

# At-Large Review 2 Implementation (ARI) Status Report 1 to the Organisational Effectiveness Committee (OEC)

Final Draft Date: 19/06/19

## Executive Summary

This initial At-Large Review Implementation (ARI) Interim Report 1, outlining the progress of the At-Large Review Implementation Working Group (ARIWG) to the ICANN Boards' Organisational Effectiveness Committee (OEC) has been prepared by the ARIWG, in keeping with the requirement for reports every six months outlined in the [Resolution of the ICANN Board on June 23rd 2018](#).

*Resolved (2018.06.23.15), the Board directs the At-Large review implementation working group to provide to the OEC semiannual written implementation reports on progress against the implementation plan, including, but not limited to, progress toward metrics detailed in the implementation plan and use of allocated budget.*

And further specified in the [Resolution of the ICANN Board on January 27th 2019](#), which accepted the [At-Large Review Detailed Implementation Plan \(ARI Plan\)](#).

*Resolved (2019.01.27.06), the Board directs the At-Large Review Implementation Working Group to provide updates to the OEC every six months. Those bi-annual updates shall identify achievements as measured against the existing implementation plan, as well as details on future implementation plans. It is during these updates that the At-Large Review Implementation Working Group shall provide more details on implementation progress, and measurability. The OEC may request interim briefings if deemed necessary.*

The following Report first outlines and then details the progress and any costs against budget allocation(s) that have been made within the planned implementation of each of the implementation of eight Issues (Nos. 1, 2, 3, 4, 7, 9, 13 and 16). This initial interim report is pleased to provide an update of the progress of each of these Issues to date.

As noted in the ARI Plan, we remind the OEC that even though these eight sections address targeted specific Issues, there are significant synergies among them. Once the ARI is completed, these recommendations agreed to be undertaken in response to the eight (8) Issues established in the ARI Plan. Progress has been made in all areas. Specifically, Issues 2 and 16 are at the early stages of activity, with Issue 16 having dependencies on several Issues but Issue 2 in particular; Issue 7 is underway through about  $\frac{1}{3}$  of its planned stages, Issues 1, 3, 4 and 13 underway with substantial progress around the  $\frac{3}{4}$  stage or more and Issue 9 to be completed on or about the date the OEC receives and considers this report.

## Preamble

During the process of the At-Large Review, and in the approved ARI Plan, the ALAC committed to the synergies that would result in a total effect greater than the sum of its parts.

The ARIWG has allocated small work teams to further initiate and complete the required steps for ensuring that the 8 Issue areas are addressed. This report offers an update and progress reporting on the implementation as discussed by their work teams and the ARIWG, as well as links to the wiki pages that act as the ongoing repository for this work should further investigation or analysis be required/desired.

## Introduction

### **Background - Purpose of this Report**

This Interim Report to the ICANN Board Organisational Effectiveness Committee (OEC) is the first of the progress reports required every 6 months, under the Board's [Resolution dated 23 June 2018](#) and following the approval of the ARI Plan. It has been prepared by the At-Large Review Implementation Working Group (ARIWG) following acceptance by the [ICANN Board of the At-Large Advisory Committee Detailed Implementation Plan on 27 January 2019](#) of the required [At-Large Review Implementation \(ARI\) Detailed Implementation Plan](#) that was prepared and presented to the OEC by the ARIWG on 21 December 2018.

The ARIWG is intended to be a relatively small, yet regionally balanced working group convened by the ALAC in July/August 2018. Members were appointed by the ALAC, but all lists, meetings and activities are open to observers from the ICANN Community and participants from At-Large. Since its formation, the ARIWG which is supported and facilitated by the At-Large staff under Heidi Ullrich, Vice President, Policy Development and At-Large Relations, has been composed of 25 appointed members and 18 listed participants from across all 5 geographic regions of ICANN At-Large. All lists of participants are available on the [ARIWG Wiki workspace](#). The ARIWG has held, in addition to individual activities of each of the Work Tracks, 12 Meetings [Meetings Wiki page link](#) by the time of this report. The primary purpose of these full WG meetings is to track and update progress in the agreed work outputs from each of the Work Tracks (each associated with an Issue /Recommendation) in addition to other more administrative agenda items and report drafting updates.

The ARIWG is chaired by the ALAC Chair, Maureen Hilyard, who is assisted by two previous ALAC Chairs, Alan Greenberg and Cheryl Langdon-Orr, as *ex-officio* members given their with specific review experience and expertise. Observers to all meetings and work track activities and email lists are also welcome. These observers are requested to have their names listed if possible, and are people from the ICANN Community who are subscribed as *READ ONLY* to mailing list(s), and are welcome to attend any meetings held but who are not involved any consensus calls or votes of the ARIWG.

# At-Large Review Implementation Working Group (ARIWG) Status Report 1 on Progress

## **Section 1 - Overview of Progress on Implementation**

The ARIWG is pleased to report that progress has been made in the implementation of all eight Issues being focused upon from the ARI, and in some cases Issues have achieved 'Significant' or 'Near Completion' status, and one will be completed before the end of June 2019. This status is outlined in the following section and more completely detailed in the link to each of the Issue Dashboards on Wiki workspaces.

Links to Wiki work spaces for [At-Large Review Implementation Plan Development](#) and Work Track Issues list showing current Work Track Leaders and activities to date.

