



Community Regional Outreach Pilot Program (CROPP-FY17)



Administrator's Summary Report

Date: 30 September 2017



ICANN CROPP-FY17 Administrator's Summary Report

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1. Executive Summary

This report presents results from the fourth consecutive year (FY17) of the **Community Regional Outreach Pilot Program (CROPP)** originally launched in the fall of 2013. Please see [Section 2-Pilot Program Background and Overview](#), for a discussion of CROPP's mission, goals, deliverables, and information pertaining to the first three years of the program. FY17 marked the last year in a pilot phase, having tested this resource for four years, it will move to a core function in FY18 and will be renamed moving forward to: Community Regional Outreach Program (CROP).

In its various pilot phases, CROPP showed steady growth in community interest and usage for eligible communities. Community activity reports depicted innovative uses of the program by eligible pilot communities that employed annual outreach and engagement strategies. Following another successful implementation of CROPP in FY17, the "pilot" program label has been removed and this capability has been moved to the Policy Development Support budget as part of the core activities to be coordinated by that staff in collaboration with the Global Stakeholder Engagement (GSE) team for FY18.

FY17 marked a further test phase within the GNSO side of the CROPP program whereby eligible communities had the opportunity to choose within three different options for outreach activities: 1. Up to 4 regional trips or 2. Hosting, co-hosting or sponsoring one outreach event and two regional trips or 3. Hosting, co-hosting or sponsoring up to two outreach events. At-Large RALOs on the other hand had the opportunity to use up to five regional trips per RALO. This decision was taken based on the feedback received by eligible communities to maximize outreach opportunities and the use of CROPP accordingly. Trip allocations were also expanded in FY17 taking into account community feedback, and each trip was expanded to cover a maximum of three nights and four days, increasing this by one day and night from the previous pilot years.

CROPP's FY17 cycle was officially announced on 22 July 2016, incorporating a set of technical and procedural improvements based upon the prior year's experiences and community feedback. Those enhancements are documented in the [Announcement Letter](#) available on ICANN's [CROPP-FY17 Wiki](#) platform.

This summary section presents a high-level overview of the FY17 program results including a brief comparison to prior years. Detailed results are presented in [Section 3-Results and Outcomes-FY17](#).



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In the table to the right, the total number of approved travelers in FY16 and FY17 is shown for the At-Large RALOs and the GNSO Constituencies. The last column shows the percentage change year-over-year in the number of CROPP travelers. The use of CROPP trip allocations remained unchanged between FY16 and FY17, achieving the same total number of travelers.

Total Number of Travelers			
Organization	FY16	FY17	% Change
At-Large RALOs	20	19	-5.0%
GNSO Constituencies	14	15	7.1%
Total	34	34	0.0%

The table to the right shows overall CROPP utilization rates for the four cycles in which the program has been operational. There was a slight increase in FY17 compared to FY16 which can be attributed to decrease in the total number of trips allocated for FY17 (From 50 to 45). For FY14, FY15, and FY16, there have been 25 trips allocated to each of the two major organizations (50 in total). For FY17 At-Large RALOs were allocated a maximum of 25 trips and each GNSO Constituency was given the option to choose either; 4 trips, or 1 engagement event and 2 trips, or 2 engagement events. The engagement events are counted as the equivalent of having approved 2 travelers for assessment purposes.

Cycle	Allocated Travelers	Taken/ Completed	Utilization Rate
FY14	50	18	36%
FY15	50	38	76%
FY16	50	34	68%
FY17	45	34	76%

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

The At-Large data indicates that three of the five RALOs achieved 100% utilization of their allocated CROPP trips and the entire community achieved 76% overall. An important point to note is that APRALO’s utilization rate of the program remained relatively low due to two slots that were planned to be used remained idle for different reasons. Please see FY18 APRALO Outreach Strategy for further information <https://community.icann.org/x/ozrwAw> .



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AT-LARGE

Structure	Proposals	Approved	Trips	Travelers	Budget	Pct
AFRALO	6	5	5	5	5	100%
APRALO	3	1	1	3	5	60%
EURALO	1	1	1	5	5	100%
LACRALO	2	1	1	1	5	20%
NARALO	5	5	5	5	5	100%
Sub-Total...	17	13	13	19	25	76%

The GNSO proposed 12 trips including 2 engagement events (by NCUC and NPOC) of which 9 were approved accounting for a total of 15 travelers out of 20 budgeted (75%). Please note that, for assessment purposes only, the engagement events are counted as the equivalent of having approved 2 travelers.

GNSO

Structure	Proposals	Approved	Trips	Travelers	Budget	Pct
BC	2	1	1	4	4	100%
IPC ¹	1	1	1	2	4	50%
ISPC	2	1	1	1	4	25%
NCUC	3	3	3	4	4	100%
NPOC	4	3	3	4	4	100%
Sub-Total...	12	9	9	15	20	75%

A comprehensive analysis of CROPP is presented in [Section 4-CROPP Program Review-FY17](#) following a template containing a series of questions that examine four major program elements including: [Mission & Purpose](#), [Structure & Organization](#), [Operations & Execution](#), and [Outcomes](#).

Even though it was not instrumental in the authorization of the program for FY18, this report is being completed (a) to fulfill the program's commitment that an evaluation would be forthcoming and (b) to officially document the experience now that the fourth-year pilot has completed all of its original milestones.

¹ IPC out of region travel for this trip, for CROPP reporting purposes, is counted as the equivalent of having approved 2 travelers.



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2. Pilot Program Background and Overview

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

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

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

- FY14: <https://community.icann.org/x/QVp-Ag> (Archived)
- FY15: <https://community.icann.org/x/aYvhAg> (Archived)
- FY16: <https://community.icann.org/x/P400Aw> (Archived)
- FY17: <https://community.icann.org/x/LAqOAw> (Archived)

A) Purpose and Key Deliverables

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

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

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

While the key benefits above outlined by community leaders continued to be the major objectives of CROPP over fiscal years key deliverables of the program have been changed in FY17 based on the feedback received by eligible communities to maximize outreach opportunities .



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Key deliverables of CROPP FY17 included²:

1) Travel Allocations: For the following eligible structures listed on the table below;

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

A) At-Large RALOs: Five (5) individual regional trips allocated.

