## Strategic planning (related to Rec. 5)

### Strengths
- ADD POINT HERE
- Membership diversity can bring talent
- Knowledge of local communities
- Knowledge of possible outreach efforts
- First hand involvement of members in Internet Governance activities unrelated to ICANN and domain names
- At Large Outreach is a pillar of ICANN’s strategic influence in Internet governance
- At Large Strategy is bottom-up and reflects consensus of many stakeholders
- Current structure and processes in place to avoid capture
- Commercial as well as individual interests are not taken into account
- The fact that all of the RALOs are involved is an asset.
- We can bring our differing backgrounds and experiences to bear on the planning process and readily share these electronically
- International reach
- Important number of stakeholders
- ADD POINT HERE

### Weaknesses
- ADD POINT HERE
- Lack of clear overall strategy for At Large
- Lack of established feedback loop from ICANN
- Lack of roadmap and scenarios for the future of At Large
- At Large is not being used enough as a strategic resource by ICANN
- Public Participation does not appear to be related to At Large, neither by staff, nor by the Board (public participation committee)
- Translation delays
- Lack of clear strategic targets for the whole At-Large community (AL Ses, RALOs, and ALAC)
- Lack of consultation and coordination between RALOs
- Lack of understanding with the ICANN Strategy team
- Limited number of language translations
- ADD POINT HERE

### Opportunities
- ADD POINT HERE
- Ability to feed local issues in ICANN strategy
- Ability to convey ICANN message locally
- Very powerful communication channel
- A core part of the original ICANN vision
- Make At Large a really useful tool for ICANN outreach
- Local ALS can help for local events (liaison with local stakeholders)
- At Large is the home of a multi-stakeholder bottom-up system of governance extending way further than to operational domain name issues
- Well defined strategic goals
- Developing countries provide lots of openings
- ADD POINT HERE

### Threats
- ADD POINT HERE
- Lack of funding limits outreach
- Lack of volunteers reduces time spent on strategic issues
- Loss of ICANN credibility if At Large does not grow
- Loss of local support if At Large fails to be fully utilised by ICANN to extend local influence and collect local input (2-way process)
- The culture of stakeholder preference within ICANN
- ICANN's control by Government led agencies
- Another agency similar to ICANN
- International pressure limits ICANN's revenue
- ADD POINT HERE

## Operational planning (related to Rec. 5)

### Strengths
- ADD POINT HERE
- Membership diversity can bring talent
- Local knowledge brings unbiased view of operations thus possibly lowering costs or alerting ICANN to another angle
- Processes in place for bringing a wide range of ideas and decisions up from the grass roots
- ALS knowledge of local synergies
- The fact that all of the RALOs are involved is an asset.
- We can bring our differing backgrounds and experiences to bear on the planning process and readily share these electronically.
- On the ground workable and well defined actions
- ADD POINT HERE

### Weaknesses
- ADD POINT HERE
- Slow reaction from At Large
- At Large Maturity still not completely achieved
- Public Participation does not appear to be related to At Large, neither by staff, nor by the Board (public participation committee)
- At Large comments appear not to be taken seriously enough by the ICANN Board & Staff, although they are the result of consensus based processes
- Translation delays
- Actions proposed by At-Large are not considered by ICANN
- ADD POINT HERE
<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ADD POINT HERE</td>
<td>- ADD POINT HERE</td>
</tr>
<tr>
<td>- Strengthen Maturity of At Large through establishment of improved processes</td>
<td>- Lack of means translates to less membership volunteers, leading to less operational exposure and utility</td>
</tr>
<tr>
<td>- Use At Large as a powerful communication channel</td>
<td>- Less operational exposure leads to At Large being less useful</td>
</tr>
<tr>
<td>- Local ALS can help for local events (logistics with local stakeholders)</td>
<td>- Scope of action is reduced with a lack of volunteers</td>
</tr>
<tr>
<td>- &quot;At Large is ICANN's conscience&quot;</td>
<td>- If At Large output is felt as being disregarded by ICANN in general (Board, Finance, Staff, etc.), volunteers will lose interest and output will fall</td>
</tr>
<tr>
<td>- Operating plan is requisite tool for well prepared budget</td>
<td>- Top Down culture in parts of ICANN is a serious threat. Those indulging in Top Down have completely misunderstood the direction that the organisation is taking</td>
</tr>
<tr>
<td>- ADD POINT HERE</td>
<td>- The culture of stakeholder preference within ICANN</td>
</tr>
</tbody>
</table>

**Budget (related to Rec. 6)**

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ADD POINT HERE</td>
<td>- ADD POINT HERE</td>
</tr>
<tr>
<td>- Membership diversity can bring talent</td>
<td>- Lack of established feedback loop from ICANN</td>
</tr>
<tr>
<td>- In-house knowledge of requirements within at Large</td>
<td>- Communication problems ICANN finance</td>
</tr>
<tr>
<td>- Improved consultation among the RALOs and their representatives on the committee</td>
<td>- No possibility of ROI figure - &quot;investing in At Large is like investing in R&amp;D&quot;</td>
</tr>
<tr>
<td>- Cost effective actions</td>
<td>- ICANN currently only source of funds for At Large</td>
</tr>
<tr>
<td>- Experience sharing among RALOs</td>
<td>- Lack of clear funding schedule/calendar with regards to face to face general assemblies introduces uncertainty</td>
</tr>
<tr>
<td>- ADD POINT HERE</td>
<td>- We need to improve our interaction with the staff during the budget planning process.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ADD POINT HERE</td>
<td>- ADD POINT HERE</td>
</tr>
<tr>
<td>- Bottom-up budget structure for At Large</td>
<td>- Individuals (Staff/Board/other constituencies) in ICANN structure not believing in At Large</td>
</tr>
<tr>
<td>- Allocate part of the overall ICANN outreach and marketing budget to local outreach collaborating with RALO /ALSes</td>
<td>- Shrinking Budget allows for no outreach</td>
</tr>
<tr>
<td>- Agree with ICANN finance on a calendar of recurring significant ICANN investment in At Large, like a company invests in Research &amp; Development.</td>
<td>- Shrinking Budget allows for no face to face meetings, thus triggering ALS abandon leading to end of At Large utility</td>
</tr>
<tr>
<td>- Agree with ICANN finance on a calendar of recurring significant ICANN investment in At Large, like a company invests in Marketing and advertising for its products.</td>
<td>- RALOs looking for outside (non-ICANN) sources of funding - is this acceptable to ICANN?</td>
</tr>
<tr>
<td>- Agree with ICANN finance on ROI metrics, whether they are quantifiable or only qualitative. Discuss with ICANN finance and Board what they wish to obtain from At Large.</td>
<td>- ADD POINT HERE</td>
</tr>
<tr>
<td>- We should be supplying information on our needs in a timely manner and in the required format.</td>
<td></td>
</tr>
</tbody>
</table>