



# **Community Regional Outreach Pilot Program (CROPP-FY16)**



**Administrator's Summary Report**

*Date: 15 September 2016*



# ICANN CROPP-FY16

## Administrator’s Summary Report

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### 1. Executive Summary

This report presents results from the third consecutive year (FY16) of the **Community Regional Outreach Pilot Program (CROPP)** originally launched in the fall of 2013. Please see [Section 2-Pilot Program Background and Overview](#), for a discussion of CROPP’s mission, goals, deliverables, and information pertaining to the first two years’ pilots.

CROPP’s FY16 cycle was officially announced on 26 May 2015, incorporating a set of technical and procedural improvements based upon the prior year’s experiences and community feedback. Those enhancements are documented in the [Announcement Letter](#) available on ICANN’s [CROPP-FY16 Wiki](#) platform.

This summary section presents a high level overview of the FY16 program results including a brief comparison to prior years. Detailed results are presented in [Section 3-Results and Outcomes-FY16](#).

In the table to the right, the total number of approved travelers in FY15 and FY16 is shown for the At-Large RALOs and the GNSO Constituencies. The last column shows the percentage change year-over-year in the number of CROPP travelers. The decrease in At-Large was largely attributable to LACRALO not being able to complete any of its four proposed trips due to unforeseen cancellations and withdrawals.

Total Number of Travelers			
Organization	FY15	FY16	% Change
<b>At-Large RALOs</b>	24	20	-16.7%
<b>GNSO Constituencies</b>	14	14	0.0%
<b>Total</b>	<b>38</b>	<b>34</b>	<b>-10.5%</b>

For the past three fiscal year cycles, there have been 25 trips<sup>1</sup> allocated to each of the two major organizations (50 in total). The table to the right shows overall CROPP utilization rates for the three cycles in which the program has been operational. As noted above, there was a slight decrease in FY16 compared to FY15 due to a few events that were unable to be completed as planned.

Cycle	Allocated Travelers	Taken/ Completed	Utilization Rate
<b>FY14</b>	50	18	36%
<b>FY15</b>	50	38	76%
<b>FY16</b>	50	34	68%

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

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<sup>1</sup> For FY17, new CROPP options are available for the GNSO Constituencies which will vary the original budgeted allocations.



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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 and the entire community achieved 80% overall. Another interesting factor to notice is that At-Large took extensive advantage of the draft proposal capability within CROPP FY16, that is, 20 outreach trip events were proposed from which 12 were selected and approved internally in coordination with ICANN's Global Stakeholder Engagement teams.

### AT-LARGE

Structure	Proposals	Approved	Trips	Travelers	Budget	Pct
<b>AFRALO</b>	6	4	4	5	5	100%
<b>APRALO</b>	2	2	2	5	5	100%
<b>EURALO</b>	1	1	1	5	5	100%
<b>LACRALO</b>	4	0	0	0	5	0%
<b>NARALO</b>	7	5	5	5	5	100%
<b>Sub-Total...</b>	<b>20</b>	<b>12</b>	<b>12</b>	<b>20</b>	<b>25</b>	<b>80%</b>

The GNSO proposed 13 trips including 1 engagement event (BC) of which 9 were approved accounting for a total of 14 travelers out of 25 budgeted (56%). Please note that, for assessment purposes only, the BC's engagement event is counted as the equivalent of having approved 5 travelers.

### GNSO

Structure	Proposals	Approved	Trips	Travelers	Budget	Pct
<b>BC</b>	1	1	1	5	5	100%
<b>IPC</b>	1	1	1	1	5	20%
<b>ISPC</b>	4	3	3	3	5	60%
<b>NCUC</b>	6	3	3	4	5	80%
<b>NPOC</b>	1	1	1	1	5	20%
<b>Sub-Total...</b>	<b>13</b>	<b>9</b>	<b>9</b>	<b>14</b>	<b>25</b>	<b>56%</b>

A comprehensive analysis of CROPP is presented in [Section 4-CROPP Program Review-FY16](#) 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 fourth cycle (FY17) as a continuation of the initial pilot periods. This decision was taken on the basis that preliminary FY16 snapshot data prior to the cycle's close (June 2016) showed encouraging activity and engaged participation across the eligible ICANN structures.



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Even though it was not instrumental in the authorization of CROPP for FY17, 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 third year pilot has completed all of its original milestones.

## 2. Pilot Program Background and Overview

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

*Note: Readers who are familiar with the elements of CROPP may prefer to skip this section.*

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> (Archived)

### 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**. The program was 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 original key deliverables of CROPP FY14 included<sup>2</sup>:

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

<b>At-Large RALOs</b>	Africa	AFRALO
	Asia-Pacific	APRALO
	Europe	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

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

## **B) Communications, Orientation, and Training-FY16 Program**

A formal announcement letter was sent to ICANN At-Large and GNSO community leaders on 26 May 2015 in which the FY16 program was described - including information regarding a formal launch date (16 June 2015) as well as links to the newly refreshed ICANN Community Wiki space (procedures, forms, etc.).

Each organization was asked to confirm their Pilot Program Coordinators (PPC) and the updated names were published on the CROPP Wiki site.

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

A new Wiki space for CROPP-FY16 was developed, based on its predecessors, within the ICANN Community Confluence platform including the following major content sections:

1. **Announcements & Communications**: Announcement Letters, Interim Status Reports, etc.

<sup>2</sup> With the subsequent modifications otherwise noted in this report, these foundational deliverables continue in spirit under the current cycle of the program.

