



# **Community Regional Outreach Pilot Program (CROPP-FY14)**



**Administrator's Summary Report**

**31 August 2014**



# ICANN CROPP-FY2014

## Administrator's Summary Report

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### 1. Executive Summary

The **Community Regional Outreach Pilot Program (CROPP)** was announced on 21 September 2013 and formally launched on 9 October 2013 after having been approved through ICANN's fiscal year planning and budgeting process. CROPP was developed in response to and as a direct result of expressed community interest to extend global outreach. The program's mission was articulated as follows:

- 1) Building local/regional awareness and recruitment of new community members;
- 2) More effectively engaging with current members and/or "reactivating" previously engaged ICANN community members; and
- 3) Communicating ICANN's mission and objectives to new audiences.

The key deliverables of CROPP included:

- 1) Travel Allocations: Five (5) individual regional trips allocated to each of the five (5) At-Large RALOs and each of the five (5) GNSO Constituencies (50 total);
- 2) Funded Costs/Expenses: Included transportation (economy class), lodging, and \$50 USD per diem (3 days, 2 nights standard).
- 3) Booking: All travel booked via ICANN Constituency Travel to ensure consistency, proper accounting, recordation, and tracking against budget.

Acknowledging the initial start-up challenges and recognizing that the program was operational for approximately eight (8) months of the full 2014 fiscal year cycle, CROPP finished its pilot year having submitted, approved, and completed eleven (11) outreach trip events that were attended by eighteen (18) travelers representing the various eligible ICANN structures.

Chapter 3 of this report highlights the significant quantitative results and outcomes, however the following table summarizes the overall participation rates:

<b>Organization</b>	<b>Trips Allocated</b>	<b>Participating Travelers</b>	<b>Rate</b>
At-Large RALOs	25	15	60%
GNSO Constituencies	25	3	12%
<b>Totals</b>	<b>50</b>	<b>18</b>	<b>36%</b>

A comprehensive review and analysis of CROPP is presented in Chapter 4 below following a template containing a series of questions that examine four major program elements including: Mission & Purpose, Structure & Organization, Operations & Execution, and Outcomes.



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It should be noted that, before the completion of this report, a management decision was made to extend CROPP for a second fiscal year (2015) as a continuation (or extension) of the initial pilot period. This decision was made for two reasons: (1) given CROPP's late start within FY14, the Program Administrators determined that there was insufficient opportunity for advanced planning within the volunteer community to take full advantage of the outreach opportunities; and (2) at the point when a budgeting decision had to be finalized for FY15, there was sparse data available upon which to render a meaningful program review.

Even though it was not instrumental in the authorization of CROPP for FY15, this report was completed to fulfill the original commitment that a program evaluation would be forthcoming and to officially document the experience now the initial pilot has completed all of its original milestones.

## 2. Introduction

This chapter summarizes the purpose, goals, deliverables, communications/training, and design elements of CROPP. It does not contain any outcomes or results that are presented in Chapters 3 and 4.

All of the program's contents have been archived on the ICANN Wiki site, which is accessible in Read/View mode to anyone with this link: <https://community.icann.org/x/QVp-Ag>. Consequently, this report will not contain any documents or exhibits that can be reviewed via the Wiki.

*Note: Readers familiar with the above elements of CROPP may find it useful to skip this Chapter.*

### A) Purpose and Key Deliverables

In preparation for ICANN's Fiscal Year 2014 budgeting process, community leaders outlined several key benefits that could be achieved through a programmed approach to global outreach:

- 1) Building local/regional awareness and recruitment of new community members;
- 2) More effectively engaging with current members and/or "reactivating" previously engaged ICANN community members; and
- 3) Communicating ICANN's mission and objectives to new audiences.

In recognition of the potential that such a regional outreach program could contribute to the ICANN community's continued growth and development, the FY14 Budget allocated resources and Staff was directed to develop a **Community Regional Outreach Pilot Program (FY14)** to include a robust implementation and rigorous evaluation in order to assist in determining whether such resourced outreach program merited support in future fiscal cycles.



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The key deliverables of CROPP-FY14 included:

- 4) Travel Allocations: Five (5) individual regional trips allocated to the following ICANN structures:

<b>At-Large RALOs</b>	Africa	AFRALO
	Asia-Pacific (APRALO)	APRALO
	Europe (EURALO)	EURALO
	Latin America/Caribbean	LACRALO
	North America	NARALO
<b>GNSO Constituencies</b>	Business Constituency	BC
	Intellectual Property Constituency	IPC
	Internet Services Providers Constituency	ISPC
	Non-Commercial Users Constituency	NCUC
	Not-for-Profit Operational Concerns Constituency	NPOC

- 5) Funded Costs/Expenses: Includes transportation (economy class), lodging, and \$50 USD per diem (3 days, 2 nights standard).
- 6) Booking: All travel booked via ICANN Constituency Travel to ensure consistency, proper accounting, recordation, and tracking against budget.

