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CLAUDIA RUIZ: Good morning, good afternoon, and good evening to you all. Welcome to the bimonthly call of the LACRALO Board of Directors on Thursday, January the 23<sup>rd</sup> 2020 at 23:00 UTC.

On the call, on the Spanish channel, we have Sergio Salinas Porto, Harold Arco, Adrian Carballo, Carlos Leal, Lilian Ivette De Luque, Silva Herlein Leite.

On the English channel, we have [Omar Kerry Kerr] and we have received apologies from Humberto Carrasco.

On behalf of the staff, we have Silvia Vivanco; and myself, Claudia Ruiz on call management today.

Our interpreters will be David and Paula.

Before starting with the call, please remember to say your name before taking the floor for the purposes of the transcription and for the interpreters to identify on the proper channel.

So, I'll give the floor now to Sergio Salinas Porto.

SERGIO SALINAS PORTO: Thank you, Claudia. Good morning, good afternoon, and good evening to you all. Today we will have a special call because this will be an introductory, a preparatory call, for the Cancun meeting. It is quite special because we will have 90-minute calls every 15 days in order to get ready for our meeting of the LACRALO Board of Directors in Cancun.

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*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.*

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First, before going into the discussion, let me give the floor to Harold. Harold, please, go over the agenda. I apologize for forgetting that.

HAROLD ARCOS:

Thank you, Sergio. Actually, as you have said, we have a key issue to address here that will be the SWOT analysis that will be part of the introductory work and then we will have a look at the next steps for future calls. So, without further ado, I think that we can go straight into our discussion. I don't see any hands raised. I think there are no comments about the agenda, so it is adopted. Sergio, go ahead.

SERGIO SALINAS PORTO:

Thank you. I think this will be very important meeting for our region. We have new operating principles. We have a new Board, a new structure. And we have also colleagues who have never taken a position in the region and they are having this position for the first time.

In addition, they will also become our future leaders, the future chair and secretary, who will take over after Harold and myself. So, we believe it is important for the Board of Directors in LACRALO to hold a meeting to fine-tune this new democratic tool that we call Board of Directors.

The Board of Directors is made up of the three ALAC members, the policy directors that will not always be the same, and we will not always have the same number of directors. We may have more or less. Plus, the chair, the secretary, and the chair-elect, and the secretary-elect. So, all of them together make up the LACRALO Board of Directors.

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Against this background, we need now to step up to a big challenge. That is to give an institutional status to this tool that we have decided to use in order to make our work in the region more effective and more dynamic.

So, we have achieved some good results so far but we have realized that we need to set a framework of reference, something that will be enough for this institution to move forward, going beyond the individuals, the men and women, who are part of them, so that this structure can also play a leading role in the region.

So, there are several challenges ahead of us. One of them is to come up with a mission and a vision statement and this has to be collectively put together, what the Board of Directors is and which direction it should take. What are the key objectives? What is the scaffolding that the Board of Directors is going to use to implement a five-year strategy? Perhaps we will start with one strategy and then we will have to use a different one, and how the different players, the different stakeholders, will implement the necessary tactics in order to meet the goal.

I will share with you probably after this call a poem by Mario Beneditt. For those of you who cannot separate strategy from tactics, there is an Uruguayan poet. Whenever I read poetry, he is one of my favorites. He has a poem called "Tactics and Strategy." When you succeed in grasping the poem, the content of that poem, you can clearly differentiate tactics from strategy. So, I'm going to share it with you for you to read it, but also to encourage you to start working on some sort of framework. We got a SWOT analysis. It is [FODA]. The translation from the acronym SWOT. So, here [inaudible] going to look at the strengths, the

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weaknesses, the opportunities, and the threats. So, this is the matrix that will allow us to see in black and white what we have and where we are heading to.

So, the purpose of this call is to start working on this matrix, the SWOT analysis, but in turn, over the course of the next 15 days, I will ask you to think about an agenda of your own spaces. Probably this will be a more difficult task for those of you who are ALAC members because ALAC members have always been seen as individuals, people who work more in isolation. But now we are giving them a new twist in their role because now they also have to think in collective terms as part of a group, not just as individuals. They have to discuss with their peers what strategies should be devised, so what steps should be taken. So, we are now putting some flesh into this structure that has to do with [regions] life.

