Process for selecting chapter participants in ISOC delegations

Background

The recent call for applications for fellowships for participation by chapter members in the World Telecommunication Standardization Assembly (WTSA) was very welcome. However, while the criteria used to select the fellows was very clear and comprehensive, the selection process was not sufficiently transparent. In particular the names of the applicants were not posted, and the composition of the selection committee was not posted.

The Chapters Advisory Council recommends that a transparent NomCom process should be used in the future for the selection of fellows and/or participants in ISOC delegations to non-ISOC events. This recommendation should be extended to ISOC General Elections process and project selection in programs such as the Beyond the Net.

Proposal

For non-ISOC events:

If ISOC plans to include chapter members in a delegation to a non-ISOC event (whether with our without a fellowship to cover travel and subsistence costs), then it is recommended that the following process be used:

1. Communicate the intent to the Chapter Delegates list, together with a draft of the criteria that will be used to select participants.
2. Review comments made by the Chapter Delegates, and, if appropriate, modify the criteria.
3. Publish the call for candidates and the criteria.
4. Publish the composition of the selection committee.
5. Publish the names of the applicants that apply.
6. Publish the names of the selected participants.

For ISOC General Elections:

1. Add to the current process to publish the names of the applicants that apply.

For Beyond the Net:

1. Add to the current process to publish the composition of the selection committee.
2. Add to the current process to publish the titles and abstracts of all the projects received.
3. Add to the current process to publish the criteria used to approve or deny a grant
4. Add to the current process to include in the selection committee at least one member that speak at expert or native level the language of the project being evaluated.
5. Add to the current process to provide to chapters with the option of complete or clarify info in order to satisfy requirements from the selection committee

Improving support for chapters
Richard Hill and Cedrick Mbeyet, September 2016

1. Background

Subsequent to the announcement of the resignation of an ISOC Chapter officer, there was a discussion on the Chapter Delegates mailing list regarding ways in which ISOC might increase its support for Chapters. Those discussions are summarized in Annex A of this paper.

As part of those discussions, and subsequently, a long-standing ISOC member made a proposal. That proposal is contained in Annex B of this paper.

The Chapter Advisory Council (ChAC) agreed that it should develop a recommendation on how to improve support for Chapters. The ChAC chartered a working group, co-facilitated by Richard Hill and Cedrick Adrien Mbeyet with the following terms of reference:

> This is the charter of a Working Group (WG) within the Chapters Advisory Council (ChAC) whose purpose is to discuss and agree on ways in which ISOC could improve support for Chapters.
>
> The first output of the WG will be a proposal for approval at the second meeting of the ChAC. Other goals will be suggested by the Working Group itself once it begins to function.
>
> The WG will first consider the proposal from Dave Burstein, and the summary of proposals prepared by David and Richard.
>
> The proposal prepared by the WG should state:
>
> - what we are trying to solve
>
> - what the proposed solutions are (e.g. a list of resources/things)
>
> - what the general uptake from the Chapters is expected to be for each, meaning how many Chapters are likely to use the resource (as this will likely be different for the various resources)
>
> - what the resources would expect to cost (even if its' an estimate) + a total estimate budget
>
> - how Chapters should request the resource or the financial support
>
> - how the financial support is evaluated, who evaluates the support request, and if any improvements are needed
>
> - how Chapters need to show accountability (do they need to send receipts, impact results, a proof that they used the money for what they said they would…???)

● how ISOC can evaluate the value of this program of support in, let's say, one year – how will we tweak if needed. WG to specify measureable criteria that can be used for review

The WG will be open to any ISOC member who wishes to participate. It will not have any physical meetings. It will work by correspondence to develop a consensus document for presentation first to the ChAC Steering Committee, then to the full ChAC, and then to the Board.

The membership of the working group is found in Annex C of this paper.

On the basis of discussion, the working group agreed the recommendations presented below.

2. Recommendations

Support for Chapters can be grouped into the following broad categories:

1. Funding for ongoing costs.

2. Project-specific funding.

3. Outreach funding, which could include travel to specific meetings that are not regular, that is, to meetings which are not planned as part of item 1 above.

2.1 Funding for ongoing costs

At present, ISOC provides a number of project-specific funding programs, see 2.2 below. However, there is no provision to fund chapters for ongoing annual costs. Therefore, it is recommended that ISOC develop a new type of chapter funding to cover ongoing costs.

Each active Chapter would be able to request a specific annual amount, itemize its budget, and send a report at the end of the year justifying the expenses (e.g. invoices, etc.). The amount of the funding would be initially capped at a total of 5 % of ISOC's budget, and, for each chapter, at the total divided by the number of active chapters..

The request will be made in the form specified by ISOC using the tool provided by ISOC. The request must be itemized, describing a specific type activity to be funded (see 2.1.2 below) and the amount requested for that activity (or a request for in-kind support, e.g. a Zoom account).