### **B) Communications, Orientation, and Training**

A formal announcement letter was sent to ICANN At-Large and GNSO community leaders on 21 September 2013 in which the program was outlined including information regarding a formal launch date (9 October 2013), links to the newly created ICANN Community Wiki space (procedures, forms, etc.), and various orientation/training sessions scheduled and planned.

Each organization was asked to name 1 or 2 Pilot Program Coordinators (PPC) and, with the exception of the Internet Services Provider Constituency (ISPC), those names were provided and published on the CROPP Wiki site.

Two CROPP orientation sessions were held on 1 October 2013 (1300 and 1900 UTC) and a separate training session was conducted for PPCs assigned as of 10 October 2013. In addition, two audio-visual tutorials were recorded and made available on the CROPP-FY14 Wiki site: (1) CROPP Introduction (7 mins); and (2) PPC Training (13 mins).

### **C) Implementation: ICANN Community Wiki**

A new space was created for CROPP-FY14 within the ICANN Community Wiki platform including the following key page contents:



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### 1) Communications

- Announcement Letter
- Interim Status Reports

### 2) Program Operations

- Contacts (Community PPCs, Regional VPs, and Staff)
- Key Deliverables and Operating Guidelines
- Principles and Criteria
- Travel Guidelines
- Processing Flow Diagram

### 3) Program Tools & Resources

- Frequently Asked Questions (FAQ)
- CROPP Community Sessions (recordings/transcripts)
- Tutorials (CROPP Intro and PPC Training)

### 4) Forms

- Instructions
- At-Large RALO Section (Summary Status)
  - (5) Blank Trip Proposals for each RALO
- GNSO Constituency Section (Summary Status)
  - (5) Blank Trip Proposals for each GNSO Constituency

### 5) Community Feedback Page

The following tentative program evaluation criteria were also published:

- How well and to what extent were individual trip objectives met?
- In reviewing the proposed outcomes, to what extent were they realized as documented by the Trip Assessments?
- To what extent were membership applications increased as a result of the trips and events?
- How well did the program operate both in terms of participant adherence to guidelines and Staff administration?
- How tightly were the trips/events linked to ICANN strategies both at the corporate and regional levels?
- What is the perspective of Community leaders (GNSO and At-Large) as to the overall effectiveness of the program compared to its original overarching purposes?

*Note: The above evaluation criteria were subsequently expanded and are addressed fully in Chapter 4.*



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### 3. Results and Outcomes

For readers interested in CROPP's raw data, that information is presented in Chapter 5-Addendum to this report.

This chapter contains three sections: Aggregate Results, Participation Rates, and Regional Distribution.

#### A) Aggregate Results

As shown in the table below, a total of 11 outreach trips were approved, scheduled, and completed involving a total of 18 individual travelers. The program was budgeted to accommodate a maximum of 50 travelers; therefore, 18 travelers represents 36% of the originally planned resource allocation.

CROPP-FY14	At-Large RALOs	GNSO Constituencies	Totals
Trip Proposals Submitted	10	5	15
Proposals Completed <sup>1</sup>	9	4	13
Trips Taken <sup>2</sup>	8	3	11
Number of Travelers	15	3	18

#### B) Participation Rate

The table to the right shows the ten (10) eligible organizations and the number of travelers that each one approved for CROPP-FY14 along with the percentage of the original allocation.

In aggregate, the At-Large RALOs used 60% of their 25 allocated positions while the GNSO approved 3 travelers, which is equivalent to 12% of its original allocation.

Four (4) organizations (40%) did not approve any trips or travelers for this year's pilot implementation.

Organization	Travelers (*)	Rate
EURALO	5	100%
LACRALO	5	100%
NARALO	4	80%
NPOC	2	40%
AFRALO	1	20%
IPC	1	20%
APRALO	0	0%
BC	0	0%
ISPC	0	0%
NCUC	0	0%
At-Large RALOs	15	60%
GNSO Constituencies	3	12%

<sup>1</sup> Two (2) Trip Proposals were withdrawn voluntarily after initial submission.

