Recommendation 5

Summary of recommendation: ALAC should develop strategic and operational plans (including performance criteria and cost information) as part of ICANN's planning process.

Summary of tasks in implementation:

- For both strategic and operational planning: Current At-Large processes used to conribute to ICANN planning will be reviewed, and any barriers identified. Any follow-up plans will be agreed to by ALAC and RALOs.
- At-Large staff support levels and budget allocations in FY2009-2010 will be reviewed, and support increased, as provided throughout this project and the Final Report.
- ALAC and staff will develop an annual support agreement.

Rec.	Sub-Task	Implementation Task	Status	Notes
5.1		**Identify barriers within ALAC processes used to contribute to strategic planning and propose followup**	**Complete**	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst the ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders.
	5.1(a)	Ratify the strategic planning process reflected in the flowchart titled "Figure C-1: Proposed At-Large Strategic Planning Process" (see Appendix 2), by which the ALAC could contribute to ICANN's strategic planning. This flowchart depicts the strategic planning process used by the ALAC and At-Large for planning FY2012. If ratified by the ALAC, it would formally replace the ALAC/At-Large's previous process, depicted in "Figure C-2: Previous At-Large Strategic Planning Process" (see Appendix 2).	Complete	See: ALAC At-Large Policy Advice Development (PAD) Process Workspace See: Figure C-1 See: Figure C-2
	5.1(b)	Review and amend the ALAC's strategic planning process yearly, in line with annual amendments to ICANN's overall strategic planning process.	Complete	See: ALAC At-Large Policy Advice Development (PAD) Process Workspace See: ICANN Strategic and Operating Plan Process
	5.1(c)	Conduct periodic "SWOT" (strengths, weaknesses, opportunities and threats) analyses of the At-Large strategic planning process, in conjunction with the RALOs (as WT C did), and compare the results of these analyses to identify areas that have improved or deteriorated. In the first SWOT analysis conducted by WT C, the main barriers to strategic planning were identified as a lack of a high level strategy for At-Large, lack of mechanisms to identify skills shortages, lack of skill transfer, lack of inclusion metrics (geographic, societal, gender) and lack of funding.	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders. See: Work Team C SWOT Analysis Version 3 See: Work Team C SWOT Analysis Version 2 See: Work Team C SWOT Analysis Version 1
	5.1(d)	Articulate ALAC's and At-Large's vision and mission. WT C suggests the following wording: "The mission of the ALAC is to facilitate the voice of the individual end users of the Internet within the policy development and other activities of ICANN."	Substantially Complete	See: At-Large Improvements Implementation Taskforce Workshop 13-03-2012
	5.1(e)	Use appropriate metrics to ensure that the ALSes are diverse, effective and well-informed. These measures could gauge, for example, the production of Beginner's Guides and podcasts.	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for the establishment and review of these measures is allocated to the Metrics SC and the ALAC as a whole. The ALAC Metrics sub-committee will begin operation in March 2012. The Global Diversity of At-Large ALSes is clearly shown through this map: http://www.atlarge.icann.org/maps/ - RALO ALSes - AFRALO ALSes - APRALO ALSes & Individual Unaffiliated members - Members - LACRALO ALSes - NARALO ALSes - RALO Brochures - AFRALO Brochure - APRALO Brochure - EURALO Brochure - LACRALO Brochure - NARALO Brochure
	5.1(f)	Initiate, develop and maintain an institutional knowledge management and retention system for At-Large.	Complete	The ALAC and its Improvements Taskforce established that the continuing Action Items on this sub-task will be disseminated amongst At-Large Staff and At-Large Members as past and present Members of the ALAC and At-Large Community and will be required to integrate with required future ICANN wide systems.
	5.1(g)	Encourage the five RALOs to coordinate their outreach and "inreach" policies in order to facilitate the search for new skill sets needed within At-Large.	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst the ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders.
	5.1(h)	Continue actively pursuing At-Large growth, for the overall benefit of ICANN. The goal is to have at least one ALS in every country. (At-Large has continued to increase its number of ALSes; as of 27 September 2011, there were 136.)	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst the ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders.