The request will automatically be renewed from year to year, provided that the Chapter reconfirms the request, including reconfirmation of the items and amounts, and unless the Chapter specifies otherwise.

2.1.1 Eligibility for the funds

These funds would be available only to active Chapters. What is an "active" Chapter is determined from the Chapter Performance Evaluation Program that ISOC is putting into place (the criteria used will be regularly reviewed by the ChAC).

2.1.2 Intended use of the funds

The funds in question would be used to pay for ongoing chapter activities, such as web site costs, accounting and other legally imposed costs, cost for the annual general meeting, costs for travel that is planned every year, etc. The administrative costs may include salaries or fees for professionally-provided support, e.g. web site design, accounting, etc.

The funds in question must be distinguished from funds for the small Projects allowed within the Beyond the Net initiatives. Otherwise, some overlapping may occur. Thus, all activities within Beyond the Net should be reclassified as projects to impact community.

It is worthwhile to mention that having a paid (possibly ISOC-trained) organizer/higher level administrator for a Chapter would provide a level of continuity in support of the volunteers that can be helpful. It can be very hard to provide the ongoing effort that an effective Chapter needs for organizing events, managing a social media presence, responding to issues, etc., when all the leadership have other jobs. Administrative staff per chapter with specific skills to increase membership / enhance opportunities of successful activities or projects: outreach and engagement and pursue sustainability and continuity.

In addition to, or instead of, funding, Chapters could request in-kind support for certain facilities, such as Zoom or Box accounts.

2.1.3 Accounting for the funds

Chapters that receive funds will annually account for the expenditure of the funds, providing a report to ISOC in the form required by ISOC and using the reporting tool provided by ISOC. Invoices, proof of payment, etc. must be provided. The requests for funds and the reports of expenditures will be posted on an ISOC web site accessible by all Chapter Delegates.

In addition to accounting for the use of funds to ISOC, Chapters would also account to their own membership for the use of these funds, in accordance with the chapters' bylaws.

ISOC will provide a dedicated shared web site on which chapters would post calendars of events and activities, and report outcomes. Desired outcomes can include increased membership, participants, impact in community (social media, national and regional news media, etc.).

Chapters do not even employ an Administrative Assistant, let alone an Accountant or engage a Chartered Accountant. What actually amounts to a detailed account as written by a Chapter Officer showing that the money was spent only on project items, conservatively, such a detailed account might not actually fit into an International Accounting format, so there may be difficulties for ISOC in perceiving or recording that the Chapter spent the money and spent it well. In such cases, Chapter Support should reach out to the Chapter for more details or questions with a view to obtaining the required information.

Both in evaluation of funding requests and in measuring the efficiency of the funding program, there should be an element of peer review, for example a process in which staff interacts with representatives of the Chapter Delegates who would take an active part together with staff in evaluation and review. This would require a commitment from the chapter representatives, in particular in light of the work load, and should be structured so as not to create any delays in the review and evaluation. The assignment of this operational role to chapter representatives should be approved by the Board.

2.2 Project-specific funding

ISOC provides a number of programs to fund chapters, including fellowships and grants. A list of those programs, and their characteristics, can be found in Annex D.

As part of the existing Beyond the Net funding program any Chapter can request up to $3'500 in project funding per year. In 2016, 23 Chapters have requested funding. In 2016, direct funding for Chapters is budgeted at about $900K (of which $400K for Beyond the Net); indirect funding for Chapters (primarily the cost of staff that supports Chapters) was also about $900K. Full details can be found in Annex E.

The current request process is fully online, clear, and straight forward to use. However, it is a bit complex for simple requests.

It is recommended that a simple one-page form be developed for simple projects, so as to make it easier for Chapters to apply for project-specific funding for simple projects. The form will be developed by the staff in consultation with the Chapters Advisory Council Steering Committee.

Usually the response from Chapter Support is swift, processed within a week. However, there are occasion when project funding requests receive hardly any feedback. Sometimes this lack of response is due to the fact that proposal was not well written. Where the essence of the proposal is unclear or unseen by those evaluating a funding request, the evaluators need to reach out to the Chapter for more details or questions with a view to understand a meritorious project which would otherwise get dismissed due to perception.

2.3 Outreach funding

As noted above, ISOC provides a number of fellowship programs, which favor outreach. However, it is recommended that ISOC develop a new type of chapter funding for outreach activities.

Each active Chapter would be able to request funding to support outreach activities, which might be printing and distribution of fliers, attendance at selected meetings, etc. Specifically, the request could be to fund participation in any forum/meeting that is related to Internet matters, and in particular to those that are part of the Internet governance system and are partially sponsored by ISOC. The amount would be capped at $3'000 per year. The request would be made using a simple one-page form.

