

Staff Report of Public Comment Proceeding

AT-LARGE REVIEW: DRAFT REPORT

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Section I: General Overview and Next Steps

General Overview

On 1 February 2017, the At-Large Review Draft Report, authored by ITEMS, the contracted independent examiner, was posted for public comment following its review of the At-Large Advisory Committee (ALAC).

This Summary and Analysis does not present the complete process, nor does it present all comments *in verbatim*; it instead identifies sentiments broadly expressed by the community in response to the ALAC Review: Draft Report, authored by ITEMS.

A significant amount of feedback has been registered, with the total Public Comments submissions numbering 15--of which 10 were submitted on behalf of organizations and 5 from individuals. Comments and feedback were also provided orally in the two public sessions at ICANN58:

[At-Large Review Working Party Meeting](#)

[At-Large Review: Workshop with Examiner \(ITEMS\)](#)

Oral comments are not represented in this report.

Next Steps

All comments and feedback will be considered by ITEMS in preparing their Final Report, which is expected to be issued in April 2017. The ICANN Board's Organizational Effectiveness Committee (OEC) will consider the Final Report along with the Feasibility and Prioritization Analysis, which will reflect the view of the At-Large Working Party on the shortcomings and recommendations contained in ITEMS' Final Report. The OEC, having consulted all relevant documentation will then issue its recommendation for action to the ICANN Board. Following Board action on the Final Report and the Feasibility and Prioritization Analysis, planning for implementation will begin.

Section II: Contributors

At the time this report was prepared, a total of fifteen (15) community submissions had been posted to the forum. The contributors, both individuals and organizations/groups, are listed below in chronological order by posting date with initials noted. To the extent that quotations are used in the foregoing narrative (Section III), such citations will reference the contributor's initials.

Organizations and Groups:

Name	Submitted by	Initials
Registries Stakeholder Group	Stéphane Van Gelder	RySG
ISOC Yemen ALS	Amal Al-Sagqaf / Amal Ramzi	ALS
Registrars Stakeholder Group	Zoe Bonython	RrSG
Business Constituency	Steve DelBianco	CBUC
Non-Commercial Stakeholders Group	Ayden Férdeline	NCSG
LACRALO	Harold Arcos	LACRALO
At-Large Advisory Committee	ICANN staff	ALAC
Regional At-Large Organizations	ICANN staff	RALO
Intellectual Property Constituency	Greg Shatan	IPC
AFRALO	Aziz Hilali	AFRALO

Individuals:

Name	Affiliation (if provided)	Initials
R.R. KRISHNAA	National Internet Exchange of India	RRK
Shreedeeep Rayamajhi	rayznews.com	SR
Alastair Strachan		AS
Alberto Soto		ASoto
Natalia Enciso	APADIT	NE

Section III: Summary of Comments

General Disclaimer: This section intends to summarize broadly and comprehensively the comments submitted to this public comment proceeding but does not address every specific position stated by each contributor. The preparer recommends that readers interested in specific aspects of any of the summarized comments, or the full context of others, refer directly to the specific contributions at the link referenced above (View Comments Submitted).

The public comment forum received fifteen (15) submissions from the community on the Draft Report authored by ITEMS, independent examiner of the At-Large Advisory Committee (ALAC). The comments generally fall into the categories listed below, each of which is detailed in Section IV.

Public comment submissions to the sixteen (16) recommendations and nine (9) implementation guidelines proposed by ITEMS broadly fall into four categories:

- Overall comment/overview statement
- Suggestions and new ideas for improvement of report, ALAC
- Impact of implementation of proposed reforms
- Factual statements offering clarification

Below you will find a detailed analysis of the comments, in addition to the attached table that contains an *in verbatim* overview of all comments received.

Section IV: Analysis of Comments

General Disclaimer: This section intends to provide an analysis and evaluation of the comments submitted along with explanations regarding the basis for any recommendations provided within the analysis.

General Overview

In the Draft Report, ITEMS provided an analysis of procedural and substantive shortcomings they identified as well as a number of recommendations and Implementation guidelines.

The community expressed general support for ITEMS' sixteen (16) draft recommendations, particularly those that relate to participation and engagement—namely:

- regional outreach, engagement (Recommendation #1),
- gathering opinions via social media (Recommendation #8),
- adopting metrics to measure At-Large (Recommendation #16),
- publishing At-Large Travel Funding details (Recommendation #14), and
- ITEMS' proposed Empowered Membership Model (EMM) implementation and impact (Recommendation #16).

Also high in community consent were those recommendations relating to participation (Recommendation #3, #5, #12, and #13), and installing a web community manager (Recommendation #9).

The community was in greatest disagreement with:

- Recommendations #6--selection of seat 15 on ICANN Board of Directors,
- Recommendation #2--focus on quality of advice over quantity, and
- Recommendation #7--abandon existing internal working groups.

Commenters provided factual clarifications for recommendations that were perceived to be out of scope, namely for Recommendations #9, #14, #15, and also provided other corrections, some with supporting data and charts.

Commenters noted that some of the recommended actions are already in practice, or in the planning stages, namely components of Recommendations #10, #12 and #14. References to the planned Policy Management Process System (PMPS)¹ were made where the PMPS' and ITEMS' recommendations overlap.

Recommendations garnering the greatest quantity of input, by number of submitters and length of comments, were Recommendations #1, #5, and #8. Of these, only Recommendation #5 received negative comments. Recommendations #1 and #8, by contrast, received overwhelming support in the public comments.

¹ PMPS is an outcome of ATLAS II and is still in the initial planning stages. No documentation is yet available on the At-Large website. See: <https://community.icann.org/display/als2/ATLAS+II+Recommendation+26>

Recommendations #3, #5, and #6 garnered the most comments by number, with 10 comments each. Commenters were largely in disagreement with all of these recommendations--which related to the Empowered Membership Model (Recommendation #3), joint strategic planning for cooperative outreach (Recommendation #5), and selection of seat 15 on the ICANN Board of Directors (Recommendation #6).

Recommendations #1, #3, and #14 received the most comments by volume, with Recommendation #3 receiving nearly 2000 words of comments, possibly suggesting either strong opinions or clarification. By contrast, Recommendations #4 and #9 received fewer than 200 words of comments each.

Analysis of comments by recommendations

Recommendation 1: At-Large Members from each region should be encouraged, and where possible funded, to participate in Internet governance / policy-related conferences / events (IGF, RIR ISOC) in their region, and to use these events as opportunities proactively to raise awareness among end users about the At-Large and the opportunities to engage in ICANN-related activities.

Recommendation #1 commenters were supportive. "I believe this is crucial," one stated. Another focused on the next generation, stated, "Young leaders have to be given the opportunity to engage, learn collaborate and represent ICANN..." Another commenter expressed anticipation of the difficulties of implementation of the recommendation, and provided specific ideas for At-Large outreach.

Recommendation 2: At-Large should be more judicious in selecting the amount of advice it seeks to offer, focusing upon quality rather than quantity.

Comments for Recommendation #2 were mainly split between "Support" and "Strongly Oppose," with a single commenter registering an "It Depends" summary response, and expounding with an excerpt from the ICANN Bylaws describing the role of ALAC, continuing with, "Accordingly, ALAC should have something to say about end-user impact on most policy development and enforcement activities at ICANN. Since ALAC does not drive policy development, there should be no limit on the quantity of issues it can provide advice on. But it is important that ALAC is specific in its advice. Beyond policy matters, ALAC must be attentive to other issues that may have an effect on end users, such as ICANN's enforcement of Public Interest Commitments and other user safeguards."

Those in opposition to Recommendation #2 question how to judge what is "too few" or "too many" offers of At-Large advice, and reject limitations on "the voice of diversity" that At-Large offers.

Recommendation 3: At-Large should encourage greater direct participation by At-Large Members (ALMs) in ICANN WGs by adopting our proposed Empowered Membership Model (EMM).

Commenters of Recommendation #3 were largely supportive, but many comments submitted outside of the Recommendation #3 responses were critical of the Empowered Membership Model. Recommendation #3 is the recommendation which includes Implementations #1-#9, which also received several comments in strong opposition. Please see the spreadsheet following this report for details.

Mainly, support was expressed in comments related to Recommendation #3. Those in opposition commented that, despite being in some degree of agreement with the issue of greater direct participation, EMM is not

necessarily the best solution. Concerns about dilution of legitimacy, hindrances to consolidating member viewpoints, and the prescribed solution resulting in lower direct participation, among other unintended consequences, were made.

Still, commenters in agreement and conditional agreement with Recommendation #3 questioned the benefits of the EMM. "The Empowered Membership Model is imprecise in showing how it would solve the challenge of achieving greater engagement," stated one commenter.

Recommendation 4: At-Large Support Staff should be more actively involved in ALM engagement in policy work for the ALAC, drafting position papers and other policy related work.

There was no opposition to Recommendation #4 in the public comments forum. A conditional supporter commented, "It is appropriate for ICANN Staff to provide policy analysis and execution for outreach, crossconstituency support, and logistical support. But ICANN Staff should not be drafting strategies or initial policy comments for the ALAC. Drafting should remain the responsibility of ALAC members."

Recommendation 5: At-Large should redouble efforts to contribute to meetings between ICANN Senior Staff and Executives, ISOC (and other international organisations) to engage in joint strategic planning for cooperative outreach.

Recommendation #5 was met with agreement by most commenters, despite noting some challenges to accomplishing a higher level of engagement, with some encouraging even higher goals. Commenters in opposition to Recommendation #5 cited At-Large's mission, and questioned if this recommendation, for reaching outside of ICANN, was within scope of the At-Large mission.

Recommendation 6: Selection of seat 15 on ICANN Board of Directors. Simplify the selection of the AtLarge Director. Candidates to self-nominate. NomCom vets nominees to produce a slate of qualified candidates from which the successful candidate is chosen by random selection.

Limited support was expressed by commenters, with the only commenting supporter naming caveats and conditions to this supportive stance. Multiple comments in opposition were received, cautioning about the high probability of negative results, disenfranchisement of At-Large, and increased influence of the Nominating Committee. "The concept that the 'Director nominated by the At-Large Community' (a quote from the ICANN Bylaws) should be even partially selected by the Nominating Committee and then by random selection cannot be taken seriously if ICANN considers the multi-stakeholder bottom-up, consensus-driven decision-making process as the cornerstone of its governance methods," commented one.

Recommendation 7: At-Large should abandon existing internal Working Groups and discourage their creation in the future, as they are a distraction from the actual policy advice role of At-Large.

One note of conditional support was met by opposition and strong opposition in response to Recommendation #7. Commenters noted incongruence, violations of the bottom-up, multistakeholder process, and a lack of understanding of the role of working groups in At-Large. "...the existence of these WGs is not trivial and indeed it constitutes the grassroots of participation for endusers within the ICANN policy development process," wrote one. Another commented, "We could not understand the rationale behind removing At-Large Working Groups (WGs). WGs constitute the base forum for end-users to voice their thoughts, discuss their concerns in relation

to any given policy being discussed at ICANN, and frame agreements and strategies on how to positively impact the policy development process to the benefit of Internet end-users."

Recommendation 8: At-Large should use social media much more effectively to gather end user opinions (Twitter poll/Facebook polls, etc.)

Only supportive comments were received for this recommendation, with commenters agreeing on the need for improvement, noting the importance of social media, and suggesting additional ideas. Several commented about the challenge to reach certain geographies where social media is not generally accessible, and one expressed the need for a presence in regional social media networks--"The power of social media cannot and must not be ignored. I strong believe it is the easiest way to interact with end users BUT more consideration should be given to the less 'global' networks. Regional Social networks (Baidu - China, xandex - Russia, Yookos - Africa) must be considered if we truly want to engage with end users everywhere."

Recommendation 9: At-Large should consider the appointment of a part time Web Community Manager position. This member of the support staff could either be recruited, or a member of the current staff could be specially trained.

No opposition to this recommendation was expressed in the public comments forum. One comment, however, was made about the At-Large's lack of budget for fulfilling this recommendation. Most supporters of this recommendation registered "Agree" without comment.

Recommendation 10: Consider the adoption and use of a Slack-like online communication platform. An instant messaging-cum-team workspace (FOSS) alternative to Skype/Wiki/ website/ mailing list.

No opposition to this recommendation was received in the public comments forum. Commenters provided advice for modifying the recommendation, enhancing it, and presented suggested conditions for implementation. "We believe that the current system works reasonably well. However, we acknowledge that there is always room for improvement," said one.

Recommendation 11: At-Large should replace 5-yearly global ATLAS meetings with an alternative model of annual regional At-Large Meetings.

Responses to Recommendation #11 were mixed, with conditional support and opposition garnering the majority of the comments received. "The BC would support more regional meetings to engage end users, but recognizes adding additional yearly meetings may be redundant, given the three yearly ICANN meetings and other intersessional meetings. In additional (sic), the BC also notes the resources and budgetary needs for organizing five additional RALO meetings per year may be quite high," commented the Business Constituency. Opposers of the recommendation provided justification for the current arrangement, and expressed openness to the proposal of more annual regional events, but not at the expense of eliminating ATLAS.

Recommendation 12: As part of its strategy for regional outreach and engagement, At-Large should put a high priority on the organisation of regional events. The five RALOs should, as part of their annual outreach strategies, continue to partner with well-established regional events involved in the Internet Governance ecosystem. CROPP and other funding mechanisms should be provided to support the costs of organisation and participation of At-Large members.

No opposition to this recommendation was made in the public comments forum. Supporting commenters offered support for CROPP funding expansion, "RALOs support CROPP and want to see it expanded to provide more opportunities of engagement with other organizations," and offered suggestions for outreach refinement. "This outreach will need to have a particular focus on building policy synergies. At-Large outreach will need to increasingly focus on ensuring an expanded volunteer base that will be able to contribute to policy development."

Recommendation 13: Working closely with ICANN's Regional Hubs and regional ISOC headquarters, At-Large should reinforce its global outreach and engagement strategy with a view to encouraging the organisation of Internet Governance Schools in connection with each At-Large regional gathering.

Supporters of this recommendation provided conditional support/agreement with reservations. One commenter stated that working with local chapters is not at At-Large's discretion, and wondered if association with schools of Internet governance was in scope.

"...although ICANN has provided some support for Schools of Internet Governance, under the new Bylaws, it is not clear whether being more proactive in such endeavours would be in line with the Mission and Scope identified in the ICANN Bylaws." Another commenter offering conditional support raised the same concerns regarding scope in relation to schools of Internet governance.

Comments in opposition to the recommendation noted that it was overly specific, and that At-Large should not be compelled to partner with certain organizations, as well as the recommendation including no justification for its focus on certain organizations. Going further, one organizational commenter wrote, "At-Large was created by ICANN to be Advisory within ICANN. That means advising and interacting with ICANN structures and management – not organizations outside of ICANN. If individual ALAC members wish to interact with ISOC and other International organizations, they may do so at any time. But ICANN and its Advisory Committees should respect ICANN's limited scope and mission, and minimize any official interaction with other global bodies."

Recommendation 14: In the interests of transparency, all At-Large travel funding should be published as a "one stop shop" contribution to the At-Large webpage.

No opposition to this recommendation was received in the public comments forum. Among commenters in support of the recommendation was the BC: "The BC supports increased transparency within ICANN across the board. According to the draft review report's survey respondents, travel funding allocation is an issue of particular concern within the AtLarge Community. Anything that enhances transparency in this area is therefore a welcome step."

Most commenters also noted that At-Large transparency should be met with greater transparency throughout ICANN and other constituencies as well.

One commenter suggested expansion of the recommendation to include analysis of event outcome: "In addition of publishing the details of travel funding, details of the contribution of the participant(s) in the events may also be published. At-Large shall analyze the outcome of the event, the travel/participation of its staff and propose improvements for At-Large or modify the travel plans or highlight the achievements for information."

Recommendation 15: At-Large should be involved in the Cross-Community Working Group on new gTLD Auction Proceeds and initiate discussions with the ICANN Board of Directors with a view to gaining access to these funds in support of the At-Large Community.

Responses to Recommendation #15 ranged from solid support to opposition, with the majority of commenters not in support of the recommendation. Some commenters offered new suggestions, as well as new language and requests for refinement of the recommendation, to make it usable. One commenter called the recommendation "out of scope." The New gTLD Auction Proceeds Cross Community Working Group was referenced in most of the comments, alluding to the process presently underway for establishing the framework for auction fund disbursement.

Recommendation 16: Adopt a set of metrics that are consistent for the entire At-Large Community to measure the implementation and impact of the EMM and track the continuous improvement of the At-Large Community.

Support of metrics was unanimous among commenters in the public comments forum, stating that they are necessary, and that they can positively affect "the strategic development of the regions in line with the mission of At-Large as well as the impact of regional policy advice to the ALAC."

Despite support, concern was expressed about implementation: "Although consistency is important, there are also significant differences between the regions and any discussion of metrics needs to factor that in," noted one commenter. "It is not the same to generate metrics for 50 ALSes than for 50 individuals, or hundreds or thousands or hundreds of thousands of individuals," stated another.

A line was drawn by some commenters between support for metrics and opposition to the EMM. "This recommendation assumes adoption of the Empowered Membership Model (EMM) for At-Large. In response to recommendation 3 above, we indicated concerns with the EMM as proposed. Assuming the EMM is adopted, we also note that the draft report itself recognizes that even with the EMM, 'We do not anticipate participation in At-Large to increase by orders of magnitude, but instead expect a moderate but significant increase in the number of ALMs.' This suggests that the EMM may not yield statistically significant results that can be fed into a set of metrics," notes the commenter.

Other Comments

Many comments were received apart from comments in response to individual recommendations.

Categorized, the comments pertain to these topics:

- Overall ITEMS report
- Suggestions, proposals for improvement
- Impact of implementation of proposed reforms
- Factual, explanatory statements

* Overall ITEMS report

Some comments about the independent examiner's report communicated favor, while others communicated concern. Among the favorable comments were these:

"This review has been very useful for ALAC, At-Large, RALOS and ALSs."

"We agree with the central findings of ITEMS International ("ITEMS") published recently in its draft report (the "Draft Report") on the Review of the ICANN At-Large Community (the "At-Large Review"). Specifically, we support the conclusion that At-Large's mission is important to ICANN but that the delivery of that mission has been limited by At-Large's current form. At-Large Structures that are intended to support user engagement in ICANN may, in fact, hinder direct user participation and discourage new voices from engaging with ICANN policy development processes."

"I think this review repositioned At-Large a little bit towards a preferred position as a gate and a passageway for end users to ICANN that can lead them then to GAC or NCSG, ...etc. I think this model is better because it diminish (sic) the mix between the objectives of some communities in ICANN like NCUC and I think also that At-Large should take care of all the outreach and the capacity building on behalf of all the ACs/SOs with liaison."

Commenters shared criticisms about the independent examiner's report, methodology, and misunderstanding of the ICANN/At-large environment. Specifically, comments were posted stating that recommendations lack substantiation, that risk to At-Large may not have been adequately considered, that the report's flawed recommendations are the result of flawed analysis, and that implementation of some recommendations had not been thought through adequately. Some commenters from other constituencies invited ITEMS to continue their dialogue leading-up to ITEMS' publication of its final report.

