

ICANN Principles of Continuous Improvement (CIP) as they relate to the At-Large Advisory Committee (ALAC)

Initial work undertaken by the ALAC CIP Small Team for ALAC Review
April through July 2024.

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ICANN Principles of Continuous Improvement as they relate to the At-Large Advisory Committee (ALAC)

Initial work undertaken by the ALAC CIP Small Team for ALAC Review

Historically, ICANN [Organizational Reviews](#) have asked whether the Supporting Organizations (SOs), Advisory Committees (ACs), and the Nominating Committee (NomCom) have a continuing purpose within the ICANN community. Rather than articulating this as a single principle, ICANN org proposes it as an overarching consideration addressed through five separate principles that would guide the successful execution of the Continuous Improvement Program (CIP).

- ❖ **Principle 1:** The ALAC is fulfilling its purpose.
- ❖ **Principle 2:** The structure of the ALAC is effective.
- ❖ **Principle 3:** The operations of the ALAC are efficient.
- ❖ **Principle 4:** The ALAC is accountable¹ internally to its At-Large Structures (ALSes) and Individual Members (IMs), and externally to the wider ICANN community.
- ❖ **Principle 5:** The ALAC collaborates to further ICANN's mission and the effectiveness of its bottom-up, multistakeholder model

Review Status regarding the ICANN CIP 5 Principles with relation to the At-Large Advisory Committee (ALAC) when deciding Yes / No / Not Applicable to each at this point in time the answer to all 5 for the ALAC in July 2024 is **YES...**

¹ See related [Work Stream 2 – Recommendations to Increase SO/AC Accountability](#).

5 ALAC 2024 CIP PRINCIPLES - 27 CRITERION - 113 (56 current 57 Aspirational) S.M.A.R.T. INDICATORS* - indicators are listed in each table linked below:

PRINCIPLE 1 ALAC is fulfilling its purpose.	Criterion 1 <u>Fulfilling purpose, contributing to ICANN mission</u>	Criterion 2 <u>Contributing to global public interest</u>	Criterion 3 <u>Contributes to ICANN Strategic Plan (FY21-25) esp. MSM</u>							
PRINCIPLE 2 Effective structure.	Criterion 1 <u>ALAC has WGs and processes to address annual goals, prioritie.</u>	Criterion 2 <u>Processes help the ALAC operate to meet its purpose, are accessible and are communicated clearly.</u>	Criterion 3 <u>Processes are in place for planning and prioritizing work.</u>	Criterion 4 <u>Processes are in place for assessing and measuring output.</u>	Criterion 5 <u>Output has produced the desired outcome and is implemented in a timely fashion</u>					
PRINCIPLE 3 Efficient operations.	Criterion 1 <u>The ALAC has processes promote planning, setting priorities, identify issues</u>	Criterion 2 <u>Assesses input to scope of responsibility</u>	Criterion 3 <u>Develops and recommends internal and external outputs for its purpose</u>	Criterion 4 <u>Outputs and workloads are managed and are implemented, and implementation is monitored</u>	Criterion 5 <u>Nurtures consensus within membership</u>	Criterion 6 <u>Appropriate level of funding support</u>				
PRINCIPLE 4 Accountable internally & externally.	Criterion 1 <u>ALAC has adequate representation of the diversity of the global multistakeholder community.</u>	Criterion 2 <u>The ALAC objectives align with the planned objectives of ICANN.</u>	Criterion 3 <u>The ALAC is clear on appropriate recruiting, developing, and maintaining membership (15 persons are appointed).</u>	Criterion 4 <u>The ALAC is maintaining skills and technical expertise needed through capacity building.</u>	Criterion 5 <u>The ALAC Maintains levels of active participation.</u>	Criterion 6 <u>The ALAC maintains sufficient levels of transparency of information.</u>	Criterion 7 <u>The ALAC communicates and engages with its constituents and the broader multi-stakeholder community.</u>	Criterion 8 <u>The ALAC has implemented prior review recommendations.</u>	Criterion 9 <u>Processes are in place to assess, prioritize, and implement suggestions for improvement received as outputs from the CIP</u>	Criterion 10 <u>The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community.</u>
PRINCIPLE 5 Collaborates to further ICANN mission & MSM.	Criterion 1 <u>Processes for communicating & coordinating within ICANN</u>	Criterion 2 <u>Meets regularly with the ICANN Board</u>	Criterion 3 <u>Meets regularly with other SOACs</u>							

Principle 1: Criteria

Principle 1 (P1): The ALAC is fulfilling its purpose.

Criteria 1 (P1-C1): There is an agreement that the ALAC is fulfilling its purpose. This includes showing how the ALAC contributes to [ICANN's mission](#) “to help ensure a stable, secure, and unified global Internet.” This includes initiatives to advance ICANN’s mission to combat [domain name security threats](#), produce and offer [capacity-building](#) resources, and expand and [build a multilingual Internet](#).

Purpose of ALAC: “(i) The At-Large Advisory Committee (“At-Large Advisory Committee” or “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 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.”

Indicators (S.M.A.R.T) associated with C1 of P1 for the ALAC - ‘Is it fulfilling its purpose?’:

✓ Yes, the ALAC is fulfilling its purpose

- **Simple/Specific (Target)**
 - **Performs effectively and efficiently its role to ‘consider and provide advice on the activities of ICANN’; specifically -**
 - Including ‘policies created through ICANN’s SOs’

YES, it does via, **but not limited to**, the ongoing actions and product of the ALAC’s CPWG and OFB-WG links to some of the policy comments and advice ALAC has given over the last 3 years-

2023 - <https://community.icann.org/pages/viewpage.action?pagelId=222267769>

2022 - <https://community.icann.org/pages/viewpage.action?pagelId=181305987>

2021 - <https://community.icann.org/pages/viewpage.action?pagelId=150178253>

In addition

- ALAC considers annually and from time to time, the need to appoint [Representatives and Alternates \(where applicable\) to working groups and small teams constituted by GNSO and ccNSO \(and occasionally SSAC\)](#)
- Enhance communication of ALAC/At-Large's work and successes
- Facilitate At-Large Consolidated Policy Working Group deliberations

- **As well as 'other issues for which the community input and advice is appropriate.'**

YES, it does via, but not limited to, the ongoing actions and product of the ALAC

ALAC's contribution to the Budget and Strategic Planning Cycles

- [FY22-26 Operating & Financial Plan](#)
- [FY22 Operating Plan & Budget](#)
- [PTI FY24 Operating Plan and Budget](#)
- [PTI FY25 Operating Plan and Budget](#)

ALAC's contributions to the Community Prioritization Framework annual exercise

- [FY25 Planning and Prioritization Process](#)
- [FY24 Planning and Prioritization Process](#)
- [FY23 Planning and Prioritization Process](#)

ALAC's participation/contribution to consultations by the Board, Dialogues. Examples of consultations include [ALAC- Board meeting held at ICANN 78 meeting](#),

- **Plays an 'important role in ICANN's accountability [and transparency] mechanisms'**

- Noting that as a general rule of thumb that to the extent possible, the effect on Internet Users is effected or has influence on/by any matter being commented on or pursued in these committees'

YES, it does via, but not limited to, the ongoing actions and product of the ALAC -

- ALAC is a member of the [Empowered Community](#)
 - [Launched in May 2017](#)
- ALAC's history in CCWGs; ATRTs and other Specific Reviews :-
 - [At-Large Accountability and Transparency Review Team Workspace](#)

ALAC's contributions to IRP [example](#)

ALAC's contributions to ICANN's Annual and Strategic budgeting and financial processes and reports

- [OFB-SC Meetings early documents](#)
- [OFB-WG Calls](#)

○ **Coordinates 'some of ICANN's outreach to individual Internet users.'**

YES, it does via, but not limited to, the ongoing actions and product of the ALAC and At-Large. It does this through the RALOs and ALSes. For example the encouraging multilingualism of the Internet through promoting Universal Acceptance.

- RALOs and ALSes organize webinars, leverage social media and news letters to create awareness and train individual end users on topics that ICANN is interested in such as UA, DNS security & best practices, etc

• **Measurable (Quantify)**

- Performs effectively and efficiently its role to 'consider and provide advice on the activities of ICANN'; specifically -
 - Including 'policies created through ICANN's SOs'

DATA and Graphics associated with trends to date of the ongoing actions and product of the ALAC's CPWG and OFB-WG and other policy or specific Advice of the ALAC : See [ALAC Policy webpage](#) noting the total number of ALAC Advice, Correspondence, and Statements produced.

- As well as 'other issues, such as policy advice statements on issues such as IGs, digital inclusions, etc. for which the community input and advice is appropriate.'

DATA and Graphics associated with trends to date of the ongoing actions and product of the ALAC and OFB-WG and other policy or specific Statements etc., of the ALAC See [ALAC Policy webpage](#) noting the total number of ALAC Advice, Correspondence, and Statements produced and

[ALAC's contributing end user input to various other Internet multistakeholder documents and conversations](#). Such as [Netmundial +10 consultation](#), and the [IG Forum](#).

- Plays an 'important role in ICANN's accountability mechanisms'

Outline and numerate the specific examples over the last decade of ALAC's engagement and activities definable as a role in ICANN's accountability mechanisms (including but not limited to [ATRTs](#), other [Specific Reviews](#), as well as its significant role in the CCWG's and the [Empowered Community](#)

- a. ALAC as an empowered community participates and contributes to [ATRT3](#) recommendations.
- b. ALAC's participation in [CCWG](#)
- c. ALAC's contributions to public comments, PDPs

- Coordinates 'some of ICANN's [outreach to individual Internet users](#).'

Outline and numerate the specific examples over of ALAC's engagement and activities definable as 'outreach to individual Internet users'

[2024](#) and [2023](#) At-Large UA Day Activities

[At-Large Activities at Global Internet Governance Meetings](#)

***Set any growth and/or improvement objectives and by what measures.*

ALAC coordinates outreach to individual Internet users e.g. UA days

ALAC coordinates with RALOs to engage local internet communities through ALSes

- **Attainable/Achievable (Define/assign responsibility)**

- Performs effectively and efficiently its role to 'consider and provide advice on the activities of ICANN'; specifically -
 - Including 'policies created through ICANN's SOs'

Yes Outline /or Describe any aspects of 'a[A]dvice' (S.M's) above as well as any planned or proposed 'improvements' or evolvment (within the ICANN MSM) specifying who is responsible or assigned actions. See [At-Large Reviews](#).

