

**At-Large Review Detailed Implementation Plan**

FINAL

Date: 27 Nov 2018

**Prepared for the consideration of the Organisational Effectiveness Committee  
by the At-Large Review Implementation Working Group (ARIWG)****Executive Summary**

During the process of the At-Large Review, the ALAC committed to eight review implementation activities (#1, #2, #3, #4, #7, #9, #13 and #16, (detailed in Section 1 below) which the Board agreed to in their Resolution dated 23 June 2018.

Although these eight sections address targeted specific issues, there are significant synergies among them and the At-Large Review Implementation (ARI) will, hopefully, result in a total effect greater than the sum of its parts.

There were an additional five issues (#5, #6, #8, #10, #11) raised in the At-Large Review which the ALAC considers important but are continuously being addressed as part of At-Large ongoing activities.

Three issues (#12, #14 and #15) were not deemed to warrant specific focus either due to lack of relative importance or due to unrealistic budget implications.

An Issues Team led by At-Large leaders have detailed these steps as discussed by their work teams, within the templates provided for this by MSSl, and will bring these to the At-Large Review Implementation Working Group (ARIWG) for comment and finalization.

**Overview of Issue Priority and Resourcing Assumptions**

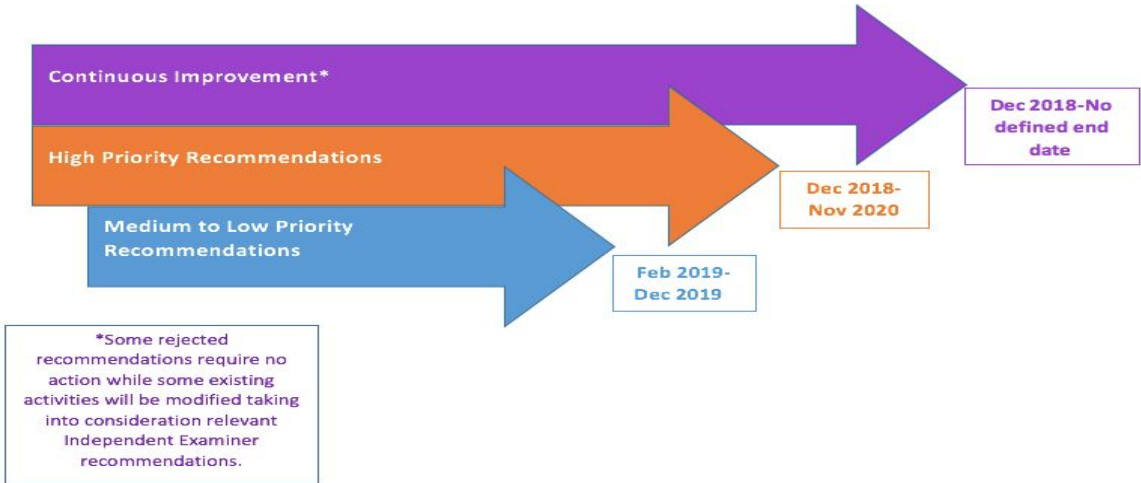
<b>Issue</b>	<b>Priority for Implementation*</b>	<b>Budget/Resource ramifications</b>
<b>#1 Web and Wiki page renewal to ensure "Policy Pages" accuracy.</b>	<b>1:1:1 (High priority:Low resource needs : Low complexity/ risk)</b>	<b>Initially - use of existing At-Large resources.  However, as noted in Issue 3, additional staff resources are needed for any ongoing work deemed necessary. Thus, a FY20 Budget request may be made.</b>
<b>#2 Development of more 'Individuals' from throughout At-Large as contributors to Policy work and Leadership roles.</b>	<b>Phased Implementation:  Initial phase: 1:1:1 (High priority: Low resource needs, Low complexity/risk)  Long term: 1:3:3 (High priority:High resource needs; High complexity/risk )</b>	<b>Initially - use of existing At-Large resources.  Potential FY20 Additional Budget Request for At-Large for use in additional skill development in strategic leadership and communication to facilitate policy advice development as well as the production of relevant documentation for use in increased outreach and engagement.</b>

		Long term - possible additional staff resources (see details in Issue 3).
#3 Ensure that the volunteer community has sufficient support services.	2:3:3 (Medium priority : High resource needs: High complexity/ risk )	Included in the probable FY20 Budget request for additional staff resource one FTE equivalent as outlined in Issue #3.
#4 Ensure that it is clear what the ALAC Leadership Team (ALT) does and does not do.	1:1:1 (High priority:Low resource needs : Low complexity/ risk)	Use of existing At-Large resources.
#7 Ensure all WGs are properly represented and documented on web and Wiki.	1:1:1 (High priority:Low resource needs : Low complexity/ risk)	Use of existing At-Large resources.
#9 Staff skill development in the area of social media, and working cooperatively with ICANN Communications social media specialists.	2:2:2 (Medium priority : Medium resource needs: Moderate complexity/ risk )	Use of existing At-Large resources.
#13 Development of Web/Wiki portal or dashboard to report and reflect on engagement activities and costs.	2:2:1 Medium Priority : Medium resource needs : Low complexity/ risk	Initially - use of existing At-Large resources.
#16 Collection, collation and reporting of performance metrics and activity statistics.	2:1:1 Medium Priority : Low resource needs : Low complexity/ risk	Initially - use of existing At-Large resources. Additional Budget Requests arising from FY19 Q3/4 activity to be considered in requests for the FY20/21 budget cycle (and beyond)

\* **NOTE** in this table the Priority of the implementable is shown first, with 'High Priority' requiring immediate commencement 'Medium Priority' able to be commenced later in 2019 or 2020. The following templated set of issues uses an order of resource first, risk and complexity of the issue second and the priority usually developed from the other assessments is the third factor.

Some of the implementation activities are relatively minimal and will be carried out as community and staff resources allow. Issue 2 is an umbrella issue that covers the bulk of the two year implementation effort. Additionally, several of the other ARI issues will feed into it. Planning and design work will begin immediately. However, the stages requiring additional staff and other resources will come later in the timeline.

**At-Large Review Implementation Suggested Timeline**



## Introduction

Discussions regarding the second independent review of At-Large began in November 2014. Due to a number of delays, both planned and unplanned, a final set of proposals to be implemented were approved by the ICANN Board in June 2018. The proposals called for an overall implementation period of two years.

The Board's approval required a staged implementation deferring efforts that have budgetary or significant staff implications until they can be dealt with through the normal budget and planning process and to report semiannually on progress.

The review resulted in sixteen issues being identified by the independent reviewer. Of these, eight have concrete time-limited proposals that are being addressed herein. Although these eight sections address targeted specific issues, there are significant interrelationships and synergies among them. It is expected that the At-Large Review Implementation (ARI) will, hopefully, result in a total impact greater than the sum of its parts.