A report would be sent to ISOC summarizing the way the funds were spent and the impact of the outreach activity. The requests for funds and the reports of expenditures will be posted on an ISOC web site accessible by all Chapter Delegates.

2.5 Fellowship program

There should be a new Fellowship program for Chapter Leaders to make their participation to IGF and other meetings possible, in addition to and separate from the current IGF Ambassadors program. There should be programs for national and regional meetings, in addition to international meetings.

A Chapter could request ISOC to register a Chapter representative as an ISOC representative for certain non-ISOC meetings (for example ITU meetings). In addition, the Chapter could request ISOC to fund the participation of its representative. The Chapter representative would agree not to contradict ISOC-agreed positions at the non-ISOC meeting. So it is important that Chapter members be aware of the ISOC position and priorities.

3. Relation to Terms of Reference

With respect to the Terms of Reference of the Working Group, the proposed recommendations can be evaluated as follows.

3.1 What we are trying to solve

Recommendation 2.1 addresses the issue raised by many Chapters to the effect that they lack resources to carry out ongoing tasks, in particular administrative tasks. Those tasks have to be carried out by the volunteer leadership and thus take away time and energy for substantive work.

Recommendations 2.2 and 2.3 address the issue raised by many Chapters to the effect that additional resources are required if the Chapter is to be more effective at the national level. In a nutshell, ISOC chapters can be more effective if funding is available to take care of some day-to-day business, thus allowing them to spend more time in sharing our mission and goals with our constituents and civil society.

3.2 What the proposed solutions are (e.g. a list of resources/things)

See section 2 above.

3.3 What the general uptake from the Chapters is expected to be for each, meaning how many chapters are likely to use the resource (as this will likely be different for the various resources)

The Working Group surveyed the chapters to find out for what items they would be likely to ask for funding, and what the level of the requesting funding would be. A total of 28 chapters responded to the survey. The respondents came from all regions and were of different sizes. That is, the responses were

not limited to certain geographies or certain types of chapters. The results are summarized in the table below, and the full detail of results is found Annex F. All costs are US dollars per year.

Item	% chapters	Average	Min	Max
TOTAL	NA	16851	1150	67665
Total w/o Secretarial/Salaries	NA	9974	1150	25100
Accounting	71	831	0	4400
Annual General Meeting	93	1773	0	6000
Insurance	43	523	0	4385
Legal	61	650	0	4200
Membership relation	54	526	0	3846
Membership system maintenance	46	275	0	1700
Promotion and marketing	82	1277	0	3600
Regular travel	79	1973	0	10000
Secretarial/clerical support	75	1523	0	10000
Salaries of support staff	61	5354	0	41538
Web site maintenance	96	1043	0	5128
Other 1	36	778	0	6154
Other 2	25	325	0	4200

4. What they would expect to cost (even if it is an estimate) + a total estimate budget

There are at present 51 active chapters. The total budget can thus be estimated at about $ 900K per year (assuming that the average request is $17K as shown above), that is about 2% of ISOC's total budget.

5. How Chapters should request the resource or the financial support

See section 2 above.

6. How Chapters need to show accountability (do they need to send receipts, impact results, a roof that they used the money for what they said they would…???)

See section 2 above

7. How ISOC can evaluate the value of this program in, let's say, one year – how will we tweak if needed. WG to specify measureable criteria that can be used for review

At the first board meeting of the year, the register of expenditures would be broken into categories and distributed as a spreadsheet to all. Chapters would be encouraged to contribute a single paragraph of results.

It is suggested that the results include: # of activities, # participants, increase in membership, membership versus non-membership participation in activities, media exposure (local / regional / national / international), level of satisfaction of participants to activities, among others.

Annex A

Summary of mailing list discussion of how ISOC could increase its support for Chapters
Richard Hill and David Vyorst, 16 May 2016

Subsequent to the announcement of the resignation of an ISOC Chapter officer, there was a discussion on the Chapter Delegates mailing list regarding way in which ISOC might increase its support for Chapters. This paper summarizes that discussion.

In order for Chapters to operate effectively as national, regional, and local ISOC communities they will need to have more financial resources. This is an opportunity to improve the cooperation of Chapters and staff for the benefit of the ISOC global community.

Three different types of additional support for Chapters were identified:

1. ISOC could fund local activities, including paid staff from within the chapter

2. ISOC could provide administrative support

3. ISOC could provide direct funding

These possibilities are described in more detail below. Further, we attach in the annex an E-Mail from Olga Cavalli which highlights the issues and possible solutions.

NOTE: this is just a compilation of possibilities mentioned on the list. There was no consensus on the list regarding which, if any, possibility to explore further. And opposition was expressed regarding some of the possibilities.

