

ICANN | ALAC  
At-Large Advisory Committee

At-Large Review Recommendations  
Feasibility Assessment  
&  
Implementation Plan

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<del>(TO BE COMPLETED AFTER BOARD ACTION)</del>	

## Executive Summary

On 02 May 2017, ITEMS International submitted its Final Report on its Review of the ICANN At-Large Community. This report included 16 ~~Recommendation~~Recommendations (including several sub-recommendations). In the intervening months, the At-Large Working Party (WP), the group charged by the ALAC to oversee the review, in cooperation with the ALAC and RALO leadership, have reviewed the report in detail and have developed this Feasibility Study detailing its views on the recommendations and their feasibility. Where the Recommendations have been viewed as beneficial to At-Large, ~~detail~~overviews of a planned implementation are presented. Where a Recommendation has not been viewed as beneficial, a rationale is presented and in addition, either alternative plans are presented to address the issue, or the issue itself is contested.

The issues identified in the Final Report include:

- barriers, particularly for individuals, to participate in ALAC;
- unchanging leadership/core leadership group;
- focus on processes/procedures;
- use of social media;
- restructuring of F2F At-Large Member meetings;
- outreach;
- accountability/transparency/metrics.

Of the 16 ~~Recommendation~~Recommendations, the ALAC and the At-Large WP ~~are~~:

- ~~Supporting 9, some~~Support 8 Recommendations. Some are supported with qualifications or ~~supporting~~ in principle ~~but not the detailed implementation;~~
- ~~Rejecting 7, 2~~ with alternatives presented/modified or alternative implementations;
- Reject 8 Recommendations, with an alternative recommended to address the issue of 1 of them.

For several rejections, our analysis identified possible reasons that the issue was misidentified, and corrective action will be taken to adjust web and wiki documentation.

Of particular note, the ALAC is rejecting the “Empowered Membership Model” (EMM) and most of the implementation details described in the report. The ALAC is accepting the core issue that the EMM was attempting to address, getting more Internet users to participate in ICANN policy processes.

Overall, the ALAC and WP found that ~~most~~many of the “issues” identified were in fact problems that the ALAC was well aware of (we ~~generally~~ candidly told the Review Team about them) and were in the process of addressing. In several cases, the “issue” was in fact not a real problem, even if there was a perception in some parts of ICANN that it was, or the solution was not possible in ICANN’s context. In virtually all cases, the recommendations were exceedingly prescriptive and often were not viewed as likely to truly address the problem. In some cases ~~the~~, implementation would likely endanger the areas where At-Large has already proven successful. Overall, there was great disappointment within At-Large over the lack of real

understanding about how the At-Large Community operates and the focus on detailed implementations instead of more high-level guidance.

In many of the situations where a recommendation is accepted, or an alternative is identified, the ALAC and staff have already made progress in addressing the issue. However, in many, there is a requirement s~~th~~at additional funding or resources may need to be made available ~~(the same was true with the original ITEMS Recommendations).~~

~~Once this Feasibility Plan is adopted by the Board Operational Effectiveness Committee and the Board, the final sections which comprise the implementation plan will be fleshed out.~~  
For recommendations that are rejected, the ALAC has attempted to clearly explain why it has done so. If the ALAC supports the general issue being raised, alternative plans are presented which should help alleviate the problem. For recommendations that are accepted (often with some caveat), again the implementation is outlined.

No detailed timelines are provided at this stage, but they will be developed as part of the implementation process, if ratified by the OEC and the Board.

# 1. Overview of Recommendations

The Recommendations presented in the ~~in the~~ Final Report of the Review of the ICANN At-Large Community by ITEMS International ~~included~~ covered virtually all aspects of the following areas:

~~• ALAC and At-Large interactions within the larger ICANN community;  
 ALAC and At-Large interactions with the non-At-Large community outside of ICANN;  
 The structure of At-Large with a focus on creating the Empowered Community Model (EMM) consisting of At-Large Members (ALMs) — individuals with the concurrent reduced focus (or effective elimination) of At-Large Structures (ALSes). Associated with this was the elimination of regional leadership positions and Liaisons to ICANN SO/ACs as separate positions and the allocation of their responsibilities to ALAC members (in some cases, randomly); and ALAC structure; At-Large processes and our interactions with communities both within and external to ICANN. Although judged by the ITEMS team as relatively small adjustments, the ALAC and At-Large Community participating in the review evaluation judged them somewhat differently.~~

~~There were 16 major recommendations with a critical one which proposed the Empowered Membership Model (EMM) having 8 subsidiary recommendations (one of which is a duplicate of one of the main recommendations).~~

- ~~• Identification of significant gaps on ICANN staff services provided to At-Large;~~
- ~~• Major restructuring of At-Large consultation and decision processes;~~
- ~~• The At-Large use of communications tools and social media;~~
- ~~• At-large us of face to face meetings~~
- ~~• Transparency;~~
- ~~• At-Large funding within ICANN.~~

The following table addresses how the ALAC has responded to each of the recommendations in the ITEMS International Review of the At-Large Community.

PRIMARY RECOMMENDATIONS			
Rec#	Focus	SUPPORTED ISSUE/RECOMMENDATIONS	REJECTED RECOMMENDATIONS (and conditions relating to SUPPORT)
1	ALAC Advice		<b>Reject.</b> The recommendation is already standard practice.
2	EMM		<b>Reject</b> the EMM and ITEMS' perception of unchanging leadership; RALOs already accept Individual members (see comments below).
3	Support staff	<b>Support</b> the increased allocation of staff on policy issues.	Reject that staff are disproportionately concentrated on administrative support.
4	Dissolve ALT		<b>Reject</b> that the ALT makes substantive decisions and does not involve the ALAC.
5	I* meetings	<b>Support</b> the intent for outreach and engagement.	But this is already being implemented by RALOs as opportunities arise and funding permits.
6	Board election		<b>Reject</b> strongly. Both suggested mechanisms disenfranchise the At-Large community from selecting its own Board Director.
7	Working groups		<b>Reject.</b> At-Large WGs play an important role in fulfilling policy- and process-related tasks, as well as for outreach and engagement.

PRIMARY RECOMMENDATIONS			
Rec#	Focus	SUPPORTED ISSUE/RECOMMENDATIONS	REJECTED RECOMMENDATIONS (and conditions relating to SUPPORT)
8	Social media	<b>Support</b> the intent to extend community outreach and feedback.	But there are concerns about balanced end-user feedback, due to limited Internet access by under-served regions.
9	Web manager	<b>Support</b> the intent to increase community awareness.	But assignment of staff is not a function of the volunteer community.
10	Communication platform	<b>Support</b> the intent to enhance communication.	But At-Large is unable to adopt any tools that are not supported by ICANN IT Services or not accessible by communities with low bandwidth.
11	ATLAS meetings		<b>Reject.</b> ATLAS meeting would build on and strengthen the outcomes of annual regional general assemblies as a combined group and ensure cross-region awareness.
12	RALO outreach	<b>Support</b> CROP being used to facilitate outreach activities.	But as for #5 – already being implemented by RALOs as opportunities arise and funding permits.
13	Travel funds	<b>Support</b> in principle for more transparency in relation to travel funding.	But while costs are accounted for paid staff, there is no consideration of costs incurred by volunteers. Transparency should apply to the entire ICANN ecosystem and not just At-Large.
14	Auction proceeds		<b>Reject.</b> CCWG Auction Proceeds does not have the discretion to allocate auction funds.
15	Outreach Rapporteurs		<b>Reject.</b> It is unclear as to what Outreach Rapporteurs would do at ICANN meetings.
16	Metrics	<b>Support</b> the continuation and enhancement of its current metrics program.	But as the ALAC rejects the EMM, there is no plan to monitor its performance

EMPOWERED MEMBERSHIP MODEL SUBSIDIARY RECOMMENDATIONS			
Rec#	Focus	SUPPORTED ISSUE/RECOMMENDATIONS	REJECTED RECOMMENDATIONS (and conditions relating to SUPPORT)
1	Remove ALS membership requirement	<b>Support</b> users to participate without having to join an ALS.	But this is already standard practice by the majority of RALOs (and the others very soon). The ALAC rejects the need to immediately have uniform rules across RALOs, allowing instead the Bylaw-mandated tailoring to regional needs.
2	Performance metrics	<b>Support</b> the use of metrics to assess member engagement.	But the difficulty lies in the definition and how to measure “active” engagement in meetings and on working groups.
3.1	Outreach & Policy Rapporteurs		<b>Reject.</b> The concept as described in the Report is neither practical nor would it produce the desired results.
3.2	Outreach Rapporteurs (Duplicate of Rec. #15)		
4	ALAC-RALO leaders		<b>Reject.</b> The considerable workload and commitment required by volunteers for a merged role makes this an unrealistic expectation and ignores varying skill sets.
5	Council of Elders		<b>Reject.</b> The CoE is based on too many constraints related to rules of membership, travel funding, availability to carry out their roles, etc.
6	NomCom appointed Liaisons		<b>Reject.</b> Liaisons are the voice of the ALAC in other AC/SOs. Their selection cannot be left to chance.
7	Random selection of leaders		<b>Reject.</b> May be used as a last resort, but is a poor mechanism for selecting leaders of At-Large

## 2. Recommendations Feasibility Assessment & Implementation Plan

Recommendation 1																									
Independent Examiner's Final Recommendation	ALAC should be more selective in the amount of advice it seeks to offer, focusing on those issues which might have the greatest impact upon the end user community, and going for quality rather than quantity. ALAC should develop a more transparent process for distinguishing between different types of advice, and publish that advice on the At-Large website.																								
Issue Identified by the Independent Examiner	Quality vs quantity of ALAC advice produced.																								
Does ALAC Support Recommendation?	<del>Support</del> <b>REJECT</b> noting that the recommendation is the standard practice.																								
If Not, Please Provide Reasoning.	Not Applicable																								
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	The ALAC acknowledges that the At-Large website does not always fully represent the diverse nature of its various statements. Ensuring that this does, will be important as new volunteers become involved in At-Large.																								
If so, please provide a suggested alternative Recommendation.																									
Prioritization	Medium Priority																								
At-Large Comments	<p>The ALAC already focuses on quality vs quantity and as a rule only issues comments that the ALAC believes are important to ICANN and users. This has been a very conscious policy that has evolved over several years, and is an ongoing project for continuous quality improvement within the ALAC and At-Large.</p> <p>Records over the last five years demonstrate this.</p> <table border="1"> <thead> <tr> <th></th> <th>2012</th> <th>2013</th> <th>2014</th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>ICANN Public Comments</td> <td>62</td> <td>59</td> <td>53</td> <td>51</td> <td>46</td> </tr> <tr> <td>ALAC Responses</td> <td>35</td> <td>32</td> <td>28</td> <td>20</td> <td>16</td> </tr> <tr> <td>% Responded</td> <td>56%</td> <td>54%</td> <td>53%</td> <td>39%</td> <td>35%</td> </tr> </tbody> </table> <p>While ALAC responses involving community input are usually substantive, a small proportion were supportive statements where the ALAC felt a nominal response was advisable but did not warrant any targeted effort. Similarly, advice to the Board composed just a small fraction (fewer than five such</p>		2012	2013	2014	2015	2016	ICANN Public Comments	62	59	53	51	46	ALAC Responses	35	32	28	20	16	% Responded	56%	54%	53%	39%	35%
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	<p>statements in the last several years) of the overall documents drafted. The ALAC believes it is far more desirable to influence the policy development processes before issues come to the Board, than to advise the Board after the fact, as the Board may at that point have little latitude to alter the outcome.</p> <p>It has been the general practice of the ALAC, that when a public comment issue arises, the ALAC identifies a penholder who, often with others, is prepared to take responsibility for initially assessing if there is a significant user-impact reason for further investigation and community consultation. If this is the case, then the writing team collects and <del>organizes</del><u>organises</u> data to put together an appropriate advisory statement or comment for consideration and formal endorsement by the ALAC, before the response is returned to the relevant section of ICANN.</p> <p>The ALAC encourages RALOs and ALSes to comment. Inviting members from across At-Large each time, to contribute to the many different subject areas for which the ALAC is tasked to research and provide appropriate advice, is a time-consuming but necessary process.</p> <p>The ALAC, with ICANN staff support, is investigating a project to track issues of concern to ICANN and Internet users and to provide information on the issue to those in At-Large who regularly respond to public comments.</p>
Possible Dependencies	Availability of Staff resources
Who Will Implement?	Staff with input from At-Large Leadership.
Resource Requirements	ICANN Staff in support of the development of taxonomy that categorizes various ALAC Statements, as well as the improvement of the At-Large website. This will include a review of the Board Advice Register to ensure that we neither duplicate work already done nor set up a different non-standard record.
Budget Effects impact?	Associated staffing costs
Implementation Timeline	Six to nine months
Proposed Implementation Steps	<ul style="list-style-type: none"> <li>• Staff to identify areas of the website needing improvement to be reviewed by At-Large Leadership prior to implementation;</li> <li>• Staff to organise webinars to explain and discuss policy issues with At-Large members, to enhance their understanding of matters that the ALAC is being asked to make comment on.</li> </ul>