<sup>3</sup> For FY17 CROPP, the minimum stay has been augmented to 4 days, 3 nights.



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2. **Program Tools & Resources<sup>4</sup>:** Contacts, CROPP Program Elements, Frequently Asked Questions (FAQ), Communications Collateral, and Processing Flow Diagram.
3. **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.
4. **Approved Forms:** At-Large RALO section for approved Trip Proposals and Assessments; and GNSO Constituency section for approved Trip Proposals and Assessments.
5. **Community Feedback Page:** The following expanded program evaluation criteria recommendations 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: As expanded from previous years, the above evaluation criteria are addressed fully in [Section 4-CROPP Program Review-FY16](#).*

### D) Prior Fiscal Year CROPP Reports

For anyone interested in viewing the previous CROPP Administrator Reports, they are available at these links:

- [CROPP Administrator's Report-FY14](#)
- [CROPP Administrator's Report-FY15](#)

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<sup>4</sup> Note: Previous cycle audio-visual tutorials were discontinued for FY16 and, being obsolete, are no longer available for viewing.



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### 3. Results and Outcomes-FY16

This section contains three parts: Aggregate Results, Participation Rates, and Regional Distribution.

#### A) Aggregate Results

As shown in the table to the right, 21 outreach trips were approved, scheduled, and completed involving a

CROPP-FY16	At-Large RALOs	GNSO Constituencies	Totals
<b>Trip Proposal DRAFTs Submitted</b>	20	13	33
<b>Trip Proposals Approved<sup>5</sup></b>	12	9	21
<b>Trips Taken</b>	12	9	21
<b>Number of Travelers</b>	20	14	34
<b>Budgeted Travelers</b>	25	25	50
<b>Percent of Budget Realized</b>	<b>80%</b>	<b>56%</b>	<b>68%</b>

total of 34 individual travelers. The program was budgeted to accommodate a maximum of 50 travelers; therefore, the 34 actual travelers represent 68% of the originally planned resource allocation.

The total number of travelers in FY16 (34) represents slight decrease compared to FY15 (2nd pilot year) when 38 travelers completed 29 total trip activities.

#### B) Participation Rates

The table to the right shows the ten CROPP-eligible ICANN Structures (by acronym) and the number of travelers each community group approved for CROPP-FY16 along with the percentage of the maximum trip allocation (5). Note that only one organization (LACRALO) did not approve any trips or travelers and 50% (or 5) of the communities utilized the maximum allocation or 100%.

Structure	Travelers	Rate
<b>AFRALO</b>	5	100%
<b>APRALO</b>	5	100%
<b>EURALO</b>	5	100%
<b>LACRALO</b>	0	0%
<b>NARALO</b>	5	100%
<b>BC<sup>6</sup></b>	5	100%
<b>IPC</b>	1	20%
<b>ISPC</b>	3	60%
<b>NCUC</b>	4	80%
<b>NPOC</b>	1	20%
<b>At-Large RALOs</b>	<b>20</b>	<b>80%</b>
<b>GNSO Constituencies</b>	<b>14</b>	<b>56%</b>
<b>Total</b>	<b>34</b>	<b>68%</b>

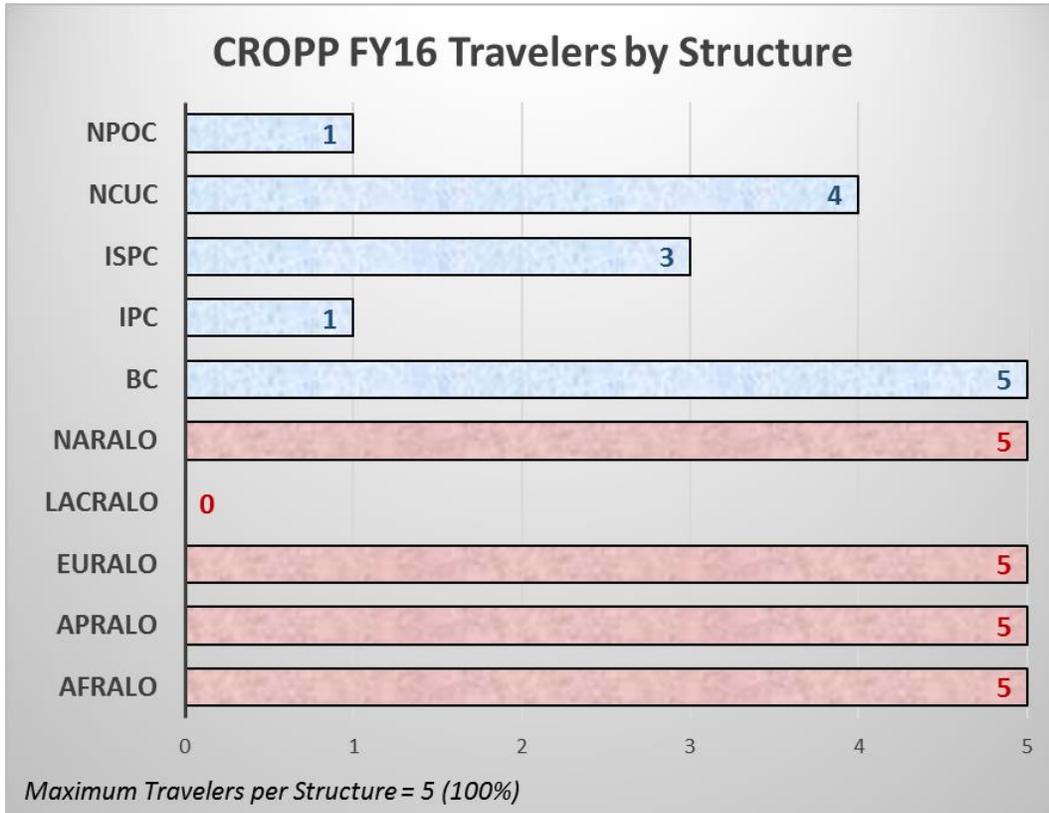
This information is depicted graphically in the chart below.

