CLAUDIA RUIZ:

Good morning, good afternoon, and good evening to everyone. Welcome to the LACRALO Capacity Building Working Group call on Wednesday, June 13, 2019 at 23:00 UTC.

On the call today, on the Spanish line, we have Adrian Carballo, Gilberto Lara, Harold Arcos, Raitme Citterio, Anahi Mendez, and Monica Trochez.

We currently have no participants on the English channel.

On behalf of the staff, we have with us Silvia Vivanco; and myself, Claudia Ruiz, who will be managing the call today. Our itnerpreters today are Paula and David.

Before we begin, I would like to ask you to please remember to say your names before taking the floor for the purposes of the transcription and also to allow the interpreters to identify you on the corresponding channel. Without further ado, I'm going to give the floor to Adrian.

ADRIAN CARBALLO:

Thank you, Claudia. Good morning, good afternoon, and good evening to everyone. Welcome to our first call of the Capacity Building Working Group for LACRALO. We have been discussing different topics or some time now, so we decided that it was high time for us to start having some more regular participation as a group. So, welcome, again, and let's start with our call. Harold, if you agree, we will proceed to adopting the agenda.

Note: The following is the output resulting from transcribing an audio file into a word/text document. Although the transcription is largely accurate, in some cases may be incomplete or inaccurate due to inaudible passages and grammatical corrections. It is posted as an aid to the original audio file, but should not be treated as an authoritative record.

HAROLD ARCOS:

Thank you, Adrian. The agenda for the LACRALO Capacity Building Working Group today is the following. We have [inaudible] proposal for the working group. Then we have the planning of a webinar. This will be conducted by John Laprise. We are waiting for him to join the call. Then we will coordinate the ALS orientation meeting for the new ALSes. We will also talk about how to promote the use of the ICANNLearn platform. We will discuss a proposal for a survey to get to know better the LACRALO capacity building needs. Then, agenda item #9 is about regional webinars and the creation of a database with various things and regional facilitators for regional seminars. And agenda item 10 is any other business, in case any of the participants in the group want to include a topic on the agenda, they can do so now or when we come to agenda item 10.

I would like to know whether any participant would like to raise any other topic. If not, I will consider the agenda to be adopted. So, Adrian, before giving you the floor, let me say that we will need the help of the staff to know who is asking for the floor because we can only see who raises their hand but not in which order they have done so. So, Adrian, go ahead.

ADRIAN CARBALLO:

Thank you, Harold. As regards to agenda item four, the vice chair position, I would like to say the following. We have a big challenge ahead of us, so I thought it would be important for us to have a support person to move ahead with our initiative. So, with Anahi Mendez, we discussed this possibility for her to be appointed as vice chair for the group. I would like to know whether the rest of the members of the

working group agree or if they have any comments or proposals to make. I don't see any hands raised. Claudia, do we have any hands raised?

CLAUDIA RUIZ:

No. No hands raised.

ADRIAN CARBALLO:

So, if you all agree, Anahi Mendez will now be the vice chair of this working group. She will help us with the topics discussed by this working group and also with ICANN-related topics and Internet governance issues. But of course if you want to participate and collaborate with us, you are more than welcome to do so. This is what I had to say about agenda item four.

Now, moving onto the next agenda item, I don't know whether John Laprise is already on the call.

CLAUDIA RUIZ:

No, I haven't seen him yet.

ADRIAN CARBALLO:

Okay. So, Anahi Mendez, I understand she's online. She's connected. So, perhaps she would like to take the floor. Hello, Anahi, can you hear us?

ANAHI MENDEZ:

Thank you, Adrian.

ADRIAN CARBALLO:

Hello?

ANAHI MENDEZ:

I can hear you, but I don't know whether you can hear us.

ADRIAN CARBALLO:

Yes, we can hear you now, Anahi.

ANAHI MENDEZ:

Thank you. I want to thank you for this appointment. I'm at your disposal to collaborate with this group and everything that has to do with capacity building.

ADRIAN CARBALLO:

Thank you, Anahi. It is important to note that we have been discussing with Lilian about the possibility of having her support as a representative of the Communications Working Group to be up to date with the communications initiative. So now we can proceed to the next agenda item. So, perhaps somebody can tell me whether we can move onto agenda item five or agenda item six. Harold, are you there?