"ITEMS has provided very little information so that we can do the risk analysis and take responsibility. The vast majority of us believe that this model will not only produce improvements, but that it is very likely that we will have more problems of functionality and effectiveness in the generation of policies within ICANN," wrote one commenter.

Another commenter noted, "In the report, reviewers talk about reforming At-Large rather than reviewing it, which is largely reflected in the various recommendations. Also, no connection was established between the recommendations and the problems they are supposed to address."

* Suggestions, proposals for improvement

Comments to the public comment forum included several new ideas and suggestions for improvement.

"Introduce a recommendation to carry out user research in areas where user data would be useful to policy development efforts...Consider actual working group timelines when setting travel funding limits...Reconsider use of random selection mechanism for leadership roles," offered one commenter.

Among the new ideas were for At-Large to establish a voting mechanism, a proposal for At-Large and NCSG to work together to clarify roles, and several RALO-proposed measures.

* Impact of implementation of proposed reforms

Commenters shared concerns about implementing the recommendations made by the independent examiner in the At-Large: Draft Report.

"Conclusions: Finally, we would like to express our deep concern about the future of the At-Large community if this report was accepted and implemented 'as is'. We hope that the suggestions made through this document will be considered by the Review Team for suitably amending their proposals.

"The ALAC has considered what the net effect would be if the full set of Review Team Recommendations were implemented. It is the strong belief of the ALAC and the Review Working Party that with no Working Groups (WGs); overloaded ALAC Members serving the dual role of RALO leaders; Rapporteurs with minimal knowledge and experience interfacing with their AC/SO WGs and authoring statements; effectively getting "old-timers" out of the way and minimally visible; and Liaisons unable to do their jobs (or being rejected by their target organization), we would have succeeded in ensuring that At-Large would no longer be of service to ICANN or able to defend the interests of end-users."

* Factual, explanatory statements

Many commenters used the public comments forum opportunity to clarify perceived misperceptions and provide explanations of current At-Large operations, the relationship between At-Large and NCSG, At-Large's relationships with RALOs and ALSes, At-Large travel issues, and volunteer turnover. Commenters provided opinionless explanations of these operations and relationships.

* Implementations

The "Implementations" section fell under Recommendation #3 of the report. Comments about the Implementations 1 through 9 are presented here. Please see ITEMS report for details of the Implementations recommended by ITEMS.

Commenters questioned the Implementation #4 component, and why the NCSG is given greater priority for cooperation in the recommendation than the CSG.

Implementation #1 states, "Adopt the Empowered Membership Model (EMM) as proposed to bring a greater number of end users directly into ICANN policy making processes, and/or engaged in At-Large outreach activities (Section 11)."

One partial/conditional supporter of Implementation #1 stated, "Ultimately turning At-Large into an individual member (only) organization may convert it into an organization whose members use the At-Large to campaign for vested issues. This also will reduce diversity since individuals in the developing countries are not as connected and as informed as those of the global north."

All commenters of Implementation #1 indicated identical responses for Implementation #2 and #3:

Implementation #2: Engage more end-users directly in ICANN Working Groups by adopting the Empowered Membership Model described in this document (See Section 11), Implementation #3: Adopt the Empowered Membership Model described in this document to engage more end users directly in ICANN work. (Section 11).

Implementation #4: In the Empowered Membership Model individual users will be encouraged to participate in At-Large. Within this context there should be scope for further cooperation with the NCSG (Section 12).

A commenter of Implementation #4 stated, "It is not clear what the connection is between the EMM and participation in At-Large and cooperation with NCSG." Another stated, "Experience has shown that unaffiliated membership cannot replace the ALS membership but provide an access point for individual participation. If the EMM is implemented it does not guarantee to produce an active and engaged community."

Implementation #5: Any individual from any region should be allowed to become an "At-Large Member" (ALM). The ALM is what the Empowered Membership Model identifies as the atomic element of the new At-Large model (Section 11).

Commenters of Implementation #5 were either neutral or opposed. "Experience has shown that unaffiliated membership cannot replace the ALS membership but provide an access point for individual participation. If the EMM is implemented it does not guarantee to produce an active and engaged community," one commenter noted.

Implementation #6: Adopt the Empowered Membership Model which changes the function of RALOs so that they are primarily an outreach and mentoring mechanism for engaging new entrants (Section 11).

"This is a significant change to what the ALAC does, and is against the mandate of the ALAC as an advisory committee. RALOs contribute significantly to the bottom-up input to the ALAC from the ALSes. Removing RALOs' advice input functions will break the bottom-up multistakeholder model. This also requires a complete rewriting of all MoUs between ICANN and the RALOs which state the two functions of the RALOs: Outreach and Policy, noted one organizational commenter in opposition. Another organizational commenter, in support of Implementation #6, indicated agreement with "more ALS members being engaged in policy development."

Implementation #7: As part of the Empowered Membership Model, elected RALO representatives become ALAC Members who not only deliberate on advice to the Board but also serve as mentors to newcomers to At-Large. (Section 11).

No commenters for Implementation #7 were in support of it, citing challenges related to workload and expertise, with one stating, "...if outreach is a prime focus of RALOS as implied by Implementation 6, these are not the optimal people to place on the ALAC and then debate policy issues."

Implementation #8: The ALAC Members should have a maximum of (2) terms, each of a 2-year duration (see Section 11).

Support for Implementation #8 was mixed, with one comment in opposition making the point that the recommendation for 2-year terms was not supported by evidence, and that issues in relation to term lengths were not adequately expressed in the Draft Report.

"Implementation #14 [later renumbered to #9]: The proposed Empowered Membership Model (Section 11) conflates many of these roles and consequently frees up travel slots for new voices. For example, the 5 RALOS are now part of the 15 ALAC Member list and 5 Liaison roles are also taken by NomCom appointed ALAC Members, leaving 2 for the Council of Elders and up to 10 slots for Rapporteurs for CCWGs and regular WGs (to be decided openly and transparently)."

Implementation #14 generated comments opposed and strongly opposed to it. One organizational commenter stated, "To implement such a radical and untested change, against the judgement of those who have been working in this arena for years, is at best risky, and at worst exceedingly dangerous."


For comment details, including all comments submitted, arranged by Recommendation, please refer to the table below.

Recommendation	Responding Organization	Comment	Level of Support
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Key					
Strongly Oppose	Oppose	Neutral	Partly/ Conditionally Support	Support	Strongly Support
[Red]	[Yellow]	[Light Yellow]	[Light Green]	[Green]	[Dark Green]

Recommendation 1: At-Large Members from each region should be encouraged, and where possible funded, to participate in Internet governance / policy-related conferences / events (IGF, RIR ISOC) in their region, and to use these events as opportunities proactively to raise awareness among end users about the At-Large and the opportunities to engage in ICANN-related activities.

crucial; reach max #/users to serve them; engagement is via sharing ALAC awareness	AS	Support I believe this is crucial. The more users AT-Large can interact, discuss and listen to, the better we can serve the end users as a whole. Raising awareness of what ALAC does and its role within the ICANN community is the only way to get more end users engaging with us and the community as a whole.	[Dark Green]
support; already doing	LACRALO	This is a good recommendation. We fully agree. The ALSes are following these instructions with the current model, with or without ICANN's support. They are organizations that coordinate with public and private organizations. Their members are usually invited as speakers to several local, regional and international events.	[Dark Green]
support	ALS	Support	[Light Green]
publish results of participation, performance results; RALOs share practices	RRK	Yes participation IG/Policy Related Conferences/Events are necessary to share views and understand the thoughts of other agencies. But such participants must highlight the contribution made by them in the events and the outcome of the events. At-Large may publish the information in the website to ensure transparency and disclosure of the expenditure made for such participations. On the whole all the performances of each region and individuals must be reviewed. Best outcomes/practices of a RALO may be shared with other RALO.	[Light Green]
focus on diversity, next generation	SR	Agreed: ICANN needs to consider its Diversity and further focus on collaborative approach and bring the next generation to the table. Young leaders have to be given the opportunity to engage, learn collaborate and represent ICANN in the coming days.	[Light Green]
encourage ICANN understanding, require outreach and report results of ICANN-funded events	CBUC	The BC indicates Support for recommendation 1. At-Large Members (ALMs) are defined as individual end users who have contacted the RALO leadership in the region where they live and who have been briefed on current ICANN Constituency and CrossConstituency Working Groups. While some members may be actively involved in ALAC activities, many are not. Accordingly, all members should be encouraged to understand more about ICANN processes and policies so they can raise awareness of ALAC when they attend non-ICANN events. Since end user engagement in regions around the world is difficult to arrange, any funding provided to ALMs should have a requirement that they conduct outreach in some measured fashion and share this with end users following attendance at a regional event. The BC applies a similar requirement when we provide funding to BC members doing outreach events.	[Light Green]

Recommendation	Responding Organization	Comment	Level of Support
<p>already doing events, outreach; support greater coord/coop w/ICANN staff for focused outreach; ICANN to ensure availability of equitable opps; funding=difficult; outreach alone does not garner funding; RALOs, ALSs, individuals self-fund</p>	<p>ALAC</p>	<p>The ALAC supports this recommendation and notes that this is effectively today’s status quo where RALOs make use of any opportunity that they can to carry out outreach within their vast regions covering multiple countries, cultures and languages.</p> <p>The ALAC and RALOs encourage greater coordination and collaboration with regional ICANN staff, as well as with other regional organisations, for more focused outreach. An outreach calendar for each RALO was specifically set up for At-Large Structures (ALSes) and regional staff to notify regional/global members of their events. ICANN should ensure that equitable opportunities are available and supported for regional end-users (ALS or individual) to make an impact from within their regions.</p> <p>However, it must also be noted that the At-Large community has often found access to funding for outreach activities to be challenging. While the Community Regional Outreach Pilot Programme (CROPP) provides funding that specifically targets outreach, this is limited to five slots per region per year (providing funding for airfares and accommodation for four days and three nights, per slot). On the other hand, any mention of “outreach” in At-Large requests for funding through annual budget processes can make requests less likely to get approval, unless other capacity building or engagement elements are added. RALOs take advantage of non-ICANN regional events that offer fellowships and other sponsorships to enable their members to attend, or an ALS may fund their representative(s), or individuals fund themselves in order to fulfil the voluntary roles and contributions they already make on behalf of their regions.</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>ICANN to put RALOs on equal footing for/at events; ALAC, RALOs, ICANN, regional & global partners to coordinate, collaborate re: outreach; outreach needs to be focused; funded members to prove impact; At-Large already encourages non-ICANN event participation-may be funded; doing this now by RALOs</p>	<p>RALO</p>	<p>The RALOs support this recommendation. However, there are some details that may help better understand where RALOs stand. The difficulty is the term to “participate”. Conferences tend to provide panel discussion opportunities to sponsors and preference for the ‘official and credible’ ICANN staff. A member of the audience is like a single tree in the forest with minimum opportunity to make an impact. First effort has to come from ICANN that automatically provides these opportunities on equal footing. The ALAC and RALOs need to coordinate and collaborate on this topic with ICANN Staff departments. Outreach needs to be focused – specifically targeting people who can do policy work in ICANN. Our community needs to make sure that funded members need to have an impact, e.g. speaking in panels and workshops related to our mission.</p> <p>Collaborative work with regional & global partners as well as outreach on ICANN At-Large are both useful. In some cases, a delegation that is focused on its outreach (where possible) may be more effective than a single representative.</p> <p>At-Large Members from each region are already encouraged to participate in Internet governance/policy related conferences/events (Internet Governance Forum (IGF), Regional Internet Registries (RIR), Internet Society (ISOC)) in their region as opportunities to raise awareness among end users about the At-Large and to proactively engage in focused ICANN-related activities. Where possible they are funded for their participation by ICANN.</p> <p>Under the current model, ALSs are already doing this, with and without ICANN support. Some organizations coordinate with public and private organizations. Their members are normally invited as exhibitors at various local, regional and international events.</p> <p>To this end, the RALOs have built and maintained a relevant calendar of regional events. Additionally, participation through writing op-eds and contributing on lists/chats etc. should be encouraged.</p> <p>The difficulty is the term to “participate”. Conferences tend to provide panel discussion opportunities to sponsors and preference for the ‘official and credible’ ICANN staff. A member of the audience is like a single tree in the forest with minimum opportunity to make an impact.</p>	<p style="background-color: #c8e6c9;"></p>
<p>funding supported for greater engagement in At-Large; funding for outreach ok if participation of At-Large members in non-ICANN events; ICANN funding to At-Large should be balanced with funding to other groups</p>	<p>IPC</p>	<p>Indication of Support: It Depends</p> <p>The IPC supports the funding of outreach by At Large to the Internet end-user community that would contribute to greater engagement in the At-Large Community. However, the IPC believes that the funding should not be used to fund outreach and not to fund participation by At Large Members in non-ICANN conferences and events. Further, ICANN funding of these activities by At Large should be equivalent to funding provided by ICANN to other equally important stakeholder groups within ICANN.</p>	<p style="background-color: #c8e6c9;"></p>

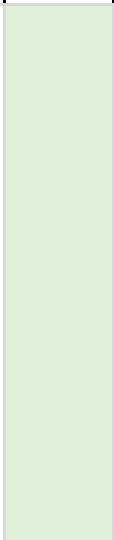
Recommendation	Responding Organization	Comment	Level of Support
Recommendation 2: At-Large should be more judicious in selecting the amount of advice it seeks to offer, focusing upon quality rather than quantity.			
yes, and judge case-by-case; maintain high quality	RRK	At Large must be judicious in not just selecting the amount of advice, but also see CASE TO CASE basis where advice must be provided upon. The amount of advice, quantity will depend on CASE TO CASE basis. No two issues are same. In respect of quality At-Large must ensure that there is no compromise in quality and must address all issues with equal vigor and interest. The advice to be concise or comprehensive will all depend on the nature of the issue(s).	
Quality over quantity	AS	Support I am a firm believer of quality over quantity. With many end users unaware or simply not interested in the how the internet “works” the last thing we should be doing is overloading them with information.	
already doing it; ALAC made judgment call on quantity; ALAC prefers to influence the PDP pre-Board; ALAC practice=time-consuming	ALAC	<p>The ALAC supports this recommendation. It already represents the status quo. Records over the last five years demonstrate this.</p> <p>While ALAC responses involving community input are usually quite comprehensive, a small proportion were simply supportive statements where the ALAC felt a nominal response was advisable but did not warrant any substantive effort. Similarly, advice to the Board composed just a small fraction (fewer than five such statements in the last several years) of the overall documents drafted. The ALAC believes it is far more desirable to influence the policy development processes before issues come to the Board, than to advise the Board after the fact when it may have little latitude to alter the outcome.</p> <p>It has been the general practice of the ALAC, that when a public comment issue arises, the ALAC will identify a penholder who, often with others, is prepared to take responsibility for initially assessing if there is a significant user-impact reason for further investigation and community consultation. If this is the case, then the writing team collects and organises data to put together an appropriate advisory statement or comment for consideration and formal endorsement by the ALAC, before the response is returned to the relevant section of ICANN. This is a time-consuming process, inviting members from across At-Large each time, to contribute to the many different subject areas for which ALAC is tasked to research and provide appropriate advice. The ALAC also encourages RALOs and ALSes to comment.</p>	

Recommendation	Responding Organization	Comment	Level of Support
ALAC should comment about end-user impact; ALAC does not drive policy development; ALAC should provide specific advice; ALAC should be aware of non-policy issues	CBUC	The BC indicates It Depends for recommendation 2. 2 Section 4 paragraph a of ICANN Bylaws describes the role of ALAC: "The role of ALAC shall be to consider and provide advice on the activities of ICANN, insofar as they relate to the interests of individual internet users. This includes policies created through ICANN's Supporting Organizations as well as the many other issues for which community input and advice is appropriate." Accordingly, ALAC should have something to say about end-user impact on most policy development and enforcement activities at ICANN. Since ALAC does not drive policy development, there should be no limit on the quantity of issues it can provide advice on. But it is important that ALAC is specific in its advice. Beyond policy matters, ALAC must be attentive to other issues that may have an effect on end users, such as ICANN's enforcement of Public Interest Commitments and other user safeguards.	
	ALS	Not Sure In terms of the principle of quality rather than quantity, yes sure but I think it's not considered like that, hitting a number of advices or a quality level. I think it's about what At-Large feels it's accountable to to care about and to have a say to reflect the interests of end users as much as possible.	
What is too much? ITEMS refers to ALAC, not At-Large	LACRALO	We would like to know the extent of what they consider to be little or too much advice. The Recommendation might be misread. From the text we can interpret that ITEMS was referring to ALAC and not At-Large.	
No limits; we are growing; needs to be more collaborative, inclusive of diversity, overcome limitations	SR	Do not Support: It should not just be limited to quality in terms of numbers or experts as ICANN itself is a community and we are growing and grooming in terms of leadership. It needs to be more collaborative and inclusive in every aspect of giving space and recognition to the voice of diversity overcoming the barriers of limitation.	