<sup>5</sup> Twelve submitted Trip Proposals (8 At-Large; 4 GNSO) were either not approved internally or were withdrawn/cancelled after initial submission.

<sup>6</sup> The Business Constituency (BC) approved and completed one engagement event in lieu of individual trip allocations; however, for CROPP reporting purposes, the event is counted as the equivalent of having approved 5 travelers.

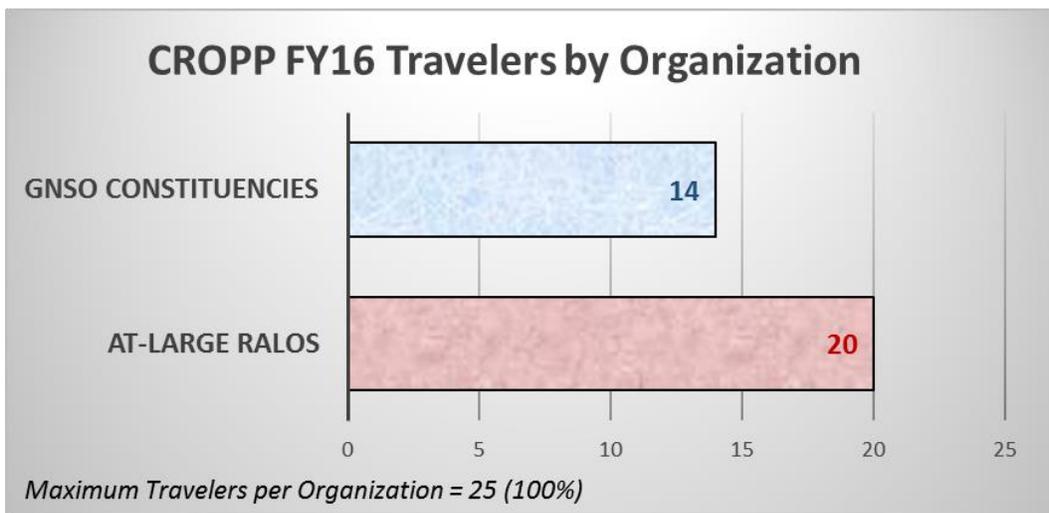


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*Note: The light blue shading represents GNSO Constituencies and pink the At-Large RALOs.*

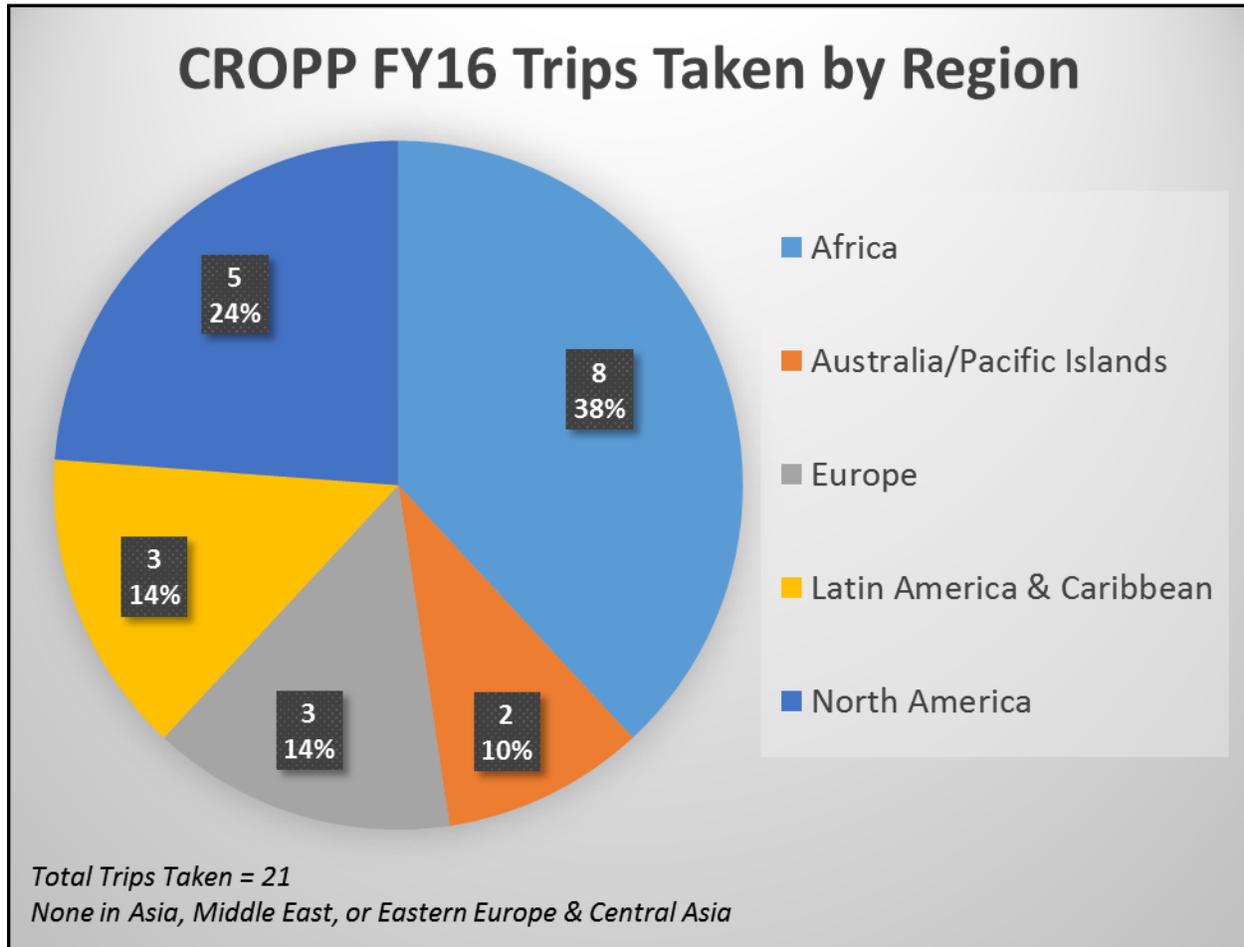
In aggregate, the At-Large RALOs used 20 or 80% of their 25 allocated positions while the GNSO communities approved 14 travelers, which is equivalent to 56% of their FY16 allocation.



