



Community Regional Outreach Pilot Program (CROPP-FY15)



Administrator's Summary Report

Date: 15 December 2015



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1. Executive Summary

FY15 represents the second consecutive year for the **Community Regional Outreach Pilot Program (CROPP)** that was originally launched in the fall of 2013. Please see Chapter 2, Pilot Program Overview, for a discussion of CROPP's mission, goals, deliverables, and first year summary results.

CROPP's FY15 cycle was officially announced on 27 May 2014 incorporating a set of technical and procedural improvements based upon the first year's experiences and community feedback. Those enhancements are documented in the [Announcement Letter](#) available on ICANN's [CROPP-FY15 Wiki](#) platform.

This chapter presents a high level overview of the FY15 program results including a brief comparison to FY14. Detailed results are presented in [Chapter 3](#).

In the graphic below, the total number of approved travelers in both fiscal years is shown for the At-Large RALOs and the GNSO Constituencies. The last column shows the percentage growth year-over-year in the number of CROPP travelers. Both organizations increased their usage of CROPP significantly in the FY15 period.

There were 25 budgeted or allocated trips for each of the two major organizations (50 in total). In FY14, the utilization rate was 18/50 or 36%; whereas, in FY15, the ratio improved to 38/50 or 76%. Overall, the number of CROPP travelers more than doubled (211%) in FY15 compared to the first year of operation.

| Total Number of Travelers | | | |
|---------------------------|------|------|-------------|
| Organization | FY14 | FY15 | Growth |
| At-Large RALOs | 15 | 24 | 160% |
| GNSO Constituencies | 3 | 14 | 467% |
| Total... | 18 | 38 | 211% |

The next two tables show more detailed information including the number of draft proposals, approved trips, travelers, and percentage of the allocated trips. The first table provides information for the five At-Large RALOs and the second one highlights the same data for the GNSO Constituencies.

The At-Large data indicates that four of the five RALOs achieved 100% utilization of their allocated CROPP trips or 24 out of 25 (96%) for the entire organization. Another interesting factor to notice is that At-Large fully utilized the draft feature within CROPP, that is, 25 various trip proposals were developed from which 16 were selected and approved internally in coordination with the Regional Stakeholder Engagement teams.



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AT-LARGE

| Structure | Proposals | Approved | Trips | Travelers | Budget | Pct |
|---------------------|-----------|-----------|-----------|-----------|-----------|------------|
| AFRALO | 7 | 4 | 4 | 5 | 5 | 100% |
| APRALO | 2 | 2 | 2 | 4 | 5 | 80% |
| EURALO | 1 | 1 | 1 | 5 | 5 | 100% |
| LACRALO | 9 | 4 | 4 | 5 | 5 | 100% |
| NARALO | 6 | 5 | 5 | 5 | 5 | 100% |
| Sub-Total... | 25 | 16 | 16 | 24 | 25 | 96% |

The GNSO approved 13 trips one of which had two travelers for a total of 14 completed out of 25 budgeted (56%).

GNSO

| Structure | Proposals | Approved | Trips | Travelers | Budget | Pct |
|---------------------|-----------|-----------|-----------|-----------|-----------|------------|
| BC | 2 | 2 | 2 | 3 | 5 | 60% |
| IPC | 3 | 3 | 3 | 3 | 5 | 60% |
| ISPC | 2 | 0 | 0 | 0 | 5 | 0% |
| NCUC | 5 | 5 | 5 | 5 | 5 | 100% |
| NPOC | 3 | 3 | 3 | 3 | 5 | 60% |
| Sub-Total... | 15 | 13 | 13 | 14 | 25 | 56% |

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](#).

It should be noted that, before the completion of this report, a management decision was made to extend CROPP for a third fiscal year (2016) as a continuation or extension of the initial two pilot periods. This decision was made on the basis that preliminary FY15 snapshot data prior to the cycle's close (June 2015) showed markedly higher participation across a wider set of ICANN structures than was true in the first year of operation.

Even though it was not instrumental in the authorization of CROPP for FY16, this report is being completed (a) to fulfill the program's commitment that an evaluation would be forthcoming and (b) to officially document the experience now that the second year pilot has completed all of its original milestones.



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2. Pilot Program Background and Overview

This chapter summarizes the purpose, goals, deliverables, communications/training, and design elements of CROPP.

All of the program's contents are accessible via the ICANN Wiki site; consequently, this report will not contain any documents or exhibits that can be reviewed online.

- FY14: <https://community.icann.org/x/QVp-Ag> (Archived)
- FY15: <https://community.icann.org/x/aYvhAg> (Archived)
- FY16: <https://community.icann.org/x/P400Aw>

Note: Readers who are familiar with the elements of CROPP may prefer 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.