So, all of us know about the situation in our countries. We know what happens in our cities, in our structures outside of LACRALO, and we usually give some responsibility to some leaders in the city, in the country, or in a community to implement certain policies.

When we tell a president of a country or the mayor in a city to administer governmental issues, we assign them with that role and we also have a parliament or a legislative body that should serve as our own voice. [inaudible] LACRALO. We elect a chair and a secretary for management, but at the same time, we also have ALAC members who are our voices within ALAC. So, along these lines, we are changing somehow the way we have been working so far.

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So, what you see now here on the screen is just matrix that we put together and the purpose is to conduct LACRALO Internet audit. There are two goals here. We have internal audit for LACRALO, used to at the same time, we will also have an external audit.

Why? Because this kind of matrix, a SWOT analysis, has a twofold structure. We think about strength and weaknesses. That is part of the internal audit, but when we talk about opportunities and threats, we are actually talking about external factors, an external audit, things that are external to LACRALO and can have an impact on it.

So, the matrix that you can see here now on the screen, that now is blank, will be very useful once it is completed. Initially, we want to focus our attention here.

So you understand what the purpose of this meeting is? Is that clear to you?

ADRIAN CARBALLO: Yes, it is.

SILVIA VIVANCO: As you know, I've been working with LACRALO for a number of years now and I just wanted to say that I do have a SWOT analysis in the Wiki page that was already prepared perhaps two or three years ago. So, I was wondering whether that could be useful for you, whether you can use that document as an input, because many of the strengths and weaknesses perhaps are still the same as before, so perhaps that can save us time.

SERGIO SALINAS PORTO: Thank you, Silvia. Yes, I didn't remember that, so that could be a very useful input. I have just shared with you the poem in case you want to have a look at it. The link is there in the chatroom. I should search for that poem in English. Perhaps there is a translated version or perhaps [Kerry] will go translate in order to have some understanding of the contents of that poem. But [inaudible] talking about literature when we are talking about issues that have more to do with technology and with Internet and the DNS.

So, Silvia, going back to your recommendation, yes, it could be very useful if you could give us the link through our mailing list in the Board of Directors. That could be useful input.

As I was telling you, if everything is clear so far and if there are no objections or no comments or questions ... Oh, I see that Carlos Leal is asking for the floor. Go ahead, Carlos.

CARLOS LEAL: Thank you, Sergio. Good afternoon to you all. Yes. If SWOT analysis has already been prepared in the past, perhaps it would be very useful for us to have a look at that to see what has happened over time, whether we still have the same strengths and weaknesses identified now. And I think that will be very useful and I will enjoy reading the poem.

SERGIO SALINAS PORTO: Thank you, Carlos. I have a proposal to make. Although I want to focus on the SWOT analysis and I'm leaving this task, and Carlos has also done

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some work, so perhaps in the next few calls, we can share this task. Perhaps other colleagues can take over this task. So, perhaps we have four to five calls left, so we may share the responsibilities and the decision-making among all of them, especially those that are going to take over from us because that will also be very useful.

For those of you who perhaps don't know so much about SWOT analysis because some of you are well aware of what SWOT analysis entails, I think we need to make a few general definitions here so that you understand what we are going to do.

I would like to define the words. Why do we speak about strengths, weaknesses, opportunities, and threats? That kind of definition perhaps can be helpful. I was talking about an internal audit or an internal analysis of LACRALO. So, two letters out of that acronym refer to strengths because we need to identify those things that make us institutionally strong.

Our Board of Directors is a new structure now, so we may say that this is fertile ground, that all of us have our own background with positive and negative events and developments that we have been [dragging] along with us since the creation of LACRALO.

So here, we are not going to have an institutional analysis of that Board of Directors, although the Board will be at the center. We will have to have a SWOT analysis for the region because it is the region that is being led by the Board of Directors.