HAROLD ARCOS:

Yes. Adrian, I'm here. Claudia, could you please tell us what we should do? Because I cannot unmute myself. Claudia, can you hear me?

CLAUDIA RUIZ:

Yes. We still don't have John Laprise with us.

HAROLD ARCOS:

Okay. So, perhaps we can move on to the next agenda item. Please, Claudia, let us know as soon as he joins the call. Okay, Adrian, go ahead with the next item.

ADRIAN CARBALLO:

Okay. Agenda item six relates to coordinating an orientation meeting for the new ALSes. We are having some interference in the background now but we have the [Sovereign] School on Internet Governance. Some initiative that can be of great use to ALSes that are not actively participating in LACRALO, we would like to encourage them to join us and to work closely with the rest of the team. We also think that it is important to find topics of common interest in terms of capacity building and training. Also, establishing an association with the ICANNLearn platform that is part of the next agenda item. So, that plan is to be able to encourage the existing ALSes to participate more actively and also to attract those that are not yet active and then also to capture the attention of new ALSes through the [Sovereign] School on Internet Governance with the sessions that were held in Mexico a couple of weeks ago. We had Humberto Carrasco and Sergio Salinas Porto and Rodrigo de la Parra there. There was a high level of interest and a lot of people approached them to show their interest in joining us. So, although this is still at an early stage, I think that it is quite promising.

So now, the floor to Harold, so that he talks about the rest of this agenda item about the call for volunteers to contact ALSes.

SERGIO SALINAS PORTO:

Hello, everyone.

HAROLD ARCOS:

Hello, Sergio. Thank you for joining us. Following upon what you were saying, Adrian, I would like to inform the working group members that we are making a call for volunteers to join the secretariat work. The call is to have volunteers to help us contact ALSes, the new ones that have joined us recently. We want to have orientation [inaudible] call. Whenever we have a new group of ALSes joining ICANN, we usually have this onboarding call. So for the last group of ALSes to join us, previously the [inaudible] tried to do this. They tried to organize a call but there was no agreement on the time for all the ALSes, so that call was not actually carried out. So now we are trying to set some preliminary date after the Marrakech meeting in order to have this call. This would also enable to see which of the organizations, the ALSes that are active and which ones are not. So, this would be very helpful for the capacity building working group because we could have this call with all the newcomers, the new ALSes, but also we can also use this call to try to approach new ALSes, other ALSes. So it is very important to have this orientation, an onboarding call, for the new ALSes that have recently joined us because they haven't had this call. So please let us know through the chatroom or by raising your hand whether you have any comments or you agree with this.

ADRIAN CARBALLO: Thank you, Harold. We hope that in the short term, we can have more

ALSes joining LACRALO. I can't see who is raising their hand. Claudia, do

we have any hands up?

CLAUDIA RUIZ: Yes. Raitme Citterio is raising his hand.

RAITME CITTERIO: Hello. Can you hear me?

ADRIAN CARBALLO: Yes. Go ahead, Raitme.

RAITME CITTERIO: Thank you. I hope you are doing well. As to the call for volunteers

Harold was referring to, I would like to make the looking suggestion.

Any interested person who would be in contact with this working group

and who have been in Mexico, and people who are knowledgeable on

Internet governance, I think that this would be a good opportunity to

have them join the sub-committee. So if the rest of the group agrees, I

am going to send an email making this proposal. Adrian knows the

School of Governance, there was a person there whom I think would be

a good point of contact, so I'm going to send an email for you to give me

your opinion to see if we can get some volunteers, if you agree.

ADRIAN CARBALLO: Okay, Raitme. If you can send an email with a proposal, I would

appreciate it.

CLAUDIA RUIZ: Sorry, Adrian, we already have John Laprise on the line and he has told

me that he doesn't have much time. He will have to leave soon.

ADRIAN CARBALLO: Okay. We can give him the floor.

JOHN LAPRISE: Thank you. Can you hear me okay?

UNIDENTIFIED MALE: We can hear you, John. Please go ahead.

JOHN LAPRISE: Thank you. Thank you very much for having me on this call. I'm speaking

today in my capacity as chair of the Social Media Working Group. We've

been asked by LACRALO to host a webinar on social media best

practices and we are happy to comply. We will just need some word

from you folks about when you would like to schedule it. I run this in

English. Typically, this means it typically takes 30 minutes to an hour

depending on the size, the number of participants. But I've run this a

couple of times and I'm happy to help out LACRALO in this way.