In terms of future planning -

- ALAC can improve its involvement in the policy development processes by increased attendance and engagement
- ALAC can also increase outreach to the Individual end users on created policies or advice.
- As well as 'other issues for which the community input and advice is appropriate.'
- ALAC can increase engagement with the Individual end users through webinars and interactive sessions.
- ALAC can develop a structured way of gathering and incorporating community feedback into ALAC advice.

- Plays an 'important role in ICANN's accountability mechanisms'

Yes Outline /or Describe any aspects of the 'role in ICANN's accountability mechanisms' (S.M's) above as well as any planned or proposed 'improvements' or evolution (within the ICANN MSM).

Specifically ALAC is planning:

- Improve the ALAC website to be user friendly such as to make it easier for visitors to access ALAC documents.
- Have a structured approach to identify and prepare ALAC representatives to review teams (already an ongoing process, such as the PHR)
- Coordinate 'some of ICANN's outreach to individual Internet users.'

Yes Outline /or Describe any aspects of 'outreach to individual Internet users' (S.M's) above as well as any planned or proposed 'improvements' or evolution (within the ICANN MSM).

- ALAC to encourage individual end users attendance in ALAC/AtLarge events and track attendance and participation at these to measure growth.
- Expand outreach programs targeting underrepresented regions, monitoring programs and their reach.

Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)

- Performs effectively and efficiently its role to 'consider and provide advice on the activities of ICANN'; specifically -
 - Including 'policies created through ICANN's SOs'

Are the current activities being performed all YES for the 3 R's if so, give any examples available and also list any proposed or possible improvements that could be planned for the activity (S.M.A.R.T)

ALAC has the needed expertise within its CPWG to provide the necessary input to policy processes with the support from ICANN staff.

- As well as 'other issues for which the community input and advice is appropriate.'

Are the current activities being performed all YES for the 3 R's if so, give any examples available and also list any proposed or possible improvements that could be planned for the activity (S.M.A.R.T)

- Plays an 'important role in ICANN's accountability mechanisms'

Are the current activities being performed all YES for the 3 R's if so, give any examples available and also list any proposed or possible improvements that could be planned for the activity (S.M.A.R.T)

- ALAC performs well in its role to provide realistic feedback on ICANN's budget and strategic plans which are directly related to ICANN's ability to be able to fulfill its mission.
- The ALAC OFB-WG is equipped with the human expertise to analyse and provide the necessary comments.
- Coordinates 'some of ICANN's outreach to individual Internet users.'

Are the current activities being performed all YES for the 3 R's if so, give any examples available and also list any proposed or possible improvements that could be planned for the activity (S.M.A.R.T)

Specifically -

- ALAC ensures that ICANN outreach efforts are inclusive and representative of the individual Internet end users.
- ALAC utilises the RALO leaders, its members, ALS networks, and individual members with additional funding from ICANN (e.g., CROP) as resources in these outreaches.

Timely/Timebound (Timeline details for any current and/or proposed IP/CIP)

- Performs effectively and efficiently its role to 'consider and provide advice on the activities of ICANN'; specifically -
 - Including 'policies created through ICANN's SOs.'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates.

- As well as 'other issues for which the community input and advice is appropriate.'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates.

- Plays an 'important role in ICANN's accountability mechanisms'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates relating to ALACs role in ICANN's accountability mechanisms See [At-Large Reviews workspace](#)

- Coordinates 'some of ICANN's outreach to individual Internet users.'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates relating to ALAC (directly or via At-Large) outreach and engagement mechanisms.

Table P1-C1: ALAC is fulfilling its purpose.

Achieved/Being Achieved	Aspirational
<p>1. ALAC considers the need to appoint Representatives and Alternates (where applicable) to workgroups and small teams constituted by GNSO and ccNSO (and occasionally SSAC)</p> <p><i>As well as 'other issues for which the community input and advice is appropriate.'</i></p> <ul style="list-style-type: none"> a. ALAC's Contribution to the Budget and Strategic Planning Cycles b. ALAC's contributions to the Community Prioritization Framework annual exercise c. ALAC's participation/contribution to consultations by the Board, Dialogues <p>2. Facilitate At-Large Consolidated Policy Working Group deliberations.</p>	<p>1. ALAC Find a way better to communicate ALAC/At-Large's work, successes</p> <ul style="list-style-type: none"> a. Improve the ALAC website to be user friendly such as to make it easier for visitors to access ALAC documents. b. Have a structured approach to identify and prepare ALAC representatives to review teams (already an ongoing process, such as the PHR) c. Continue to coordinate <i>'some of ICANN's outreach to individual Internet users.'</i>

Criteria 2 (P1-C 2): How the ALAC contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016): “in recognition of the fact that the Internet is an international network of networks, owned by no single nation, individual or organization, (ICANN) shall, except as limited by Article IV hereof, pursue the charitable and public purposes of lessening the burdens of government and promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#)). Such global public interest may be determined from time to time. Any determination of such global public interest shall be made by the multistakeholder community through an inclusive, bottom-up multistakeholder community process.”

Indicators (S.M.A.R.T) associated with C2 of P1 for the ALAC - ‘Is it fulfilling its purpose?’:

✓ **Yes, it does** contribute to the Global Public Interest.

- **Simple/Specific (Target)**

- ‘contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016)’
 - ‘pursue the charitable and public purposes of lessening the burdens of government’
 - ‘promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#))’

Does ALAC currently contribute to the global public interest as described in the ICANN Bylaws? Yes or No {YES} describe with links to any examples of such activities or mechanisms

Yes,

- ALAC’s proposal for New gTLD Subsequent Procedures (ASP),
- Africa Domain Name Industry Study report
- At-Large’s active participation in the UA Day events in all regions

- **Measurable (Quantify)**

- contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016)
 - *‘pursue the charitable and public purposes of lessening the burdens of government’*
 - *‘promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#))’*

Outline and numerate the specific examples over a five (5) year period of ALAC’s contribution to the global public interest (matrix presentation might be appropriate here), noting any measure of success or incompleteness that occurred or is predicted to occur in any planned contributions not already implemented or completed..

- ALAC participation in the 2023 GNSO-GAC-ALAC Dialogue on Closed Generics - an attempt to establish a methodology and criteria to evaluate whether or not a proposed closed domain is in the public interest. (a past example)

- **Attainable/Achievable (Define/assign responsibility)**
 - contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016)
 - *'pursue the charitable and public purposes of lessening the burdens of government'*
 - *'promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#))'*

Yes - Outline /or Describe any aspects of 'contributions to the global public interest' (S.M's) above as well as any planned or proposed 'improvements' or evolution (within the ICANN MSM) specifying who is responsible or assigned actions.

CPWG members review and refine policy statement/advice processes

ALAC members ratify statements, advice

Staff provide needed procedural support

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016)
 - *'pursue the charitable and public purposes of lessening the burdens of government'*
 - *'promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#))'*

Are the current activities being performed all YES for the 3 R's if so, give any examples available and also list any proposed or possible improvements (such as use of a GPI framework etc..) that could be planned for the activity (S.M.A.R.T)

Policy Advice are achievable activities within the ALAC scope and expertise with clear processes and support structures in place. It directly impacts global Internet governance, aligning with ICANN's mission. Also, addresses critical Internet security issues, benefiting the global user community.

ALAC has dedicated staff and resources to support policy advice activities.

- Also, partners with SSAC and other ICANN bodies provide additional expertise and resources.

Capacity Building are also relevant activities as it demonstrates the ALAC's ability to execute its initiatives effectively.

- ALAC is supported by At-Large Staff and RALOs, ensuring sufficient resources for implementation.

- **Timely/Timebound (Timeline details for any current and/or proposed contribution activities)**

- contributes to the global public interest, as described in the [ICANN Articles of Incorporation](#) (2016)
 - 'pursue the charitable and public purposes of lessening the burdens of government'
 - 'promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the ([ICANN Bylaws](#))'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates relating to ALACs contributions (directly or via At-Large) to ICANN's global public interest as described in the ICANN Articles of Incorporation <[list examples and any review or evolution plans for such activities](#)>

Table P1-C2: ALAC contributes to ICANN's Global Public Interest mandate.

Achieved/Being Achieved	Aspirational
1. ALAC currently contribute to the global public interest as described in the ICANN Bylaws. <ul style="list-style-type: none"> - ALAC's proposal for New gTLD Subsequent Procedures (ASP), - Africa Domain Name Industry Study Report 	1. ALAC to reactivate the Public Interest WG to address the evolving challenges and opportunities within the global Internet landscape? NOTE: Previous PI-WG has been inactive since 2016 https://community.icann.org/display/atlarge/At-Large+Public+Interest+Working+Group .

Criteria 3 (P1-C3): How the ALAC contributes to the [ICANN Strategic Plan \(FY21-25\)](#) objectives, especially the strategic objective to “Improve the effectiveness of ICANN’s multistakeholder model of governance.”

Indicators (S.M.A.R.T) associated with C3 of P1 for the ALAC - ‘Is it fulfilling its purpose?’:

✓ **Yes, it does**

- **Simple/Specific (Target)**

- *‘contributes to the [ICANN Strategic Plan FY21-25](#) objectives*
 - especially the strategic objective to “*Improve the effectiveness of ICANN’s multistakeholder model of governance.*”

but also

- Strengthen the *security* of the DNS and the Root Server system
- Evolution of *‘the unique identifier systems in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.’*
- *‘Address geopolitical issues impacting ICANN’s mission to ensure a single and globally interoperable Internet.’*
- *‘Ensure ICANN’s long-term financial sustainability.’*

Outline specific examples over <insert a time frame> of ALAC’s engagement and activities definable as a contributing to [ICANN’s FY21-25 Strategic Plan Objectives](#) noting some activities may contribute to more than a single objective so a matrix may be appropriate.