The key deliverables of CROPP included:

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

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



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- 2) **Funded Costs/Expenses:** Includes 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.

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 FY14 program was described - 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 one or two Pilot Program Coordinators (PPC) and the names provided were published on the CROPP Wiki site.

C) Implementation: ICANN Community Wiki

A new Wiki space for CROPP-FY15 was developed, based on its predecessor, within the ICANN Community Confluence platform including the following major content sections:

1. **Communications:** Announcement Letters, Interim Status Reports, etc.
2. **Program Operations:** Contacts, CROPP Program Elements, and Processing Flow Diagram
3. **Program Tools & Resources:** Communications Collateral, Frequently Asked Questions (FAQ), Orientations and Tutorials¹
4. **Community Workspaces:** Instructions; At-Large RALO Section initially containing BLANK Trip Proposals and Assessments; and GNSO Constituency Section initially containing BLANK Trip Proposals and Assessments
5. **Official Forms:** At-Large RALO section for approved Trip Proposals and Assessments; and GNSO Constituency section for approved Trip Proposals and Assessments
6. **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?

¹ Note: The audio-visual tutorials were discontinued for FY16 and, being obsolete, are no longer available for viewing.



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- 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](#).

D) Initial Results: FY14

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

Chapters 3 and 4 of the [Administrator's Report-FY14](#) highlight the significant quantitative results and outcomes, however the following table summarizes the overall participation rates:

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



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3. Results and Outcomes-FY15

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

A) Aggregate Results-FY15

As shown in the table below, a total of 29 outreach trips were approved, scheduled, and completed involving a total of 38 individual travelers. The program was budgeted to accommodate a maximum of 50 travelers; therefore, 38 travelers represent 76% of the originally planned resource allocation.

| CROPP-FY15 | At-Large RALOs | GNSO Constituencies | Totals |
|--------------------------------------|----------------|---------------------|--------|
| Trip Proposal DRAFTs Submitted | 25 | 15 | 40 |
| Trip Proposals Approved ² | 16 | 13 | 29 |
| Trips Taken | 16 | 13 | 29 |
| Number of Travelers | 24 | 14 | 38 |
| Budgeted Travelers | 25 | 25 | 50 |
| Percent of Budget Realized | 96% | 56% | 76% |

The total number of travelers in FY15 (38) represents a **211%** increase compared to FY14 (1st pilot year) which experienced 18 travelers across 11 trips.

B) Participation Rate

The table to the right shows the ten (10) eligible ICANN Structures (by acronym) and the number of travelers that each one approved for CROPP-FY15 along with the percentage of the maximum (5). Note that only one organization (ISPC) did not approve any trips or travelers and 50% (or 5) utilized the maximum allocation or 100%!