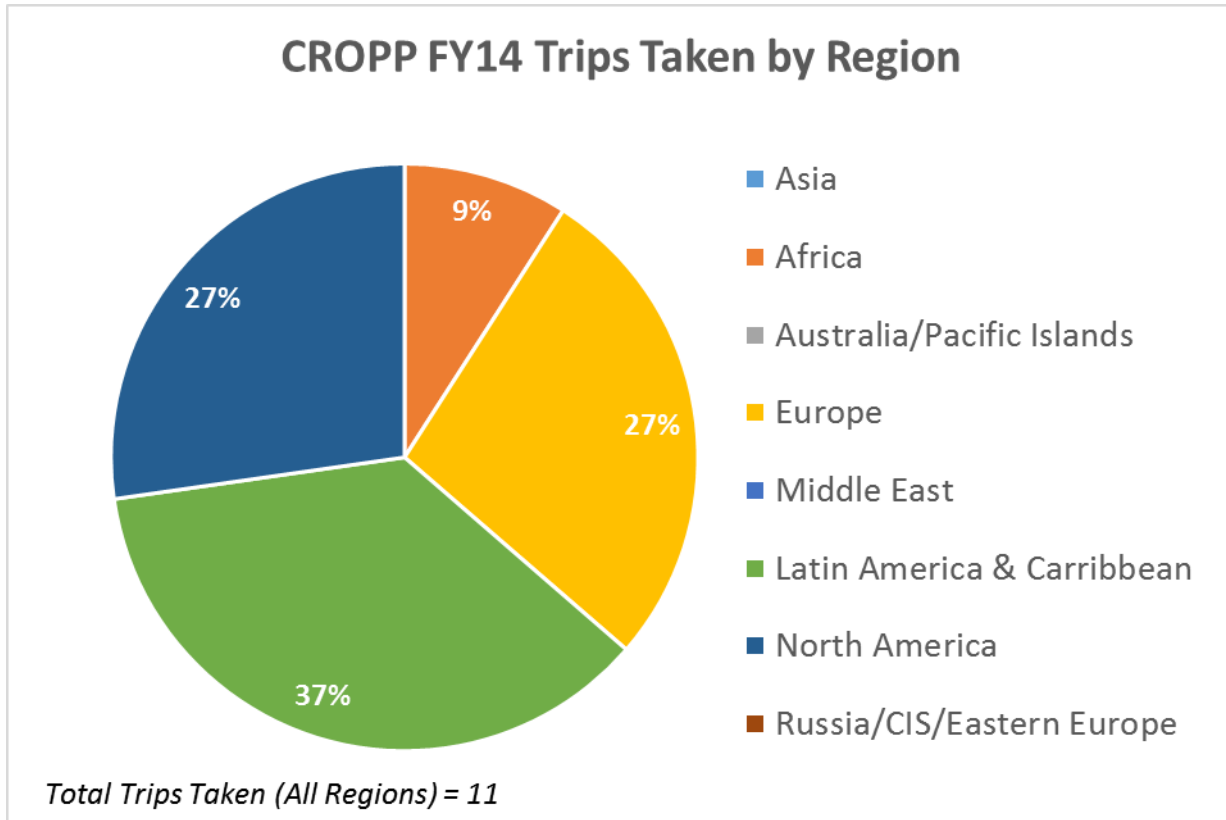
<sup>2</sup> Two (2) scheduled trips were cancelled or not taken (1 At-Large RALO; 1 GNSO Constituency).



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## C) Regional Distribution

Examining the 11 trips that were taken, the distribution across the 8 ICANN geographic regions is shown in the chart below:



As can be visualized by the color-coding in the above chart, trips were completed in five (5) of the geographic regions: Africa (1 or 9%), Europe (3 or 27%), Latin America & Caribbean (4 or 37%), and North America (3 or 27%). No outreach events were approved in Australia/Pacific Islands, Middle East, or Russia/CIS/Eastern Europe.

## 4. Program Review

The appointed ICANN Staff Program Administrators have undertaken a comprehensive analysis of CROPP's first year implementation. The evaluation is comprised of four (4) major sections including: Mission & Purpose, Structure & Organization, Operations & Execution, and Outcomes. Each section set forth below contains one or more specific questions followed by a consensus response. At the end of each section, there is an overall Assessment statement and Recommendations pertaining to that category.

### A) Mission & Purpose





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### 1. Has the Program been effective in achieving its principle mission as defined in its governing charter, bylaws, or other organizing document?

According to the official Program documentation, the overall mission of CROPP is summarized below:

*"Community leaders have outlined several key benefits that could be achieved through a programmed approach to global outreach:*

- 1) Building local/regional awareness and recruitment of new community members;*
- 2) Engaging more effectively with current members and/or "reactivating" previously engaged ICANN community members; and*
- 3) Communicating ICANN's mission and objectives to new audiences."*

After approximately two months in development and testing, the program became operational on 9 October 2013 with a termination date of 30 June 2014. Although only eleven (11) trips were completed involving 18 travelers (36% of original allocation), the program is perceived to have considerably more potential that has been realized in its initial pilot phase.

Please see Section D-Outcomes for a discussion of accomplishments.

### 2. Are there any internal/external factors that have contributed to or inhibited the achievement of the Program's mission?

The Pilot Program was announced on 21 September 2013 and launched effective 9 October 2013; however, its fiscal year operational period was from 1 July 2013 through 30 June 2014. The program was only in place for approximately eight (8) months instead of the full twelve (12); moreover, because it was new, several additional months were required for communities to plan and organize their volunteers and processes.

Staff's conclusion is that, while the program may not have achieved all of the objectives initially established in its inaugural year, part of that result can be attributed to its novelty, acclimation, and an insufficient amount of time for effective community planning to take maximum advantage of its deliverables.