B) GNSO Constituencies: Three options provided to choose from;

1. Up to four (4) regional trips or
2. Hosting, co-hosting or sponsoring one (1) outreach event and two (2) regional trips or
3. Hosting, co-hosting or sponsoring up to two (2) outreach events.

2) Funded Costs/Expenses: Includes transportation (economy class), lodging, and per diem (4 days, 3 nights standard³).

3) Booking: All travel booked via ICANN Constituency Travel to ensure consistency, proper accounting, recordation, and tracking against budget.

B) Communications, Orientation, and Training-FY17 Program

A formal announcement letter was sent to ICANN At-Large and GNSO community leaders on 18 August 2016 in which the FY17 program was described - including links to the newly refreshed and improved ICANN Community Wiki space (procedures, forms, etc.).

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

² Originally all eligible structures were provided 5 regional trip allocations before FY17 cycle of the program. In FY16 cycle GNSO communities had to opportunity to choose one engagement event in lieu of individual trip allocations.

³ For FY17 CROPP, the standard stay has been augmented to 4 days, 3 nights. For previous cycles the standard was 3 days, 2 nights.



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C) Implementation: ICANN Community Wiki

A new Wiki space for CROPP-FY17 was developed, based on its predecessors, within the ICANN Community Confluence platform including the following major content sections:

1. **Announcements & Communications:** Announcement Letters, Interim Status Reports, etc.
2. **Program Tools & Resources:** CROPP Procedures & Guidelines, Program Participant Template Instructions, CROPP Contacts, CROPP Processing Flow Diagram, Frequently Asked Questions (FAQ), and Communications Collateral.
3. **Community Workspaces:** Instructions; At-Large RALO DRAFTS Section initially containing BLANK Trip Proposals and Assessments; and GNSO Constituency DRAFTS Section initially containing BLANK Trip Proposals and Assessments.
4. **Approved Forms:** At-Large RALO section for approved Trip Proposals and Assessments; and GNSO Constituency section for approved Trip Proposals and Assessments.
5. **Community Feedback Page**

D) Prior Fiscal Year CROPP Reports

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

- [CROPP Administrator's Report-FY14](#)
- [CROPP Administrator's Report-FY15](#)
- [CROPP Administrator's Report-FY16](#)



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3. Results and Outcomes-FY17

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

A) Aggregate Results

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

CROPP-FY16	At-Large RALOs	GNSO Constituencies	Totals
Trip Proposal DRAFTs Submitted	17	12	29
Trip Proposals Approved⁴	13	9	22
Trips Taken	13	9	22
Number of Travelers	19	15	34
Budgeted Travelers	25	20	45
Percent of Budget Realized	76%	75%	76%

total of 34 travelers. The program was budgeted to accommodate a maximum of 45 travelers; therefore, the 34 travelers represent 76% of the originally planned resource allocation.

The total number of travelers in FY17 (34) is as the same as total number of travelers in FY16 (3rd pilot year).

B) Participation Rates

The table to the right shows the ten CROPP-eligible ICANN Structures (by acronym) and the number of travelers each community group approved for CROPP-FY17 along with the percentage of the maximum trip allocation (5) for RALOs and (4) for GNSO Constituencies.

Structure	Travelers	Rate
AFRALO	5	100%
APRALO	3	60%
EURALO	5	100%
LACRALO	1	20%
NARALO	5	100%
BC	4	100%
IPC⁵	2	50%
ISPC	1	25%
NCUC⁶	4	100%
NPOC	4	100%
At-Large RALOs	19	76%
GNSO Constituencies	15	75%
Total	34	76%

⁴ Seven submitted Trip Proposals (4 At-Large; 3 GNSO) were either not approved or were withdrawn/cancelled after initial submission.

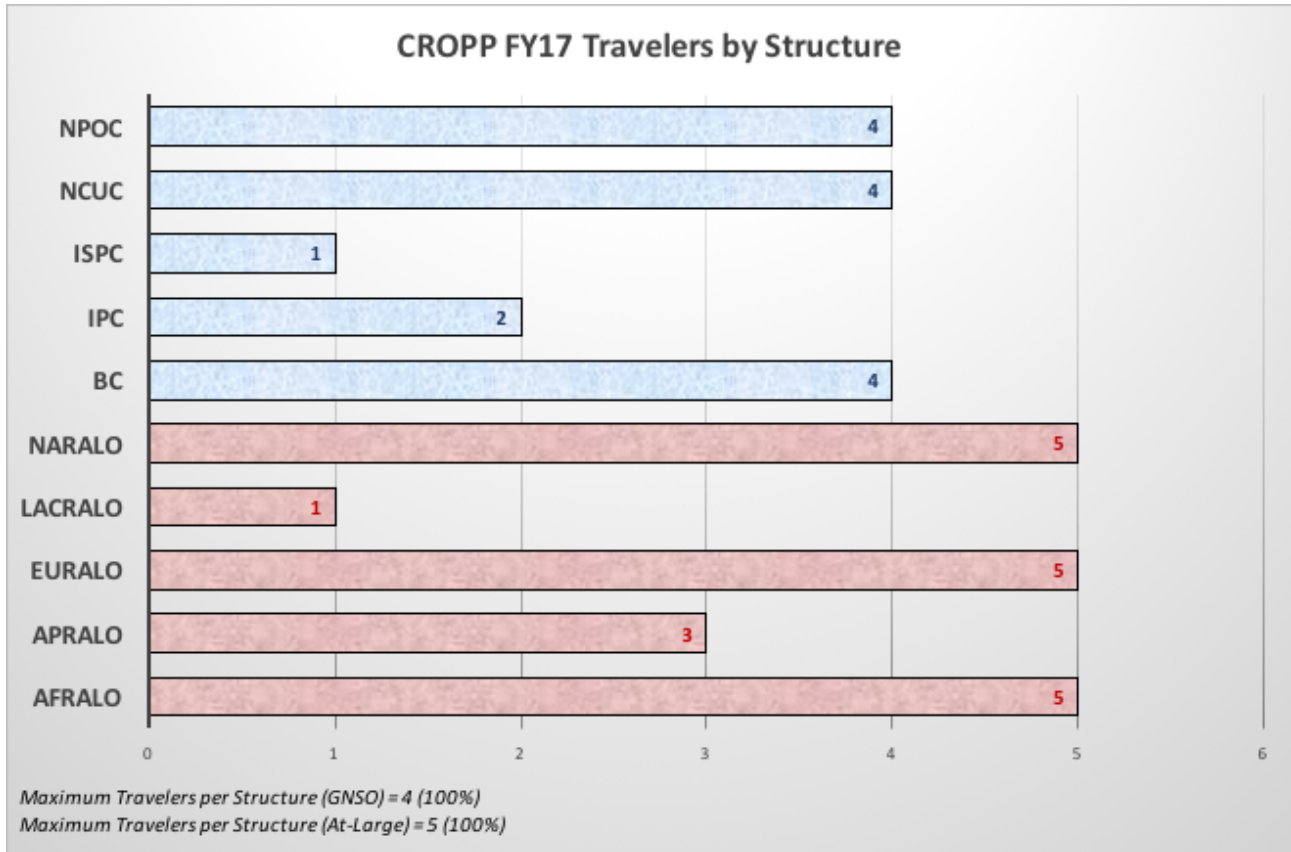
⁵ IPC out of region trip, for CROPP reporting purposes, is counted as the equivalent of having approved 2 travelers.