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## C) Regional Distribution

Examining the 21 trips<sup>7</sup> that were completed in FY16, the distribution across the eight ICANN “operational” regions<sup>8</sup> is shown in the chart below:



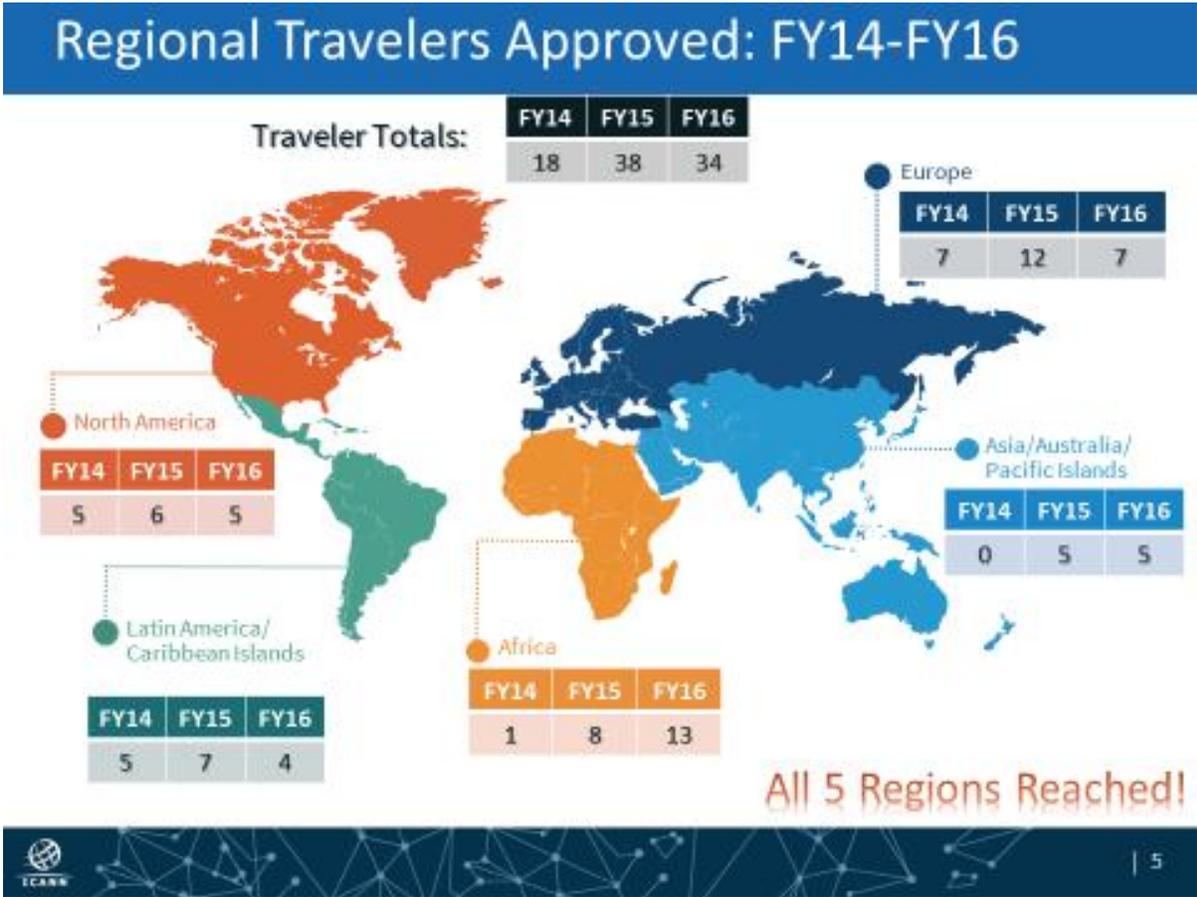
As can be visualized by the color-coding in the above chart, trips were completed in five of the eight operational regions: Africa (8 or 38%), Europe (3 or 14%), Latin America & Caribbean (3 or 14%), Australia/Pacific Islands (2 or 10%), and North America (5 or 24%). No outreach trips were approved for Asia, Middle East, or Eastern Europe & Central Asia.

The graphic below shows how the 34 travelers are distributed across the five official ICANN geographic regions identified in the ICANN Bylaws. This chart compares FY16 data with FY14 and FY15.

<sup>7</sup> This total (21) includes the 1 Business Constituency engagement event.