### 3. Have the Program's initiatives remained consonant with its mission and purpose?

The major initiatives of CROPP included:

- 1) Funding of 50 trips during FY2014 (5 each to 10 approved GNSO Constituency and At-Large RALO structures);



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- 2) Involvement of Stakeholder Engagement VPs in the assessment and approval process;
- 3) Orchestration of travel logistics, communications, Speakers Bureau, and other ICANN Staff disciplines to enhance trip success; and
- 4) Development of a "turnkey" Wiki solution complete with forms/template, audio/video tutorials, procedures, and administrative tracking.

Staff believes that, although improvements can be made within each of these program initiatives, they have been implemented consistently and in concert with the overall mission of the pilot program.

#### **4. Does the Program have a continuing purpose?**

Based upon the trip assessment reports that had been completed at the time a decision was made with respect to FY15's CROPP funding, Staff was encouraged that the program goals could be materially advanced by continuing the effort into a second year.

There appears to be wide consensus among Staff and community members that global outreach remains a vital goal for ICANN in terms of building awareness, recruiting new members, and communicating ICANN's message to new audiences around the world. It remains Staff's view that CROPP can be a useful tool in assisting volunteer structures (e.g., Constituencies, RALOs) to develop and strengthen their stakeholder groups. Although the first year's activity underachieved its original planned volumes, a second year was recommended to be funded on the grounds that (1) the overall value of CROPP could not be properly assessed after this initial trial/pilot; and (2) advanced notice/planning is expected to facilitate a significantly higher number of outreach events in the FY15 phase.

If the program's accomplishments are not materially higher, qualitatively and quantitatively, in terms of building awareness and increasing recruitment, recommendations may be made to further modify the program or to discontinue funding the CROPP for FY16.

#### **5. Does the mission/purpose of this Program need to be revised or amended in any way that would enhance its productive value within ICANN?**

Staff does not recommend any change in the overall mission/purpose of CROPP at this time.

### **Overall Assessment**

In the first pilot year of CROPP, Staff has developed a set of principles, procedures, protocols, and accompanying tools, forms, and templates supporting an overall mission/purpose to enhance



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global outreach. While there are specific improvement areas identified in terms of mechanics and logistics (see other sections of this review), the overall mission appears to have been well grounded, articulated, and understood as well as accepted by the eligible ICANN communities who utilized the program.

### Recommendations

There are no specific recommendations to enhance or improve the Mission and Purpose of CROPP.

## **B) Structure & Organization**

### **1. Is the Program organized in a way that supports and contributes to the achievement of its mission/purpose?**

The CROPP organization consists of:

- (2) Staff Program Administrators supported by (1) external consultant
- (20) Pilot Program Coordinators (PPC)
- (8) Stakeholder Engagement Vice Presidents
- Various ICANN Staff Departments (e.g., Communications, Constituency Travel) as identified and needed

There were two critically important considerations that led to the FY2014 CROPP organizational structure:

- 1) Given that this program was a pilot, Staff thought it would be important, during the learning phase, to carefully control the preparation and administration of the templates/forms so that the process could be managed in an orderly fashion. This decision led to the creation of the Pilot Program Coordinator (PPC) role.
- 2) Another important program element was that each Trip Proposal be pre-approved not only within the ICANN structure (e.g., RALO, Constituency), but also be coordinated with the regionally deployed Stakeholder Engagement Vice Presidents.

For the initial pilot, the organizational structure has served the purposes as intended; however, as will be discussed in Question 2 (below), the PPC role has been amended for the FY15 CROPP phase, especially with respect to Wiki form completion.

### **2. Are there any recommended structural/design changes or adaptations that would enhance the effectiveness of the Program in achieving its purpose?**

Staff found that the appointment of Pilot Program Coordinators (PPC) lagged considerably and, as of the publication of this analysis, one ICANN structure (ISPC) had not appointed a representative. The original concept that the program could be more tightly administered



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by identifying and training coordinators did not materialize as envisioned. Even though audio and video tutorials were prepared for the PPCs, very few took advantage of those tools and resources, which necessitated that Staff members assist several PPCs through the process steps to complete the wiki forms/templates.

There was not a sufficient volume of proposals during this first year to enable learning through repetition and, even if all trip allocations had been exhausted, each PPC would have only completed 1-3 forms for the entire period. In essence, there is little efficiency to be gained by concentrating the form completion in the hands of 20 individuals and, as was discovered, the process of making certain PPCs technically operational was, itself, challenging in a few instances. Anecdotally, one traveler commented that he would have written a more thorough Trip Assessment had he been allowed to enter the information himself versus transmitting it through his community's PPC.

By making certain design changes to the implementation solution, the role of the PPC in actually completing the Wiki forms/templates can be eliminated. These recommendations will be discussed in Section C-Operations & Execution (below).