When Harold and I took office, when we started with our term, Harold, was it 2018? One of the first things we said was that this would turn into

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a leadership shared by two people into a leadership that will be shared by a group. It will be a collective leadership. Leadership of multiple individuals. And that was the idea of having an enhanced leadership because we realized that this region can only push forward or drive forward if we have a whole group behind it. Just one single person cannot do it all. The region can only progress and move forward if we work together.

That is what Board of Directors represents. It represents the collective action. Obviously, the chair is the one who is in command and is at the wheel, but if we are sailing and if you don't have some other people who will just put up all the sails and tighten the ropes, probably this ship will never go out to sea. So it is interesting to see what is an internal analysis and what is an external analysis.

Strengths and weaknesses are the internal analysis. What are my strengths and what are the elements—or actually the skills and adjectives that we have as a region—that will become obstacles, barriers, to help the organizations? So we also have then strengths that will probably be differential strengths that will help us identify which certain characteristics and attributes that will give us an important cooperative advantage.

But we could also have weaknesses. These are our internal energy resources—people, colleagues, knowledge. That may imply that we are weak. One of our weaknesses—and I can say this without [inaudible]—is we have many people participating in the region but only a few of them have a technical profile. In this sense, we are a bit behind.



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Help me. I think there's Harold first and then Adrian.

HAROLD ARCOS: It was Adrian first.

SERGIO SALINAS PORTO: Adrian, please go ahead.

ADRIAN CARBALLO: Just one comment. With respect to this SWOT analysis, which is very important for the region, I think when you look at the chart, it would be good to be able to change the location of some words. I would place weaknesses first and I would put strengths into opportunities. I hope I'm clear. That is to change the order, so that it impacts differently. We start with what's positive. We can look at knowing where we are today, what are our targets to see how opportunities become strengths.

Then, another issue with respect to motivation, since we are talking about the SWOT analysis, there is something called Maslow Pyramid. I invite you to have a look at it if you can. This is a theory dealing with motivation that explains how human behavior can bring some procedures forward. This deals with self-realization, safety, etc.

So, you ask why, if you're working as a volunteer, you are working for this or that thing? This is one of the adjustments I was mentioning and I think this can help us understand the Maslow Pyramid which is how to encourage participation of those who are already here and those who may join us later on.

SERGIO SALINAS PORTO: Thank you very much, Adrian. And before giving the floor to Harold, I'm going to answer now. Below strengths, there are strategies. And if you look at the chart again, strategies are crossing the opportunities and weaknesses with opportunities as well, and then there's strengths with weaknesses. So, everything will be analyzed as one thing is crossing the other. But we need to have a look at the internal aspect to see how the organization is doing with its weaknesses and how the organization is doing externally with the opportunities that the region may have.

There are also the threats there as well. So, that's why they are divided into positive and negative, if you like. These are the two groups. But if you look on the left side, you will see there is a LACRALO external audit, and in the upper part where we have strengths and weaknesses, we have also included the internal audit.

Then, in the middle in color, there are these four colors that we will be working and these are the [cross] strategies. We are going to have a look at everything just a you were saying.

ADRIAN CARBALLO: This is just a suggestion.

SERGIO SALINAS PORTO: But you are on the right path. That's good. Harold, please go ahead.

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HAROLD ARCOS: Thank you, Sergio. I just want to say two things. First, I want to share this idea that you mentioned with respect to this enhanced leadership. I'd like to stress that those of us who have the responsibility as the leadership and as the LACRALO Board, I'd like to say that this strategy needs to provide us with certainties. Among other things, we need to be able to see—

SERGIO SALINAS PORTO: Harold, we can no longer hear you. I think Harold has dropped.

HAROLD ARCOS: I had to use my laptop. I'm going to go on then. So, as I was saying, the aspect was that we need to have the certainties with respect to the strategy that we have agreed and we need to remember that this strategy was consolidated after Barcelona and it was implemented within ALAC.

And this tells us that we are in tune with the historic time that ICANN is undergoing. The strategy of our chair, Maureen, has been to distribute the leadership functions so that each of us—each of the ALAC members—can feel empowered and can feel in full use of their skills, being able to contribute to the ALAC growth and to us as a team.

