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AT-LARGE ADVISORY COMMITTEE
ALAC Statement on the Continuous Improvement Program Framework

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Ratification Record

On 21 November, the Public Comment proceeding opened for the Continuous Improvement Program. On 12 December, the At-Large OFB-WG discussed the comments for the ALAC statement and decided it would be in the interest of end users to develop and submit an ALAC statement for this Public Comment proceeding. Maureen Hilyard, Joanna Kulesza and Marita Moll volunteered to draft the initial ALAC statement for OFB-WG consideration and ALAC endorsement.. This initial draft was discussed at the 19 December meeting with revisions made in preparation for the At-Large public comment which opened on 22 December,

On 07 January, the At-Large Public Comment period closed and the second draft statement was finalized. On 9 January the OFB-WG accepted the draft statement with some amendments.to be completed by 12 January. The ALAC Chair, Jonathan Zuck, requested that the Public Comment Statement be ratified by the ALAC before submission to the ICANN Public Comment feature.

On 16 January , staff confirmed the online vote resulted in the ALAC endorsing the statement with [#] out of 15 votes in favor. [#] votes against, and [#] abstentions. Please note [100]% of ALAC members participated in the poll. The ALAC members who participated in the poll are (alphabetical order by first name): [Aziz Hilali, Bukola Oronti, Claire Craig, Eunice Alejandra Perez Coello, Emilia Zalewska-Czajczynska, Jonathan Zuck, Kathleen Scoggin, Natalie Tercova, Judith Hellerstein, Justine Chew, Lilian Ivette De Luque, Pari Esfandiari, Raihanath Gbadamassi, Satish Babu, Shah Zahidur Rahman]. You may view the results here: [link to vote results].

ALAC/AT-LARGE FEEDBACK ON THE CONTINUOUS IMPROVEMENT PROGRAM FRAMEWORK (CIPF) – DECEMBER 2024

THE CONTINUOUS IMPROVEMENT PROGRAM FRAMEWORK

- Introduces a Principles, Criteria, Indicators framework and its application to evolve ICANN Organizational Reviews led by Independent Examiners into a Continuous Improvement Program led by the ICANN community.
- Suggests five overarching principles based on the existing scope of Organizational Reviews, in accordance with the ICANN Bylaws.
- Provides description of principles, criteria, and indicators that were developed by the CIP-CCG: Volunteers applied the Continuous Improvement Program Framework to develop 3-5 criteria and related indicators with their groups, and identified best practices for collaboration with their groups.
- Provides examples of continuous improvement tools (including criteria, indicators, and a survey) that the ICANN community can use to implement and evolve the Continuous Improvement Program.

Q1 – IS THE CIPF FIT FOR PURPOSE TO EVOLVE ORGANISATIONAL REVIEWS LED BY INDEPENDENT EXAMINERS INTO A CIP LED BY THE ICANN COMMUNITY TO INFORM THE EVENTUAL HOLISTIC REVIEW?

1a. Do you support the CIPF, utilising a Principles, Criteria, Indicator approach?

The Principles model

- CIP is broken down into **principles, criteria, and indicators**.
- Provides direction, but not a detailed prescription to continuous improvement, offering opportunities to adapt to different contexts, changes in understanding, and various challenges.
- While principles are the same, flexibility is provided by allowing each stakeholder group to prioritize which criteria are most important to them, and also to develop their own indicators which they will use to track their progress.
- Performance is independently evaluated to ensure it meets the standard.

This was suggested to best suit the needs of an ICANN CIP via the CIPCCG. This model creates consistency by establishing the same principles across the stakeholder groups. It also provides the necessary flexibility by enabling stakeholder groups to prioritise criteria, and to set their own indicators.

Current indicator: The ALAC/At-Large community agrees with the proposed model of the Principles, Criteria and Indicator approach..

The model facilitates an important end-user impact in that it allows end-users to reflect on an evaluation model and to develop their own indicators, establishing a shared foundation across the structures within ICANN. At the same time, it provides sufficient flexibility to account for the unique characteristics and needs of the different ICANN structures.

Recommendations

S: Clearly define and adapt the CIPF model's principles, criteria, and indicators to reflect the unique needs of the At-Large community/individual communities. The framework must accommodate the reliance on volunteer-driven contributions and ensure inclusivity for regional and individual stakeholders.

M: Establish quantitative benchmarks to evaluate the effectiveness of At-Large structures within the CIPF model, focusing on the number of policy inputs, volunteer hours contributed, and outreach events conducted. This ensures transparency in reflecting At-Large's core strengths as a volunteer-based, community-led entity.

A: Focus on practical and achievable indicators that account for At-Large's decentralized and volunteer-reliant model while fostering collaboration across ICANN structures. Indicators must balance global coordination and localized objectives.

R: Integrate the CIPF model seamlessly into At-Large's existing structures and processes, minimizing additional strain on volunteers while aligning with current resources. This ensures the model respects the community's unique operational realities.

T: Implement the CIPF model through a phased approach, starting with a pilot program to adapt the model to At-Large's specific requirements. The pilot should be designed and evaluated within 6 months to refine the framework for broader application.

Checklist

- Documented policy framework: A framework adapted to At-Large's unique needs and volunteer contributions (S).
- Monitoring system with metrics: A transparent system to track policy inputs, volunteer hours, and outreach activities (M).
- Stakeholder workshops: Collaborative workshops to validate practical indicators reflecting At-Large's strengths (A).
- Feasibility report: An assessment of resource alignment and the impact of CIPF implementation on volunteers (R).
- Time-bound plan: A phased implementation timeline with milestones, including pilot testing and refinement (T).

1b - Do you agree with the five principles, based on the current Organisational Review objectives described in the ICANN Bylaws, to apply across the organisational structures (SOs, ACs and Nom Com)?

- P1. The SO, AC or NomCom is fulfilling its purpose
- P2. The structures of SO, AC or NomCom are effective
- P3. The operations of SO, AC or NomCom are efficient
- P4. The SO, AC or NomCom is accountable internally to its stakeholders and substructures (where applicable) and externally to the wider ICANN community.
- P5. The SO, AC or NomCom collaborates to further the mission of ICANN and the effectiveness of the ICANN bottom-up multistakeholder model.

Current indicator: The ALAC/At-Large community agrees with the five principles that cover the purpose, goals and objectives for ALAC/At-Large that are mandated in the ICANN bylaws.

ALAC/At-Large has developed effective and efficient structures, processes and practices to ensure that their contributions match the high-level standards and expectations of other policy-related sections of ICANN, including the Org itself, who also seek end-user inputs into their operational activities. These deliverables are carried out by individual and ALS volunteers from the five regional At-Large organisations whose necessary participation and contributions ensure the sustainability of the diverse multistakeholder ICANN model.

At-Large further fulfills its outreach responsibilities into national and regional communities via hundreds of ALSes and individual volunteers around the world, in their own time and at their own expense. Their main interest is to be champions of an internet that is open, independent, global, and trusted.

Recommendations

S: At-Large has already implemented robust structures, processes, and practices to meet ICANN's high-level standards, as recommended in the At-Large Review. To progress further, these contributions will be refined to better address evolving end-user input needs in ICANN's policy-related sections and operational activities.

M: Building on the successful engagement models developed post-review, At-Large will aim to increase the participation of individual volunteers and ALSes across the five regional organizations by 20% within two years. This ensures sustainability of the multistakeholder model.

A: At-Large has effectively supported ALSes and individual volunteers through capacity-building initiatives following the At-Large Review. To advance further, tailored training opportunities will be expanded, equipping contributors with tools to engage more effectively in ICANN policy processes.

R: At-Large has successfully implemented scalable outreach mechanisms to engage national and regional communities. Future efforts will focus on expanding these outreach

initiatives while remaining mindful of volunteer time and resources.