» [Issue 1](#) ALAC Advice - Quality vs. Quantity and clear definitions of various inputs rework the website and Wiki to ensure that our "Policy Advice" pages are accurate and understandable. (Issue Leaders: Jonathan Zuck & Evin Erdođdu)

» [Issue 2](#) Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large and making it more effective and more credible and to better reflect the mission of At-Large to act in the best interests of Internet end users. (Issue Leaders: Alan Greenberg & Maureen Hilyard)

» [Issue 3](#) Staffing resources, review and redistribution as required if disproportionately concentrated on administrative support; staff should have greater capacity to support preparation of policy advice. This may require a shift or development of skills among At-Large Staff as well as additional staff. (Issue Leader: Heidi Ullrich)

» [Issue 4](#) ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team (ALT) ensuring that it is clear what the ALT does and does not do. (Issue Leader: Maureen Hilyard)

» [Issue 7](#) ALAC/At-Large Working Groups Improvements to Web and Wiki records, including rationalisation of WG structure and function a one-stop shop or dashboard to direct potential participants. to active working groups (Issue Leaders: Ricardo Holmquist & Maureen Hilyard)

» [Issue 9](#) Increase of the At-Large Community awareness and staff training regarding the use of social media undertake staff skill development in the area of social media, working cooperatively with ICANN Communications social media specialists. (Issue Leaders: Heidi Ullrich & Evin Erdođdu)

» [Issue 13](#) Event and engagement opportunities, resources and usage portal a single location which will point to travel funding opportunities and documentation of what resources were ultimately distributed to provide more systematic RALO participation in regional events. (Issue Leaders: Daniel Nanghaka & Alberto Soto)

» [Issue 16](#) Performance Metrics as relevant to each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants. (Issue Leaders: Cheryl Langdon Orr & Gisella Gruber)

Measurable progress including start and end dates as per ARI Table 1 noting any already planned additional activities.

Issue ID	Start Date	Proposed End Date	Status (% completed)	Notes
1. ALAC Advice	17 December 2018	15 March 2020	Considerable progress toward completion (75%)	
2. Member Engagement and Criteria	22 April 2019	30 September 2020	Underway (10%)	
3. Staffing	17 December 2018	30 September 2019	Considerable progress toward completion (75%)	Success or otherwise of request for an FTE equivalent to be reviewed at the start of FY20, with staff task redistribution further discussed as required to allow for ARI completion
4. ALAC and At-Large Leadership	17 December 2018	30 October 2019	Considerable progress toward completion (85%)	
7. Working Groups	17 December 2018	30 March 2020	Considerable progress toward completion (85%)	
9. Social Media Use Training	17 December 2018	23 June 2019	Near Completion/Complete (98%/100%)	Add options for follow up and ongoing or continuous improvements of skills as well as any metrics to dashboard and Issue 16.
13. O and E Dashboard	22 April 2019	30 September 2020	Considerable progress toward completion (80%)	Consider metrics/measurables once dashboard deliverables are specified and created such as page visits etc., add also to Issue 16
16. Metrics	27 November 2018	30 September 2021	Underway (15%)	

Table 1. Issues List, Milestone dates and Progress to date

Issues as per ARI Table 1 shown as percentage of progress towards completion.