ALAC’s policy engagements through its working groups OFB-WG and CPWG

Organizing At-Large Summit (ATLAS) meetings which bring together representatives from across the globe to discuss and influence ICANN’s policies as it affects individual Internet end users. [ATLAS I](#), [ATLAS II](#) & [ATLAS III](#)

ALAC providing feedback on ICANN’s annual budget and operational plans.

- **Measurable (Quantify)**

- *‘contributes to the [ICANN Strategic Plan FY21-25](#) objectives*
 - especially the strategic objective to “Improve the effectiveness of ICANN’s multistakeholder model of governance.”

but also

- Strengthen the *security* of the DNS and the Root Server system

- Evolution of *'the unique identifier systems in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.'*
- *'Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.'*
- *'Ensure ICANN's long-term financial sustainability.'*

Numerate the specific examples over 5 years of ALAC's engagement and activities definable as contributing to [ICANN's FY21-25 Strategic Plan](#), noting any measure of success or incompleteness that occurred or is predicted to occur in those not already implemented or completed..

1. ALAC contributions via active involvement in policy development processes ([CPWG](#) and [OFB-WG](#))
2. ATLAS Success ([ATLAS I, II & III](#))
3. UA Day Activities [2023](#) & [2024](#) as well as [Capacity Building](#)
4. UA [outreach events](#) and webinars on UA readiness and UA adoption ([UA EAI WG](#) [UA Measurements WG](#) [UA Technology WG](#))

Planning to possibly include greater use of UASG [Training materials](#) (also outputs of [UASG Statements of Work](#) and [Draft UA Curriculum](#)) in outreach by ALAC / At-Large in addition to continued commitment to UA Day activities.

- **Attainable/Achievable (Define/assign responsibility)**

- *'contributes to the [ICANN Strategic Plan FY 21-25 objectives](#)*
 - especially the strategic objective to "Improve the effectiveness of ICANN's multistakeholder model of governance."

but also

- Strengthen the *security* of the DNS and the Root Server system
- Evolution of *'the unique identifier systems in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.'*
- *'Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.'*
- *'Ensure ICANN's long-term financial sustainability'*

Yes - Outline /or Describe any aspects of activities, projects etc., (S.M's) above as well as any planned or proposed 'next steps' associated with these (within the stated [ICANN Strategic Plan FY21-25 objectives](#)) specifying who is responsible or assigned actions.

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- 'contributes to the [ICANN Strategic Plan FY21-25 objectives](#)
 - especially the strategic objective to "Improve the effectiveness of ICANN's multistakeholder model of governance."

but also

- Strengthen the *security* of the DNS and the Root Server system
- Evolution of 'the unique identifier systems in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.'
- 'Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.'
- 'Ensure ICANN's long-term financial sustainability.'

List recent and the current activities being performed over the FY 21-25 time frame where it is a YES for them to be contributing to or complementing the FY21-25 objectives. <list links to any and all work spaces, programs, outcomes etc., note and continuing past the time frame as well as identify any resource issues or effects>

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute to FY21-24 Strategic Plan objectives)**

- 'contributes to the [ICANN Strategic Plan FY21-25 objectives](#)
 - especially the strategic objective to "Improve the effectiveness of ICANN's multistakeholder model of governance."

but also

- Strengthen the *security* of the DNS and the Root Server system
- Evolution of 'the unique identifier systems in coordination and collaboration with relevant parties to continue to serve the needs of the global Internet user base.'
- 'Address geopolitical issues impacting ICANN's mission to ensure a single and globally interoperable Internet.'

- 'Ensure ICANN's long-term financial sustainability.'

List and specify the start, end and any milestones as a timeline, if not specific calendar dates relating to ALAC (directly or via At-Large) contributing to the FY21-25 objectives and specifically the ICANN MSM (See [At-Large policy statement](#) in response to the [Draft FY21-25 Operating & Financial Plan and Draft FY21 Operating Plan & Budget](#))

Table P1-C3: ALAC contributes to the ICANN Strategic Plan (FY21-25) objectives.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC's policy engagements through its working groups OFB-WG and CPWG 2. Organizing ATLAS meetings, which bring together representatives from across the globe to discuss and influence ICANN's policies as they affect individual Internet end users. 3. ALAC through both individual Member engagement as well as the OFB-WG that is inclusive of all ALAC Members; contributes to and is engaged in all aspects of community input into the regular ICANN Budget and Strategic Planning activities and processes including the Annual Prioritization exercise <insert Link> 4. ALAC provides detailed and regular feedback on ICANN's annual budget and operational plans. 	<ol style="list-style-type: none"> 1. ALAC's action for a follow-up activity to CIP-CCG work on these criteria and indicators will focus on additional 'Aspirational' activity identification in their 2025-26 Strategic Planning exercise. 2. Exploration of resourcing and running the 4th At-Large Summit (ATLAS IV)

Principle 2: Criteria

Principle 2 (P2): The structure of the ALAC is effective.

Criteria 1 (P2-C1): The ALAC has a working group(s) or process to address its goals and priorities each year per its purpose.

Indicators (S.M.A.R.T) associated with C1 of P2 for the ALAC - 'The structure of the ALAC is effective':

✓ Yes, it is

- **Simple/Specific (Target)**

- The ALAC Leadership Team (ALT) members help ensure that any decisions made on behalf of the ALAC are made with due consideration of regional issues.
- The work of the ALAC is carried out through a variety of Work Teams (WTs) composed of ALAC Members, RALO Leadership, and At-Large Community members, including the CPWG, OFB-WG, etc.
- Members of the ALT support and collaborate with the Chair in the overall administration and management of the ALAC
- The ALAC may occasionally appoint individuals to represent the interests of the ALAC and the At-Large Community, act on behalf of the ALAC, or meet other specific obligations to various bodies within or outside of ICANN. Such individuals will be referred to as Appointees and may be considered Liaison. They need not be ALAC Members, but they will typically be current or past ALAC Members or otherwise familiar with the ALAC and At-Large and the Target Group (TG) with whom they will liaise.
- Appointees not bearing the title of Liaison generally do not need to be ALAC Members but must have sufficient knowledge of the ALAC and At-Large and any other group or subject related to their appointment to represent the ALAC/At-Large properly.
- The ALAC uses various work methods to communicate and accomplish its goals. These include Face-to-face meetings, Teleconferences, E-mail, Wikis, and Other methods that are deemed by the ALAC to be appropriate and generally accessible to its ALAC Members, Appointees, and members of the At-Large Community.

- **Measurable (Quantify)**

Performance, Metrics, Remediation and Rules of ALAC are clearly defined under Paragraphs 9 and 10, respectively, of the ALAC Rules of Procedures - Revision 5: Approved 13 September 2022

- **Attainable/Achievable (Define/assign responsibility)**
 - [link to ALAC RoPs](#)
 - Define roles and responsibilities clearly, (2) provide leadership training for ALAC members, (3) ensure inclusive and representative participation, (4) regular reviews and assessments.
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Administrative and other support is provided to the ALAC and At-Large by designated ICANN staff members
 - < [At-Large WG Wiki page\(s\)](#)
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - All appointments begin after one AGM and continue until the conclusion of the following AGM unless the ALAC specifically identifies a different timeframe.
 - WGs are refreshed and or confirmed annually.

Table P2-C1: The ALAC has a working group(s) or process to address its goals and priorities each year per its purpose.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. The ALAC Leadership Team (ALT) members help ensure that any decisions made on behalf of the ALAC are made with due consideration of regional issues. 2. The work of the ALAC is carried out through a variety of Work Teams (WTs) comprising ALAC Members, RALO Leadership, and At-Large Community members, including the CPWG, OFB-WG, etc. 3. Members of the ALT support and collaborate with the Chair in the overall administration and management of the ALAC 4. The ALAC may occasionally appoint individuals to represent the interests of the ALAC and the At-Large Community, act on behalf of the ALAC, or meet other specific obligations to various bodies 	<ol style="list-style-type: none"> 1. Ensure ALAC Member roles and responsibilities are clearly defined, based on the RoPs and expectations and criteria established for RALO and NomCom appointees. <ol style="list-style-type: none"> a. As a dashboard? Checklist? Etc., b. Available to appointing bodies (annually ratified or updated, based on any gap analysis done) c. Required to be agreed to as signed onto/subscribing and agreeing to at the time of ALAC Member taking their seat on the ALAC.9 2. Onboarding program to provide role-specific information and resources for ALAC Members.

<p>within or outside of ICANN. Such individuals will be referred to as Appointees and may be considered Liaisons. They need not be ALAC Members, but they will typically be current or past ALAC Members or otherwise familiar with the ALAC and At-Large and the Target Group (TG) with whom they will liaise.</p> <p>5. Appointees not bearing the title of Liaison generally do not need to be ALAC Members. Still, they must have sufficient knowledge of the ALAC and At-Large and any other group or subject related to their appointment to represent the ALAC/At-Large properly.</p> <p>6. The ALAC uses various work methods to communicate and accomplish its goals. These include Face-to-face meetings, Teleconferences, E-mail, Wikis, and Other methods deemed by the ALAC to be appropriate and generally accessible to its ALAC Members, Appointees, and members of the At-Large Community</p>	<p>a. leadership training for ALAC members,</p> <p>3. Ensure inclusive and representative participation,</p> <p>a. Undertake regular reviews and assessments.</p> <p>b. Available in a public dashboard</p> <p>c. Reported on Annually</p> <p>d. Duplicate the above for Appointees of the ALAC</p> <p>i. Utilize (where possible and practical) a second or shadow to critical roles.</p> <p>e. Review for currency and effectiveness and efficiency of the various work methods being deployed by the ALAC.</p> <p>i. At least every three (3) years.</p> <p>f. Provide Overviews that will allow potential candidates for ALAC membership to understand what they will be committing themselves to.</p>
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Criteria - 2 (P2-C2): Processes help the ALAC operate to meet its purpose, are accessible and are communicated clearly.

Indicators (S.M.A.R.T) associated with C3 of P2 for the ALAC - 'The structure of the ALAC is effective':

✓ **Yes, they are**

- **Simple/Specific (Target)**

- ALAC Members and its appointees agree to abide by the [ALAC Rules of Procedure](#) and other requirements as may be agreed to by the ALAC from time to time
- ALAC members use a consensus-driven decision making process among its members on policy statements/advice and other decisions to be made.
- ALAC collaborates with other SOs/ACs in integrating diverse viewpoints to enhance its influences on ICANN policies.