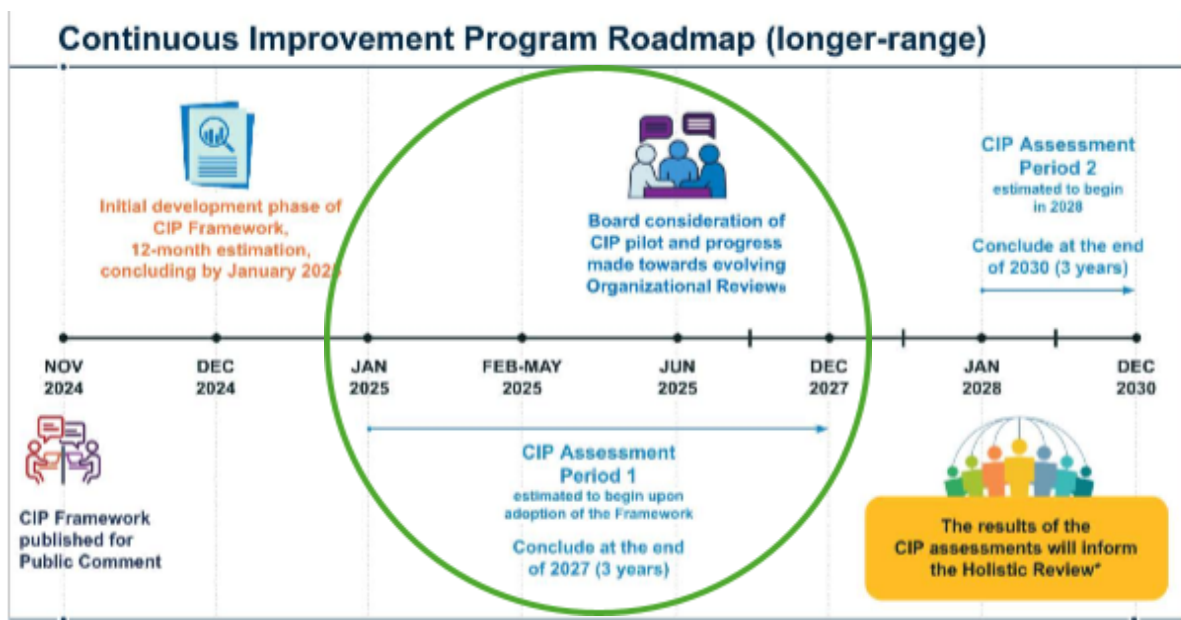
T: Following the completion of previous At-Large Review recommendations, a comprehensive review of At-Large structures, processes, and outreach mechanisms will be undertaken within 18 months. This will identify new opportunities for alignment with ICANN's evolving objectives.

Checklist:

- Updated guidelines incorporating feedback and prior achievements (S).
- Enhanced tracking system for participation and engagement metrics (M).
- Annual training workshops building on prior successes (A).
- Outreach plan informed by past efforts and targeting key communities (R).
- Establish a detailed project timeline with milestones for reviewing past implementation success, integrating new improvements, and assessing outcomes by the end of the review period. (T).

Q2. AGREEMENT FOR THE CIPF TO BE ADOPTED BY AT-LARGE

2: Do you agree with the plan for the next steps to carry the CIP out in two, 3-year assessment periods?



Current indicator: ALAC/At-Large agrees with the proposal for two, 3-year assessment periods.

Recommendations

S: At-Large has agreed to implement the CIP in two 3-year assessment periods, aligning with prior recommendations for structured improvement cycles. To advance further, the RALO Coordination Group and At-Large Leadership will collaborate annually to identify and prioritize actionable improvement ideas for community-wide implementation. This can only be achieved with measurable and transparent support from ICANN Org, ensuring resources and facilitation for the volunteer-driven At-Large community.

M: Based on the success of the RALO Coordination Group discussions and past improvement projects, track the progress of each identified improvement idea through measurable deliverables, such as the number of initiatives proposed, approved, and completed annually. ICANN Org must ensure transparency by providing regular reports on how its support enables these initiatives, including tools, training, and logistical assistance for volunteers.

A: Building on At-Large's strong history of engaging RALOs and leadership, the process will leverage existing structures and volunteers to ensure feasible development and execution of improvement plans without overextending community capacity. This requires ICANN Org to provide tailored support, including staff assistance, technology platforms, and funding for critical initiatives, to ensure At-Large's goals remain achievable.

R: The CIP's two 3-year assessment periods will be manageable and effective by focusing on annual evaluations of progress and course corrections based on At-Large Leadership's implementation plans. ICANN Org must maintain transparency by aligning its support with At-Large's unique volunteer-driven model, ensuring sufficient resources are consistently available to sustain these efforts.

T: The implementation will proceed over two 3-year periods, with the first cycle including yearly evaluations to assess progress and recommend refinements. By the end of the first 3-year period, a comprehensive review will identify opportunities for enhancing the second phase. ICANN Org must commit to defined timelines for delivering support and ensuring resource availability for all project phases.

Checklist:

- Formalized process for RALO-sourced improvement ideas with ICANN Org support for facilitation and resources (S).
- Progress-tracking dashboard maintained jointly by At-Large and ICANN Org (M).
- Annual RALO meetings with ICANN Org logistical and technical support (A).
- Realistic evaluation framework co-developed by At-Large and ICANN Org (R).
- Defined timeline with ICANN Org commitments for support delivery (T)

Principles, Criteria, and Indicators.

- Principles describe the objectives of the Continuous Improvement Program (CIP) and define its fundamental goals.
- Criteria are the conditions that must be met to comply with a principle. A criterion is an element or set of conditions or processes by which a system characteristic is judged. Criteria define how a principle will be achieved without themselves being a measure of performance.
- Indicators define what the CIP will measure. Indicators are measurable states that allow assessing whether or not associated criteria are being met. Indicators are flexible, and they can include metrics, assessments, and or new processes put in place to meet criteria.

When discussing each criterion,

IF YES – ALSO give an example of the process or working group

IF NO, SUGGEST an improvement indicator that is Specific, Measurable, Achievable, Relevant and Time Bound (SMART)

PRINCIPLE 1: AT-LARGE IS FULFILLING ITS PURPOSE

Criterion 1: There is an agreement that ALAC/At-Large is fulfilling its purpose.

- How do we contribute to ICANN's mission, “to help ensure a stable, secure, and unified global Internet”?
- What initiatives help us to advance ICANN’s mission;
 - to combat domain name security threats,
 - produce and offer capacity-building resources, and
 - to expand and build a multilingual Internet.

Current indicator: The ALAC/At-Large community believes that it is fulfilling its purpose within ICANN's mission, contributing to a stable, secure and unified global internet.

The At-Large community reflects the global challenge of internet fragmentation, as it brings together diverse perspectives from various communities worldwide. Unless we find better ways to address At-Large representation and support issues effectively, we risk undermining the model of multistakeholder success and potentially contributing to its decline rather than its continued viability.

Recommendations

S: Clearly define the measurable contributions of At-Large to ICANN's mission, focusing on combating domain name security threats, offering capacity-building resources, and promoting a multilingual internet. Strengthen the recruitment process to ensure new participants possess the necessary knowledge and commitment to actively engage in ICANN's work.

M: Establish metrics to evaluate the tangible impact of At-Large contributions, such as policy inputs, participation in working groups, and outreach efforts. Track active engagement, including volunteer hours and policy submissions, to assess alignment with ICANN's mission.

A: Focus on realistic improvements by prioritizing the recruitment of skilled and engaged volunteers and leveraging ICANN's resources for leadership development. Utilize ICANN Learn as a foundational training tool and provide incentives for active contributors to enhance engagement and participation

R: Ensure that the strengthened application and engagement processes are aligned with the unique volunteer-driven model of At-Large and supported transparently by ICANN Org. Advocate for additional resource allocation to reduce burdens on existing leaders and staff.

T: Implement a three-year review cycle to evaluate the effectiveness of new application processes and leadership performance, ensuring alignment with ICANN's mission and At-Large's priorities.

Checklist

- **Updated application process:** Incorporate ICANN Learn completion and baseline assessments for all new applicants (S).
- **Metrics dashboard:** Track contributions, engagement, and outreach impact (M).
- **Onboarding program:** Require foundational ICANN Learn courses before membership eligibility (A).
- **Resource allocation report:** Publish ICANN Org's support to At-Large annually (R).
- **3-year review cycle:** Evaluate new processes and leadership performance, with clear timelines and milestones (T).

These objectives reflect At-Large's unique nature as a volunteer-driven community that champions end-user interests globally. Recognizing the central role of volunteers, the

proposed actions aim to ensure their efforts are measurable, supported by ICANN Org, and aligned with ICANN's mission. Dedicated support and transparent resource allocation will strengthen At-Large's capacity to balance commercial interests and uphold the multistakeholder governance model.

Criterion 2: How does ALAC/At-Large contribute to the global public interest, as described in the ICANN Articles of Incorporation (2016): “in recognition of the fact that the Internet is an international network of networks, owned by no single nation, individual or organization, (ICANN) shall, except as limited by Article IV hereof, pursue the charitable and public purposes of lessening the burdens of government and promoting the global public interest in the operational stability of the Internet by carrying out the mission set forth in the (ICANN Bylaws). Such global public interest may be determined from time to time. Any determination of such global public interest shall be made by the multistakeholder community through an inclusive bottom-up multistakeholder community process.”

Current indicator: ALAC/At-Large believes that it contributes to the global public interest primarily by supporting the mission of ICANN.

Because ICANN plays a critical role in maintaining the stability and accessibility of the internet and its unique identifiers, decisions that prioritize the public interest are also likely to benefit internet users of the At-Large community within ICANN.

ALAC/At-Large ensures support for the global public interest by actively contributing the voices of its diverse global community in working groups and PDPs across the ICANN community and in collaboration with other ICANN constituencies.