Five of the remaining issues raised in the review are not the focus of specific efforts in the ARI but are areas where the ALAC and At-Large are continuously addressing as part of At-Large ongoing activities.

The three remaining issues were not deemed to warrant specific focus either due to lack of relative importance or due to unrealistic budget requirements.

The following 'Prioritisation of Implementation' has been made to be in keeping with the criteria specified in the Board Resolution

***Resolved (2018.06.23.14), the Board directs the ALAC to work with ICANN organization to include expected budgetary implication for each of the implementation steps into its detailed implementation plan. The implementation plan shall incorporate a phased approach that allows for easy-to-implement and least costly improvements to be implemented first, with those items with more significant budget implications addressed via subsequent budget cycles. Any budgetary requests should be made in line with ICANN organization's budgeting processes. The detailed implementation plan shall be submitted to the Board as soon as possible, but no later than six (6) months after the adoption of this resolution***

**Section 1.**

**ARIWG Priorities and Dependencies for Implementation**

**Issue #1 - Quality vs Quantity of ALAC Advice**

<p>Final Proposal as approved by the Board</p>	<p>Staff, under the direction of At-Large leadership, has already begun to rework the website and Wiki to ensure that our “Policy Advice” pages are accurate and understandable. This will continue as volunteer and staff resources allow. We will also ensure that as documents are published, the classification of the document is clear.</p>
<p>Prioritization</p>	<p><b>1:1:1 (Low resource needs : Low risk : 1st priority)</b></p>
<p>ARIWG comments</p>	<p>Fundamentally, this issue is meant to address some confusion inherent in the current presentation of the ALAC document database. There are two main issues to address:</p> <ol style="list-style-type: none"> <li>1. Confusion about the type of document (ie “Advice” vs “Comment”)</li> <li>2. The “End user” justification for intervention.</li> </ol> <p>Accordingly, staff together with At-Large leadership will categorize the existing documents (as advice, public comment, correspondence, etc.) in a more granular fashion and provided enhanced tools with which to filter search results based on these categories. Furthermore, staff will create a new field in the database for “End User Issue” and At-Large leadership will populate this field both in current documents and those generated going forward.</p> <p>With these simple modifications, it should be easier for a Wiki visitor to peruse the work of the At-large and to quickly understand the rationale for creating individual documents.</p>
<p>Status of improvement effort / staff lead</p>	<p>Already underway, continuous improvement to continue / Heidi Ullrich; Evin Erdoğdu</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>N/A</p>
<p>Who will implement the recommendation: ICANN community,</p>	<p>ICANN Staff in conjunction with ALAC/At-Large Leadership</p>

ICANN Board, ICANN Organization, other?	
Anticipated resource requirements (FTEs, tools)	<ul style="list-style-type: none"> <li>● Initially up to 40-50 hours of staff time between Jan 2019 through to June 2019 to improve clarity of wiki and web pages.</li> <li>● When additional staffing resources are made available under Issue 3 Implementation, policy advice development work and communication will be a primary focus of existing staff resource time freed up from other activities.</li> <li>● Differentiate between advice and comments, potentially other categories (i.e. correspondence).</li> <li>● Develop communication of revisions to the pages to end users</li> </ul>
Expected budget implications	<p>Initially no additional, beyond already allocated, resources to At-Large.</p> <p>However, as noted in Issue 3, additional staff resources are needed for any ongoing work deemed necessary.</p>
Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Finalize categorization of previous statements (comments, advice, correspondence, etc.)</li> <li>2. Rename Sub Type to Document Type</li> <li>3. Populate list options for document type based on document categorization exercise</li> <li>4. Populate the "End User Interest" (EUI) field for previous comments</li> <li>5. Begin logging EUI going forward.</li> </ol>
Metrics	<ol style="list-style-type: none"> <li>1. Clear and Accurate Distinction between statement types.</li> <li>2. Statements filterable by type</li> <li>3. Populated EUI fields.</li> </ol>
How long will it take to implement this plan?	<p>Implementation on this matter had already begun prior to ARIWG activity and is part of the ALACs continuous improvement process. Work will continue throughout 2019 and 2020 before formal review in 2021.</p>

**Issue #2 - At-Large has struggled to reflect/process end-user opinion; barriers to individual participation; perception of unchanging leadership group**

<p>Final Proposal as approved by the Board</p>	<p>At-Large is increasingly focusing on individuals (both unaffiliated At-Large Members as well as members within each ALS) instead of just ALS voting representatives. Four of the five RALOs allow individual members and the fifth, LACRALO, has already approved the concept and is developing the detailed rules. We will also use the ALSes to communicate with those within an ALS who may have an interest in ICANN.</p> <p>RALOs have also started to identify experts on ICANN topics within their ALSes and among individual members and to increasingly engage them in ALAC’s policy work. Thus, a bi-directional flow of ICANN information continues to be strengthened.</p> <p>These activities will require the production of information that is truly understandable (as identified in a recent ALAC-GAC Joint Statement) and available in multiple languages. As some of this will need to be created by At-Large staff, additional resources may be needed.</p> <p>At-Large Staff will continue to work together with At-Large Leadership in looking for effective methodologies to coach and onboard new policy volunteers and leaders to facilitate the development of their skills and encourage them to stay and deepen their knowledge and expertise. Regarding the perception of unchanging leadership, statistics reporting involvement will be published demonstrating turnover.</p>
<p>Prioritization</p>	<p><b>Initial phases: 1:1:1 (Low resource needs : Low risk : 1st priority)</b>  <b>Long term: 3:3:1 (High resource needs : High risk : 1st priority)</b></p>
<p>ARIWG comments</p>	<p>This section of the ARI is the central one - revitalizing At-Large and making it more effective and more credible. There are a number of planned steps, some of them serialized and some that will be worked upon in parallel. Much of this will build upon preparatory work that has taken place over the last several years. As noted in the section on dependencies, many of the other implementations will either feed into this one or are necessary for this one to work.</p>
<p>Status of improvement effort / staff lead</p>	<p>Impending start in Dec 2018 - Jan 2019 / Staff Lead: Heidi Ullrich with Evin Erdoğan.</p>