<b>Recommendation 2</b>	
Independent Examiner's Final Recommendation	At-Large should adopt the proposed Empowered Membership Model (EMM) with a view to removing the barriers to participation for Internet end-users, and encouraging greater direct participation by At-Large members in At-Large policy advice and related "Outreach and Engagement" processes. (See EMM Recs)
Issue Identified by the Independent Examiner	At-Large has struggled to reflect/process end-user opinion; barriers to individual participation; perception of unchanging leadership group.
Does ALAC Support Recommendation?	The ALAC REJECTS the adoption of the EMM as recommended by the Review. The ALAC also notes the perception of unchanging leadership (see the ALAC



	<p>response to EMM 5), and can provide data to demonstrate that this is not the case.</p> <p>However, the ALAC does accept the need to <del>further support</del><u>continue to encourage</u> individual participation in ALAC and RALOs.</p> <p>Note that currently three of the five RALOs have active Individual Membership, the fourth has approved the concept and should actively allow individual members by the time this document is submitted and the fifth is finalizing their processes to do the same. Moreover, the members of each ALS are a rich source of potential policy participants-<u>which the ALAC will be drawing upon.</u></p>
<p>If Not, Please Provide Reasoning.</p>	<p>This recommendation includes two related elements. The first and main element sets the goal of more participation by individual At-Large members in ICANN Working Groups. The second and subordinate element (adoption of the EMM) suggests a method by which the goal, in the opinion of the reviewers, would be achieved.</p> <p>The ALAC supports the goal of the EMM to encourage more participation by individuals whether they are affiliated to an ALS or not, and notes that work to achieve <del>it</del><u>this</u> is already well underway within At-Large. The ALAC supports the overall concept of individual membership, and fully intends to ensure that such members are allowed into all RALOs. To be clear, the ALAC supports enhancing the focus on those individual user members not affiliated with an ALS. At the same time, the ALAC is working to ensure that we can encourage ALS <u>and</u> individual members who have an interest, to be more engaged and participative in ICANN policy activities.</p> <p>The ALAC notes that the Fellowship and NextGen programs have been and will continue to be an effective mechanism for recruiting At-Large participants. These programs are geared specifically to get interested and enthusiastic individuals from across the globe up to speed about the workings of the ICANN ecosystem so they can find their own niche areas of interest for subsequent engagement. These are two already successful programs from which ICANN itself has started recruiting staff, while other former alumni have not only joined the ICANN Community but have also become members of the ALAC and now, even the ICANN Board.</p> <p>But the ALAC resolutely rejects the method the Review Team <u>has</u> suggested to implement the EMM model, which is not necessary for achieving the goal, and could lead to unintended consequences detrimental to At-Large and to ICANN itself.</p> <p>The ALAC believes that if several aspects of the EMM were implemented, the end effect would be to irreparably damage At-Large's ability to fulfill its mandate in ICANN. Among their recommended changes are the merger of RALO Officer and ALAC Member roles and the elimination of the ALAC's ability to select appropriate Liaisons to other ICANN AC/SOs.</p> <p>There are other elements of the EMM model which the ALAC continues to have difficulty comprehending, not only as to the rationale but also to the value that they would give the At-Large Community. For example, giving Empowered Members the right to vote for their leaders or on other actions,</p>

	<p>should a vote ever be initiated. As ALAC and RALO decision-making is often by consensus, it is difficult to understand why this voting issue is such a key feature of EMM. Another example is the use of Rapporteurs, and giving them travel slots after a year. For ALAC members selected by their RALOs, it would be typical that a minimum of two years of active participation in one or more working groups would be expected before members were elected to the ALAC and achieved travel slots. This delay is not to penalize new volunteers, but to give them the time they need to get up to speed.</p> <p>No evidence is presented as to why or how the vote-empowered membership will be significantly more attractive to end-users world-wide or why the ongoing potential to vote will encourage people to actively participate in what has been acknowledged as a complex, and time-intensive space. (It must be noted that in most other parts of the ICANN volunteer community, the potential participants are well acquainted with ICANN. This is certainly true for Registrars, Registries, Internet Service Providers, Intellectual Property Lawyers, etc. This is definitely not the general case with users, even technology-savvy users). Many of these members are not fluent in English which is the language used for most of these activities and no proposal is presented on how that might be overcome.</p> <p>The ALAC has found it difficult to get ALS members to participate in working groups, At-Large or Cross Community, mainly due to the fact that they are all volunteers and do not all share the same commitment of time, or similar levels of expertise or knowledge on the content areas. With the intensified engagement required to get up to speed, the ALAC does not see that the number of people interested in, motivated enough, and ready to carry out the voluntary services required within At-Large, would be any different between the ALS model and the EMM model. Moreover, “direct” participation by an increased number of individual members, does not guarantee that they can truly represent the interests of billions of end-users any more effectively than the current model, whereas ALSes at least provide outreach and accompanying capacity at local level.</p> <p>The ALAC notes that if this recommendation had been limited to the universal acceptance of individual members with an implicit lessened focus on ALSes, this recommendation would very likely have been fully accepted. However, due to the accompanying requirement to redefine RALO Leadership, ALAC Membership and Liaison selection; overly detailed specification of exactly how individual membership should be implemented; and what it should be named; there was unanimous opposition to the recommendation to adopt the EMM model.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>While ALAC does not support the adoption of the EMM Model <u>with all of its recommended features</u>, it does support individual membership and <u>encourages</u> all RALOs to ensure that individual membership is incorporated into their general practice and Rules of Procedure. This was a recommendation from the 1st ALAC Review from which the implementation progress seen to date has been initiated.</p> <p>As noted above, we expect all five RALOs to support and encourage individual membership in the very near future.</p>
<p>Prioritization</p>	<p>High</p>

At-Large Comments	<p>The ALAC believes that the ALS membership model should remain because it is the At-Large link to grassroots inputs. In their local context, ALSes are recognized as established <del>organizations</del><u>organisations</u>, in some cases older than ICANN itself, and they play a role in national-level multi-stakeholder cooperation that clearly benefits ICANN and the user community they represent. Individual ALS members also form a prime pool of potential At-Large workers, as well as ALAC and RALO leaders. A communications plan is being developed to enhance outreach to them and to engage those who are intrigued by ICANN and its work.</p> <p>Ultimately, there may be some merit in more uniform rules for Individual Members across regions. But at the moment, it is clear that the needs of individual regions differ, and allowing regions to address their unique characteristics is in accordance with the ICANN Bylaws section 12.2(d)(ix)(D) <i>"To the extent compatible with these objectives, the criteria and standards should also afford to each RALO the type of structure that best fits the customs and character of its Geographic Region."</i></p>
Possible Dependencies	Completion of the Rules of Procedure changes by the final RALOs to allow for entry of individual membership (near completion)
Who Will Implement?	RALOs, ICANN staff
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	1-2 years
Proposed Implementation Steps	<ul style="list-style-type: none"> <li>• Continue to build and evolve the individual member model;</li> <li>• Enhance the effectiveness of ALSes by reaching out to their individual members;</li> <li>• Provide the necessary support (mentoring and guidance) for individual members of RALOs, as well as individuals who are members of ALSes, to allow them to directly contribute to policy processes by capacity building.</li> </ul>

<b>Recommendation 3</b>	
Independent Examiner's Final Recommendation	At-Large Support Staff should be more actively involved in supporting the policy work of the ALAC, drafting position papers and other policy related work based on ALAC input. Staff competencies should be adjusted accordingly.
Issue Identified by the Independent Examiner	Staff resources are disproportionately concentrated on administrative support. Staff should have greater capacity to support preparation of policy advice.
Does ALAC Support Recommendation?	<del>Support in principle, rejecting</del> While the ALAC SUPPORTS IN PRINCIPLE this recommendation, we REJECT the statement that staff involvement is disproportionately concentrated on administrative support.
If Not, Please Provide Reasoning.	Not Applicable

<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>Not Applicable</p>
<p>Prioritization</p>	<p>Medium Priority</p>
<p>At-Large Comments</p>	<p>At-Large staff play an important role in assisting the ALAC with drafting policy statements but it must be noted that this is explicitly under the direction of the At-Large drafting team.</p> <p>Currently, an ICANN At-Large Staff member edits and “cleans up” documents drafted by volunteers, and in several cases, has created the initial draft based on instructions from community members. This activity is expected to grow, although slowly. It should be noted that a comparison to ICANN SOs is not appropriate in that SO documents can often run to hundreds of pages and typical ALAC statements are a few pages at most.</p> <p>At-Large requires additional support for its communication plan which includes distributing policy content to its members within ALSes and RALOs. Staff will be the main content creators of the planned regular messages outlining policy activity that will be sent to individual and ALS members.</p> <p>Although administrative in nature, At-Large also requires additional support for creating records of its meeting. Policy discussions are underway to address this. Such staff work is the norm for other ACs and SOs and is required to ensure that interested At-Large participants who do not have the time or opportunity to attend all meetings can have access to a fair summary of what was discussed <u>and the decisions made.</u></p>
<p>Possible Dependencies</p>	<p>Dependent on ICANN management making the appropriate resources available.</p>
<p>Who Will Implement?</p>	<p>Staff with input from At-Large Leadership.</p>
<p>Resource Requirements</p>	<p>ICANN Staff in support of At-Large, ICANN management</p>
<p>Budget Effects impact?</p>	<p>Not Applicable</p>
<p>Implementation Timeline</p>	<p><u>Not under At-Large control. Estimate 1 year initial implementation and then ongoing.</u> <del>Not Applicable</del></p>
<p>Proposed Implementation Steps</p>	<ul style="list-style-type: none"> <li>• Ensure that staff have the appropriate skills and are available to support volunteers to draft and edit statements;</li> <li>• As the At-Large communications plan takes form, ensure that staff resources are available to implement it;</li> <li>• Ensure that staff are available to provide <u>usable</u> meeting reports and summaries;</li> <li>• Enable staff to better leverage social media and other communication channels to disseminate policy information, in order to stimulate community participation</li> </ul>