At-Large represents a key example of the multistakeholder model in action. As such, it serves as an important benchmark for the success of this approach. It is essential that our participation and contributions are not only symbolic, but also substantive and impactful, ensuring that At-Large plays a meaningful role in the broader system. Transparency is crucial in this process, and Sols must be credible. Given that At-Large is particularly vulnerable to policy capture, identifying the incentives behind individual inputs is paramount to maintaining the integrity and credibility of the multistakeholder model.

Recommendations

S: Develop a structured framework to define and assess end-user needs within the At-Large Structures (ALSes) to ensure alignment with ICANN's mission and its global public interest objectives. This framework should include mechanisms to identify public interest priorities through active consultation with ALS members and individual participants.

M: Establish quantitative metrics to track the delivery of At-Large's contributions to the global public interest, including the number of policy submissions, working group participations, and training sessions focused on public interest topics. Report on how volunteer hours translate into actionable policy contributions.

A: Implement dedicated support mechanisms for At-Large volunteers, including onboarding packages tailored to understanding the global public interest, alongside ongoing training sessions. Post-pandemic, adapt volunteer engagement to reflect changes in participation models, emphasizing virtual and hybrid capacity-building opportunities.

R: Provide measurable and transparent organizational support to At-Large volunteers, clearly defining how they will be resourced and recognized. Establish a transparent process for Statement of Interest (Sol) verification to ensure credibility and safeguard against undue influence in At-Large contributions.

T: Set a three-year timeline for implementing and refining the end-user needs framework, onboarding programs, and metrics reporting, with bi-annual reviews to assess progress and make necessary adjustments.

Checklist

- **Consultation process:** Establish a mechanism for gathering end-user needs annually through RALO-led consultations (S).
- **Metrics tracking:** Implement a reporting system for policy inputs and engagement outcomes (M).
- **Capacity building:** Launch an onboarding and training program focused on global public interest topics (A).
- **Volunteer support charter:** Define ICANN's commitments to volunteer resources and transparency in Sol processes (R).
- **Three-year timeline:** Set milestones for implementation and bi-annual progress reviews (T).

Addressing At-Large's Unique Volunteer-Driven Nature

- **Post-Pandemic Volunteer Dynamics:** Volunteer engagement has evolved since ICANN's creation, with remote and hybrid participation now central. To adapt, At-Large requires enhanced technical and organizational support, such as virtual collaboration tools and hybrid event funding.
- **Clear Volunteer Framework:** Volunteers need a transparent framework outlining ICANN's commitments, including the resources, tools, and recognition available to

them. A defined pathway ensures volunteers can focus their efforts effectively and feel valued.

- **Transparency in ICANN Processes:** Greater clarity on how At-Large contributions are used in ICANN decision-making will ensure volunteer time translates into substantive policy inputs. This reinforces trust and ensures participation remains impactful.
- **Ensuring High-Quality Volunteer Contributions and Effective Participation Management:** To enhance the effectiveness of At-Large, it is essential that we prioritize high-quality contributions from our volunteers, rather than simply gathering any form of input. While we value the participation of all members, it is important that we implement mechanisms to ensure that our contributors are fully engaged and capable of providing meaningful, substantive feedback. Addressing the challenge of managing non-contributory participants or those who may not align with the core goals of the community is crucial to maintaining the integrity and impact of At-Large's work. This requires a reevaluation of our participation processes to foster genuine, high-quality involvement.

Criterion 3: How does ALAC/At-Large contribute to the ICANN Strategic Plan (FY21-25) objectives, especially the strategic objective to “Improve the effectiveness of ICANN’s multistakeholder model of governance.”

Current indicator: At-Large contributes to ICANN’s strategic plan objective “to improve the effectiveness of ICANN’s multistakeholder model of governance by way of the high levels of engagement from its diverse communities around the world.

Through its regional At-Large Structures (ALSes), ALAC/At-Large is set up to facilitate the inclusion and diversification which is needed to make ICANN’s model truly effective.

Recommendations

S: Address regional challenges such as political, geographic, climatic, and environmental connectivity issues that hinder full participation in At-Large activities. Develop alternative mechanisms to ensure underrepresented voices are heard.

M: Establish metrics for measuring At-Large’s effectiveness in facilitating inclusion and diversity in policy development, ensuring that engagement from underrepresented regions is adequately captured and supported.

A: Strengthen the multistakeholder model by uniting efforts across ICANN’s diverse silos, ensuring that At-Large actively contributes to policy discussions and decision-making, reflecting the perspectives of end-users globally.

R: Increase transparency and credibility by improving the process for Statements of Interest (Sols), ensuring that the incentives behind individual inputs are clear and that all contributions uphold the integrity of At-Large's role within ICANN.

T: Develop and implement a capacity-building program that sets a minimum knowledge standard about ICANN and its policies for prospective members before they can join At-Large. Implement this program within the next 12 months to ensure new members are well-prepared to contribute.

Checklist

- Identify and address regional participation barriers (S).
- Track and report on engagement from diverse regions (M).
- Promote cross-stakeholder collaboration in policy discussions (A).
- Ensure transparency in the Sol process (R).
- Implement a capacity-building program with a knowledge threshold for new members (T).

PRINCIPLE 2: THE STRUCTURES OF AT-LARGE ARE EFFECTIVE?

Criterion 1: ALAC/At-Large has a working group or process to address their goals and priorities each year, in line with their purpose.

Current indicator: ALAC/At-Large has three working group structures that aim to contribute the end-user perspective to ICANN goals and priorities, in line with our own policy, operations and outreach goals and objectives.

The three working group structures within At-Large are:

- 1) The **Consolidated Policy Working Group** (CPWG) which focuses on technical domain name issues that mainly come from ICANN's supporting organisations
- 2) The **Operations Finance and Budget Working Group** (OFB-WG) which focuses on mainly Org-related policy or organisational issues (such as this CIPF). The WG also gives some focus to the Org's annual budget.
- 3) The **At-Large Community Engagement Subcommittee** (ACES) This is a new group currently in formation and is expected to be fully functional for the beginning of 2025. It will focus on coordinating the outreach activities within their communities. These may be ICANN campaigns as well as those that the RALO has decided on for their region.

Membership of these groups is open to all At-Large members, although registration is required to ensure a required code of conduct during meetings. ALAC members are required to attend. Leadership of these groups is decided on by the ALAC Chair and Vice Chairs. .

Recommendations

S: Strengthen coordination among At-Large working groups (CPWG, OFB-WG, ACES) to align goals, reduce duplication, and ensure collaboration with RALOs.

M: Develop and track key performance indicators (KPIs) for each working group, focusing on engagement levels, output quality, and contribution to ICANN's goals.

A: Address the issue of volunteer bandwidth by introducing a clear framework for participation, such as requiring a minimum knowledge level via ICANN Learn for specific working groups. This includes additional language skills, as they are vital for effective communication and policy input. A test or evaluation mechanism may be considered to ensure readiness.

R: Enhance volunteer support by providing more flexibility in resource allocation, recognizing the value of volunteer contributions, and adjusting funding to better support At-Large's increasing workload.

T: Review the functionality of the At-Large Loop and implement improvements within six months to ensure better integration of community feedback into ICANN's decision-making processes.

Key Areas for Improvement:

Volunteer Capacity: While At-Large has robust structures, such as the weekly 90-minute CPWG meetings, the reliance on volunteers who contribute during their free time limits the ability to match the engagement of highly paid professionals from contracted parties in PDPs.

Action: Explore ways to increase volunteer engagement by offering more flexible and targeted support, including additional training, financial backing for outreach, and improved resource allocation for policy work. Incentives, such as clear, measurable rewards, could also be introduced to enhance recruitment and retention of volunteers.

Outreach and Coordination: Ensure that outreach efforts and activities align across all RALOs, and that feedback loops are well-established to prevent duplication. It is essential to clearly delineate the roles and responsibilities of At-Large, RALOs, individual ALSes, and the ICANN organization. To maintain the integrity and impact of At-Large and ALS initiatives, it is crucial that their contributions are recognized and not inadvertently absorbed by the organization's broader actions.

Action: Regularly review outreach efforts and update members on new campaigns and initiatives, ensuring that resources are allocated efficiently to support these activities. Establish clear guidelines for the division of labor and decision-making to protect the integrity of At-Large contributions.

By focusing on these objectives, At-Large can improve its effectiveness in contributing to ICANN's strategic plan while ensuring that volunteer efforts are supported and valued, resulting in a more impactful and inclusive multistakeholder model.

Criterion 2: Structures in place are accessible and clearly communicated.

Current indicator: The weekly CPWG and OFB-WG meetings are open to all members of the At-Large community who register on the WG mailing lists (ALAC Members are required to be active Members of these WGs). The ACES is a new group and will seek a nomination from each RALO to report on their activities.