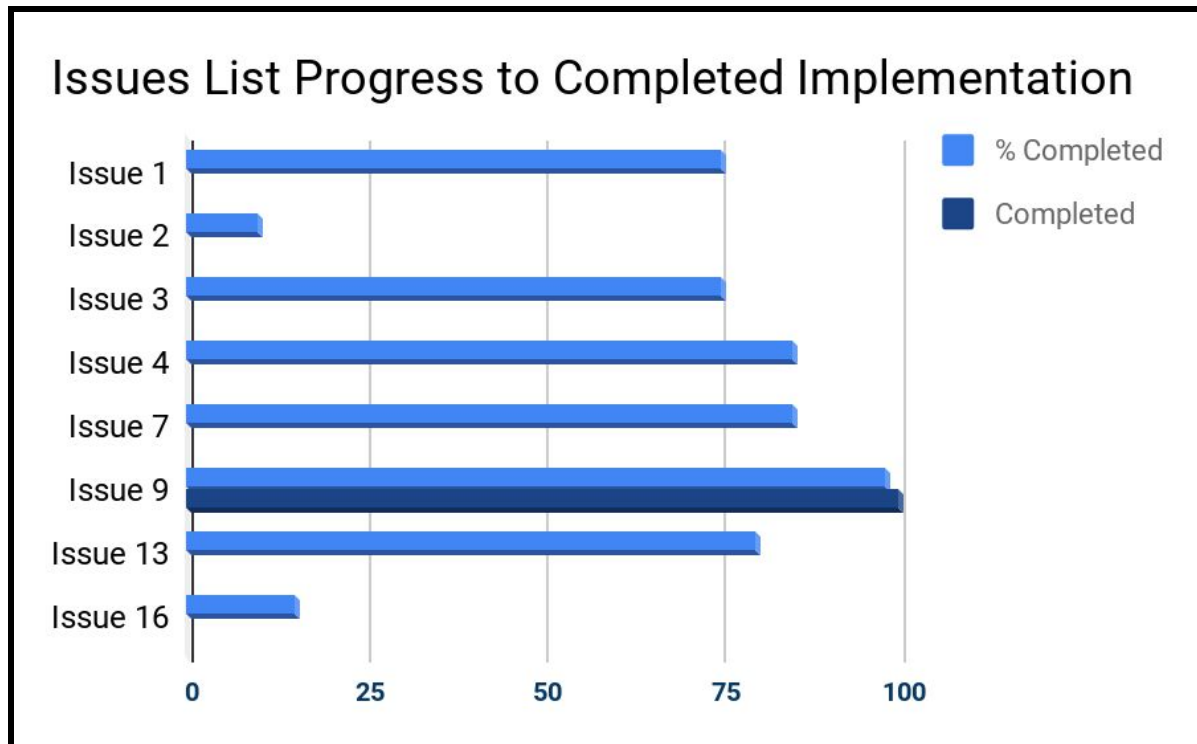


Fig. 1 Issues List, against percentage of progress towards completion graph.

## Section 2 - Detailed Progress Report, on an Issue by Issue Basis

### Issue 1 - ALAC Advice Quality vs Quantity.

**Progress to date 75 % : Costs against allocated funds from Budget to date N/A**

This is one of the recognised issues that the Community, ALAC and At-Large had already noted the cause of and had prior to the At-Large Review 2 [Final At-Large Review Recommendations Feasibility Assessment & Implementation Plan](#) (FAIP) and ARI started to remedy. Specifically, as proposed and approved by the Board, At-Large staff, under the direction of At-Large leadership, has already begun to rework the website and Wiki to ensure that our “Policy Advice” pages are accurate and understandable. Further that recently and ongoing ALAC Statements, Public Comments and Advice are clearly classified and that the classification of each type is clear. Fundamentally, this issue is meant to address some confusion inherent in the current presentation of the ALAC document database. Implementation on this matter had already begun prior to ARIWG activity and is part of the ALAC’s continuous improvement process. Work will continue throughout 2019 and 2020 before formal review in 2021. There are two main aspects in this issue to address:

1. Confusion about the type of document (i.e., “Advice” vs “Comment”)
2. The “End user” justification for intervention.

Accordingly, At-Large staff together with At-Large leadership, will categorize the existing documents (as advice, public comment, correspondence, etc.) in a more granular fashion and provided enhanced tools with which to filter search results based on these categories. Staff have also created a new field in the database for “End User Issue” and At-Large leadership now populates this field both in current documents and those generated going forward. Additional staff resources are needed for any ongoing work deemed necessary. Initially around 40-50 hours of staff time between January 2019 through to June 2019 has been utilized to improve clarity of wiki and web pages.

- When additional staffing resources are made available under Issue 3 Implementation, policy advice development work and communication will be a primary focus of existing staff resource time freed up from other activities. Specifically:
  - Differentiate between advice and comments, potentially other categories (i.e. correspondence).
  - Develop communication of revisions to the pages to end users.

Two goals to address under this issue:

(1) Confusion about the type of document (ie “Advice” vs “Comment”)

**Work in progress:** Historic ALAC Advice & Comments (found on the [At-Large Policy Summary](#)).

**Completed:** New [Executive Summaries: ALAC Policy Comments & Advice](#) page differentiates between ALAC comment, advice and correspondence, with tags and posts since ICANN60.

**Completed:** ALAC Advice & Comments marked accordingly since ICANN60 on At-Large website (found on [At-Large Policy Summary](#)).

(2) The “End user” justification for intervention

**Work in progress:** ALAC Hot Policy Topics Document (Jonathan Zuck & Joanna Kulesza to present draft at ICANN65)

**Completed:** New (ongoing) system of ICANN meeting “Talking Points” for At-Large community members (started at ICANN64), and At-Large Policy Workshop(s) (started at ICANN64).

**Completed:** At-Large Consolidated Policy Working Group (CPWG) presentation format for penholders, weekly meetings.

- Requested ICANN product development team to update At-Large website with “sub-type” filters.
- Follow up with the ICANN Board Operations team regarding historic ALAC Advice/Statements/Correspondence.

From the following table 2.1 we can report that at this stage of Implementation steps 1-4 are underway, and significantly completed.

Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Finalize categorization of previous statements (comments, advice, correspondence, etc.)</li> <li>2. Rename Sub Type to Document Type</li> <li>3. Populate list options for document type based on document categorization exercise</li> <li>4. Populate the “End User Interest” (EUI) field for previous comments</li> <li>5. Begin logging EUI going forward.</li> </ol>
Metrics (and these require linkage to Issue 16.)	<ol style="list-style-type: none"> <li>1. Clear and Accurate Distinction between statement types.</li> <li>2. Statements filterable by type</li> <li>3. Populated EUI fields.</li> </ol>

**Table 2.2 - Issue 1 Steps and Metrics**

**Issue 2 - Improvements to and demonstration of efficiencies and effectiveness of member participation and engagement revitalizing At-Large.**

**Progress to date 10% : Costs against allocated funds from Budget to date N/A**

Progress on this implementation has yet to begin. It is expected that the following steps will begin now in Q1 of FY20 and run throughout the life of the ARI:

- Reconvene the ALS Criteria and Expectations Task Force (Co-Chairs: Alan Greenberg and Maureen Hilyard).
- Call for new members to develop a workplan for undertaking the following objectives for this working group:

The table 2.2 following outlines the proposed Implementation Steps 1-4, as only in the initial stages, nor in any way completed.

Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Review, enhance if applicable, and agree upon outcomes of the ALS Criteria and Expectations</li> <li>2. Based on these results refine the ALS application and approval process and put in place the regular review of existing ALSes. This may require some ICANN Bylaw amendments.</li> <li>3. Establish comparable criteria and process for individual unaffiliated membership.</li> <li>4. As part of these processes establish the repository of skills and interests to draw upon when particular ongoing volunteer work efforts are staffed.</li> <li>5. Develop the process to be used for the development of material to be distributed to our volunteer community world-wide</li> <li>6. Develop a road-map through the multitude of ICANN Learn courses and other primer material to help those interested to get up to speed (Podcasts, YouTube channel, webinars, etc.).</li> </ol>
--------------------------------	---



	7. Develop a network of coaches and mentors so those who show some interest in getting involved are not left on their own.
Metrics (and these require linkage to Issue 16.)	Metrics will monitor ALS and individual involvement. The number of ALSes and individual members along with their level of activity will allow for monitoring of the overall changes in At-Large. Specifics will be developed under the ARI Issue #16.

**Table 2.2 - Issue 2 Steps and Metrics**

**Issue 3 - Staffing resources, review and redistribution as required.**

**Progress to date 75% : Costs against allocated funds from Budget to date N/A**

This Issue was specified as one that was to look for opportunities to utilize and develop the skills of At-Large support staff while ensuring that the positions taken by At-Large represent solely those of end-users, as well as to ensure that the volunteer community has sufficient support services so as to best utilize their volunteer time. It was further noted that this may require a shift or development of skills among At-Large Staff as well as additional staff.

The ARIWG identified that the equivalent of at least one FTE with relevant policy, technical and membership skills was needed to ensure the successful implementation of the aims and objectives of the ARI, this issue has progressed considerably and as planned in FY20 budget requests, and noted that a staged approach might be acceptable depending on budget availability. At the time of writing this report the resourcing of this request has neither been confirmed or complete, but we are reporting this as a substantially completed implementation (two out of the three specific steps in addition to the necessary resourcing and budget request).

The following table 2.3, outlines the primary implementation step for this issue and its associated metrics.

Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Staffing requests will be dependent on and driven by the other tasks within the ARI.</li> <li>2. Job Description for temporary resource - Status: completed</li> <li>3. Potential temporary resource person candidate identified - Status: completed</li> <li>4. ICANN org to verify eligibility of temporary resource person - In progress</li> <li>5. ICANN org to offer contract to temporary resource person - Not yet started</li> </ol>
Metrics (and these require linkage to Issue 16.)	<ol style="list-style-type: none"> <li>1. Sourcing suitable staff support</li> <li>2. Review with the volunteer community that it has sufficient support services, after implementation.</li> <li>3. Development of skills among At-Large Staff as well as additional staff.</li> </ol>

**Table 2.3 - Issue 3 Steps and Metrics**



**Issue 4 - ALAC and At-Large Leadership better communication regarding the role and activities of the ALAC Leadership Team.**

**Progress to date 85% : Costs against allocated funds from Budget to date N/A**

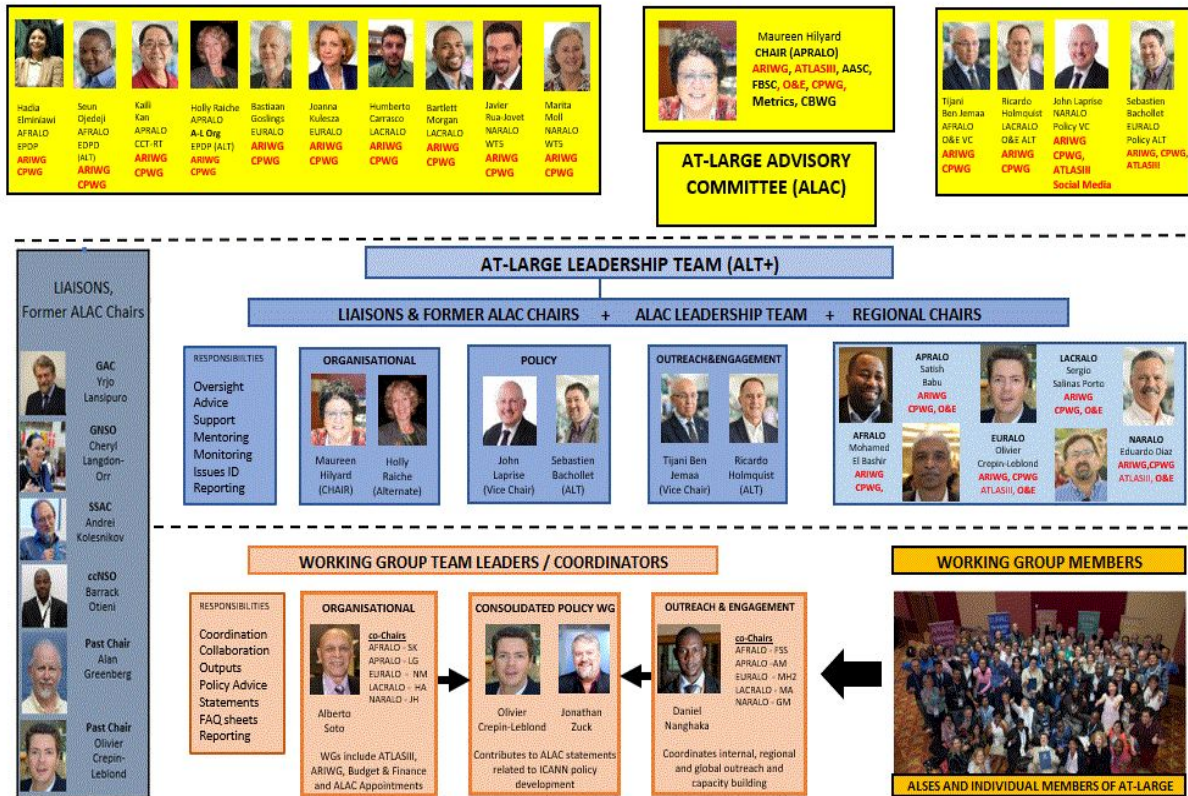
The ALAC Chair worked with members of the ALAC and At-Large Staff to ensure both a better understanding of and better communication of the role and activities of the ALT ensuring that it is clear what the ALT does and does not do, including the utilization of the new Organigram agreed to by the ALAC and At-Large Leadership during ICANN63. On each At-Large wiki web-page is a [GATEWAY](#) which gives wiki users quick access to key At-Large activities. The [At-Large Governance page](#) is developing a list of key resources relevant to regional as well as ALAC leadership. This Issue is substantially completed but still subject to web-page update audit.