### **3. Does the Program have the appropriate quantity and type of resources (human and financial capital) needed to accomplish its mission?**

CROPP's funding was more than adequate (yielding a net surplus) and the administrative/technical resources were appropriate to the activities and tasks required to develop, maintain, administer, and manage the program.

### **4. Are there any structural impediments affecting the Program from achieving its mission/purpose?**

Staff does not believe that there were structural impediments that prevented the program from achieving its goals; however, it should be noted that the ICANN Travel Staff appeared to be overwhelmed, at times, requiring follow-up by the CROPP Administrators to ensure that travel arrangements were made in a timely manner. Staff does not believe this circumstance is directly related to CROPP itself.

### **Overall Assessment**

Overall, Staff believes that, with respect to the pilot program implementation, the Structure and Organization were appropriate for the initial needs as conceived; however, as discussed above in Question 2, one critical task (form completion) assigned to the PPC role did not yield the benefits that were originally anticipated and can be eliminated or significantly reduced in a subsequent pilot phase.



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### Recommendations

No formal recommendations are offered with respect to the general Structure and Organization of CROPP. The PPC role should be retained organizationally; however, certain operational modifications are discussed in Section C below. There should be a continued examination of how best to involve and utilize the ICANN Constituency Travel Team so that its efficiency and that of CROPP can be optimized.

### C) Operations & Execution

#### **1. To what extent has the Program established strategic and/or tactical plans/programs to inform and guide its activities?**

The Program Administrators established both strategic plans and tactical elements intended to inform and guide CROPP:

- 1) Key Deliverables & Operating Guidelines: Establishing the overall goal of the program as well as the governing rules and policies that were updated as community questions were uncovered.
- 2) Principles & Criteria: Outlining the program's evaluation criteria as well as its commitment to transparency.
- 3) Outreach Pilot Processing Flow Diagram: Describing the steps and duties for each substantive role in the process.
- 4) Frequently Asked Questions (FAQ): Initially populated and updated as issues were raised.
- 5) Tutorials: (1) A general audio-video introduction to CROPP and the Wiki implementation; and (2) an audio-video training instruction for PPCs including a form completion practice area.
- 6) Confluence Wiki solution containing pre-formatted templates to be completed by each PPC with written instructions.
- 7) A Feedback page to accept input from participants, PPCs, and other stakeholders.
- 8) A closed Administration section (Wiki) in which Staff developed and utilized tools for milestone scheduling, issue tracking/resolution, and FAQ development.

Each of these components was instrumental in the implementation and operation of CROPP. Regarding #8, for example, over two dozen separate issues were identified, tracked, and resolved during development, testing, and initial rollout of the program.

#### **2. Did the Program identify a set of goals/objectives over a planning horizon (e.g., 2-4 years); if not, what are the principal drivers of the Program's work efforts?**

The principal goal of CROPP, tactically, was to fund and facilitate up to 50 trips during



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FY2014 for the purpose of extending ICANN's community global outreach efforts. In particular, the program's objectives were:

- 1) Building local/regional awareness and recruitment of new community members;
- 2) More effectively engaging with current members and/or "reactivating" previously engaged ICANN community members; and
- 3) Communicating ICANN's mission and objectives to new audiences.

### 3. How has the Program decided which initiatives and activities should be pursued and in what sequence, i.e., how was work prioritized?

A detailed Milestone Schedule was prepared itemizing the various tasks/activities that needed to be performed from early inception through development to the completion of this review. As a result of careful planning and execution, there was never a point during the program operation where any task or activity conflict required re-prioritization.

### 4. How effectively did the Program's leadership make decisions with respect to resource assignment, utilization, and oversight?

The two ICANN Staff Program Administrators were thoroughly engaged in every element and decision related to the program's design, implementation, and operation including directing the activities of the external consultant engaged to support the pilot. In the initial months of the program's inception and development, weekly conference calls were held to discuss and reach consensus concerning program goals/objectives, principles, policies, and guidelines.

### 5. How frequently and effectively did the Program communicate important information (e.g., status) both internally and externally?

The formal external communications were as follows:

- 1) **21 Sep 2013**: Program Announcement and notification of two community initiation sessions (1 Oct) as well as an "Orientation" document translated in 5 languages.
- 2) **8 Oct 2013**: Request for Pilot Program Coordinators (PPC) published
- 3) **11 Oct 2013**: Email to remind structure leaders that CROPP officially has officially opened
- 4) **13 Nov 2013**: Program update/status sent to community leaders including opportunities to meet at ICANN Public Meeting in Buenos Aires
- 5) **6 Feb 2014**: CROPP mid-term slide presentation delivered to the Public & Stakeholder Engagement Committee (PSEC)
- 6) **23-27 Mar 2014**: CROPP status report delivered during ICANN Public Meeting in Singapore



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Informal communications (emails, online chat sessions) between the Program Administrators occurred throughout the program's operations on an as-needed basis. Initially, weekly development and implementation conference calls were held until the CROPP was officially launched and, thereafter, every other week.