⁶ Non-Commercial Users Constituency (NCUC) and Not-for-Profit Operational Concerns Constituency (NPOC) approved and completed one engagement event and 2 individual trips; however, for CROPP reporting purposes, these events are counted as the equivalent of having approved 2 travelers each.



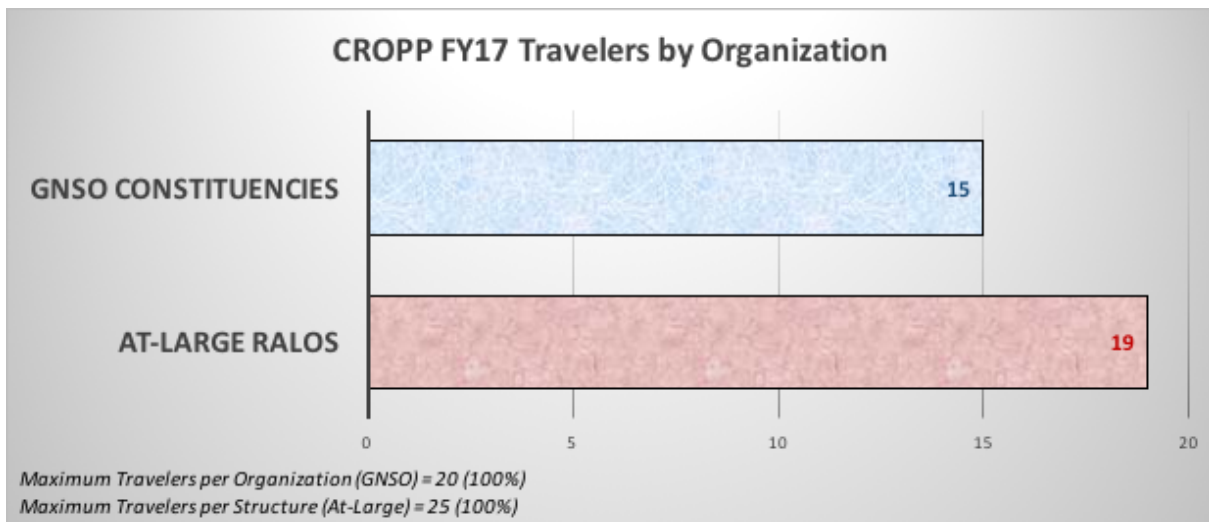
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This information is depicted graphically in the chart below.



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

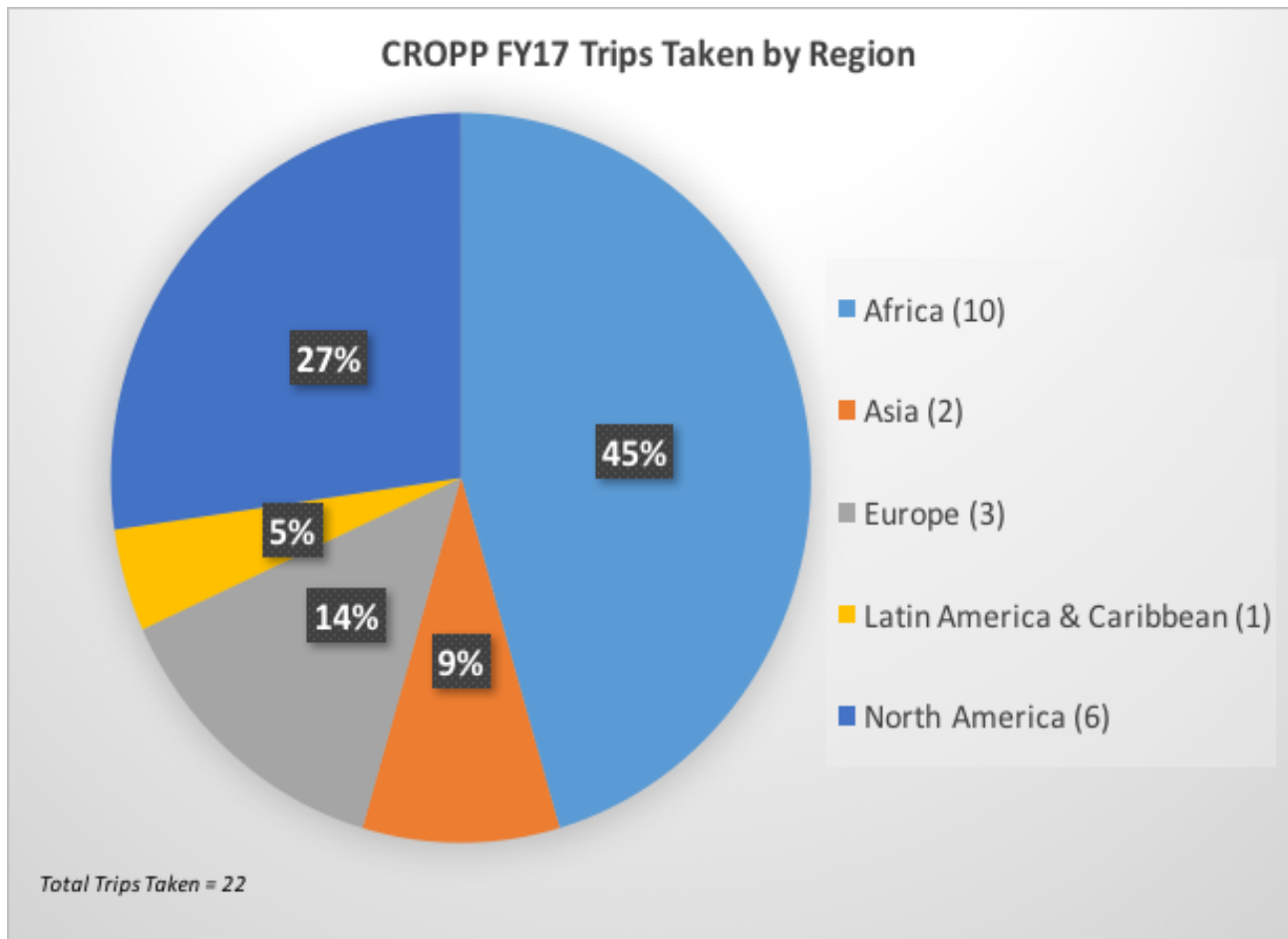
In aggregate, the At-Large RALOs used 19 or 76% of their 25 allocated positions while the GNSO communities approved 15 travelers, which is equivalent to 75% of their FY17 allocation.