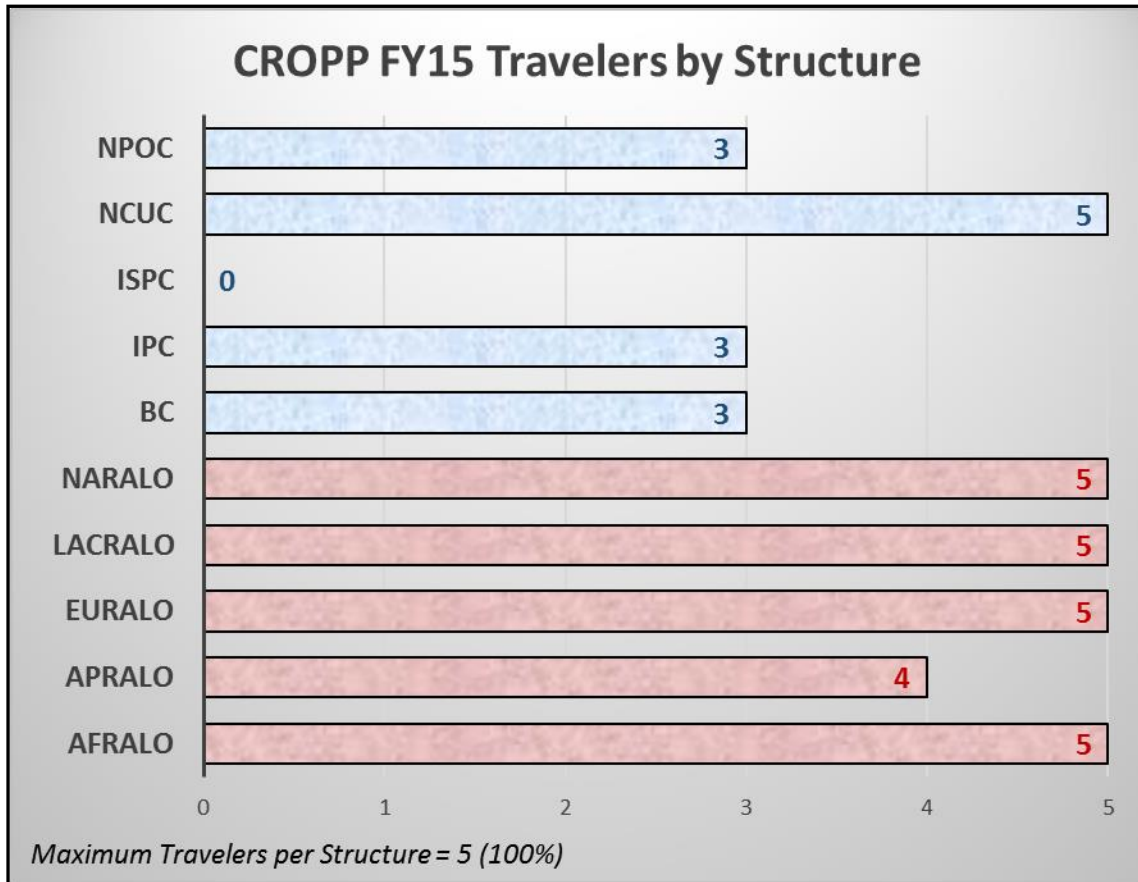
| Structure | Travelers | Rate |
|-----------|-----------|------|
| AFRALO | 5 | 100% |
| APRALO | 4 | 80% |
| EURALO | 5 | 100% |
| LACRALO | 5 | 100% |
| NARALO | 5 | 100% |
| BC | 3 | 60% |
| IPC | 3 | 60% |
| ISPC | 0 | 0% |
| NCUC | 5 | 100% |
| NPOC | 3 | 60% |

This information is depicted graphically in the chart below.

² Eleven Trip Proposals (9 At-Large; 2 GNSO) were either not approved internally or were withdrawn after initial submission.

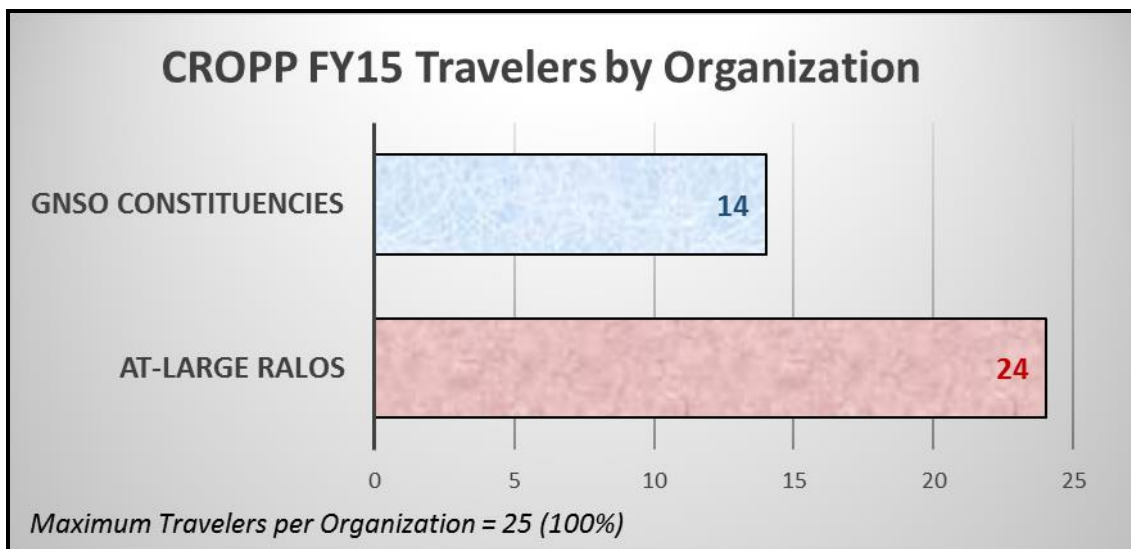


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Note: The light blue shading represents GNSO Constituencies and pink the At-Large RALOs.