There are regular notifications by staff about the meetings as well as their meeting times (in UTC) and agendas.

In addition to those who attend as At-Large volunteers, there is an expectation that all members of ALAC attend these meetings in order to be well informed on comments and advice which they will eventually be asked to ratify in a vote.

Recommendations

S: Establish a clear knowledge requirement for participation in CPWG and OFB-WG meetings, ensuring all volunteers have the necessary background to engage meaningfully in discussions.

M: Develop and implement a simple tool (e.g., a post-meeting poll) to track and measure participant contributions during WG calls and tasks

A: Introduce a mandatory capacity-building resource for all WG members, including summaries and testing components, to ensure the effective participation of volunteers in policy discussions.

R: Ensure that resources, including meeting summaries, training materials, and tests, are aligned with the goals of enhancing diversity and inclusivity in policy development.

T: Implement these measures by the end of Q2 2025, ensuring all new members have completed the training and assessment process before engaging in key WG activities.

Checklist:

- Develop a minimum knowledge requirement for participation in CPWG and OFB-WG.
- Create and distribute learning resources (e.g., topic summaries and presentations) for all WG participants.
- Incorporate a testing or competency evaluation for each learning resource to ensure understanding.
- Design and implement a tool to measure the level of engagement and contribution from participants (e.g., post-meeting surveys).
- Establish clear communication about meeting times and agendas to ensure transparency and accessibility.
- Set a timeline for introducing and completing the capacity-building resources and assessments by Q2 2025.
- Monitor and assess participation levels to ensure broad and inclusive engagement in WG activities.

Criterion 3: Structures help At-Large operate to meet its purpose.

Current indicator: Working group structures (CPWG, OFB-WG and ACES) and individual At-Large Structures (ALSes), all contribute to meeting the purposes of the At-Large Community within ICANN.

Recommendations

S: Develop a comprehensive overview of all activities related to the ALAC, RALOs, and individual ALSes to ensure transparency and avoid duplication of efforts.

M: Create and implement a consolidated database of ALS activities, identifying the nature of support provided by ICANN and tracking contributions from each At-Large structure.

A: Collaborate with ICANN to review and clarify resource allocation, ensuring that the resources are sufficient and flexible enough to meet At-Large's needs.

R: Establish a clear work plan for each At-Large structure (CPWG, OFB-WG, ACES, and ALSes), including objectives, timelines, and measurable outcomes.

T: Complete the review of resource allocation and the creation of the consolidated database by the end of Q3 2025, ensuring all At-Large structures meet their defined goals and contribute effectively.

Checklist:

- Develop a transparent overview of all At-Large activities, including those of ALAC, RALOs, and individual ALSes, to prevent duplication and enhance coordination.
- Create a consolidated database detailing ALS activities, ICANN's support, and any associated resources, by the end of Q3 2025.
- Collaborate with ICANN to review and clarify the allocation of financial and other resources for At-Large activities.
- Ensure At-Large structures create yearly work plans, defining objectives and key performance indicators (KPIs) to measure progress and outcomes.
- Assess each At-Large structure's performance at the end of the year to ensure goals were met efficiently.
- Advocate for more recognition of volunteer contributions and explore ways to establish fair and compensatory rewards for those going above and beyond in their voluntary efforts.
- Organize a collaborative meeting between At-Large and ICANN to discuss resource allocation flexibility and ensure alignment with At-Large's needs and goals.
- Regularly evaluate the effectiveness of the database and work plans to ensure At-Large is meeting its purpose within ICANN

Criterion 4: Process(es) is (are) in place for planning and prioritizing work.

Current indicator: Planning and prioritising of the policy or operational work inputs of At-Large (CPWG and OFB-WG) is mainly by way of assignment, top-down from the GNSO or ICANN, but also includes the preparing of coordinated responses to public comments and correspondence or advice to the ICANN Board.

Work in At-Large WGs is organised internally and is implemented via the processes by which the CPWG and the OFB-WG operate.. Currently each new subject matter activity is assigned to a subject matter expert and a small team to organise the collection of data and information that they can share with the relevant WG members for their inputs, until a final submission is developed that will go to the ALAC for approval and endorsement.

Recommendations

S: Revise the planning and prioritisation processes for the CPWG and OFB-WG to incorporate flexibility in deadlines, taking into account cultural and religious holidays and the volunteer nature of At-Large participants.

M: Establish a tracking mechanism to ensure all working group teams are informed of deadlines well in advance and are consulted on timelines that respect global cultural diversity.

A: Facilitate the creation of a more inclusive planning process by incorporating feedback from all regions to ensure that the deadlines reflect the diversity and volunteer nature of the At-Large community.

R: Ensure that planning for policy inputs and operational work reflects the bottom-up, multistakeholder approach, prioritising inclusivity and consensus-building.

T: Implement new, flexible planning guidelines for At-Large work by the end of Q2 2025, ensuring the deadlines are realistic and considerate of volunteers' time and cultural practices.

Checklist:

- Revise the planning process for CPWG and OFB-WG to ensure that deadlines are flexible and account for cultural and religious holidays.
- Establish a consultation mechanism with At-Large members to gather feedback on proposed deadlines and adjust schedules to accommodate diverse schedules.
- Incorporate a clear system for prioritising topics within At-Large working groups, ensuring alignment with ICANN's broader priorities while respecting the capacity of volunteers.
- Ensure that all work related to policy submissions includes ample time for community input, and not just expert input, to foster balanced, consensus-driven outcomes.
- Develop a transparent timeline for each policy input cycle that considers the need for a bottom-up process and consensus-building.
- Implement a system for tracking and reviewing deadlines to evaluate if they accommodate the global volunteer community and adjust future timelines accordingly.

- Ensure that At-Large members are regularly updated on deadlines, ensuring they have sufficient time to contribute meaningfully without feeling overburdened by unrealistic expectations.

Develop a framework for planning future At-Large activities that maximizes participation from all regions, considering the different time zones, holidays, and work schedules of volunteers..

Criterion 5: Process(es) is (are) in place for assessing and measuring output.

Current indicator: At-Large has its own policy development process that it follows, and outputs are assessed and measured for consistency and quality according to the standards set by the subject experts and supported by staff, within the CPWG and OFB-WG..

Recommendations

S: Develop and implement a feedback mechanism that enables At-Large to assess the impact of its policy inputs on ICANN's decision-making processes, including feedback from other ICANN constituencies and the ICANN organization.

M: Establish a quantitative and qualitative evaluation system to measure the reception and usefulness of At-Large's comments on policy development.

A: Integrate feedback loops into the policy development cycle, ensuring that feedback from relevant ICANN bodies is collected, documented, and analyzed within the next 12 months.

R: Ensure that the feedback system is directly aligned with At-Large's mission to represent the interests of Internet end users by gauging the relevance and impact of At-Large's contributions.

T: Implement the feedback mechanism by the end of Q3 2025 and assess its effectiveness by the end of the first cycle.

Checklist:

- Create a structured feedback mechanism to collect input from ICANN constituencies and ICANN staff regarding the impact and usefulness of At-Large's policy submissions.
- Develop a survey or questionnaire template to evaluate how At-Large contributions were received by the receiving ICANN bodies (GNSO, Board, other constituencies).
- Set a timeline for gathering feedback following each public comment period, ensuring that feedback is received within a reasonable timeframe.
- Develop a reporting system to aggregate feedback and provide actionable insights for future policy contributions from At-Large.

- Train staff and volunteers on how to properly collect, analyze, and report feedback to improve the policy development process in the future.
- Introduce regular evaluations to assess whether the feedback mechanism effectively captures the impact of At-Large's work, including qualitative feedback on content quality and quantitative feedback on influence and implementation.
- Monitor the progress of At-Large's submissions based on the feedback, measuring whether additional information or clarification is required, and how that can improve the impact of future submissions.
- Develop a system to track any direct changes made to policies or decisions as a result of At-Large input, including specific areas where At-Large feedback led to significant improvements or revisions.

Criterion 6: Output has produced the desired outcome.

Current indicator: The process requires that the output must first meet the required expectation and standard of the original WG members, and then must also be approved and endorsed by the ALAC before it is delivered outside of our community. This formal approval is carried out by a vote.

This 2 step formal ratification process ensures that any outputs have been carefully considered to reflect the views of the community.

S: Ensure that each policy or operational output produced by At-Large meets the desired outcome by aligning with community expectations and receiving formal approval through the established ratification process.

M: Track the percentage of At-Large outputs that successfully pass through both the WG review and ALAC endorsement processes, aiming for a 100% approval rate by Q4 2025.

A: Streamline the feedback and review cycles within the WG and ALAC to ensure that outputs meet the community's expectations in a timely manner without compromising quality.

R: Align each output with At-Large's mission and goals, ensuring that feedback from the community is integrated into the final version of the output before it is submitted externally.