<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Issues #1, #4 and #7 will present a clearer and more understandable view of At-Large governance, what At-Large is doing, and how we go about doing that. The Social Media work will enhance our ability to communicate as will the ongoing work on issue #10. The continued development of metrics and the methodology by which we can monitor involvement of both ALSes and individuals (from within ALSes or unaffiliated members) will allow us to monitor and track whether our implementations are working and to what extent we need to adjust them going forward.</p>
<p>Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?</p>	<p>ALAC, RALO Leadership Team, At-Large Staff with support from other parts of ICANN Org. Changes to the ICANN Bylaws may be required to ensure that the Bylaws properly reflect the new nature of At-Large with a focus on both ALSes and unaffiliated individuals. The Memoranda of Understanding between ICANN and the RALOs will also likely require revision.</p>
<p>Anticipated resource requirements (FTEs, tools)</p>	<p>With Staged Implementation initial work can be started immediately using existing staff resources. As planning transitions to full implementation there will be staff requirement related to material creation, interaction with the remote community and tracking of involvement.</p>
<p>Expected budget implications</p>	<p>Current staff resources are sufficient for immediate activities. However, for the ongoing implementation of this key priority, the ARIWG currently estimates one full time employee (FTE) equivalent (see details in Issue #3).  For documentation, the use of existing FY18 annual budget request (ABR) SO/AC communication activities funding.  Potential FY19 ABR for At-Large for use in additional skill development in strategic leadership and communication to facilitate policy advice development as well as the production of relevant documentation for use in increased outreach and engagement.</p>

<p>Proposed implementation steps:</p>	<p>The steps below are a brief summary and will need to be enhanced and subdivided as the implementation proceeds.</p> <ol style="list-style-type: none"> <li>1. Review, enhance if applicable, and agree upon outcomes of the ALS Criteria and Expectations Task Force ensuring that the component ALSes within At-Large are able and willing to take on the task of supporting the ALAC function within ICANN. Among other things, this will ensure that there is a nexus between the interests of an ALS and those of ICANN.</li> <li>2. Based on these results refine the ALS application and approval process and put in place the regular review of existing ALSes. This may require some ICANN Bylaw amendments.</li> <li>3. Establish comparable criteria and process for individual unaffiliated membership.</li> <li>4. As part of these processes establish the repository of skills and interests to draw upon when particular ongoing volunteer work efforts are staffed.</li> <li>5. Develop the process to be used for the development of material to be distributed to our volunteer community world-wide (ALS members through their ALSes and unaffiliated members). This will depend partly on material requested in the recent ALAC-GAC Joint Statement. However, it is expected that At-Large Staff, in conjunction with other Policy and MSSl staff will need to be involved. The availability of such understandable material is key to getting new people involved - those who are not already familiar with ICANN issues and jargon.</li> <li>6. Develop a road-map through the multitude of ICANN Learn courses and other primer material to help those interested to get up to speed (Podcasts, YouTube channel, webinars, etc.).</li> <li>7. Develop a network of coaches and mentors so those who show some interest in getting involved are not left on their own.</li> </ol>
<p>Metrics</p>	<p>Metrics will monitor ALS and individual involvement. The number of ALSes and individual members along with their level of activity will allow for monitoring of the overall changes in At-Large. Specifics will be developed under the ARI Issue #16.</p>
<p>How long will it take to implement this plan?</p>	<p>It is expected that the implementation will begin immediately and will proceed over the full two years of the ARI.</p>



**Issue #3 - Staff resources are disproportionately concentrated on administrative support. Staff should have greater capacity to support preparation of policy advice.**

Final Proposal as approved by the Board	Continue to look for opportunities to utilize and develop the skills of At-Large support staff while ensuring that the positions taken by At-Large represent solely those of users. Ensure that the volunteer community has sufficient support services so as to best utilize their volunteer time. This may require a shift or development of skills among At-Large Staff as well as additional staff.
Prioritization	<b>3:3:2 (High resource needs : High risk : 2nd priority)</b>
ARIWG comments	<p>The At-Large Review Implementation, in particular issue 2, emphasizes the need for an increased focus on At-Large policy advice development, including ensuring the process and content is clear, understandable and representative of the perspective of the At-Large community, consisting of both At-Large Structure (ALS) members and At-Large individuals.</p> <p>To ensure that community involvement and policy advice development achieve the aims of the ARI, there will need to be a renewed emphasis on all aspects of At-Large policy development. This includes, as a priority, greater understanding of the policy being discussed and its potential impact on Internet end users; increased engagement from all levels of At-Large membership, from ALS and unaffiliated members to At-Large leadership; as well as communication of the policy being discussed and ALAC statements to At-Large members and the broader ICANN community. This communication will include innovative use of the At-Large website, wiki, teleconferences, At-Large mailing lists, social media channels and other means of ensuring the bi-directional flow of information between the regions and the ALAC.</p> <p>It is expected that the growth in At-Large membership, from the current of 232 ALSes will steady or decrease as new ALS obligations are introduced and that there will be a significant increase from the current, nearly 100 individuals within the five regional At-Large organizations (RALOs), will occur. Thus, there is a need for increased attention to encourage engagement, develop the required policy skills, and monitor the role of ALS and unaffiliated members within the At-Large policy advice development process.</p> <p>At-Large staff will play a crucial element in both the areas covering deeper and broader support of the At-Large policy advice development and member management. Current At-Large staff support, consists of 5 Full Time Employees (FTEs) and two half-time professional service contractors. Each member of the At-Large support staff is fully focused on their support responsibilities and have reached the limit of their bandwidth.</p>

	It is clear to the members of the ARIWG that the equivalent of at least one FTE with relevant policy, technical and membership skills will be needed to ensure the successful implementation of the aims and objectives of the ARI.
Status of improvement effort / staff lead	Contingent on available resourcing being made available / Heidi Ullrich is staff lead with Evin Erdoğan and Silvia Vivanco.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	To expand existing Policy Staff work to include policy support and member management.
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	The ICANN Board and ICANN Organization through the approval and implementation of the resource request with input from At-Large leadership.
Anticipated resource requirements (FTEs, tools)	At least one FTE equivalent, to focus on Policy support and Member Management. This addition might be a staged increase as the workload requires.
Expected budget implications	Funding for at least additional one FTE equivalent no later than in FY20 budget. A staged approach might be acceptable depending on budget availability.
Proposed implementation steps:	Staffing requests will be dependent on and driven by the other tasks within the ARI.
Metrics	<ol style="list-style-type: none"> <li>1. Sourcing suitable staff support</li> <li>2. Review with the volunteer community that it has sufficient support services, after implementation.</li> <li>3. Development of skills among At-Large Staff as well as additional staff.</li> </ol>
How long will it take to implement this plan?	Once FTE equivalent staffing exists for Policy Support and Member Management work then staff can begin full implementation and work on key ARI issue areas.