The following table 2.4, outlines the primary implementation steps for this Issue and its associated metrics, noting the 1st and 3rd steps are substantially completed, whilst the 2nd is yet to be progressed beyond planning.

<p>Proposed implementation steps:</p>	<ol style="list-style-type: none"> <li>1. Create an At-Large Governance Webpage on the At-Large Website that includes the At-Large Organigram with links to other sections of At-Large, for example ALAC webpage, RALO webpages, Policy Comment pages, Active Working Groups related to Policy, O&amp;E and ALAC Org.</li> <li>2. Include short descriptions of the roles and responsibilities of the ALAC, At-Large Leadership Team (ALT+), Regional Chairs, Liaisons, Former ALAC Chairs, and the Chairs of the workstreams - Policy, O&amp;E and ALAC Org</li> <li>3. Outline communication links between the various structures.             <ul style="list-style-type: none"> <li>● ALAC and ALT+ meetings</li> <li>● Email lists and who they consist of</li> <li>● Skype chat groups involving the ALAC Chair, ALAC and ALT+</li> <li>● RALO meetings and newsletter</li> <li>● Community wiki pages</li> </ul> </li> </ol>
<p>Metrics (and this requires linkage to Issue 16.)</p>	<p>The page changes should have been made by early 2019. This has not yet been audited.</p>

**Table 2.4 - Issue 4 Steps and Metrics**

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



**Fig 2 ALAC Organisational Chart 2018** see <https://community.icann.org/display/AG/At-Large+Governance+Home>

**Issue 7 - ALAC/At-Large Working Groups Improvements to Web and Wiki records, including rationalisation of WG structure and function including the development of a one-stop shop or dashboard.**

**Progress to date 85 % : Costs against allocated funds from Budget to date N/A**

This Issue specified it would further the ALACs review and rationalisation of the listed WGs, ensuring that the ones we have are active and relevant. Staff and members of the ARIWG work track have also started the process to revamp the web listing of Working Groups (WGs) and Wiki presence to ensure that all WGs are properly represented and documented. Groups no longer active have been segregated, but are still documented for historical or archive purposes.

To date, changes have already been initiated, through the development of the Organigram and with the successful use of the relatively new Consolidated Policy Working Group

(CPWG) that provides an overarching umbrella group for discussing ICANN policies that impact Internet end-users. The CPWG involves a growing number of committed Policy contributors who work together on the preparation of ALAC policy advice. The only Working Group that reports to the CPWG and seeks guidance on inputs to the discussion, is the EPDP. The Outreach and Engagement Sub-Committee, on the other hand has a specific set of Work Tracks that prepare capacity building and outreach activities for both within and outside of ICANN. The Organisational stream works similarly with its ARIWG and ATLASIII working groups. The ALT has also begun to establish goals and objectives for each of the three streams of At-Large activity, so that there is clear direction and opportunity for member participation, engagement and leadership.

Considerable progress has been made in relation to the wiki page listing the web pages has been made towards this being updated and audited. This work also needs to be ongoing has progressed to the reportable implementation progress of around 85% completion at the time of the writing of this report.

The following table 2.5 shows the planned steps for Implementation and the associated metrics.

Proposed implementation steps:	<ol style="list-style-type: none"> <li>1. Staff, with input from At-Large leadership, will ensure that the At-Large website clearly identifies classes of workgroups and specifically identifies those for which general community participation is encouraged.- completed</li> <li>2. Membership of WGs will be reviewed annually, and the wiki and web pages updated.- ongoing</li> </ol>
Metrics (and this requires linkage to Issue 16.)	Resolution of perception issues with existing Web site(s) and Wiki within a 6 month time frame.