<b>Recommendation 4</b>	
Independent Examiner's Final Recommendation	The ALT should be dissolved and its decision-making powers fully restored to the ALAC.
Issue Identified by the Independent Examiner	Leadership Team (ALT), which is not mandated by ICANN Bylaws, concentrates in the established leadership too many decision-making and other administrative powers which should be spread among the members of the ALAC.
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	The ALT consists of the ALAC Chair, two Vice-Chairs, and two other ALAC members totaling five ALAC Members, one from each of the five regions. The ALT does not make substantive decisions nor has it any powers not already invested in the Chair, both according to the ALAC Rules of Procedure and in actual practice. It is a consultative and advisory body for the Chair and was created to allow the Chair to delegate tasks to those who indicated a willingness to put additional time into ALAC and to bring in a regional perspective. The ALT, on a regular basis, makes recommendations to the ALAC for its consideration.
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	No alternative recommendation is suggested. The ALT is a consultative and advisory body.
Prioritization	Not Applicable
At-Large Comments	Not Applicable
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	Not Applicable

<b>Recommendation 5</b>	
Independent Examiner's Final Recommendation	At-Large should redouble efforts to contribute to meetings between ICANN Senior Staff, ISOC and other Internet Star (I*) organizations to develop a joint strategic approach to cooperative outreach.
Issue Identified by the Independent Examiner	Uneven contribution of At-Large to a coordinated ICANN strategy for 'Outreach and Engagement'. Missed opportunities for coordination with other constituencies and ICANN staff.
Does ALAC Support Recommendation?	<del>Support.</del> The ALAC SUPPORTS this recommendation, but notes that it is already implemented across all RALOs as opportunities arise.
If Not, Please Provide Reasoning.	Not Applicable

<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>Not Applicable</p>
<p>Prioritization</p>	<p>Medium Priority</p>
<p>At-Large Comments</p>	<p>At-Large does not typically participate in any discussions between ICANN Senior Staff and staff of The Internet Society and I* organizations, but would welcome any opportunity to engage with these stakeholders if appropriate. Regional Hub staff may meet with key I* organizations to coordinate regional events, but these are normally staff-only initiatives.</p> <p>However, this lack of involvement does not inhibit the initiative of ALAC and RALO leaders to form their own models of cooperation with regional I* organizations. At-Large regularly works to establish its own relationships with representatives of these organizations at various levels and intends to continue to do so. Most RALOs have MoUs with their Regional Internet Registry and other interested I* organizations, and RALO members participate in the activities of their regional partners to the extent that sponsorship or even self-funding allows. The NARALO General Assembly was held at an ARIN meeting in April 2017. APRALO has been included as an AP* organization at annual APRICOT and APNIC meetings and was invited to chair the AP* meeting in Sri Lanka 2016. These are just two examples of enhanced partnerships.</p> <p>In brief, At-Large has a great interest in joint activities and would welcome the opportunity to participate and foster joint strategic planning and cooperative outreach amongst I* organizations and other relevant non-governmental or public entities outside of the ICANN bubble where our interests coincide. <del>Such cooperation is encouraged.</del></p>
<p>Possible Dependencies</p>	<p>Increasing such cooperation will require additional travel support over what is currently available. Up until this time, APRALO for example, has used CROP in order to participate in its AP* activities at APRICOT meetings which is the annual gathering of I* organizations in the Asia Pacific region. APRALO leaders also take an active management role on the APRIGF. Both these events are not only valuable for outreach but also for strengthening bonds with current ALS and individual members of the APRALO community who inevitably attend these large regional events. Because of APRALO's acknowledged regular participation in these events, the RALO has requested that these events become incorporated as core activities (funded by the ICANN budget rather than CROP). Other RALOs also participate in similar regional events organized with their RIRs or the Internet Society. However, RALO participation is limited when there is relatively little funding from ICANN that supports such outreach activities at regional level- <del>by the ICANN volunteer community.</del></p>
<p>Who Will Implement?</p>	<p>Staff with input from At-Large Leadership, ICANN management</p>
<p>Resource Requirements</p>	<p>ICANN funding, travel support</p>
<p>Budget Effects impact?</p>	<p>ICANN funding, travel support</p>
<p>Implementation Timeline</p>	<p>Ongoing</p>
<p>Proposed Implementation Steps</p>	<p>Discussions with Staff and ICANN Management on funding for RALO</p>

	participation in regional meetings including regional hubs, The Internet Society and I* organizations.
<b>Recommendation 6</b>	
Independent Examiner's Final Recommendation	At-Large should adopt a simpler and more transparent electoral procedure for the selection of the At-Large-appointed member of the Board of Directors. Two alternative mechanisms are proposed (Section 10.5.3) both of which would be an improvement over the current process.
Issue Identified by the Independent Examiner	Election processes are excessively complex and have been open to allegations of unfairness.
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	<p>The ALAC strongly objects to this recommendation. Both mechanisms disenfranchise the At-Large Community from selecting its own Board Director. The concept that the "Director nominated by the At-Large Community" (a quote from the ICANN Bylaws) should be even partially selected by the Nominating Committee (and then by election or random selection) cannot be taken seriously if ICANN considers the multi-stakeholder bottom-up, consensus-driven decision-making process as the cornerstone of its governance methods. Moreover, this ALAC process was arrived at after an extensive bottom-up design process.</p> <p>Under both mechanisms, the NomCom plays a role in developing a shortlist of candidates (nominated or self-nominated). By transferring this very organic selection process to the NomCom, the At-Large Community would be isolated from the process (and consequently, the Board member), making the appointee just another NomCom appointee, and reducing community ownership. It has been noted that this recommendation would expand the number of Board Directors that the NomCom would be entitled to select and therefore goes against the recommendation of the Board Governance Committee.</p> <p>There is no question that the process followed by the At-Large Community (ALAC and RALO Chairs) to select the occupant of Board seat #15 is more rigorous and complex than the processes used by the Supporting Organizations for their selections. The procedure to select the Director selected by the At-Large Community was designed in a bottom-up method by the community it serves. The procedure will no doubt evolve going forward. It is patterned closely on the process used by the NomCom itself to select its own directors.</p> <p>Furthermore, for the second proposed mechanism the selection is turned into an exercise of random selection that presumes that all candidates are identical. Random selection is not an acceptable way to select a Board Director from among a slate of candidates, although it can currently be used as a last resort in order to break repeated ties between two final candidates, both of whom have strong support among the electorate. The other alternative suggested by the Review Team (but not recommended) is to revert to a selection process akin to the 2000 At-Large Board selection process which led to potential for capture and failure.</p>

	<p>Lastly, any Review Team recommendations that are to be implemented will have to be formally approved by the Board. It would be a direct conflict of interest for the Board to instruct At-Large on how to select its Director.</p> <p>The ALAC notes that this Recommendation and <del>the</del>its associated report section, exemplifies the overall concerns over this At-Large Review. The identified issue includes the phrase “allegations of unfairness”, but there was no substantiation or even mention of this in the report. The report states that “The BCEC was seated with three members of the current ALAC and five RALO leaders.” In fact, the BCEC did not have (and is not allowed to have) any current ALAC members nor RALO Chairs. The report states “We have been told, in discussions with At-Large leadership that the current electoral process for the appointment of the Board Director has been carefully developed following a bottom-up consultation process. We have not been able to verify this. However, even if it were the case...”. In fact, that development process is well documented and the evidence readily available.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>No alternative recommendation is suggested. The current selection process is adequate.</p>
<p>Prioritization</p>	<p>Not applicable</p>
<p>At-Large Comments</p>	<p>The Review also commented on whether At-Large should have two Directors instead of the one it currently has and rejected the idea. The ALAC, however, believes that the Board should review the issue of the number of At-Large Directors.</p> <p>The rationale provided by the Review for rejecting a second director for At-Large is largely factually inaccurate. The first At-Large Review recommended two At-Large Directors, a step that the Board, at that time was not willing to take. But the ALAC believes the time has or will come to review that decision.</p> <p>The Review Team rejected this for four reasons. The ALAC notes the reasons with the following comments:</p> <ol style="list-style-type: none"> <li><u>1. The ALAC has significant - and sufficient - power with one voting seat.</u> “Sufficient” is clearly a judgement call and not a rational argument.</li> <li><u>2. The ALAC has more Board voting power than the GAC, the RSSAC or the SSAC.</u> The Bylaws forbid government representatives from sitting as voting Board members, so the GAC is not even a consideration. The RSSAC and SSAC have made it clear through their decision not to participate in the Empowered Community that they wish to stay purely advisory. We note that the other ACs have always been in a different position relative to the ALAC in that they only have non-voting Liaisons to the NomCom while the ALAC has always had decisional responsibility on the NomCom.</li> <li><u>3. An increase would not sit well with other stakeholder groups.</u> This is intuitively obvious and not a reason to not take action. Those same groups did</li> </ol>



	not want the ALAC or the GAC to participate in the Empowered Community, preserving all “power” for themselves.  4. <u>At-Large has 5 of the 15 voting delegates on the NomCom.</u> The GNSO has 7 of the 15 delegates on the NomCom (2 more than the ALAC) but still has 2 voting Directors on the Board.
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	Not Applicable

<b>Recommendation 7</b>	
Independent Examiner’s Final Recommendation	At-Large should abandon existing internal Working Groups, too many of which are currently focused on process, and a distraction from the actual policy advice role of At-Large. Their creation should in future be avoided. If absolutely necessary, any such group should be strictly task/time limited and policy focused, or its role taken on by volunteer pen holders assisted by policy capable staff.
Issue Identified by the Independent Examiner	Excessive amounts of At-Large Community time spent on process and procedure at expense of ALAC’s mandated responsibilities to produce policy advice and coordinate outreach and engagement activities. Too many internal working groups are a distraction.
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	<p>The issue identified under this Recommendation has two components: abandonment of ALAC internal Working Groups, and “excessive amounts of At-Large Community time spent on process and procedure at expense of the ALAC’s mandated responsibilities to produce policy advice and coordinate outreach and engagement activities.”</p> <p>The ALAC strongly objects to the first element of the issue identified under this recommendation, the elimination of ALAC Working Groups.</p> <p>Working Groups, under a variety of names, are the basic way that ICANN and its constituent parts discuss issues, address concerns, come to agreement and make decisions. The ALAC believes that they are core to its success, both in the formulation of its policy advice as well as in furthering its process development (as suggested by the Review Recommendations on outreach, collaboration tools and social media).</p> <p>The At-Large community creates WGs for a number of reasons that together form the framework that allows and encourages participation by the At-Large community in the discussion and shaping of policy that can properly reflect the interests of end-users.</p> <p>The uses of WGs include:</p>