	5.1(i)	In attempting to get the ALAC's outreach projects funded, emphasize their role not only as a strategic resource benefiting the ALAC and RALOs but also as part of a wider ICANN legitimacy process.	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst the ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders.
	5.1(j)	Continue to encourage ICANN to prioritize and increase funding for outreach activities.	Complete	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst the ALAC Chair, the Executive Committee, the Director of At-Large, and RALO leaders.
5.2		**Identify barriers within ALAC processes used to contribute to operational planning and propose followup**	**Substantially Complete**	
	5.2(a)	Ratify the operational and financial planning process reflected in the flowchart titled "Figure C-3: Proposed At-Large Operational and Financial Planning Process" (see Appendix 2), by which the ALAC could contribute to ICANN's operational and financial planning. This flowchart depicts the operational and financial planning process used by the ALAC and At-Large for planning FY2012. If ratified by the ALAC, it would formally replace the ALAC/At-Large's previous process, depicted in "Figure C-4: Previous At-Large Operational and Financial Planning Process" (see Appendix 2).	Complete	The ALAC has determined that, for this action item to be effective, it must be performed on a recurring schedule. The item has been completed previously on February 2012, and the ALAC and ICANN Staff will consider when it should be next repeated by the At-Large community once every year in January. See: Figure C-3 See: Figure C-4
	5.2(b)	Acknowledge and encourage a continuation of the better collaboration between the ALAC and ICANN's Finance staff seen in preparing the FY2012 Budget. This proposal is in addition to the fact that most At-Large operational planning is done by ICANN staff.	Complete	
	5.2(c)	Conduct periodic "SWOT" (strengths, weaknesses, opportunities and threats) analyses of the At-Large operational and financial planning process, in conjunction with the RALOs (as WT C did), and compare the results of these analyses to identify areas that have improved or deteriorated. In the first SWOT analysis conducted by WT C, the main barriers to operational and financial planning were identified as the ALAC's being slow to react; translation processes being slow, and translations not being available for all documents; ALAC members' potential conflicts of interest; a lack of travel funding, putting At-Large in a second-class tier; and not enough informational materials for the ALSes.	Complete	See: At-Large Improvement WT C SWOT Analysis
	5.2(d)	Formalize the process by which the ALAC collects operational demands from the RALOs and includes them in its operational plans.	Complete	See: ALAC At-Large Policy Advice Development (PAD) Process Workspace
	5.2(e)	Clearly estimate and document the time required for the ALAC's operational processes (e.g., responding to a call for Public Comments) and use these estimates to formalize its operational processes.	Substantially Complete	This sub-task is in progress, but its completion will depend on current changes in ICANN processes.
	5.2(f)	Continue requesting face-to-face funded general assemblies (GAs) for each RALO every three years and an At-Large Summit.	Substantially Complete	See: At-Large Event Roadmap The Events Roadmap has been submitted to ICANN Finance for their review. The Events Roadmap will also be discussed at the ICANN 43 San Jose Meeting.
	5.2(g)	Continue to assist the RALOs in completing their annual ICANN requests for funding, as needed, in terms of writing, packaging and advocacy.	Complete	The ALAC has determined that, for this action item to be effective, it must be performed on a recurring schedule. The item has been completed previously on February 2012, and the ALAC and ICANN Staff will consider when it should be next repeated by the At-Large community once every year in January.
5.3		**Review ongoing AtLarge staff support levels and budget allocations in FY200910 and increase support as provided throughout this project, consistent with recommendations in Final Report**	**Complete**	The ALAC and its Improvements Taskforce established that the ongoing responsibility for this task will be disseminated amongst ALAC Chair and the Director of At-Large.
	5.3(a)	Continue to monitor its level of needed staff support and ICANN's commitment to and progress in filling open staff positions. As of September 2011, all allotted At-Large staff positions had been filled.	Complete	
	5.3(b)	ALAC and staff should develop an annual support agreement	Withdrawn	This task is no longer relevant due to the following changes within ICANN in recent years (i.e., since submission of the ALAC Review Final Report):* An increase in staff resources dedicated to At-Large (as of September 2011, all allotted At-Large staff positions had been filled); • Closer collaboration between At-Large and both the At-Large staff and other ICANN staff; • The ALAC's (and other communities') more effective and proactive inclusion in ICANN's strategic, operational and budgetary planning processes (exemplified by the development of ICANN's 2009 - 2010 Operation Plan and 2011 - 2013 Strategic Plan); and • An increased acceptance across ICANN's communities and staff of the purpose of the ALAC within ICANN's multi-stakeholder model.

Comments (accepted in the 6 UN languages):