#### Issue #4 - ALAC and the At-Large Leadership Team

Final Proposal as approved by the Board	The ALAC Chair will work with members of the ALAC and staff to better communicate the role and activities of the ALAC Leadership Team (ALT) ensuring that it is clear what the ALT does and does not do.
Prioritization	<b>1:1:1 (Low resource needs : Low risk : 1st priority)</b>
ARIWG comments	Initial comments from At-Large suggested the inclusion of the new At-Large Organigram ( <a href="#">an addendum to this report</a> ) being used as the basis for a governance model. Another suggestion was to demonstrate how we share the load to reduce the workload and volunteer burnout of some very active At-Large members.
Status of improvement effort / staff lead	The ALAC Chair's Organigram was accepted by the ALAC in Barcelona. Staff will assist with implementation of steps for the At-Large Governance Webpage.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	The ALAC Chair has developed an Organigram outlining the governance structure of the ALAC, At-Large Leadership, and three key work streams within which At-Large will undertake its core activities - Policy, Outreach and Engagement and Organisational Tasks. The model proposes more transparency and accountability as well as being more inclusive by adding regional representation within the At-Large Leadership structure. Accompanying dialogue will make responsibilities clear.
Who will implement the recommendation?	ALAC Chair in conjunction with the At-Large Leadership Team (ALT), plus Liaisons and former ALAC Chairs, Leads of the three Core Activities and ICANN Staff
Anticipated resource requirements (FTEs, tools)	Minimal allocation of staff time to establish a webpage and install the information detailed in the steps.
Expected budget implications	None beyond existing resources.

Proposed implementation steps:	<p>1. Create an At-Large Governance Webpage on the At-Large Website that includes the At-Large Organigram with links to other sections of At-Large, for example ALAC webpage, RALO webpages, Policy Comment pages, Active Working Groups related to Policy, O&amp;E and ALAC Org.</p> <p>2. Include short descriptions of the roles and responsibilities of the ALAC, At-Large Leadership Team (ALT+), Regional Chairs, Liaisons, Former ALAC Chairs, and the Chairs of the workstreams - Policy, O&amp;E and ALAC Org</p> <p>3. Outline communication links between the various structures.</p> <ul style="list-style-type: none"> <li>● ALAC and ALT+ meetings</li> <li>● Email lists and who they consist of</li> <li>● Skype chat groups involving the ALAC Chair, ALAC and ALT+</li> <li>● RALO meetings and newsletter</li> <li>● Community wiki pages</li> </ul>
Metrics	The page changes should be implementable by February 2019.
How long will it take to implement this plan?	<p>2-3 months* - given that some existing staff time can be allocated to work on this, even if part time.</p> <p>*Variation here may be required to fit with IT Program of changes to Web site schedule.</p>

**Issue #7 - At-Large Working Groups.**

Final Proposal as approved by the Board	The ALAC has begun to review our WGs, ensuring that the ones we have are active and relevant. We have also started the process to revamp our WG web and Wiki presence to ensure that all WGs are properly represented and documented. Groups no longer active will be segregated, but still documented for historical purposes
Prioritization	<b>1:1:1 (Low resource needs : Low risk : 1st priority)</b>
ARIWG comments	Comments relating to this issue focused on the website listing Working Groups that had been retired and were no longer active due to their irrelevance to what was important to At-Large, thus giving outsiders a false impression of what was happening within At-Large. A recommendation was made for a one-stop shop or dashboard to direct potential participants to active working groups within one of the three work streams, through a link which would indicate the purpose of the working group and some brief context, its intended timeframe, and information about how to join up.

Status of improvement effort. / Staff lead	<p>Staff Leads: Heidi Ullrich with Evin Erdoğdu.</p> <p>To date, changes have already been initiated, through the development of the Organigram where the CPWG (Consolidated Policy Working Group) provides an overarching umbrella group for discussing ICANN policies that impact Internet end-users. The CPWG involves a growing number of committed Policy contributors who work together on the preparation of ALAC policy advice. The only Working Group that reports to the CPWG and seeks guidance on inputs to the discussion, is the EPDP. Outreach and Engagement, on the other hand has a specific set of working groups that prepare capacity building and outreach activities for both within and outside of ICANN. The Organisational stream works similarly with its ARIWG and ATLASIII working groups.</p>
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	The At-Large Leadership Team must establish goals and objectives for each of the three streams of At-Large activity, so that there is direction and opportunity for member participation, engagement and leadership..
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	The staff will be required to address website and wiki space issues and to provide appropriate support for the Workstream teams to carry out their roles effectively. The ALAC Chair and the Leadership team will ensure that goals and objectives are established and will add their support for the workstreams to achieve their goals.
Anticipated resource requirements (FTEs, tools)	Current At-Large staff support is anticipated to be able to work with community leaders to implement this issue.
Expected budget implications	No additional resource requirements are expected.
Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Staff, with input from At-Large leadership, will ensure that the At-Large website clearly identifies classes of workgroups and specifically identifies those for which general community participation is encouraged.</li> <li>2. Membership of WGs will be reviewed annually, and the wiki and web pages updated.</li> </ol>
Metrics	Resolution of perception issues with existing Web site(s) and Wiki within a 6 month time frame.
How long will it take to implement this plan?	6 months*

	*Variation here may be required to fit with IT Program of changes to Web site schedule.
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**Issue #9 - Need for increased At-Large Community awareness and staff training regarding the use of social media.**

Final Proposal as approved by the Board	The ALAC will request additional staff skill development in the area of social media, and to work cooperatively with ICANN Communications social media specialists.
Prioritization	<b>2:2:2 (Medium needs : Medium risk : 2nd priority)</b>
ARIWG comments	<p>This task is related to Activity Item #8 about using social media to assist At-Large with its outreach attempts to attract more participants into our policy development areas and how we can do this more effectively. Also linked to Capacity Building Program as a transversal objective to build O&amp;E, besides disseminating information.</p> <p>Regional members produce newsletters about local regional events and issues. At-Large policy inputs into these monthly information sheets from the CPWG would ensure a consistent information pathway to better understanding of the status of relevant policy advice from the At-Large community.</p> <p>ICANN communication specialists are unfortunately not social media specialists. ARIWG agrees there is a need to well-designed capacity building program for staff only on social media engagements. Noting the need for communications experts who don't speak ICANNese and who can package the message in a way that the end user can relate to it.</p>
Status of improvement effort / staff lead	<p>If resourcing for specialist staff training can be sourced, then it is proposed that such training be complemented at the next At-Large Staff Face to Face meeting opportunity early in 2019 / Heidi Ullrich is staff lead with Evin Erdogan.</p> <p>Already executed; Comms Policy Liaison contacted, Heidi Ullrich to work with LA-based Comms Director, Evin Erdoğan work with MEA-based Comms Director.</p>
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	N/A

Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ICANN Organisation.
Anticipated resource requirements (FTEs, tools)	In-Service Training modules selection to cover this topic either through a series of webinars or staff Face to Face meeting opportunity.
Expected budget implications	This would likely be funded and managed internally, depending on aims and objectives set.
Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. At-Large Social Media WG to define training aims and objectives.</li> <li>2. Training to be organized for implementation either via teleconferences or a f2f session at an ICANN meeting.</li> </ol>
Metrics	<ol style="list-style-type: none"> <li>1. Completion of Training Program</li> <li>2. Evidence of At-Large Staff improved and effective Social Media activities.</li> </ol>
How long will it take to implement this plan?	Once resourced this should be implemented within the next 3-6 months.