	<p><u>Policy-Related Tasks:</u> These WGs are used to build consensus-based policy recommendations and advice, merging and melding differing opinions and ensuring that all parties can contribute.</p> <p><u>Process-Related Tasks:</u> These WGs, in general, carry out tasks on behalf of the ALAC; at times making decisions on behalf of the ALAC.</p> <p><u>Outreach and Engagement:</u> These WGs address needs such as testing and recommending various tools for communications, conferencing, translation, captioning, etc. Several of these have been sufficiently successful that they have been, or are in the process of being, transitioned to ICANN-wide projects (for example, ICANN Academy, Accessibility, Captioning).</p> <p>The existence of these WGs is not trivial and indeed it constitutes the grassroots of participation for end-users within the ICANN policy development process. It is through such WGs that new participants often become active contributors. The ALAC believes that they are core to its success, both in furthering its process development (as suggested by the Review Recommendations on outreach, collaboration tools and social media) as well as in the formulation of its policy advice.</p> <p>There are also WGs internal to RALOs set up to respond to ALAC policy and process in particular regions. RALO WGs are the prime forum for individual members and ALSes to provide input. They highlight awareness of the diversity of regional approaches as well as tap into the skills and interests of individual and ALS members.</p> <p>In all cases, WGs can be dismantled as their tasks are completed.</p> <p>The ALAC also notes the second component of this issue: an excessive amount of time is supposedly spent on process and procedure. At ICANN meetings, ALAC spends a considerable amount of time meeting with other SOs/ACs. While this may be seen as discussion on processes, in fact it is most often discussions focusing on issues that have been identified of importance for end-users.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>Although the ALAC does not accept the recommendation, it acknowledges that the web and wiki documentation describing its WGs is out of date, allowing it to appear that some defunct WGs are still operational, and treating special purpose, limited membership groups as if they were open, public groups.</p> <p>A review of all WGs will be carried out, and user-facing documentation will be adjusted to ensure that actual work being carried out and opportunities for participation are clear.</p> <p>The ALAC will consider how statistics of At-Large participation in GNSO, ccNSO and CCWG processes can be integrated into At-Large metrics.</p>
<p>Prioritization</p>	<p><del>Medium</del> <b>Ongoing existing activities</b></p>
<p>At-Large Comments</p>	
<p>Possible Dependencies</p>	<p>Continuation of staff support for web issues, particularly updating ALAC policy pages.</p>
<p>Who Will Implement?</p>	<p>ICANN Staff, working with the leadership team of the ALAC</p>
<p>Resource Requirements</p>	<p>Staff support</p>
<p>Budget Effects impact?</p>	<p>Not Applicable</p>

Implementation Timeline	Six months for initial review and then ongoing
Proposed Implementation Steps	As described above.
<b>Recommendation 8</b>	
Independent Examiner's Final Recommendation	ALAC should use social media more effectively to engage with end-users (e.g. via Twitter / Facebook polls, etc.). These polls should not be binding in any way, but the ALAC could use them as a gauge of end-user opinion.
Issue Identified by the Independent Examiner	Social media and other Internet-based tools could be used more effectively, and at minimal cost, to continuously survey and channel end-user input into ICANN policy making processes.
Does ALAC Support Recommendation?	ALAC SUPPORTS THE INTENT of this recommendation, but has concerns about getting balanced end-user feedback when underserved regions have limited access to internet and social media.
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	Not Applicable
Prioritization	Medium Priority
At-Large Comments	<p>The ALAC supports the intent of this recommendation and currently makes use of various platforms and intends to both continue and enhance such usage.</p> <p>At-Large already has an active, well-functioning Social Media Working Group with just this focus, looking at developing such uses of Social Media.</p> <p>Many At-Large and ALAC members are already highly active in social media under their own handles and communicate in real time via Skype chat. In general, social media already plays a crucial role for ALSes. At-Large boasts active Twitter and Facebook pages.</p> <p>The Social Media Working Group has looked at tools such as Mattermost, Slack, Eno, as well as FLICKR and YouTube. Maximizing these tools to enhance internal communications as well as end-user participation will continue to be an important ALAC goal.</p> <p>The working group's research has shown early indications that using social media to poll members may not be appropriate. Further, access to some platforms is constrained by governments in some jurisdictions. As well, many of our members are still unfamiliar with social media due to their lack of access, bandwidth and cost issues, so that social media is skewed towards certain populations and cannot be presumed to be balanced. Polling on these platforms in underserved regions where the poll would not reach potential end-users, is therefore neither representative nor actionable.</p>
Possible Dependencies	None identified
Who Will Implement?	At-Large Social Media Working Group, ICANN Staff with input from At-Large leadership

Resource Requirements	Further to this recommendation, the ALAC suggests that a pilot online (possibly viral) advertising program be funded to test the effectiveness of outreach through social networks.  There may be requirements for additional staff resources.
Budget Effects impact?	Not Applicable
Implementation Timeline	6-9 months
Proposed Implementation Steps	<ul style="list-style-type: none"> <li>• Work with ICANN staff to develop a Social Media policy.</li> <li>• Social Media Working group to develop a pilot advertising program to test appropriate uses of different Social Media for ALAC and RALOs, and to assess the effectiveness of certain applications in developing sub-regions.</li> </ul>

<b>Recommendation 9</b>	
Independent Examiner's Final Recommendation	ALAC should arrange for the designation of one of its support staff as a part-time Web Community Manager who will be responsible, inter alia, for coordinating outreach via social media (Rec 8). These responsibilities could be allocated to an existing member of staff.
Issue Identified by the Independent Examiner	Need for increased At-Large Community awareness and staff training regarding the use of social media.
Does ALAC Support Recommendation?	The ALAC SUPPORTS THE INTENT of this recommendation
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	Not Applicable
If so, please provide a suggested alternative Recommendation.	
Prioritization	Low Priority
At-Large Comments	<p>It is the understanding of the ALAC that this is a function already allocated to At-Large support staff, albeit perhaps with a different title. The ALAC supports the designation of At-Large support staff to help enhance its use of Social Media.</p> <p>It is unclear to the ALAC why the term "Web Community Manager" is used or the relevance of the title, although we do support the allocation of sufficient resources to ensure proper At-Large web support.</p>
Possible Dependencies	<p>The ALAC does note that the assignment of staff is not a function that the volunteer community has any control over. It is beyond the scope of the At-Large volunteer community to take such action.</p> <p>The ALAC also notes that the development of an At-Large Social Media plan or policy would be facilitated if we understood comparable ICANN plans and policies.</p>
Who Will Implement?	ICANN management
Resource Requirements	ICANN Staff designated as a part-time Web Community Manager

Budget Effects impact?	Not Applicable
Implementation Timeline	<del>Dependent on ICANN staffing. Not under At-Large control. Estimate 1 year</del>
Proposed Implementation Steps	Not Applicable

<b>Recommendation 10</b>	
Independent Examiner's Final Recommendation	ALAC should consider the adoption and use of a single Slack-like online communication platform. An instant messaging-cum-team workspace (FOSS) alternative to replace Skype/Wiki/website/ mailing list.
Issue Identified by the Independent Examiner	There are a multitude of communications channels used by At Large. This has led to fractured and undocumented communications.
Does ALAC Support Recommendation?	<b>Support with reservations</b>  The ALAC SUPPORTS THE INTENT of this recommendation to ensure that we use appropriate communications tools within At-Large. <u>However, we note that</u> the support of IT-based tools for ICANN typically requires the support of ICANN IT staff and <u>that</u> the selection of products and whether they are FOSS or proprietary is not the sole choice of the ALAC.
If Not, Please Provide Reasoning.	Parts of the At-Large community, particularly those who primarily use mobile access, believe that the continued use of e-mail is essential.
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	Not Applicable
Prioritization	Low Priority
At-Large Comments	The ALAC has a WG, the Technology Task Force (TTF), which looks at how technology can enhance its effectiveness. Examples are the use of machine translation to address communications in one of its regions with significant language barriers, and the captioning project that has just been integrated into the core ICANN budget and has been very well received by other parts of the ICANN community. Chat and similar communications applications are <del>one of the</del> prime focal points for this WG.  We also note that many groups within ALAC already use Skype both for voice and messaging.
Possible Dependencies	We note however that we are subject to a number of constraints.  The ALAC notes that it cannot adopt any new communications vehicle without the support (both budget and technical) of ICANN IT Services, and At-Large cannot unilaterally start using tools that are not supported by ICANN. We cannot depend on volunteer technical support and so must rely on ICANN IT, which adds an additional level of vetting and bureaucracy.  The ALAC also notes that in parts of its communities, cost and availability of bandwidth is problematic. We have community members all around the world, some with very low and/or very expensive bandwidth (and ICANN will

	not subsidize such access for volunteers). Often ONLY the older tools such as e-mail and Skype chat will function effectively or cost-effectively. Furthermore, we have community members in locations where their national governments block access to certain services and tools.
Who Will Implement?	ICANN IT
Resource Requirements	Budget and technical support from ICANN IT
Budget Effects impact?	Not applicable
Implementation Timeline	Ongoing <del>Not applicable</del>
Proposed Implementation Steps	Not applicable

## Recommendation 11

Independent Examiner’s Final Recommendation	At-Large should replace 5-yearly global ATLAS meetings with an alternative model of rotating annual regional At-Large Meetings, held in conjunction with regular ICANN meetings. Regional meetings should include an Internet Governance School element. Participants should include all qualified ALMs {At-Large Members}.
Issue Identified by the Independent Examiner	While broadly popular, Global ATLAS meetings every 5 years have been difficult to organize and short on effective results. More frequent regional meetings would be more effective in encouraging both policy input and outreach while familiarizing more of At Large with workings of ICANN.
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	<p>The review team recommends that ICANN should no longer hold At-Large-wide gatherings. The ALAC strongly believes that there is a real need to ensure that we not function purely in our regional enclaves. Moreover, the reviewers further recommend that there be five regional meetings every two-three years. That would be an average of two such meetings per year. Such an undertaking would require an inordinate amount of volunteer time and staff resources to organize this increased number of events.</p> <p>Although the ALAC rejects the recommendation to replace the 5-yearly global ATLAS meetings with annual regional At-Large Meetings, the ALAC does not reject the concept of holding regular regional meetings, and in fact has done this for many years. These “General Assemblies” are held in addition to the At-Large Summit (ATLAS) meetings and have been standard practice since 2012.</p> <p>General Assemblies (GAs) are gatherings of representatives of ALSes and individual members (if applicable) of a specific region. GAs are generally held once in every five year period at an ICANN meeting within the region or in conjunction with some other regional event. At-Large Summit meetings are gatherings of representatives of ALSes and individual members world-wide, held roughly every five years at an ICANN meeting. The normal expectation is that in between successive ATLAS meetings, there will be one GA per region. The ATLAS meetings encourage cross-regional understanding and cooperation which the ALAC believes is crucial to a well-functioning At-Large.</p> <p>The exact scheduling of a General Assembly (or ATLAS) depends on many variables: the type of meeting; venue capabilities and cost; other ICANN</p>

	<p>events planned (such as a GAC high-level ministerial meeting); and the availability of volunteers and staff to plan the event. At times, a GA may be held in parallel with a non-ICANN event, such as the NARALO GA in April 2017 which was held in conjunction with an ARIN meeting.</p> <p>Despite the lack of mention of GAs in this recommendation, the Review did include a reference to the regular GAs in the section reviewing the 2008 At-Large Review, incorrectly attributing the newly approved multi-year budget directly to the original Westlake review, so the ITEMS team was clearly aware of their existence.</p> <p>Part of the reviewers’ rationale for this recommendation is that with the EMM, the number of participants will grow and the larger number of ATLAS participants will not be practical, presumably from a funding resource point of view.</p> <p>The ALAC does not support the EMM as proposed by the Review Team, nor does it believe that if implemented, the number of active participants would grow inordinately (a position that the Review Team supported when directly asked). However, the core issue is relevant, and as numbers change in coming years and as the relevance of individual users becomes more important, the ALAC will have to adapt, as it does with all other aspects of its existence.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>ICANN has recently agreed to formalize the GA/Summit process and integrate it into its normal planning and budgeting process. The proposal can be found at <a href="http://tinyurl.com/At-Large-GAS-Summit">http://tinyurl.com/At-Large-GAS-Summit</a>. The ALAC believes that we should go through at least one full cycle before contemplating major changes.</p>
<p>Prioritization</p>	<p>Not Applicable</p>
<p>At-Large Comments</p>	<p>The current 5-year rotation of five General Assemblies and one Global At-Large Summit has been co-designed and approved by the RALOs. The current system is effective in encouraging the development of a global end-user perspective.</p> <p>These meetings are the only occasions when the identity of a global At-Large is manifested as a single entity. From the preparatory stages through to the actual meeting, as well as the post-meeting implementation, the entire global At-Large works as one. This is very helpful in building personal and <del>organizational</del><u>organisational</u> relations and in strengthening the At-Large branding, particularly for newcomers. Doing away with ATLASes does not benefit anyone. Indeed, not having a Summit will result in losing the opportunity for RALOs to learn and work together, and will result in regional silos and strictly regional end-user <del>perspective</del><u>perspectives</u>.</p> <p>Regional meetings should be increased, but not at the cost of ATLAS.</p>
<p>Possible Dependencies</p>	<p>Not Applicable</p>
<p>Who Will Implement?</p>	<p>Not Applicable</p>
<p>Resource Requirements</p>	<p>Not Applicable</p>
<p>Budget Effects impact?</p>	<p>Not Applicable</p>
<p>Implementation Timeline</p>	<p>Not Applicable</p>
<p>Proposed Implementation Steps</p>	<p>Not Applicable</p>