1. ISOC could fund local activities

Another suggestion is that ISOC should fund ISOC-trained local organizers to do the higher level activities of supporting the Board and volunteers in carrying out local/country Chapter activities, recruiting new active volunteers, organizing events, raising local funds, etc. This could include funding for paid staff. Any requests for funding would need to be well formed proposals: the exact requirements for the form of the proposals would need to be developed.

John Moore has prepared a model of how to create and maintain effective chapters to various Society leaders.

Another suggestion is that ISOC could fund special training (ipv6 and DNS specifically) projects at the local (rather than regional) level. Regional training is often more expensive than international training (e.g. for a Senegalese to travel to Kenya costs more than double than going to Paris).

But the rules must be very clear, the process must be open and transparent and the activities must respect all the values that ISOC stands for.

"Activity" should be measured by for example having more than a certain number of members and a different number coming to meetings.

2. ISOC could provide administrative support

Chapter officers spend significant amounts of time on administrative matters such as meeting minutes, treasury functions, website maintenance, convening meetings, maintaining membership lists, etc. Unpaid volunteers are typically not motivated to carry out these tasks, so we see burn-out and resignation of officers, especially if not all officers contribute to carrying out these administrative tasks.

Thus it would be beneficial for Chapters if ISOC could take care of these core administrative functions. This would free up the time of the chapter officers to focus on substantive issues of importance to their Chapters.

There are various ways in which ISOC could assist the Chapters with respect to the administrative functions mentioned above. ISOC could provide funding to Chapters to hire administrative staff, it could make administrative staff available to Chapters, or it could provide the administrative functions centrally or regionally (so multiple Chapters might receive secretarial and treasury support, website maintenance, membership recruitment, further chapter development etc, and all could have consistency in terms of overarching ISOC principles, strategy etc.).

In more detail, the administrative support in question could include:

-Website updates

-CRM database maintenance

-Monthly reconciliation with Quickbooks

-Annual preparation of books for auditor

-Filing of any required tax reports

-Deposits

-Invoicing all members

-Handle all emails and mails to contact@internetsociety.[ccTLD]

-Payment of any required insurance, including Officer and Director Liability Insurance

-Maintain all files

-Backup all files, pictures, etc,

-Planning for annual conference/logistics

-Support for meetings and conferences

-Manage Eventbrite for events

-Email via Eventbrite and CIVICRM to membership

And it would help to ensure that the following are in place:

- Proper accounting system

- Good CMS

- Good Website and online payment system for membership

- Collateral material

- Banners and promotional stuff

- Active committees

- Active participation with ISOC campaigns

- Sufficient insurance to protect directors

- Annual General Meeting

- Once a year large educational event

- Local legal registration and other legal issues

 - Administrative support in for requests to ISOC for project-specific funding

3. ISOC could provide direct funding

Another suggestion is that ISOC could provide each chapter with some unconditional funding (that is, funding not related to specific activities or projects). Possibilities include a fixed amount for each chapter (something between $ 2'000 to $100'000 per year), or an amount proportional to whatever the chapter raises from its own members (for example, ISOC could match the amount raised by a chapter in individual membership fees).

Chapters would be free to use such funds as they see fit, for example to fund travel for officers or members to selected events of interest to the chapter.

One of the major issues with disbursing funds is accounting and accountability. Get one of those wrong and the Internet Society loses its tax exempt status. Losing its tax exempt status could result, in the extreme, in the liquidation of ISOC. At the worst, such an event, and the path to that event, would mean lots of lawyers getting rich and those of us in Chapters getting nothing.

US tax law is specific about banning individuals from enriching themselves from a non-profit. This is one of the structural reasons why non profit pay is so much less than private sector pay for the same job.

A problem with simply paying block grants to Chapters is if ANY chapter improperly spends the money, then ALL of ISOC is at risk.

This is not to say that ISOC should not be financially supporting Chapters. But if there is going to be some sort of funding model proposed, then the proposal must include accountability mechanisms and explain how they will work.

As the support has to be available on annual basis, it's very important to set up clear and efficient guidelines for proper usages of the funds targeting specific goals identified from a common agreement.

A specific suggestion is to start modestly, making a $2,000-$10,000 allocation to each active chapter. The guideline would be to spend the money as ISOC is currently spending funds on chapter support: events, expenses to F2F events, web sites, necessary fees for non-profit status, etc. These are expenses that ISOC is often covering today, but with an inefficient process.

The grant of funds would be accompanied by serious but easy to follow rules on accountability. For example, any amount spent above petty cash must be reported on a simple web form within 30 days and posted so others can see where the money is going. Someone independent should check the accuracy of the bank account fairly regularly.

Annex –Email from Olga Cavelli

Dear Carlos, dear all,

Carlos, in ISOC Argentina we face the same diffitulties so thanks for bringing this up.

Regarding Raul and Joyce comment´s about what is available today from ISOC to Chapters, we thank you for that but it is not enough.