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C) Regional Distribution

Examining the 29 trips⁷ that were completed in FY17, the distribution across the eight ICANN “operational” regions⁸ is shown in the chart below:



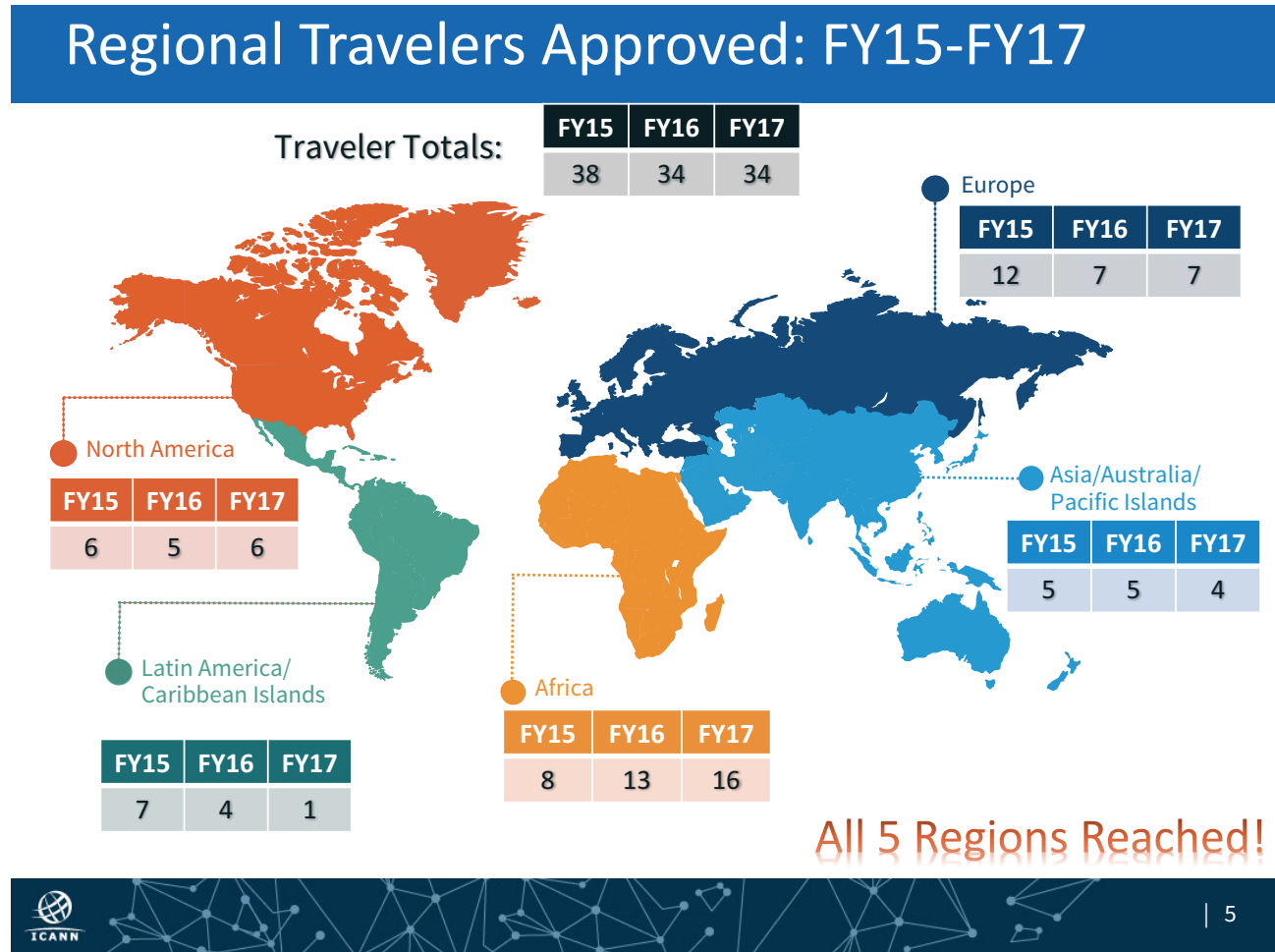
As can be visualized by the color-coding in the above chart, trips were completed in five of the eight operational regions: Africa (10 or 45%), Asia (2 or 9%), Europe (3 or 14%), Latin America & Caribbean (1 or 5%), and North America (6 or 27%). No outreach trips were conducted in Australasia & Pacific Islands, Middle East, or Eastern Europe & Central Asia.

⁷ This total (29) includes NCUC and NPOC engagement events.

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

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The graphic below shows how the 34 travelers are distributed across the five official ICANN geographic regions identified in the ICANN Bylaws. This chart compares FY17 data with FY15, FY16, and FY17.



As depicted in the above chart there has been a trend of increased penetration of CROPP events in Africa whereas a trend of decreased penetration of CROPP events in Latin America/Caribbean Islands over the years.



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4. CROPP Program Review-FY17

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

Note: Due to the fact that this report is being prepared after the launch of the FY18 CROP cycle, some portions of the analysis below will comment upon changes and recommendations introduced for FY18.