T: Establish clear timelines for review and endorsement of outputs, with the aim to have each output ratified within four weeks after submission to the ALAC by the end of 2025.

Checklist:

- Standardize Review & Approval: Ensure all outputs are reviewed by WG members and meet required expectations before being submitted to ALAC for formal approval.
- Timely Endorsement: Ratify all outputs within four weeks after submission to ALAC, ensuring swift feedback and endorsement.

- **Active Engagement:** Ensure ALAC members are actively engaged in the review process and provide feedback to improve outputs as needed.
- **External Feedback:** Collect feedback from external recipients (e.g., ICANN staff, Board) to assess the impact and relevance of At-Large submissions.
- **Measure Impact:** Track and report on the successful implementation or use of At-Large recommendations in ICANN policies or practices.

Criterion 7: Output is implemented in a timely fashion.

Current indicator: On most occasions, At-Large has been able to meet its policy submission obligations in a timely fashion.

Recommendations

Objective 1: Ensure that all timelines for policy submissions are met with adequate preparation time, accounting for cultural, religious, and global timezone differences.

S: Extend timelines where necessary to accommodate religious holidays, cultural practices, and volunteers' time constraints.

M: Track the number of extended deadlines requested and granted.

A: Establish a clear policy to request extensions based on reasonable grounds.

R: Supports the volunteer-driven nature of the At-Large community.

T: Implement this policy within the next six months.

Objective 2: Improve the scheduling of ICANN activities to prevent conflicts with global religious and cultural holidays.

S: Adjust ICANN's work calendar to align with key religious and cultural holidays.

M: Conduct a survey of At-Large members to identify the most relevant holidays.

A: Coordinate with ICANN scheduling teams to incorporate this feedback into planning

R: Facilitates more inclusive participation from At-Large volunteers worldwide.

T: Complete this integration for the next year's work plan.

Objective 3: Improve volunteer participation by allowing for adequate time for policy consultation and response.

S: Provide at least eight weeks for each policy consultation, especially when it overlaps with major holidays.

M: Monitor participation rates in public comment periods.

A: Extend consultation periods based on historical data of engagement patterns.

R: Ensures maximum contribution from volunteers across regions and time zones.

T: Implement this change for the next policy cycle.

Checklist:

- Extend deadlines for policy submissions when there is reasonable demand from the volunteer community.
- Adjust the work calendar to account for religious and cultural holidays globally.
- Survey At-Large volunteers to gather holiday schedule preferences and participation constraints.
- Provide extended time (at least 8 weeks) for public comment periods, particularly around busy holiday seasons.
- Regularly track and measure volunteer participation and engagement rates during busy periods.

PRINCIPLE 3: THE OPERATIONS OF ALAC/AT-LARGE ARE EFFICIENT**Criterion 1: Each structure has a process for planning and setting priorities and identifying relevant emerging issues to focus on within established timeframes.**

Current indicator: The CPWG and OFB-WG have both evolved more efficient processes for planning and setting priorities and identifying relevant emerging issues to focus on within achievable timeframes.

The purpose of these structures is to fulfil At-Large's mandate to contribute the end-user perspective to current ICANN discussions. Issue topics are assigned to small groups of experts specific to the issue. They attend relevant meetings and gather data and information that can add greater understanding of the issues when reported and discussed by the wider groups of the respective WG discussants. These extensive discussions enhance the value of At-Large submissions to the Board, Org and elsewhere.

Recommended Objective:

Ensure that the CPWG and OFB-WG have sufficient time allocated for full consultation with both expert and community groups to complete submissions within the established timeframes, avoiding delays due to conflicting schedules and holidays.

S: Secure adequate time for consultations and collaboration, including input from both subject matter experts and community members, while avoiding holiday conflicts and external pressures.

M: Track the average time allocated for each consultation period, the number of extensions requested, and the time required for shepherds and penholders to allocate time for all necessary contributions.

A: Work with ICANN Org to ensure that deadlines for submissions are realistic, factoring in volunteer availability and seasonal conflicts.

R: Ensures comprehensive input from all relevant stakeholders, improving the quality and representativeness of At-Large submissions to ICANN.

T: Implement this change in the next policy development cycle, with a review of the process within six months to assess improvements.

Tracking Metrics:

- **Time Allocation:** Track the number of weeks or days allocated for consultations and compare it to the actual time used for each consultation.
- **Extensions:** Measure the frequency of extension requests and the reasons behind them.
- **Availability of Key Contributors:** Track the participation of shepherds and penholders during peak periods (e.g., holidays) to identify potential issues with availability.
- **Community Engagement:** Measure the engagement levels of community members in consultations (e.g., number of comments, feedback, or contributions from different regions).
- **Submission Timeliness:** Monitor whether submissions meet the deadline without needing an extension.

Checklist:

- Work with ICANN Org to adjust deadlines to accommodate volunteer availability and holiday periods.
- Ensure that consultation timeframes allow for full expert and community input.
- Track and review extension requests to understand causes and adjust future planning.
- Develop a system to assess the availability of key contributors during peak periods.
- Implement a system to monitor whether deadlines are met for final submissions without needing extensions.

Criterion 2: Each structure assesses inputs related to their scope of responsibility.

Current indicator: The CPWG and OFB-WG assesses its inputs through open discussion in the working groups, and with informal polls where working group attendees can indicate a range of responses to various issues.

Recommendations

Investigate software and programs that would streamline the work of the community and assist small groups in presentations which include graphics and other advanced elements. Non-proprietary software should be an option.

Enhance the efficiency of input assessments and presentations in working groups by improving the process of updates and discussions.

S: Streamline small group presentations in working groups to update the group more effectively and efficiently.

M: Monitor the reduction in time spent per presentation and track the number of presentations that receive positive feedback on clarity.

A: Establish guidelines for concise presentations and use alternative methods of engaging content (e.g., verbal summaries, written reports).

R: Improves the effectiveness of working group discussions and ensures all members can contribute, regardless of technical access.

T: Implement new presentation guidelines within one month and assess progress after three months.

Tracking Metrics:

Time Efficiency: Time reduction for each presentation.

Member Satisfaction: Positive feedback from working group members on clarity and effectiveness.

Checklist:

- Develop presentation guidelines focusing on concise updates.
- Ensure all members understand the new process.
- Monitor the time spent on each presentation.
- Collect feedback on the effectiveness of the new approach.

Review and refine the process after three months.

Criterion 3: Each structure develops and recommends outputs relevant to their purpose (policy development, support policies, leadership placement).

Current indicator: As explained earlier with regards to the roles of At-Large WG structures, each structure develops and recommends outputs that are relevant to its purpose - the CPWG works specifically with ICANN technical policy issues; the OFB-WG deals with Org related operational issues; and the ACES focuses on activities related to outreach and community engagement.

The leadership of the CPWG and OFB-WG are selected by the Chair, Vice Chairs and the ALAC, while their small teams are either selected by the WG members themselves, or in many cases may volunteer to participate on a team, being led by an acknowledged expert who acts as a penholder for the group's submission to the ALAC for endorsement and then to its eventual recipient..

Criterion 4: Each structure's outputs are implemented and implementation of outputs is monitored.

Current indicator: Staff track progress of completed outputs and these are formally recorded in [\[link to tracked progress\]](#)

It must be acknowledged that At-Large values the importance of staff input into the work that is carried out behind the scenes and following the work that is done by the volunteer At-Large community. There is an important degree of trust between the staff and the community that each will deliver on their respective roles. We consider ourselves fortunate to work with a great team of people who are committed to the success of our section of the ICANN community.

The staff and community would be greatly assisted by the support of a project management software that would help the community to monitor both its diversity and the many project (small team) activities that are active simultaneously. Such a tool would also more accurately track the evolution of projects from start to finish, and provide conclusive evidence of our community contributions to ICANN's outputs. We have been promised such a programme in the past.

Criterion 5: Workloads are managed.

Current indicator: Workload management remains a challenge for volunteers and would benefit from better work forecasting amongst other management tool and processes development internally; This is a work piece underway and in progress.

Recommendation 1: Implement a Structured Onboarding Process for New Volunteers

S: Develop a formal onboarding process for new volunteers that includes mentoring and prior learning resources to ensure they quickly integrate into the working groups.

M: Track the number of volunteers who complete the onboarding process within a set timeframe (e.g., within 1 month).

A: Assign experienced volunteers as mentors to new members to facilitate knowledge transfer.

R: Enhances the effectiveness of volunteers, reduces onboarding time, and bridges the knowledge gap.

T: Implement within 3 months, with a review after 6 months to assess the effectiveness.

Tracking Metrics:

1. Number of volunteers onboarded within the set timeframe.
2. Feedback from new volunteers about the onboarding process.