This didn't happen before. Even though the work skills in each of the members [are the same], perhaps they were not very visible or they were not very properly used.

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As we have seen in many meetings, there are several ALAC members that make decisions in some meetings that are not necessarily led by Maureen. They are led by others who have already agreed with her.

So, this is what I wanted to say. It's important to mention that we need to be certain of what we do and we need to highlight the work of all the directors that have given one step forward and have said, "I'm here," and they have assumed this key role.

Second, the link that Silvia has just provided us is very interesting, and I just wanted to say there's an aspect there that you can see.... Those of you who have already been able to open the link on your web browser, you will see how the region has matured, how the region has grown. Nothing [inaudible].

This matrix created in the year 2013 came before the mediation process. It came before the process where there was a statement of positions and this experience of maturing, of recognizing each other, recognizing the groups within ICANN, and also recognizing the importance of strengthening LACRALO.

To wrap up, what you can see in this matrix is how one of the weaknesses of these [matrices] of the year 2013 is the presence of subregions.

Today, this is a strength. We recognize that for geographical and geopolitical regions, there is diversity and diversity enriches us and this is what will enrich our work.

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So, this matrix that has been in LACRALO for so long that appeared in the time where there was more conflict before the mediation, what was considered a weakness is now a strength. And I think this is important for us to read the timeline and see how our options can transform the work in the organization that we are part of. Thank you.

SERGIO SALINAS PORTO: Thank you, Harold, for your input. I see [Kerry] has written something in the chatroom. [Kerry], I'm not really sure if they are doing this in other RALOs. Actually, I'm not really sure if there is a Board in other RALOs. Maybe they do, they have something similar, but they definitely do not have the characteristics that we have. If it is similar to the LACRALO Board, then this is just a coincidence.

This is not really related to what Alan is doing, even though this is my concern, because Alan is going a different path from the path I have chosen or my colleagues have chosen. He is just walking a different path. But it doesn't really have to do with that. It is actually related to finetuning a democratic tool, a democratic instrument, that we have added to our region.

And now we need to work on this. We need to provide a framework—an execution framework—a work framework. We also need to provide a space that is the roles of the Board, how the Board is going to work, what we are going to do with our leaders.

When you join the Board, you are going to have to think just as Harold and I are thinking. One of the things Harold and I realize on a daily basis when we talk is this is something we need to discuss with Carlos and

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[Kerry] but we never manage to be able to put this in order so that we can have four people having a look at something that others must have already seen.

So, because this is something new in our lives in our life as activists, as participants—this is something new—we don't know how to put all these things together, how to make this work, how to make the dynamics be an organic dynamic.

Part of our challenge from now until Cancun is to be able to discuss certain issues and to arrive in Cancun to be able to discuss more functional issues, how are we going to work. Each of us will have a role, and in that role, we need to be able to develop things.

So, what are we going to do to streamline our work? We are going to have to review all of this. A few issues will be clear in this matrix. Others, perhaps, we will put them into practice after Cancun.

If this has been understood, then I am going to continue with what I was discussing before. As I was saying, the internal elements that we will need to deal with are the strengths and weaknesses. These are the ones that I just mentioned.

But let's suppose that, as strengths, what we have is the attitude that all the LACRALO team has to go forward. Let's suppose it is that. And then a weakness could be there is no clear strategic leadership. We haven't identified certain issues. We lack skills or key capacities. What we will need to start seeing now is how we're going to tick these boxes. But these are the boxes for an internal analysis.

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Then what we have is the external analysis. There's a [context] thing. An organization cannot exist outside the environment that surrounds it. What the external analysis does is set the opportunities and threats that the [context] can propose. We need to see that opportunities can be defined as positive actors that are generated in the environment. And once we can identify them, we can also make use of them.

I can think of a few questions that I can ask myself, and I have written down a few notes here. What circumstances can improve LACRALO's situation? What are the things that can improve the situation that LACRALO is undergoing, that are things that are other than internal issues? Which changes are happening in ICANN that we can create opportunities for LACRALO to progress into a better understanding of certain issues or to add them in [policies] that are now being discussed in ICANN? These are some of the questions that we need to think a little bit more to be able to answer those questions.