A) Mission & Purpose

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

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

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

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

The program became operational on 9 October 2013 with its fiscal cycle termination date in June of the following year. In its first year of operation, there were 11 trips completed involving 18 travelers (36% of original allocation); however, those quantities were more than doubled in FY15 and, continuing that trend in FY16, there were 21 trips/events involving 34 travelers. The program was not less popular in FY17 with 22 trips/events and 34 travelers. CROPP is perceived to have achieved its principle mission and, as a consequence of that judgment, has been moved to core Policy Development Support budget in FY18.

Please see [D-Outcomes](#) for a discussion of FY17 CROPP accomplishments.

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



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Attributable to start-up activities, the first year (FY14) Pilot Program was only in place for approximately eight (8) months instead of the full twelve (12); moreover, because it was new, several additional months were required for communities to become oriented to the program as well as plan/organize their volunteers and internal processes.

In FY15, there were no significant internal or external factors which impacted the program's efficacy and that held true for FY16 and FY17.

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

The major initiatives of CROPP included:

- 1) Funding of 45 trips⁹ during FY17 (4 each to 5 approved GNSO Constituencies and 5 each to 5 At-Large RALOs);
- 2) Involvement of ICANN's Global Stakeholder Engagement VPs in the assessment and approval process;
- 3) Travel arrangements coordinated by the ICANN Constituency Travel Team and, as needed, assistance from Communications, Speakers Bureau, and other ICANN Staff disciplines to enhance outreach success; and
- 4) Development/implementation of a "turnkey" Wiki solution complete with forms/template, procedures, and administrative tracking.

Staff believes that, owing to several improvements made for FY17 within each of these program initiatives, they have been implemented consistently and in concert with the overall mission of the pilot program.

4. Does the Program have a continuing purpose?

Based upon the trip assessment reports and continued dialogue and collaboration with participating communities, Staff was encouraged that the program goals could be materially advanced by continuing the program into a fifth cycle. For FY18, however, Staff made the decision to remove the "pilot" program label and move the activity to the core Policy Development Support budget, in collaboration with the Global Stakeholder Engagement (GSE) Team.

There appears to be wide consensus among ICANN community members and Staff that global outreach and engagement remains a vital activity for ICANN in terms of building awareness, recruiting new members, and communicating ICANN's message to new audiences around the world. It remains Staff's view that CROP can be a useful tool for volunteer structures (e.g., Constituencies, RALOs) to develop and strengthen their stakeholder groups.

⁹ *Non-Commercial Users Constituency (NCUC) and Not-for-Profit Operational Concerns Constituency (NPOC) approved and completed one engagement event and 2 individual trips; however, for CROPP reporting purposes, these events are counted as the equivalent of having approved 2 travelers each.*



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Although the first year's activity underachieved its original planned volumes, FY15, FY16 and FY17 results were demonstrably higher. In FY17, the At-Large RALOs completed 76% (19 out of 25) of their budgeted trip allocations and the GNSO Constituencies utilized 75% (15 out of 20) of their trips. Overall, there was a 76% utilization rate in FY17 – same as the record high achievement in FY15.

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

No amendments are envisioned at this time with respect to the core mission/purpose of CROPP.

Overall Assessment

During the first pilot year of CROPP, Staff developed a set of principles, procedures, protocols, and accompanying tools, forms, and templates supporting an overall mission/purpose to enhance global outreach. Learning from its inaugural experience and taking into consideration participant feedback, several improvement areas were identified and implemented in succeeding cycles both in terms of mechanics and logistics. The program has been utilized more significantly in FY15-FY16-FY17 and many new global communities have been reached in the process (see [D-Outcomes](#)).

The overall mission appears to have been well grounded, articulated, and has become increasingly understood as well as accepted by the eligible ICANN structures that have utilized the program (100% over FY15, FY16 and FY17).

Recommendations

There are no specific recommendations at this time to enhance or improve the mission/purpose of CROPP.

B) Structure & Organization

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

The original CROPP organization consisted of:

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



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For FY15 and FY16 one additional Staff member was assigned to assist the Program Administrators. An additional staff member was added in FY17. Both supplements were accomplished through a shifting of duties - not new hires.

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

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

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

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

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

For FY17, two new design elements were added by the staff:

- 1) Funded trips were augmented by 1 night and 1 additional day, therefore extended to 4-days and 3-nights.
- 2) The GNSO Constituencies were permitted to opt for one of three options: (a) four (4) individual CROPP travel allocations; or (b) to host, co-host, or sponsor up to two (2) targeted community outreach/engagement events during the fiscal year (US \$7,500 funding limit for each event); or (c) to host, co-host, or sponsor one (1) targeted community outreach/engagement event during the fiscal year (US \$7,500 funding limit) plus two (2) individual CROPP travel authorizations.

For three successive cycles (FY15, FY16 and FY17), the At Large community has availed itself substantially of its allocated outreach trip allocations; the program seems to be well suited to the needs of the five RALOs.



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The GNSO has not utilized the program at the same level as At-Large during FY15 and FY16; however, it has substantially increased the utilization of the program in FY17 which can be attributed to testing an Engagement Event option (implemented by the Non-Commercial Users Constituency and the Not-for-Profit Operational Concerns Constituency).

For FY18, before the completion of this report, a management decision was made to remove the "pilot" program label (CROP) and move the activity to the Policy Development Support budget as part of the core activities to be coordinated by that staff in collaboration with the GSE team. After testing a pilot outreach event capability in FY16 and FY17, the CROP program will revert to focusing on regional travel for all eligible communities in FY18. All communities will be able to target up to five individual regional trips for FY18. GNSO Constituencies will have the option of targeting one out of region trip to maximize outreach opportunities within the five individual trips allocation.

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

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

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

Staff does not believe that there were structural impediments that prevented the program from achieving its goals; however, it should be noted that, prior to FY16, the activities of ICANN Constituency Travel Staff were not visible within the CROPP Wiki platform. At times, this omission generated confusion as to traveler status. For FY16, Staff further developed the CROPP forms to include a section for ICANN Constituency Travel to update directly as bookings, logistics, etc., were confirmed with travelers. This additional layer of involvement and communication enabled all personnel to be kept abreast of travel details on a timelier basis and, due to its successful implementation, has been continued in FY17.