- **Measurable (Quantify)**

- Formal agreement to abide by the RoPs from incoming ALAC Members. (public listing of agreement)
- Tracking members active participation in ALAC activities, attendance at face-to-face meetings, engagement in remote meetings, and contributions to policy development processes.
- Measuring the frequency and timeliness of ALAC statements and their impact on ICANN's decision-making and policies.

- **Attainable/Achievable (Define/assign responsibility)**

- ALAC members are responsible for communicating ALAC activities and decisions to RALOs, gathering regional perspectives on policy issues and fostering collaboration within RALOs.

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Clearly defined ALAC members' roles, aligned with ALAC's ROP, and provide training to enable them fulfill their roles effectively.

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**

- All appointments begin at the conclusion of one AGM and continue until the conclusion of the following AGM, unless the ALAC specifically identifies a different timeframe

Table P2-C2: Process(es) help the ALAC operate to meet its purpose.

Achieved/Being Achieved	Aspirational
1. ALAC Members and its appointees agree to abide by the ALAC Rules of Procedure and other requirements as may be agreed to by the ALAC from time to time	1. ALAC members are regularly involved in face-to-face and remote meetings.

Criteria 3 (P2-C3): Processes are in place for planning and prioritizing work.

Indicators (S.M.A.R.T) associated with C3 of P2 for the ALAC - 'The structure of the ALAC is effective':

Yes, there are processes in place

- **Simple/Specific (Target)**

- Processes for planning and prioritizing work in the ALAC include:

- Annual work plan,
- Policy development prioritization leads to forming Working Groups and Task Forces,
- Periodic reviews and impact assessments,
- Budgeting and resource allocations ensure that high-impact areas and critical projects receive adequate support.

- **Measurable (Quantify)**

- Write and Review Annual Work Plan

- **Attainable/Achievable (Define/assign responsibility)**

- Work Teams (standing or AdHoc) created to meet prioritized needs

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Work Teams shall be Chartered where required, clearly tasked and mandated with specific objectives and a timelinewhere practical.

- **Timely/Time Bound - Timeline details for any current and/or proposed activities that contribute**

- Review and Report at least annually
- WT activities should be tied to causal Project milestones and timelines where possible
 - ALAC Strategic objectives should be time bound via calendar quarter; Financial Year or multiples thereof.

Table P2-C3: Processes are in place for planning and prioritizing work.

Achieved/Being Achieved	Aspirational
1. ALAC Annual work plan, 2. Policy development prioritization leads to forming Working Groups and Task Forces, as needs be <link to wiki landing page of ALAC WT's>	1. ALAC to conduct Periodic reviews and impact assessments, 2. Better explore budgeting and resource allocations to ensure that high-impact areas and critical projects receive adequate support.

Criteria 4 (P2-C4): Process(es) is (are) in place for assessing and measuring output.

Indicators (S.M.A.R.T) associated with C4 of P2 for the ALAC - 'The structure of the ALAC is effective':

Yes, there are processes

- **Simple/Specific (Target)**

- Regular reporting and documentation.
- Community feedback for this we can use engagement metrics.
- conduct regular surveys (quarterly or biannually) on various aspects of ALAC's operations/policy development to gather feedback from At-Large

Measurable (Quantify)

- Processes are reviewed and reported on as overall performance and engagement metrics (Qtly/Annually/at AGM / Biannually in Triennial 'Satisfaction Surveys')

- **Attainable/Achievable (Define/assign responsibility)**

- Leadership at all activity points works with ALAC, the ALAC-ALT and key Policy Support staff to ensure effective processes are in place for assessing and measuring outputs (Policy, Comments, Requested feedback and [formal] Advice)

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Working with the ALAC Chair, ALT and Working Group Chairs, designated ICANN staff members provide Administrative and other support is provided to the ALAC and At-Large by designated ICANN staff members

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Time bound by project or event timelines and milestones
- Reviewed and reported on as overall performance and engagement metrics (Qtly/Annually/at AGM / Biannually in Triennial 'Satisfaction Surveys')

Table P2-C4: Processes are in place for assessing and measuring output.

Achieved/Being Achieved	Aspirational
1. ALAC interacts via its WG Leadership; ALT and coordination through RALO LT's to the wider At-Large to ensure <ul style="list-style-type: none"> a. Regular reporting and documentation. b. Community feedback for this we can use engagement metrics. 	1. ALAC to conduct regular surveys (quarterly or biannually) on various aspects of ALAC's operations/policy development to gather feedback from the RALOs who could distribute it to the At-Large community.

Criteria 5 (P2-C5): Output has produced the desired outcome and is implemented in a timely fashion .

Indicators (S.M.A.R.T) associated with C5 of P2 for the ALAC - 'The structure of the ALAC is effective':

Yes, outputs do produce the stated/desired outcome

● **Simple/Specific (Target)**

- Tracking of commitments with stated project timelines and milestones for input etc., to ensure comments and other inputs/outcomes are made by the ALAC in a timely fashion. See [At-large Policy Development Workspace](#)
- Review how ALAC recommendations are adopted and implemented by ICANN.
- Enhance member engagement and participation in ALAC activities.
- Improve the visibility and influence of ALAC within the ICANN community.

● **Measurable (Quantify)**

- Are ALAC Public Comments Adopted/ Considered / had influence on PC Outcomes
 - Development of a dashboard or report regarding timeliness of actions agreed to by the ALAC as outcomes (from existing reports and data)
 - Review and log PC staff (input) reports for PC responded to by the ALAC
 - Analysis of outcomes

● **Attainable/Achievable (Define/assign responsibility)**

- Development of a dashboard or report regarding timeliness of actions agreed to by the ALAC as outcomes (from existing reports and data)
Key Policy Staff; ALT and WG Leads/Liaisons/Appointments
- ALAC ALT; WG or WT Leads/Liaisons/Appointments; Key Policy Staff (At-Large and ICANN)

● **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Consider developing an 'influence log or dashboard' as a tracker of achievements of ALAC Outputs
- ALAC to Review and log PC staff (input) reports for PC responded to by the ALAC
 - Analysis of outcomes

● **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**

- Annual Reporting and at end milestone of projects and processes

Table P2-C5: Output has produced the desired outcome and is implemented in a timely fashion

Achieved/Being Achieved	Aspirational
<p>1. ALAC informally tracks and follows up with effectiveness of its Comments, Advice, influence etc.,</p> <p style="padding-left: 20px;">a. Reported as updates in relevant WG and ALAC meetings etc.,</p> <p>See At-Large Policy Development Workspace</p>	<p>1. Development of a dashboard or report regarding timeliness of actions agreed to by the ALAC as outcomes (from existing reports and data)</p> <p>2. Consider developing an 'influence log or dashboard' as a tracker of achievements of ALAC Outputs</p> <p>3. ALAC to Review and log PC staff (input) reports for PC responded to by the ALAC</p> <p style="padding-left: 40px;">a. Analysis of outcomes</p>

Principle 3: Criteria

Principle 3 (P3): The operations of the ALAC are efficient.

Criteria 1 (P3-C1): The ALAC has a process for planning and setting priorities, and identifying relevant emerging issues to focus on within established timeframes.

- (1) Define clear objectives and develop detailed action plans with timelines and assigned responsibilities.
- (2) Allocate human resources based on skills and expertise.
- (3) Offer training programs and implement mentorship programs to enhance member contributions.
- (4) Collect feedback regularly and review performance data to identify and address inefficiencies.

Indicators (S.M.A.R.T) associated with C1 of P3 for the ALAC - 'The operations of the ALAC are efficient':

- Yes, it operates efficiently by utilizing a planning process, setting priorities, etc.**

Regular review of and updating as required of the [ALAC Rules of Procedure \(RoP\)](#) - last update was adopted in August 2022; the next major ALAC RoP Review date is yet to be confirmed, but the last substantive review was finalized in 2018, so likely in 2025.

- **Simple/Specific (Target)**
 - SOPs for CPWG and OFB-WG
- **Measurable (Quantify)**
 - Create a tracking or change log
 - ALAC RoP tracking is [here](#)
- **Attainable/Achievable (Define/assign responsibility)**
 - Develop a tracking page or dashboard for changes and updates of SoPs Rop, etc., that link to the MOST current version clearly and still has history of document development Key Policy Staff; ALT and WG Leads/Liaisons/Appointments
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Develop a tracking page for changes that link to the MOST current version clearly and still has history of document development for Chartering Sops for WG/WTs and [ALAC RoP](#)

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - Propose project (that may be associated with other wiki and web page updates) be considered in 2025-26 FY planning

Table P3-C1 : The ALAC operates efficiently by utilizing a planning process, setting priorities, etc.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC objectives are based on the ICANN Bylaws Article 12 and the ALAC RoPs 2. Collect feedback regularly and review performance data to identify and address inefficiencies 	<ol style="list-style-type: none"> 1. ALAC Defines and reviews its objectives and proposes any updates or edits to the ByLaws and RoPs as and when required <ol style="list-style-type: none"> a. At least every three (3) years 2. Develops detailed action plans with timelines and assigned responsibilities. 3. Allocate human resources based on skills and expertise. 4. Offer training programs and implement mentorship programs to enhance member contributions. 5. Collect feedback regularly and review performance data to identify and address inefficiencies. <ol style="list-style-type: none"> a. Reporting on this review Annually/ Each three years ?? 6. Develop a tracking page or dashboard for changes and updates of WG/WT SoPs RoP, etc., that link to the MOST current version clearly and still has history of document development Key Policy Staff; ALT and WG Leads/Liaisons/Appointments

Criteria 2 (P3-C2): The ALAC assesses inputs related to their scope of responsibility.