**Issue #13 - Need more systematic RALO participation in regional events.**

Final Proposal as approved by the Board	At-Large Staff working with relevant departments to develop a single location which will point to travel funding opportunities and documentation of what resources were ultimately distributed, to the extent supported by those ICANN entities providing funding and reports.
Prioritization	<b>Medium needs : Low risk : Medium Implementation Priority (2:1:2)</b>
ARIWG comments	<p>The ARIWG notes the disconnect between the “Issue” and the Proposal. There was a similar disconnect between the Issue and the Independent Review’s Recommendation without any explanation. Since that section of the report focused on travel funding allocation and not on RALO participation in regional events, the ALAC kept the intent of the Recommendation embodied in a more implementable proposal.</p> <p>The implementation of the proposal will consist of an At-Large travel resources dashboard to be posted on the At-Large website and/or wiki to provide information on: 1) travel funding opportunities, including</p>

	<p>available funding sources; and 2) the use of funding resources distributed to members of At-Large and monitoring of their effectiveness against a set of agreed upon criteria.</p> <p>The dashboard would be a database that provides a more automated system to manage travel-related funding opportunities for At-Large. The dashboard will also offer a streamlined process for applying for, and receiving approval from staff, for CROP trips, and to apply for RALO discretionary funding.</p> <p>Regarding sources of trip funding allocation, existing information on At-Large costs could be referenced (pointed to) using existing ICANN documentation. For members of At-Large who are granted travel support to either ICANN Meetings or to meetings using other sources of funding, information could be posted and monitored through reports incorporating feedback on agreed criteria.</p> <p>Potential Next Steps following Implementation:</p> <p>As resources and priorities allow, the dashboard might be expanded into a broader outreach and engagement dashboard that would serve as a source of information and materials related to At-Large outreach and engagement related to policy advice development.</p> <p>Such an expanded outreach and engagement dashboard would provide information of upcoming relevant meetings and conferences within the region and identify which meetings will include ICANN GSE staff. A calendar of upcoming regional events would be included.</p> <p>In addition, the outreach and engagement dashboard would offer an up-to-date list of potential sponsors and partners, their requirements and lead times within the regions so that regional leaders could explore funding opportunities for a particular activity.</p> <p>To be effective, there would need to be a more formal and consistent partnership between At-Large members of the ALAC Sub-committee on Outreach and Engagement, senior At-Large support staff and the GSE regional staff/offices..</p> <p>The outreach and engagement dashboard would also be a source of At-Large promotional materials, including RALO brochures, policy advice materials, introduction to At-Large slide decks, links to ICANN Learn courses on At-large, At-Large Beginners Guides, etc. This would allow At-Large members to easily review and access promotional materials for use in their policy outreach and engagement activities.</p> <p>Finally, the At-Large social media fora, such as the At-Large Facebook and Twitter feeds would be posted on the At-Large outreach and engagement travel opportunity dashboard to allow At-Large members to easily keep up-to-date on At-Large activities.</p>
<p>Status of improvement effort /Staff Lead</p>	<p>Not yet started. Heidi Ullrich to lead with support from Evin Erdogdu and Silvia Vivanco.</p>



<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>Availability of data may be contingent on other parts of ICANN Org deciding to make such information available.  Staff resources will need to be made available for the creation of the travel dashboard.  Following implementation of the travel dashboard, if At-Large continues to build upon the dashboard for outreach and engagement purposes, an agreed method for closer collaboration with At-Large members of the Sub-Committee on Outreach and Engagement, senior At-Large support staff and GSE regional staff/offices will be required.</p>
<p>Who will implement the recommendation</p>	<p>At-Large staff with support of relevant ICANN Org staff and guidance of At-Large leadership.</p>
<p>Anticipated resource requirements (FTEs, tools)</p>	<p>2-6 weeks of staff time and ongoing to manage.  Additional time allowed for interaction with ICANN.org IT expertise.</p>
<p>Expected budget implications</p>	<p>None.</p>
<p>Proposed implementation steps:</p>	<p>1. Create a dashboard on the At-Large website and/or wiki to provide information on: 1) travel funding opportunities including available funding sources; and 2) the use of funding resources distributed to members of At-Large and monitor their effectiveness against a set of agreed upon criteria.  Post Implementation Activities:  1. The establishment of an At-Large Outreach and Engagement Dashboard that details:  A. ICANN Global and At-Large regional events formatted in an easy to access monthly calendar (staff to liaise with ICANN Org)  B. Evaluation reports following At-Large outreach and engagement activities (staff to liaise with ICANN Org re reporting software)  C. What ICANN and non-ICANN funding is available for At-Large activities and their requirements and availability and how these can be accessed and used by regional initiatives to meet ICANN's outreach goals  D. Outreach materials that can be used at outreach events  E. Capacity Building resources and opportunities  2. RALO regional outreach plans to be completed in collaboration with regional GSE staff and endorsed by ALAC and GSE.  Records will be on an ICANN year basis starting with the current year. Based on data availability and staff resources, several previous years may also be captured.</p>

Metrics	None
How long will it take to implement this plan?	Target completion date is late 2019 given staff availability.

**Issue #16 - Absence of consistent performance metrics.**

Final Proposal as approved by the Board	<p>The ALAC has had a Metrics WG and an ALS Review Taskforce, both of which largely went into stasis during the IANA Transition and Accountability efforts. It is proposed to revive this activity as part of the At-Large Review Implementation.</p> <p>The ALAC notes that regional differences make it more difficult to have uniformity over participation metrics, but agrees that is an important target. The ALAC notes that collecting such statistics is a staff-intensive operation.</p>
Prioritization	<b>1:1:2 (Low resource needs : Low risk : 2nd priority)</b>
ARIWG comments	<p>Metrics will be developed for each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants who assist the ALAC to carry out its work within ICANN. Such evidence will not only provide transparency and accountability of the contribution made by At-Large with regards to their meaningful contribution in support of the policy development work carried out by ICANN's supporting organisations, but also of the degree of effort and engagement of the many volunteers whose meaningful contribution to the work of At-Large adds value to the development of policy that is an essential part of the the work of ICANN. Metrics could also legitimize requests made by At-Large for increased funding support for regional activities where there is still a need for further outreach to educate those in underserved sub-regions about ICANN.</p>
Status of improvement effort / staff lead	<p>Reconvene the ALACs existing <a href="#">Subcommittee on Metrics</a> in November 2018 and in January 2019 conduct a review of work to date, as well as an exploration of next steps including liaison with work of other existing activities (as listed below) is planned for Feb/Mar 2019 / Gisella Gruber is staff lead.</p>