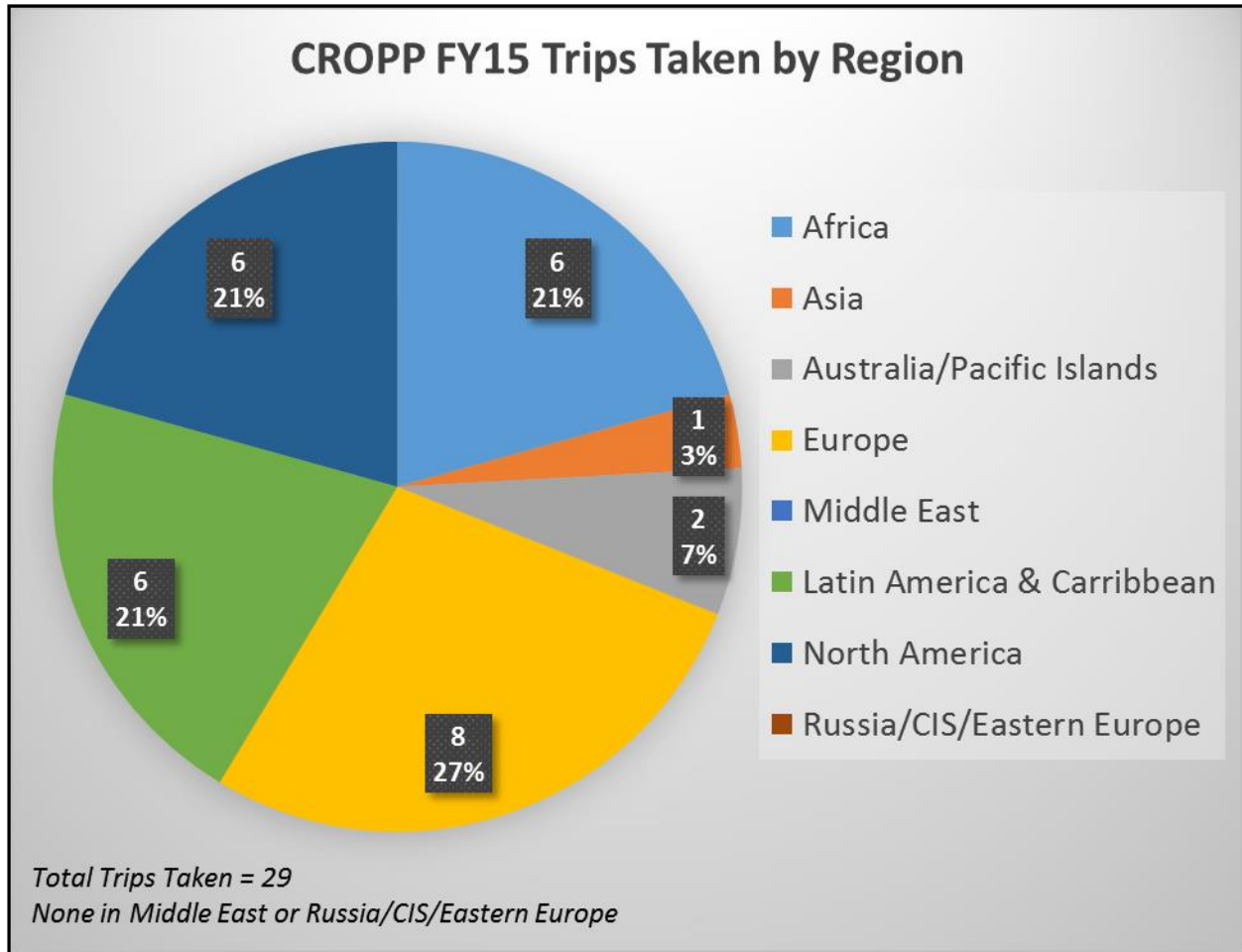
In aggregate, the At-Large RALOs used 24 or 96% of their 25 allocated positions while the GNSO approved 14 travelers, which is equivalent to 56% of its budgeted allocation.