ISOC Argentina chapter is registered at the national level as a non for profit association and this implies paying resources to keep the structure properly organized and up to date based on the local regulations (paymet for accountant fees, lawyer fees and a part time secretary).

As Carlos correctly states in his email, the availability of the funds is not very easy. And it is not enough for maintaining this structure.

The chapter wants to remain using this legal structure, as we consider it relevant for transparency and accountability: funds are recieved in a bank acoount of the Chapter (NOT in a personal board member account) and leadership positions are renewed every two years by voting.

On the other hand, ISOC Chapters must face the problem of **what seems to be a total dissasociation of ISOC activities and ISOC Chapter activities**. Chapters are not informed about activities that ISOC is doing at the national level, and this brings a highly confusing message to the broad community.

ISOC chapter must be the first point of contact for all the activities that ISOC is doing at the national level, ISOC must partner the local chapter. In this way both will enhance their presence and will make the message stronger and properly aligned.

Best regards

Olga

Annex B
Proposal from D. Burstein

Avri, committee members and other folk

I brought these up at the board meeting and some people were very encouraging, live and in private notes after.

The Chapter Committee Charter asks for proposals to be discussed in advance, so I want to get this moving. Avri, if there's a better way to discuss what the board should be doing, do let me know.

Please do comment, especially if you disagree. Improvements welcome. I'm just in this to improve Internet policy, which is where this is coming from.

Everybody in ISOC, I believe including Kathy Brown, wants a multistakeholder organization. Brown has done a good job letting people express opinions, but power remains centralized in the staff.

I think it's time to move, with these or similar measures.

1) That ISOC reallocate a relatively modest amount, say 3% of the budget, for the Chapters to allocate at their discretion.

The guideline would be to spend the money as ISOC is currently spending funds on chapter support: events, expenses to F2F events, web sites, necessary fees for non-profit status, ... This would probably actually save money. A third of the chapter money goes to overhead.

*It should be accompanied by serious but easy to follow rules on accountability. *

No disrespect to Raul or Joyce, but it's demeaning to have to ask headquarters for every small expense. It also slows things up. I'm disappointed we haven't heard from Kathy Brown on how to do this, given the sentiment at the board.

2) That staff discuss with the relevant Chapters any major policy move or alliance, *before the policy is decided.* (Unless time is very short.)

This is inspired by several incidents in Latin America and Africa where the Chapters complained that ISOC was talking to their government and they were never informed. That isn't the way a democratic, multi-stakeholder organization should work.

This could be as simple as a note to the list about what's up and follow-up to responses. It's not burdensome. I carefully said "discuss," so as not to raise the issue of who makes decisions in ISOC. I wanted something easy to agree to.

3) That ISOC encourage *experienced* members to help represent ISOC at international events, including accepting the ITU Secretary-General's invitation to our CEO to send many of our members to ITU events.

We have numerous former board members and world class engineers who would be very valuable bringing the public interest to the forefront. I underlined experienced to make clear this is not an open invitation to everyone.

*Currently, ISOC is not represented at the majority of meetings that determine the future nature of the Internet. We don't have enough staff to cover even most of the ITU events, much less the even more important fora where the future design of wireless networks is mostly determined. *

*3GPP, where hundreds of companies come together to set wireless standards, has essentially no public representation. Big decisions are made, like whether telephone companies take over half the WiFi spectrum.(LTE-U, LAA) *

*Other decisions at 3GPP determine things like the level of royalties on cellphones. That's crucial, because inexpensive cellphones are what will connect the next three billion. Royalties can now be more expensive than the total cost of building the phone. Almost no one from Africa, South Asia or poor countries has much of a voice at 3GPP. *

Vint Cerf, one of our founders, said at Columbia that 3GPP should become multi-stakeholder. Let's make that so. Also important are groups that set the WiFi standards and many others.

*As Secretary-General Toure said at the plenipot, ISOC is a member and can send as many people as we choose. We're not usually represented at the ITU standards sessions, where most of the important decisions are made. Current in ITU working groups are issues of security (several), child online protection, the design of next generation networks, whether countries can require all data to be stored locally and many more. We should be there and we never could afford to send many paid staff. *

The big, controversial ITU WCIT would have been very different if ISOC had done what the U.S. gov did and brought 104 people dedicated to the public interest. (Even the U.S. government couldn't afford to send that many. Most members of the delegation were private, mostly corporate.) The 104 Americans systematically connected with the 150 participating countries, keeping them constantly informed of the U.S. position and reporting back to the U.S. delegation what they learned.

*Sally Wentworth is a good lobbyist and did what she could, but ISOC could have accomplished much more with many members attending. In particular, our members from the developing world could connect with their own nation's delegation. *

Supporting the IETF and IGF is good, but we could multiply our impact with a broader representation.