I am discussing this now and Jose is here before us and I feel a bit ashamed to discuss it. But, Jose, as we say in Argentina, this has been [solved].

Then, with respect to threats, threats are negative situations. These are situations or external situations that can go against the region. Therefore, we will need too come up with an adequate strategy. And here some questions may be raised. What obstacles can the region face? What are other regions doing that we are not doing? Or what things could discredit LACRALO perhaps or put LACRALO in disadvantages situation?

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So, this will depend on the response capacity of LACRALO. So, perhaps in this context, we will also have to look at these weaknesses as the impairment of our ecosystem.

When we combine strength with opportunities, we can find some potential to develop there. This is where we are going to find the most promising [lines of action] for the region and constraints probably will come out of the combination between weaknesses and threats.

So, this has to do with what Adrian was saying initially, but first we need to look at the four quadrants separately and then we will have to intersect them and have a full analysis.

Of course, we will have to work also on decision-making. We will have to do something to correct those weaknesses to step up to those threats and also something to maintain our strength and also to leverage the opportunities. This is not something that I came up with.

There is another type of matrix that is called [inaudible] that also works like this, but basically this is a method to look for new solutions for problems, ways to raise objectives, and reveal the limitations and the opportunities or possibilities to achieve something.

So, based on all the [aforesaid], let me check if there are any hands raised. I apologize if I am speaking and I am not checking or monitoring the window to see who is asking for the floor.

This is more or less what I wanted to explain to you. We have 15 minutes left in this call, so let me start with the easiest part. Perhaps we can start with strengths because we are all very proud of our strengths.



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First, let me go back to what Adrian said. I think it would be good to go back to Maslow's Pyramid, to the Hierarchy of Needs, and share some feedback through the mailing list.

I found Maslow's Pyramid on Wikipedia. I am going to copy the link here, and later on, you can do some reading on your own and [Kerry] probably will find this also in English.

HAROLD ARCOS: Sorry to interrupt, Sergio. I have a question for you.

SERGIO SALINAS PORTO: Yes, go ahead, Harold.

HAROLD ARCOS: Are you working on an online document or are you working on the drive directly? I just wanted to know that because if you are writing any comments on the document, I cannot see anything.

SERGIO SALINAS PORTO: No, no. I am not online with this document.

HAROLD ARCOS: Just double checking.

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SERGIO SALINAS PORTO: That's okay. There is another task that we will have to carry out, and please Harold, prepare an email about this. First, we need to look at Maslow's Hierarchy of Needs or Maslow's Pyramid, then we will have to look for an explanation of the SWOT analysis matrix. I encourage you to read about this analysis if you haven't engaged in this kind of exercise before because it is very useful, first, to understand what it is about. Secondly, also, to know how we are planning to work. I think that we only have [Silvia] as an ALAC member, right, on this call?

Then, all of us need to do some individual work and this is not homework for the next call, but please start doing this. All of us, all leaders, have an agenda. We have a political agenda in all the settings where we work. All of us have our own political agenda. We say, "Well, I want to make this call. I want to do this. I want to reach out to this group." And this is something open.

We are not practicing naïve leadership. It's not that we are leaders because we want to do charity or because we are very good people. We also have a political intention here. We want to change reality. Each of us represents an organization that stands up for Internet users' rights. We have certain goals, and as representatives of those organizations, I'm sure that all of us have certain topics that are of importance to us.

So, what happens when you take on a collective role? When you take on a collective role, what happens if that individual political agenda that you are pursuing needs to be put, perhaps, aside or under the collective agenda because now we are pursuing a collective goal. We are now stepping out of this role of individual leaders of our organizations in

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order to be leaders of this collective group that is above our organizations.

I am not [here the leader of Internet of] Argentina. I am here as a representative of the 59 organizations that make up LACRALO. So, this places us in a very specific position. We need to put together a collective agenda. It is no longer an individual agenda.