Indicators (S.M.A.R.T) associated with C2 of P3 for the ALAC - 'The operations of the ALAC are efficient':

- ☑ **Yes, they are**
 - **Simple/Specific (Target)**
 - Compliance with stated (Rules and Bylaws based) expectations, requirements and remit of the ALAC within ICANN
 - Regular tracking of outputs fro CPWG, OFB-WG and other WG/WTs
 - **Measurable (Quantify)**
 - Currently tracked in WG/WT wiki spaces created for each mater
 - Consider a consolidation space or dashboard
 - **Attainable/Achievable (Define/assign responsibility)**
 - Current Wiki updates by WG/AT Leads, Appointments and Key Policy Staff
 - Consolidation space development (wiki or Web) may require staff input beyond At-Large staff support
 - **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Regular assessment of the inputs from mission related activities are made within each WG/WT as part of the Leadership andd staff responsibilities of ALAC and those appointed leaders or designates.
 - Responsible for regular assessment and at least annual metrics reporting are ALAC-ALT, WG/WT Leadership appointments; Designates of the ALAC -LT and key Policy Staff
 - **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - Current Updates are progressed within each project timeline and updated (often weekly) at regular WG and ALAC Meetings
 - Development work needs to be programmed in future strategic Planning after FY25

Table P3-C2: The ALAC assesses inputs related to their scope of responsibility.

Achieved/Being Achieved	Aspirational
1. ALAC Current Updates are progressed within each project timeline and updated (often weekly) at regular WG and ALAC Meetings	1. ALAC shall Implement a systematic process for evaluating policy inputs. <ul style="list-style-type: none"> a. propose a consolidation space or dashboard

Criteria 3 (P3-C3): The ALAC develops and recommends outputs relevant to their purpose (policy development, support policies, leadership placement), acting in the best interests of Internet end users.

Indicators (S.M.A.R.T) associated with C3 of P3 for the ALAC - 'The operations of the ALAC are efficient':

- Yes, they are; the ALAC's outputs and workloads are implemented.**
 - **Simple/Specific (Target)**
 - ALAC outputs are actioned according to the identified relevance of them to the mandate of the ALAC, its role in the 'Public Interest' and how it 'Acts in the best interests of Internet End-Users' these are tracked for progress and implementation in publicly available wiki and web spaces.
 - **Measurable (Quantify)**
 - To be completed and tabulated as each input opportunity is reviewed and discussed for consideration.
 - **Attainable/Achievable (Define/assign responsibility)**
 - Under the direction or action of the ALAC ALT, WT leadership or appointments as well as the appropriate or Key Policy Staff.
 - **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Support for these activities is provided by annual budget provision for ALAC activities as mandated and applied for from time to time.
 - **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - As soon as possible after deliberations and outcomes are agreed to and/or finalized.

Table P3-C3: The ALAC develops and recommends outputs relevant to their purpose.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC engages with the Public and At-Large via the RALOs/At-Large Structure (ALS) to ensure relevance and to align outputs with the needs and interests of Internet end users 2. Outputs and workloads are implemented and implementation of outputs is monitored, in a way that is associated with the wiki or drafting space for each output 	<ol style="list-style-type: none"> 1. ALAC to develop a repository or tracking method (dashboard etc.,) to indicate monitoring status, implementation and completion of any recommendations, objectives or outputs 2. ALAC's action for a follow-up activity to CIP-CCG work on these criteria and indicators will focus on additional 'Aspirational' activity identification in their 2025-26 Strategic Planning exercise.

Criteria 4 (P3-C4): The ALAC's outputs and workloads are managed and are implemented, and implementation is monitored.

Indicators (S.M.A.R.T) associated with C5 of P3 for the ALAC - 'The operations of the ALAC are efficient':

Yes, they are

- **Simple/Specific (Target)**

- Regular meetings are held to review progress, discuss challenges, and make necessary adjustments. These meetings include ALAC sessions, working group meetings, and joint meetings with other ICANN bodies.
- Meeting minutes and action items are documented and published on the web and accessible.

- **Measurable (Quantify)**

- Maintained volunteer engagement in work activities shall be recorded and reported.

- **Attainable/Achievable (Define/assign responsibility)**

- Staff for meeting records, Team Leads for analysis, and individuals for role-based reporting are to be either wiki pages, dashboards, or formal reporting mechanisms that are publicly available.
- Should match any stated criteria or requirements.

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Dashboard or wiki records of CPWG, OFB-WG and other work vectors are analysed and reported on annually.

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Annual review and reporting of maintenance or growth in engagement and members' diversity for all work activities.

Table P3-C4: The ALAC's outputs and workloads are managed and are implemented, and implementation is monitored.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. Regular meetings are held to review progress, discuss challenges, and make necessary adjustments. These meetings include ALAC sessions, working group meetings, and joint meetings with other ICANN bodies. 2. Meeting minutes and action items are documented and published on the web and accessible. 	<ol style="list-style-type: none"> 1. ALAC to develop a suitable dashboard for easy lookup of these meeting on an annual and triennial basis.

Criteria 5 (P3-C5): The ALAC nurtures consensus within their Membership and the wider At-Large.

Indicators (S.M.A.R.T) associated with C5 of P3 for the ALAC - 'The operations of the ALAC are efficient':

Yes, it does

● **Simple/Specific (Target)**

- Consensus building is a requirement of our operating principles.
- Consensus-building training is encouraged for all appropriate Leadership roles

● **Measurable (Quantify)**

- Measure declared degrees of consensus associated with ALAC operations
- Measure degree of consensus in ALAC decisions.
- Have publically available records of this.

● **Attainable/Achievable (Define/assign responsibility)**

- Compliance with consensus principles based on ALAC Rules of Procedure (RoP) and Standard Operating Procedures (SOPs), etc.,

● **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Each output document has as part of its introduction details of the established Consensus, as well as the methodology or procedures used in the creation of the outcome described in detail.
 - This is a 'per document or standard documentation requirement' and is established by WT or ALAC leadership and completed by appropriate or designated Policy Staff (usually alongside their transmittal or uploading of such documentation.
- Dashboard or wiki records of CPWG, OFB-WG and other work vectors are analysed and reported on annually.

● **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Dashboards where appropriate
- Annual / Tri Annual Reporting

Table P3-C5: The ALAC nurtures consensus within their Membership and the wider At-Large.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC in compliance with its RoP and/or SOPs establishes the requirement for and level achieved in calling for consensus of the ALAC 2. Each output document has as part of its introduction details of the established Consensus, as well as the methodology or procedures used in the creation of the outcome described in detail. <ol style="list-style-type: none"> a. This is a 'per document or standard documentation requirement' and is established by WT or ALAC leadership and completed by appropriate or designated Policy Staff (usually alongside their transmittal or uploading of such documentation. 	<ol style="list-style-type: none"> 1. ALAC should develop Dashboard or aggregate wiki records of CPWG, OFB-WG and other work vectors that are analysed and reported on annually.

Criteria 6 (P3-C6): ALAC has an appropriate level of funding support.

Indicators (S.M.A.R.T) associated with C6 of P3 for the ALAC - 'The operations of the ALAC are efficient':

Yes, it is adequate, if not appropriate

- **Simple/Specific (Target)**

- The target of ALAC funding support is for the ALAC Members as well as At-Large (including RALOs, ALSEs, and individual members) in some instances.

- **Measurable (Quantify)**

- ALAC/At-Large funds are measurable including 29 travel support slots for three ICANN public meetings annually and budgeted funds for ICANN Public Meeting activities. For the RALOs, each receives three CROP slots as well as RALO Discretionary Funding each fiscal year. The ALAC also has received funding in support of its At-Large Summit according to a schedule while the RALOs receive funding for one General Assembly in a five-year cycle.

- **Attainable/Achievable (Define/assign responsibility)**

- The ALAC/At-Large funds are attainable and achievable through ICANN's annual budget process. The funds are managed efficiently by Policy staff in support of At-Large in collaboration with ALAC/At-Large.

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- In addition to direct support, ALAC/At-Large also receives resource support in terms of staff support, web and wiki support, mailing list support, Zoom and meeting management support, include interpretation and Real Time Transcription.

- **Timely/Timebound (Timeline details for any current and/or proposed activities that contribute**

- Funds are made available in the FY budgets. Policy Staff in support of ALAC/At-Large manage the allocated funds efficiently to meet the needs of the ALAC.

Table P3-C6: The ALAC ALAC has an appropriate level of funding support.

Achieved/Being Achieved	Aspirational
1. ALAC agrees that the funding of ALAC/At-Large is adequate if not appropriate for its current planning and strategic purposes; <ul style="list-style-type: none"> a. Such as resource support in terms of staff support, web and wiki support, mailing list support, Zoom and meeting management support, include interpretation and Real Time Transcription. 	1. ALAC develops and proposes funding arrangements specific to additional projects or specific plans, events and actions based on current and projected 3-5 year Strategic Planning that is subject to annual or biannual review.

Principle 4: Criteria

Principle 4 (P4): The ALAC is accountable internally to its At-Large Structures (ALSes) and Individual Members (IMs), and externally to the wider ICANN community.

Criteria 1 (P4-C1): Adequate representation of the diversity of the global multistakeholder community within group membership and the ALAC roles (Guided by ICANN Core Value 4: Seeking and supporting broad, informed participation reflecting the functional, geographic and cultural diversity of the Internet at all levels of policy development and decision-making).

Indicators (S.M.A.R.T) associated with C1 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

Yes, it has

ALAC is specifically structured to optimize the representation of the geographic diversity of the ICANN geographic regions with three representatives from each of the five ICANN geographic regions (African, Asia Pacific Oceania & Australasian, European, Latin American & Caribbean, and North American), making up the 15 person At-Large Advisory Committee (ALAC); of these three from each Region, the ICANN Nominating Committee appoints one, and two are appointed by the Regional At-Large Organizations (RALOs)

- **Simple/Specific (Target)**
 - ALAC Members should represent broad, informed participation that reflects Internet users' functional, geographic and cultural diversity.
- **Measurable (Quantify)**
 - ALAC Member bio pages, CV and/or background information, and relevant Statements of Interest shall be published and updated under an expectation of continuous disclosure and be publicly available.
- **Attainable/Achievable (Define/assign responsibility)**
 - Each ALAC Member must provide bio page material (including photo headshot) for ICANN use and complete and keep updated At-Large SOI and other relevant SOIs as required by roles and responsibilities in Working Groups or appointments.
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Quarterly check-in with ALAC Members to ensure compliance with expectations
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**
 - Biography material, etc., is to be published at the time of appointment to the ALAC and constantly updated as needed throughout any term(s) of office.