<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>The Technology Task Force would be helpful in developing appropriate tools to record assessments of different activities based on the type of metrics being collected for some measurement purpose.</p> <p>The <u>Stakeholder Analysis Tool</u> will be able to make use of any regional or country based metrics we develop first through At-Large and then further throughout ICANN. An ongoing continuous improvement project in collaboration with the Global Stakeholder Engagement Group will be the possible automation of this tool to incorporate the information needs of both At-Large and GSE staff. The use of Salesforce could also be used to manage At-Large membership metrics is expected to improve the efficiency of the process.</p> <p>Selection of methodology for scoring identified performance metrics.</p>
<p>Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?</p>	<p>ALAC via its reconvened Subcommittee on Metrics with assigned staff support.</p>
<p>Anticipated resource requirements (FTEs, tools)</p>	<ul style="list-style-type: none"> <li>● Tool(s) for collecting each identified performance metric</li> <li>● Staff (where required) to assist in monitoring and collection of data relevant to each identified performance metric</li> <li>● Methodology for scoring each identified/collected performance metric</li> <li>● Procedure for dealing with changes in data collection, solution</li> </ul> <p>We note that tracking substantive activity of a potentially large number of individuals (ALS Members and Unaffiliated Individuals) is a task that At-Large has struggled with for a long time. Resources outside of At-Large or ICANN may be needed to find an effective and implementable solution.</p>
<p>Expected budget implications</p>	<p>Unknown at this time. Any Budget requests arising from FY19 Q3/4 will need to be considered in requests for the FY20/21 budget cycle (and beyond)</p>

<p>Proposed implementation steps:</p>	<ol style="list-style-type: none"> <li>1. Metrics WG will propose performance metrics for ALAC Members, Liaisons and Appointments (beyond those specified in the Rules of Procedure); Regional Leadership; ALSes; ALS Representatives, ALS Members and unaffiliated individual members of RALOs</li> <li>2. Each of the items in this implementation plan is expected to provide appropriate metrics that will assess the achievement of the objective of the approved proposal</li> <li>3. Each of the three streams of At-Large activity (Organisational, Policy and O&amp;E) will establish a goal with measurable objectives which can be evaluated at the end of the year to assess achievement of the workstream objectives during each year.</li> </ol>
<p>Metrics</p>	<ol style="list-style-type: none"> <li>1. Achieve a Significant Level of Support for the proposed Metrics by the At-Large community by June/July 2019</li> <li>2. Establish ALAC / At-Large Metrics Project Plan and any initial Budget requests for consideration.</li> <li>3. Socialisation and implementation of Metrics Project Plan from Dec 2019 through to June/July 2020</li> </ol>
<p>How long will it take to implement this plan?</p>	<p>Implementation of Metrics plan by end FY20; Review and refinement of project by end FY21</p>

Overall Timing of Prioritized Issues													
Issue	Dec-18	Feb-19	Apr-19	Jun-19	Aug-19	Oct-19	Dec-19	Feb-20	Apr-20	Jun-20	Aug-20	Oct-20	Dec-20
1	Ongoing												
2	Ongoing												
3	Phase 1					Phase 2							
4	2-3 months												
7	6 months												
9	3-6 months												
13	12 months												
16	Reconvene Initial Work				Phase 2								

The following sections are included for the sake of completion and are not part of ARIWG work plan or the ARI. They do however have the attention of the ALAC and At-Large.

**Section 2.**

Issues ALAC recognises, but are already being addressed by existing continuous improvement and ongoing activities (so outside current ARIWG planning)

Issue #5 - Uneven contribution of At-Large to a coordinated ICANN strategy for 'Outreach and Engagement'. Missed opportunities for coordination with other constituencies and ICANN staff.

<p>Final Proposal as approved by the Board</p>	<p>To the extent allowed by ICANN’s mission and available funding, members of At-Large and the At-Large organizations will continue to, and potentially increase, our involvement with other I* organizations as a method for increasing the visibility of At-Large, exploring areas for mutual collaboration and for attracting additional At-Large volunteers.</p> <p>At-Large will continue to work closely with GSE Staff to contribute to regional outreach plans and to encourage participation in a cross-community, cross-organizational fashion.</p>
<p>Prioritization</p>	<p>NOT part of ARI - 2:2:2 (Medium needs: Medium risk : 2nd priority)</p>
<p>ARIWG comments</p>	<p>Collaboration and coordination with Issue Teams #12, #13, #15 and #16 which are also to do with Outreach, will be required</p> <p>Current O&amp;E and capacity building programmes, and objectives to be reviewed to ensure the effectiveness of our current approaches and that our programmes are actually achieving the proposed objectives and impacting the target groups that we want them to reach.</p> <p>Coordination of outreach and engagement activities required with I* organizations.. Clear objectives and measurable deliverables should be set in advance. There is also a need to do outreach and engagement within ICANN SOs/ACs, because not all of their members understand At-Large work.</p> <p>ICANN GSE staff should be encouraged to collaborate with local RALOS and ALSes in their region and apprise them of events with Think Tanks, Universities, conferences, private sector programs so that local ALSes can participate and conduct outreach and</p>

	engagement with these groups. Often we find out about these events after the fact and they are perfect outreach and engagement opportunities that are lost.
Status of improvement effort / staff lead	Ongoing
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	There is a nexus with issues #12, #13, #15 and #16
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ALAC / At-Large with appropriate staff support and resourcing.
Anticipated resource requirements (FTEs, tools)	N/A as part of ARIWG mandate.
Expected budget implications	<ul style="list-style-type: none"> <li>• Additional travel support over what is currently available</li> <li>• More promotional material of better quality</li> </ul>
Proposed implementation steps:	N/A as part of ARIWG mandate
Metrics	<ul style="list-style-type: none"> <li>• Number of attendees of each capacity building webinar (live and recorded versions)</li> <li>• Number of I* events attended by At-Large leaders and members per year</li> <li>• Number of joint outreach activities held with other ICANN stakeholder groups</li> </ul>
How long will it take to implement this plan?	Ongoing

Issue #6 - Election processes are excessively complex and have been open to allegations of unfairness.