Recommendation	Responding Organization	Comment	Level of Support
<p>What is too much? Difficult to maintain high standards; concerned about workload--focus resources to provide highest value; PMPS addresses information overload--in future years; currently, RALOs need to parrot ALSs, individual members; diverse views = no quantitative cap</p>	RALO	<p>RALOs and ALSes would like to know to what extent an amount of advice is considered “too few” or “too many”. High quality and professional comments requires an in depth knowledge beyond the scope and dedication of most of our members. The workload required of At-Large volunteers is continually of concern, so that it is important to identify and channel member expertise into areas where their knowledge and skills can help to build a strengthened focus for At-Large on specific technical topics. This would also bring quality participation into At-Large working groups and discussions.</p> <p>Our long term project of a Policy Management Process System (PMPS)¹ seeks to address the serious problem of information overload by involving only those members who have an interest in a topic, tracking issues, providing all relevant information to volunteers when a public consultation takes place, including linking to tracking and history, and providing them with the ability to enhance their participation using better methods than email or WIKI. This is a complex task that would actually be of benefit to all sorts of Multistakeholder governance systems – not just the At-Large Community. But this is likely to still be some years away.</p> <p>In the meantime, overall, RALOs need to project the positions of their ALSes and individual members on behalf of the larger end user community as and when required. With the diversity of viewpoints and interests, a quantitative cap cannot be put on such advice (assuming, of course, that it is relevant).</p>	
<p>Recommendation 3: At-Large should encourage greater direct participation by At-Large Members (ALMs) in ICANN WGs by adopting our proposed Empowered Membership Model.</p>			
agree	RRK	Yes I agree.	
support	ALS	Support	
agree; more learning, collaboration opps	SR	Agreed: More inclusive and diversity needs to be addressed by providing more opportunity of learning and collaborating	
support	AS	<p>Support (with a caveat)</p> <p>Having only attended my first ICANN meeting last week I have not had time to study the “Empowered Membership Model that said, anything that will give end users more of a voice in ICANN I am all for!</p>	
<p>greater participation=necessary; EMM=not bottom-up; sufficient volunteer time=important; EMM imprecise, doesn't explain solution to greater engagement</p>	LACRALO	<p>The call to encourage greater participation in the At-Large community is necessary. This gives us the opportunity to discuss the ways to achieve that. On the part of the Empowered Membership Model, we consider that it is not consistent with the bottom-up collective construction model. We also consider important that our volunteers have enough time to actively participate and commit to it. The Empowered Membership Model is imprecise in showing how it would solve the challenge of achieving greater engagement.</p>	


Recommendation	Responding Organization	Comment	Level of Support
<p>No support for Implementation #4; At-Large have even greater need to cooperate with CSG; allies against TM abuse; support for required participation by ALMs--encourages engagement, sustained commitment, sustained knowledge; support term limits, EMM already practiced; suggest ITEMS investigate RALOs and re-evaluate; implement EMM via pilot</p>	<p>CBUC</p>	<p>The BC indicates It Depends for recommendation 3. While the BC endorses some aspects of the Empowered Membership Model (EMM), we do not support Implementation #4, which assumes, “Within this context there should be scope for further cooperation with the NCSG (Non Commercial Stakeholders Group)”. In fact, at-large Internet users have an even greater need to cooperate with the Commercial Stakeholder Group in ICANN’s GNSO, within each of its 3 constituencies: At-Large Members most likely are using business-oriented domains as much as they frequent non-business domains, so they should be cooperating with the ICANN Business Constituency, who represents business users and registrants. Every At-Large Member relies upon internet service providers and connectivity providers for their interaction with the Domain Name System. Many At-Large Members want to trust that the domains they access are the genuine websites for banking, commerce, news, and charitable donations. ALMs are therefore natural allies of ICANN’s efforts to reduce trademark abuse in domain names. That said, the BC does support several aspects of the EMM: Required participation by ALMs. ALMs become Rapporteurs after 12 months of participation in ICANN Working Groups. Eligibility to vote in RALO leadership elections after 3 months of participation in ICANN Working Groups. This encourages engagement, sustained commitment, and increasing knowledge. The 3 EMM funding proposal enables ALMs to flow through an increasing and changing role over a 6- year period. The notion of officer term limits is intended to motivate At-large leadership to encourage existing members to step-up to leadership roles and responsibilities. The BC struggles with the same challenge and empathizes with ALAC’s difficulty in motivating members to stand for office. It’s possible that term limits will help with this challenge, but term limits alone may not be sufficient. The BC notes that ALAC leaders contend that many aspects of the EMM are already practiced in three of the RALOs. It may be helpful for ITEMS to examine those RALO activities more closely and to assess whether incremental changes will enhance participation in these RALOs. Finally, the BC suggests that EMM be implemented with a pilot in one or two RALOs, for a one or two year period. Experience and learning from the pilot would inform whether and how to implement EMMs across all of At-Large.</p>	<p></p>

Recommendation	Responding Organization	Comment	Level of Support
<p>support for goal; ALAC already started; method rejected--not necessary, unintended consequences; EMM intent supported re: individual members; EMM=same as RALO model; support for non-ALS individual user members; EMM lacks justification, lacks addressing of non-English speakers; experience of ALS members participating in working groups =difficult re: time, commitment, expertise</p>	<p>ALAC</p>	<p>The ALAC notes that this recommendation includes two related elements. The first and main element sets the goal of more participation by individual At-Large members in ICANN Working Groups. The second, subordinate element suggests a method by which the goal, in the opinion of the reviewers, would be achieved.</p> <p>The ALAC supports the goal and notes that work to achieve it is already well underway. But it resolutely rejects the suggested method, which is not necessary for achieving the goal, and could lead to unintended consequences detrimental to At-Large and to ICANN itself. However, the ALAC does support the prime intent of the Empowered Membership Model (EMM) - to ensure that all regions can and will accept Individual Members.</p> <p>The EMM is effectively a generalization of the Individual Members concept that currently exists in three of the five RALOs. The ALAC supports the overall concept, and fully intends to ensure that such members are allowed into all RALOs. To be clear, the ALAC supports enhancing the focus on those individual user members not affiliated with an ALS.</p> <p>No evidence is presented as to why or how the vote-empowered membership will be significantly more attractive to end-users world-wide, or why the ongoing potential to vote will encourage people to actively participate in what has been acknowledged as a complex, and time-intensive space. Moreover, many of these users are not fluent in English which is the language used for most of these activities and no proposal is presented on how that might be overcome.</p> <p>The ALAC has found it difficult to get ALS members to participate in working groups, At-Large or Cross Community, mainly due to the fact that they are all volunteers and do not all share the same commitment of time, or similar levels of expertise or knowledge on the content areas. With the intensified engagement required to get up to speed, the ALAC does not see that the number of people interested in, motivated enough and ready to carry out the voluntary services required within At-Large would be any different</p>	<p></p>

Recommendation	Responding Organization	Comment	Level of Support
<p>EMM results in ICANN WG participation sole focus of activity= big shift for At-Large RE: Rec#3, CSG engagement equal in importance to NCSG engagement</p>	<p>IPC</p>	<p>Indication of Support: It Depends The IPC supports greater direct participation by At-Large Members in ICANN WGs. However, the IPC is concerned the EMM would make participation in ICANN WGs (primarily, GNSO WGs) virtually the sole focus and activity of At-Large within ICANN. This would be a quantum shift for At-Large, particularly in combination with the 2 recommended abolition of At Large WGs and de-emphasis of At Large Structures. The IPC also notes that, related to Recommendation #3, the Draft Report’s EMM Implementation Guidelines #4 states that, within the context of encouraging individual users to participate in At-Large, “there should be scope for further cooperation with the NCSG.” The IPC believes that the At-Large Community’s engagement with each of the Commercial Stakeholder Group (CSG’s) constituencies (IPC, Commercial and Business Users Constituency, and ISP and Connectivity Providers Constituency) is equally important. For example, at the core of the IPC’s efforts is the goal of preventing consumer confusion and harm by improving consumer trust and combating abuse of trademarks and other intellectual property in the DNS. We urge the Draft Report to be revised to reflect an equal need for At-Large engagement with the CSG as well as the NCSG.</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>RALOs agree in principle about the need for enhanced participation</p> <p>At-Large community=participate as able; newcomer volunteer rate=low; EMM not required to resolve; RALOs disagree with ALSes on this; no evidence of EMM result=increase individual participation; radical, risky, not prudent; wrong solution will have opposite effect; direct membership=hinders ALAC ability to develop advice, increased difficulty to coordinate views for consolidated advice; EMM inconsistent w/consensus-based, bottom-up collective construction; important=sufficient time for volunteers;</p> <p>EMM=imprecise about solving greater participation challenge.</p>	RALO	<p>RALOs agree in principle about the need for enhanced participation. The At-Large Community - including individuals and organizations, usually participates in WGs subject to their limitations and constraints. Despite At-Large encouragement for members to join Policy Development Process Working Groups (PDP WGs) and other cross community working groups, the uptake among newcomers is low mainly due to significant entry barriers caused by their limited knowledge of the topic and the workload commitment. There are possibly measures that may help in enhancing such participation (including capacity building) but the EMM is certainly not a required factor for this.</p> <p>RALOs and ALSes do not agree that the adoption of the EMM will automatically solve this problem as there is no substantive evidence that the sole adoption of said model will likely increase individual participation. To impose such a radical and risky change on the RALOs and ALAC with a moderately long implementation time and without any certainty that it will succeed does not seem prudent.</p> <p>This recommendation is trying to improve something with the wrong solution, resulting in exactly the opposite result. A direct membership model alone would significantly hinder the ability for the ALAC to develop bylaw mandated advice as it would make it far more difficult to coordinate views that could lead to a consolidated piece of advice on a given topic.</p> <p>We consider that the Empowered Membership Model is not consistent with the consensusbased collective construction model from the bottom-up. We also consider it important that our volunteers have sufficient time to actively participate and commit. The Empowered Membership Model is imprecise in showing how it would solve the challenge of greater participation.</p> <p>[See complete response at https://forum.icann.org/lists/comments-atlarge-review-draft-report-01feb17/pdfjgc9Z8PxNV.pdf]</p>	
<p>At-Large focus=end-users, design=presence in every country representing end-users=ALS model; ALMs in place of ALSes=reduced legitimacy as representative of end users; model of individual member may result in presentation of anti-user campaigning instead of support within At-Large, reduction of diversity re: developing countries not connected, informed</p>	AFRALO	<p>At-Large is supposed to represent the interests of end-users as per the ICANN Bylaws, and was designed (also by the ICANN bylaw) so that ICANN has a presence on the ground in each country of the world representing the interests of end-users. The At-Large Structures (ALS) ensure such presence.</p> <p>Replacing ALSes with ALMs will reduce the legitimacy of At-Large to be the representative of the interests of end-users. Turning At-Large into an individual member (only) organization may convert it into an organization whose members use the At-Large to campaign for anti-user issues instead of supporting end-users within the principles of At-Large. This also will reduce diversity since individuals in the developing countries are not as connected and as informed as those of the global north.</p>	


Recommendation	Responding Organization	Comment	Level of Support
Recommendation 4: At-Large Support Staff should be more actively involved in ALM engagement in policy work for the ALAC, drafting position papers and other policy related work.			
yes, +ICANN staff support RALOs	RRK	Yes. At the same time At Large Support Staff may also provide support to RALOs for any required support.	
yes; increase ALSes strength in region, enhance engagement in PDPs	LACRALO	This recommendation would strengthen staff support to the active ALSes in the region to enhance their engagement in ICANN's policy development process.	
Agree; current practice=ICANN staff supports drafting, regular messages re: policy activity	ALAC	The ALAC agrees with this recommendation. Currently, an ICANN At-Large Staff member edits and “cleans up” documents drafted by volunteers and in several cases has created the initial draft based on instructions from community members. Similarly, but on a larger scale, staff are the main content creators of the planned regular messages outlining policy activity that will be sent to individual and ALS members. This is of course dependent on ICANN management making the appropriate resources available.	
support; strengthens staff facilitation of ALS policy work	RALO	From a RALO perspective, this recommendation would strengthen staff facilitation of ALS policy work in the region. RALOs support this.	
it depends; ICANN staff ok=policy analysis, execution for outreach, CC support, logistical support; staff not ok=drafting strategies, initial policy comments; ALAC members to maintain drafting responsibility	CBUC	The BC indicates It Depends for recommendation 4. It is appropriate for ICANN Staff to provide policy analysis and execution for outreach, crossconstituency support, and logistical support. But ICANN Staff should not be drafting strategies or initial policy comments for the ALAC. Drafting should remain the responsibility of ALAC members.	
	ALS	Not sure	
	AS	Not sure	
Recommendation 5: At-Large should redouble efforts to contribute to meetings between ICANN Senior Staff and Executives, ISOC (and other international organisations) to engage in joint strategic planning for cooperative outreach.			
agree	RRK	Yes I Agree.	
agree; also collaborate in joint strategic planning for cooperative outreach	SR	Agreed: Yes ICANN has been doing that and it further needs to collaborate in joint strategic planning for cooperative outreach.	
support	ALS	Support	
support	AS	Support	

Recommendation	Responding Organization	Comment	Level of Support
<p>sounds desirable, but At-Large isn't notified of all relevant meetings; regionally, RALO leaders may become aware of meetings; cost impedes participation; ALAC, RALO leaders form models of cooperation w/other orgs; ICANN funds little; ALAC welcomes joint participation in activities, planning, coop outreach at I* orgs+other relevant NGO and public entities</p>	<p>ALAC</p>	<p>As desirable as such an approach may sound, At-Large is not notified about when and where ICANN Senior Staff and Executives, ISOC (and other international I-STAR organizations) meet, nor is At-Large invited. At a regional level, RALO leaders may hear of regional Hub staff meetings with key ISTAR organisations through the Hub newsletter, but then again this is not a formal invitation. Also, there may be a cost factor which would further reduce the consideration of a volunteer to be able to attend.</p> <p>However, lack of involvement with the ICANN or Regional Hub executives does not inhibit the initiative of ALAC and RALO leaders as they form their own models of cooperation with other organizations. Most RALOs have MoUs with their Regional Internet Registry, and RALO members participate in activities of regional partners to the extent that sponsorship or other funding allows. The upcoming NARALO General Assembly to be held at an ARIN meeting is just one such example.</p> <p>Overall there is relatively little funding from ICANN supports these activities. In brief, At-Large has a great interest in joint activities and would welcome the opportunity to participate and foster joint strategic planning and cooperative outreach amongst I-STAR organisations and other relevant non-governmental or public entities outside of the ICANN bubble where our interests coincide. Such cooperation makes sense.</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>support w/caveat; discussions does not equal collaboration; already collaborate, esp. w/ICANN GSE, some I*'s, MOUs w/RALOs, RIRs MOUs present activities, sponsorship opps can redouble with increased staff resources ALSes promote I* events all over the world RALOs=good relations w/I*, regional orgs apart from ICANN GSE hubs APRALO works closely with its regional partners (APNIC, ISOC, APTLD, DotAsia); has some MOUs; active w/Asia Pacific School on Internet Governance (APSIG) and Asia Pacific Regional Internet Governance Forum (APrIGF). LACRALO is in the process of signing an MoU with LACNIC. AFRALO signed the first MoU with a RIR (AFRINIC) Another MoU with AFRINIC is underway. EURALO partner for EuroDIG; may sign RIPE MoU Overall there is relatively limited funding from ICANN in support of these activities.</p> <p>more proposals are pending</p>	RALO	<p>RALOs support this recommendation. However, the following caveat must be understood: discussions between senior ICANN staff and other organizations does not at always imply any role or involvement for AtLarge.</p> <ul style="list-style-type: none"> - There has already been collaboration, especially with the ICANN Global Stakeholder Engagement (GSE) department. - ICANN Staff can certainly meet with ISOC and other I* organizations; there has already been work underway. - There have already been MoUs between RALOs and Regional Internet Registries (RIRs). Through the MoUs, there are activities and sponsorship opportunities, e.g. NARALO General Assembly (GA) in ARIN - We welcome the redoubling of efforts and look forward to receiving more allocated staff resources to focus on this effort. - ALSes promote I* events all over the world, being a part of them. At-large will channel the information inflow/outflow by the calendar. RALOs have already established good relations with I* and other regional organizations apart 10 from ICANN GSE Hubs. For instance, NARALO has signed an MoU with the American Registry for Internet Numbers (ARIN) and will hold their upcoming General Assembly in conjunction with an ARIN meeting; APRALO works closely with its regional partners (APNIC, ISOC, APTLD, DotAsia) and has MoUs with several of them. Further, it is an active participant in the programmes of Asia Pacific School on Internet Governance (APSIG) and Asia Pacific Regional Internet Governance Forum (APrIGF). LACRALO is in the process of signing an MoU with LACNIC. AFRALO signed the first MoU with a RIR (AFRINIC), a few years ago and they occasionally hold their meetings during AFRINIC public policy meetings. Another MoU with AFRINIC is underway. EURALO is a founding partner of EuroDIG and negotiations are taking place to sign a MoU with RIPE. <p>Overall there is relatively limited funding from ICANN in support of these activities.</p> <p>In addition to the above, discussions between ICANN At-Large Staff and ISOC Chapter Support Staff have made the following proposals, which are currently under consideration:</p> <ol style="list-style-type: none"> 1. Scheduling of a common Webinar - Introduction to At-Large and ISOC (this would include speakers from At-Large and ISOC and ALSes/Chapters). 	
<p>support; will strengthen LACRALO work; must increase cooperation</p>	LACRALO	<p>It is a good recommendation that would help strengthen the work being carried out at LACRALO. For example, we are still waiting to sign a MoU with LACNIC. Many things have been done with GSE, but we must increase cooperation.</p>	
<p>support outreach effort improvement</p>	AFRALO	<p>SUPPORT the improvement of outreach efforts</p>	

Recommendation	Responding Organization	Comment	Level of Support
Do not support; call must be mindful of mission, limits of activities toward mission At-Large community purpose=act on interests of Internet users in ICANN, outreach to users, not I* revise recommendation to reflect At-Large community mission, scope engagements should be solely for purpose of facilitating At-large outreach, including commercial sector engagement--not just ISOC, civil society organizations	IPC	Indication of Support: Do Not Support It is important that ICANN as an organization, and all of ICANN’s bodies for important stakeholder engagement, be mindful of its mission and the proper limits of its activities to further that mission. The purpose of the At-Large Community is to act on the interests of Internet users within ICANN and to engage in outreach to these users, not to engage with “other international organisations.” The IPC requests that this Recommendation be revised to reflect the mission and scope of the At-Large Community. Specifically, any such engagements should be solely for the purpose of facilitating At-Large outreach and (consistent with our response to Recommendation 3) should include engagement with commercial sector organizations, and not merely ISOC and civil society organizations.	
Do not support; At-Large=ICANN advisory; no role outside of ICANN; I* interaction ok; ACS should respect ICANN's limited scope, mission; minimize interaction with other global bodies	CBUC	The BC indicates Do Not Support for recommendation 5. At-Large was created by ICANN to be Advisory within ICANN. That means advising and interacting with ICANN structures and management – not organizations outside of ICANN. If individual ALAC members wish to interact with ISOC and other International organizations, they may do so at any time. But ICANN and its Advisory Committees should respect ICANN’s limited scope and mission, and minimize any official interaction with other global bodies.	
Recommendation 6: Selection of seat 15 on ICANN Board of Directors. Simplify the selection of the AtLarge Director. Candidates to self-nominate. NomCom vets nominees to produce a slate of qualified candidates from which the successful candidate is chosen by random selection.			
agree	SR	Agreed	
self-nomination=ok;selection must be on merit; valuable requirements=experience, talent; opp for fresh, innovative ideas	RRK	Candidates may be permitted to self-nominate. Selection of candidates has be based on merit. Experience and Talent are valuable requirements for nominations. But opportunities for New Candidates may be provided who have fresh and innovative ideas.	
	AS	Not sure - I do not have enough knowledge on this subject to comment at this time.	
random election=not valid solution does not simplify election process At-Large loses opp to elect sole Board rep	LACRALO	A random election among the self-nominated candidates is not considered as a valid option. Changing the selector would not simplify the election process. We also know that they must be knowledgeable and have experience with end users, obtained within our organizations (ALS, RALO, AT-LARGE). This proposal would be taking away the only opportunity that At-Large has to elect their sole representative on the Board.	
recommend against; justified by report analysis At-Large has great influence over Board appointments via 5/15 NomCom appointments support reconsideration for At-Large voting Board seat--contradicts Westlake recommendation, is departure from other ACs=only non-voting representatives	RySG	Recommend against creation of an additional board seat for At-Large We support maintaining the current recommendation to allocate only one ICANN Board Seat to the At-Large, and believe that this is justified by the analysis put forward in the Report, most significantly that the At-Large already has greater influence over Board member appointments through the appointment of 5 out of 15 voting members of the ICANN Nominating Committee (NomCom). We also support further consideration of the decision by the ICANN Board to create a voting board seat for At-Large, given that it contradicts the recommendation in Westlake’s previous review of the At-Large and is a departure from the approach taken for other Advisory Committees who have only non-voting representative.	