<sup>8</sup> The eight (8) ICANN Operational Regions as implemented by ICANN Staff include: Africa, Asia, Australasia & Pacific Islands, Eastern Europe & Central Asia, Europe, Latin America & Caribbean, Middle East, and North America.

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As depicted in the above chart, there has been consistent penetration of CROPP events across the five official ICANN regions.



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### 4. CROPP Program Review-FY16

The ICANN Staff Program Administrators have undertaken a comprehensive analysis of CROPP's third year implementation. The evaluation is comprised of four 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 staff recommendations pertaining to that category.

*Note: Due to the fact that this report is being prepared after the launch of the FY17 CROPP cycle, some portions of the analysis below will comment upon changes and recommendations introduced for FY17.*

#### 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 11 trips completed involving 18 travelers (36% of original allocation); however, those quantities were more than doubled in FY15 and, continuing that trend in FY16, there were 21 trips/events involving 34 travelers. CROPP is perceived to have achieved its principle mission and, as a consequence of that judgment, has been continued for a fourth cycle in FY17.

Please see [D-Outcomes](#) for a discussion of FY16 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 become oriented to the program as well as plan/organize their volunteers and internal processes.

In FY15, there were no significant internal or external factors which impacted the program's efficacy and that held true for FY16 as well.

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

The major initiatives of CROPP included:

- 1) Funding of 50 trips<sup>9</sup> during FY16 (5 each to 10 approved GNSO Constituency and At-Large RALO structures);
- 2) Involvement of ICANN's Global Stakeholder Engagement VPs in the assessment and approval process;
- 3) Travel arrangements coordinated by the ICANN Constituency Travel Team and, as needed, assistance from Communications, Speakers Bureau, and other ICANN Staff disciplines to enhance outreach success; and
- 4) Development/implementation of a "turnkey" Wiki solution complete with forms/template, procedures, and administrative tracking.

Staff believes that, owing to several improvements made for FY16 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 FY17's CROPP funding, Staff was encouraged that the program goals could be materially advanced by continuing the pilot into a fourth cycle.

There appears to be wide consensus among Staff and community members that global outreach and engagement remains a vital activity 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 for 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 and FY16 results were demonstrably higher. In FY16, the At-Large RALOs completed 80% (20 out of 25) of their budgeted trip allocations and the GNSO Constituencies utilized over half of their authorized trips (56%). Overall, there was a 68% utilization rate in FY16 - only slightly below the achievement in FY15 of 76%.

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<sup>9</sup> The Business Constituency (BC), taking advantage of a new option in FY16, selected one engagement event in lieu of 5 individual trips. For CROPP reporting purposes, that event is counted as the equivalent of 5 travelers.



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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 at this time with respect to the core 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 in succeeding cycles both in terms of mechanics and logistics. The program has been utilized more significantly in FY15-FY16 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 (100% over FY15 and FY16).

### Recommendations

There are no specific recommendations at this time 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) from the volunteer community
- (8) Global Stakeholder Engagement Vice Presidents
- Various ICANN Staff Departments (e.g., Communications, Constituency Travel) as identified and needed

For FY15 and FY16, 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 third year.



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

Two design improvements were introduced in FY15 as a result of experience from the first year's operation - including feedback from CROPP participants. They are explained in the [CROPP-FY15 Administrator's Report](#) and, for brevity, will be omitted here.

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)."

For two successive cycles (FY15 and FY16), the At Large community has availed itself substantially of its allocated outreach trip allocations; the program seems to be well suited to the needs of the five RALOs.

The GNSO has not utilized the program at the same level as At-Large; however, as a result of testing an Engagement Event option (implemented by the Business Constituency) and direct feedback from the community, the Program Administrators believe that additional flexibility in options may benefit the GNSO and increase its utilization of CROPP resources.

For FY17, the GNSO Constituencies will be permitted to opt for one of three options: (a) four (4) individual CROPP travel allocations; or (b) to host, co-host, or sponsor up to two (2) targeted community outreach/engagement events during the fiscal year (US \$7,500 funding limit for each event); or (c) to host, co-host, or sponsor one (1) targeted community outreach/engagement event during the fiscal year (US \$7,500 funding limit) plus two (2) individual CROPP travel authorizations.

### 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.



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#### **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, prior to FY16, the activities of ICANN Constituency Travel Staff were not visible within the CROPP Wiki platform. At times, this omission generated confusion as to traveler status. For FY16, Staff further developed the CROPP forms to include a section for ICANN Constituency Travel to update directly as bookings, logistics, etc., were confirmed with travelers. This additional layer of involvement and communication enabled all personnel to be kept abreast of travel details on a timelier basis and, due to its successful implementation, is being continued in FY17.

#### **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 additional recommendations are offered with respect to the general Structure and Organization of CROPP at this time. The Pilot Program Coordinator (PPC) role continues to be helpful to community participants. The integration and participation of the Global Stakeholder Engagement teams has increased markedly. The newly introduced involvement of ICANN Constituency Travel in updating Wiki forms has also been effective in enabling administrators and travelers to know the status of bookings and related travel logistics.

### **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 FY16:

- 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.



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- 4) Frequently Asked Questions (FAQ): Initially populated and updated as issues have been raised.
- 5) Confluence Wiki solution containing pre-formatted templates, with written instructions, to be completed by eligible community members.
- 6) A Feedback page to accept input from participants, PPCs, and other stakeholders.
- 7) A restricted 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 effective operation of CROPP and, aside from improved content reformatting and presentation materials, they are all being continued in FY17.