Final Proposal as approved by the Board	At-Large will continue to evolve its processes through its bottom-up, consensus based, community deliberations and update as and when needed.
Prioritization	NOT part of ARI - 3:3:3 (High resource needs : High risk : 3rd priority)
ARIWG comments	<p>Although At-Large LT election process has evolved and been enhanced, there is still opportunity to further develop specifically to:</p> <ul style="list-style-type: none"> <li>● Encourage new emerging leaders to come forward</li> <li>● Explore term limits</li> <li>● Possibly limit on the number of continuous rounds leaders can hold a role on the Leadership</li> <li>● Establish a number of years gap before returning to a new or same role.</li> </ul> <p>We need to consider any revolving door perception while attempting to keep experienced members on board. It is a careful balancing act. Perhaps some advisor positions or emeritus like they have in universities.</p> <p>The original recommendation was solely in regard to the selection process for the At-Large Direction. That process too will evolve as the community sees fit.</p>
Status of improvement effort / staff lead	N/A in ARIWG mandate.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	N/A
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ALAC / At-Large
Anticipated resource requirements (FTEs, tools)	N/A in ARIWG mandate.

Expected budget implications	N/A in ARIWG mandate.
Proposed implementation steps:	N/A in ARIWG mandate.
Metrics	N/A in ARIWG mandate.
How long will it take to implement this plan?	ongoing

Issue #8 - 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.

Final Proposal as approved by the Board	We will continue to investigate opportunities to use Social Media and other online tools that prove useful to bring end-users' voices to ICANN and vice -versa. However, we caution against seeing social media and online tools as a substitute for other means of participation. We are eager to work with ICANN Organization to understand ICANN's interests in this area, and the tools available to integrate and communicate our work more effectively.
Prioritization	NOT part of ARI - 3:3:2 (High resource needs : High risk : 2nd priority)
ARIWG comments	<p>This item highlights how we can use social media to enhance the work that is being done in O&amp;E, so that some collaboration with the task teams working on areas #5, #12. #13 and #15 would be appropriate</p> <p>Also to the communication channels item #10, looking at effective ways to disseminate important messages out to the wider public as well as to the At-Large Community</p> <p>Social media in ICANN is basically used to disseminate updates. It is one direction, however, having it as a channel for engagement with followers needs a dedicated skilled staff/volunteers, and ro focus on engagement that attracts the right followers. Again, it is not about the tool, but the type of added value posts that sustain interest in the channel.</p> <p>In reality, most end-users never get near an ICANN process and when they do, the language is so foreign, they might not come back. Some communications experts who can speak about ICANN issues without getting into ICANN language would be really useful.</p>



Status of improvement effort / staff lead	SoMeWG Chair John Laprise has been working with the WG and with staff to develop and implement new community strategies including the use of new tools to improve and grow community engagement. SoMeWG has also worked to develop RALO level SoMe teams to use regionally relevant social media platforms and languages to extend community reach and voice. Evin Erdogan is staff lead.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	N/A
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ICANN ORG (staff) is responsible for managing official global ICANN Social Media handles, accounts, and related management tools. ICANN community is responsible for day to day content curation and sharing at the regional level.
Anticipated resource requirements (FTEs, tools)	Existing
Expected budget implications	Existing resources used for continuous improvement at this time
Proposed implementation steps:	N/A in ARIWG mandate.
Metrics	Standard social media engagement metrics with the caveat that social media channels are inherently noisy and derived metrics include significant error.
How long will it take to implement this plan?	In process

Issue #10 - There are a multitude of communications channels used by At Large. This has led to fractured and undocumented communications.

Final Proposal as approved by the Board	The ALAC Technology Taskforce regularly reviews various communications tools with the aim of improving At-Large participation. The At-Large Community is very diverse and the selection of any new tools must accommodate this diversity. We will also need to continue to investigate how we can overcome the lack of
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	affordable communications for many of our participants and future participants. Additionally language issues on email and other communication tools hamper clear communications.
Prioritization	NOT part of ARI - 3:3:1 (High resource needs : High risk : 1st priority)
ARIWG comments	<p>This item also highlights how we can use what communication channels are available to disseminate important messages out to the wider public as well as the At-Large Community. Some collaboration with the social media items (#8 &amp; #9) but also with the task teams working on areas #5, #12. #13 and #15 would be appropriate, to enhance the work that is being done in O&amp;E. Also more collaboration with ICANN IT staff will help ease some of their frustration with technology and its failures.</p> <p>As well as some metrics to assess the effectiveness of any communication channels that we implement. For example is there any way we can check how often capacity building webinars are being accessed after their real-time presentation? Also if transcripts or recordings are being accessed by participants who cannot attend the meetings in real-time. Are their current formats relevant to what our target audiences need in order to be informed?</p> <p>Some RALOs bring out their periodic newsletters, which are useful in providing information (including policy updates and progress of initiatives) to their community. I'd like to suggest an At-Large-wide newsletter that can periodically update the At-Large community as a whole, besides also informing other AC/SOs on the activities of ALAC.</p> <p>A trimester newsletter (depending on resources) could be used as an O&amp;E tool, as well as inform the At-Large community.</p> <p>At-Large communications tools are evolving and improving, but it is not about the different tools as much as how to activate bottom-up community driven updates. Giving the voice of the At-Large community and interacting with them - that's what makes the platforms/tool a success. We also need more ability to provide feedback to ICANN IT on the tools that are currently used.</p>
Status of improvement effort / staff lead	Ongoing outside of ARI.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	<p>Nexus with the social media items (#8 &amp; #9) but also with the task teams working on areas #5, #12. #13 and #15 would be appropriate, to enhance the work that is being done in O&amp;E.</p> <p>The O&amp;E WG is proposing trimester newsletter that highlights outreach events that have taken place between ICANN meetings.</p>

Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ICANN Community, ICANN IT staff, ICANN At Large Staff
Anticipated resource requirements (FTEs, tools)	N/A in ARIWG Mandate
Expected budget implications	Cost of training or skill set development of Key staff (TBC estimate up to \$3K USD)
Proposed implementation steps:	N/A in ARIWG Mandate
Metrics	N/A in ARIWG Mandate
How long will it take to implement this plan?	Already part of ALAC At-Large continuous improvement

Issue #11 - 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.