I'm a little bit confused because I'm looking at your agenda today and I'm hoping that you were not planning on me presenting the full webinar today because it's actually a rather — it would require a dedicated session to run. I open the floor back to comments and yield back to the chair.

ADRIAN CARBALLO:

John Laprise, then, thank you very much for your participation. Of course, we did not expect for you to provide a webinar today. The idea is to plan ahead, as we said at the beginning, to look for the right time and date to do this with sufficient time. So, thank you very much for your participation in this meeting.

JOHN LAPRISE:

You're very welcome. Absolutely. I would add staff should contact Evin Erdogdu. She can run a Doodle poll and we can get one scheduled. That's an action item for staff.

HAROLD ARCOS:

John, before you go ...

JOHN LAPRISE:

Yeah?

HAROLD ARCOS:

I would like to [inaudible] a little bit about what we were saying at the beginning, specifically we invited you to share a little bit the contents

that is what would LACRALO members expect to receive in this webinar, in general terms? This webinar that you shared in the Social Media Working Group, that was very interesting because it allowed the members to [inaudible] the use of the accounts that we already have and we expect to have the same result through good practices in the region as well, and to help all the organizations to deepen the mission that we are having.

So, my question is precisely this. What aspects and what issues would this webinar include? And is there any possibility through the email list to send Adrian and the email list in this group so we can know a little bit of the materials to agree on the date and coordinate that and see whether is there any other aspect that we need to know about this and you are the one who can help us with that. Go ahead, John, please.

JOHN LAPRISE:

Thank you. I would say that, yes, and I would direct your attention to the Social Media Working Group's page. There are two main documents there, evergreen documents. One is a tactics document and one is a strategy document. The strategy document generally deals with broader themes, usually leading up to one of the ICANN meetings, and in preparation for that, how then should be handled. The tactics document that's on that page, however, deals with best practices for individual social media posts. So, what kind of content ... Well, not so much kind, but how to structure content within a posting, what kind of content is advantageous, how to use hashtags, things of that nature. So, really a strong primer on what are social media best practices. That's most important because, again, as we're rolling out this strategy, the actual

content that's going to be important within LACRALO is best evaluated by LACRALO and the social media leads in LACRALO. You know what's best for your own region. I don't. And I just want to help you better on social media so that your voices are that much stronger when you are speaking and communicating online on social media platforms. That closes my comment.

CLAUDIA RUIZ:

Thank you, John Laprise. If you agree, we will take note of John's comment and now we go on to ... We have Lilian. She has raised her hand.

ADRIAN CARBALLO:

Okay, Lilian, go ahead, please.

LILIAN DE LUQUE:

I hope you can hear me. I fully agree with what John has just said in terms of the content needs to have a part that is fully adapted to the dynamic of the use of the social media that LACRALO has and [inaudible] has. So, Adrian, if you want, I can provide you with a diagnosis and provide you with some suggestions so that you and John can agree on including topics on the webinar.

ADRIAN CARBALLO:

Okay. Thank you very much. That's excellent. Thank you. Very kind. Is there any other hand or any other comment, Claudia?

CLAUDIA RUIZ:

No more hands.

ADRIAN CARBALLO:

Okay. So we can go now then to item number seven on the agenda, how to promote the use of the ICANNLearn platform. This item in particular, let me say that, I said in the beginning, we have been discussing this issue for about a year to see how we can work together, both the [inaudible] platform as well as the capacity building group in LACRALO. I discussed with [Betsey]. We have very good acceptance, very good reach, and we agreed to have a new discussed after the Morocco meeting to see how we can tap into the best resources to use this in LACRALO. We can use everything that is [inaudible] already in the ICANNLearn platform.

Another issue that was mentioned a couple of times that was very positively received is the fact that this should not only be in English but courses can also be in Spanish and French. So, this is what I just wanted to say. We are in contact, we are in touch, and if anyone wants to make a comment or provide a suggestion on this issue in particular, please go ahead. Claudia, do you see any other hand up?

CLAUDIA RUIZ:

There is Harold's hand.

ADRIAN CARBALLO:

Harold, please go ahead.