Checklist:

1. Develop and document onboarding materials.
2. Assign mentors to new volunteers.
3. Establish a timeline for completing the onboarding process.
4. Collect feedback from new volunteers post-onboarding.
5. Review and refine the process after 6 months.

Recommendation 2: Introduce a Workload Forecasting and Management System

S: Implement workload forecasting and management tools to better allocate tasks and manage volunteer workloads, ensuring all projects are aligned with available resources.

M: Measure the percentage of tasks that are completed on time compared to those that are delayed.

A: Use project management software to track tasks and deadlines.

R: Helps manage volunteer workload, ensuring tasks are delegated effectively.

T: Implement within 2 months and track task completion rates for 6 months.

Tracking Metrics:

1. Task completion rates.
2. Feedback from volunteers on workload distribution.

Checklist:

1. Research and choose appropriate project management software.
2. Set up forecasting tools and allocate tasks for the upcoming months.
3. Provide training for volunteers on how to use the system.
4. Monitor task completion rates and volunteer feedback.
5. Review and adjust allocation methods after 6 months.

Recommendation 3: Clarify Roles and Responsibilities for Volunteers and Staff

S: Establish clear guidelines for staff and volunteer roles, responsibilities, and timelines to avoid confusion and ensure accountability.

M: Evaluate the number of misunderstandings or delays caused by unclear role definitions.

A: Create a template for role definitions and timelines for each project.

R: Clear role definitions will prevent delays and improve collaboration between volunteers and ICANN staff.

T: Implement within 1 month and assess the effectiveness after 3 months.

Tracking Metrics:

1. Instances of confusion or delays due to unclear roles.
2. Volunteer and staff satisfaction with role clarity.

Checklist:

1. Develop role definition templates for all major tasks.
2. Set up a timeline for each task or project.
3. Communicate roles clearly to all involved parties.
4. Evaluate the effectiveness of role clarity through feedback.
5. Review and adjust roles and timelines after 3 months.

Recommendation 4: Regular Check-ins for Progress and Problem Resolution

S: Schedule regular check-ins between ICANN staff and At-Large volunteers to address issues early and ensure tasks are progressing smoothly.

M: Track the number of issues resolved in check-ins before they cause delays.

A: Set up bi-weekly or monthly check-in meetings.

R: Regular check-ins will help resolve misunderstandings and prevent project delays.

T: Start within 1 month and review after 3 months.

Tracking Metrics:

1. Number of issues resolved during check-ins.
2. Volunteer feedback on the effectiveness of check-ins.

Checklist:

1. Schedule bi-weekly or monthly check-in meetings.
2. Prepare an agenda for each check-in to address key issues.
3. Track resolutions of issues discussed during the check-ins.
4. Gather feedback from volunteers on the usefulness of the check-ins.
5. Review the effectiveness of check-ins after 3 months.

Recommendation 5: Manage ICANN's Expectations and Workload Levels

S: Implement a system to manage and balance ICANN's expectations for At-Large volunteers, ensuring that workload levels are realistic and manageable.

M: Monitor the number of volunteer complaints related to workload and deadlines.
A: Set up clear guidelines for ICANN staff on expected volunteer capacity and workload distribution.
R: Ensures volunteers are not overwhelmed and can contribute effectively to ICANN's processes.
T: Implement guidelines within 2 months and review workload balance every 6 months.

Tracking Metrics:

1. Number of complaints related to workload.
2. Feedback from volunteers on workload balance.

Checklist:

1. Develop and implement capacity guidelines for volunteers.
2. Communicate workload expectations to ICANN staff.
3. Monitor volunteer workload and gather feedback.
4. Review workload balance and adjust as needed after 6 months.
5. Collect feedback on the effectiveness of the guidelines after 6 months.

Criterion 6: Each structure nurtures consensus within their constituency.

Current indicator: Consensus plays an important role within the multistakeholder At-Large community.

It is very rare that any voting takes place within At-Large, except within the ALAC for formal ratification of a submission before it leaves for its final destination, but most decision-making within WGs and other discussions is by consensus.

Recommendation 1: Enhance Understanding of ALS Composition and Engagement

S: Develop a system to track and assess the composition and engagement levels of ALSes and their representative communities.
M: Complete an assessment report on ALS composition and engagement levels within 6 months. Increase ALS participation by 50%.
A: Assign dedicated staff to gather and analyze data on ALS participation and engagement.
R: This will ensure better-informed decision-making and representation, fostering greater

consensus.

T: Complete initial assessment and data collection within 6 months.

Checklist:

- Allocate dedicated staff resources for ALS composition and engagement data collection and analysis.

Recommendation 2: Strengthen Feedback Mechanisms for End Users and ALSes

S: Implement structured feedback mechanisms to engage ALSes and end-users in decision-making processes.

M: Increase feedback participation by 50%

A: Create accessible feedback surveys and virtual meetings for ALSes and end-users.

R: Ensures that At-Large decisions reflect broader constituency views.

T: Implement feedback systems within 3 months and evaluate effectiveness after 6 months.

Checklist:

- Designate staff to coordinate feedback collection and analysis from ALSes and end-users.

Recommendation 3: Increase Engagement with External Support for ALS Participation

S: Partner with external organizations to provide support and resources for ALS engagement.

M: Establish at least two partnerships with external organizations and increase ALS engagement by 30%.

A: Engage with organizations that specialize in community building and volunteer management.

R: External expertise will provide the necessary resources to improve ALS engagement.

T: Formalize partnerships within 3 months and assess impact after 6 months.

Checklist:

- Assign staff to identify and formalize partnerships with external organizations for ALS engagement support.

Recommendation 4: Facilitate Better Communication Between ALSes and At-Large

S: Develop clearer communication channels to ensure efficient information exchange between ALSes and At-Large.

M: Implement a new communication channel (e.g., bi-weekly newsletter) and increase response rates by 40%.

A: Utilize existing communication tools like mailing lists and webinars to maintain regular contact.

R: Enhanced communication will foster trust and greater ALS participation in consensus-building.

T: Establish communication channels within 2 months and evaluate quarterly.

Checklist:

- Designate staff to manage and monitor communication channels between ALSes and At-Large.

Recommendation 5: Conduct Regular Reviews of Consensus-Building Processes

S: Regularly review consensus-building processes to ensure inclusivity, transparency, and efficiency.

M: Conduct a review every 6 months and improve process effectiveness by 20%.

A: Assign dedicated volunteers to conduct reviews and suggest improvements based on feedback.

R: Regular reviews ensure At-Large's decision-making processes remain effective and inclusive.

T: Conduct the first review within 3 months, followed by reviews every 6 months.

Checklist:

- Allocate staff to lead regular reviews of consensus-building processes and integrate findings into future strategies.

Criterion 7: Each structure coordinates with ICANN SOs, ACs, Committees, and constituencies within the ICANN global multistakeholder community.

Current indicator: Within At-Large, it is the ALAC which coordinates with other committees and constituencies within the ICANN global multistakeholder community.

However, the ALAC has appointed specialist liaisons whose role is to communicate the exchange of relevant information between At-Large and other constituencies. These liaisons liaise with the GNSO and ccNSO, as well as with the GAC and SSAC. The At-Large Liaison system is working exceptionally well and is helping to break down some of the silos which have been identified in the ICANN multistakeholder model.

The ALAC also appoints Working Group committee chairs (and sometimes RALO representative teams) to represent At-Large interests on cross-community committees.

Criterion 8: There is an agreement that the structure operates efficiently overall.

Current indicator: It would be agreed that the At-Large structures (RALOs and WGs) operate efficiently overall.

The best approach At-Large has identified so far within the CPWG and OFB-WG, has been to establish the smaller, dedicated, supported At-Large/ALS project teams, on individual policy tasks (not overall priorities) with leaders who are accountable for reporting on the use of the support they receive for completing the project.

Criterion 9: Appropriate level of funding support.

Current indicator: Following on from the comment on Criterion 8, if funding is required then this should be part of the plan to be submitted to the regular Organisational budget development finance for support process.

Recommendations

1. Transparency in Budget Allocation (Specific to Funding Transparency)

Recommendation: Implement a clear, public system to disclose the allocated budget, distribution criteria, and adjustment options for At-Large funding.

S: This recommendation focuses on creating a transparent system to share budget allocation details and criteria for distribution.

M: At least 95% of budget allocation data must be shared with At-Large members annually, with a clear outline of distribution criteria and adjustments.

A: This can be implemented using existing tools like financial reports and transparency portals.

R: This is a realistic goal that can be achieved with the cooperation of ICANN's financial team and At-Large leadership.

T: The transparency system will be developed and made publicly available by the end of Q3 2025.

Checklist:

- **Ensure budget data is reviewed and shared by September 2025**, and accessible to all At-Large members.

2. Compensation for Policy Support Contributions (Specific to Financial Contribution from ICANN's Supporting Organizations)

Recommendation: ICANN should explore a compensation model for At-Large's contributions to policy and operational initiatives, such as additional CROP positions.