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C) Regional Distribution

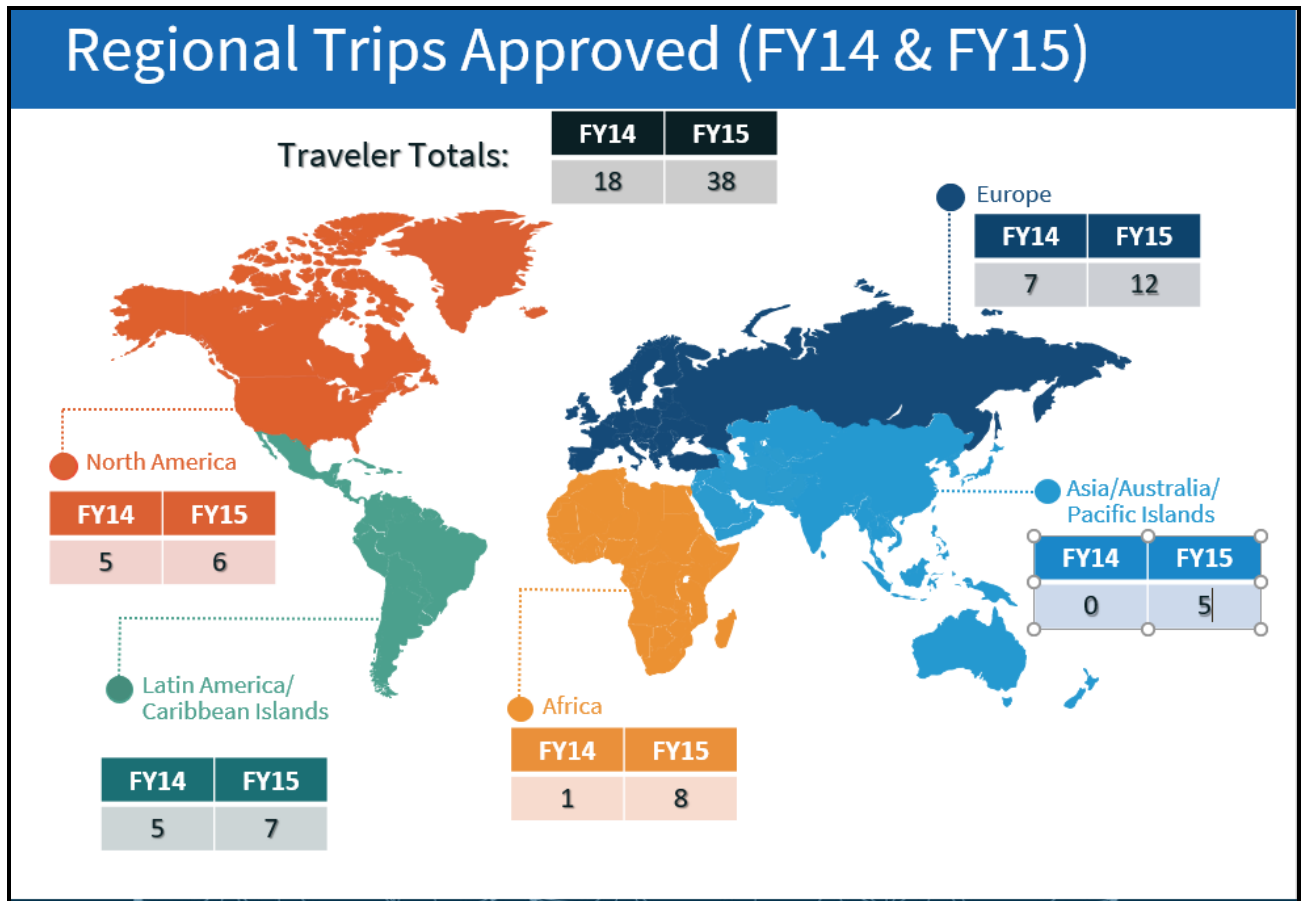
Examining the 29 trips (events) that were taken in FY15, the distribution across the eight (8) ICANN operational regions is shown in the chart below:



As can be visualized by the color-coding in the above chart, trips were completed in six (6) of the eight (8) operational regions: Africa (6 or 21%), Europe (8 or 27%), Latin America & Caribbean (6 or 21%), Asia (1 or 3%), Australia/Pacific Islands (2 or 7%), and North America (6 or 21%). No outreach trips were approved for the Middle East or Russia/CIS/Eastern Europe.

The graphic below shows how the 38 travelers are distributed across the five (5) official ICANN geographic regions and comparing that data with FY14.

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As depicted in the above chart, there were significant increases not only in the total number of CROPP travelers year over year (211%), but also broader penetration across the ICANN regions.



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4. Program Review

The appointed ICANN Staff Program Administrators have undertaken a comprehensive analysis of CROPP's second 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.

Note: Due to the fact that this report is being prepared after the launch of the FY16 CROPP cycle, some portions of the analysis below will comment upon changes and recommendations introduced for FY16.

A) Mission & Purpose

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."*

The program became operational on 9 October 2013 with its fiscal cycle termination date in June of the following year. In its first year of operation, there were eleven (11) trips completed involving 18 travelers (36% of original allocation); however, those quantities were more than doubled in FY15 (see [Chapter 3](#)). CROPP is perceived to have achieved its principle mission and, as a consequence of that judgment, has been continued for a third cycle in FY16.