### **6. How well did the Program incorporate and utilize technology (e.g., software tools, automation) in the pursuit of its mission?**

Among the technologies and tools that were utilized in this program were:

- Wiki: templates, automated reports, and audio/visual tutorials
- Written documentation including instructions
- Issues Tracking template capability for Program Administrators

There were two technology issues identified that could not be corrected for FY14, but were addressed for FY15's implementation:

- 1) In the Wiki form/template, a large number of the data fields were marked as "required," which had the effect of requiring that the entire form be completed at one time (in order to Save) versus filling in sections over multiple sittings. For FY15, that restriction was removed enabling the template to be saved in an incomplete state. A new field was added so that a flag can be set to indicate the form's readiness for Staff review, confirmation, and subsequent processing.
- 2) For security/control purposes, only PPCs were granted permission to complete forms/templates within the Wiki. The At-Large organization discovered that it needed to create a separate "feeder" process within Google Docs so that it could process, evaluate, and approve prospective Trip Proposals that would be subsequently entered into the Wiki. Staff interprets its obligation to streamline processes and reduce work for its volunteers; however, the fact that At-Large felt it necessary to build a redundant process caused Staff to completely rethink its original parameters. For FY15, the entire architecture was redesigned so that communities could have their own workspaces within the Wiki (not outside of it). As a result, the need for a separate 'feeder' process has been circumvented.

### **7. How well was the Program administered, tracked, and measured including its accounting and records management?**

Due to the enabling technologies utilized, primarily the Wiki platform, the administration, tracking, recording, and reporting/measurement were not only made possible, but enhanced in terms of simplicity, ease-of-use, timeliness, accuracy, and completeness.



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### 8. Were the Program's scheduled meetings/events appropriate in terms of timeliness, duration, and frequency?

Other than conference calls held weekly, then bi-weekly, the only other scheduled events were the original orientation sessions (1 October 2013) and the utilization of opportunities to provide updates at the trimester ICANN Public Meetings (Buenos Aires, Singapore). Short slide presentations were prepared in advance of each of these meetings to highlight the program's progress against its original milestones.

### 9. Are there any additional processes, practices, or procedures that, if implemented, would materially improve the efficiency and/or effectiveness of the Program?

As mentioned in Question 6 above:

- 1) For FY15, a community "Draft" area has been implemented where Trip Proposals can be created (via template) and approved internally; then, once authorized, moved into an official area for Program Administrators to review and continue processing.
  - This change also enables the elimination of form completion task from the PPC role preferring, instead, that community members enter the information directly. Audio-visual tutorials have been developed to assist with the additional introduction and training requirements.
- 2) Also completed for FY15 is the elimination of the technical constraint that templates must be completed entirely in one sitting.

### Assessment

Overall, the Operations and Execution of CROPP, although not perfect in its initial implementation, were successful in enabling 11 trips and 18 travelers to complete outreach events during the fiscal cycle.

### Recommendations

Several technical improvements have been identified (see Questions 6 & 9 above) as well as a few clarifications to the template itself (e.g., elimination of the 'alternate' traveler designation). All of these elements have been addressed and resolved in the FY15 implementation of CROPP.





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### D) Outcomes

#### 1. What have been the Program's key products/outputs during the review period?

A total of 11 outreach trips were approved, scheduled, and completed involving a total of 18 individual travelers. The program was budgeted to accommodate a maximum of 50 travelers; therefore, 18 travelers represents 36% of the planned level (see Chapter 3 for additional results and outcomes).

Each of the 11 trips had a set of goals/outcomes documented, in advance, and written assessments were prepared and submitted for all completed trips. A summary of this material is provided in answer to Question 2 below.

#### 2. What is the perceived quality of the Program's products/outputs considering such characteristics as appropriateness, completeness, thoroughness, fulfilling vital needs/interests, increasing value (cost/benefit), and improving efficiency/effectiveness?

- How well and to what extent were individual trip objectives met?
- In reviewing the proposed outcomes, to what extent were they realized as documented by the Trip Assessments?
- How tightly were the trips/events linked to ICANN strategies both at the corporate and regional levels?

##### Summary of Trip Purposes and Objectives:

There were eleven (11) outreach events completed as part of CROPP-FY14. In each case, a Trip Proposal form/template was submitted containing the goals/objectives for the trip as well as expected outcomes.

Outreach events were typically selected because of their perceived significance to ICANN in two fundamental ways: (1) targeting specific territories/regions where ICANN membership and involvement is under-represented or non-existent; and (2) interacting and engaging with important themes such as: Internet governance ecosystem and geopolitics frameworks; innovations and best practices; openness, transparency and social accountability; humanitarian applications of technology; government surveillance issues; privacy and security; economic development; and the role/value of the multi-stakeholder model of policy development.