I was talking with Harold and we were saying that perhaps [inaudible] you may have a work a agenda that says how you are going to perform your role as a director in the region. Perhaps, [for a director], it is easier to see how work is going to be done in a certain group and which methodology is going to be used.

But the problem will not be with the directors. That is why I was asking about the ALAC members. The problem will be greater for ALAC members because ALAC members will now have a different role from what they used to have for our region.

Until now, ALAC members had a certain role but now they need to have a closer relationship with their colleagues in the region. In ALAC, an ALAC member makes his or her own decisions, but in LACRALO, we now have a Board of Directors and we also have working groups that have been created to allow for the participation of our members and also to pursue a certain agenda of issues from a Latin American and Caribbean perspective.

But, at the same time, those working groups are there to work closely together with ALAC members. ALAC members should no longer work alone. They should also engage with our working groups, at least those

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groups that are discussing the same topics that are being discussed in the ALAC setting, so they have to support the decision-making process as ALAC members.

This puts them in a much more complex situation. Therefore, now we need to see how we can succeed in putting together an agenda for the working group and for the Board of Directors and for the ALAC members, and for the chair, the secretary, the chair-elect, and the secretary-elect.

For instance, Carlos Leal and myself would have to look at the agenda, the chair and the secretary for LACRALO. Harold and [Kerry] will have to look at the same agenda. The ALAC members could do that together or separately but all of them would have to be aware of each other's agenda in order to come up with a common agenda. Just give me a minute, please.

So, this is my request for you. Please think how you can work in your own position, in your own spaces, along these lines, and how you can make this compatible with the collective work.

For instance, you may say, "I'm the director of a working group. This working group is going to work within this framework on these topics in this way." That agenda has to be aligned with the Board. All that work planned for those working groups, all the people working in those working groups, have to be aware of that agenda, so you have to be clear how much energy you are going to put into the development of those agenda in the region. We may [inaudible] but all of a sudden, it

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may happen that we realize that we do not have the necessary institutional capability to undertake that kind of task.

So, we need to assess our own work. Directors will have to see what their position is and what the working group is going to do. It may happen that directors are working alone. So, if that is the case, well, then directors will have to admit that and they might say, "Well, ICANN devotes three hours a day or one hour a day from Monday to Friday into this type of work." So we know that that director will devote a certain number of hours per week to a certain topic. In the case of the ALAC members, they will have their own working hours plus what is necessary to fulfill somebody else's request.

So, they will have to think not only about what they can do individually but what they can also do as part of a group, what they can do to support strategies.

Let's say that one of the strategies in ALAC is to lead two topics from a Latin American and Caribbean perspective. That is their mission and they will have to make that compatible or aligned with the Board of Directors as a whole and then with the entire region. But we need to have that vision for our region to be thinking always from a Latin American and Caribbean perspective.

We are now coming to the end of our call, but I don't know if any of you would like to make any comments or questions. I'm going to leave you with this kind of food for thought. So, please, think from your own position what is your ability to work on a certain topic, how many hours you can devote, what resources you can use because this can also give

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some idea to the staff in terms of organization. Sometimes, we ask for staff support when that is not necessary. So, we can also spare some resources in this way. We can maximize our resources.

So, think about how you can improve your own agenda so that we can work in this way. Instead of having ALAC demanding things from us, let's try to think what we can push into ALAC. In order to be leaders, first we need to do this kind of analysis. We need to be well-organized. We cannot take topics for discussion into ALAC if we are not organized and only a few things can be achieved when you work in isolation. [inaudible] big achievements in the history of humankind have been achieved in isolation.

You always need collective action. Throughout history, heroes have always worked as part of a team, not in isolation. And if you look at your forefathers in your countries, your leaders of your country, you will realize that they would have never achieved what they did if they had been alone. Consider any event in history, any leader, any person in history and you always have a collective hero, not an isolated hero.

These are my words for you. Please read the poem that I shared with you. Tactics and Strategy. And please start working on this agenda. I will probably ask you to discuss a few specific items in the next few days and we will surely meet in our next call, this call that we will have every 15 days at 23:00 UTC.

So, goodbye to you all.

**[END OF TRANSCRIPTION]**