Please see [Section D-Outcomes](#) for a discussion of FY15 CROPP accomplishments.

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

Attributable to start-up activities, the first year (FY14) Pilot Program was only in place for approximately eight (8) months instead of the full twelve (12); moreover, because it was



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new, several additional months were required for communities to plan and organize their volunteers and processes. The FY14 report observed, "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."

In FY15, there were no significant internal or external factors which impacted the program.

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 FY15 (5 each to 10 approved GNSO Constituency and At-Large RALO structures);
- 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, owing to several improvements made for FY15 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 FY16's CROPP funding, Staff was encouraged that the program goals could be materially advanced by continuing the effort into a third cycle.

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, FY15's results have been demonstrably higher. The At-Large RALOs completed 96% (24 out of 25) of their budgeted trip allocations and the GNSO Constituencies utilized over half of their authorized trips. Overall, there was a 76% utilization rate in FY15 compared to 36% in FY14.



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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?

No amendments are envisioned with respect to the mission/purpose of CROPP.

Overall Assessment

During the first pilot year of CROPP, Staff developed a set of principles, procedures, protocols, and accompanying tools, forms, and templates supporting an overall mission/purpose to enhance global outreach. Learning from its inaugural experience and taking into consideration participant feedback, several improvement areas were identified and implemented both in terms of mechanics and logistics. The program has been utilized more significantly in FY15 and many new global communities have been reached in the process (see [D-Outcomes](#)).

The overall mission appears to have been well grounded, articulated, and has become increasingly understood as well as accepted by the eligible ICANN structures that have utilized the program (9 out of 10).

Recommendations

There are no specific recommendations to enhance or improve the mission/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 original CROPP organization consisted 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

For FY15, one additional Staff member was assigned to assist the Program Administrators. This supplement was accomplished through a shifting of duties - not a new hire.

The organizational structure served CROPP well in its initial cycle and continued to support the program's mission/purpose in its second year.

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



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Two design improvements were introduced in FY15 as a result of learnings from the first year's operation including feedback from CROPP participants:

- 1) A set of Community Workspaces were created within the CROPP Wiki space. Each organization was provided a minimum of five (5) BLANK templates in order to develop DRAFT Trip Proposals, discuss/vet them internally, and approve the ones that would provide the greatest benefit in terms of outreach. This enhancement eliminated the need for organizations to establish and administer their own documents/procedures outside of the Wiki. In addition, having all transactions prepared, completed, and approved within the CROPP platform provided an extra measure of transparency for the program.
- 2) In combination with the above change, the duties of the PPCs were reduced so that, instead of requiring them to complete the forms on behalf of travelers, they only needed to supervise form completion, ensure process integrity, and communicate with Staff on behalf of each eligible ICANN community.

For FY16, Staff added two new design elements, which are quoted below from the original announcement letter:

- 1) "For FY16, eligibility for the CROPP program will depend on the ability of each participating ICANN structure (i.e., RALO, GNSO Constituency) to create a brief, but clear, **Outreach Strategic Plan** explaining its FY16 outreach goals and planned expectations so that any selected CROPP activities can be coordinated with the appropriate ICANN Regional Engagement teams."
- 2) "In recognition that an outreach plan can potentially involve more than travel by individuals, a modified pilot is being introduced on an experimental basis in FY16 for GNSO Constituencies. On a pilot basis, those five communities will have the option to select either (a) the five standard CROPP travel authorizations or (b) to host, co-host, or sponsor a targeted community Outreach/Engagement Event at one point during the fiscal year (\$10,000 target support limit)."

These two changes will be analyzed and evaluated at the end of the FY16 CROPP cycle.

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 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?



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Staff does not believe that there were structural impediments that prevented the program from achieving its goals; however, it should be noted that the activities of the ICANN Constituency Travel Staff were not visible within the CROPP Wiki platform which, at times, generated confusion as to traveler status. For FY16, ICANN Constituency Travel agreed to update the CROPP forms directly as bookings, logistics, etc., are confirmed with travelers. It is hoped that this extra layer of communication and involvement will enable all personnel to be kept abreast of travel details on a timely basis.

Overall Assessment

Overall, Staff believes that, with respect to the pilot program implementation, the Structure and Organization were appropriate for the program's needs.

Recommendations

No recommendations are offered with respect to the general Structure and Organization of CROPP. The PPC role continues to be useful organizationally and the newly introduced involvement of ICANN Constituency Travel will be evaluated for its effectiveness at the end of the cycle.