Overall Assessment

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

Recommendations

No additional recommendations are offered with respect to the general Structure and Organization of CROPP at this time. The Pilot Program Coordinator (PPC) role continues to be helpful to community participants. The integration and participation of the Global Stakeholder



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Engagement teams has increased markedly. The involvement of ICANN Constituency Travel in updating Wiki forms has also been effective in enabling administrators and travelers to know the status of bookings and related travel logistics.

C) Operations & Execution

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

The Program Administrators originally established both strategic and tactical plans intended to inform and guide CROPP. These elements were continued in FY17:

- 1) Key Deliverables & Operating Guidelines: Establishing the overall goal of the program as well as the governing rules and policies, which have been updated to address issues identified since the program's inception.
- 2) Principles & Criteria: Outlining the program's evaluation criteria as well as its commitment to transparency.
- 3) Outreach Pilot Processing Flow Diagram: Describing the steps and duties for each substantive role in the process.
- 4) Frequently Asked Questions (FAQ): Initially populated and updated as issues have been raised.
- 5) Confluence Wiki solution containing pre-formatted templates, with written instructions, to be completed by eligible community members.
- 6) A Feedback page to accept input from participants, PPCs, and other stakeholders.
- 7) A restricted Administration section (Wiki) in which Staff developed and utilized tools for milestone scheduling, issue tracking/resolution, and FAQ development.

Each of these components was instrumental in the implementation and effective operation of CROPP and, aside from improved content reformatting and presentation materials, they are all being continued in FY18.

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

The principal goal of CROPP, tactically, has been to fund and facilitate individual trips and engagement events for the purpose of extending ICANN's community global outreach efforts. In particular, the program's formally stated objectives are:

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



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

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

In terms of individual trips/events, the ICANN volunteer organizations (GNSO, At-Large), collaborating with the Staff Global Stakeholder Engagement teams, determine which of the many trip/event proposals submitted should be prioritized and funded. For FY17, out of 29 proposals drafted across At-Large and GNSO, 22 were approved, scheduled, and completed.

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

The ICANN Staff Program Administrators have been thoroughly engaged in every element and decision related to the program's evolving design, implementation, and operation including directing the activities of the external consultant engaged to support technical development and on-going maintenance. Throughout the program's operation, weekly or bi-weekly conference calls have been held to review community proposals, assess implementation progress, and discuss various operational elements including policies, practices, guidelines, and overall program efficacy.

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

The formal external communications for FY17 were as follows:

- 1) **22 July 2016**: CROPP-FY17 Wiki Space OPEN
- 2) **18 Aug 2016**: Announcement: CROPP-FY17 Wiki Space OPEN
- 3) **15 Sep 2016**: Updates: FY16 Admin Report
- 4) **25 Apr 2017**: Updates: FY17 Final Reminders

Announcement letter for the CROPP-FY17 [Announcements & Communications](#) page.

Other individual communications (emails, online chat sessions, and conference calls) between the Program Administrators and with community participants occurred throughout CROPP's operations on an as-needed basis including but not limited to status presentations at trimester ICANN meetings.



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

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

- Wiki: templates and automated reports
- Written documentation including instructions
- Issues Tracking template capability for Program Administrators

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

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

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

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

Other than bi-weekly conference calls held by the Program Administrators, the only other scheduled events were opportunities to provide updates at the trimester ICANN Public Meetings (e.g., ICANN57 in Hyderabad, ICANN58 in Copenhagen) or during GNSO Constituency/RALO conference calls. Short slide presentations were updated in advance of each of these meetings to highlight the program's progress against its original milestones.

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

As noted in B-2 above, there were two design changes implemented for FY17.

For FY18, the following changes have been approved:

1) Program moved to core budget and renamed: CROP

The "pilot" program label has been removed (CROP) and the activity has been moved to the Policy Development Support budget as part of the core activities to be coordinated by that staff in collaboration with the GSE team.



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2) Engagement event option no longer available

After testing a pilot outreach event capability in FY17, the CROP program will revert to focusing on regional travel for all eligible communities in FY18. All communities will be able to target five individual regional trips for FY18. GNSO Constituencies will have the option of targeting one out of region trip to maximize outreach opportunities within the five individual trips allocation.

3) Wiki Site Improvements

- CROP Wiki space is moved from the "GSE" tab to the "SOAC/E" tab in the Community Wiki. CROP Staff email address has been updated as "crop-staff@icann.org"
- The CROP Procedures & Guidelines page has been redesigned.
- The Frequently Asked Questions (FAQ) has been updated to include additional questions and answers.
- The CROP Processing Flow Diagram has been updated to reflect program changes.

Assessment

Overall, the Operations and Execution of CROPP, having benefited from its inaugural year of operational experience, was successful in enabling 34 travelers to attend 22 outreach events during the FY17 cycle – a 76% utilization of allocated trip/activity resources.

Recommendations

Several operational and technical improvements were identified during the FY16 experience and were addressed for FY17. Additional structural and design elements, identified during FY17, are being implemented for CROP-FY18 as outlined above.

D) Outcomes

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

Twenty-one (22) outreach trips were approved, scheduled, and completed involving a total of 34 individual travelers in CROPP FY17. The program was budgeted to accommodate a maximum of 45 travelers¹⁰; therefore, 34 travelers represent 76% of the planned level (see [Section 3-Results & Outcomes-FY17](#) for additional results and outcomes).

¹⁰ Note: Non-Commercial Users Constituency (NCUC) and Not-for-Profit Operational Concerns Constituency (NPOC) approved and completed one engagement event and 2 individual trips; however, for CROPP reporting purposes, these events are counted as the equivalent of having approved 2 travelers each. IPC out of region trip, for CROPP reporting purposes, is counted as the equivalent of having approved 2 travelers.



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Each of the 22 trips had a set of goals/outcomes documented, in advance, and written assessments were prepared and submitted for all completed trips¹¹. A summary of this material is provided in answer to Question 2 below.

2. **What is the perceived quality of the Program's products/outputs considering such characteristics as appropriateness, completeness, thoroughness, fulfilling vital needs/interests, increasing value (cost/benefit), and improving efficiency/effectiveness?**
- a) **How well and to what extent were individual trip objectives met?**
 - b) **In reviewing the proposed outcomes, to what extent were they realized as documented by the Trip Assessments?**
 - c) **How tightly were the trips/events linked to ICANN strategies both at the corporate and regional levels?**

Summary of Trip Purposes and Objectives:

There were 22 outreach trip activities, including two engagement events, completed as part of CROPP-FY17. In each case, a Trip/Event Proposal form was submitted containing the goals/objectives for the activity as well as expected outcomes.