**Table 2.5 - Issue 7 Steps and Metrics**

**Issue 9 - Increase of the At-Large Community awareness and staff training regarding the use of social media.**

**Progress to date 98% : Costs against allocated funds from Budget to date N/A\***

This Issue is almost completely implemented at the time of writing this report and will be completed by the beginning of the ICANN Marrakech meeting, (\*23rd June is the Training date involving ICANN Staff beyond those in support of At-Large, the topics to be covered in this general Social Media Training for relevant ICANN Staff is appended to this report for reference. Costs and expenditure for this training are covered in a budget outside of that for At-Large/Policy or ARI specific requests.) Thus, it is reported as substantially completed/complete. A report of the training and note of any measurables for ongoing success in the training or review points will be added to the Issue Wiki page in due course.

The following table 2.6, shows the steps for Implementation and the associated metrics.

Implementation steps:	<ol style="list-style-type: none"> <li>1. At-Large Social Media WG to define training aims and objectives.</li> <li>2. Training to be organized for implementation either via teleconferences or a f2f session at an ICANN meeting.</li> </ol>
Metrics (and this requires linkage to Issue 16.)	<ol style="list-style-type: none"> <li>1. Completion of Training Program</li> <li>2. Evidence of At-Large Staff improved and effective Social Media activities.</li> </ol>

**Table 2.6 - Issue 9 Steps and Metrics**

**Issue 13 - Event and engagement opportunities, resources and usage portal.**

**Progress to date 80% : Costs against allocated funds from Budget to date N/A**

Development of a single location (Wiki or website based) which will point to travel funding opportunities and for links to documentation of what resources were ultimately distributed for use in outreach and engagement, so as to provide a more systematic documentation of RALO participation in regional events.

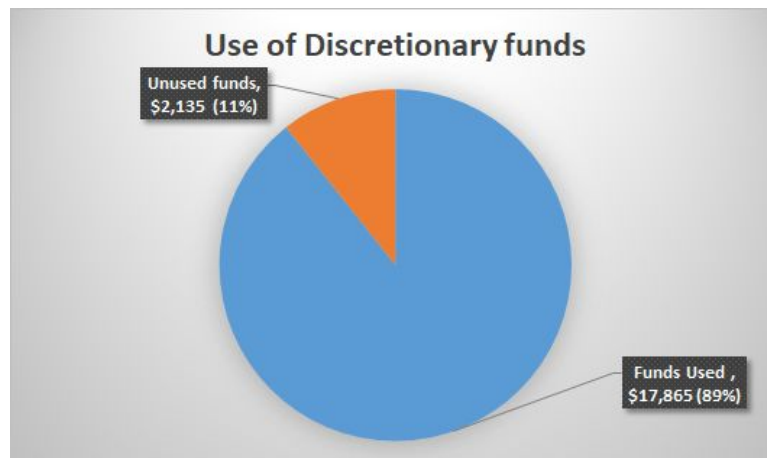
This Issue has undergone substantial implementation at this stage, though planning was originally done in relation to the FY19 Budget general allocations, rather than any specific to ARI work, noting the following points:

- Data was available on utilisation of the RALO Discretionary Funds and the respective events attended and local engagement activities .
- Staff resources were available for the creation of the travel dashboard.
- Following implementation of the travel dashboard, if At-Large continues to build upon the dashboard for outreach and engagement purposes, an agreed method for closer collaboration with At-Large members of the Sub-Committee on Outreach and Engagement, Senior At-Large support staff and GSE regional staff/offices will be required.

A sampling of the easy to read and graphic clarity that this dashboard style presentation of analysed data is shown with the following excerpt from materials new collated in a dedicated [Wiki workspace area](#) showing analysis of 2019 usage of RALO Discretionary Funding and CROP activities.

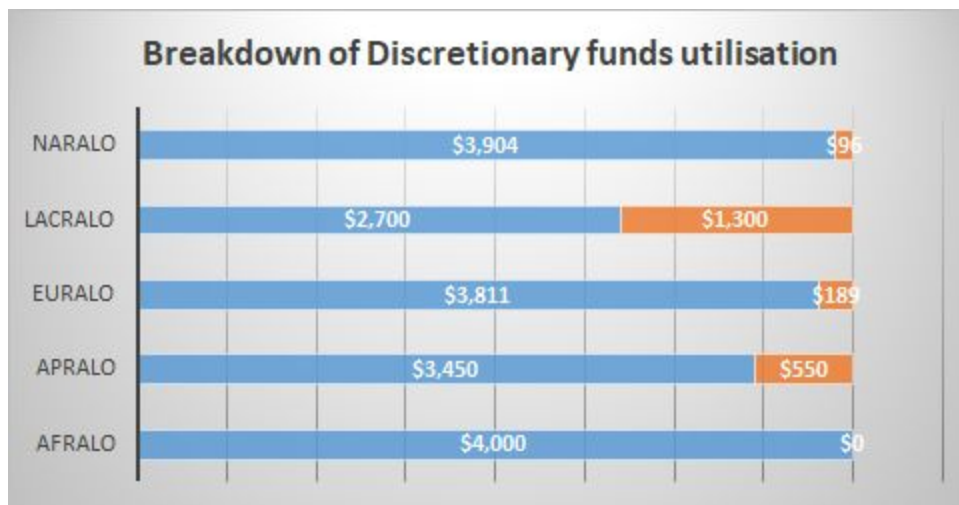
*Resources and Usage Portal Excerpt - 2019 FY usage of Discretionary funds...*

***Discretionary Funds*** have played an important role in local engagement and have necessitated local travel and engagement with an 89% fund utilisation. Discretionary funds had a balance of \$2,135 accounting resulting in 11% of discretionary funds being under-utilised as at the end of May 2019.