HAROLD ARCOS:

Thank you, Adrian. Let me also say with respect to this issue and also the previous issue that this webinar and the Capacity Building Working Group is a seminar where John Laprise [inaudible] provided with the seminar and this has arisen from the social media group and the coordination meeting between Lilian and Adrian. This working group deals with capacity building, and so Lilian has requested Adrian to coordinate and review this and that's why there's this coordination for the group to be aware of this and we thank Lilian's presence in this meeting as well.

Now, continuing with how to promote the use of the ICANNLearn platform, we also need to inform that the Communications Working Group had this as one of the items in the agenda. We wanted to develop the thematic lines that will be spread out through the media and the ALSes.

So, I think it's important to open the mic, so that we can all start providing our input. It would be good if we could all provide ideas on the use between our organizations and the platform that is already available with all the online courses.

ADRIAN CARBALLO:

I think a good suggestion would be to try to have some kind of survey and see out of the courses that are already online, what is the acceptance with respect to what we already have in place, without [inaudible] new initiatives. I think many courses can be very interesting,

except with the [inaudible] all in English. So maybe we can see if we can have those courses in Spanish and French.

CLAUDIA RUIZ:

There are three people with their hands up. First, Raitme. Then, Alberto.

And then Gilberto Lara.

ADRIAN CARBALLO:

Raitme, please go ahead.

RAITME CITTERIO:

Let me tell you something about the last versions of ICANNLaern. Even though [inaudible] to where or the last version I reviewed at the beginning was better than the previous one, and it was a lot more useful for students, I think an issue that needs to be determined is aside from this being an [inaudible], we would need to see what the person is going to gain from this [inaudible] aside from it being a necessary requirement. [inaudible] that one offered something in addition, like a certification, a [inaudible] certificate or something similar. I know opinions are divided in this regard.

INTERPRETER:

Interpreters apologize for not having a good audio from speaker.

RAITME CITTERIO:

So it's not a question of certifying people, maybe, but it would be necessary to have – in this training area, we will need to provide maybe

a detailed participation certificate, understanding that this has no academic value but it's just proof of participation. So this can be provided to the members of the ALSes once they comply with certain parameters in the courses.

Another thing I see is they're in English, not in Spanish. This is another limitation I find. And I think it would be necessary to consider Portuguese as well, considering the number of ALSes that are existing now or may exist in the future. The people who are members of [inaudible] ALSes may be interested in taking these courses, aside of this being a requirement. Thank you.

ADRIAN CARBALLO:

Thank you, Raitme. Let's now give the floor to Alberto.

ALBERTO SOTO:

I'm sorry I'm late. My suggestion is going to be the opposite of what you're looking for. I think leadership has to inform our ALSes and the ALS members what courses are available. You have seen that there is very little participation from ALS members and ALSes within LACRALO, so I think this policy of looking for something else will lead us through the same path. We need to bring the [inaudible] to them.

So, the suggestion is the LACRALO leadership should check what are the ICANNLearn courses, the basic courses or the [inaudible] courses, and then we should invite all the ALSes, checking that the invitation reaches the recipient and telling them what are the course available in ICANN. Many people don't even know how to register in ICANNLearn,

[inaudible] need to register because many people, in spite of there being a call for ATLAS III, they didn't even register because they don't know how to do this.

So, I think we need to face this first and then bring the courses to the ALSes. And then we can have other media content. I have a course that I presented last year in leadership training. One of the requirements was having taken two specific courses that I took from ICANN Learn and saying how to access those courses. That is, if there is a webinar on a certain issue, we need to say that there is a course on ICANNLearn before the webinar on the same issue, and this I think is the best way to participate. Thank you.

SERGIO SALINAS PORTO:

Can I take the floor, please?

ADRIAN CARBALLO:

Yes, of course, Sergio. Go ahead.

SERGIO SALINAS PORTO:

Thank you, Adrian. Good evening to all of you. I must give a reply to Alberto's comment because I think that this is the right time to make some clarifications here. The extended leadership structure that we are proposing to implement for this new leadership team also includes the chairs of the working group, the directors of the working groups. In this case, the Capacity Building Working Group chair, or director as we call them, would also be part of that extended leadership team and would be able to nourish from those discussions.

In the past, the leadership was only the responsibility of the chair or the secretary. But now in the new phase, we not only have the [three powers] [inaudible] but also the other leaders of LACRALO, the extended leadership is responsible for supporting the chair and the secretary and the [inaudible] will be the ones who will be doing the work in the regions through their working groups. But whatever comes out of the Capacity Building Working Group that relates to capacity building issues will be conveyed through the chair of the working group.