### **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 individual trips and engagement events for the purpose of extending ICANN's community global outreach efforts. In particular, the program's formally stated 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?**

As it relates to the program's inaugural implementation (FY14), a detailed milestone schedule was prepared itemizing the various tasks/activities that needed to be performed from announcement through development to the completion of the first formal review. For subsequent cycles, being largely reincarnations of the first year, the sequence and prioritization have been straightforward.

In terms of individual trips/events, the ICANN volunteer organizations (GNSO, At-Large), collaborating with the Staff Global Stakeholder Engagement teams, determine which of the many trip/event proposals submitted should be prioritized and funded. For FY16, out of 33 proposals drafted across At-Large and GNSO, 21 were approved, scheduled, and completed.

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

The ICANN Staff Program Administrators have been thoroughly engaged in every element and decision related to the program's evolving design, implementation, and operation



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including directing the activities of the external consultant engaged to support technical development and on-going maintenance. Throughout the program's operation, weekly or bi-weekly conference calls have been held to review community proposals, assess implementation progress, and discuss various operational elements including policies, practices, guidelines, and overall program efficacy.

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

The formal external communications for FY16 were as follows:

- 1) **26 May 2015**: Update on CROPP-FY16: Traditions and Program Changes
- 2) **16 Jun 2015**: Announcement: CROPP-FY16 Wiki Space OPEN
- 3) **12 Aug 2015**: CROPP-FY16 Update and Reminders
- 4) **14 Apr 2016**: Updates: FY15 Admin Report – FY16 Progress – FY17 Status

The contents from the above Emails can be viewed on the CROPP-FY16 [Announcements & Communications](#) page.

Other individual communications (emails, online chat sessions, and conference calls) between the Program Administrators and with community participants occurred throughout CROPP's operations on an as-needed basis including status presentations at trimester ICANN meetings.

### **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 and automated reports
- Written documentation including instructions
- Issues Tracking template capability for Program Administrators

The only technology challenge during FY16 was related to not having the FY17 program approved, developed, and operational several weeks before the start of the fiscal year. As a result, community members did not have a new Wiki site in which to begin planning their FY17 proposals. As specific needs were identified, Staff created a planning area, within FY16 CROPP, so that volunteers could develop Outreach Strategic Plans as well as Trip Proposals intended for the next fiscal year. When the FY17 Wiki site was actually opened (22 Jul 2016), all completed forms from the placeholder area were transferred manually by Staff to the new site.



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### **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., 2016 Marrakech, Helsinki) or during GNSO Constituency/RALO conference calls. Short slide presentations were 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 noted in B-2 above, there were two design changes implemented for FY16.

For FY17, the following changes have been approved:

#### **1) Funded Trips Augmented by 1 Full Day**

Responding to community requests, all standard FY17 funded outreach trips available to RALOs and Constituencies participating in this aspect of the program will be extended to 4-days and 3-nights.

#### **2) Expanded Options for GNSO Constituencies**

CROPP options have been reconfigured for GNSO Constituencies to offer additional flexibility in reaching strategic outreach goals. For FY17, each GNSO Constituency will be able to choose either:

- Four (4) individual CROPP travel allocations; or
- To host, co-host, or sponsor up to two (2) targeted community outreach/engagement events during the fiscal year (US \$7,500 funding limit for each event); or
- To host, co-host, or sponsor one (1) targeted community outreach/engagement event during the fiscal year (US \$7,500 funding limit) plus two (2) individual CROPP travel authorizations.

Each GNSO Constituency will make a selection from the above alternatives within its Outreach Strategic Plan document (available on the Wiki site).



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### 3) Wiki Site Improvements

- The CROPP-FY17 Home page has been redesigned to include a brief orientation, basic form completion instructions, and site navigation aids.
- The CROPP Procedures & Guidelines page has also been redesigned with a table of contents to bookmarked content.
- The Frequently Asked Questions (FAQ) has been updated to include additional questions and answers.
- The CROPP Processing Flow Diagram has been updated to reflect program changes.

### Assessment

Overall, the Operations and Execution of CROPP, having benefited from its inaugural year of operational experience, was successful in enabling 34 travelers to attend 21 outreach events during the FY16 cycle – a 68% utilization of allocated trip/activity resources.

### Recommendations

Several operational and technical improvements were identified during the FY15 experience and were addressed for FY16. Additional structural and design elements, identified during FY16, are being implemented for CROPP-FY17 as outlined above.

### D) Outcomes

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

Twenty-one (21) outreach trips were approved, scheduled, and completed involving a total of 34 individual travelers in CROPP FY16. The program was budgeted to accommodate a maximum of 50 travelers<sup>10</sup>; therefore, 34 travelers represent 68% of the planned level (see [Section 3-Results & Outcomes-FY16](#) for additional results and outcomes).

Each of the 21 trips had a set of goals/outcomes documented, in advance, and written assessments were prepared and submitted for all completed trips<sup>11</sup>. 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?

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<sup>10</sup> Note: The Business Constituency (BC) opted for a single engagement event which, for reporting purposes, is counted as 1 trip with 5 individual travelers.

<sup>11</sup> At the time this FY16 CROPP report was being finalized, 1 Trip Assessment (out of 21) had not been submitted although it was requested multiple times by Program Administrators.



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- 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 21 outreach trip activities, including one engagement event, completed as part of CROPP-FY16. In each case, a Trip/Event Proposal form was submitted containing the goals/objectives for the activity 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 geo-policy 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 21 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
- 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
- Improve engagement 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.



