### 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 (ALSes, 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
### Opportunities
- ADD POINT HERE
- Strengthen Maturity of At Large through establishment of improved processes
- Use At Large as a powerful communication channel
- Local ALS can help for local events (logistics with local stakeholders)
- "At Large is ICANN's conscience"
- Operating plan is requisite tool for well prepared budget
- ADD POINT HERE

### Threats
- ADD POINT HERE
- Lack of means translates to less membership volunteers, leading to less operational exposure and utility
- Less operational exposure leads to At Large being less useful
- Scope of action is reduced with a lack of volunteers
- If At Large output is felt as being disreguarded by ICANN in general (Board, Finance, Staff, etc.), volunteers will lose interest and output will fall
- Top Down culture in parts of ICANN is a serious threat. Those endulging in Top Down have completely misunderstood the direction that the organisation is taking
- The culture of stakeholder preference within ICANN
- ADD POINT HERE

## Budget (related to Rec. 6)

### Strengths
- ADD POINT HERE
- Membership diversity can bring talent
- In-house knowledge of requirements within at Large
- Improved consultation among the RALOs and their representatives on the committee
- Cost effective actions
- Experience sharing among RALOs
- ADD POINT HERE

### Weaknesses
- ADD POINT HERE
- Lack of established feedback loop from ICANN
- Communication problems ICANN finance
- No possibility of ROI figure - "investing in At Large is like investing in R&D"
- ICANN currently only source of funds for At Large
- Lack of clear funding schedule/calendar with regards to face to face general assemblies introduces uncertainty
- We need to improve our interaction with the staff during the budget planning process.
- Gab between At-Large and the ICANN staff
- ADD POINT HERE

### Opportunities
- ADD POINT HERE
- Bottom-up budget structure for At Large
- Allocate part of the overall ICANN outreach and marketing budget to local outreach collaborating with RALO /ALSes
- Agree with ICANN finance on a calendar of recurring significant ICANN investment in At Large, like a company invests in Research & Development.
- 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.
- 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.
- We should be supplying information on our needs in a timely manner and in the required format.
- ADD POINT HERE

### Threats
- ADD POINT HERE
- Individuals (Staff/Board/other constituencies) in ICANN structure not believing in At Large
- Shrinking Budget allows for no outreach
- Shrinking Budget allows for no face to face meetings, thus triggering ALS abandon leading to end of At Large utility
- RALOs looking for outside (non-ICANN) sources of funding - is this acceptable to ICANN?
- ADD POINT HERE