Recommendation	Responding Organization	Comment	Level of Support
<p>do not support additional Board seat for At-Large support maintaining current recommendation=1 Board seat At-Large influence=greater=5/15 NomCom creation of voting board seat contradicts Westlake recommendation, other ACs (=non-voting rep)</p>	RrSG	<p>Do not propose an additional Board seat for the At-Large. The RrSG supports maintaining the current recommendation of allocating only one ICANN Board Seat to the At-Large. As outlined in the Report, the At-Large already has greater influence over Board member appointments by virtue of its appointing of 5 out of 15 voting members of the ICANN Nominating Committee (NomCom). The RrSG would also like to highlight that the creation of a voting board seat for At-Large contradicts the recommendation in Westlake’s previous review of the At-Large and is a departure from the approach taken for other Advisory Committees who only have a non-voting representative.</p>	
<p>do not support Board Seat 15=should be filled via At-Large process w/no NomCom input no support for additional Board seats unless GNSO receives more seats</p>	CBUC	<p>The BC indicates Do Not Support for recommendation 6. Board seat 15 should be filled through a process that is solely administered by At-large, without any direct input from NomCom. The request for an additional board seats like the GNSO cannot be supported unless ICANN also re-aligns the board to give additional seats to GNSO, which generates over 98% of ICANN revenue and accounts for the vast majority of policy development and compliance activity.</p>	
<p>current process=At-Large ownership over seat; recommendations disenfranchise ALAC, not desirable; solution does not add to process, reduces community ownership, reduces certainty of At-Large issues raised @ Board level; unclear if recommendation is relevant to Review(in scope)</p>	RALO	<p>The At-Large Board seat is the responsibility of the whole At-Large, and the current process highlights the degree of ownership that At-Large has over the seat. By transferring this very organic selection process to the NomCom, the At-Large community will be disenfranchised and isolated from the process (and consequently, the Board Member), making the appointee just another NomCom appointee. This is not a desirable state. It doesn’t add anything to the process, but reduces the community ownership. It also removes the possibility/certainty that issues important to At-Large are raised at the Board level. Finally, it is unclear if this recommendation is relevant to the At-Large Review.</p>	
<p>At-Large Community should determine, govern its Board selection process; no support for expanding role, influence of NomCom; additional board seats for At-Large should be matched by seat # increase for GNSO</p>	IPC	<p>Do Not Support The IPC believes that the At-Large Community should determine and govern its process for filling this seat, and does not support expanding the role and influence of the NomCom in the process of filling of Board Seat 15 by including NomCom vetting. Regarding At-Large’s request for an additional board seat, the IPC stands with others in stating that any such realignment should not occur without providing additional seats on the ICANN Board for the GNSO, based on the integral role of the GNSO in policy development and compliance and the growth of the DNS, as well as the starkly different mandates and concerns of different Stakeholder Groups of the GNSO.</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>strongly oppose; disenfranchises At-Large community, Bylaws dictate selection by At-Large current process=extensive bottom-up design process</p> <p>xfer to NomCom=At-Large isolation from the process and candidate, reduction in community ownership</p> <p>rec. is counter to BGC rec.</p> <p>At-Large process=complex vs. SOs, b/c bottom-up; similar to NomCom process to select directors</p> <p>NomCom appoints 1/2 Board; 2/3 of members=SOs, IETF</p> <p>random selection presumes identical candidates, isn't acceptable except for last resort</p> <p>do not support former At-Large selection process (circa 2000-2002)</p> <p>do not support overriding processes by external reviewer</p> <p>Board must formally approve At-Large Review Team recommendations</p> <p>Board COI to instruct At-Large on director selection</p>	ALAC	<p>The ALAC strongly objects to this recommendation which overall disenfranchises the At-Large Community from selecting its own Board Director. The concept that the “Director nominated by the At-Large Community” (a quote from the ICANN Bylaws) should be even partially selected by the Nominating Committee and then by random selection cannot be taken seriously if ICANN considers the multi-stakeholder bottom-up, consensus-driven decision-making process as the cornerstone of its governance methods. Moreover, this process was arrived at after an extensive bottom-up design process.</p> <p>By transferring this very organic selection process to the NomCom, the At-Large Community would be isolated from the process (and consequently, the Board member), making the appointee just another NomCom appointee, and reducing community ownership. It has been noted that this recommendation would expand the number of Board Directors that the NomCom would be entitled to select and therefore goes against the recommendation of the Board Governance Committee.</p> <p>There is no question that the process followed by the At-Large Community (ALAC and RALO Chairs) to select the occupant of Board seat #15 is more complex than the processes used by the Supporting Organisations for their selections. However, it is to ensure a bottom-up process is maintained and is patterned closely on the process used by the NomCom itself to select its own directors. The NomCom already appoints half of the Board, and two-thirds of its voting members are from the ICANN Supporting Organizations and the IETF. Furthermore, turning the designation into an exercise of random selection presumes that all candidates are identical. Random selection is not an acceptable way to select a Board Director from among a slate of candidates, although it can currently be used as a last resort in order to break repeated ties between two final candidates, both of whom have strong support among the electorate.</p> <p>The other alternative suggested by the Review Team (but not recommended) is to revert to a selection process akin to the 2000 At-Large Board selection process. This is a process explicitly rejected by the bottom-up group that designed the current process and was rejected by the ICANN Board when ICANN was re-designed in 2002. It is not the place of an external At-Large reviewer to override these processes.</p>	
<p>strongly oppose; NomCom has enough appointments to make, no support for random draw to Board member; follow rules of other SO/Acs</p>	AFRALO	<p>Modification of the Board member (Seat 15) selection process in the following ways:</p> <ul style="list-style-type: none"> - Candidates to self-nominate - Nominating Committee (NomCom) vets nominees to produce a slate of qualified candidates - Random selection from the slate produced by the NomCom <p>We strongly disagree with the recommendation to make the NomCom involved in the selection of the Board member selected by At-Large (seat #15). The NomCom already appoints two-thirds of the ICANN Board voting members, which is half of the total number of directors, and should not be given any role in the seat #15 selection process. Moreover, we wouldnt accept that a Board member be selected systematically by a random draw. For the record, the other Supporting Organizations/Advisory Committees (SO/AC) appoint their board member(s) as per their rules. At-large should not be different.</p>	

Recommendation	Responding Organization	Comment	Level of Support
Recommendation 7: At-Large should abandon existing internal Working Groups and discourage their creation in the future, as they are a distraction from the actual policy advice role of At-Large.			
it depends	ALS	It depends Of course the existing internal WGs wouldn't be created pointlessly, so I don't see it's reasonable to abandon them unless they finished their work, but it's logical to modify the policy of creating new WGs if it's been noted by the At-Large leaders and staff that these groups had distracted the main goal of At-Large.	
	AS	Not sure	
do not support recommendation; idea=reorganize WGs pragmatically or undertake different work	RRK	The internal working groups may not be abandoned nor their creation be discouraged in future. Rather a pragmatic approach may be used to reorganize the internal working groups or allotment of different work may be undertaken.	
do not support; WGs function effectively w/collaboration, inclusiveness	SR	Do not support: The current working group are effectively functioning and addressing various policy and process issues. It has been collaborating and been very inclusive in adapting the issue and problems from lower levels.	
do not support; BC supports At-Large active participation in GNSO WGs, review teams, CCWGs; do not support prohibiting ALAC from internal WGs, committees; no not support any restrictions	CBUC	The BC indicates Do Not Support for recommendation 7. The BC fully supports active participation by At-large members in GNSO working groups, review teams, and cross community working groups. But that should be encouraged without prohibiting ALAC from having any internal working groups or committees. The BC often creates ad-hoc drafting teams and subcommittees to take advantage of its members' experience and knowledge in certain areas, and would not welcome any restrictions on our ability to do so.	
ALAC vs. At-Large; WGs=engagement opps; ALAC, ICANN, CCWG participation; ALSs=outreach; rec=loss of necessary feedback	LACRALO	Again, it seems that ALAC is being confused with At-Large. The Working Groups are an opportunity to engage in the bottom-up system of ICANN's ecosystem. We have members in ALAC, ICANN and cross-community groups. In their meetings, events, and courses with end users, ALSes bring ICANN's knowledge to them and receive the necessary feedback. If the internal groups do not work anymore, who will provide this necessary feedback?	

Recommendation	Responding Organization	Comment	Level of Support
no merit to recommendation; WGs address essential policy, process issues; WGs=backbone of At-Large for bottom-up, grassroots reviewer misunderstands WG role, contribution; members=ALAC, ICANN, CCWGs; ALSs=inbound, outbound comms	RALO	<p>The At-Large community, as every Support Organisation/Advisory Committee (SO/AC), has policy and process activities that must be addressed for the effective functioning of their organization. At-Large Working Groups are instrumental to At-Large as an organization in order to address its policy and process issues. Open Working Groups are the backbone of At-Large in reaching consensus by providing bottom-up, grassroots input. We have policy oriented WGs, as well as process and organization building oriented WGs. There are also WGs internal to RALOs set up to respond to ALAC policy and process. RALO WGs are the primary mechanism for individual members and ALSes to develop and provide input. The RALOs and ALSes therefore reject this recommendation. The lack of any questions in the survey illustrates the lack of understanding of the role and contribution of the Working Groups. Working Groups cross cut the RALOs providing an awareness of regional diversity of approaches and taps into the skills and interest in membership to contribute. Not everyone is a policy wonk. The working groups are an opportunity to participate in the bottom-up ICANN ecosystem. We have members in ALAC, ICANN and inter-community groups. ALSes in their meetings, events, courses with end users, bring ICANN's knowledge to them and receive the necessary feedback.</p> <p>If the internal working groups no longer exist, who will provide this necessary feedback? In conclusion, this recommendation does not appear to have any merit. ALAC WGs are useful for specific purposes, and should be dismantled when they turn irrelevant, but doing away with them is uncalled for and it is worth noting that other organisations in ICANN, including the ICANN Board have been encouraged to use working groups.</p>	
do not support	IPC	<p>Indication of Support: Do Not Support</p> <p>The At-Large Community should have the ability to organize its activities within its scope as it sees fit. One-size-fits-all policies like Recommendation 7 ignore that ICANN Communities like the At-Large may determine that the use of internal Working Groups are, in some cases, the most effective approach (and on other cases, not). Within the GNSO, Constituency-internal working groups and committees may be formed to respond to the needs of their members and their larger community. At-Large should be no different.</p>	
WGs are essential; WGs=base forum for end-user input, framing agreements, strategies	AFRALO	We could not understand the rationale behind removing At-Large Working Groups (WGs). WGs constitute the base forum for end-users to voice their thoughts, discuss their concerns in relation to any given policy being discussed at ICANN, and frame agreements and strategies on how to positively impact the policy development process to the benefit of Internet end-users.	

Recommendation	Responding Organization	Comment	Level of Support
<p>strongly oppose; WGs=core means for comms, decision-making on issues WGs encourage participation WGs=not trivial, grassroots of participation, entry to participation, backbone of At-Large WGs=many types, uses RALO WGs are the prime forum for individual members and ALSes to provide input; diverse regional approaches</p>	ALAC	<p>The ALAC strongly objects to this recommendation. Working Groups (WGs), under a variety of names, are the core way that ICANN and its constituent parts discuss issues, address concerns, come to agreement and make decisions. The At-Large community creates WGs for a number of reasons that together form the framework that allows and encourages participation by the At-Large community in the discussion and shaping of policy that can properly reflect the interests of end-users. Hence the existence of these WGs is not trivial and indeed it constitutes the grassroots of participation for endusers within the ICANN policy development process. It is through such WGs that new participants often become active contributors.</p> <p>The uses of WGs include: Policy-Related Tasks: These WGs are used to build policy recommendations and advice, merging and melding differing opinions and ensuring that all parties can contribute. The final statements are supported by the ALAC and the RALOs. WGs were critical to the ALAC's ability to very effectively contribute to the New gTLD Process, the IANA Stewardship Transition Plan, and the new Accountability measures. These WGs are generally open to all participants in At-Large.</p> <p>Process-Related Tasks: These WGs, in general, carry out tasks on behalf of the ALAC; at times making decisions on behalf of the ALAC. Their tasks include providing: advice and decisions on ICANN special budget requests; advice and decisions on CROPP requests; deliberation and advice on outreach; as well as deliberation and development of capacity building programs.</p> <p>Outreach and Engagement: We have WGs which address needs such as: Tools (such as messaging and conference), Translation, Captioning; Social Media and Accessibility (ensuring that those with disabilities can participate equitably). Several of these have been sufficiently successful that they have been, or are in the process of being, transitioned to ICANN-wide projects (for example, ICANN Academy, Accessibility, Captioning).</p> <p>The At-Large Community, as for every Supporting Organisation / Advisory Committee (SO/AC), has policy and process activities to address policy and process issues, to improve the effective functioning of their</p>	
<p>Recommendation 8: At-Large should use social media much more effectively to gather end user opinions (Twitter poll/Facebook polls, etc.)</p>			
<p>strongly support; At-Large in social media is poor</p>	ALS	<p>Support Strongly support as the existence of At-Large in social media is quite poor specially for its AtLarge purposes and type of audiences or targeted people (end users) .</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>strongly supports; ALAC already has WG to make such recommendations new idea many At-Large and ALAC=highly active in social media as individuals At-Large=FB, Twitter important ALAC goal=enhance internal comms, end-user participation other issues: polling=unrepresentative, not actionable; access is lacking in some locales</p>	ALAC	<p>The ALAC strongly supports this recommendation and already has a well-functioning Social Media Working Group that is looking at developing such uses of Social Media (one of the inwardlooking WGs that are recommended to be abolished). Further to this recommendation, the ALAC suggests that a pilot advertising program is funded to test the effectiveness of outreach through social networks.</p> <p>Many At-Large and ALAC members are already highly active in social media under their own handles and communicate in real time via Skype chats. At-Large boasts active Twitter and Facebook pages. The Social Media Working Group has looked at other tools such as Mattermost, Slack, Eno, as well as FLICKR and YouTube. Maximizing these tools to enhance internal communications as well as end-user participation will continue to be an important ALAC goal.</p> <p>Despite the interest in some participants using social media, there are other issues to consider. Polling on these platforms is unrepresentative and not actionable. Furthermore, because there are many of our members who are still unfamiliar with social media due to their lack of access, social media is skewed towards certain populations and cannot be presumed to be balanced.</p>	
<p>support from RALOs and ALSes already have SM WG existing SM use=poor results, not good platform for policy input At-Large photos, videos are used by ICANN, ISOC, Diplo RALOs strongly support enhanced use of SM ALAC, At-Large, RALOs should encourage SM interaction w/users results=difficult to achieve</p>	RALO	<p>RALOs and ALSes support this recommendation, and would like to point out that measures are already being developed to further improve the use of social media.</p> <p>ALSes, RALOs and the ALAC have been using social media extensively to encourage At-Large members to provide comments via wiki and other established channels. The response has been poor. However, social media, especially Twitter, is not an effective tool for people to provide thoughtful and substantive input on policy.</p> <p>We have a Social Media Working Group that includes the use of effective tools such as Mattermost, Slack, Eno, Skype and the standard Twitter and Facebook. Some people communicate that they like these tools while others prefer a simple phone call to keep the community connected. Other ignored tools are the use of FLICKR and YouTube. The documentation of At-Large meetings by volunteers have shared with creative commons licence thousands of photos and videos of the community membership which is far in excess to the paid ICANN photographers and videographers. These photos have been used by staff and other organizations i.e. ISOC and Diplo in their online blogs and publications.</p> <p>To summarise, RALOs strongly support the enhanced use of social media such as Twitter. ALAC, At-Large / RALOs should encourage social media discussion and interaction with the individual Internet users out there. But the results are not as easy to achieve as the reviewers might think and there certainly is no social media silver bullet short of actually spending money to buy “Trending” – as done by all big Internet communicators. We do not advocate that.</p>	

Recommendation	Responding Organization	Comment	Level of Support
agree; use social media to collect more opinions, use other means where SM is absent	RRK	I Agree. Use of social media is a welcome step to gather more opinions. At the same time RALOs may also be entrusted the work to collect the user opinions in person. Collection of opinions in person may be adopted in regional conferences, seminars (this is to gather the comments from the portion of users who do not actively engage in social media but whose opinion may also be valuable for At-Large).	
agree; social media strategy is needed promote young energy, leadership toward At-Large objectives, goals better comms, social media strategy=address diversity, youth	SR	Agreed: More focused communication strategies need to be set up in terms of adapting social media. Young energy and leadership needs to be promoted to exemplify the objective and goals of At Large. Right now the use of Social media is very limited and minimum, it need better communication and social media strategy to address the diversity and youth.	
support; do not ignore SM; SM=easiest way to interact with users investigate regional social networks for engagement everywhere	AS	Support The power of social media cannot and must not be ignored. I strong believe it is the easiest way to interact with end users BUT more consideration should be given to the less “global” networks. Regional Social networks (Baidu - China, xandex - Russia, Yookos - Africa) must be considered if we truly want to engage with end users everywhere	
support At-Large use of SM to reach, connect, engage end-users globally encourage use of other social tools, especially those enabling tracking a wide range of matrix, effectiveness	CBUC	The BC indicates Support for recommendation 8. We fully support the use of social media by At-large to reach, connect and engage end-users across the globe. We also encourage that other social tool aside those listed be explored, especially those that provide ability for tracking a wide range of matrix and effectiveness.	
support; SM WG exists	LACRALO	This is a good recommendation. There is a Social Media Working Group dedicated to enhancing outreach during ICANN's General Meetings and more.	
Recommendation 9: At-Large should consider the appointment of a part time Web Community Manager position. This member of the support staff could either be recruited, or a member of the current staff could be specially trained.			
agree	RRK	Yes I agree	
support	ALS	Support	
agree	SR	Agreed: The web manage can further work on the communication strategy and more focused social Media activities	
support	AS	Support Having a dedicated person in charge of any web community can only benefit that community as a whole. It is very easy to miss facts and opinions if you have another 5 things you need to do at the same time.	
support; will enhance outreach to end users	CBUC	The BC indicates Support for recommendation 9. The BC fully supports this position as we believe it would enhance outreach to end users.	
support; should also work w/RALOs on community newsletters; option is not at At-Large's discretion	RALO	RALOs welcome this recommendation. A Web community manager should also work with the RALO's on their community newsletters i.e. Constant Contact. However, it must be noted that currently, this is not at the discretion of AtLarge. What staff to deploy is purely a staff decision.	