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### Summary of Outcomes:

Generally speaking, the 20 submitted Trip Assessments<sup>12</sup>, 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. In a few instances, attendance information was provided:
  - *"There were close to 500 attendees at the LACNIC event, with participation from all countries in Latin America, as well as several Caribbean island nations."*
  - *"No less than 3000 IPs from all over Brazil attended this event [ABRINT] in the center of Sao Paulo."*
  - *"The panel on 'Internet Architecture & Human Rights,' partially sponsored by ICANN, was held ... during the conference [on] 'Computers, Privacy and Data Protection', which is the largest privacy conference, attracting around 1000 participants from civil society, academia, and policy-making circles."*
  - *"There were over 190 participants at the Forum [ArmIGF] with all stakeholder groups represented. All three ALSs based in Armenia either provided presentations and/or actively participated in the discussions."*
  - *"Of the over 200 participants, most from LAC, of those from United States and Caribbean, 12 demonstrated interest in the possibility of becoming members."*
  - *"[During] a full plenary session [AFRINIC 23] ... I made a presentation ... with special focus on ... the [IANA] stewardship transition ... and the proposed mechanisms to enhance the ICANN accountability."*
  - *"On the second day of the event [ABRINT], I made a presentation on the ISPCP to a group of some 50 ISPs who attended."*
- Distribution of ICANN collateral, sometimes in multiple languages:
  - *"Literature in Spanish was distributed among audience interested in learning about ICANN with informal conversations held to cover the*

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<sup>12</sup> There were 21 outreach events attended by 34 individual travelers; however, 1 Trip Assessment was not submitted after multiple requests. The conclusions and characterizations contained in this section are not deemed to be affected by that omission.



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*opportunities to participate in working groups and the Fellowship Program.”*

- *“Fliers (posters), ICANN Promotional materials (e.g., pens, USB, hand bands), and cards were distributed to the members who came to the AFRALO booth as they inquired more about AFRALO and ICANN.”*
- *“Outreach [M-Enabling Conference] involved the distribution of the ALAC/NARALO USB and information to specific Special Needs groups, i.e., National Association of the Blind and others.”*
- *“In order to be well prepared for this large regional gathering of Internet stakeholders, I worked with the ICANN office in Uruguay to design a bilingual (Spanish-Portuguese) brochure... Alexandra of the ICANN Staff (Uruguay), undertook distribution of the brochures to the attendees via the ICANN desk and by handing them out during plenary sessions in the main conference hall.”*

### **2) Key Accomplishments**

There were few measurable 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:

- *“I had many discussions with participants who came to me to ask for more clarification about what we do for the end-user in Africa and how can we communicate better to raise awareness of our community.”*
- *“It was a great experience that put AFRALO at a high level of consideration in the AFRICAN Numbering Community.”*
- *“I think that our outreach wasn't for AFRALO only; the interest in ICANN as a whole has been augmented do to our presence ... together with the other ICANNers present in Gaborone.”*
- *“Conference attendees I spoke with were largely unaware of ICANN's existence so I spent time explaining ICANN to many people.”*
- *“The event showed that there is still low awareness about BC [Business Constituency] and ICANN and their important and critical roles in keeping the Internet stable, secure and resilient in many regions of the world.”*
- *“The Opening Ceremony of APRICOT became a gathering of the APRALO clan as we reunited with old friends from within the Asia Pacific Internet community, and connected PICISOC members with ISOC, APNIC and ICANN personnel, as well as with the APRALO leadership team.”*

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- *“Despite their [attendees] knowledge of technology related law and politics, quite a big proportion of the audience was not really familiar with ICANN and its role in Internet Governance, let alone NCUC and our work ... in relation to Internet Architecture and Internet Governance. This suggests that the crucial information does not reach certain important groups and potential new NCUC members, and we need more outreach and engagement.”*
- *“The turn-out and interest in the panel was very high, the conference room was full, the audience (mainly civil society & academia, but also members from the EU Commission, Council of Europe, et. al.) were really interested and had many questions about how to participate and contribute to ICANN policy-making processes.”*

### 3) Recruitment Initiatives

- Interest and commitments were expressed among event attendees to form/join a stakeholder community within ICANN. Among those who specifically identified recruitment outcomes were these:
  - *“BC [Business Constituency] Newsletters and Factsheets were distributed; and BC roll-up banners and backdrops were visible around the venue and on the event website. While a membership application has already been received 3 others are expected. The event objectives were indeed accomplished!”*
  - *“Met with the ISOC-North Carolina Chair on how to become an ALS. Aid will be provided as soon as the chapter forms its working groups.”*
  - *“Engaged and interacted with attendees specifically at topic sessions ... From [these sessions, I was] able to gain direct contacts into 13 potential supporters of ICANN and the At-Large mission.”*
  - *“I also managed to engage with different organisations that had the potential of becoming an ALS. These potential members came to the AFRALO booth.”*
  - *“I am currently determining how best to continue my engagement in ICANN matters of importance to my organization, including the possibility of joining the IPC as a member.”*
  - *“Our outreach effort was visible - the result may come in a few weeks when we receive the first application from the numerous people who promised to apply for AFRALO membership.”*
  - *“This meeting [AFRINIC 23] was a new opportunity for me to reach out to the participants during ... breaks focusing on the end-users... I tried to motivate them to be involved in ICANN activities explaining the benefit*



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*behind it, and encouraging them to join ICANN through AFRALO. Some of them expressed their interest in joining.”*