In general, the goals, objectives, and outcomes associated with the eleven (11) trips could be grouped according to the following categories:

##### **1) Raise Awareness of ICANN and its Stakeholder Communities**

- Participate and exhibit to enhance image/visibility of ICANN within region

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- Document the conference/event in photos and blog postings
- Distribute literature highlighting ICANN's mission, scope, and role
- Influence regional media coverage highlighting ICANN's participation

### **2) Networking and Capacity Building**

- Identify potential candidates for membership/recruitment
- Engage with current communities and reactivate previous members

### **3) Knowledge Sharing**

- Spread Internet-related knowledge/information
- Organize workshops and seminars

As may be inferred from the above summary, most of the trip purposes were expressed qualitatively rather than in specific quantitative terms that would enable subsequent measurement.

### **Summary of Outcomes:**

Generally speaking, the eleven (11) submitted Trip Assessments, completed upon participants' return, followed the format of the original purposes and goals. A few of the assessments noted the number of attendees at various sessions; however, most of reports were qualitative summaries of the experience and could be grouped as follows:

#### **1) Workshops/Seminars Attended**

- Participants were often organizers, facilitators, presenters, moderators, panelists, and contributors to a wide variety of sessions many of which involved hundreds of prospective outreach candidates.
- Distribution of feedback questionnaires (two occasions) to session participants concerning content, duration, and quality (> 50 responses); results were overwhelmingly positive and supportive
- Distribution of ICANN literature in multiple languages
- One Non-Profit Radio interview to 9,000 listeners from the show floor (1 hour)

#### **2) Key Accomplishments**

There were few, if any, measureable achievements in a numeric sense; however, the following quotes are indicative of the qualitative impact that many participants recalled in relating their experiences:

- *"The number of participants in our workshop and the interest in ICANN expressed during the session are good signs of the image and awareness we raised."*
- *"Regional sharing of best practices can be regarded as one of the most important outcome of the CROPP initiative."*
- *"Very few attendees had ever heard of ICANN. The single most persistent query was how to get involved in the domain name market. A lot of time was spent laying out the ICANN/Registry and ICANN/Registry/Registrar relationships."*

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- 3) Recruitment Initiatives**
  - Interest and commitments were expressed among event attendees to form/join a stakeholder community within ICANN including a few specific applications (not quantified)
  - Encouraged attendees to apply for ICANN fellowships
- 4) Fulfillment of Regional Strategies/Objectives**
  - A few ICANN structures had specific goals to attend certain events (e.g., ARIN) and CROPP helped make those achievements possible
  - Invitations were received for ICANN participants to be presenters at subsequent annual conferences
- 5) Personal/Professional Learning**
  - Participants frequently noted that the experience broadened their own education, learning, growth, and development including deepening their understanding and appreciation of the challenges associated with executing successful outreach strategies/tactics.
  - Participants often took advantage of available opportunities to interact with communities outside of ICANN stakeholder groups.

**3. In terms of quantity, has the Program developed a sufficient number of products/outputs commensurate with goals and expectations?**

As previously noted, the program was only operational for approximately eight (8) months instead of the full twelve (12); moreover, because it was new, several additional months were required to communicate the plan and organize the community volunteers.

Staff's conclusion is that, while the program may have under-achieved its quantitative outcomes in year one (realizing only 36% of the planned trips allocated), part of that experience can be attributed to its novelty, acclimation, and an insufficient amount of time for effective community planning to take maximum advantage of its deliverables.

**4. How significant and important are the Program's outcomes in terms of fulfilling its mission?**

The original mission (see Section A-1) is expressed largely in qualitative terms vs. quantitative terms; therefore, even in its first year, with only 11 trips completed, the program certainly succeeded in partially accomplishing its original goals:

1. *Building local/regional awareness and recruitment of new community members;*
2. *Engaging more effectively with current members and/or "reactivating" previously engaged ICANN community members; and*



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### 3. *Communicating ICANN's mission and objectives to new audiences.*

One area in which the results were less than favorable to the overall mission is regional distribution and penetration. As noted in Chapter 3, only one trip was taken in the Africa region and none were completed in Asia, Australia/Pacific Islands, Middle East, and Russia/CIS/Eastern Europe.

### **Assessment**

The results and outcomes for the initial CROPP pilot phase were both quantitatively and qualitatively lower than originally expected; however, as noted elsewhere, the program was only operational for 8 out of 12 months and it took at least one full quarter before most of the PPCs were appointed and communities began to become fully acquainted with the program and what it had to offer.

Based upon a review of the eleven (11) Trip Assessments submitted by eighteen (18) travelers, the overwhelming sentiment is that the program did benefit ICANN's outreach efforts not only in reaching targeted communities that were largely unaware of ICANN's role, but in stimulating interest to become involved in the Internet ecosystem either as part of an existing stakeholder group or, potentially, forming new regional structures.

### **Recommendations**

Staff recommended that CROPP be extended as a pilot continuation for FY15 largely on the recognition that stakeholders needed more time and opportunities for advanced planning in order to take full advantage of the program.