Recommendation	Responding Organization	Comment	Level of Support
support; out of scope	ALAC	The ALAC supports the intent of this recommendation. We note however, that it is beyond the scope of the At-Large volunteer community to take such action.	
no budget	LACRALO	We believe this recommendation refers to ALAC, not RALOs, because we do not have a budget for any position.	
Recommendation 10: Consider the adoption and use of a Slack-like online communication platform. An instant messaging-cum-team workspace (FOSS) alternative to Skype/Wiki/website/ mailing list.			
agree	SR	Agreed	
agree; WCM is addition, not replacement	RRK	Yes I agree. This is a welcome step. At the same time it is submitted that such new platform may not be used as an alternative but used alongside with the currently methods (Skype/Wiki/website/ mailing list). In other words new platform can co-exist along with the current platforms. Thus a multi platform will provide convenience for users to provide their opinions.	
At-Large ongoing discussion current system works reasonably well; always room for improvement maintain awareness of costs, benefits, accessibility criteria for new s/w continue current tool use recommendations for new platform(s)	RALO	This discussion has taken place for many years in the At-Large Community. The At-Large Community, via the At-Large Technology Taskforce (http://bitly.com/TechnologyTaskforce) have been aware of, and have tested and used group chat applications like Slack since 2014. At the ICANN58 March 2017 meeting, the Technology Taskforce reported on how At-Large should use group chat applications after reviewing several types of group chat applications (http://bitly.com/TTF-reports). We believe that the current system works reasonably well. However, we acknowledge that there is always room for improvement. Our Technology Task Force (TTF) has been actively looking for new systems: https://community.icann.org/x/CxInAw and https://community.icann.org/x/QaM0Aw . Besides the technical limitations of access in some countries requiring low bandwidth solutions, we need to be aware of benefits and costs of implementing a new communication system. There is also the additional challenge to break people’s habit to switch to different software and for this software to be available and comfortably usable on different hardware platforms. In order to be compatible to communicate with members of other parts of the ICANN Community, we should continue using Skype/Wiki/web/ mailing list, instead of adopting a new tool. There is uneven popularity of online tools at global perspective. But the number of social networks and messengers is observable. Major events and news must be casted to these platforms as RALOs activity in coordinated manner. All RALOs support improved communication, less redundancy, and cutting down on voluminous amounts of information. Again, it feels like the right location to mention the plans for the Policy Management Process System (PMPS) which will interface with social media tools to bring an intuitive, productive, welcoming and helpful environment for end users to take part in all aspects of Policy work.	
good recommendation; will request internal review of recommendation	LACRALO	This is a good recommendation. We will send it to our Technology Task Force to make the comparisons with the applications under study at the moment.	

Recommendation	Responding Organization	Comment	Level of Support
it depends BC agrees online comms=useful, concerned changing platforms unless/until appropriate solution is determined	CBUC	The BC indicates It Depends for recommendation 10. While the BC agrees with the usefulness of adopting online communications platforms for At-large members that maximizes engagement with end users, the BC would be concerned with moving away from widely adopted communications platforms, since tools with limited adoption could reduce participation and limit the flow of information to ALAC members. Should ICANN adopt an appropriate and widely-used “instant messaging-cum team workspace” platform that maximizes the flow of information to end users, the BC would support ALAC having the ability to adopt that platform.	
ALAC supports recommendation intent, advice on constraints	ALAC	The ALAC supports the intent of this recommendation to ensure that we use appropriate communications tools within At-Large. We note however that we are subject to a number of constraints. At-Large cannot unilaterally start using tools that are not supported by ICANN. We cannot depend on volunteer technical support and so must rely on ICANN IT, which adds an additional level of vetting and bureaucracy. We have community members all around the world, some with very low and/or very expensive bandwidth (and ICANN will not subsidize such access for volunteers). Often ONLY the older tools such as e-mail and Skype chat will function effectively or cost-effectively. Furthermore, we have community members in locations where their national governments block access to certain services and tools.	
not sure comms improvement=needed solution choice must include customized services new suggested solution	ALS	Not sure The communication definitely needs to be improved but also needs to be within an integrated platform with the website or wiki space that offers customized services for the community members. But an additional separate platform just increases the distribution of the resources and less use and focus from the members, I guess. I would suggest more work on enhancing the website or wiki space so that each account can manage its interest and receive alerts and reminders of meetings related to the WGs s/he is a member or is interested in and with (To Do list) tab for the related policies that needs comment ,for example, and with a unified central DB for all the resources related to the WG and the important announcement sent on the mailing lists. Although the mailing lists still the main irreplaceable way for communication, they are normally destructing when a long discussion is running and community members may miss important notes, deadlines, or calls.	
not sure	AS	Not sure	
Recommendation 11: At-Large should replace 5-yearly global ATLAS meetings with an alternative model of annual regional At-Large Meetings.			
agree	RRK	Yes. I agree.	
agree; alternative model of regional meetings=network, better collaboration	SR	Agreed: I think with the growth and development happening, an alternative model of annual regional At-Large Meetings are a great way of Network and better collaboration	
support	ALS	Support Of course it’s preferable to be in close periods but there must be many challenges, so I think biannual meetings is also a good alternative.	

Recommendation	Responding Organization	Comment	Level of Support
<p>it depends question sufficiency of every 5-years global ATLAS meeting support more regional meetings if not redundant, not too expensive</p>	CBUC	<p>The BC indicates It Depends for recommendation 11. The ATLAS meetings were envisioned to provide individuals who may otherwise not participate in ICANN meetings the opportunity to learn more about ICANN, issues of importance, and work with other end users on topics of interests. The review notes there is broad support for global get-togethers like ATLAS, but the current model of an every 5-years global ATLAS meeting may not be sufficient for accomplishing the objectives of recruiting and including grassroots support, while communicating the overall functions and responsibility of ICANN. The BC would support more regional meetings to engage end users, but recognizes adding additional yearly meetings may be redundant, given the three yearly ICANN meetings and other intersessional meetings. In addition, the BC also notes the resources and budgetary needs for organizing five additional RALO meetings per year may be quite high.</p>	
<p>rejects replacement of ATLAS meetings with annual regional At-Large Meetings does not reject regular regional meetings; SOP ALAC must remain adaptable</p>	<p>AS ALAC</p>	<p>Not sure</p> <p>The ALAC rejects the recommendation to replace the 5-yearly global ATLAS meetings with annual regional At-Large Meetings. The ALAC does not reject the concept of holding regular regional meetings, and in fact has done this for many years. These “General Assemblies” are held in addition to the At-Large Summit (ATLAS) meetings.</p> <p>General Assemblies (GAs) are gatherings of representatives of ALSes and individual members (if applicable) of a specific region. GAs are generally held once in every five year period at an ICANN meeting within the region or in conjunction with some other regional event. At-Large Summit meetings are gatherings of representatives of all ALSes and individual members world-wide, held roughly every five years at an ICANN meeting. The normal expectation is that in between successive ATLAS meetings, there will be one GA per region. The ATLAS meetings encourage cross-regional understanding and cooperation which the ALAC believes is crucial to a well-functioning At-Large.</p> <p>Such GAs have been standard practice since 2012. ICANN has recently agreed to formalize the GS/Summit process and integrate it into its normal planning and budgeting process. The proposal can be found at http://tinyurl.com/At-Large-GS-Summit. The exact scheduling of a General Assembly (or ATLAS) depends on many variables: the type of meeting; venue capabilities and cost; other ICANN events planned (such as a GAC high-level ministerial meeting); and the availability of volunteers and staff to plan the event. At times, a GA may be held in parallel with a non-ICANN event, such as the upcoming NARALO GA in April which will be held in conjunction with an ARIN meeting.</p> <p>Despite the lack of mention of GAs in this recommendation, the Review did include a reference to the regular GAs in the section reviewing the 2008 At-Large Review, incorrectly attributing the newly approved multi-year budgeting directly to the original Westlake review.</p> <p>Part of the rationale for this recommendation is that with the EMM, the number of participants will grow and the larger number of ATLAS participants will not be practical, presumably from a funding and other resource point of view. The ALAC does not support the EMM, nor does it believe that if implemented, the number of active participants would grow inordinately. However, the core issue is relevant, and should numbers change radically in coming years, the ALAC will have to adapt, as it does with all other aspects of its existence.</p>	

Recommendation	Responding Organization	Comment	Level of Support
<p>do not support reasons why ATLAS meetings are necessary, effective</p> <p>Regional meetings should be increased, but not at the cost of ATLAS.</p> <p>We don't need to have either or solutions; We suggest to do both</p> <p>new idea</p>	RALO	<p>RALOs and ALSes see significant value in the current 5-yearly ATLAS meetings, and hence do not support this recommendation.</p> <p>Many hours of ALAC and RALO work have been invested in coordinating the various ICANN meetings. A timeline has been generated and it has been accepted. We consider the Face to Face At-Large Summit (ATLAS) meetings to be necessary because of the experience of working in Inter-regional groups: these have more linguistic, geographical and gender diversity.</p> <p>The current 5 year rotation of five General Assemblies and one Global At-Large Summit has been co-designed and approved by the RALOs. The current system is effective in encouraging the development of a global end user perspective.</p> <p>These meetings are the only occasions when the identity of a global At-Large is manifested as a single entity. Right from the preparations, through the actual meeting as well as the postmeeting implementation, the entire global At-Large works as one. This is very helpful in building personal and organizational relations and in strengthening the At-Large branding, particularly for newcomers. Doing away with ATLASes does not benefit anyone. Indeed, not having a summit will result in losing RALOs learning and working together, and will result in regional silos and strictly regional end user perspective. Regional meetings should be increased, but not at the cost of ATLAS.</p> <p>We don't need to have either or solutions. Once every five years when everyone joins together is important and an annual local meeting is also a good idea. We suggest to do both. In addition to this, At-Large local community meetings operated and coordinated through RALOs and cooperation with I* activities is a good tool for engagement. It doesn't contradict with the idea of summit.</p>	
<p>do not support</p> <p>not logical; prevents f2f interaction; no inter-regional meeting</p> <p>prefer status quo</p>	AFRALO	<p>The replacement of the 5-yearly global At-Large Summit (ATLAS) meetings with an alternative model of annual regional At-Large Meetings</p> <p>The recommendation of replacing the ATLAS summits by regional meetings is not logical since it will prevent the At-Large community from meeting face to face. Only members of the same region can dounder the so-called EMM. We prefer the status quo that allows periodic regional meetings and ATLAS global summits.</p>	
<p>ATLAS meetings=necessary</p> <p>cross-regional = diverse</p>	LACRALO	<p>ALAC and RALOs have invested many hours to coordinate different ICANN meetings. A timeline has been produced and it has been accepted. We consider the faceto-face ATLAS meetings to be necessary because of the work experience in cross-regional groups. These have more linguistic, geographical and gender diversity.</p>	
<p>Recommendation 12: As part of its strategy for regional outreach and engagement, At-Large should put a high priority on the organisation of regional events. The five RALOs should, as part of their annual outreach strategies, continue to partner with well-established regional events involved in the Internet Governance ecosystem. CROPP and other funding mechanisms should be provided to support the costs of organisation and participation of At-Large members.</p>			
<p>agreed</p>	SR	<p>Agreed</p>	
<p>support</p>	ALS	<p>Support</p>	

Recommendation	Responding Organization	Comment	Level of Support
support	AS	Support Regional engagement is the key! If someone is talking about something which is happening on the other side of the world a lot of people will simply think “hey, thats not going to effect me” There are so many regional event which take place that piggybacking is a great way to engage with people who may not necessarily take the time to come to a purely RALO event.	
support 5 RALOs partner w/regional events; use CROPP, other funding	CBUC	The BC indicates Support for recommendation 12. The BC supports the five RALOs partnering with well-established regional events and using CROPP and other funding mechanisms to provide support for the costs of organizing and participation of At-Large members.	
support Requests for CROPP allow RALO membership to participate in regional IGFs, regional SIGs, and other regional events	ALAC	The ALAC supports this recommendation. The use of the word “continue” in the recommendation implies, as is the case, that this is already an ongoing practice and subject to ICANN funding, it will continue and hopefully grow. Recently the CROPP fund (previously catering for three days and two nights) was increased so that it has become four days and three nights. This more closely fits into the type of regional meetings being attended and allows the traveller to more fully participate without having to either miss critical parts of the event or self-fund additional days. Requests for CROPP allow RALO membership to participate in regional IGFs, regional SIGs, and other regional events. Nevertheless, members are also sometimes co-sponsored by other localised funding sources, in order to enable more flexible participation.	
support support CROPP expansion suggestions re: outreach	RALO	RALOs welcome this recommendation. RALOs support CROPP and want to see it expanded to provide more opportunities of engagement with other organizations. This outreach will need to have a particular focus on building policy synergies. At-Large outreach will need to increasingly focus on ensuring an expanded volunteer base that will be able to contribute to policy development. Often, involvement with regional events requires substantial funding, i.e. sponsorship, in order to obtain panel placement and speaking opportunities. We lack the financial support and influence, we are also in competition with ICANN staff which are the first choice. We need to be piggy-backed with ICANN staff at these events. Sponsorship of event, booth space etc. requires serious financial analysis to achieve the desired results. ICANN rarely funds At-Large for these events. Perhaps GSE funds the event itself, but rarely to send volunteers to them. But in some RALOs, circumstances and external sponsorship has allowed for such activities to take place without ICANN support. Across all regions, in practice, unless there is financial support for participation in meetings, this cannot be implemented - unless ALS(es) run the project with existing regional ICANN activities with appropriately increased regional budgets.	

Recommendation	Responding Organization	Comment	Level of Support
good recommendation SOP	LACRALO	It is a good recommendation to ensure the presence of more ALSes in regional development spaces. We have been doing this within our RALO for many years, with and without ICANN's support. Next week we will send a summary of these activities.	
	RRK	No comments.	
Recommendation 13: Working closely with ICANN’s Regional Hubs and regional ISOC headquarters, AtLarge should reinforce its global outreach and engagement strategy with a view to encouraging the organisation of Internet Governance Schools in connection with each At-Large regional gathering.			
agree	SR	Agreed: The At-large should play a collaborative role at its regional level creating better opportunity for ALS and other stakeholders in creating situation of engagement, collaboration and cooperation.	
support	ALS	Support	
support	AS	Support	
agree	LACRALO	It is a good recommendation to increase the participation of volunteers in the informed decisions that are necessary for policy development.	
agree--with reservations working with local chapters=not At-Large's decision question of schools of IG support is within mission, scope new suggestion	ALAC	<p>The ALAC accepts this recommendation with reservations. Specifically, although there is synergy (and overlap) between ISOC and ISOC Chapters that are also ICANN ALSes, it is not an At-Large decision as to how, or if, the Internet Society chooses to work together with a local Chapter. Moreover, although ICANN has provided some support for Schools of Internet Governance, under the new Bylaws, it is not clear whether being more proactive in such endeavours would be in line with the Mission and Scope identified in the ICANN Bylaws.</p> <p>At-Large should maximize its natural synergies with organizations such as ISOC, not only at the “Regional Hub” Level (actually called Regional Bureaus), but also as locally as possible, i.e. at the Chapter Level. For example the ISOC Latin America and Caribbean Regional Bureau - one of six ISOC Bureaus - sits in the “Casa del Internet” in Montevideo, Uruguay, alongside several ICT and telecom organizations.</p> <p>That being said, the ALAC notes that ICANN has a limited number of regional offices, and while some work very cooperatively with their regional At-Large leaders and community (for example, APRALO and the APAC Hub), others have not shown the same support for At-Large in the way the recommendation presumes.</p> <p>While the ALAC agrees with the perceived intent of this recommendation, it does note the lack of linkage between ICANN regional hubs, ISOC “regional headquarters” and Schools of Internet Governance.</p>	

Recommendation	Responding Organization	Comment	Level of Support
support if IG school support is in line w/mission, mandate new suggestion	RALO	RALOs would support this on the premise that IG schools are in line with the ICANN mission and mandate. IG School initiatives such as the South School of Internet Governance, African School of IG, and the 1st Indian School of IG (inSIG), have had numerous At Large members providing their volunteer time and personal expenses for presentations and panels. In line with the recommendation, we suggest that ICANN support these efforts. IG schools have also enhanced inter- and intra-community engagement. For example, inSIG received significant support in terms of resource persons from other ICANN entities (including the Board, ALAC/At-Large and NCUC) with both the present URALO and NARALO Chairs participating as resource persons. Wherever possible, we will continue to organize SIGs at ICANN meetings, but financial support is a major constraint.	
do not support encourage enhancement to global outreach, engagement At-Large should not be compelled to partner w/certain organizations At-Large should be advising and interacting w/ICANN structures, management respect ICANN's limited scope, mission; minimize interaction w/other global bodies	RRK CBUC	No comments. The BC indicates Do Not Support for recommendation 13. The BC believes efforts to enhancing global outreach and engagement with end users should be encouraged. While the review notes the positive aspects of At-Large working closely with partner organizations, the BC does not believe At-Large should be compelled to partner with certain organizations. As we noted in our response to Recommendation 5: At-Large was created by ICANN to be Advisory within ICANN. That means advising and interacting with ICANN structures and management – not organizations outside of ICANN. If individual ALAC members wish to interact with ISOC and other International organizations, they may do so at any time. But ICANN and its Advisory Committees should respect ICANN’s limited scope and mission, and minimize any official interaction with other global bodies.	
do not support proposing At-Large work closely w/a particular org (ISOC) -- too far odd recommendation after criticizing overlap revise the recommendation	IPC	Do Not Support The IPC again believes that the Draft Report’s recommendation goes too far in proposing that At-Large work closely with one particular organization, in this case ISOC. This recommendation is particularly odd given the criticism in the Draft Report for the overlap between ISOC chapters and At-Large Structures. The IPC requests that this Recommendation be revised accordingly.	
Recommendation 14: In the interests of transparency, all At-Large travel funding should be published as a “one stop shop” contribution to the At-Large webpage.			
agree	SR	Agreed	
support	ALS	Support	
agree publish travel funding details, participant funding At-Large to analyze event outcome, travel/participation of staff, propose improvements	RRK	Yes I agree. In addition of publishing the details of travel funding, details of the contribution of the participant(s) in the events may also be published. At-Large shall analyze the outcome of the event, the travel/participation of its staff and propose improvements for At-Large or modify the travel plans or highlight the achievements for information.	

Recommendation	Responding Organization	Comment	Level of Support
support support increased transparency everywhere within ICANN	CBUC	The BC indicates Support for recommendation 14. The BC supports increased transparency within ICANN across the board. According to the draft review report’s survey respondents, travel funding allocation is an issue of particular concern within the AtLarge Community. Anything that enhances transparency in this area is therefore a welcome step.	
out of scope for the ALAC strong support for full disclosure of travel costs throughout ICANN org ICANN publishes community travel costs for ICANN meetings, directly associated events (except Board) travel funding transparency supported, but not one-sided new suggestion	ALAC	Although the decision to make such information available is out of scope for the ALAC, the ALAC strongly supports full disclosure of all travel costs, with the understanding that a similar policy is applied for the entire organization including the SOs and the Board and ICANN staff. ICANN regularly publishes the travel costs for ICANN meetings and events directly associated with them (excluding the Board and staff), but not for other activities. Staff costs are published only to the extent that they are required for senior executives under US tax law. Recently, in order to discover the costs of the annual GNSO Non-Contracted House Intersessional meetings, a formal Documentary Information Disclosure Policy request had to be filed https://www.icann.org/resources/pages/didp-20160211-1-rrsg-request-2016-03-14-en . While the ALAC does support transparency in travel funding, it also notes that this is not a one-sided relationship. In ICANN parlance, “volunteers” refers to all parts of the ICANN community not paid by ICANN. However, a large part of this community is in fact paid to participate in ICANN on behalf of their employer or by serving their self-interest as part of the domain name ecosystem. At-Large volunteers are in fact volunteers in the true sense of the word. Virtually all of their time at face-to-face meetings and when participating remotely (conference calls, e-mail, document preparation) is personally donated. The cost to them (such as lost revenue, unpaid leave or vacations not spent with families) far exceeds the actual out-of-pocket costs to ICANN. ICANN rarely factors in these contributions and it must do so to properly present the costs AND benefits of volunteer involvement.	
support; SOP	LACRALO	It is a good recommendation of best practices that is currently carried out with the publication in the dashboard corresponding to travel allocations.	
agree, if others do, too; SOP	RALO	There is already an ICANN dashboard for travel support to ICANN meetings for all supported travellers across the SO/ACs. Travel to other Events is not available publicly. RALOs agree to this level of transparency, assuming similar transparency from other parts of ICANN. It would also be insightful to release details of the disclosure of any contract work of any member.	
Recommendation 15: At-Large should be involved in the Cross-Community Working Group on new gTLD Auction Proceeds and initiate discussions with the ICANN Board of Directors with a view to gaining access to these funds in support of the At-Large Community.			
support	AS	Support	
support; good recommendation	LACRALO	This is a good recommendation. LACRALO already has members in the Cross-Community Working Group on new gTLD Auction. But this Working Group will not define how these funds will be invested, but rather how the procedures will be. Certainly, when the group is formed to have access to the funds, we will participate.	