<b>Recommendation 12</b>	
Independent Examiner’s Final Recommendation	As part of their annual outreach strategies, RALOs should continue to put a high priority on the <del>organization</del> organisation of and participation in external events in their region (IGF, RIR ISOC, etc.). CROPP and other funding mechanisms should be provided to support the costs of <del>organization</del> organisation and participation of At-Large members.
Issue Identified by the Independent Examiner	ALAC input to a coordinated ICANN Outreach sub-optimal.
Does ALAC Support Recommendation?	SUPPORT. See also ALAC Response to Recommendation 5
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	Not Applicable
If so, please provide a suggested alternative Recommendation.	
Prioritization	High Priority
At-Large Comments	<p>The ALAC supports this recommendation. The use of the word “continue” in the recommendation implies, that this strategy is already an ongoing practice and subject to ICANN funding, it will continue and hopefully grow. The Memorandum of Agreements between RALOs and RIRs illustrate this (as noted in the section on Recommendation 5).</p> <p>The CROP (formerly CROPP) is a good start in supporting this activity, as is occasional GSE support of external activities. Recently the CROP fund (previously catering for three days and two nights) was increased so that it has become four days and three nights. This more closely fits into the type of regional meetings attended and allows the traveler to more fully participate without having to either miss critical parts of the event or self-fund additional days. Requests for CROP allow RALO membership to participate in regional IGFs, regional SIGs, and other regional events. Members are also sometimes co-sponsored by other localized funding sources, in order to enable more flexible participation.</p> <p>RALOs particularly support CROP and want to see it expanded to provide more opportunities of engagement with other organizations. This outreach will need to have a particular focus on building policy synergies. At-Large outreach will need to increasingly focus on ensuring an expanded volunteer base that will be able to contribute to policy development.</p> <p>Often, involvement with regional events requires substantial funding, i.e. sponsorship, in order to participate in panels and other speaking opportunities. The ALAC proposes that when these opportunities arise due to the efforts of RALO leaders to gain recognition of the RALO as a member of a regional I* organization in its own right, that formal participation should be funded by ICANN, leaving CROP to be used to expand outreach into more</p>



	underserved areas.
Possible Dependencies	This is a current strategy and is carried out to the extent that volunteer time, staff time, and funding <del>allows</del> allow (e.g. ICANN funding, localized funding resources). Significant enhancement will require significant funding and staff support
Who Will Implement?	At-Large leadership, ICANN Staff
Resource Requirements	<del>As</del> Volunteer time, staff time, and funding <del>allows</del> (e.g. ICANN funding, localized funding resources)
Budget Effects impact?	Possible additional funding through CROP or GSE
Implementation Timeline	<del>Not under At-Large control; ongoing within available funding.</del> <u>Not Applicable</u>
Proposed Implementation Steps	<u>Not Applicable</u>

<b>Recommendation 13</b>	
Independent Examiner's Final Recommendation	In the interests of transparency, a clear indication of all opportunities for At-Large travel funding support and the beneficiaries thereof, should be published promptly and in one place on the At-Large webpage.
Issue Identified by the Independent Examiner	Need more systematic RALO participation in regional events
Does ALAC Support Recommendation?	SUPPORT IN PRINCIPLE
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	Not Applicable
If so, please provide a suggested alternative Recommendation.	
Prioritization	<del>High</del> <u>Medium</u> Priority
At-Large Comments	<p>The ALAC agrees that opportunities for travel and outreach, and subsequent report requirements, should be well documented and easy to locate. However, the programs themselves are managed by various parts of ICANN and <u>are</u> often published on their respective parts of the ICANN web. The ALAC strongly supports the coordination of such information and making it more easily accessible for all.</p> <p>The ALAC supports full disclosure of who receives travel and outreach support and the monetary value of that support, but would object strongly if this were limited to just the At-Large. A similar policy must be applied for the entire organization including the SOs, Review Teams, the Board and ICANN staff. Otherwise, this measure would appear discriminatory to At-Large participants.</p> <p>While the ALAC supports transparency in travel funding, it also notes that this is not a one-sided relationship. In ICANN parlance, "volunteers" refers to all parts of the ICANN community not paid by ICANN. However, a large part of this community is in fact paid to participate in ICANN on behalf of their employer or by serving their self-interest as part of the domain name</p>

	ecosystem. At-Large volunteers are in fact volunteers in the true sense of the word. Virtually all of their time at face-to-face meetings and when participating remotely (conference calls, e-mail, document preparation) is personally donated. The cost to them (such as lost revenue, unpaid leave or vacations not spent with families) far exceeds the actual out-of-pocket costs to ICANN. ICANN rarely factors in these contributions and it must do so to properly represent the costs AND benefits of volunteer involvement.
Possible Dependencies	The decision to make such information available is out of scope for the ALAC.  ICANN regularly publishes the travel costs for ICANN meetings and events directly associated with them (excluding the Board and staff), but not for other activities. Staff costs are published only to the extent that they are required for senior executives under US tax law and with no detail. Recently, in order to discover the costs of the annual GNSO Non-Contracted House Intersessional meetings, a formal Documentary Information Disclosure Policy request had to be filed ( <a href="https://www.icann.org/resources/pages/didp-20160211-1-rrsg-request-2016-03-14-en">https://www.icann.org/resources/pages/didp-20160211-1-rrsg-request-2016-03-14-en</a> ).
Who Will Implement?	ICANN Staff
Resource Requirements	Staff resources to publish travel funding information online in a coherent manner across ICANN.
Budget Effects impact?	Not Applicable
Implementation Timeline	<b>9 months for initial centralized documentation then dependent on ICANN Org. Not Applicable</b>
Proposed Implementation Steps	<b>Staff, with review by At-Large Leadership, will create information pages identifying volunteer funding opportunities and reports of past trips.</b>

<b>Recommendation 14</b>	
Independent Examiner's Final Recommendation	The ALAC should, via the appropriate WG, request access to a share of the gTLD Auction Proceeds. Requested funds should be earmarked to support end user and broad civil society engagement in ICANN. Such a mechanism could replace or complement the existing operational expense incurred by ICANN to support the At-Large Community.
Issue Identified by the Independent Examiner	Need for an innovative approach to funding a revitalized At-Large.
Does ALAC Support Recommendation?	REJECT. The ALAC notes that neither the CCWG-Auction Proceeds nor the ICANN Board currently has the discretion to unilaterally allocate auction funds.
If Not, Please Provide Reasoning.	The ALAC strongly supports actions to guarantee continued and enhanced funding of At-Large. However, the ALAC is well aware that the gTLD Auction Proceeds were committed to be used for community programs and not ICANN operational funding. Moreover, the ALAC is also well aware that the current CCWG looking at Auction Proceeds is not in the business of allocating such funds to recipients, but is designing the process under which application for such funds will be made.  The ALAC is already involved in the first part of this recommendation to the extent of their full participation in the CCWG Auction Proceeds activity. The Vice-Chair of the CCWG Charter Drafting Team was from the ALAC and the

	<p>ALAC is one of the Chartering Organizations. As such, the ALAC was required to contribute Members to the CCWG and has named five such Members. Other At-Large members are Participants in the CCWG. The ALAC will be called upon to ratify any recommendations that arise out of the CCWG.</p> <p>The CCWG will be deciding on the methodology and structure associated with disbursing funds, which will only happen after the CCWG completes its work. However, the CCWG is NOT the place to request funds for specific projects or activities. One of the issues that will be discussed is whether ICANN and its constituent bodies could ultimately apply for any of the funds. If any At-Large members participate in the CCWG with the explicit intent of planning to later request funding for the At-Large Community, they are expected to declare that intent and as such would not be able to equitably participate in discussions related to this core issue.</p> <p>Once the CCWG completes its deliberations, and presuming the Chartering <del>Organizations</del><u>Organisations</u> largely ratify the outcomes, the Board will then consider the recommendations. It is envisioned that if the Board approves, some sort of <del>organization</del><u>organisation</u> will be created or contracted, to consider projects and do the actual disbursement.</p> <p>Moreover, although one can envision all manner of good projects that could be funded, it is not clear that actually funding operational expenses of At-Large is among them, and in fact there is already considerable opposition to doing this, both within At-Large and the rest of ICANN.</p> <p>So, to be clear, the ALAC does not support the recommendation in relation to having access to the auction proceeds funds to support the operational expenses of the ALAC.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>Some ALAC and At-Large members have supported using auction funds for targeted and project-oriented uses within ICANN and At-Large. Whether that will end up being allowed remains to be seen. The ALAC does not support the use the auction funds to support At-Large travel and activities</p>
<p>Prioritization</p>	<p>Not Applicable</p>
<p>Possible Dependencies</p>	<p>Not Applicable</p>
<p>Who Will Implement?</p>	<p>Not Applicable</p>
<p>Resource Requirements</p>	<p>Not Applicable</p>
<p>Budget Effects impact?</p>	<p>Not Applicable</p>
<p>Implementation Timeline</p>	<p>Not Applicable</p>
<p>Proposed Implementation Steps</p>	<p><u>Not Applicable</u></p>

<h2 style="text-align: left; margin: 0;">Recommendation 15</h2>	
<p>Independent Examiner's Final Recommendation</p>	<p>Using the same qualification system as for policy rapporteurs, ALAC should select 5 rapporteurs to contribute to ICANN's plans for a demand driven multi</p>

	sectoral approach to outreach, and learn from the work of the ICANN Global Stakeholder Engagement group. Rapporteurs would serve for one year (3 meetings) to encourage turnover and more genuine grass roots input.
Issue Identified by the Independent Examiner	Need to reinforce impact of outreach and engagement activities.
Does ALAC Support Recommendation?	<del>Reject with qualification</del> <b>REJECT</b> noting that there are occasions where sending outreach representatives to ICANN meetings is appropriate and that is already standard practice when funds allow.
If Not, Please Provide Reasoning.	The ALAC is rejecting the concept of policy rapporteurs as defined in the Review. It is unclear exactly what the "Outreach Rapporteurs" would do at the ICANN meetings they attend.
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	The ALAC does note however that there are, at times, opportunities at ICANN meetings for outreach activities and believes that volunteer travel to such meetings should be available if applicable.
Prioritization	
At-Large Comments	<p>The ALAC notes that ICANN does undertake extensive outreach related to its three annual meetings, through the Fellowship and NextGen programs and through explicit support of other outreach efforts. It also supports explicit outreach events sponsored by AC/SO and constituent organizations. The ALAC agrees with all of these activities.</p> <p>The ALAC has also initiated an outreach program for its indigenous peoples which will involve travel to ICANN meetings. The At-Large General Assembly and ATLAS programs, also include a component of outreach in that many attendees are relatively new to ICANN.</p>
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	<u>Not Applicable</u>