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 originally established both strategic and tactical plans intended to inform and guide CROPP. These elements were continued in FY15:

- 1) Key Deliverables & Operating Guidelines: Establishing the overall goal of the program as well as the governing rules and policies, which have been updated to address issues identified since the program's inception.
- 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 have been raised.
- 5) Tutorials (Audio-Video): (1) A general orientation to CROPP Wiki space including contents, navigation, and layout; and (2) an explanation of the Community Workspaces area and completion of the Trip Proposal/Assessment templates.
- 6) Confluence Wiki solution containing pre-formatted templates, with written



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instructions, to be completed by eligible community members.

- 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 #5, given the simplicity of the templates/forms and the fact that the Confluence Wiki platform has become increasingly more familiar to the ICANN community, the audio-visual recordings were not re-recorded for FY16. Staff elected to see if any community participants requested that the audio-video tutorials be refreshed; however, as of the drafting of this report, no interest or need has been identified.

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, has been to fund and facilitate up to 50 trips for the purpose of extending ICANN's community global outreach efforts. In particular, the program's objectives are:

- 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 program announcement 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 have been thoroughly engaged in every element and decision related to the program's evolving design, implementation, and operation including directing the activities of the external consultant engaged to support technical development. Throughout the program's operation, weekly or bi-weekly conference calls have been held to review trip proposals/assessments, assess implementation status, and discuss various operational elements including, where applicable, policies, practices, and guidelines.



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

The formal external communications for FY15 were as follows:

- 1) **27 May 2014**: Program Announcement including four structural/design improvements.
- 2) **5 Feb 2015**: CROPP slide presentation (ICANN Meeting-Singapore).
- 3) **2 Apr 2015**: CROPP update (snapshot results) and program reminder.
- 4) **16 Apr 2015**: Reminder: CROPP EOY deadlines & looking ahead to FY16

Informal communications (emails, online chat sessions) between the Program Administrators and with community participants occurred throughout CROPP's operations on an as-needed basis.

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 in the first year of operation that 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



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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.

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

Other than bi-weekly conference calls held by the Program Administrators, the only other scheduled events were opportunities to provide updates at the trimester ICANN Public Meetings (e.g., 2015 Singapore). Short slide presentations have been updated 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 Workspace" area has been implemented where DRAFT 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, having benefited from its inaugural year of operational experience, was successful in enabling 38 travelers to complete 29 outreach events during the fiscal cycle – more than doubling FY14's performance.

Recommendations

Several technical improvements were 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 were 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 29 outreach trips were approved, scheduled, and completed involving a total of 38 individual travelers. The program was budgeted to accommodate a maximum of 50 travelers; therefore, 38 travelers represents 76% of the planned level (see Chapter 3 for additional results and outcomes).

Each of the 29 trips had a set of goals/outcomes documented, in advance, and written assessments were prepared and submitted for all completed trips³. 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?

- a) How well and to what extent were individual trip objectives met?
- b) In reviewing the proposed outcomes, to what extent were they realized as documented by the Trip Assessments?
- c) 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 29 outreach trip events completed as part of CROPP-FY15. 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 29 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

³ At the time the FY15 CROPP cycle closed, 2 Trip Assessments (out of 29) had not been submitted although they were requested multiple times by Program Administrators.



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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 27 submitted Trip Assessments⁴, 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. Where attendance information was provided, it tended to take this form:
 - *"Overall the attendance included 31 government officials, 18 NGO/private sector participants, and 15 overseas presenters as well as many members of the local communities."*
 - *"The Summit ... attracted more than 300 local and regional delegates from 36 countries, 24 from Africa and across the world..."*
 - *"I also co-organized and spoke at the plenary session ... [which] provided important information to about 100 participants on the [IANA] transition and the community's work."*
- Distribution of ICANN literature in multiple languages. One participant found a

⁴ There were 29 outreach trip events taken by 38 individual travelers; however, 2 Trip Assessments (1 traveler each) were not submitted after multiple requests. The conclusions and characterizations contained in this section are not deemed to be affected by those omissions.