Table P4-C1 : The ALAC adequate representation of the diversity of the global multistakeholder community.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC members represent broad informed participation that reflects the Internet users functional, geographic and cultural diversity. 2. ALAC members should provide bio page material, complete and keep updated At-Large SOI and other relevant SOIs as required by roles and responsibilities in Working groups or appointments 3. Interactions between ALAC Members and the RALO communities ensure that two-way communications can take place with the diverse communities in each region 	<ol style="list-style-type: none"> 1. Increase the participation of members from diverse cultural and professional backgrounds in ALAC leadership roles. 2. Ensure gender diversity within ALAC membership and leadership. 3. ALAC - Ensure biography material, etc., is published at the time of appointment to the ALAC and constantly updated as needed throughout any term(s) of office. 4. Implement quarterly check-ins with ALAC Members to ensure compliance with expectations.

Criteria 2 (P4-C2): The ALAC objectives align with the planned objectives of ICANN.

Indicators (S.M.A.R.T) associated with C2 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

- Yes, they do**
 - See [At-Large FY25 Strategic Priority Activities - ALAC](#)
- **Simple/Specific (Target)**
 - Undertake initiatives as listed in ALACs Strategic Priority Activities - Policy

POLICY	Minimize DNS Abuse	<ul style="list-style-type: none"> ● support increased enforcement ● review bulk registrations ● Promote research ● DAAR Expansion
	Broaden regional, economic, community and linguistic participation in the next round.	<ul style="list-style-type: none"> ● Applicant Support ● Contention resolution reform ● IDN Support ● Support to Universal Acceptance activities
	Broader availability of data for policy development purposes	<ul style="list-style-type: none"> ● Support Open Data initiative
	Data accuracy and access to registration data	<ul style="list-style-type: none"> ● Support RDRS ● Promote data accuracy efforts

- Undertake initiatives as listed in ALACs Strategic Priority Activities - Governance and Operations

GOVERNANCE AND OPERATIONS	Preserve and enhance end-user "Seat at the Table."	<ul style="list-style-type: none"> ● MSM Participation ● Budget Analysis ● Push for Participation (Closed Generics) ● Engage on Public Advocacy
	<ul style="list-style-type: none"> ○ Holistic Review 	<ul style="list-style-type: none"> ● Pilot Review participation

- Undertake initiatives as listed in ALACs Strategic Priority Activities - Community Organisation

COMMUNITY ORGANIZATION	Evaluate and Improve At-Large Engagement	<p>At-Large Loop</p> <ul style="list-style-type: none"> ○ Engagement Experiments ○ Build "Engagement Engine" ○ Campaign Playbook
	Establish Performance Metrics	<ul style="list-style-type: none"> ● ALAC <ul style="list-style-type: none"> ○ Call Participation ○ Committee Participation ● RALOs <ul style="list-style-type: none"> ○ Outreach initiatives ○ Recruitment ○ Engagement Initiatives
	Align Travel with Utility and Performance Metrics	<ul style="list-style-type: none"> ● Re-start metrics efforts ● Develop metrics/utility model for travel
	Initiate Continuous Improvement efforts.	<ul style="list-style-type: none"> ● Continue development of the ALAC CIP

- **Measurable (Quantify)**
 - ALAC shall set S.M.A.R.T Organizational Key Results (OKRs) for each of the listed initiatives being undertaken in any calendar or financial year.
- **Attainable/Achievable (Define/assign responsibility)**
 - The role of the [Metrics Sub-Committee](#), in conjunction with ALAC LT or their delegate as liaison, requires meeting logistics and staff support.
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Reconvene the Metrics Sub-Committee requires meeting logistics and staff support.
- **Timely/Timebound (Timeline details for any current and/or proposed activities that contribute)**
 - Reconvene Metrics Sub-Committee in September 2024 with an update on activities reporting required at the time of the ICANN 2024 AGM.
 - ALACs Organizational Key Results (OKRs) should be set, reviewed and reported annually.

Table P4-C2 : The ALAC objectives align with the planned objectives of ICANN.

Achieved/Being Achieved	Aspirational
1. ALACs Organizational Key Results (OKRs) set annually for each of the listed initiatives being undertaken in a calendar or financial year.	1. ALAC to reconvene Metrics Sub-Committee in September 2024

Criteria 3 (P4-C3): The ALAC is accountable to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups in recruiting, developing, and maintaining membership needed to achieve its purpose.

Indicators (S.M.A.R.T) associated with C3 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

Yes, it is

- **Simple/Specific (Target)**

- [Implementation of all accepted 'community' AC/SO recommendations from the 2nd At-Large Review](#), see also [ALAC and At-Large Improvements WGs](#) and in particular-
 - i. At-Large Structure (ALS) Mobilization - [Report](#)
 - ii. Unaffiliated Individual Member Mobilization - [Report](#)
 - iii. Metrics (Rec 16) - the establishment and collection of consistent performance metrics; via [Metrics Sub Committee](#)

- **Measurable (Quantify)**

- Assess completeness and effectiveness of implementation.

- **Attainable/Achievable (Define/assign responsibility)**

- The role of the Metrics Sub-Committee requires meeting logistics and staff support.

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Role of the Metrics Sub-Committee and support policy staff.

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Reconvene Metrics Sub-Committee in September 2024 with an update on activities reporting required at the time of the ICANN 2024 AGM.

Table P4-C3 : The ALAC is clear on appropriate recruiting, developing, and maintaining membership (15 persons are appointed) needed to achieve its purpose.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC Implementation of all accepted 'community' AC/SO recommendations from the 2nd At-Large Review. 2. The Metrics Sub-Committee has been established with responsibilities defined, including meeting logistics and staff support. 	<ol style="list-style-type: none"> 1. ALAC - Assess completeness and effectiveness of the implementation of the recommendations from the 2nd At-Large Review. 2. Reconvene the Metrics Sub-Committee in September 2024 with an update on activities at the ICANN 2024 AGM..

Criteria 4 (P4-C4): Maintaining skills and technical expertise needed through capacity building.

Indicators (S.M.A.R.T) associated with C4 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

Yes, it does

● **Simple/Specific (Target)**

- Exploration into more effective and efficient Capacity Building for serving ALAC and Regional Leadership, including strategic planning for any given year.
- **Inclusive of Criteria 4 (P4-C4):** Support and resources for recruiting and onboarding newcomers to the ALAC.
 - Onboarding Resources [2020](#) This is currently being reviewed plan therefore for release of 2024/25 version
 - Links to other onboarding and welcome resources

● **Measurable (Quantify)**

- Regular Needs analysis and reporting on CB efforts that are held or deployed to meet any gaps or recognised needs.
- Assessment of the numbers of new members coming into ALAC and Regional Leadership.

● **Attainable/Achievable (Define/assign responsibility)**

- Clearly stated desirable criteria, skill sets and experience for effective ALAC Member performance.
 - Annual Gap/Needs Analysis
- Use of ICANN Learn
- Onboarding programs
- Specific CB programs

● **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Small Team / Work Group to conduct needs analysis
- Small Team / Work Group Appointee to curate relevant programs and courses

● **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Under annual review (in preparation for new Member intake and again when allocated) and reporting at AGM.

Table P4-C4 : The ALAC is maintaining skills and technical expertise needed through capacity building.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. Exploration into more effective and efficient capacity building for serving ALAC members and Regional Leadership, including strategic planning for any given year. 2. Implementation of onboarding programs and specific capacity building programs. 	<ol style="list-style-type: none"> 1. ALAC to conduct regular needs analysis and reporting on capacity building efforts to identify and address gaps or recognized needs. 2. Conduct annual review of capacity building efforts in preparation for new Member intake. Report findings and updates at the AGM.

Criteria 5 (P4-C5): Maintaining levels of active participation.

Indicators (S.M.A.R.T) associated with C5 of P4 for the ALAC - ‘The ALAC is accountable internally to its ALSes and IMs and externally to the wider ICANN community:

- Yes, it is**
- **Simple/Specific (Target)**
 - Evolution of the ALAC's foundation of key Work Teams, the [Consolidated Policy Working Group \(CPWG\)](#); [Operations Finance and Budget Working Group \(OFP-WG\)](#); and the [Sub Committee on Outreach and Engagement](#) (O and E) to ensure more complete and effective engagement of all serving ALAC Members.
- **Measurable (Quantify)**
 - Maintain/increase participation levels in terms of attendance and diversity of engagement in drafting and policy engagement.
- **Attainable/Achievable (Define/assign responsibility)**
 - Publicly accessible dashboard showing rosters of Member engagement and activities.
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - See [CPWG](#) and [OFP-WG](#) wiki spaces
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - Annual review and reporting of maintenance or growth in engagement and diversity of members involved.

Table P4-C5 : The ALAC maintains suitable levels of active participation.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. The ALAC’s key Work Teams, include the Consolidated Policy Working Group (CPWG), and Operations Finance and Budget Working Group (OFP-WG). In addition, an ALAC Community Engagement Sub Committee (ACES) has been established to ensure more complete and effective engagement of all serving ALAC Members. Use of CPWG and OFB-WG wiki spaces for resources and information 2. The Social Media WG has been helping to enhance participation. 	<ol style="list-style-type: none"> 1. Maintain or increase participation levels in terms of attendance and diversity of engagement in drafting and policy engagement. 2. Conduct an annual review and report on the maintenance or growth in engagement and diversity of members involved.

Criteria 6 (P4-C6): The ALAC maintains sufficient levels of transparency of information.

Indicators (S.M.A.R.T) associated with C6 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

Yes, it does

ALAC and RALO Leadership regularly meet at each ICANN Meeting, and the default for all ALAC meetings is Open and recorded for archive and access.