<b>Recommendation 16</b>	
Independent Examiner's Final Recommendation	ALAC should adopt a set of metrics that are consistent for the entire At-Large Community to measure the implementation and impact of the EMM and track the continuous improvement in the performance of the At-Large Community.
Issue Identified by the Independent Examiner	Absence of consistent performance metrics.
Does ALAC Support Recommendation?	<p><b>SUPPORT WITH QUALIFICATION.</b></p> <p>As the ALAC is explicitly rejecting the EMM model, there is no plan to monitor its performance. However, the ALAC does support the continuation of its metrics program, to track performance and improvement of the At-Large</p>

	Community.
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	Not Applicable
Prioritization	Low Priority - Ongoing program
At-Large Comments	<p>The ALAC already defines a set of metrics for performance for ALAC Members. The ALAC also has an activity to develop metrics for other volunteers and community members, including the establishment of criteria for ALS performance. Establishing metrics for RALO leadership is potentially more problematic as it is not clear that the ALAC has the authority to act in this area. Although consistency is important, there are also significant differences between the regions and any discussion of metrics needs to factor that in.</p> <p>The ALAC also notes that the metrics that could indicate participation in policy discussions across ICANN may not be collected within the ALAC. Attendance by ALAC and RALO members in ICANN meetings is carefully gathered by the relevant AC/SO, but not necessarily incorporated into ALAC and RALO statistics during their attendance on cross-community ICANN WGs. Because ALAC participation in policy development has been highlighted as a gap by the review team, it is important that some method of recording cross-community participation is included into ALAC logs.</p> <p>While At-Large has a Metrics WG that has been tasked with these developing metrics related to the above responsibilities, their activity was largely put on hold during the IANA Stewardship and CCWG-Accountability efforts.</p>
Possible Dependencies	The Metrics WG is currently on hold pending the completion of the CCWG-Accountability and the outcomes of the ALS and RALO Criteria and Expectations Task Force.
Who Will Implement?	ALAC Sub-Committee on Metrics, RALOs
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	<u>Continue and develop the existing Metrics Program Ongoing with 1 year checkpoint.</u>
Proposed Implementation Steps	Not Applicable

## Recommendations Associated with the EMM – Recommendation 2

EMM 1	
Independent Examiner’s Final Recommendation	At-Large should remove the current criteria for At-Large membership, notably the requirement to join an ALS in order to become an active policy contributor to the At-Large Community. All internet end-users with an interest in ICANN’s policy development function or outreach should be able to become involved in the activities of At-Large in the same way.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation?	SUPPORT WITH QUALIFICATION. As with all EMM-related recommendations, support is in relation to the intent and not the EMM-specific implementation.
If Not, Please Provide Reasoning.	<p>The ALAC strongly supports the ability of users to participate in At-Large without the need for joining or forming an ALS. Three of the five regional organizations already have such an ability <del>as a status quo</del>, with the other two RALOs working towards incorporation of individual members into their own rules (one is expected to be <del>complete</del><u>completed</u> in the same timeframe as this document is submitted).</p> <p>With regard to the wording of the Review Team’s recommendation, it implies that the ONLY mechanism for At-Large Membership is through the ALS, a statement that the Reviewers already understood was incorrect for several RALOs.</p> <p>Looking at the EMM model proposed, it is unclear what the mechanism will be by which users will become informed of the EMM, and what it is that will motivate them to begin spending significant time and effort to participate in ICANN policy issues (including learning the vernacular, getting up to speed on the issues in question and expending significant time on a regular basis).</p> <p>The Recommendation stressed the need to have Individual Members implemented in the same way for all RALOs. As noted in the ALAC response to Recommendation 2, section 12.2(d)(ix)(D) of the ICANN Bylaws, explicitly allowing regions to tailor processes to meet regional needs.</p>
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	
If so, please provide a suggested alternative Recommendation.	
Prioritization	High Priority as ongoing activity of ALAC and RALOs
At-Large Comments	The ALAC is committed to fully <del>utilizing</del> <u>utilising</u> the contributions of At-Large members not affiliated with an ALS. Moreover, discussions are starting on how to ensure that active members have equitable access to travel opportunities such as GAs and ATLAS. For the regions that currently have individual unaffiliated members, those members do have access to other ICANN travel opportunities such as CROP.
Possible Dependencies	Although it is desirable to have the rules and process as uniform as possible

	across regions, the ALAC is aware of the cultural and other differences and understands that complete uniformity may not be possible.
Who Will Implement?	At-Large leadership, RALOs, ICANN Staff
Resource Requirements	Volunteer time to develop procedure for individual membership applications, staff resources for processing those applications
Budget Effects impact?	Not Applicable
Implementation Timeline	6 - 9 months
Proposed Implementation Steps	Finalization of existing work for last two RALOs to formally accept Individual Members

<b>EMM 2</b>	
Independent Examiner's Final Recommendation	ALAC should define a set of metrics for assessing the level of active engagement of "policy advice" or "outreach and engagement" for ALMs. Active ALMs should be provided with funding to attend regional meetings including AGMs, Internet Governance Schools, and the rotating regional ATLAS meeting when it occurs in their region.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation?	SUPPORT IN PRINCIPLE.
If Not, Please Provide Reasoning.	Not Applicable
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	Not Applicable
If so, please provide a suggested alternative Recommendation.	
Prioritization	Medium Priority
At-Large Comments	<p>This recommendation includes two elements: metrics for assessing member engagement and funding for members to attend regional meetings.</p> <p>The development and implementation of metrics both for ALAC itself and the RALOs <del>is</del>are addressed under Recommendation 16. The issue of travel funding for ALS and ALAC members is discussed in Recommendations 13 and 15 above.</p> <p>Although based on experience, such metrics are neither easy nor foolproof, the ALAC agrees that being able to measure such performance is desirable. Many of the restructuring recommendations seem to be driven largely by a desire to free up travel slots so that they could be used by Rapporteurs.</p> <p>There is no doubt that a number of extra travel slots could be useful to allow those who make significant contributions to attend ICANN meetings. To date, that has only been possible when regular travelers cannot attend a meeting.</p> <p>The ALAC believes that merging RALO leadership with ALAC Membership and</p>

	<p><del>NomCom appointed</del> Liaisons <del>with NomCom appointments</del>, would both have extremely detrimental effects <u>on the ALAC</u>, and are not a reasonable or rational exchange for the questionable benefit of having 10-12 rapporteurs attend meetings.</p> <p>The ALAC does agree that having the ability to bring a limited number (perhaps 5) of non-RALO/ALAC leaders and Liaisons to ICANN meetings could be extremely beneficial, but believes that other methods must be found for doing so. For FY18, the ALAC has received permission to bring two such people, active in ICANN policy activities, to each ICANN meeting.</p>
Possible Dependencies	<p>The EMM model presumes that we (an undefined we) will be able to <del>recognize</del><u>recognise</u> when people have been “active” for N (3, 6 or 12, the number has varied throughout the report and subsequent interactions with the Review Team) months, <del>and</del> <u>It</u> also presumes that we will monitor <del>them</del><u>these participants</u> to ensure that their activity levels are maintained. It was pointed out to the Review Team that this was not a minor “implementation detail”.</p> <p>Recognizing that people are truly active (and not just dialing into meetings and never saying anything, or using mailing lists but never sending out anything other than “+1” indicating support or birthday wishes) is a really difficult problem that At-Large has been grappling with for years. If the EMM were to actually be successful, the number of such people to monitor could be significant. Who would do this monitoring, and on what basis, is completely unclear.</p> <p>The ALAC is not in a position to guarantee travel funding to all active At-Large contributors, although we will continue to have this as a target. Moreover, the ALAC is aware of the limitations that ICANN has in massively funding activities outside of its core mission.</p>
Who Will Implement?	At-Large leadership, ICANN Staff
Resource Requirements	Travel funding
Budget Effects impact?	
Implementation Timeline	See response to Recommendation 16 on Metrics
Proposed Implementation Steps	See response to Recommendation 16 on metrics

<b>EMM 3.1</b>	
Independent Examiner’s Final Recommendation	ALAC should update its Rules of Procedure to include a new procedure regarding the role and function of Rapporteurs. Rapporteurs will initially be appointed for 1 year. Renewable once for Policy input rapporteurs. Outreach Rapporteurs will serve for one year only to improve throughput. Calls for expressions of interest from qualified ALMs should be issued 6 months before their year of service.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation?	REJECT WITH QUALIFICATION.
If Not, Please Provide Reasoning.	The ALAC does not believe that the concept of a Rapporteur as described in



	<p>the review is practical nor would it have the desired results. The recommendation does not take into account the difficulty and time-commitment in getting up to speed on a topic, nor the large loss of discarding that knowledge due to a <del>year</del><u>year's term</u> being up. To implement such a radical and untested change, against the judgement of those who have been working in this arena for years, is at best risky, and at worst exceedingly dangerous.</p> <p>The ALAC does believe that the concept of designated rapporteurs, <del>or</del> perhaps <u>using the term</u> <i>liaisons</i>, to policy WGs does have merit.</p> <p>It is unclear exactly what the Rapporteur is expected to do, but regardless, the assumption that after a 3, 6 or 12-month period, a person new to the ICANN system will fully grasp the complexities of some of the issues we address as well as the user-related issues, underestimates the learning curve and complexity. Similarly, it overestimates the relatively few people who will be able to regularly keep up and then represent At-Large. Moreover, random selection of the rapporteur if there are multiple candidates is far less than optimal.</p> <p>It is unclear who would act in the capacity of Rapporteur for the first year of a WG. Although some WGs last well over a year and at times over two years, efforts are continually underway to have targeted WGs take far less than the process associated with appointing Rapporteurs would allow.</p> <p>The Review Team believes that we need multiple people on each WG, a position the ALAC supports. However, there is no direction as to how the wisdom of all of these people will be funneled into the Rapporteur so that this one person can represent the entire input from the WG members to the ALAC and RALOs (in the absence of ALAC WGs which were to be dissolved).</p> <p>The report also seems to presume that all ALAC comments and advice are in respect to WG activities. Many, perhaps even most, are not directly related to a WG, and the report offers no guidance as to how these would be addressed.</p> <p>The report calls for selected Rapporteurs to be sent to ICANN meetings for a year, although it is not necessarily true that WGs even meet during ICANN meetings, and if they do, it is typically just for a few hours. Although the concept of "rapporteurs" is not appropriate, having travel slots in addition to those currently assigned for the ALAC and Regional leaders for those who are very active in WGs or other activities has much merit.</p> <p>Lastly, the ALAC notes that the term Rapporteur is already used with specific meaning within ICANN and we should not risk confusion by adoption of the same term with a different intent.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	<p>The ALAC notes that there are, at times, opportunities at ICANN meetings for outreach activities and does believe that volunteer travel to such meetings should be available if applicable. When conditions exist, this is already a standard ALAC practice.</p> <p>The ALAC also supports the concept of SELECTED attendance at ICANN meetings of active At-Large members and a pilot program for such attendees</p>

	has been approved for FY18.
Prioritization	Medium
At-Large Comments	<p>It is unclear exactly why a special category of ALAC member - a rapporteur - needs to be created. From the Review Team's discussion of rapporteur, their task is very straight forward - report to ALAC on the progress of the ICANN Working Group.</p> <p>The challenge for anyone with that task is the complexity of many of the issues being addressed by ICANN Working Groups, and the steep learning curve any ALAC member needs to understand the often complex issues raised, from the perspective of Internet users. The proposal also does not <del>recognize</del><a href="#">recognise</a> the demands on volunteer time to keep on top of the issues and debates as they unfold. Given the challenges in participating in ICANN Working Groups, random selection of someone charged with reporting on the Working Group is entirely inappropriate.</p> <p>A far more sensible and practical solution is to require, through the development of appropriate metrics, regular reporting requirements on ALAC members who are members (not just observers) of an ICANN Working Group.</p> <p>Travel arrangements could then be made for those ALAC members who are members of an ICANN Working Group and who meet reporting requirements, to attend ICANN WG meetings that they might otherwise not attend.</p>
Possible Dependencies	Development of reporting metrics for ALAC members who are members of an ICANN WG
Who Will Implement?	ALAC
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	1 year (FY18 Pilot Program)
Proposed Implementation Steps	Dependent on steps and timeline for the development of metrics <a href="#">See Recommendation 16.</a>

<b>EMM 3.2</b>	
Independent Examiner's Final Recommendation	Using the same qualification system as for policy rapporteurs, ALAC should select 5 rapporteurs to contribute to ICANN's plans for a demand driven multi sectoral approach to outreach, and learn from the work of the ICANN Global Stakeholder Engagement group. Rapporteurs would serve for one year (3 meetings) to encourage turnover and more genuine grass roots input (Recommendation # 15).
At-Large Comments	See Recommendation 15.