### **Travel**

A few instances were reported where participants were unable to meet their schedules due to travel logistics (e.g., having to detour to other destinations *en route*), could not exchange currencies at the airport, or had difficulty securing local transportation. These cases should be reviewed by Staff to determine if any potential future remedies can be identified and implemented.

One Trip Assessment noted that CROPP only supports reimbursement for two nights; however, under certain difficult travel circumstances, that can mean sufficient funding for participation in only one session day (sub-optimal) unless monies are obtained from other private sources. In light of participant experiences, Staff should reexamine the original assumptions to determine if any changes to the reimbursement policies are warranted.



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### Event Planning

One participant noted challenges associated with the coordination of translation services and offered the following: *"We strongly recommend that at least one of the exhibitors is native language of the country concerned."* In addition, it was observed, *"Because of the lack of resources of the organizers, the translation was without equipment."*



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## 5. Addendum: Raw Data

### At-Large RALOs

Trip Proposal...		<u>No. 1</u>	<u>No. 2</u>	<u>No.3</u>	<u>No.4</u>	<u>No.5</u>	<u>Totals</u>
<b>At-Large RALOs</b>							
AFRALO	Date Submitted	10-Mar-14	3-May-14				<b>2</b>
	Trip Return Date	7-Jul-14					
	Assessment Date	5-Jul-14					
	Travelers	1					<b>1</b>
	Region	Africa					
	Status	Completed	Withdrawn				<b>1</b>
APRALO	Date Submitted	15-Apr-14					<b>1</b>
	Trip Return Date						
	Assessment Date						
	Travelers						<b>0</b>
	Region						
	Status	Not Taken					<b>0</b>
EURALO	Date Submitted	4-Apr-14					<b>1</b>
	Trip Return Date	13-Jun-14					
	Assessment Date	21-Jul-14					
	Travelers	5					<b>5</b>
	Region	Europe					
	Status	Completed					<b>1</b>
LACRALO	Date Submitted	9-May-14	9-May-14		12-May-14		<b>3</b>
	Trip Return Date	8-Jun-14	7-Jun-14		7-Jun-14		
	Assessment Date	10-Jul-14	11-Jul-14		3/8/2014		
	Travelers	2	2		1		<b>5</b>
	Region	LA/C	LA/C		LA/C		
	Status	Completed	Completed		Completed		<b>3</b>
NARALO	Date Submitted	29-Jan-14		16-Jan-14	4-Feb-14		<b>3</b>
	Trip Return Date	16-Apr-14		15-Mar-14	3-Jun-14		
	Assessment Date	22-Apr-14		18-Mar-14	23-Jul-14		
	Travelers	1		2	1		<b>4</b>
	Region	NA		NA	NA		
	Status	Completed		Completed	Completed		<b>3</b>



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### GNSO Constituencies

Trip Proposal...		<u>No. 1</u>	<u>No. 2</u>	<u>No.3</u>	<u>No.4</u>	<u>No.5</u>	<u>Totals</u>
<b>GNSO Constituencies</b>							
BC	Date Submitted	17-May-14					<b>1</b>
	Trip Return Date						
	Assessment Date						
	Travelers						<b>0</b>
	Region						
	Status	Withdrawn					
IPC	Date Submitted	12-May-14					<b>1</b>
	Trip Return Date	28-Jun-14					
	Assessment Date	14-Aug-14					
	Travelers	1					<b>1</b>
	Region	Europe					
	Status	Completed					
ISPC	Date Submitted						<b>0</b>
	Trip Return Date						
	Assessment Date						
	Travelers						<b>0</b>
	Region						
	Status						<b>0</b>
NCUC	Date Submitted						<b>0</b>
	Trip Return Date						
	Assessment Date						
	Travelers						<b>0</b>
	Region						
	Status						<b>0</b>
NPOC	Date Submitted	15-Feb-14	17-Mar-14	16-Apr-14			<b>3</b>
	Trip Return Date		25-Apr-14	14-Jun-14			
	Assessment Date		9-Jun-14	19-Jun-14			
	Travelers		1	1			<b>2</b>
	Region		LA/C	Europe			
	Status	Not Taken	Completed	Completed			<b>2</b>



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### Program Summary

Trip Proposal...		<u>No. 1</u>	<u>No. 2</u>	<u>No.3</u>	<u>No.4</u>	<u>No.5</u>	<u>Totals</u>
<b>Summary</b>							
<b>At-Large RALOs</b>	<b>Proposals</b>						<b>10</b>
	<b>Travelers</b>						<b>15</b>
	<b>Trips</b>						<b>8</b>
<b>GNSO Constituencies</b>	<b>Proposals</b>						<b>5</b>
	<b>Travelers</b>						<b>3</b>
	<b>Trips</b>						<b>3</b>
<b>Totals...</b>	<b>Proposals</b>						<b>15</b>
	<b>Travelers</b>						<b>18</b>
	<b>Trips</b>						<b>11</b>