- **Simple/Specific (Target)**
 - Regular meetings are advertised and open, and detailed records (transcripts, recordings, notes, etc.) are held for archive and public access.
- **Measurable (Quantify)**
 - Quantify records of attendance, meeting proceeding records (transcripts, recordings, notes, etc.) as held for archive and public access.
- **Attainable/Achievable (Define/assign responsibility)**
 - Updates as soon as possible after each action or meeting is completed is made under the direction of ALAC-ALT, WG/AT Leads, Appointments and Key Policy Staff
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Space should be made at the top of landing pages, meeting pages and in the future if agreed to be developed, publicly accessible dashboard(s).
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**
 - Meeting recordings are published within 48 hours of after the meeting

Table P4-C6 : The ALAC maintains sufficient levels of transparency of information.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC meetings are open and recorded. ALAC makes available the recordings, transcripts and minutes of all its open meetings and decision-making process for public access 2. Meeting recordings are published within 48 hours after the meeting. 3. ALAC maintains a web page (readily accessible from the ICANN home page) which provides pointers to the various recordings, transcripts, etc. 	<ol style="list-style-type: none"> 1. ALAC encouraging stakeholder participation in meetings to enhance their engagement. 2. Conduct annual review of meeting transparency and accountability processes. 3. Report findings at meetings held during ICANN AGMs in a single source page. .

Criteria 7 (P4-C7): The ALAC communicates and engages with its constituents and the broader multi-stakeholder community.

Indicators (S.M.A.R.T) associated with C7 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

- Yes, it does**
- **Simple/Specific (Target)**
 - Standards of Open Meetings by default; detailed meeting records and use of language services to optimise communication effectiveness and opportunity for engagement shall continue to be a 'good practice' model for ICANN..
 - Investigation of effectiveness of messaging methodologies for outreach and engagement with current exploration of the [At-Large Loop](#)
- **Measurable (Quantify)**
 - Develop a dashboard of ALAC and WT Meetings completed and planned. (see GNSO and ccNSO Council examples) in FY 25/26
- **Attainable/Achievable (Define/assign responsibility)**
 - ALAC ALT, WT Leads, Appointments and Key Policy Staff
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Staff support will need to be ascertained.
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**
 - **Plan for FY 25/26**

Table P4-C7 : The ALAC communicates and engages with its constituents and the broader multi-stakeholder community.

Achieved/Being Achieved	Aspirational
1. ALAC fosters open communication channels with the community for all its regular and WT meetings including ad hoc webinars and capacity building efforts.	1. ALAC should develop a dashboard of ALAC and WT Meetings completed and planned. (see GNSO and ccNSO Council examples) in FY 25/26

Criteria 8 (P4-C8): The ALAC has implemented prior review recommendations.

Indicators (S.M.A.R.T) associated with C8 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community: Implementation of all accepted 'community' AC/SO recommendations from the 2nd At-Large Review,

Yes, it has.

- **Simple/Specific (Target)**

- a. see also [ALAC and At-Large Improvements WGs](#) and in particular-
 - At-Large Structure (ALS) Mobilization - [Report](#)
 - Unaffiliated Individual Member Mobilization - [Report](#)
 - Metrics (Rec 16) - the establishment and collection of consistent performance metrics;
- b. Implementation of relevant WS2 Recommendations - [ALAC and RALOs for At-Large - WS2 Wiki Space](#)

- **Measurable (Quantify)**

- Completed At-Large Report Final Report [At-Large Review 2 Implementation \(ARI\) Final Report to the Organizational Effectiveness Committee](#) (OEC) on 23 June 2020. **Attainable/Achievable (Define/assign responsibility)**
- See [ARIWG Wiki space](#)

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- See [ARIWG Wiki space](#)

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- See the final ARIWG Reporting

Table P4-C8: The ALAC has implemented prior review recommendations.

Achieved/Being Achieved	Aspirational
1. ALAC has fully implemented all Recommendations from previous Organizational Reviews with the exception of part of Rec 16 regarding monitoring of Member engagement (incomplete due to the withdrawal of the tool by ICANN from service that was planned for implementation use)	1. ALAC to develop alternative monitoring and reporting methodologies for Member engagement metrics. From Sept 24 once Metrics Sub-Committee is reconvened.

Criteria 9 (P4-C9): Processes are in place to assess, prioritize, and implement suggestions for improvement received as outputs from the Continuous Improvement Program.

Indicators (S.M.A.R.T) associated with C9 of P4 for the ALAC - 'The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community:

- Yes, there are**
 - **Simple/Specific (Target)**
 - Documentation is in place on how ALAC will do assessments
 - Documentation is in place on how ALAC prioritizes and implements suggestions for improvements.
 - **Measurable (Quantify)**
 - Documents completed.
 - **Attainable/Achievable (Define/assign responsibility)**
 - Operations, Finance and Budget Working Group (OFB-WG) will produce the necessary documents ALAC CIP-ST may be the vehicle.
 - Could be associated with outcomes and OKRs of ALAC via its [Metrics Sub-Committee](#).
 - **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - Suitability and effectiveness of active prioritized and implemented suggestions for improvement to be included in aspirations and then future planning and prioritization for ALAC CIP.
 - **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute).**
 - To be started in FY25 3rd or 4th qtr and run ongoing with annual review; and triennial major review and reporting into surveys as required.

Table P4-C9: Processes are in place to assess, prioritize, and implement suggestions for improvement received as outputs from the Continuous Improvement Program.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC has formed a small team to conduct these duties. 2. May be associated with outcomes or OKRs of the ALACs Metrics Sub-Committee 	<ol style="list-style-type: none"> 1. ALAC will document how they assess suggestions. 2. ALAC will document how they prioritize and implement suggestions.

Criteria 10 (P4-C10): There is an agreement that the ALAC is accountable to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups.

Indicators (S.M.A.R.T) associated with C10 of P4 for the ALAC - 'The ALAC is accountable to At-Large and externally to the wider ICANN community:

- Yes, there is agreement**
- **Simple/Specific (Target)**
 - ALAC reflects its accountability to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups by
 - Openness of meetings and meeting records; publication of proceedings and regular reporting;
 - integration of 5 Regionally based NomCom appointed Members to the ALAC
 - ALAC Accountability with the RALOs of At-Large is via the appointment of 2/3rds of the ALAC structure on a rolling set of 2 year terms (See [ICANN Bylaws Article 12 9d\) iii\(D\) \(vii\)](#)).
- **Measurable (Quantify)**
 - Regional engagement by members of the ALAC from that Region.
 - Attendance records
 - Contributions to Regional Strategic planning and activities
 - Annual or sub-annual reporting of activities and actions.
- **Attainable/Achievable (Define/assign responsibility)**
 - RALO Meeting and activity records should highlight ALAC Members involved and engaged
 - Individual ALAC Member activity reporting or dashboard of performance metrics. (Self Reported- Public)
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - RALO Meeting and activity records should highlight ALAC Members involved and engaged
 - Individual ALAC Member activity reporting or dashboard of performance metrics. (Self Reported- Public)
 - Use of performance dashboards
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**
 - Annual or sub-annual Reporting
 - Annual review of any performance dashboards

Table P4-C10: The ALAC is accountable internally to its stakeholders and externally to the wider ICANN community.

Achieved/Being Achieved	Aspirational
<p>1. ALAC reflects its accountability to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups by ... Openness of meetings and meeting records; publication of proceedings and regular reporting; integration of 5 Regionally based NomCom appointed Members to the ALAC.</p> <p>2. ALAC Accountability to the RALOs of At-Large is via the (See ICANN Bylaws Article 12 9d) iii(D) (vii)).3. ALAC actively advocates for the needs and concerns of RALOs and end users in various ICANN forums and working groups.</p>	<ol style="list-style-type: none"> 1. ALAC member activity reporting dashboard for annual or sub-annual performance review. 2. ALAC member engagement in RALO meetings and activities publicly available and reviewed annually. 3. To establish feedback mechanisms, to gather input from RALOs and At-Large members on ALAC's performance and areas for improvement.

Principle 5: Criteria

Principle 5 (P5): The ALAC collaborates to further ICANN's mission and the effectiveness of the ICANN multistakeholder model.

Criteria 1 (P5-C1): The ALAC has a process in place for communicating and coordinating within the ICANN global multistakeholder community.

Indicators (S.M.A.R.T) associated with C1 of P5 for the ALAC - 'The ALAC collaborates with the ICANN community to further the mission of ICANN and the effectiveness of the ICANN multistakeholder model.'

ALAC has formal mechanisms for communicating and collaborating with the ICANN Multistakeholder community...

Yes, it does.

- **Simple/Specific (Target)**

- ALAC annually appoints liaisons to GAC, GNSO, ccNSO and SSAC to coordinate regular communication channels
- ALAC periodically appoints representatives, alternates (and observers?) to cross-community working groups, dialogues, PDPs ++, RTs, and IRTs to communicate ALAC/At-Large views
- ALAC is a member of the Empowered Community, participates in decisions undertaken by the EC
- ALAC/ALAC LT conducts formal/informal bilateral meetings with different parts of the ICANN Community to discuss issues, establish collaboration, etc

- **Measurable (Quantify)**

- Register in ALAC / At-Large Wiki /Web pages the roster of liaisons and appointments, including links to any reporting or activities registers, etc.

- **Attainable/Achievable (Define/assign responsibility)**

- Appointments are to be made as detailed in the [ALAC RoPs Section 3](#).

- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Appointments are to be made in keeping with the [ALAC RoPs Section 3](#).

- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute**

- Liaisons to SOACs are appointed or confirmed annually, and their terms run from one ICANN AGM to the one the following year.

Table P5-C1: The ALAC has processes for communicating & coordinating within ICANN

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC annually appoints liaisons to GAC, GNSO, ccNSO and SSAC to coordinate regular communication channels 2. ALAC periodically appoints representatives, alternates (and observers?) to cross-community working groups, dialogues, PDPs ++, RTs, and IRTs to communicate ALAC/At-Large views 3. ALAC is a member of the Empowered Community, participates in decisions undertaken by the EC 4. ALAC/ALAC LT conducts formal/informal bilateral meetings with different parts of the ICANN Community to discuss issues, establish collaboration, etc 	<ol style="list-style-type: none"> 1. Continue annual appointments of liaisons to GAC, GNSO, ccNSO, and SSAC, and introduce means to evaluate and improve the performance of appointees 2. Continue appointments as and when required, and introduce means to evaluate and improve the performance of appointees 3. Continue to participate in decisions undertaken by the EC - 100% response rate to decisions by the EC. 4. Count the number of bilateral meetings and/or collaborations undertaken annually - maintained at x per year. 5. Develop and distribute an annual report on ALAC's collaboration efforts and outcomes.