- *“There were a number of ISPs and connectivity providers who expressed interest in joining the ISPCP Constituency... Brazil is the country in the LAC region that has the largest concentration of ISPs and Connectivity Providers ... ABRINT was a sterling opportunity to reach out to a massive concentration of Brazilian Internet stakeholders, from the ISP, Connectivity and network equipment industry.”*
- *“The ISPCP Constituency has long had members from Argentina, Brazil and Uruguay, but participation from other countries in the LAC region have been intermittent and sparse. So an event such as this one [LACNIC] is key to being able to broadcast the message to the appropriate targets.”*
- Encouraged attendees to apply for ICANN fellowships, ICANN Learn, ICANN Leadership positions (via NomCom), and other participation opportunities:
  - *“It is my perception a great number of applications for NextGen for ICANN 57 can be expected.”*
  - *“The students from University of Botswana inquired how ... [they] can be part of AFRALO and also get knowledge about ICANN. I referred them to ICANN Learn.”*
  - *“There is interest from ISPs in the region [Africa] to participate in the ISPCP, however many have a challenge in being able to attend all the ICANN meetings. We have encouraged them to participate ... remotely [when] available.”*

#### **4) Fulfillment of Regional Strategies/Objectives**

- A few ICANN structures had specific goals to attend certain events. CROPP helped make those achievements possible, for example:
  - *“Without CROPP funding, I would not have been able to follow through the organizing effort up to the event itself, and to participate in the workshop for which I also volunteered as rapporteur.”*
- Invitations were received for ICANN participants to be presenters and/or sponsored at subsequent annual conferences.
  - *“We had, for the first time, a booth for AFRALO, and it was free of charge because the AFRINIC leaders appreciated very well our participation in their previous events.”*



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### 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. Illustrative examples include:
  - *“As a member of [two] ALS’ ... in Austria, I had the great opportunity at EuroDIG to make a lot of contacts and learn how to actively engage in internet governance.”*
  - *“By taking part [in] EuroDIG discussions, I gained ... knowledge about how to evangelize the multi-stakeholder model in the region I represent, as well as persuade citizen engagement in decision-making processes, and the role that Internet performs in privacy, transparency, cybersecurity and Governance surveillance.”*
  - *“As a fresh new participant at ICANN meetings, I would like to mention that EuroDIG conference gave me the opportunity to involve actively in Internet Governance debates and express my opinion about topics around capacity building for civil society and the best practices of shaping the future governance models for Internet along with representatives of EU and CEE.”*
  - *“This event [EuroDIG] enabled me [to] connect with key members of various organizations with whom I discussed IG-related issues and how to empower different stakeholders’ ... to engage in constructive dialogues of ICANN and other IG events, ... then apply the learnings at a regional level.”*
  - *“The CROPP Programme enabled me to see the reality of Internet Governance as a multi-stakeholder process with its many ... constituencies ... and cross-community groups.”*
  - *“As an intellectual property in-house counsel for a leading corporation in the financial services industry, ... it was especially beneficial to learn more about the status of various ongoing ICANN issues of great importance to brand owners, such as new gTLD Program and RPM reviews, and how I can contribute to making this process better for IP owners in the future, as well as enhancing my organization’s engagement in these key ICANN matters.”*
- Participants often took advantage of available opportunities to interact with communities outside of ICANN stakeholder groups.
  - *“EuroDIG enabled me [to] connect with the right people and build relationships with them in order to acquire a broader perspective of*



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*Internet Governance and apply the knowledge to a regional level to make a faster, safer and more accessible Internet."*

- *"Attended the University Outreach ... [focusing] on the engagement of the University in [the] Africa region, especially with the fact that more information will be distributed to different universities through USB and promoting the ICANN learn platform..."*

### **6) Knowledge Sharing Beyond the Event**

- One participant concluded the trip assessment with this promise:
  - *"Another outcome is attending a number of technology sessions on social media which I will share the collaboration notes with the Technology task force."*
- In several instances, there was media coverage to reach a broader audience including newspapers, television, and radio:
  - *"ArmIGF was well covered by the media including radio, TV and the Internet and was webcast by ISOC-NY."*

### **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 third year of operation, CROPP has realized a utilization or participation rate sufficient to justify the program's continuation. Overall, CROPP achieved 68% of its FY16 budgeted outreach trip/event volumes. The At-Large organization utilized 80% of its trip allocations and the GNSO utilized 56%.

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

The original mission (see [A-Question 1](#)) is expressed largely in qualitative terms versus quantitative terms; however, having successfully completed 21 outreach trips covering 5 of the 8 ICANN operational 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 have been favorable in the second and third cycles has been regional distribution and penetration. In [Section 3-Results & Outcomes-FY16](#), a geographic distribution of FY16's CROPP outreach is presented.



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### Assessment

Based upon a review of all Trip/Event Assessments submitted by CROPP FY16 travelers, the overwhelming conclusion 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

Based upon FY16's interim results at the time of FY17 budget planning, Staff recommended that CROPP be extended as a pilot continuation for a fourth cycle (FY17).

Program participants also identified some areas for further improvement and/or additional focus:

- *"Participation of eastern European countries in ICANN could be enhanced with increasing the use of interpreters into all seven UN languages (particularly Russian for eastern European countries) and translation of important ICANN documents..."*
- *"As someone who has participated at most EuroDIG's ... I would maintain that the principle of funding a mix of newcomers and veterans is a sound one and should be continued."*
- *"The NCUC members on the panel indeed discussed and presented topics that were of great interest to the audience of this conference, and in the opinion of the panelists, more panels on the subject matter and engagement strategies are needed in similar conferences and events that are dominated by civil society and academia."*

###