Recommendation	Responding Organization	Comment	Level of Support
<p>it depends</p> <p>At-Large proposals, if well defined and consistent with ICANN's non-profit status, should be well-positioned to compete for funding</p>	CBUC	<p>The BC indicates It Depends for recommendation 15. As the leading proxy for internet end users, At-Large has a role to play in the CCWG on new gTLD Auction Proceeds. In our 2015 comments (https://forum.icann.org/lists/comments-new-gtld-auction-proceeds-08sep15/pdfSbLcjgcH4p.pdf) on this issue, the BC outlined the principles that should be applied to fund auction proceed disbursement. In this context, At-Large proposals, if well defined and consistent with ICANN's non-profit status, should be well-positioned to compete for funding.</p>	
<p>does not support gaining access to funds</p> <p>ALAC is participating in CCWG Auction Proceeds-- 5 members mandated, + others</p> <p>ALAC to ratify CCWG decision methodology, structure</p>	ALAC	<p>The ALAC is already involved in the first part of this recommendation to the extent of their full participation in the CCWG Auction Proceeds activity. The Vice-Chair of the CCWG Charter Drafting Team was from the ALAC and the ALAC is one of the Chartering Organizations. As such, the ALAC was required to contribute Members to the CCWG and has named five such Members. Other AtLarge members are Participants in the CCWG. The ALAC will be called upon to ratify any recommendations that arise out of the CCWG.</p> <p>The CCWG will be deciding on the methodology and structure associated with disbursing funds, which will only happen after the CCWG completes its work. However, the CCWG is NOT the place to request funds for specific projects or activities. One of the issues that will be discussed is whether ICANN and its constituent bodies could ultimately apply for any of the funds. If any At-Large people participate in the CCWG with the explicit intent of planning to later request funding for the At-Large Community, we would have to explicitly declare that and as such would not be able to equitably participate in discussions related to this core issue.</p> <p>Once the CCWG completes its deliberations, and presuming the Chartering Organizations largely ratify the outcomes, the Board will then consider the recommendations. It is envisioned that if the Board approves, some sort of organization will be created or contracted with to consider projects and do the actual disbursement.</p> <p>Moreover, although one can envision all manner of good projects that could be funded, it is not clear that actually funding operational expenses of At-Large is among them, and in fact there is already considerable opposition to doing this, both within At-Large and the rest of ICANN. So to be clear, the ALAC does not support the recommendation in relation to having access to the auction proceeds funds to support the operational expenses of the ALAC. Some ALAC and At-Large members have supported using auction funds for targeted and project-oriented uses within ICANN and At-Large. Whether that will end up being allowed remains to be seen.</p> <p>The ALAC notes that the ICANN Board currently has no discretion to unilaterally allocate auction funds.</p>	
	ALS	Not sure	

Recommendation	Responding Organization	Comment	Level of Support
RALOs will respect the decisions made in the CCWG.	RALO	<p>RALOs cannot lay claim on the auction proceeds, as there is a CCWG working on this. RALOs already have members in the Cross-Community Working Group on new gTLD Auction. But this WG will not define how these funds will be invested; it will focus on how the procedures for funding allocation will be structured. Surely when the Cross Community Working Group agrees to have access to the funds, RALOs will participate.</p> <p>RALOs will respect the decisions made in the CCWG. CCWG will design the proposal(s) on how to use the auction proceeds. ALAC representatives and At-Large participants are taking part in the CCWG discussions and work.</p>	
refine this recommendation new suggestions	RRK RySG	<p>No comments.</p> <p>we propose the following as areas for further refinement:</p> <ul style="list-style-type: none"> ● Remove references to applying funds from the New gTLD Auction Proceeds Cross Community Working Group (“Auction CCWG”) toward At-Large travel allocations; ● Remove references suggesting that At-Large should be given access to New gTLD Auction Funds We are concerned by the Report’s suggestion that At-Large should be given access to auction funds generated through the new gTLD program. The Auction CCWG is tasked with first identifying a mechanism and policy guidelines for how the funds should be allocated, and not to whom the funds should be allocated. The recommendation that At-Large members participate in the Auction CCWG to pursue this objective runs counter to guidance put forth by the ICANN ● Further the Auction CCWG charter makes explicit note that the auction proceeds are an “exceptional, one time source of revenue” and must be treated as distinct from ICANN’s ongoing revenue streams and expenditures. This considered, we are concerned by proposals that would allocate auction proceeds to projects that are not discrete or self-sustaining and are already considered among ICANN’s core functions. It is imperative that application of the proceeds not create a dependency on that funding stream such that it would put pressure on the community to identify new sources once auction proceeds were expended. 	

Recommendation	Responding Organization	Comment	Level of Support
refine this recommendation new suggestions	RrSG	<p>That said, the RrSG proposes the following areas for further refinement and consideration by the review team:</p> <p>Remove references suggesting that At-Large should be given access to New gTLD Auction Funds.</p> <p>The Report’s suggestion that At-Large be given access to auction funds generated through the new gTLD program raises concerns with the RrSG. Recommendations that At-Large members be able to participate in the Auction CCWG in pursuit this objective runs counter to guidance put forth by the ICANN Board that “to avoid conflicts of interest, there should be clear separation of those deciding the general direction, those choosing specific projects, and those receiving the funds”.² Furthermore, it misunderstands the primary goal of the CCWG: to identify the mechanism for allocating the funds, rather than the parties that will receive them.</p> <p>The Auction CCWG charter makes explicit note that the auction proceeds are an “exceptional, one time source of revenue” and must therefore be treated as distinct from ICANN’s on-going revenue streams and expenditures. Proposals that would allocate auction proceeds to broad on-going projects and are already considered among ICANN’s core functions are thus problematic.</p> <p>Allocations must not create a dependency on that funding stream such that it would put pressure on the community to identify new sources once auction proceeds are expended.</p>	
out of scope	NCSG	<p>Finally, we consider it out of scope for the Working Party to recommend that the proceeds from new gTLD auctions be used to fund the ongoing activities of At-Large. Relationship between the NCSG and the At-Large Community Opposition to New gTLD Auction Proceeds Fund Being Used to Fund the Ongoing Activities of At-Large, Unless that is the Community’s Decision.</p> <p>The report recommends that ALAC “initiate discussions with the ICANN Board of Directors with a view [to] gaining access to [the auction proceeds raised through the new gTLD program] in support of the At-Large Community.” We do not support this recommendation. At present, there is a Cross-Community Working Group determining the methodology for disbursing funds, within which the ICANN Board has instructed participants that, “there should be [a] clear separation of those deciding the general direction [of how the auction proceeds be allocated], those choosing specific projects, and those receiving the funds.” Leaving aside the fact that the ICANN Board does not have the discretion to allocate these funds to At-Large, it would clearly undermine the bottom-up, multistakeholder model of governance for the Board to ignore the work of the Cross-Community Working Group and to hand these funds over to another party.</p> <p>It is worth noting that the new gTLD auction proceeds have been described as an exceptional, one-off event. Accordingly we do not believe they are a suitable pot of funding to be depended upon by any community to support ongoing, operational expenses.</p>	

Recommendation	Responding Organization	Comment	Level of Support
Recommendation 16: Adopt a set of metrics that are consistent for the entire At-Large Community to measure the implementation and impact of the EMM and track the continuous improvement of the AtLarge Community.			
agree	RRK	Yes I agree.	
support	AFRALO	SUPPORT the definition of metrics of participation	
good recommendation metrics=necessary currently implementing unknown ability to support new model w/metrics	LACRALO	This is a good recommendation. Metrics are always necessary. In LACRALO they are almost ready. But if the EMM is implemented, we cannot be responsible for preparing the metrics of a model that we do not know, both in terms of its functionality and its dimension. It is not the same to generate metrics for 50 ALSes than for 50 individuals, or hundreds or thousands or hundreds of thousands of individuals. It also poses a challenge for the number of staff that is required for its implementation.	
agree support dev of metrics for strategic dev of regions, regional impact of policy advice new suggestion	RALO	RALOs are in general agreement with the need for metrics to measure all activities. Metrics are important for the continuous improvement of performance for all entities in At-Large, viz., ALAC members, RALO leaders, ALS representatives and individual members. When it comes to the RALOs, ALSes, and individuals, we support the development of a set of metrics that will show the strategic development of the regions in line with the mission of At-Large as well as the impact of regional policy advice to the ALAC. The collection of the agreed metrics must therefore be automated as much as possible. But it has to be remembered that over reliance on metrics can be an issue. The problem with this recommendation is the lack of any tracking tools by staff to measure results. The tracking of policy statements and comments is an important metric asked by senior staff. In general, metrics for operations/activities/participation are welcome.	
it depends assumption of adoption of EMM concern with EMM as proposed	CBUC	The BC indicates It Depends for recommendation 16. This recommendation assumes adoption of the Empowered Membership Model (EMM) for At-Large. In response to recommendation 3 above, we indicated concerns with the EMM as proposed. Assuming the EMM is adopted, we also note that the draft report itself recognizes that even with the EMM, “We do not anticipate participation in At- Large to increase by orders of magnitude, but instead expect a moderate but significant increase in the number of ALMs.” This suggests that the EMM may not yield statistically significant results that can be fed into a set of metrics.	
supports metrics; already doing does not support EMM	ALAC	As noted elsewhere, the ALAC does not support implementation of the EMM. However, the ALAC does support the establishment of metrics to track performance and improvement of the At-Large Community. In fact, we have a Metrics WG (one of the groups recommended to be abolished) that has been tasked precisely with that responsibility. It is currently on hold pending the completion of the ALS and RALO Criteria and Expectations Task Force. Although consistency is important, there are also significant differences between the regions and any discussion of metrics needs to factor that in.	

Recommendation	Responding Organization & Level of Support	Comment
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Key						
Strongly Oppose	Oppose	Neutral	Partly/Conditionally Support	Support	Strongly Support	New Idea/Suggestion

Implementation # 1: Adopt the Empowered Membership Model (EMM) as proposed to bring a greater number of end users directly into ICANN policy making processes, and or engaged in At- Large outreach activities (Section 11).

	RALO	<p>RALOs and ALSes welcome the idea of bringing more end users into ICANN’s policy making process, but they do not believe that the EMM, in its entirety, is the right solution.</p> <p>First, “direct” participation by end users is not a necessary requirement for At-Large to function. Second, more of such “direct” participation does not guarantee a commensurate qualitative enhancement in participation. There is no way 3.6 billion end users can be directly represented in At-Large or RALOs by increasing the number of individual members. At-Large represents end user interests, and there is no indication that such an indirect representation has been ineffective.</p> <p>Third, while we fully agree that individual membership should be encouraged together with ALSes, we think that ALSes well established in their countries are the guarantee that At-Large is really reflecting the interests of end users, as they are able to perform outreach, coordination and sourcing of input at a local level.</p> <p>Ultimately turning At-Large into an individual member (only) organization may convert it into an organization whose members use the At-Large to campaign for vested issues. This also will reduce diversity since individuals in the developing countries are not as connected and as informed as those of the global north.</p>
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Recommendation	Responding Organization & Level of Support	Comment
	ALAC	It is unclear what the mechanism will be by which users will become informed of the EMM, and what it is that will motivate them to begin spending significant time and effort to participate in ICANN policy issues (including learning the vernacular, getting up to speed on the issues in question and expending significant time on a regular basis). The presence of a personal vote seems to be a critical part of this, since it is that which largely differentiates the EMM from the individual unaffiliated members that three of the five RALOs have, and the other two are committed to allow. But this vote is only allotted after demonstration of active participation. It is unclear who will judge such participation and how this will be done. Such metrics have been an issue that At-Large has been grappling with for years and is not a minor implementation issue. If a possible vote is the critical issue in motivating people to engage, then one has to question their overall commitment. Moreover, since some RALOs rarely if ever have votes, one has to question whether the EMM would work if voting is a critical issue.
Implementation # 2: Engage more end users directly in ICANN Working Groups by adopting the Empowered Membership Model described in this document (See Section 11).		
	RALO	The response for this Implementation recommendation is identical to that for Implementation #1.
	ALAC	The response for this Implementation recommendation is identical to that for Implementation #1.
Implementation # 3: Adopt the Empowered Membership Model described in this document to engage more end users directly in ICANN work. (Section 11).		
	RALO	The response for this Implementation recommendation is identical to that for Implementation #1.
	ALAC	The response for this Implementation recommendation is identical to that for Implementation #1.
Implementation # 4: In the Empowered Membership Model individual users will be encouraged to participate in At-Large. Within this context there should be scope for further cooperation with the NCSG (Section 12).		
	RALO	Sadly, this implementation recommendation is ignorant of how people work within and across the ICANN ecosystem. People have specific interests that compel them to seek out individuals who share the same interests. I.e. DNS for Women, Technology for Humanity etc. RALOs welcome cooperation with the Non Commercial Stakeholder Group (NCSG). This is already happening in the civil society engagement and many At-Large members are also members of the NCSG. There is no need to change to the EMM to accomplish this goal. RALOs have been co-operating with Non- Commercial Users Constituency (NCUC) and other parts of ICANN in the past (such outreach activities during ICANN58), and this should continue.

Recommendation	Responding Organization & Level of Support	Comment
	ALAC	It is not clear what the connection is between the EMM and participation in At-Large and cooperation with NCSG. The ALAC is always interested in cooperating with other parts of ICANN and does so regularly with most other groups. The ICANN58 joint outreach session of the European AtLarge Organisation (EURALO) with NCUC was a total success. Plans are to repeat this collaboration at ICANN59. The joint session brought about a lot of understanding for both At-Large and NCUC and helped newcomers realise the differences in approach and structure of both organisations.
Implementation # 5: Any individual from any region should be allowed to become an “AtLarge Member” (ALM). The ALM is what the Empowered Membership Model identifies as the atomic element of the new At-Large model (Section 11).		
	RALO	<p>RALOs strive to have unaffiliated individuals to become At-Large members. NARALO, EURALO, and APRALO are already open to direct membership by individuals. AFRALO and LACRALO are in the process of incorporating this in their bylaws. Through the ALS Criteria and Expectations Task Force, ALAC and RALOs are working on increasing the ability of ALS members to engage in the At-Large/ICANN policy work.</p> <p>RALOs operate in different social and cultural environment. For northern part of the world atomic elements might be active individuals with “ready to go” experience. While in other environments, being a member of organization (ALS) is an instrumental, and the only, way to be engaged with community. EMM is not universal.</p> <p>Experience has shown that unaffiliated membership cannot replace the ALS membership but provide an access point for individual participation. If the EMM is implemented it does not guarantee to produce an active and engaged community.</p> <p>The presence of individual members help RALOs to get direct feedback from the grassroots, but so far the quantity of such feedback has been minimal, although it is recognised that some individual members have made outstanding contributions to the community. The number of individual members has been quite small although growing. Whether individual members will form a countervailing influence compared to ALSes is an open question, and it is likely that the community of individual members will take time to show significant strength.</p>
	ALAC	This is the status quo for three of the five regions and will eventually be the case for all regions, regardless of implementation of the EMM. Some regions have raised the need to place some restrictions to ensure that users support the principles of At-Large and do not use the At-Large persona to campaign for anti-user issues (something that HAS happened in the past).

Recommendation	Responding Organization & Level of Support	Comment
Implementation # 6: Adopt the Empowered Membership Model which changes the function of RALOs so that they are primarily an outreach and mentoring mechanism for engaging new entrants (Section 11).		
	RALO	<p>This is a significant change to what the ALAC does, and is against the mandate of the ALAC as an advisory committee. RALOs contribute significantly to the bottom-up input to the ALAC from the ALSes. Removing RALOs' advice input functions will break the bottom-up multistakeholder model. This also requires a complete rewriting of all MoUs between ICANN and the RALOs which state the two functions of the RALOs: Outreach and Policy.</p> <p>This recommendation seeks to limit the role and stature of RALOs, which are presently integral components of the ICANN At-Large Ecosystem. Limiting RALOs to outreach/mentoring will reduce the capacity of the At-Large to sustainably provide consensus policy advice over the longer term. This risks making At Large fragmented and reduces cohesion (on account of a multitude of opinions/positions of individuals).</p>
	ALAC	<p>Outreach is already a core focus for RALOs today, not only for engaging new entrants but also for capacity building within the RALO (inreach). Mentoring has developed from this, for example, in APRALO where capacity building has focused on involvement by leadership volunteers in Workstream 2 policy issues which were highlighted in a survey last year to identify interest areas for potential involvement by APRALO members. The ALAC would support more ALS members being engaged in policy development.</p>
Implementation # 7: As part of the Empowered Membership Model, elected RALO representatives become ALAC Members who not only deliberate on advice to the Board but also serve as mentors to newcomers to At-Large. (Section 11).		
	RALO	<p>This recommendation has been rejected outright by all RALOs.</p> <p>This recommendation seems to assume the work of the ALAC is to solely deliver advice to the Board whilst the ALAC does not only deal with policy but also monitors ICANN wide activities that may impact end user interest.</p> <p>In a volunteer organization, it is unrealistic to expect volunteers to handle both policy and outreach activities, as we have found that volunteers have different interests and very few that have interest, skills and time to do both policy and outreach.</p> <p>Managing the RALOs requires significant work regarding outreach and capacity building besides channelling inputs from the ALSes and individual members to ALAC and Vice Versa.</p> <p>Combining these tasks with direct policy input creates unreasonable overloading of work. This has the potential to deliver mediocre service in both RALO leadership and RALO roles.</p>
	ALAC	<p>Workload is already a major issue within At-Large and particularly for RALO leaders and ALAC Members. Although a small number of people put a vast number of hours into At-Large and ICANN matters, asking all such volunteers to do so is problematic. Moreover, if outreach is a prime focus of RALOS as implied by Implementation 6, these are not the optimal people to place on the ALAC and then debate policy issues.</p>

Recommendation	Responding Organization & Level of Support	Comment
Implementation # 8: The ALAC Members should have a maximum of (2) terms, each of a 2-year duration (see Section 11).		
	RALO	In principle, RALOs support term limits for all key At-Large roles including ALAC representatives, WG Chairs, and RALO Leadership.
	ALAC	In the entire history of the modern ALAC (after the Interim ALAC was appointed by the Board), there have been 65 RALO and NomCom appointed ALAC members and only five of them have served for more than two consecutive terms (and two of those only exceeded the two-term point after the last AGM). Taking this into account, term limits would not have had much impact in the past, and it is unclear if having such limits would have fixed problems, or created them. That being said, term limits may well be reasonable, but it is less clear that two terms is optimal. One RALO currently has a shorter limit, and others may feel that in critical times, the limit should be able to be overridden.
Implementation # 14 [later renumbered to # 9]: The proposed Empowered Membership Model (Section 11) conflates many of these roles and consequently frees up travel slots for new voices. For example the 5 RALOS are now part of the 15 ALAC Member list and 5 Liaison roles are also taken by NomCom appointed ALAC Members, leaving 2 for the Council of Elders and up to 10 slots for Rapporteurs for CCWGs and regular WGs (to be decided openly and transparently).		
	RALO	The response for this Implementation recommendation is identical to that for Implementation #7.
	ALAC	The ALAC does not support this Implementation Guideline. Specific issues will be more fully addressed in section 7 of this document. To implement such a radical and untested change, against the judgement of those who have been working in this arena for years, is at best risky, and at worst exceedingly dangerous. During discussions in Copenhagen, a Review Team member mentioned that the CCWG-Accountability Empowered Community measures were also untested. The difference is that these were developed by the entire ICANN community over an extended period of time and approved by all of the chartering ACs and SOs.