Criteria 2 (P5-C2): The organizational structure (ALAC) meets regularly with the ICANN Board.

Indicators (S.M.A.R.T) associated with C2 of P5 for the ALAC - 'The ALAC collaborates with the ICANN community to further the mission of ICANN and the effectiveness of the ICANN multistakeholder model.' **ALAC regularly meets with the ICANN Board**

Yes, it does.

● **Simple/Specific (Target)**

- ALAC / At-Large Leadership meet with the ICANN Board at two (2) of the three (3) ICANN Public Meetings held annually

● **Measurable (Quantify)**

- Meeting details, agendas, notes, outcomes, etc., are to be maintained for the public record on Wikis or websites/pages. Reference to these activities should be reported on in the Annual Reporting.

● **Attainable/Achievable (Define/assign responsibility)**

- ALAC meets with the ICANN Board at every Community Forum and AGM
- ALAC Chair/LT periodically meets with selected ICANN Board members, e.g. at SOAC Roundtables

● **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**

- Preparation for, the conduct of, and recording of outcomes and activities related to these meetings shall be transparent, allow for the involvement of ALAC / At-Large and be available for the public record (unless redacted or conducted under Chatham House Rule.

● **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**

- This is an annual minimum requirement. Meeting details, agendas, notes, outcomes, etc., are to be maintained for the public record on Wikis or websites/pages. Reference to these activities should be reported on in the Annual Reporting related to the ICANN AGM each year.

Table P5-C2: The ALAC Meets Regularly with the ICANN Board

Achieved/Being Achieved	Aspirational
<p>1. ALAC meets with the ICANN Board at every Community Forum and AGM.</p> <ul style="list-style-type: none"> ● Maintain, if not increase?, the frequency of meetings with the ICANN Board per year <p>2. ALAC Chair/LT periodically meets with selected ICANN Board members, e.g. at SO/AC Roundtables</p>	<p>1. Improve the quality of meetings by ensuring meaningful agendas with</p> <ul style="list-style-type: none"> ○ Described outcomes, ○ Tracking of action items, ○ Evaluation of the meeting's effectiveness. <p>2. Create a single archive space showing details from (2) above for-</p> <ol style="list-style-type: none"> a. ALAC : Board Meetings b. ALAC : SOAC Roundtables c. ALAC Bilateral with SOACs

Criteria 3 (P5-C3): The SOAC Leadership Roundtables and meetings are organized at each ICANN Meeting and help to improve overall communication, setting priorities, and planning

Indicators (S.M.A.R.T) associated with C3 of P5 for the ALAC - 'The ALAC collaborates with the ICANN community to further the mission of ICANN and the effectiveness of the ICANN multistakeholder model.'

That the ALAC Leadership and RALO Leads regularly meet with SOAC Leadership at and between ICANN Meetings

- Yes, it does.**
- **Simple/Specific (Target) at these meetings there is-**
 - Sharing of ALAC / At-Large priorities, plans and engagement strategies with the wider ICANN community via SOAC Leadership meetings.
- **Measurable (Quantify)**
 - ALAC Chair/LT participates at every SOAC Leadership Roundtables and meetings
- **Attainable/Achievable (Define/assign responsibility)**
 - Attendance and effective engagement by the ALAC Chair or delegate at all SOAC Leadership Roundtables
- **Realistic/Relevant/Resourced (3 R's) (Attainable results with Available resources)**
 - ALAC Chair/LT participates at every SOAC Leadership Roundtables and meetings
- **Timely/Time Bound (Timeline details for any current and/or proposed activities that contribute)**
 - Annual attendance (expected to be 100%) and any reporting or dashboard updates to be completed and provided as part of the ALAC / At-Large Annual Report/update at each AGM.

Table P5-C3: Current and Aspirational Work - ALAC Leadership and RALO Leads regularly meet with SOAC Leadership at and between ICANN Meetings.

Achieved/Being Achieved	Aspirational
<ol style="list-style-type: none"> 1. ALAC Chair/LT participates at every SOAC Leadership Roundtables and meetings. 2. Share ALAC / At-Large priorities, plans and engagement strategies 3. Report back to the ALAC the SOAC priorities and strategies. 	<ol style="list-style-type: none"> 1. ALAC Chair/LT to ensure 100% attendance/participation at SOAC Leadership Roundtables and meetings per year. 2. Develop Strategic Planning landing page to allow for ease of sharing with and reporting back from SOAC Roundtables

Appendix 1: Template *empty* for use in the *future* building of ALAC's S.M.A.R.T. indicators. Also allows for ALAC's Objectives & Key Results to be prepared (OKRs)

<p>ALAC Objectives should be Primary or ambitious Goals: Specific - in simple terms based on strategic planning organization docs etc., Should link to ICANN Strategic Planning Objectives and Goals where possible</p>	<p>Details (a subset but an essential one in outlining Specific Key Results : What is to be exactly done, by whom, to what criteria or standard, who will benefit from the outcome, etc., Allocation: who is the goal allocated to, to action.</p>	<p>Metrics: How to measure the goal. This is best if you have a starting value wherever possible Key Results (however they are measured) of course need to be Ambitious but Achievable.</p>	<p>Relevance: How does this goal relate to organizational and ALAC aims, Performance criteria or objectives, and strategic plans. Key Results *must* RELATE back to the stated Objectives.</p>	<p>Resources: What is required to attain the goal.</p>	<p>Time-Bound Milestones: Milestone details and due dates; even if set as a Key Result that will be reviewed annually or over a FY or multi-year it is advisable to review and where possible measure progress each quarter.</p>	<p>Finally ensure that any Key Result is clearly linked back to a Objective/Goal of either ALAC or the ICANN Strategic Plan and identify what value the completion or implementation of the Key Result should have in relation to those Objectives.</p>

Appendix 1: Template *empty* for use in the *future* building of ALAC's S.M.A.R.T. indicators. (cont)

<p>ALAC Objectives should be Primary or ambitious Goals: Specific - in simple terms based on strategic organization docs etc., Should link to to ICANN Strategic Planning Objectives and Goals where possible</p>	<p>Details (a subset but an essential one in outlining Specific Key Results : What is to be exactly done, by whom, to what criteria or standard, who will benefit from the outcome, etc., Allocation: who is the goal allocated to, to action.</p>	<p>Metrics: How to measure the goal. This is best if you have a starting value wherever possible Key Results (however they are measured) of course need to be Ambitious but Achievable.</p>	<p>Relevance: How does this goal relate to organizational and ALAC aims, Performance criteria or objectives, and strategic plans. Key Results *must* RELATE back to the stated Objectives.</p>	<p>Resources: What is required to attain the goal.</p>	<p>Time-Bound Milestones: Milestone details and due dates; even if set as a Key Result that will be reviewed annually or over a FY or multi-year it is advisable to review and where possible measure progress each quarter.</p>	<p>Finally ensure that any Key Result is clearly linked back to a Objective/Goal of either ALAC or the ICANN Strategic Plan and identify what value the completion or implementation of the Key Result should have in relation to those Objectives.</p>

Appendix 1: Template *empty* for use in the *future* building of ALAC's S.M.A.R.T. indicators. (cont)

<p>ALAC Objectives should be Primary or ambitious Goals: Specific - in simple terms based on strategic organization docs etc., Should link to to ICANN Strategic Planning Objectives and Goals where possible</p>	<p>Details (a subset but an essential one in outlining Specific Key Results : What is to be exactly done, by whom, to what criteria or standard, who will benefit from the outcome, etc., Allocation: who is the goal allocated to, to action.</p>	<p>Metrics: How to measure the goal. This is best if you have a starting value wherever possible Key Results (however they are measured) of course need to be Ambitious but Achievable.</p>	<p>Relevance: How does this goal relate to organizational and ALAC aims, Performance criteria or objectives, and strategic plans. Key Results *must* RELATE back to the stated Objectives.</p>	<p>Resources: What is required to attain the goal.</p>	<p>Time-Bound Milestones: Milestone details and due dates; even if set as a Key Result that will be reviewed annually or over a FY or multi-year it is advisable to review and where possible measure progress each quarter.</p>	<p>Finally ensure that any Key Result is clearly linked back to a Objective/Goal of either ALAC or the ICANN Strategic Plan and identify what value the completion or implementation of the Key Result should have in relation to those Objectives.</p>

Appendix 1: Template *empty* for use in the *future* building of ALAC's S.M.A.R.T. indicators. (cont)

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Appendix 1: Template *empty* for use in the *future* building of ALAC's S.M.A.R.T. indicators. (cont)

<p>ALAC Objectives should be Primary or ambitious Goals: Specific - in simple terms based on strategic planning organization docs etc., Should link to to ICANN Strategic Planning Objectives and Goals where possible</p>	<p>Details (a subset but an essential one in outlining Specific Key Results : What is to be exactly done, by whom, to what criteria or standard, who will benefit from the outcome, etc., Allocation: who is the goal allocated to, to action.</p>	<p>Metrics: How to measure the goal. This is best if you have a starting value wherever possible Key Results (however they are measured) of course need to be Ambitious but Achievable.</p>	<p>Relevance: How does this goal relate to organizational and ALAC aims, Performance criteria or objectives, and strategic plans. Key Results *must* RELATE back to the stated Objectives.</p>	<p>Resources: What is required to attain the goal.</p>	<p>Time-Bound Milestones: Milestone details and due dates; even if set as a Key Result that will be reviewed annually or over a FY or multi-year it is advisable to review and where possible measure progress each quarter.</p>	<p>Finally ensure that any Key Result is clearly linked back to a Objective/Goal of either ALAC or the ICANN Strategic Plan and identify what value the completion or implementation of the Key Result should have in relation to those Objectives.</p>

List of Updates and Versions should be listed on this page:

Doc ID/Version Detail:	Date of ALAC Endorsement or Adoption:	Review Date: <start / end>	Notes:
ALAC's Initial CIP S.M.A.R.T. Indicators work April - July 2024 version 1.5	July 26th 2024		Start next Detailed Review No later than 30 June 2025