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

In general, the goals, objectives, and outcomes associated with the 22 trips could be grouped according to the following categories:

1) Raise Awareness of ICANN and its Stakeholder Communities

- Participate and exhibit to enhance image/visibility of ICANN within region
- Document the conference/event in photos and blog postings
- Distribute literature highlighting ICANN's mission, scope, and role
- Influence regional media coverage highlighting ICANN's participation

2) Networking and Capacity Building

- Identify potential candidates for membership/recruitment

¹¹ At the time this FY17 CROPP report was being finalized, 1 Trip Assessment (out of 22) had not been submitted although it was requested multiple times by Program Administrators.



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- Improve engagement with current communities and reactivate previous members

3) Knowledge Sharing

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

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

Summary of Outcomes:

Generally speaking, the 21 submitted Trip Assessments¹², completed upon participants' return, followed the format of the original purposes and goals. A few of the assessments noted the number of attendees at various sessions; however, most of reports were qualitative summaries of the experience and could be grouped as follows:

1) Workshops/Seminars Attended

- Participants were often organizers, facilitators, presenters, moderators, panelists, and contributors to a wide variety of sessions many of which involved hundreds of prospective outreach candidates. In a few instances, attendance information was provided:
 - *"Over seventy business leaders participated in ... the [2016 AfICTA] Summit Opening Ceremony..."*
 - *"Arinola Akinyemi, a member of the BC, chaired the Youth Development Seminar and presented to 100 people on the topic of Building career in ICT and How to become an ICT entrepreneur... Lawrence Olawale-Roberts, ... presented to over 100 individuals ... Waudo Singanga, BC member, chaired a session on The role of ICT in job creation engaging a lively audience of over 100 people ... Over 300 participants attended Jimson's [Olufuye] presentation..."*
 - *"We had an estimated audience of 180-200 people. Our session was heavily publicized and well attended."*
 - *"Approximately 52 people attended the workshop and an attendance list will be sent via email to CROPP staff, that may be used by the IPC to do specific outreach for the Jhb meeting."*

¹² There were 22 outreach events attended by 34 individual travelers; however, 1 Trip Assessment was not submitted after multiple requests. The conclusions and characterizations contained in this section are not deemed to be affected by that omission.



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- *"The event [DNS Not-for-profit Users Summit] attracted a total number of 48 participants..."*
- *"This year it [EuroDIG] included six hundred participants, including very high level participants..."*
- *"This year's meeting (RightsCon) was held... in Brussels, Belgium and was attended by nearly 1,500 people."*
- *"There were 2,000 attendees, the vast majority of whom were elected city officials..."*
- Distribution of ICANN collateral:
 - *"About 100 BC Newsletters, 100 BC pens and fliers were distributed at the event... Furthermore, special rollup banners, wall banners and social media platforms were used to project BC and ICANN brands during the summit."*
 - *"We gave out a hand-out of a key, with the KSK roll-over information on it. It was a hit."*
 - *"The IPC one pagers were also handed out to all the attendees."*
 - *"... Dr. Mueller distributed NCUC leaflets to everyone in the room, and spent a significant amount of time in the hub room at the ICANN table discussing ICANN and NCUC with visitors."*
 - *"ICANN communication team provided all the brochures / banners for the event [DNS Not-for-profit Users Summit]."*
 - *"... I set up NPOC's flyers on the ICANN desk and was manning the desk until Estonia's president gave her welcoming address."*
 - *"During the event, time to time I stood on the AFRALO booth to assist distributing the AFRALO flyers."*
 - *"I distributed NARALO Flyers to many different groups and talked about At Large and our mission, goals and objectives."*

2) Key Accomplishments

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

- *"In all the discussions facilitated by BC members, the speakers underscored the importance of the bottom-up multi-stakeholder model."*



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- *“The ADR [Alternative Dispute Resolution] workshop ... was a success. The proposed workshop presented a good opportunity to do IPC outreach in a territory where the IPC had very little representation, particularly ahead of ICANN 59 in Johannesburg.”*
- *“The main goal was to document how the Healthy Domains Initiative and similar initiatives risk getting ICANN involved in content regulation, and to make suggestions as to how ICANN could be prevented from regulating content. These goals were achieved by means of a constructive, public, multistakeholder dialogue between PIR, NCUC, a ccTLD operator, and an ICANN staff person.”*
- *“a meeting of AFRALO leadership with AFRINIC CEO was held ... AFRINIC agreed to partner and support AFRALO for its upcoming General Assembly.”*
- *“...attendance at EuroDIG was beneficial both to the travelers themselves but also to EURALO, as considerable outreach was performed.”*
- *“As a former chair of the ALAC ... it was great to be able to share some knowledge on ICANN and multistakeholderism with the newcomers and receive inputs on their special interests.”*
- *“We were able to communicate with attendees at two panels and several networking events, and set a basis, we hope, for support for a city-TLD panel in 2017.”*
- *“Our goal here was to increase their [groups who have historically been overlooked by ICANN] understanding and encourage them to get involved and advocate for their interests within ICANN. We succeeded in this goal.”*

3) Recruitment Initiatives

- Interest and commitments were expressed among event attendees to form/join a stakeholder community within ICANN. Among those who specifically identified recruitment outcomes were these:
 - *“Many participants who attended the AfICTA summit have since showed interest in joining the BC and ICANN community. At this time, two participants have submitted their applications to join the BC and are undergoing review by the BC's Credentials Committee.”*
 - *“The ISPCP wanted 2-3 new members. We are tracking the 5 strong leads we got for the ISPCP at the show, and I have full confidence that we will sign up at least that.”*
 - *“The day concluded with a brief discussion on how policies are implemented at ICANN, and a small networking reception where NCUC members delivered personalised advice to the local participants on how they can become active within the NCUC and ICANN more broadly.”*