S: This recommendation calls for a compensation model to address At-Large's extensive contributions to ICANN's initiatives.

M: ICANN should allocate at least two additional CROP positions annually, with funding for outreach related to the ASP and new gTLD rounds.

A: This recommendation is feasible with existing funding structures and collaboration between ICANN and At-Large.

R: Given ICANN's existing support for community outreach, expanding the compensation model is realistic and valuable.

T: The compensation model should be proposed by ICANN and ready for approval by December 2025.

Checklist:

- **Submit a proposal for additional CROP positions by October 2025** for review by ICANN and At-Large leadership.

3. Flexibility in Travel Funding (Specific to Allocating Unused Travel Funds)

Recommendation: ICANN should introduce a policy to allow unused travel funding to be transferred to another eligible At-Large member, especially in cases of last-minute cancellations.

S: This recommendation focuses on allowing unused travel funds to be reallocated to another community member, such as when a participant is unable to attend due to visa issues.

M: At least 90% of unused travel funding should be reallocated within two weeks to other eligible members.

A: This is achievable by incorporating flexible travel fund management into ICANN's existing financial processes.

R: The flexibility to transfer unused travel funds can be practically implemented without major resource changes.

T: This new policy should be implemented by the end of Q1 2025.

Checklist:

- **Develop the travel fund transfer policy by January 2025**, with clear guidelines for reallocating unused funds.

4. Budget for Incentives (Specific to Rewarding Active Members and ALSes)

Recommendation: Introduce a budget allocation for member and ALS incentives, such as rewards for outstanding contributions to At-Large activities.

S: This recommendation calls for a budget that supports rewards for members and ALSes that contribute consistently to At-Large activities.

M: Allocate at least 10% of the total At-Large budget for member incentives and recognition programs each year.

A: This can be achieved through small adjustments to existing budget allocations for At-Large initiatives.

R: Given the current budget, allocating a portion for incentives is a practical way to motivate ongoing contributions.

T: The budget allocation for incentives should be finalized by Q4 2025 and implemented for the following year.

Checklist:

- **Set the incentive budget allocation by November 2025**, and ensure the process is clear to all members.

5. Accountability for Underperforming Members (Specific to Introducing Accountability Measures)

Recommendation: Introduce a system of accountability for underperforming members, including possible consequences for failure to meet engagement standards.

S: This recommendation focuses on introducing disciplinary measures for members who consistently fail to engage, along with positive reinforcement for active members.

M: At least 90% of members should be actively participating, with a clear process for addressing underperformers, such as warnings or removal from key positions.

A: This can be achieved through regular performance reviews and engagement tracking tools.

R: The system can be implemented without significant resource increases, by integrating accountability measures into existing processes.

T: The system should be designed and piloted by Q2 2025, with full implementation by Q3 2025.

Checklist:

- **Develop an accountability system by May 2025**, with clear guidelines for performance standards and consequences for underperformance.

Summary of Checklists:

- **Budget Transparency:** Ensure budget data is reviewed and shared by September 2025 and accessible to all At-Large members.
- **Compensation for Contributions:** Submit a proposal for additional CROP positions by October 2025 for review by ICANN and At-Large leadership.
- **Travel Fund Flexibility:** Develop the travel fund transfer policy by January 2025, with clear guidelines for reallocating unused funds.
- **Incentives for Active Members:** Set the incentive budget allocation by November 2025, and ensure the process is clear to all members.
- **Accountability for Underperformance:** Develop an accountability system by May 2025, with clear guidelines for performance standards and consequences for underperformance.

PRINCIPLE 4: ALAC/AT-LARGE IS ACCOUNTABLE INTERNALLY TO ITS STAKEHOLDERS AND SUBSTRUCTURES (WHERE APPLICABLE) AND EXTERNALLY TO THE WIDER ICANN COMMUNITY.

Criterion 1: Adequate representation of the diversity of the global multistakeholder community within group membership and AT-LARGE roles (Guided by ICANN Core Value 4).

Current indicator: ALAC/At-Large agrees that there is a wide representation of the diversity of the global multistakeholder community within the group membership and roles of At-Large.

Diversity is seen as a strength of the At-Large community, but there is little information available about how this diversity is represented within ICANN, and the diverse contributions made by the At-Large community not only alongside other ICANN communities during policy development discussions, but also through their active outreach activities within their home communities.

Criterion 2: ALAC/AT-LARGE objectives align with planned objectives of ICANN as a whole.

Current indicator: ALAC/At-Large objectives align first of all with the objectives of ICANN as a whole. The implementation of these objectives are assigned to the appropriate Structures

- Consolidated Policy Working Group
- Operations, Finance and Budget Working Group
- At-Large Community Engagement Sub-committee

Communication is an issue - information that our members need to know about At-Large and ICANN processes, and the development and purpose of the policies that they are continually working on - does not filter naturally through the At-Large system. We need to work on making the flow of information within At-Large more meaningful to those who are supposed to share this information with their communities.

Minutes of meetings and summaries of updates on policy issues would also offer further learning material to newbies and anyone who may want to keep abreast of policy and other issues (spending another 90 minutes listening to the recording may not help when experts use acronyms or jargon).

Criterion 3: ALAC/AT-LARGE is accountable to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups in recruiting, developing, and maintaining membership needed to achieve its purpose.

Current indicator: ALAC/At-Large recruitment of its membership in order to fulfil its purpose within ICANN is through the Regional At-Large Organisations (RALOs)

RALOs are the entry point for organisational members into At-Large and there are entry requirements that new members must fulfil before they are accepted and recommended to the ALAC for formal acceptance into the At-Large community. Individual members do not require ALAC acceptance.

Developing and maintaining At-Large membership is mainly the role of the RALOs but with assistance from the wider At-large community to welcome and support them into membership of the At-Large Working Group systems.

The ALAC also has the At-Large Applicant Selection Committee (AASC) consisting of an ALAC member and a community member from each RALO. Their role is to select an At-Large member to represent them on a specific cross-community committee or panel, such as Fellowship or Next Gen Mentors, or the Community Excellence Award Committee. etc. Applications for these positions are made to the AASC where a decision is made, mainly by consensus.

Recruitment and applications for memberships of At-Large requires a review, to ensure that we get new members who are more knowledgeable about what ICANN does and how they aim to contribute to the work of At-Large.

A clearer delineation of GSE and other staff responsibilities, especially in regard to outreach support, where the GSE mandate may limit the capacity of At-Large structures to do outreach in their own communities.

Criterion 4: Support and resources for recruiting and onboarding newcomers to ALAC/AT-LARGE

Current indicator : To support and resource the recruitment and onboarding of new members to ALAC/At-Large, the community has attempted several models, including an ICANN Learn course.

Each RALO tends to create an on-boarding programme for newcomers in their region to meet linguistic or cultural values. Capacity building webinars also help to familiarise newbies with At-Large and RALO practices and processes.

There is formal mentoring system offered to fellows and newcomers in the ICANN Fellowship programme but not all fellows come into At-Large

Apart from the ICANN Learn course which introduces the ALAC and At-Large to newcomers, there is no formal introductory programme, for newcomers to At-Large as a cross RALO community. It is up to each RALO to ensure that there is a consistent message going out about the expectations of being an At-Large member and an active participant in At-Large policy, operational and outreach working groups.

Sometimes a "buddy" system emerges on its own between new and experienced members. Additionally, sometimes informal pairings are more successful because they are voluntary.

- Although some reporting mechanisms are in place within some RALOs, this should be mandatory across the board

While there is a constant drive for new members little is done about inactive ALSes and individual members because:with no performance measures, inactive ALSes (with no individual members participating in At-Large) are not easily identifiable

Criterion 5: Maintaining skill sets and technical expertise needed through capacity building.

Current indicator: ALAC/At-Large and RALOs are constantly attempting to identify skills sets and technical expertise so that they can contribute towards developing appropriate capacity building programmes.

For example as a pilot for other RALOs; APRALO has established a register of skills and interests that members have been asked to complete.This would help to identify interest in topics that arise for discussion in the APRALO Policy Forum.

To address the scarcity or unavailability of expertise and specific skillsets among the volunteers and to ensure the quality of self-assessed expertise across all RALOs, a database should be established **on enrolment** to coordinate individual skills and expertise across At-Large and avoid duplication of efforts.

Criterion 6: Maintaining effective levels of active participation.

Current indicator: Monitoring “active participation” has always been a challenge for ALAC/At-Large.

Staff maintain an attendance list of participants at ALAC/At-Large meetings. But this does not readily equate to active participation. However, while participants may not necessarily participate in the meeting itself, they may be very active in comments in the chat, but this log of individual participation is not recorded.