<b>EMM 4</b>	
Independent Examiner's Final Recommendation	At-Large should update its Rules of Procedure to include a new procedure regarding the appointment of RALO leaders and their corresponding responsibilities on the ALAC. ICANN Bylaws should also be updated accordingly.
Issue Identified by the Independent Examiner	Need to improve ALAC - RALO coordination/collaboration
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	<p>The ALAC does not believe that ICANN or At-Large would be well served by having RALO-selected ALAC Members do double duty as both ALAC members and RALO leadership. It is sufficiently difficult to get most volunteers to commit to the level of work associated with either of these positions. Asking them to do double duty is not reasonable.</p> <p>Workload is already a major issue within At-Large and particularly for RALO leaders and ALAC Members. Although a small number of people put a vast number of hours into At-Large and ICANN matters, asking all such volunteers to do so is problematic. Moreover, if outreach is a prime focus of RALOS, these are not the optimal people to place on the ALAC and then debate policy issues.</p> <p>The concept that RALO leaders should at the same time be the RALO appointed ALAC Members presumes that:</p> <ul style="list-style-type: none"> <li>• Both jobs can be readily handled as a reasonable volunteer workload;</li> <li>• The skills and interests of both are similar enough to be of interest and within the capabilities of sufficient volunteers</li> </ul> <p>Based on volunteer management experience within At-Large for many years, neither of these is likely to be true on a regular basis, and presuming it to be the case will inevitably lead to significant failure to deliver and minimize the fallback mechanism in place to currently address such failures.</p>
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?	Not Applicable
If so, please provide a suggested alternative Recommendation.	
Prioritization	Not Applicable
At-Large Comments	Not Applicable
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	<b>Not Applicable</b>

EMM 5	
Independent Examiner's Final Recommendation	At-Large should update its Rules of Procedure to include a new procedure regarding the functioning and membership of the {proposed Council of Elders} CoE.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation ?	REJECT, but accept the concept of acknowledging those who have contributed but have no current appointments.
If Not, Please Provide Reasoning.	The ALAC believes that the constraints around the membership of this Council, especially in relation to the rigid set of rules around how long a person could serve, how often they could travel, and the presumption that they would be endlessly available regardless of these rules, is (according to some of the current "elders" around At-Large) more than a little unreasonable.
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation ?  If so, please provide a suggested alternative Recommendation.	<p>The ALAC does not believe there is a widespread problem of people staying in positions longer than is healthy. When such a problem does exist, it should be dealt with, but volunteers dealing with volunteers and with appointments being made by their peers on occasion makes this problematic. Having a rule such as that recommended would address this, but would have far worse repercussions than the problem it is trying to address.</p> <p>Now that we have hard statistics (generated as part of the ALAC response to the draft Review Reports) they will be kept up to date and just having them should address part of the (minimal) problem.</p> <p>The ALAC will look at ways to recognize past leaders.</p>
Prioritization	Low Priority
At-Large Comments	<p>The Recommendation was driven by the belief that there is insufficient turnover and "new blood" among At-Large and particularly ALAC volunteers and that people are "clinging to power". This belief appears to have largely been driven by comments received from other AC/SO members, ICANN Staff, and some At-Large participants. There is no question that such perceptions exist in the community.</p> <p>The documented history does not support these allegations.</p> <p>In the entire history of the modern ALAC (after the Interim ALAC was appointed by the Board), there have been 65 RALO and NomCom appointed ALAC members and only five of them have served for more than two consecutive terms (and two of those only exceeded the two-term point after the last AGM).</p> <p>Taking this into account, ALAC term limits would not have had much impact in the past, and it is unclear if having such limits would have fixed problems, or created <del>them</del>others. That being said, term limits may well be reasonable, but it is less clear that two terms is optimal.</p> <p><del>One RALO currently has a shorter limit, and others may feel that in critical times, the limit</del></p>

~~should be able to be overridden.~~ The only RALOs with term limits for ALAC Members are LACRALO (1 term, 2 years) and NARALO (2 terms, 4 years), but it is clear that very relatively few ALAC member exceed their stay beyond two terms.

The Review Team went further and said there should be term limits for serving in ANY capacity as an ALAC Member, Liaison or NomCom delegate, and presumably the new "rapporteur" positions they were advocating. That is, after 4 years, a person must completely leave any volunteer position. This is a requirement unlike that in any other part of ICANN, where continuity is valued and people often move from one role to another, making good use of their knowledge, experience and contacts.

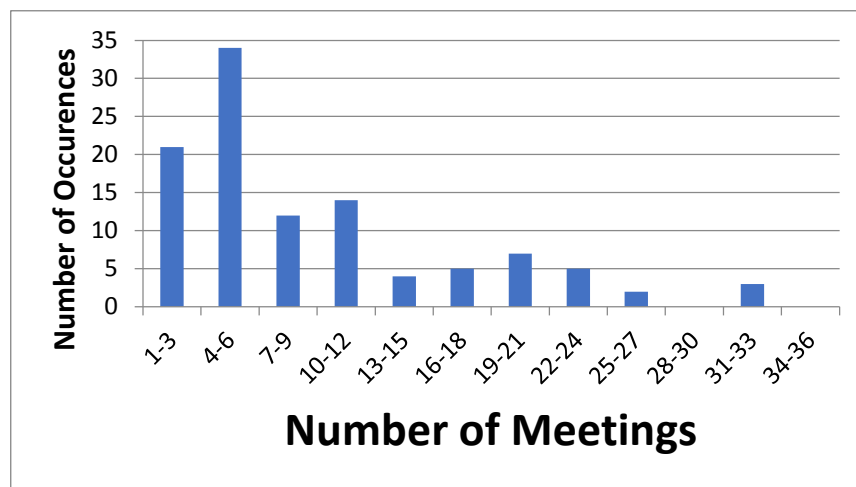
The Review Team received many comments alluding to a lack of volunteer turnover and there was one identified statement saying that the ALAC today was composed of the same people as it did 7-10 years ago. Actual volunteer statistics tell a quite different story. They demonstrate that over the 14 years of the ALAC history, and the 10 years since the current ALAC plus RALOs have existed, there has been very abundant turnover.

Over the life of the ALAC,

- 126 people served on the ALAC or RALO leadership
- 20 people in ALAC Leadership positions
- 7 ALAC Chairs
- 41 people in RALO Leadership positions
- 23 RALO Chairs (or equivalent)

A constant stream of new people enters into these leadership positions. Many stay just for a single term, some for a more extended period, and a few for relatively long periods. Often, a person starts in a more junior role and progresses through other roles. This is exactly what one would hope for and expect. Those who have a great interest step into advanced roles, and some people stay around to ensure continuity and experience. In some years just a few new people come on board, and in others the number is quite large – twelve new people in leadership roles in 2014. It is clear that there is a regular progression of new ALAC members. Some people serve for a while then come back into another leadership position some years later.

The following chart shows the number of meetings attended (in any leadership role, not necessarily consecutive) over the 2007-2017 period.



	<p>There is a clear peak at two years of service in all roles combined. Rather than showing that many people stay far too long, a real problem is that too many people leave after two years. The entry for 7-9 meetings should be much higher. This sharp drop-off is symptomatic of the difficulty in really being an effective and contributing member of the community.</p> <p><del>&lt;Charts and graphs available.&gt; To be linked to from here.</del> The At-Large response to the Final Draft ITEMS Report included demonstrable proof that there is abundant turnover both in the ALAC and in all At-Large leadership positions. See Section 10 of <a href="http://tinyurl.com/AL-ALAC-ST-0317-01-01-EN">http://tinyurl.com/AL-ALAC-ST-0317-01-01-EN</a>, page 25-29 and charts on pages 27-29.</p>	
Possible Dependencies		<p>The ALAC believes that the constraints around the membership of this Council, especially in relation to the rigid set of rules around how long a person could serve, how often they could travel, and the presumption that they would be endlessly available regardless of these rules, is (for some of the current "elders" around At-Large) rather preposterous.</p>
Who Will Implement?	At-Large leadership, ICANN Staff	
Resource Requirements	Not Applicable	
Budget Effects impact?	Not Applicable	
Implementation Timeline	Not Applicable	
Proposed Implementation Steps	Not Applicable	

EMM 6	
Independent Examiner's Final Recommendation	ALAC Rules of Procedure should be updated with addition of a new procedure regarding the appointment by the NomCom of 5 ALAC members who will also act as Liaisons.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	<p>The importance of the Liaison positions and the importance of selecting a qualified person who meets the target group's criteria (if any); the difficulty of having the NomCom find such qualified people; the potential for harm rather than good; and the issue of asking new ALAC members to do double duty in light of experience with many previous NomCom appointees all indicate that this is a non-starter.</p> <p>The first draft simply said that NomCom appointees will take on Liaison roles. The comments submitted made it clear that this could not work. Liaisons are</p>

	<p>critical to the relationship between the ALAC and other AC/SOs, and their special skills, knowledge and background are essential. In several cases, the other organization has to agree to accept the particular person as Liaison.</p> <p>The only change made in the report following our comments was that the ALAC should supply the NomCom with a list of criteria they should use in their selection. This presumed that such “criteria” could be quantified and that there would be abundant applicants with suitable knowledge (including knowledge of the ALAC and the other AC/SO) and skills. We note that the requirement for such prior knowledge of ICANN and its constituent bodies is potentially at odds with the NomCom responsibility of getting “new blood” into ICANN. It also ignored the issue that the other AC/SO may have criteria that they use to judge acceptability.</p> <p>Based on concrete past examples, it is clear that a poor Liaison is not only ineffective but can be dangerous to the relationship between the ALAC and the other ICANN body.</p>
<p>If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?</p> <p>If so, please provide a suggested alternative Recommendation.</p>	
Prioritization	
At-Large Comments	Liaisons are the voice of the ALAC in other AC/SOs. Their selection cannot be left to chance. The importance of this is demonstrated by the current ALAC Chair commenting that if implementing this recommendation was mandated, he would recommend abolishing all Liaison positions to other AC/SOs rather than risking the damage that poor Liaison selections could cause.
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	<u>Not Applicable</u>

<b>EMM 7</b>	
Independent Examiner’s Final Recommendation	ALAC Rules of Procedure should be updated with the addition of new procedure regarding the use of random selection for the appointment of key At-Large leadership positions.
Issue Identified by the Independent Examiner	
Does ALAC Support Recommendation?	REJECT
If Not, Please Provide Reasoning.	Although random selection may be used as a last resort among clearly qualified and acceptable people at times, it is a poor mechanism with which to

	make the vast majority of leaders. Reference to IETF misunderstands how the IETF uses random selection (for its NomCom, not leadership positions, and even <del>then</del> there, candidates must meet <del>a</del> -stronger criteria than just volunteering).
If ALAC Does Not Support Recommendation, Does It Suggest an Alternative Recommendation?  If so, please provide a suggested alternative Recommendation.	Not Applicable
Prioritization	Not Applicable
At-Large Comments	Not Applicable
Possible Dependencies	Not Applicable
Who Will Implement?	Not Applicable
Resource Requirements	Not Applicable
Budget Effects impact?	Not Applicable
Implementation Timeline	Not Applicable
Proposed Implementation Steps	<b>Not Applicable</b>



## 3. Methodology

ICANN has developed project plan charter templates for implementing recommendations. These were originally developed for the ATRT 2 implementation, but can easily be applied to the implementation of the At-Large Review recommendations. This format follows best practices under project management principles and guidelines and is a standard practice that ICANN is using across all implementations.