All the above is about making ISOC the "bottons-up multistakeholder" organization we want to be. My particular suggestions may or may not be right but I think almost all of us agree on the general ideas.

 Frankly, I think are paid staff should be leading the effort to live up to our principles. Unfortunately, it's very hard for any bureaucracy to share power. So the Chapters have to take the lead.

The Internet Society can make a real difference and is worth fighting for.

Dave

*(Many members, including the U.S., send dozens.) *

*Brown and Wentworth are fine lobbyists *

Annex C
Working Group membership

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Annex D
ISOC Grants summary

ISOC Programs, grants, fellowship

Category	Name	Type	Target	Region	Constraint
Beyond The Net	Small projects	Funding	ISOC Chapters	All	Funding <= $3 500, event
	Medium-scale funding				Funding <= $10 000, 1 year
	Large-scale funding				Funding <= $30 000, 2 years
ICT Innovation	Information Society Innovation Fund for Asia (ISIF)	Grant	Everyone	Asia	Region, topics
	Regional Fund for Digital Innovation in the Latin American and Caribbean (FRIDA)	Grant	Everyone	Latin American and Caribean	Region, topics
	Fund for Internet Research and Development - Africa (FIRE)	Grant	Everyone	Africa	Region, topics
Individual Fellowships	eLearning	Online Course	Everyone	All	Members, Competitive selection criteria
	IGF Ambassadors Programme	Fellowship	Members	All	Age < 40, motivations
	OECD Technology Foresight Forum	Fellowship	Members	All	Age (20 - 40), motivations
	First IETF	Fellowship	Members	All	emerging or developing economies, skills,

				experience
Returning IETF	Fellowship	Members	All	First IETF, Contribution/Participation
Regulators to IETF	Fellowship	Regulator	All	Regulator,
MENOG Fellowship	Fellowship		Middle East	Region, Payment
Regional Chapter workshop	Fellowship	Leaders	all	Endorsement, Leaders, every 3 years
AfPIF Fellowship	Fellowship	Everyone	Africa	Region, motivation, work with IXP
APRICOT Fellowship	Fellowship	Technical Community	Asia-Pacific	Encourage Gender Balance
SANOG Fellowship	Fellowship	Technical Community	Asia-Pacific	Encourage Gender Balance
EuroDIG Fellowship	Fellowship	Members	Europe	Encourage first-timers
Africa DNS Forum	Fellowship??	ccTLDs Operators	Africa	

Annex E
Financial Support to Chapters 2016

2016 Chapter funding		Direct funding to Chapters *	Funding to support Chapters **	
Global Chapter funding and support				
	Beyond the Net	400'000	23'500	
	Strengthening Chapters	276'755	44'745	includes ISOC@X meeting events; Chapter advocacy meetings, translations, marketing toolkits, support for rejuvenations, webhosting reimbursements, other chapter resources as needed
Regional specific support				
	Africa: Strengthening Chapters		9'000	
	Africa: Key events	15'000		F2F meetings w chapters/ representation of chapters in ISOC activities/invite chapters to ISOC events
	Europe: projects as needed	2'500		eg Swiss referendum
	Europe: support for national IGFs			TBC
	NA: support chapter events	15'800		eg SFBay INET, Digital Privacy events, etc
	LAC: Chapters participating in IG events (mostly LACIGF)	10'000		
	LAC: support for national IG Dialogies	10'000		
	APAC: Engagement wiht Chpaters		10'000	dinners, receptions, meetings, etc
	APAC: AIS Event	20'000		
	APAC: INET Nepal	30'000		

	APAC: additional funding (direct and indirect)	90'000		webinars, mentoring/advice on issues, using persons from membership to cover events for us, sending speakers to local events, etc
	Intercommunity support to Chapters			TBC
Internet Leadership support (fellowships + capacity building)				
	Chapter fellows to IETF		76'000	this represents support for Chapter members who are part of the programme
	Chapter Ambassadors to IGF		46'000	this represents support for Chapter members who are part of the programme
	IG Elearning		15'000	
	Extra support from IL to Beyond the Net	17'000		
Staff cost				
	Chapter support staff		675'000	staff supporting chapters from different functions
	Total	**887'055**	**899'245**	
	Grand total	**1'786'300**		

* Money directly paid to Chapters to support their activities or to support travel of one or more of the members

** funding to support the development or use of tools that support Chapters,

    to support activities organised by ISOC in country gathering members

NOTE: this is not an exhaustive list, some of the numbers are estimates based on a full year of activities,

    this is meant to give an overview of the funding range and should be consedered a working document