Regular surveys of At-large members would indicate continued interest initially, but also attest to their involvement across At-large activities especially with regards to attendance and participation in working groups at RALO or At-Large levels.

Polls used to be taken at the end of each At-Large online meetings to ascertain member engagement in relation to a particular topic. While we were unable to identify participants, this gave the temperature of the room on an issue, and encouraged people to engage in a decision on a particular issue. The practice should return and be encouraged.

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Criterion 7: Each structure maintains sufficient levels of transparency of information.

Current indicator: ALAC/At-Large does not think that transparency is an issue in most cases because there is a lot of information that is produced about the various activities in which At-Large is involved.

As our centre for information, the Community Wiki is still very difficult to access without a standard directory to find information more easily. And it is more administrative than informational.

Criterion 8: Each structure communicates and engages with its constituents and the broader multistakeholder community.

This was partially answered in Principle 3 Criterion 7

Current indicator: Within the At-Large community, it is the ALAC which coordinates with other committees and constituencies within the ICANN global multistakeholder community.

However, the ALAC has appointed specialist liaisons whose role is to communicate the exchange of relevant information between At-Large and other constituencies. These liaisons liaise with the GNSO and ccNSO, as well as with the GAC and SSAC.

The ALAC also appoints Working Group committee chairs (and sometimes RALO representative teams) to represent At-Large interests on cross-community committees.

Criterion 9: ALAC/AT-LARGE has implemented prior review recommendations.

Current indicator: ALAC/At-Large completed all the recommendations that were agreed upon with the Board's committee on reviews.

The review was positive for At-Large in that it helped us to reinforce our membership systems and get better clarity on the requirements and obligations of our ALS and Individual members.

It also made us strengthen our CPWG, OFB-WG and O&EWG systems at the time. O&E has since been replaced by the At-Large Community Engagement Subcommittee (ACES) which was an At-Large improvement of its own initiative.

Further Recommendations

1. Engage and Evaluate Membership (Specific to Membership Systems Improvement)

Recommendation: Conduct a periodic review of ALS and individual member engagement and contributions, with updates presented annually.

S: The review will specifically assess the participation and engagement of ALS and individual members within At-Large.

M: At least 80% of members must be assessed annually, with measurable data on their contributions and engagement.

A: This can be achievable using existing membership data collection systems and member engagement tracking tools with .org staff support.

R: The recommendation can be implemented with the current capacity of the RALOs and their respective Secretariats.

T: The first review should be completed by December 2025, with subsequent reviews conducted annually.

Checklist:

- **Develop evaluation criteria by June 2025**, using input from RALOs and their Secretariats with .org staff support.

2. Align Working Group Activities (Specific to CPWG, OFB-WG, and ACES)

Recommendation: Ensure working groups (CPWG, OFB-WG, and ACES) assess their progress quarterly and align activities with their mandates.

S: This recommendation focuses on assessing the progress of working groups in fulfilling their established mandates.

M: Progress will be tracked by reviewing at least three key action items per working group every quarter.

A: Each working group already holds regular meetings, making quarterly reviews feasible within existing structures.

R: The review system can be incorporated into current working group practices without overwhelming resources.

T: The review process will begin in Q2 2025, with ongoing quarterly assessments thereafter.

Checklist:

- **Schedule quarterly review sessions by March 2025**, ensuring participation from all working group members.

3. Incorporate RALO Feedback (Specific to Community Inclusivity)

Recommendation: Formalize a feedback process for RALOs and the broader community, integrating input into operational improvements annually.

S: The recommendation specifically calls for a formalized process to collect and apply feedback from RALOs and the wider At-Large community.

M: Feedback from all RALOs should be captured, with at least three actionable insights incorporated into operations each year.

A: Existing communication channels and processes within RALOs will allow for feasible feedback collection.

R: RALO members and community representatives can provide valuable input without requiring excessive resources.

T: The process will be implemented annually, with the first collection and integration of feedback completed by December 2025.

Checklist:

- **Create and distribute feedback forms by June 2025**, ensuring all RALOs can participate in providing feedback.

4. Establish Transparent Funding Structures (Specific to Budgetary Clarity)

Recommendation: Work with ICANN Org to define and publicly share a transparent funding framework to support At-Large initiatives.

S: This recommendation calls for a transparent framework for funding that supports At-Large's activities and projects.

M: The framework should be shared publicly with At-Large members, ensuring clear understanding of available resources.

A: This is achievable with collaboration between At-Large and ICANN Org, leveraging existing budgetary processes.

R: The development of a transparent funding structure is realistic with the cooperation of ICANN's financial and planning teams.

T: The framework will be finalized and made publicly available by June 2025.

Checklist:

- **Convene discussions with ICANN Org by March 2025** to outline funding needs and structure.

5. Conduct Biennial Implementation Audits (Specific to Accountability)

Recommendation: Establish a biennial audit process to monitor progress on prior review recommendations.

S: This recommendation focuses on conducting audits to track the implementation of past review recommendations.

M: Two audits must be completed by 2027, with a full review of all recommendations from the previous reviews.

A: Biennial audits are realistic, as they will be conducted using existing At-Large resources and coordination with ICANN Org.

R: The audits can be implemented with a designated audit team and tracking system.

T: The first audit will be completed by December 2025, with the second audit scheduled for 2027.

Checklist:

- **Define audit criteria and form an audit team by June 2025**, ensuring alignment with review objectives.

Criterion 10: Processes are in place to assess, prioritize, and implement suggestions for improvement received as outputs from the Continuous Improvement Program.

Current indicator: ALAC/At-Large are in the process of putting in place an implementation plan to assess, prioritise and implement improvement suggestions received as outputs from the CIP.

A group similar to the ARI team from the prior At-Large review activities, could act on the implementation of improvement efforts decided on by At-Large. They could provide reports to the community at each ICANN meeting, on progress towards improvement goals.

Criterion 11: There is an agreement that ALAC/AT-LARGE is accountable to the wider ICANN community, its organizations, committees, constituencies, and stakeholder groups.

Current indicator: ALAC/At-Large agrees that it is accountable as a community, to the wider ICANN Community, its organisations, committees, constituencies and stakeholder groups.

Whenever we use “At-Large”, it generally refers to the community as a whole. Therefore each individual must take responsibility for what is the role of our community within ICANN. We supplement this by adding supportive voices of representatives from At-Large, directly into other ICANN communities whose own activities may ultimately impact end-users.

At-Large demonstrates its community commitment by:

- Providing a liaison from our community to other important communities within ICANN who have a strong end-user interest
- Providing a member to any other ICANN community group that requires support for their policy development on PDPs, EPDPDs and other strange acronyms
- Providing many hours of deliberation and discussion in CPWG and OFB-WG meetings on issues that address the needs of many organisations within ICANN
- Adding members to special committees and working teams across ICANN that are not policy related but add a lot to the workings of ICANN such as, NomCom, Fellowship mentors and mentor panels, Planning committees for ICANN meetings, etc etc

At-Large has proven to be a leader in the area of working with other stakeholder groups because it is committed to ensuring that the voice of the end-user is present at other AC and SO meetings, and experienced At-Large personnel are frequently invited to participate in their activities. In return we have been very grateful to be able to call on their expert support for our presentations at ICANN meetings.

PRINCIPLE 5: ALAC/AT-LARGE collaborates to further the mission of ICANN and the effectiveness of the ICANN bottom-up multistakeholder model

Criterion 1: ALAC/AT-LARGE structures have a process in place for communicating and coordinating within the ICANN global multistakeholder community.

Current indicator: There are several levels at which At-Large Structures work within the ICANN global multistakeholder community.

The levels are::

- ALAC liaisons who communicate directly with other ICANN communities with whom they have responsibility for conveying each others key interests and concerns as they relate to their role in ICANN
- CPWG which coordinates and communicates policy activities with other SOs and ACs.
- OFB-WG which coordinates and communicates non-policy activities mainly with Org
- At-Large community organisational members who are ALSes whose role is to familiarise themselves with what is happening in ICANN and At-Large, and to communicate these to their regional communities.

Criterion 2: The organizational structure meets regularly with the ICANN Board

Current indicator: ALAC/At-Large who are represented by the ALAC and Liaisons, regularly meet with the ICANN Board at each ICANN meeting.

The process is that the Board will submit their questions to ask the ICANN community groups. They are usually the same question that is asked to all the groups.

Similarly ALAC/At-Large gets an opportunity to ask their questions to the Board.- if there is time

Criterion 3: The SO/AC Leadership Roundtables and meetings are organized at each ICANN Public Meeting, and help to improve overall communication, setting priorities, and planning

Current indicator: These meetings provide a unique platform to exchange ideas and to offer self-help among community leaders.

The challenge is to translate what is discussed into actual practice. See workload discussions.

End-User Impact

[Please explain in detail the impact this topic has on end-users. How is this statement or advice pertinent to the interest of end-users.]