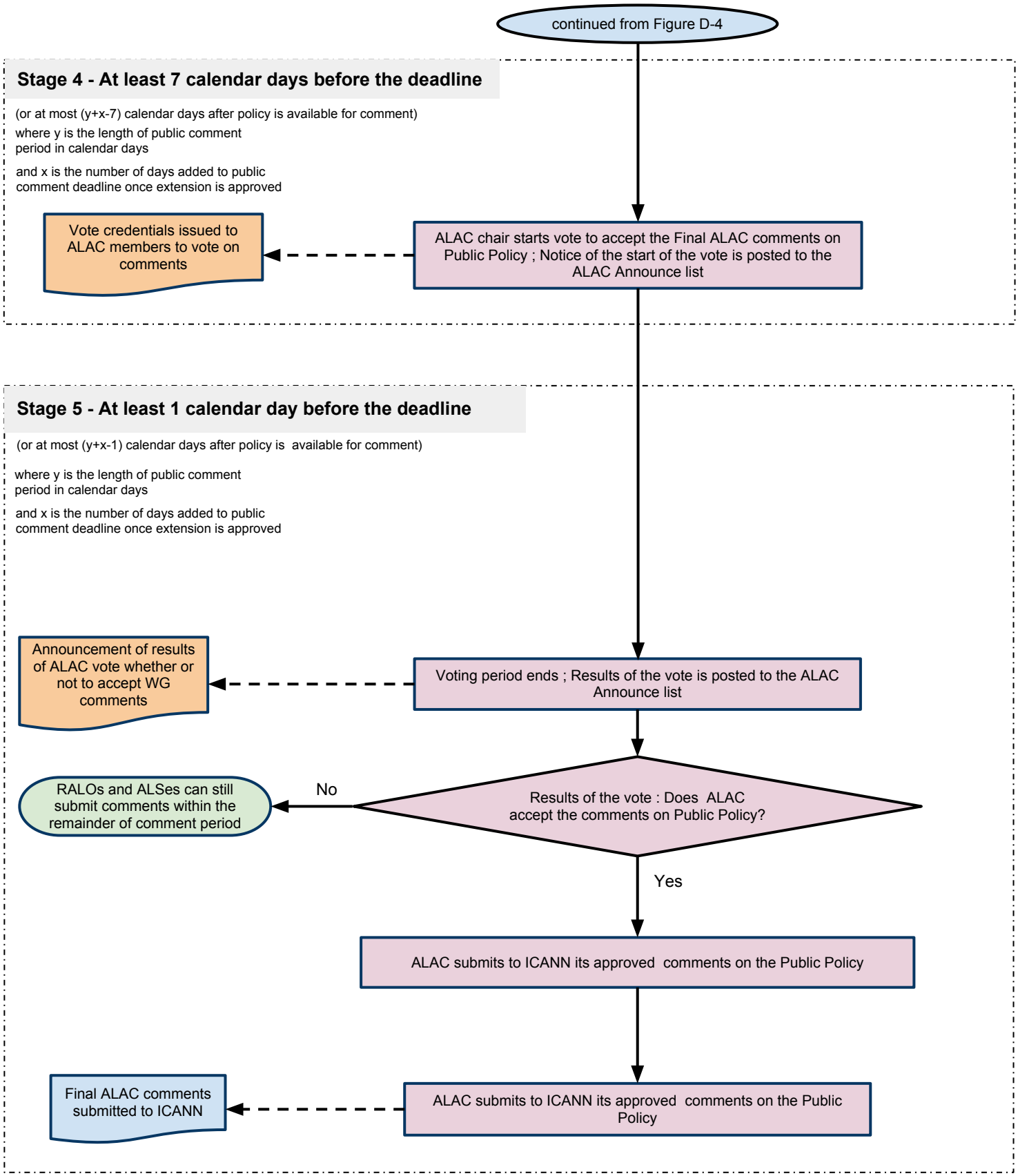
Figure D-5
ALAC/At-Large Policy Advice Development Process - Stage 4 and 5