Annex F

Results of survey of chapters regarding chapter costs

	Total	Tot w/o	What Chapter do you represent?	Accounting costs ($)	Annual General Meeting costs ($)	Insurance costs ($) (e.g. for personal liability of officers)	Legal and legal requirement costs ($)	Membership relation costs ($) (e.g. sending invoices for membership fees)	Membership system maintenance costs ($)	Promotion and marketing costs ($)	Regular travel costs ($)	Secretarial/clerical support costs ($)	Salaries of support staff ($)	Website maintenance costs ($)	Other costs 1 ($): (please specify amount)	Other costs 2 ($): (please specify amount)
All expense categories																
Average	16851			831	1773	523	650	526	275	1277	1973	1523	5354	1043	778	325
Min	1150			0	0	0	0	0	0	0	0	0	0	0	0	0
Max	67665			4400	6000	4385	4200	3846	1700	3600	10000	10000	41538	5128	6154	4200
Percent of chapters				71	93	43	61	54	46	82	79	75	61	96	36	25
Without Secretariat and without Salaries																
Average		9974		831	1773	523	650	526	275	1277	1973			1043	778	325
Min		1150														
Max		25100														
Entry Id																
1	16500	4500	Puerto Rico	0	1500	1000	0	0	0	500	1000	0	12000	500	0	0
2	4900	3900	Nepal Chapter	0	300	0	200	200	200	800	800	400	600	300	500	600
3	9800	7800	Niger Chapter	0	600	0	0	500	0	2000	3500	1000	1000	1200	0	0
4	16500	9300	Kazakhstan	2400	1000	1200	500	0	0	600	3000	2400	4800	600	0	0

5	3330	3330	San Francisco Bay ISOC	0	0	0	3000	0	0	0	0	0	0	300	25	5
6	10000	9000	Senegal	0	3000	0	0	0	0	3000	2000	1000	0	1000	0	0
7	4409	3009	Palestine	300	400	100	100	509	300	500	200	600	800	100	200	300
8	28000	24000	SIG Internet of Food	1000	2000	500	2000	1000	500	2000	10000	2000	2000	1000	4000	0
9	9100	9100	Guatemala	900	200	0	2000	0	0	0	6000	0	0	0	0	0
10	1150	1150	Finland	350	400	0	0	0	0	0	0	0	0	400	0	0
12	3950	2950	ISOC Momtenegro	250	2000	0	0	0	0	300	0	500	500	400	0	0
13	5000	5000	Morocco ISOC	0	0	0	0	3000	1000	500	0	0	0	500	0	0
14	50800	23850	Paraguay Chapter	1310	4750	250	1700	360	560	1260	9000	4490	22460	550	1910	2200
15	2300	2300	El Salvador	0	500	0	0	0	0	500	300	0	0	1000	0	0
16	19600	8500	Liberia Chapter	600	3000	1000	500	300	200	1500	1200	300	10800	200	0	0
17	15000	10000	Tunisia	0	1500	0	0	0	0	3500	3000	1000	4000	2000	0	0
19	13800	11700	Dominican Republic	1200	6000	0	1500	0	0	1500	0	2100	0	1500	0	0
20	31100	25100	Rwanda	2400	3100	1500	4200	1200	1700	3600	1500	1200	4800	500	1200	4200
21	15700	10900	Kyrgyz Republic	1200	6000	0	500	0	0	0	1200	1200	3600	2000	0	0
23	4190	4190	Switzerland Chapter	100	2500	0	0	100	240	500	500	0	0	250	0	0
24	5800	3400	Yemen Chapter	400	300	100	200	200	100	1800	0	2400	0	300	0	0
26	14500	12800	India Delhi Chapter	100	1000	0	0	0	200	2000	2500	500	1200	1000	5000	1000
27	20920	18040	Canada Chapter	4400	1200	2800	40	1920	800	1600	2000	2880	0	480	2000	800
28	48900	16900	Washington DC	1200	5000	0	0	500	1200	2000	2000	2000	30000	5000	0	0

29	14100	8500	Serbia	400	1000	0	500	1000	700	1300	2000	800	4800	800	800	0
30	20600	10600	UK England	2500	1000	1300	200	0	0	2000	2000	10000	0	1600	0	0
31	67665	22763	Hong Kong Chapter	1750	400	4385	550	3846	0	0	550	3364	41538	5128	6154	0
32	14200	6700	Romania	500	1000	500	500	100	0	2500	1000	2500	5000	600	0	0

Note: there are gaps in the Entry ID sequence because there were some duplicate entries. The duplicates have been deleted in this table.