ADRIAN CARBALLO:

Thank you, Sergio. I think that Gilberto is asking for the floor, right, Claudia?

GILBERTO LARA:

Yes. Hello. I agree overall with the comments made, but I just wanted to add that we need to encourage participation not only among those who represent ALSes, I think we should go even further. We should approach also the ALS members. Not only the ALS representative. I think that within the ALSes, we need to have a strategy to promote the use of this platform because initially we worked a lot with youth, we worked a lot on training and capacity building. The person responsible for education in our organization has been working for the last month-and-a-half on capacity building needs. So we see that one of the difficulties is language. In our case, in El Salvador, young people with whom we work and among which we promote Internet-related issues are young people who might not know English, but at the same time, they need to develop their curriculum and in order to gain more experience, usually

they require a certificate of attendance after taking a course, so that they can put that in their CVs. So, we need to find a way to do this and this would be a good incentive for them because users would be encouraged and motivated to access those courses. Those of us dealing with this discussion sometimes know very little about courses that are available there. So, imagine what can happen among people who are not in this kind of role.

So, all the dissemination actions have to go hand in hand with the communications strategy of the working group. Thank you.

CLAUDIA RUIZ:

Adrian, are you unmuted?

ADRIAN CARBALLO:

I was just listening to Gilberto. I would like to know whether there will be more hands up.

CLAUDIA RUIZ:

No, no more hands up.

ADRIAN CARBALLO:

Okay. So, if you agree, with can now move on to agenda item eight. We can talk about the surveys that we may conduct to identify LACRALO capacity building needs. I think that we need to have a good picture, a good overall picture, of all these aspects that require our attention in order to know how we can proceed with them.

Once again, we are here talking about the possibility of having a survey in order to identify and understand the needs of ALSes. Like Sergio said – or as Alberto said – it is important to talk about leadership, but it is also important to know what are the needs of ALSes.

SERGIO SALINAS PORTO:

Adrian, I have my hand up.

ADRIAN CARBALLO:

Go ahead, Sergio.

SERGIO SALINAS PORTO:

You can finish your comments.

ADRIAN CARBALLO:

No, no, no. I was about to open the floor to comments, so go ahead, Sergio.

SERGIO SALINAS PORTO:

Just one more comment. I think that the Capacity Building Working Group should be participating actively in the selection of the webinars that we are doing with the GSE team in our region. So far, Harold and myself have been doing this together with Rodrigo Saucedo but I think that you should also be involved in these meetings to tell us what are the topics that you would be interested in discussing in the form of webinars in the region based on your own initiatives. This would be a good way for the working group to set some priorities, see what topics

you can address and also to get the different parties to interact. It can be you or somebody else from the working group. You can also delegate on some responsibilities. If there is one member of the working group that can participate in these meetings, of course these are not time-consuming meetings. We are just having some exchange of messages over WhatsApp, but if there is one member of the working group who would be interested in doing that, I think it would be very important for the Capacity Building Working Group to look at the strategy from the point of view of all these topics and see how we can fulfill our own responsibilities. So, I encourage you to do that. Thank you.

ADRIAN CARBALLO:

Thank you, Sergio. I take note of your suggestion and I will get in contact on behalf of this group, and if somebody else wants to join us ...

CLAUDIA RUIZ:

Alberto Soto is asking for the floor.

ADRIAN CARBALLO:

Thank you, Alberto. Go ahead.

ALBERTO SOTO:

As regards to the survey, over a year ago I suggested that we should have a leadership training course. That would have been useful for ATLAS III. I think that this is a topic that will not be discussed before the survey, so I suggest that we try to do something because that is an important program. It's not just about leadership training, but ICANN

leaders training, emotional intelligence, [inaudible], a lot of aspects and skills that leaders need. Of course, this shouldn't be taken over by people who have already had some leadership positions in ICANN. The requirement was to have some prior ICANNLearn courses taken but we can revisit that requirement because I know that some people have already taken some mandatory courses on ICANNLearn.

ADRIAN CARBALLO:

Thank you, Alberto. Any more hands up, Claudia?

CLAUDIA RUIZ:

No. No more hands up.

