WT C's SWOT Analysis_ver 1 (raw data)

Instructions
1. Each member should add his/her SWOT analysis entries to the three tables below.
2. Do not identify your contributions with your name.
3. Contributions ideally should be in the form of characteristics only, without the rationale behind them.
4. If you agree with someone else's point, you may simply add a "+1" to it. We will look at the number of "+1s" added to gauge consensus.
5. In typing your contributions, note that the table width will expand based on the length of the lines you type. Therefore, please use manual returns in your typed lines to keep the width of the table manageable.

Strategic planning (related to Rec. 5)

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- ADD POINT HERE</td>
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</tr>
<tr>
<td>- Membership diversity can bring talent</td>
<td>- Lack of clear overall strategy for At Large</td>
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<tr>
<td>- Knowledge of local communities</td>
<td>- Lack of clear overall strategy for At Large</td>
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<tr>
<td>- Knowledge of possible outreach efforts</td>
<td>- Lack of established feedback loop from ICANN</td>
</tr>
<tr>
<td>- First hand involvement of members in Internet Governance activities unrelated to ICANN and domain names</td>
<td>- Lack of roadmap and scenarios for the future of At Large</td>
</tr>
<tr>
<td>- At Large Outreach is a pillar of ICANN's strategic influence in Internet governance</td>
<td>- At Large is not being used enough as a strategic resource by ICANN</td>
</tr>
<tr>
<td>- At Large Strategy is bottom-up and reflects consensus of many stakeholders</td>
<td>- Public Participation does not appear to be related to At Large, neither by staff, nor by the Board (public participation committee)</td>
</tr>
<tr>
<td>- Current structure and processes in place to avoid capture</td>
<td>- Translation delays</td>
</tr>
<tr>
<td>- Commercial as well as individual interests are not taken into account</td>
<td>- Lack of clear strategic targets for the whole At-Large community (ALses, RALOs, and ALAC)</td>
</tr>
<tr>
<td>- The fact that all of the RALOs are involved is an asset.</td>
<td>- Lack of consultation and coordination between RALOs</td>
</tr>
<tr>
<td>- We can bring our differing backgrounds and experiences to bear on the planning process and readily share these electronically</td>
<td>- Lack of understanding with the ICANN Strategy team</td>
</tr>
<tr>
<td>- International reach</td>
<td>- Limited number of language translations</td>
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<tr>
<td>- important number of stakeholders</td>
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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
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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
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Operational planning (related to Rec. 5)

<table>
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<td>- Membership diversity can bring talent</td>
<td>- ADD POINT HERE</td>
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<tr>
<td>- Local knowledge brings unbiased view of operations thus possibly lowering costs or alerting ICANN to another angle</td>
<td>- At Large Maturity still not completely achieved</td>
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<td>- Local knowledge brings unbiased view of operations thus possibly lowering costs or alerting ICANN to another angle</td>
<td>- Public Participation does not appear to be related to At Large, neither by staff, nor by the Board (public participation committee)</td>
</tr>
<tr>
<td>- Processes in place for bringing a wide range of ideas and decisions up from the grass roots</td>
<td>- At Large comments appear not to be taken seriously enough by the ICANN Board &amp; Staff, although they are the result of consensus based processes</td>
</tr>
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<td>- ALS knowledge of local synergies</td>
<td>- Translation delays</td>
</tr>
<tr>
<td>- The fact that all of the RALOs are involved is an asset.</td>
<td>- Actions proposed by At-Large are not considered by ICANN</td>
</tr>
<tr>
<td>- We can bring our differing backgrounds and experiences to bear on the planning process and readily share these electronically</td>
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<td>- On the ground workable and well defined actions</td>
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Opportunities
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- 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
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Threats
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- 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 disregarded 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
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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
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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
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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.
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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