Recommendation	Responding Organization & Level of Support	Comment
OTHER PUBLIC COMMENTS		
concern about making wholesale changes	RALO	Conclusions: Finally, we would like to express our deep concern about the future of the At-Large community if this report was accepted and implemented “as is”. We hope that the suggestions made through this document will be considered by the Review Team for suitably amending their proposals.
new idea	RRK	Regional bodies (RALOs) may be directed to conduct field study and based on the field study workshops should be conducted. Report must be submitted to At-Large. Individuals who are granted fellowships and other associations with ICANN must be informed to conduct the individual field study and submit report. ICANN must empower At-Large to utilize the ICANN fellows for the above purposes. Problems if any faced by RALOs or Fellows can be heard through skype or webinar
favorable of overall report	RySG	We agree with the central findings of ITEMS International (“ITEMS”) published recently in its draft report (the “Draft Report”) on the Review of the ICANN At-Large Community (the “At-Large Review”). Specifically, we support the conclusion that At-Large’s mission is important to ICANN but that the delivery of that mission has been limited by At-Large’s current form. At-Large Structures that are intended to support user engagement in ICANN may, in fact, hinder direct user participation and discourage new voices from engaging with ICANN policy development processes.
broad reforms are justified	RySG	In reviewing the Draft Report we were struck by just how many of our concerns about the existing model for user engagement in ICANN were shared by participants in the At-Large Structures. Fifty percent of At-Large respondents and seventy-five percent of non-At-Large respondents believed that At Large Structures are not truly representative of global end user opinion. Thirty percent of the At-Large respondents and fifty-eight percent of other respondents (the highest-ranking response for either category of respondents) believe that the At-Large Structures (ALSes) and individual members of the Regional At Large Organizations (RALOs) primarily act in their own interest. These findings point to fundamental problems with At-Large representation in its current form, and justify the broad reforms proposed by ITEMS.

Recommendation	Responding Organization & Level of Support	Comment
report addresses RySG concerns, user participation issues	RySG	<p>We applaud the work undertaken by ITEMS and feel that the Registries Stakeholder Group’s (RySG’s) concerns as they relate to the At-Large Review are well accounted for in the review and its findings. We believe that many of the reforms proposed by ALAC will improve user participation in ICANN. These include:</p> <ul style="list-style-type: none"> • Further opening up the At-Large to participation by individual users with interests in ICANN; • Repurposing the RALOs and other At-Large bodies (existing and proposed) to better focus on outreach and engagement initiatives; • Proposing new guidelines for travel support and rotations on leadership positions to ensure greater turnover and guard against perceived capture, while providing space for newcomers to grow into leadership roles; and • Encouraging At-Large members to work within and across the community (rather than in intra-At-Large working groups) to improve the quality and nature of At-Large advice.
meta + agree	RySG	<p>We also applaud ITEMS for setting reasonable expectations about the kind of changes that these reforms will foster and agree that a moderate increase in the number of At-Large members is a worthwhile goal, even if that change is not by orders of magnitude. This is especially true when paired with changes proposed for how those members engage with other parts of the community.</p>
suggestion for improvement	RySG	<p>While we generally support the issuance of the Report in its current form and its recommendations, we propose the following as areas for further refinement:</p> <p>Introduce a recommendation to carry out user research in areas where user data would be useful to policy development efforts</p> <p>While we believe the structural changes proposed by ITEMS will help to improve the quality and representativeness of At-Large advice, we remain skeptical that representation by a few users is the best way to fully capture the user voice. Considering the diversity and breadth of user perspectives and pervasive concerns about the motivations of and potential capture by At-Large leaders, a more informative approach could be to carry out both quantitative and qualitative user studies about the impact of policies and other proposals and developments on Internet users. We note that this suggestion is raised twice in the Report, but not fully considered in the analysis nor reflected in the recommendations and share the position of these respondents that objective user data could help inform At-Large positions as well as policy-work by other Supporting Organizations and Advisory Committees. Conducting user studies could also be a complement to the existing recommendations for how to restructure representation through individual users, and At-Large members could play an important role in identifying prospective areas for research.</p>

Recommendation	Responding Organization & Level of Support	Comment
suggestion for improvement	RySG	<p>While we generally support the issuance of the Report in its current form and its recommendations, we propose the following as areas for further refinement:</p> <p>Consider actual working group timelines when setting travel funding limits</p> <p>Overall we support the recommendations made by ITEMS to ensure that travel funding benefits are better-distributed across its members including through creating cooling off periods for transitions between most At-Large leadership roles, introducing an upper bound on aggregate travel funding granted to a single member, and by restructuring how travel seats are identified, particularly through the introduction of the rapporteur role. While we believe that caps will help distribute to a broader set of members, we are sympathetic that the timelines for ICANN working groups may exceed the proposed two-year (or six-meeting) term limit that is suitable for the other defined At-Large leadership roles. For this reason, we believe that it may be valuable to have the initial rapporteur continue to fill this function until the working group is completed. It is potentially detrimental to the quality of working group participation to force a turnover of this function, just to meet an artificially imposed deadline. The upper eighteenmeeting cap could continue to apply to this subset of members to ensure overall turnover.</p>
suggestion for improvement	RySG	<p>While we generally support the issuance of the Report in its current form and its recommendations, we propose the following as areas for further refinement:</p> <p>Reconsider use of random selection mechanism for leadership roles</p> <p>While we support the goal of greater rotation of At-Large leadership positions across qualified candidates, we are sympathetic toward concerns raised about the loss of voting power to proposed random selection mechanisms. Even among qualified candidates, there are legitimate reasons that a candidate might be preferred by the overall membership and therefore that should be taken into account. We propose instead improving the mechanisms by which the overall membership base can vote, as is suggested elsewhere in the Report.</p>
ITEMS presents a better model	ALS	I think this review repositioned At-Large a little bit towards a preferred position as a gate and a passageway for end users to ICANN that can lead them then to GAC or NCSG, ...etc. I think this model is better because it diminish the mix between the objectives of some communities in ICANN like NCUC and I think also that At-Large should take care of all the outreach and the capacity building on behalf of all the ACs/SOs with liaison.
overall comment	Asoto	This review has been very useful for ALAC, At-Large, RALOS and ALSs.
new perspective provided	Asoto	We knew we had functionality issues, but we did not know all those problems. Nor did we have a complete notion of how we were viewed from the outside.
	Asoto	There was a positive reaction at all levels, and several of the problems were already being addressed.

Recommendation	Responding Organization & Level of Support	Comment
reviews=mixed: I support ALAC, LACRACLO		These same levels have accepted most of the recommendations, some partially and severely objected to a minority. In this case, I will not dwell on each recommendation. I fully support all observations of ALAC and LACRALO.
ITEMS criticism	ASoto	ITEMS confuses ALAC and At-Large. So much that in LACRALO we had to make a previous analysis of its recommendations, then to determine if we had to realize some observation or it had to do it to ALAC.
ITEMS criticism	ASoto	He has based his recommendations on the survey, without checking facts. Therefore it affirms that the ALSs are inactive and unproductive. That your model incorporating Internet end users will produce results faster and more effectively than ALSs. Attached is a file with a non-exhaustive list of one of the LACRALO organizations. The list of activities mentioned therein is not exhaustive either. Only the most important activities are listed.
factual statement re: At-Large operations	ASoto	From this file it appears that our ALSs are very active, they organize events, they sign agreements with many institutions and organizations, all of them are within the multi-stakeholder spectrum of ICANN. This at local, national, regional and international level. For that reason many of its members are invited as lecturers, and also they are note speaker in very important events.
data lacking from ITEMS--intended implementation results, substantiation for recommendations; recommendations carry high risk to ALAC	ASoto	A question to ITEMS on several occasions that never had an answer. In what organization is the proposed model implemented, what kind of organization is it, and what were the results of the change. It is that they have affirmed that we must assume the risks of the change. Personally I have taken many risks in my personal and professional life. But always carrying out the risk analysis previously, and having a lot of information. In this case, ITEMS has provided very little information so that we can do the risk analysis and take responsibility. The vast majority of us believe that this model will not only produce improvements, but that it is very likely that we will have more problems of functionality and effectiveness in the generation of policies within ICANN. Why this statement? ITEMS has no idea how many end users will be able to join the model it proposes. Nor does it explain how an end user can perform the same activities already described in an ALS; Whether it will be invited to give lectures by governments, educational institutions or professional organizations, at local, national, regional and international levels. He affirms a metric of three meetings within what is now a RALO in order to be elected as rapporteur. It is clear that it will not have the necessary experience to effectively fulfill its commitments. It is a suggestion similar to: Let us declare war and you will fight.
recommendations carry high risk to ALAC	ASoto	If the proposed model is implemented, the current ICANN feedback loop, ALAC, At-Large, single user will be lost. This cycle requires to be optimized, but not changed by an untested model. If the new model fails, it will be checked when ITEMS is gone.

Recommendation	Responding Organization & Level of Support	Comment
overall comment	RrSG	The Registrar Stakeholder Group (“RrSG”) firstly applauds the work undertaken by ITEMS International (“ITEMS”). We agree with the report’s assessment that At Large’s current form has been limiting its ability to properly deliver on its mission; this is key given the importance of end user input to ICANN. Current At-Large Structures intended to support user engagement in ICANN may actually be standing in the way of direct user participation as well as discouraging new voices from engaging within ICANN policy development processes.
implementation of proposed reforms will have positive effects	RrSG	The RrSG believes that many of the reforms proposed by ALAC will lead to improvements in user participation within ICANN. Positive reforms proposed include fully opening participation to individual users with an interest in ICANN, expanding outreach and engagement initiatives, capping travel support, rotating leadership positions to broaden participation and grow new leaders within the At Large community, and encouraging At Large members to work directly within the community rather than in At-Large working groups.
implementation of proposed reforms will have positive effects	RrSG	We agree with ITEMS that these reforms are likely to provide modest but important improvements to end user participation in ICANN. The RrSG recognises that even a moderate increase in the number of At-Large members is a worthwhile goal when paired with changes proposed for how those members engage with other parts of the community
suggestion for improvement	RrSG	That said, the RrSG proposes the following areas for further refinement and consideration by the review team: Carry out user research in areas where user data would be useful to policy development. Carrying out quantitative and qualitative user studies ¹ on the impact of policies and other proposals and developments on Internet users would be effective way to deal with the breadth and diversity of user perspectives and balance ongoing concerns about the motivations of, and potential capture by, At-Large leaders. Objective user data would help inform both At-Large positions and policy-work by other Supporting Organizations and Advisory Committees. AtLarge members would then be able to play an important role in identifying prospective areas for research. This suggestion is raised twice in the Report but appears not to be fully considered in the analysis nor reflected in the recommendations and we encourage its reflection in the final recommendations.

Recommendation	Responding Organization & Level of Support	Comment
suggestion for improvement	RrSG	<p>That said, the RrSG proposes the following areas for further refinement and consideration by the review team:</p> <p>Consider whether the Regional At Large Organizational (RALO) structure is the best mechanism for supporting user outreach.</p> <p>We strongly support the emphasis placed on user outreach and education, and believe that this is a prerequisite to even modest increases in At-Large participation. However, we question whether the preexisting RALO structures, which are designed around the ICANN Geographic Regions, are best-designed to support this goal. User needs with respect to outreach and education do not cut cleanly across these geographic regions and other divisions (e.g. linguistic communities) may be more effective. Certain populations, for example users in the United States, United Kingdom, and Australia, may have similar resourcing needs despite being in different ICANN geographic regions. In contrast, other populations may have very different needs and engagement levels despite being in the same geographic region as one another; for example, despite all existing in the Asia Pacific region, we would expect that users in China, Vietnam, and Australia might have very different demands in terms of outreach and engagement.</p> <p>There is no need to deliberately and artificially subdivide outreach and education initiatives. These efforts could be undertaken holistically within the at large with ad hoc task forces or work streams set up to address particular community needs (whether identified on the basis of language or geography) as needed.</p> <p>One tool that At Large could leverage in doing so is the preexisting network of At Large Structures. While we agree with ITEMS that regional At Large Structures (ALSes) should not be the primary unit for engagement in the ALAC over individual users, many of these organizations are already well equipped to support educational and networking initiatives and could be well utilized by the At Large to further these goals.</p> <p>ITEMS should consider whether the RALOs should be abandoned as the primary unit for user education and outreach in favor of a flexible holistic approach that relies upon new or repurposed engagement structures that are better fit for purpose.</p>

Recommendation	Responding Organization & Level of Support	Comment
suggestion for improvement	RrSG	<p>That said, the RrSG proposes the following areas for further refinement and consideration by the review team:</p> <p>Consider actual working group timelines when setting travel funding limits</p> <p>ITEMS has made a number of appropriate recommendations with regard to improving the distribution of travel funding benefits. The RrSG supports the introduction of an upper limit on total travel funding granted to any one member, the establishment of a cooling-off period following a change in most At-Large leadership positions and the restructure of how travel seats are identified, particularly through the introduction of the rapporteur role.</p> <p>The RrSG recognises that a cap on travel funding will enable broader participation amongst members and is appropriate for various At-Large leadership roles, but may be counter productive if unilaterally applied to ICANN working groups whose work necessarily exceeds the proposed six-meeting term limit. For this reason, it may be worthwhile to have the initial rapporteur continue to fill this function until the working group has completed it's task and to continue applying an eighteen-meeting cap on these particular members to ensure overall turnover.</p>
support for council elders	CBUC	<p>The BC supports the creation of a council of elders as proposed in the draft review to retain active contributions by experienced members of the community within At-Large and suggest they play an active role in mentoring volunteers and Newcomers. BC members already play effective and important mentoring roles for our members on an informal basis and the benefits are palpable.</p>
suggestion for ALAC improvement	CBUC	<p>Finally, given the challenges of representing a broad user voice through a few individuals, the BC encourages the At-Large Community to draw upon publicly available research and studies on users in their work.</p>
support for ITEMS suggestions	CBUC	<p>We also support the recommendations to broaden user involvement by expanding individual representation within At-Large Structures, and emphasizing outreach as the central mission of the Regional At Large Organizations.</p>

Recommendation	Responding Organization & Level of Support	Comment
agreement with ITEMS observations	NCSG	The NCSG believes that many of the problems identified by the ITEMS report do exist. In particular, that: At-Large has been dominated by a few people for too long. Whether perception or verifiable fact, this is an inevitable problem given the complexity of the work being undertaken within the ICANN ecosystem. There is a well-documented learning curve in bringing the average individual, who we all attract through outreach efforts, up to the level where he or she can provide useful analysis and advice. Term limits might be useful in forcing rotation of leadership, but it will not guarantee that new leaders will have mastered the material. This requires focused capacity development. This is, in our estimation, a problem shared by most of the Stakeholder Groups in the Generic Names Supporting Organisation. A Cross-Community Working Group on Best Practices in Onboarding might be an effective tool to identify common problems and potential solutions in this regard.
agreement with ITEMS observations	NCSG	The NCSG believes that many of the problems identified by the ITEMS report do exist. In particular, that: It is too focused on internal committees and procedures, and that it is too focused on enlarging the power and resources received by ALAC in the ICANN ecosystem. ALAC has considerable resources; metrics on how resources are used by different entities in ICANN are, we feel, overdue.
agreement with ITEMS observations	NCSG	The NCSG believes that many of the problems identified by the ITEMS report do exist. In particular, that: It is not focused enough on holding ICANN (via the Board) accountable and empowering individual Internet users. There are two difficult problems here. One is how to provide effective commentary on accountability to the Board, a problem shared by other Stakeholder Groups and the Security and Stability Advisory Committee, particularly in the new ICANN model. The second is accountability to the end-users whose interests both ALAC and the NCSG are responsible for representing.
suggest ALAC and NCSG to address mission overlap	NCSG	We would also like to comment on the perceived mission overlap between At-Large and the NCSG's constituencies. There can be no doubt that newcomers to ICANN have difficulty figuring out where they fit in. If those interested in policy join ICANN's volunteer community, do we have a succinct explanation as to which group they should join? Possibly not, and we should work together to improve our messaging. It is the position of the NCSG that if an individual wishes to influence DNS policy, they should join the NCSG. This does not preclude joining At-Large to provide policy advice to the Board on a wider range of subjects. However, At-Large is an Advisory Committee and not a Supporting Organisation empowered through the ICANN bylaws to develop policy.