**Fig. 3** YTD Usage of allocated Discretionary Funds in 2019 FY

According to the available statistics on fund utilisation, AFRALO utilised all of its funds allocated while LACRALO had a balance of \$1,300 funds that were not utilised. Other regions distribution of funds are allocated in the chart below.



**Fig. 4** A detailed breakdown on specific utilisation of the funds can be found <https://community.icann.org/display/CRALO/RALO+Requests+for+Funding+to+support+an+Outreach+Activity>

### Local Engagement Activities

The discretionary funds have been used for local engagement travels, ICANN Readouts hosted by various ALSes per region and printing of materials at the various events. In addition, local printing of a promotional materials and support of event catering for local engagement activities have been funded.



**Community Regional Outreach Program (CROP)**

*CROP has played a great role in RALO represented events. Even without CROP funding, RALOs still participate in events where they have conducted outreach. During FY19, there has been almost full use of CROP funds that has enabled collaboration and engagement in various events. Also with the pledge to contribute to regional Internet development with various stakeholders, all RALOs have MOUs signed and participation and collaboration with regional partner organisations which facilitate RALO member participation in the various events.*

*The reduction of CROP slots from 5 slots to 3 slots and introduction of RALO discretionary funds has contributed to a substantial increase in local engagement activities despite the fact that discretionary funds have been utilised as an alternative for travel support to various events which acts as an alternative to CROP.*

It is planned that further and final substantive work will be undertaken in FY20 Q1 / Q2 with the steps as shown in table 2.7 below:

<p>Proposed implementation steps:</p>	<p>1. Create a dashboard on the At-Large website and/or wiki to provide information on: 1) travel funding opportunities including available funding sources; and 2) the use of funding resources distributed to members of At-Large and monitor their effectiveness against a set of agreed upon criteria.</p> <p>Post Implementation Activities:</p> <p>1. The establishment of an At-Large Outreach and Engagement Dashboard that details:</p> <ul style="list-style-type: none"> <li>A. ICANN Global and At-Large regional events formatted in an easy to access monthly calendar (staff to liaise with ICANN Org)</li> <li>B. Evaluation reports following At-Large outreach and engagement activities (staff to liaise with ICANN Org re reporting software)</li> <li>C. What ICANN and non-ICANN funding is available for At-Large activities and their requirements and availability and how these can be accessed and used by regional initiatives to meet ICANN's outreach goals</li> <li>D. Outreach materials that can be used at outreach events</li> <li>E. Capacity Building resources and opportunities</li> </ul> <p>2. RALO regional outreach plans to be completed in collaboration with regional GSE staff and endorsed by ALAC and GSE.</p> <p>Records will be on an ICANN year basis starting with the current year. Based on data availability and staff resources, several previous years may also be captured.</p>
<p>Metrics</p>	<p>Available to date  <a href="https://community.icann.org/display/CRALO/RALO+Requests+for+Funding+to+support+an+Outreach+Activity">https://community.icann.org/display/CRALO/RALO+Requests+for+Funding+to+support+an+Outreach+Activity</a></p>

**Table 2.7 - Issue 13 Steps and Metrics**

**Issue 16 - Performance Metrics General to Member and ALS Participation and Specific relating to other Recommendation Implementation from ARIWG.**

**Progress to date 15% : Costs against allocated funds from Budget to date N/A**

Since the initial publication of the FAIP and ARI documentation, the ARIWG has been advised by ICANN Staff that the impending roll out of a 'state of art' implementation of a CRM tool throughout ICANN.org should aid in reducing the staff resources required for the collection of many of the metrics envisaged to be useful or required for use by ALAC/At-Large. Further, the timing of this rollout of the 'Salesforce' CRM tool for use with ALAC/At-Large to manage At-Large membership metrics is already expected to improve the future efficiency of the process as well as contribute to the Metrics activities outlined within our ARI, including but not limited to the selection of methodology for scoring identified performance metrics. This is relevant to each activity in which At-Large participants are involved in order to measure the effectiveness of our processes as well as the actual involvement of active participants.

Whilst this Issue has begun preliminary implementation, it is planned that further and substantive work will be undertaken as shown in table 2.8 below in FY20 Q1 / Q2 with the following steps:

<p>Proposed implementation steps:</p>	<ol style="list-style-type: none"> <li>1. Metrics WG will propose performance metrics for ALAC Members, Liaisons and Appointments (beyond those specified in the Rules of Procedure); Regional Leadership; ALSes; ALS Representatives, ALS Members and unaffiliated individual members of RALOs</li> <li>2. Each of the items in this implementation plan is expected to provide appropriate metrics that will assess the achievement of the objective of the approved proposal</li> <li>3. Each of the three streams of At-Large activity (Organisational, Policy and O&amp;E) will establish a goal with measurable objectives which can be evaluated at the end of the year to assess achievement of the workstream objectives during each year.</li> </ol>
<p>Metrics</p>	<ol style="list-style-type: none"> <li>1. Achieve a Significant Level of Support for the proposed Metrics by the At-Large community by June/July 2019</li> <li>2. Establish ALAC/At-Large Metrics Project Plan and any initial Budget requests for consideration.</li> <li>3. Integration of any and all ARI specific Metrics associated with ARIWG Implementation of Recommendations, into a ARIWG Work Track of the Metrics Sub Committee ensuring that transparency in reporting occurs.</li> <li>4. Socialisation and implementation of Metrics Project Plan from Dec 2019 through to June/July 2020</li> </ol>

**Table 2.8 - Issue 16 Steps and Metrics**



### ***Section 3 - Next Steps and general expectations over the next six months.***

The next steps in Implementation and Reporting in FY20 Q1 and Q2, in addition to the kick-off of delayed, or yet to be significantly progressed, recommendations are all dependant on resourcing. In the case of dashboard development or web-page updates, the availability of ICANN.org resources being provisioned in that time period, but regardless it is expected that all recommendations will be progressed and several more completed or be substantially completed by the time of our December 2019 At-Large Review 2 Implementation Status Report 2.