Entry Id	What Chapter do you represent ?:	Other costs 1: (please specify)	Other costs 2: (please specify)	Please enter below any comments that you may have regarding this survey
1	Puerto Rico			All amounts are in US dollars
2	Nepal Chapter	Regular Monthly meeting	Relationship other stakeholder	Chapter Resources dependent on activities and activeness of chapter. We expect to consider the resources based on Physical permanent Secretariat. Regular activities, member activeness is most importance.
3	Niger Chapter			We rely on ISOC membership system to track our member, but aside electronic chanel, we'll send them paper invoices for membership fees.Up to now, we have no permanent staff, we consider temporay support staff.
4	Kazakhstan			

5	San Francisco Bay ISOC	cloud computing/mo	bank fees/mo	The legal costs above ($3000) were for incorporation and related documents and filing for 501(c)3 status. It seems to us that these processes could be supported from ISOC and each new US chapter would not need to completely do the same processes over again.
6	Senegal			Most of the costs checked aim to facilitate cooperation among chapters and membership ..
7	Palestine	student work	logistics	
8	SIG Internet of Food	Events		Hi, Thanks for the survey. I have filled in the amounts in a "wish-list-light" mode. We would of course make do with nothing (as of now) or with what ever support we could get. Of course, such support would enable the chapter to grow and with that follows more costs, etc... Best Johan Jorgensen
9	Guatemala			Our chapter was just approved earlier this year. We therefore have not yet gotten into the full swing of things. We don't yet have a web site, and we don't have staff. At the moment we are working on making the Chapter a legal entity and the cost for legal services is because of this.
10	Finland			
12	ISOC Montenegro			We haven't had any activities by now but we plan to have the first big meeting and start woth courses in October this year.
13	Morocco ISOC			Normally, we have not any budgetisation plane. Any requested found is is bellow a specific event

14	Paraguay Chapter	3300 rental	1800 monthly meetings	
15	El Salvador			This is a good idea: to explore chapters' needs in terms of financial support, to see what may be done. In our case, other costs are part of our voluntary work. Thanks
16	Liberia Chapter	400 contingency		This will actually help to reduce the personal contribution done by officers to host the organization related activities.
17	Tunisia	9000 (office rent)		
19	Dominican Republic			These budget figures are aspirationals based on survey request.

20	Rwanda	Office rent	Office Communication & Data bandwitch	This survey is very much insightful and meet realities on the ground. The implementation of this plan can at last make Chapters of the Internet Society seen as a serious organizations especially in some countries where an organization with no Physical Operating Office is perceived as a ghost organization regardless on its involvement into community development oriented activities. This will easy pressure of Chapter Officers to keep on explaining to officials that the adopted virtual mode of working is effective when they believe into something different. Case of Rwanda Chapter, we have been under tremendous pressure to the extent that the New elected committee is figuring out all possible ways to have an Operating Office (In the local governance perception an operating office should have at least one permanent employee + temporary staffs, a well equipped office, an annual budget and proof of source of annual budget different from members contribution as well as an annual operation plan with different activities and the source of funds to execute each activity). All the above are not easy to explain and defend in front of officials if the chapter financial capabilities depends only of members contributions and volunteering input. I believe that If Chapters are given this kind of support for example 3-5 Years period after which chapters will have matured and established solid foundations + other sources of funding to ensure long term sustainability without depending to the mother entity forever. With accountability of Chapter officers this plan will be successful and put internet society to higher level in terms of reputation and greatness. Jean B. Nkurunziza Internet Society Rwanda Chapter

21	Kyrgyz Republic			We are a new chapter that just launched this year. We will have more detailed information in the future.
23	Switzerland Chapter	500		other costs 1: Cost for local meetings in Geneva and Zurich in addition to the GA
24	Yemen Chapter			
26	India Delhi Chapter	Organizing seminars and workshops	Contingency	
27	Canada Chapter	Face-to-face board meetings	Marketing materials, print, banners, graphics	This initiative is really important. Without the burden of raising funds for ongoing operations, our Chapter could ficus its efforts predominantly on activities that advance the mandate of ISOC and our Chapter in a more effective, efficient manner, enabling us to produce more high quality work. Thank you!
28	Washington DC			
29	Serbia	600 mobile communication costs		We believe this botrom up participatory budgeting would greatly improve and help work and planning of our chapter activities Other costs of 800 usd per annum include shared office soace

30	UK England			Clearly the numbers above are a baseline. The filing of annual accounts at a cost of GBP 2000 is a big barrier to operating a limited liability corporation. Liability Insurance is also expensive especially if events are to be held. Promotion/advertising funds would be nice. Secretarial/Support costs have been estimated using a very low estimate. Salaries of support staff are included in this figure. Web site costs have been calculated based on the current commercial offering for a maintained Web site.
31	Hong Kong Chapter	Projects and events: US$32,769		There should be text field to allow clarification of "other costs" when needed. Now only the amount can be entered without stating what the budget is for.
32	Romania			These are approximate figures and depend a lot on chapter activity and assumed yearly objectives. Of course without sufficient funding less objectives will be assumed. Elena Zvarici
Note: there are gaps in the Entry ID sequence because there were some duplicate entries. The duplicates have been deleted in this table.				

ISOC AC chapter
cost summary.xlsx