Recommendation	Responding Organization & Level of Support	Comment
support for ITEMS leadership selection solution	NCSG	We think that the use of random selection, rather than merit-based selection, in the appointment of At-Large leadership roles is an interesting idea worth trialling. If the At-Large chooses this route we will watch with great interest. We in the NCSG are always keen to adopt best practices utilised elsewhere in the community, as leadership recruitment and selection is a problem for us as well, and something we spend considerable resources tackling.
factual statements about ALAC vs. NCSG	NCSG	<p>Relationship between the NCSG and the At-Large Community</p> <p>6. ICANN is composed of three Supporting Organisations, which are responsible for developing and making policy recommendations to the ICANN Board. Among these is the Generic Names Supporting Organisation, which sets the policies for generic top-level domain names. Once policy recommendations have been made, they are reviewed and non-binding advice is provided by a series of Advisory Committees. Among these Advisory Committees is the At-Large Advisory Committee (ALAC). The GNSO and ALAC play different, yet unquestionably important, roles.</p> <p>7. The NCSG is the most diverse stakeholder group in the GNSO, with members drawn from the non-commercial sectors of 117 countries. We play a vital part in the GNSO's bottom-up, multistakeholder policymaking process by voting for representatives to the GNSO Council and actively serving on the various policy development process working groups.</p> <p>8. In addition to members who have not joined a constituency, the NCSG has the Non-Commercial Users Constituency (NCUC), and the Not-for-Profit Operational Concerns Constituency (NPOC). Together, we form a network of individuals and organisations who represent the interests of non-commercial registrants and users in domain name policy.</p> <p>9. The ALAC is the leadership council for a community of 140+ At-Large Structures (ALSes), many of which are chapters of the Internet Society, which claim to represent the interests of Internet end-users. The ALSes are located in each of the five geographic regions of the world and have federated into Regional At-Large Organisations (RALOs). The multistakeholder formation of At-Large and the ALAC means that its membership includes both commercial and non-commercial entities, which is a significant difference between our two organisations.</p> <p>10. ALAC has a liaison on the mailing list of the NCUC. This is meant to ensure that there is no (or minimal) duplication of work, and that cooperation can happen when appropriate. We wonder if this is working as well as it could, and are investigating reactivating the liaison role for NCSG to coordinate with</p>

Recommendation	Responding Organization & Level of Support	Comment
favor for random selection	NCSG	<p>Random Selection is Imperfect But Could it be Better than the Status Quo?</p> <p>14. For rapporteur positions, we understand it has been proposed that when there are two or more volunteers from one Cross-Community Working Group or GNSO Policy Development Process Working Group, a RFC3797-like randomisation mechanism will be used to select the representative.</p> <p>15. For the 15th Board seat, we understand it has been recommended that the Nominating Committee “vet nominees to produce a slate of qualified candidates from which the successful candidate is chosen by random selection.”</p> <p>16. We have heard that the At-Large community has reservations about “random selection” being used in the appointment of leadership roles. In some respects we see how it may be perceived as being detrimental to fostering diversity. These concerns are valid but not ones we share, because we believe there is clear evidence that elections have not succeeded in reaching diversity targets either. We are watching with great interest to see how random selection works for At-Large, and to see if this is something which we should consider adopting in our own processes, where appropriate.</p>
opposition to ALAC's use of auction proceeds	NCSG	<p>Finally, we consider it out of scope for the Working Party to recommend that the proceeds from new gTLD auctions be used to fund the ongoing activities of At-Large.</p> <p>Opposition to New gTLD Auction Proceeds Fund Being Used to Fund the Ongoing Activities of At-Large, Unless that is the Community’s Decision</p> <p>17. The report recommends that ALAC “initiate discussions with the ICANN Board of Directors with a view [to] gaining access to the auction proceeds raised through the new gTLD program] in support of the At-Large Community.” We do not support this recommendation.</p> <p>At present, there is a Cross-Community Working Group determining the methodology for disbursing funds, within which the ICANN Board has instructed participants that, “there should be [a] clear separation of those deciding the general direction [of how the auction proceeds be allocated], those choosing specific projects, and those receiving the funds.”</p> <p>Leaving aside the fact that the ICANN Board does not have the discretion to allocate these funds to At-Large, it would clearly undermine the bottom-up, multistakeholder model of governance for the Board to ignore the work of the Cross-Community Working Group and to hand these funds over to another party.</p> <p>18. It is worth noting that the new gTLD auction proceeds have been described as an exceptional, one-off event. Accordingly we do not believe they are a suitable pot of funding to be depended upon by any community to support ongoing, operational expenses.</p>

Recommendation	Responding Organization & Level of Support	Comment
<p>recruiting individual stakeholders, analyzing the At-large structure, proposal for a voting mechanism</p>	<p>NCSG</p>	<p>19. We believe that the ITEMS review did not tackle one of the biggest problem which the At-Large has to struggle with, namely, its fundamental structure. Understandably, ICANN being the first organisation of its kind in the Internet governance space, there were flaws in the institutional design of the At-Large. The At-Large is supposed to represent the interests of individual Internet users, who number in the billions and have extremely diverse viewpoints.</p> <p>Each of those individuals has a very small stake in the outcome of ICANN processes. Political science has made it clear that when very large numbers of individuals have very small stakes in a process, collective action is difficult if not impossible. The design of At-Large makes collective action by large numbers of individual users with diverse interests practically impossible. To have an impact in the At-Large, individuals cannot express their preference directly through voting, but must work their way up a complex organisational ladder — one that is already occupied by incumbents who reap benefits from being in leadership positions, and have invested considerable time and effort in mastering the complexity of the institution and its issues. A strong incentive for participation is to gain the benefits of support and this may restrict the ability to voice the interests of individual users, who have fewer outlets and incentives to participate. We feel that some of the criticism of current leadership in the At-large is an unavoidable product of the design of the At-Large institution, and it is worth analysing that structure in the review.</p> <p>20. The easiest way to aggregate the preferences of a very large number of individual stakeholders is through some kind of voting mechanism. Yet after 2002, voting was eliminated and At-Large was organised as if it were a stakeholder group like registrars or trademark owners. This hasn't worked. It seems unlikely that the reforms proposed by ITEMS will make it work, but absent further institutional and structural analysis, we cannot be sure.</p> <p>We understand that there have been discussions in the past within At-Large about developing At-Large voting methods for electing leaders and the Board member. We recommend that these methods be re-examined.</p>

Recommendation	Responding Organization & Level of Support	Comment
proposal for At-large and NCSG to work together to clarify roles	NCSG	21. Given the resource constraints that ICANN faces in coming years from a decrease in revenue, we must all examine whether we can deliver better results with existing resources. If ALAC proposes to play a larger role in policy, it would be beneficial to discuss how and where, and, perhaps, some of our experience in doing lots with less. Our community organising happens because the purpose of our own participation is to shape policy, not necessarily for outreach, although we certainly look for new members, and grapple with the problems of burnout which we suspect ALAC leadership also faces. We would like to focus on avoiding duplication of missions, and do not want to cause needless confusion among new recruits and Fellows attracted to partaking in the work of the ICANN community, so clarity of roles must be a priority. We would like to express our commitment to working with At-Large on this issue.
thank you to ITEMS; invitation to ITEMS to continue dialogue with NCSG	NCSG	22. Thank you again for inviting our input on your work. We are grateful to ITEMS International and the Working Party for this opportunity to share our views and hope you will find our comments and recommendations helpful. We would be delighted to provide you with further comment or clarification in any way that we can.
overview statement	ALAC	The ALAC fully supports eight of the sixteen Recommendations, partly supports a further five, and rejects three (see the chart below). The Recommendations that the ALAC supports are generally about the ALAC's roles in outreach, awareness raising and participation in ICANN policy and processes. The ALAC also supports a renewed emphasis on individual members and the recommendations relating to staff involvement and assistance with ALAC and RALO processes. Indeed, the ALAC and the RALOs are already following many of those recommendations or are in the process of their implementation.
factual statements re: recommended structural changes	ALAC	However, a strong focus of ITEMS' Recommendations and Implementation suggestions involve significant structural changes to the At-Large Community. A central component of the ITEMS' Recommendations is the implementation of their proposed EMM. Other proposed structural changes include a merger of RALO leadership with ALAC Membership, the introduction of "Rapporteurs"; the creation of a "Council of Elders"; the elimination of At-Large Working Groups; and the appointment by the ICANN Nominating Committee (NomCom) of our community Liaisons. The ALAC believes that these proposals do not recognise existing policies that admit and support individual members. They also do not recognise the barriers to participation in ICANN processes that individuals face. Nor do they recognise the importance of ALAC and RALO structures that support the At-Large participation in ICANN policies as well as ICANN's outreach into the wider global community.

Recommendation	Responding Organization & Level of Support	Comment
factual statement re: ALAC relationships with RALO's and ALSs	ALAC	One important view that will come through in this paper is strong support from the ALAC for the RALOs and At-Large Structures (ALS), and the important role they play in regards to outreach at the local and regional level. In recognition of this, a separate paper from the Regional At-Large Organisations will address the specific issues of the Review Team's recommendations from an ALS and regional point of view.
concern about making wholesale changes	ALAC	The ALAC has considered what the net effect would be if the full set of Review Team Recommendations were implemented. It is the strong belief of the ALAC and the Review Working Party that with no Working Groups (WGs); overloaded ALAC Members serving the dual role of RALO leaders; Rapporteurs with minimal knowledge and experience interfacing with their AC/SO WGs and authoring statements; effectively getting "old-timers" out of the way and minimally visible; and Liaisons unable to do their jobs (or being rejected by their target organization), we would have succeeded in ensuring that At-Large would no longer be of service to ICANN or able to defend the interests of end-users.
thank you to ITEMS; invitation to ITEMS to continue dialogue with ALAC	ALAC	The ALAC appreciates the continued commitment of the Review Team to interact with the Review Working Party (WP) and to include some of the comments already provided by the WP and community into their first draft report. Nonetheless, the ALAC, after thoroughly reviewing this new document, wishes to offer further input which it believes can enhance and enrich the outcome of this mandated Review and hopefully will lead to an improved At-Large organization.
maintain the single voting Board member by At-Large	ALAC	Maintain the single voting Board member by At-Large. ALAC Response: The report presents a number of pro and con arguments for an additional At-Large Director. The arguments against such a move were: 1. The ALAC has significant - and sufficient - power with one voting seat. "Sufficient" is clearly a judgement call and not a rational argument. 2. The ALAC has more Board voting power than the GAC, the RSSAC or the SSAC. The Bylaws forbid government representatives from sitting as voting Board members, so the GAC is not even a question. The RSSAC and SSAC have made it clear through their decision not to participate in the Empowered Community that they wish to stay purely advisory. We note that the other ACs have always been in a different position relative to the ALAC in that they have only non-voting Liaisons to the NomCom while the ALAC has always had decisional responsibility on the NomCom. 3. An increase would not sit well with other stakeholder groups. This is intuitively obvious and not a reason to not take action. Those same groups did not want the ALAC or the GAC to participate in the Empowered Community, preserving all power for themselves. 4. At-Large has 5 of the 15 voting delegates on the NomCom. The GNSO has 7 of the 15 delegates on the NomCom (2 more than the ALAC) but still has 2 voting Directors.

Recommendation	Responding Organization & Level of Support	Comment
criticism of ITEMS' methodology	ALAC	<ul style="list-style-type: none"> * Reliance on comments * Lack of connection between Conclusions and Recommendations * Survey has design problems and the interpretation of results is problematic * Focus on events at the time of the review * Misunderstanding of Current Processes
criticism of ITEMS' misunderstanding of the ICANN/ALAC environment	ALAC	<ul style="list-style-type: none"> * Conflation of RALO Leaders and ALAC Members * ALM "activity" certification * Rapporteurs * Liaisons * Council of Elders
analysis of prior review recommendations	ALAC	analysis of prior review recommendations is out of scope

Recommendation	Responding Organization & Level of Support	Comment
factual statement re: ALAC travel issues	ALAC	<p>Many of the restructuring recommendations seem to be driven largely by a desire to free up travel slots so that they could be used by Rapporteurs.</p> <p>There is no doubt that a number of extra travel slots could be useful to allow those who make significant contributions to attend ICANN meetings. To date, that has only been possible when regular travellers cannot attend a meeting.</p> <p>The ALAC believes that merging RALO leadership with ALAC Membership and Liaisons with NomCom appointments would both have extremely detrimental effects and are not a reasonable or rational exchange for the questionable benefit of having 10-12 rapporteurs attend meetings.</p> <p>The ALAC does agree that having the ability to bring a limited number (perhaps 5) of non-RALO/ALAC leaders and Liaisons to ICANN meetings could be extremely beneficial, but believes that other methods must be found for doing so.</p> <p>Given that some other AC/SO travel allocations have rapidly increased over the last seven years (the period for which statistics are available), while the At-Large allocation has remained nearly unchanged, perhaps there are alternatives to the Review Team proposal. The following table shows the number of Full Support Equivalent (FSE) travellers⁴ that have been funded by ICANN for the AC/SOs over the last eight fiscal years (the ASO is fully funded by the Regional Internet Registries).</p> <p>In most years, the numbers are slightly inflated from the actual approved traveller because incoming members often attend the Annual General Meeting but are separately funded. The number of incoming members varies from year to year. These were omitted from the FY16 counts, but are present in other years.</p> <p>Note that the table excludes extraordinary travel including At-Large General Assemblies and Summits, and Intersessional meetings that have become common in the GNSO. For At-Large the average over seven years for these additional travellers has been 32 FSE per year, and for the GNSO over the last two years has been 37 FSE per year.</p>

Recommendation	Responding Organization & Level of Support	Comment
factual statement re: volunteer turnover	ALAC	<p>The Review Team received many comments alluding to a lack of volunteer turnover, stagnant leadership, and people “clinging to power”. There is no question that such perceptions exist in the community.</p> <p>Volunteer statistics tell a quite different story. They demonstrate that over the 14 years of the ALAC history, and the 10 years since the current ALAC plus RALOs have existed, there has been very abundant turnover.</p> <p>To repeat and expand on the statistics reported earlier in this document, over the life of the ALAC, ALAC Reply to At-Large Review Draft Report - 24 March 2017 26</p> <ul style="list-style-type: none"> ● 126 people served on the ALAC or RALO leadership ● 20 people in ALAC Leadership positions ● 7 ALAC Chairs ● 41 people in RALO Leadership positions ● 23 RALO Chairs (or equivalent) <p>Table 4 shows all ALAC Members for the period 2007-2016 who were in office for each ICANN meeting. The cell contents show who appointed the Member (the Board for early members of the Interim ALAC, the NomCom or a RALO – Empty rows are for ALAC members whose terms ended prior to RALOs being created in 2006-7)</p> <p>It is clear that there is a regular progression of new ALAC members. The only RALOs with term limits for ALAC Members are LACRALO (1 term, 2 years) and NARALO (2 terms, 4 years), but it is clear that very relatively few ALAC member exceed stay beyond two terms.</p> <p>Table 5 combines service on the ALAC, as a RALO leader (Chair, Vice-Chair or Secretariat), Liaison to another AC/SO or service as a NomCom Delegate since the start of the Interim ALAC in 2003. This chart too shows a constant stream of new people entering into these leadership positions. Many stay just for a single terms, some for a more extended period, and a few for relatively long periods. Often, a person starts in a more junior role and progresses through other roles. This is exactly what one would hope for and expect. Those who have a great interest step into advanced roles, and some people stay around to ensure continuity and experience. In some years just a few new people come on board, and in others the</p>

Recommendation	Responding Organization & Level of Support	Comment
flawed analysis leads to flawed recommendations	RALO	<p>We understand that the thinking that prompted the ITEMS team to focus on individual users appears to be as below:</p> <ol style="list-style-type: none"> 1. There are 3.7 billion Internet end users, but the vast majority of them are not interested in names, numbers and protocol parameters (which is ICANN's remit). 2. The very few that are indeed interested and able to meaningfully participate (there may be a few thousand in the whole world) need to be encouraged to participate in ICANN as At-Large. 3. The existing ALS-based participation is a barrier for these few people, as it adds several layers (ALS member -> ALS leader -> RALO Member -> RALO Leaders -> ALAC) for them to participate. Of course, they can participate as individuals, but then we do not need ALAC at all. 4. Therefore, there should be direct, easy channels for these end users to participate as At-Large, which is being provided as Empowered Membership Model (EMM). 5. It does not matter if the current ALS-RALO structure is undermined or even dismantled completely, as the current structures are too heavy-weight and too large for the small number of interested end users. <p>We would like to point out that parts of the above analysis are flawed, and therefore the conclusions/recommendations based on it are also likely to be flawed.</p> <p>In particular, we would like to draw your attention to:</p> <ol style="list-style-type: none"> 1. At the surface, it might appear that the present RALO-ALS structure creates layers and barriers. However, most active ALSes promote direct participation for experts in policy, a learning environment for newcomers and a collegial atmosphere for interactions between experts and the number of people who are interested in Internet policy and are able and willing to contribute may be larger than a few thousand. For instance, ICANN develops policy for IDNs that may be of interest to a large number of end users (given the large diversity of languages and scripts). It would be important to facilitate their participation in any policy that may impact them, and we would need to ensure that they are provided sufficient capacity and information so that they can get involved. 2. Local ALSes provide a local language home to discussions involving At-Large. This local support is vital for any organisation covering vast regions of multiple countries, cultures and languages, especially when
rejection of EMM	RALO	<p>While we support greater direct engagement of Internet end users, the EMM model proposed by ITEMS seeks to promote individual end users at the expense of existing ALSes and RALOs, which would destroy the structures and roles that At-Large has built over the last decade.</p>

Recommendation	Responding Organization & Level of Support	Comment
RALO-proposed measures	RALO	<p>We propose measures through this document that would provide enhanced participation of end users while at the same time preserving and enhancing the current RALO-ALS structure, (thus a Win-Win proposition rather than the Win-Lose option in the EMM) through the following measures:</p> <ol style="list-style-type: none"> 1. Sensitizing ALSes to the need for promoting interested individuals 2. Designing a fast-track mechanism for identifying interested individuals and depending on their capabilities, to add them to appropriate policy structures 3. Providing outreach for domain name policy at the ALS level with the specific intent of encouraging individuals 4. Harmonizing individual membership rules at the RALO level, noting that different RALOs follow their own distinct approaches 5. Creating a mechanism at the Regional (RALO) level to directly reach out to individuals (for instance in regional events and outreach programmes), particularly those from underserved areas, or those that are, for any reason, unable to provide inputs through ALSes. <p>We feel that the above steps, taken with the explicit intention of removing any real or perceived barriers in the participation of individuals in At-Large Policy, would help to enhance the quality and magnitude of individual members.</p>
support for recommendations, concern about recommendations	AFRALO	While we support an important number of the report’s recommendations, such as the limitation of the number of terms of the At-Large Advisory Committee (ALAC) members, the definition of metrics of participation, the improvement of outreach efforts, etc., we have a major concern with other recommendations.
review methodology	AFRALO	In the report, reviewers talk about reforming At-Large rather than reviewing it, which is largely reflected in the various recommendations. Also, no connection was established between the recommendations and the problems they are supposed to address.

Recommendation	Responding Organization & Level of Support	Comment
factual statement re: At-Large structural changes	AFRALO	<p>The report proposes a significant change in the structure of At-Large, suggesting:</p> <ul style="list-style-type: none"> · The replacement of the current “At-Large Structures (ALS)/Regional At-Large Organization (RALO)/ALAC” structure with a new one called Empowered Membership Model (EMM) and based mainly on individual members, RALOs, and ALAC populated mainly by the RALO leaders. - Any individual from any region becomes an At-Large Member (ALM) as soon as he/she signs up to an ICANN Working Group(WG) - Voting rights are given to ALMs after several months of active WG participation - The 5 ALAC Members appointed by NomCom will be the Liaisons of ALAC to the other ICANN constituencies. · The removal of all At-Large Working Groups · The modification of the Board member (Seat 15) selection process in the following way: <ul style="list-style-type: none"> - Candidates to self-nominate - Nominating Committee (NomCom) vets nominees to produce a slate of qualified candidates - Random selection from the slate produced by the NomCom · The replacement of the 5-yearly global At-Large Summit (ATLAS) meetings with an alternative model of annual regional At-Large Meetings · Etc.
opposition to replacement of ALSs with ALMs	AFRALO	We believe that the proposed “reform” will cause a serious damage to At-Large concept that was introduced in ICANN to balance the political and commercial interests by a community that defends public interest only.
concern about making wholesale changes	AFRALO	Finally, we would like to express our deep concern about the future of the At-Large community if this report is accepted and implemented as is. At-Large should remain the home of real and verifiable end-users defending no other interest than the public interest.
negative results of ALAC Review	AFRALO	We regret that the At-Large community is now pushed to spend their volunteer time and energy in defending their existence rather than accomplishing their mission as stipulated in the ICANN bylaws.