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novel method noting, *"I also handed out USB drives that contained brochures from all the RALOs."*

2) Key Accomplishments

There were few measureable achievements in a quantitative sense; however, the following quotes are indicative of the chasm of information in some communities/regions and the positive impact that many participants recalled in relating their CROPP experiences:

- *"A significant (IMO) proportion of the ARIN audience was not aware of the role played by At-Large within ICANN and the greater world of Internet Governance."*
- *"I was able to engage with over 300+ potential ICANN members and prospect new ALS for NARALO."*
- *"It was observed that most of the participants have very little knowledge about ICANN and as such require follow-up webinars to be organized by BC-ICANN/ AfICTA to further sensitize participants who have shown interest in knowing more about the functions of ICANN as a global multi-stakeholders corporation and the role of BC-ICANN as related to Business and Commercial users of the Internet."*
- *"During the discussions it was clear that some of the 40-plus attendees were hearing of ICANN/BC for the very first time meaning new awareness was generated which will be useful not only for future general participation but also in availing a regional pool of interested candidates for ICANN/BC positions and activities from a hitherto under-represented region (e.g., quantities of new members)."*
- *"When speaking in some sessions..., I perceived many participants ... did not recognize some important aspects related to the DNS. Awareness of up to what level ICANN can/should be responsible at securing the internet, is very low."*

3) Recruitment Initiatives

- Interest and commitments were expressed among event attendees to form/join a stakeholder community within ICANN. Among those who quantified recruitment outcomes were these:
 - *"One new member to the BC enlisted at the meeting, with a number of others showing keen interest and collecting the BC membership application form."*
 - *"We should receive several ALS applications (at least 2) in the AFRALO region in the upcoming month."*
 - *"There were at least two interested in knowing exactly how to proceed to file an organization and certified as ALS."*
 - *"About 20 contacts were collected of individuals and organizations"*



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interested in follow-up activity such as a webinar on the activities of the BC and ICANN.”

- *“[REDACTED’s] participation in CROPP for ICANN 51 was valuable to the IPC insofar as it added a new voice ... and led [REDACTED] to join an ICANN constituency, adding a fresh volunteer ... [thus serving] the CROPP goals of building local/regional awareness and recruitment of new community members... This outreach and community-building was made possible because of CROPP funding.”*
- *“Several individuals present at the conference also showed interest in participating in specific ICANN related processes, such as the PPSAI working group, and ICANN/IETF processes for reserving domain names for special purposes such as Tor protocols.”*
- Encouraged attendees to apply for ICANN fellowships and ICANN Leadership positions via NomCom.

4) Fulfillment of Regional Strategies/Objectives

- A few ICANN structures had specific goals to attend certain events and CROPP helped make those achievements possible, for example:

“Thanks to the high presence of participants from the Balkans and Eastern European countries, I had the chance to engage with individuals and groups from a European region where I had not the chance to do much as of yet, in my capacity of NCUC EC representative for Europe.”
- 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. Two illustrative examples are:
 - *“I was able to get in touch with what I would call a new world and a fresh set of ideas on things such as security, privacy, Internet rights.”*
 - *“As an IP lawyer in ... the largest media company in the Spanish-speaking world, with extensive experience in trademark, copyright and domain name issues not only in Mexico but in over 50 countries..., it was a great opportunity to experience in person ICANN meetings, get to talk with some of its staff and members, to learn more about its management, procedures, policy, and new programs.”*
- Participants often took advantage of available opportunities to interact with communities outside of ICANN stakeholder groups.



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6) Knowledge Sharing Beyond the Event

- One participant concluded the trip assessment with this promise: *"We commit to transmit the knowledge and information received to all AFRALO members through a serial of webinars to be organized during the first quarter of 2015."*
- In many instances, there was media coverage to reach a broader audience including newspapers, television, and radio.

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

Staff's conclusion is that, in its second year of operation, CROPP more than doubled the number of travelers (211%) and achieved 76% of its budgeted volumes. The At-Large organization utilized 96% of its trip allocation and the GNSO Constituencies accomplished 56%.

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; however, having successfully completed 29 outreach trips covering 6 of the 8 ICANN regions, the program made significant strides in 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*
- 3) *Communicating ICANN's mission and objectives to new audiences.*

Question 2 above addresses the qualitative accomplishments related to the above goals. Another critically important area in which CROPP results were more favorable in its second year is regional distribution and penetration. [Chapter 3](#) contains a section in which the geographic distribution of FY15's CROPP outreach is presented.

Assessment

Based upon a review of all Trip Assessments submitted by CROPP FY15 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.



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Recommendations

Based upon FY15's interim results at the time of FY16 budget planning, Staff recommended that CROPP be extended as a pilot continuation for a third cycle (FY16).

Areas for Potential Improvement as Noted by Participants:

- *"An ICANN booth at the venue would have made it much easier to do outreach. It was surprising that there was no such arrangement for an important conference..."*
- *"It would have been good to have some up-to-date APRALO collateral (such as brochures or visiting cards), as these are effective in establishing person-to-person contacts."*
- *"Perhaps working closely together with ICANN staff when preparing for such an event, specifically on the outreach aspect. Combining efforts while being at the forum itself so ICANN looks like a united group of stakeholders."*

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