ADRIAN CARBALLO:

Okay. So, if you agree, we can now talk about the regional seminars, the creation of a database with the different topics and regional facilitators for talks and regional seminars. This has to do with what Sergio was saying. There are webinars that we can benefit from [inaudible] regional seminars are concerned, perhaps we can also associate our views with the results of the surveys and perhaps we have interested people from ICANN, from other spaces, to create a database with all these things. I would like to know whether there are any comments, any raised hands.

CLAUDIA RUIZ:

Monica is telling me that she cannot raise her hand but she wants to take the floor.

ADRIAN CARBALLO:

Okay, Monica, go ahead, please.

MONICA TROCHEZ:

Hello. How are you? I was thinking that we need to have a group of volunteers who will take care of the translations of the documents into Spanish. You know [inaudible] and we have a group of volunteers who can translate to any language and they work very well for Spanish. We already have some [rules set] so perhaps that could be an option and we should use that option to solve this problem of difficulty in having access to content.

ADRIAN CARBALLO:

Thank you, Monica. So, these volunteers will have time to devote to this stuff.

MONICA TROCHEZ:

I think that volunteers should come from our own community, from the LACRALO ICANN community, from Latin America, because if they have taken the courses, if they have attended meetings, they will find it easier to interpret the documents and have them translated. What I'm thinking is that in Latin America, within the ICANN community, we should be able to set up a group of volunteers.

ADRIAN CARBALLO:

Yes, perfect.

MONICA TROCHEZ:

We can set some real targets based on the ours of the week they can devote to this, two hours a week or one hour a week. You can make a lot of progress in that way. The bottleneck would be more on the [inaudible] side, on the revision side. Perhaps ICANN should identify a person who would review that course, translate it into Spanish, to make sure that everything is correct. But I think that we should give it a try.

ADRIAN CARBALLO:

Thank you, Monica, for the suggestion.

CLAUDIA RUIZ:

Silvia is asking for the floor, Adrian.

ADRIAN CARBALLO:

Go ahead, Silvia, please.

SILVIA VIVANCO:

Hello. Hello, everyone. Hello, Adrian. I would like to congratulate you on this initiative and I would simply like to remind you that LACRALO has always focused on capacity building and we should remember the webinars that we had in 2017 and 2018 with our colleagues from the GSE team. There is a Wiki page that includes two webinars conducted during those years. So, you know that we have a raffle organized once a year amongst the participants in these webinars and then there are some other activities at the end of each webinar and we are giving them

space in the LACRALO call. The last half-hour [inaudible] includes a session for a webinar.

As you know, LACRALO calls are simultaneously interpreted into Spanish, English, and Portuguese, so any course that you want to deliver can benefit from these resources. We can have professional interpretation on the webinar. I just wanted to comment that.

ADRIAN CARBALLO: Thank you, Silvia. Claudia, are there anymore hands up?

CLAUDIA RUIZ: No. No more hands up.

ADRIAN CARBALLO: Okay. Would you like to add anything else or is there any other issue

you'd like to add so that [inaudible]?

CLAUDIA RUIZ: Raitme has raised his hand.

ADRIAN CARBALLO: Raitme, please go ahead.

RAITME CITTERIO: I think it is also important, things we have already identified what we

need and what we have. Alberto Soto was saying something on the

chat. It's not only translating the courses, but it's also getting approval from ICANNLearn people. So this is part of the process of such to get support so that the process is not [soft]. And then once we have the translated courses, there has to be a group of people volunteering to do this.

Also, it's important to review the large issues based on the next strategic planning for the next [ideas] in ICANN. We can think of some courses that can be provided in the middle and longer term so that we do not only [inaudible]. Thank you.

ADRIAN CARBALLO:

Okay. Thank you, Raitme. We'll take note. Does anyone else like to take the last minutes we have to make another comment? Sergio, Harold, would you like to add something?

HAROLD ARCOS:

Nothing so far, Adrian. I will take note of the proposals.

ADRIAN CARBALLO:

Thank you, Harold. So, if there are no more comments, then, we can adjourn this meeting. I would like to thank you for your participation. We have taken note of all the comments and we will be active through the mailing list. So, without further ado, let me just say that if there's anything else we can add, if there's someone else who would like to add something, we can do that. Otherwise, we will adjourn this call.

The call, then, is now adjourned. Thank you, all.

[END OF TRANSCRIPTION]