Final Proposal as approved by the Board	The ALAC will proceed with its plans as approved by the Board, pending appropriate funding. As with all At-Large activities, there will be an increased focus on tracking and metrics.
Prioritization	NOT part of ARI - 3:3:1 (High resource needs : High risk : 1st priority)
ARIWG comments	<p>ATLAS III, ICANN66 Montreal, Canada in November 2019 is in a planning and logistics phase. It will form an integral part of the ARI as part of the Issue #2 proposal to more fully involve and integrate participants from the regions The Metrics Issue #16 also relates to this task.</p> <p>Develop tangible measurable objectives, (SMART method) that help recruit well engaged community members who have the time to volunteer to at-large policy work..</p> <p>Ensure attendees are actively working on one of the working groups or assigned to one of the programs or sessions that are held</p>

	Assign a community member to take notes for their session and this way we could have all programs covered and make it easier for social media and other tools to promote this event.
Status of improvement effort / staff lead	Staff Lead: Gisella Gruber Work on ATLASIII has started and will be ongoing, and subject to separate reporting.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	Some nexus with Issue #16 Metrics
Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ALAC / At-Large with suitable staff support including from the meetings team and constituency travel.
Anticipated resource requirements (FTEs, tools)	N/A in ARIWG mandate.
Expected budget implications	Outside ARI
Proposed implementation steps:	N/A in ARIWG mandate.
Metrics	N/A in ARIWG mandate.
How long will it take to implement this plan?	ATLASIII set for end 2019 at Montreal Meeting

### Section 3.

Issues ALAC are **not** planning any immediate ongoing activity or that are outside the current Review Implementation planning.

Issue #12 - ALAC input to a coordinated ICANN Outreach sub-optimal.

Final Proposal as approved by the Board	As noted in Issue 5, the ALAC supports such external activity to the extent that funding is available and it coincides with ICANN's mission. Increases in such funding would be appreciated, but in light of the FY19 draft budget, we are now in a mode of trying to minimize impact of the proposed cuts to such activities.
Prioritization	NOT part of ARI - 3:3:0 (High resource needs : High risk : 0 priority)
ARIWG comments	<p>Collaboration and coordination with Issue Teams #5, #13, and #15 which are also to do with Outreach, will be required, although it is not the intent to increase budgets, but rather improve efficiencies and effectiveness.</p> <p>Methodology would including:</p> <ul style="list-style-type: none"> <li>• Trying different approach to reduce the cost and at the same time engage at-large community members.</li> <li>• Preparing a toolkit to aid ALSes or Individual to conduct an outreach with readymade templates and uniform messages.</li> <li>• Allocation of travel support to outstanding members of the ALSes to conduct the outreach regional or national events activities on behalf of the ALAC/RALOs LT, such approach will be a bottom-up and produce more engagements.</li> <li>• Outreach in a specific locality has to be done on a regular basis. One-offs don't work.</li> </ul>
Status of improvement effort / staff lead	N/A in ARIWG mandate.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	N/A in ARIWG mandate.
Who will implement the recommendation: ICANN community,	ALAC / At-Large with suitable staff support, collaboration within ICANN.org and resourcing.

ICANN Board, ICANN Organization, other?	
Anticipated resource requirements (FTEs, tools)	N/A in ARIWG mandate.
Expected budget implications	N/A in ARIWG mandate.
Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Reassessment of the current O&amp;E and capacity building programmes, and objectives should to ensure the effectiveness of our current approaches and that our programmes are actually achieving the proposed objectives, impacting the target groups that we want them to reach.</li> <li>2. Explore and discuss a possible 'At-Large on the Road approach'</li> <li>3. Rethinking of the outreach programs and in how to conduct them in order to increase its effectiveness, without adding to our budgets.</li> </ol>
Metrics	N/A in ARIWG mandate.
How long will it take to implement this plan?	N/A in ARIWG mandate.

Issue #14 - Need for an innovative approach to funding a revitalized At-Large.

Final Proposal as approved by the Board	It is the understanding of the ALAC that At-Large may only be funded from ICANN operational funds.
Prioritization	NOT part of ARI - 3:3:0 (High resource needs : High risk : 0 priority)
ARIWG comments	Study and evaluate at-large earlier budgets to analyze how to conduct the same activities more efficiently with less cost.
Status of improvement effort / staff lead	N/A in ARIWG mandate.
Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation	N/A in ARIWG mandate.

Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?	ALAC / At-Large with suitable staff support
Anticipated resource requirements (FTEs, tools)	N/A in ARIWG mandate.
Expected budget implications	N/A in ARIWG mandate.
Proposed implementation steps:	N/A in ARIWG mandate.
Metrics	N/A in ARIWG mandate.
How long will it take to implement this plan?	N/A in ARIWG mandate.

Issue #15 - Need to reinforce impact of outreach and engagement activities.

Final Proposal as approved by the Board	As noted previously, subject to available funding, we do look for opportunities to explain At-Large and attract new participants at non-ICANN events. When opportunities have arisen where funds are available to bring a targeted group to an ICANN meeting with a good potential for future involvement, we have done so.
Prioritization	NOT part of ARI - 3:3:0 (High resource needs : High risk : 0 priority)
ARIWG comments	<p>Collaboration and coordination with Issue Teams #5, #12, and #13 which are also to do with Outreach, will be required</p> <p>Before we go further with our current O&amp;E and capacity building programmes, and objectives should be reassessed to ensure the effectiveness of our current approaches to ensure that our programmes are actually achieving the proposed objectives and impacting the target groups that we want them to reach.</p> <p>In bylaws: The ALAC, which plays an important role in ICANN's accountability mechanisms, also coordinates some of ICANN's outreach to individual Internet users.</p>

	<p>In reference to “When opportunities have arisen where funds are available to bring a targeted group to an ICANN meeting with a good potential for future involvement, we have done so.” was there a measurement of the success rates of these programs? How many of those who benefited from these programs continued to be engaged in ICANN SO/ACs? A rubric is needed to make sure those invited would be worth the investment.</p> <p>More collaboration with Local GSE who attend many events and could provide ALSes with additional opportunities to outreach and engage at a local level with minimal travel needed.</p>
<p>Status of improvement effort / staff lead</p>	<p>N/A in ARIWG mandate.</p>
<p>Activities, if any, on which implementation is dependent, or that are dependent on implementation of this recommendation</p>	<p>N/A in ARIWG mandate.</p>
<p>Who will implement the recommendation: ICANN community, ICANN Board, ICANN Organization, other?</p>	<p>ALAC / At-Large with suitable staff support and resourcing.</p>
<p>Anticipated resource requirements (FTEs, tools)</p>	<p>N/A in ARIWG mandate.</p>
<p>Expected budget implications</p>	<p>N/A in ARIWG mandate.</p>
<p>Proposed implementation steps:</p>	<ol style="list-style-type: none"> <li>1. Clarify annual budget support for outreach and engagement activities for ALAC to coordinate outreach to individual internet users</li> <li>2. Clarify ICANN's monitoring and evaluation procedures relating to O&amp;E activities, as they may pertain to potential for future funding</li> <li>3. Present an annual schedule of At-Large O&amp;E activities (with metrics) for the ALAC annual report (including funding source for each activity).</li> </ol>



Metrics	N/A in ARIWG mandate.
How long will it take to implement this plan?	N/A in ARIWG mandate.

### Addendum: At-Large Organigram

#### AT-LARGE ADVISORY COMMITTEE (ALAC) ORGANISATIONAL CHART