Issue 3, it should be noted, not only a recommendation in its own right requiring the budget and provisioning for additional staff support. Which in turn will free up specific staff expertise for reallocation to other aspects of our Implementation plan program. In particular progress on Issue 2 ‘Efficiencies and Effectiveness of Member Participation...’ is particularly contingent on the re-apportioning of available At-Large staff resources to this task, and so needs to be considered as a ‘dependency’. We do, however, understand that there is some developing work within the Global Stakeholder Engagement team to utilise GSE staff more to encourage and support ALS and individual member participation within the regions. Further, the specific timing of the introduction and use of the Salesforce CRM tool will be, as we have identified, a boon to our Implementation progress and Metrics work. However there is no doubt an as yet to be determined or identified degree of customisation required for this to be optimised. Therefore, a recalibration of timing on these matters may need to be undertaken by the ARIWG, and if needs be milestone dates or prioritisation adjusted accordingly, especially if there are unknown as yet resourcing costs or limitations associated with such customisation.

### ***Section 4 - Conclusion and links to Wiki workspaces other reporting.***

In conclusion, as highlighted in this At-Large Review 2 Implementation Status Report 1 to the OEC, we do not believe there are any particular concerns or unexpected issues that require remediation or flagging at this time. We are also confident that whilst staying within the planned progress parameters for the completion of our At-Large Review Implementation Plan, any such concerns should be identifiable in the 2nd Progress Report in December 2019. We, of course, remain fully available to the OEC to discuss this report and any other matters further, should the need arise, but would value the opportunity to meet with the OEC, or particular members thereof, to more fully discuss our progress and update informally on our ARI progress perhaps during the November 2019 ICANN66 meeting in Montreal if desired when our 2nd report is near completion. In the interim we trust that the OEC and other interested parties will avail themselves of the ability to track and update on our activities with the regular ARIWG meetings being held and reported on from this [Wiki work-space](#) and of course for any particular Issue of interest by following the included links on each Issue’s Wiki page and dashboard.

**Appendix 1: Outline of topics to be covered in the ICANN Policy Staff Training Day to be held in Marrakech, June 23 2019.**

**Social Media Session**

1. Overview of Social Media
  - a. Twitter
  - b. Facebook
2. What Makes an Effective Tweet?
3. What Makes an Effective Facebook Post?
4. How to Post a Tweet?
  - a. With an Image
  - b. No Image
  - c. With Multiple Images
  - d. With Video
  - e. With Links
  - f. How to Use Hashtags
  - g. Multilingual posting
5. How to Publish a Facebook Post?
  - a. With Photo, Carousel
  - b. With a Video
  - c. With Links
  - d. How to Use Hashtags
  - e. Multilingual posting
6. How to Measure the Effectiveness of your Social Media
7. How to Amplify Your Social Media Post
8. Personal Accounts
9. Exercise - Publish your own Tweet/Facebook post

**Blog Session**

1. Why is Good Writing Important?
2. Policy Blog Homework Review
3. What is Your Goal? Who is Your Audience?
4. Basics of Good Writing
5. Editing and Rewriting
6. ICANN Resources
7. ICANN Style and Commonly Misused and Misspelled Words
8. How to Write A Blog
9. How to Get a Blog Published on icann.org

## Appendix 2 : Glossary of Terms

Acronym	Term
<b>AFRALO</b>	African Regional At-Large Organization
<b>ALS</b>	At-Large Structure
<b>ALT</b>	ALAC Leadership Team
<b>ALT +</b>	Extended ALAC Leadership Team
<b>ARI</b>	At-Large Review 2 Implementation
<b>ARI Plan</b>	At-Large Review Detailed Implementation Plan
<b>ARIWG</b>	At-Large Review Implementation Working Group (ARIWG)
<b>ATLAS</b>	At-Large Summit
<b>CPWG</b>	Consolidated Policy Working Group
<b>CRM</b>	Customer Relationship Management
<b>CROP</b>	Community Regional Outreach Program
<b>EPDP</b>	Expedited Policy Development Process
<b>EUI</b>	End User Interest
<b>FAIP</b>	Feasibility Assessment & Implementation Plan
<b>FTE</b>	Full-time Staff Equivalent
<b>GSE</b>	Global Stakeholder Engagement
<b>LACRALO</b>	Latin American and Caribbean Islands Regional At-Large Organization
<b>MOU</b>	Memorandum of Understanding
<b>O&amp;E</b>	Outreach & Engagement
<b>OEC</b>	Organisational Effectiveness Committee
<b>RALO</b>	Regional At-Large Organization
<b>WG</b>	Working Group