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- *"... the success is that the Association of NGOs in Senegal are now fully aware of NPOC and intend for some of their members to join before the end of the year."*
- *"...the AFRALO team lobbied for more organizations to become ALSes: One of the concrete results was a meeting held with the President of ISOC Congo at the AFRALO Booth where they (ISOC Congo) expressed interest to become an ALS and the procedure was walked through to become an ALS."*
- *"I also met with young technicians, Kenyan engineers and other countries who, after exchanges on the stand, showed interest in joining the RALO in the region."*
- *"Many of the attendees were young and it's been an excellent opportunity to explain what the NARALO is, what is At-Large, how it works, who the ALs are, what are the key issues discussed, what it provides, how to get involved, etc. I also met with an engineer from Bolivia who, after a good talk, demonstrated interest for the RALO in his region."*
- *"I was successful in connecting with 3 or 4 individuals that expressed some interest in becoming an ALS.."*
- Encouraged attendees to apply for ICANN fellowships, ICANN Learn, ICANN Leadership positions (via NomCom), and other participation opportunities:
 - *"It is my perception a great number of applications for NextGen for ICANN 57 can be expected."*
 - *"The students from University of Botswana inquired how ... [they] can be part of AFRALO and also get knowledge about ICANN. I referred them to ICANN Learn."*
 - *"There is interest from ISPs in the region [Africa] to participate in the ISPCP, however many have a challenge in being able to attend all the ICANN meetings. We have encouraged them to participate ... remotely [when] available."*

4) Fulfillment of Regional Strategies/Objectives

- A few ICANN structures had specific goals to attend certain events. CROPP helped make those achievements possible, for example:
 - *"The BC achieved many of its stated objectives outlined in the initial proposal, in addition to fulfilling components of the BC's FY17 Outreach Strategy. The BC representatives and speakers in attendance to the AfICTA summit were able to engage with participants from African nation*



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members of AfICTA with the purpose of increasing an awareness of the BC/ICANN mission and objectives.”

- *“We also met with the Director of Communications & Member Services and discussed outreach plans for 2017 with our NARALO ALS. We have commitments for an ARIN on the Road event in our region that will build into the October ARIN 40 conference in the region.”*
- An invitation was received for ICANN participants to be presenters and/or sponsored at subsequent annual conferences.
 - *“...and Poncelet [Ileleji] was invited by some NGOs, notably Oxfam Senegal Office, and the Association of NGOs in Senegal to pay a visit to their offices to meet other staff. These visits, Poncelet carried out the next day... he spent approximately 45 minutes in each office explaining about NPOC.”*

5) Personal/Professional Learning

- Participants frequently noted that the experience broadened their own education, learning, growth, and development including deepening their understanding and appreciation of the challenges associated with executing successful outreach strategies/tactics. Illustrative examples include:
 - *“... there [APRIGF] wasn't much familiarity with what ICANN does, and many were not even aware of NCUC. Even outside of this panel, it was clear that many were getting lost with the acronyms.”*
 - *“The issues presented by the panelists were of great interest to those attending. There is a need for more such engagement sessions, but with more of a focus on explaining the basics, particularly at such conferences that see strong participation from civil society...”*
 - *“We gave out quite a few of our brochures and probably got a couple of people to join NPOC. Next time, it would definitely be nicer to do this work with a fellow NPOC person....”*
 - *“So, this trip allows me to contribute in broadening awareness of AFRALO.”*
 - *“I want to point out that I acquired a diverse knowledge in different aspects of cybersecurity, cybercrime, domain names innovation, human rights, media and content dedicated on the European region.”*
 - *“The EuroDIG gave the chance to understand the political strategies of presidents, a prime minister as well as the CEO and President of ICANN.”*
 - *“We were updated on new policies in review, IPv4 and IPv6 status, WHOIS proposed global policy by the FBI, other RIRs overview. We were*



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also educated on how important it is for our communities to be involved in the Policy Development Process."

- Participants often took advantage of available opportunities to interact with communities outside of ICANN stakeholder groups.
 - *"The European Dialogue on Internet Governance 2017 was the unique opportunity to meet personalities from governments, science, business, technology and civil society for an inspiring dialogue in Tallinn."*
 - *"Our attendance at the meeting [IGF US] reinforced our relationship with NARALO and its leadership and other constituencies of the Internet community."*

6) Knowledge Sharing Beyond the Event

- One participant shared the following commitment in the trip assessment:
 - *"The Report [IGF US] will be available on our Website. In November, I'm invited to a forum organized by the University of Quebec in Montreal to share that information (Montreal Expertise Center on Innovation). Some other activities might come... I'll be sharing my experience during the OpenLivingLab in Montreal in late August that will address innovation that springs from co-working, Internet of Things, sharing economy and digital trade."*
- In one instances, there was media coverage to reach a broader audience:
 - *"We succeeded in getting the press to cover the session."*

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

Staff's conclusion is that, in its fourth year of operation, CROPP has realized a utilization or participation rate sufficient to justify the program's continuation. Overall, CROPP achieved 76% of its FY17 budgeted outreach trip/event volumes. The At-Large organization utilized 76% of its trip allocations and the GNSO utilized 75%.

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

The original mission (see [A-Question 1](#)) is expressed largely in qualitative terms versus quantitative terms; however, having successfully completed 22 outreach trips covering 5 of the 8 ICANN operational regions, the program made significant strides in accomplishing its original goals:

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



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

Question 2 above addresses the qualitative accomplishments related to the above goals. Another critically important area in which CROPP results have been favorable in the second, third and fourth cycles has been regional distribution and penetration. In [Section 3-Results & Outcomes-FY17](#), a geographic distribution of FY17's CROPP outreach is presented.

Assessment

Based upon a review of all Trip/Event Assessments submitted by CROPP FY17 travelers, the overwhelming conclusion is that the program did benefit ICANN's outreach efforts not only in reaching targeted communities that were largely unaware of ICANN's role, but in stimulating interest to become involved in the Internet ecosystem either as part of an existing stakeholder group or, potentially, forming new regional structures.

Recommendations

Based upon FY17's interim results at the time of FY18 budget planning, Staff recommended that CROPP be moved to the Policy Development Support core budget with the removal of the "Pilot" aspect of the program in FY18 (CROP).

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

- *"FY17 is the last year of the CROPP as a pilot program. The team strongly recommends to integrate the Community Regional Outreach Program as a standing program in the core budget of ICANN to permit more outreach activities within the region. The successful pilot program showed that we can do better if the program is a little bit modified to allow for more slots per RALO to focus on Community Engagement at all levels, including the ALS ones."*

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