This charter signifies consensus on the vision, scope, authority and overall deliverables of the project.

The template includes the following details:

- Recommendation Team;
- Background;
- Scope, assumptions, and deliverables;
- Solution analysis: options and proposed solution;
- Key dependencies;
- Risk identification; and
- Key performance indicators.

In addition, ICANN organization will use template to gather information from ICANN organization and the community, as appropriate, concerning the status of each step in the implementation process. Upon completion of all steps the At-Large Review Working Group will acknowledge whether the recommendation is considered to be implemented, or whether additional steps are required for completion.

## 4. Timeline

In accordance with the ICANN Board request that the implementation plan should contain a realistic timeline, ~~this document includes a suggested general timeline as well as sample GANTT charts showing possible start and end dates for implementation. The suggested timelines can be adjusted as more details become available during implementation~~ each Recommendation to be implemented includes timing information.

### To be completed.

Additional timing and overview GANTT charts will be provided shortly.

Detailed timing will be determined during the design phase to follow Board approval.

## Annex 1: Background

Provide background information on the At-Large Review, including timeline of when Review was initiated, scope of review, the role of Review Working Party, who is responsible for developing an implementation plan, next steps, etc.

ICANN initiated the most recent organizational review of the At-Large Community in May 2016. The Organizational Effectiveness Committee (OEC) of the ICANN Board is responsible for review and oversight of policies relating to ICANN's ongoing organizational review process, as mandated by ICANN's Bylaws. The ICANN Board appointed ITEMS International as the Independent Examiner for the At-Large Review

In addition to assessing the effectiveness of the improvements resulting from the previous At-Large Review conducted in 2008, the scope of this At-Large Review was to 1) acknowledge areas that are working well in the At-Large Community, with a focus on the RALOs and ALSes, (2) identify areas that need improvement and propose needed changes, and (3) evaluate the organizational effectiveness of the various components of the At-Large Community.

The At-Large Review Working Party (WP) is the At-Large group responsible for overseeing the review process. Holly Raiche and Cheryl Langdon-Orr were selected as the Co-Chairs of the WP. Three ALAC Leadership Team members, Alan Greenberg, Leon Sanchez, and Tijani Ben Jemaa (ALAC Chair and Vice-Chairs respectively) were Ex Officio WP members. Each Regional At-Large Organization (RALO) appointed two representatives to serve on the WP. The WP also included participants from At-Large Structures (ALSes) in all RALOs, as well as individual members. [View the membership roster here.](#)

As requested by the ICANN Board, the WP functioned as a liaison between the At-Large Community, the Independent Examiner, and the OEC. The WP provided input on the review criteria, contributed to a global online survey, supported community interviews, served as a conduit for input from the ALAC and the wider At-Large Community, and offered clarification and comments on the preliminary findings and recommendations.

A Draft Report was issued on 05 December 2016 and WP members provided comments to the ITEMS. The report was unintentionally made public and there were significant (and quite negative) public comments made.

The Draft Final Report was put out for public comment on 01 February 2017. The WP submitted one comprehensive response as an ALAC Statement. The five RALOs jointly submitted a separate statement focused on the issues and recommendations particularly relevant to the RALOs. Both Statements incorporated extensive, bottom-up input from across the At-Large Community via teleconferences, face-to-face meetings, and various collaboration and communications channels. 73 ALSes directly participated in online ratification votes on the RALO Statement, which resulted in an overwhelming amount of support.

On 2 May 2017, ITEMS published its Final Report with 16 Recommendations that it believes reflect the needs of the At-Large Community. The issues identified in the Final Report include:

- Barriers, particularly for individuals, to participate in ALAC;
- Unchanging leadership/core leadership group;
- Focus on processes/procedures;
- Use of social media;
- Restructuring of face-to-face At-Large Member meetings;
- Outreach;
- Accountability/transparency/metrics.

In the intervening months, the WP, in coordination with the ALAC and RALO leadership, reviewed the Final Report in detail and developed the Feasibility Assessment and Implementation Plan. Where the Recommendations have been viewed as beneficial to At-Large, overviews of a planned implementation are presented, containing a realistic timeline for the implementation and a definition of desired outcomes. Where a Recommendation has not been viewed as beneficial, a rationale is presented; additionally, either alternative plans are presented to address the issue, or the issue itself is contested.

Of the 16 Recommendations, the WP is supporting eight (some with qualifications or supporting in principle but not the detailed implementation) and rejecting eight (one with alternatives presented to address the issue). The Recommendations that receive support are generally about At-Large's roles in outreach, awareness raising, and participation in ICANN policy and processes. The WP believes many of these recommendations are already standard practices or in progress being implemented. There were some recommendations where agreement with the current At-Large leadership was not reached, but which ITEMS strongly believed need to be implemented for the benefit of the At-Large Community and the ICANN organization as a whole. Of particular note, the WP is rejecting the "Empowered Membership Model (EMM)" and most of the implementation details described in the Final Report relating to it. The WP believes that this proposal, which involves significant structural changes to the At-Large Community, does not recognize existing policies that allow and support individual members nor is there any consideration of the negative impact of some of the recommended changes.

On 22 August 2017, the ALAC ratified the Feasibility Assessment and Implementation Plan. Subsequently, this document, subject to final editing, is to be submitted to the OEC for consultation in September 2017, prior to the ICANN Board consideration of the ITEMS Recommendations during ICANN60. Following the Board action, as appropriate, the ALAC will put in place a process to perform detailed design, and to oversee the implementation of the recommendations and alternative actions in cooperation with ICANN staff and the wider At-Large Community.

## ANNEX 2: At-Large Review Recommendation Charter

~~**DOCUMENT PURPOSE:** The At-Large Review Recommendation Charter recognizes the existence of a project and supports the decision to further refine the project solution. This charter signifies consensus on the vision, scope, authority and overall deliverables of the project.~~

~~**PROJECT PURPOSE:** The purpose of this project is to implement At-Large Review Recommendation(s) #XX.~~

~~Note—multiple projects may be needed to implement one recommendation. If this case, state this explicitly in the “project purpose” above. E.g. Three distinct projects will be completed in order to implement the full scope of this recommendation. This is first of the three with the other two being: XXXX and XXXXX. This note should be deleted from the final project charter.~~

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### RECOMMENDATION IDENTIFICATION

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<b>RECOMMENDATION TEAM</b>		
Recommendation Name	Recommendation Number	Date
<b>Project Sponsor</b>	<b>Project Owner</b>	
<b>Project Manager</b>	<b>Cross-Functional Departments Involved</b>	

<b>RECOMMENDATION BACKGROUND</b>
<b>Recommendation Background</b> —historical information that relates to this project

<b>STRATEGIC ALIGNMENT</b>	
<b>Part One—Which ICANN Objective does this meet</b>	
<b>Alignment with Strategic Objectives</b>	
<b>Goal</b>	
<b>Portfolio</b>	
<b>Project/Recommendation</b>	



**Scope Statement – What work needs to be completed during the project**

~~Recommendation #XX, as directed by the Board (link to Board Resolution). Recommendation states:~~

~~Summarize the spirit of the recommendation as interpreted by the team. Indicate why this approach was chosen.~~

~~List the scope of the work to be completed during this project in order to implement this recommendation~~

~~Out of Scope – Implied project work that will not be part of the project~~

**Assumptions – What assumptions have been made regarding the implementation of the project**

**Deliverables – What will be delivered at the end of the project**

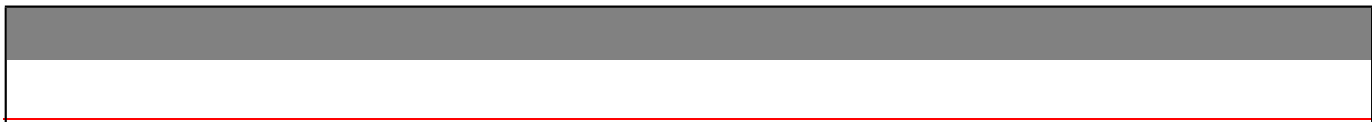
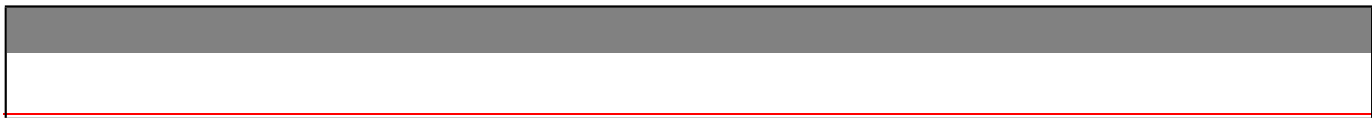
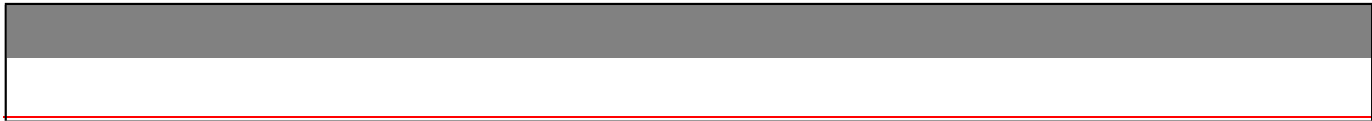
**OPTION ANALYSIS – THE ALTERNATIVE SOLUTIONS THAT WERE CONSIDERED**

~~List all approaches considered and why they were not chosen~~

**PROPOSED SOLUTION – “TO BE” SITUATION; THE SOLUTION TO THE BUSINESS NEED**

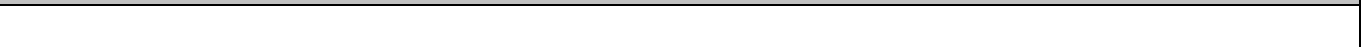
~~List what it looks like when this project moves from implementation to operationalization~~

~~List the triggers that will move this recommendation to operationalization~~



**NECESSARY TO PROCEED**

**Next Phase Activities/Resources**



<b>APPROVERS</b>			
<b>Name</b>	<b>Title</b>	<b>Approval Status</b>	<b>Date</b>

<b>REVIEWERS</b>		
<b>Name</b>	<b>Title</b>	<b>Date Sent</b>

<b>REVISION HISTORY</b>			
<b>Date</b>	<b>Version</b>	<b>Description</b>	<b>Author</b>

**Attachments, as applicable:**

None