CLAUDIA RUIZ:	Good afternoon, good evening, everybody. Welcome to the LACRALO directory monthly call on Monday, November 3, 2020 at 21:00 UTC. Today, we have with us Sergio Salinas Porto, Harold Arcos, Adrian Carballo, Sylvia Herlein Leite, Carlos Raúl Gutiérrez, Marcelo Rodriguez, Jose Arce, Augusto Ho.
	We also received apology from Omir Kerry Kerr.
	On behalf of the staff, we have Silvia Vivanco and myself, Claudia Ruiz who will also act as call manager.
	Our interpreters today are Claudia and Marina. Thank you very much, and now I give the floor to Sergio.
SERGIO SALINAS PORTO:	Thank you very much, Claudia. We also say hi to each other before, but I would like to extend some greetings to all of you. It's good to hear that we are all here together, that we will be together for 60 minutes in this call. And I suggest to start right now because we have to report several working groups. We will speak, and I will give you some information, some framework. And then there will be some reports from each [inaudible] member to understand where we are right now, how we are operating, and then we will discuss about some things to define how we are doing, if we need to change something so as to convey the message a bit better, so as to take any other action with the region.
	I think that 60 minutes is perhaps not enough, but we need to discuss certain things that are being discussed at the ALAC [inaudible] users or

the document regarding ALS mobilization [inaudible] that the group led by Alan Greenberg [in ALAC].

So without further ado, I will ask Sylvia to please speak about the working group she is leading. Sylvia, you have the floor.

SYLVIA HERLEIN LEITE: Hello, everyone. I would like to [inaudible] progress [inaudible]. In November, we haven't had too much activity because November was [inaudible] I'm talking about. As a matter of fact, two universal acceptance [inaudible] for technical people, developers and also, as all of you know, I got [inaudible] so I had [to stop my activity for] [inaudible]

We met with [inaudible] Adrian Carballo, and [inaudible] no longer in the [inaudible] group. We decided then that [inaudible] have the attention of [inaudible]. [This question would be recorded,] but the idea is for people to attend live so as to make questions, because each group has its own questions.

So [inaudible] by the end of the year and we thought that everything will be ready by February. So Raitme made some presentations to some Internet providers introduced by Daniel Fink, and we are gathering very good information. Raitme made a presentation describing the courses and making invitations, and even though the first deadline was November, [of course, it was not reached, but it won't be negative] because as a matter of fact, we are gathering information that will make everything, the topics to be discussed be more detailed so that we would [inaudible] very good feedback by the attendees.

As I mentioned before, the idea is to document the whole process so as then to distribute it to the other RALOs, because we know that universal acceptance- is something that certainly matters the whole of ICANN. So we haven't met, but we have certainty communicated among ourselves. So thank you very much. This is it from my side.

SERGIO SALINAS PORTO: Thank you very much, Sylvia. You were quite succinct and precise. So I think that in February, we have to expand it a bit more within LACRALO. Communication on the one hand, but on the other side, we should show [inaudible] more individual users, students and all that may take part in these courses. So we have to discuss this within the group.

Perhaps, but certainly to formulate a strategy with communication so as to be [inaudible] I would like to [inaudible] LACRALO group working together, and it's really great because each group contributes its expertise on the subject. So we need from these three groups, and certainly, not just LACRALO, the communication group [inaudible] certainly be vital [inaudible] very good relation with LACNIC for instance. So we would like to take that path to reach [the academia,] to reach [inaudible], and certainly, the work we are doing is really very [inaudible] three LACRALO group.

Okay, so I don't know whether in the history of LACRALO, some people have changed. [inaudible] is no longer with the communication working group. I don't know whether Marcelo is part of that group now. He needs some updates so as to catch up, and then to do everything that he has to do so as to the update [inaudible]. So if you haven't done it,

please do it. Use WhatsApp if necessary. And I don't know, get in touch with each other.

SYLVIA HERLEIN LEITE: Yeah, that's the idea. [The point was] I got infected with COVID and so everything came to a halt because I'm the one that [inaudible] [push things] forward, e-mail and all that. But Adrian really helped me, and I'm optimistic with the results we're going to get.

SERGIO SALINAS PORTO: Okay. So congratulations to you, congratulations to the group. I would like to congratulate everyone from the directory and expand it to all group members because I think that what Raitme did is really interesting. It's certainly a new player in the field. So we have to take that into account with his background. I think that everything will really be useful [inaudible].

SYLVIA HERLEIN LEITE: I want to add something because you mentioned Raitme. Certainly, [his work is very good, he's working well,] and he participates and speaking [inaudible] when they share all of our knowledge, but we always have to say when greeting everything, saying, this is a LACRALO [inaudible]. So this is something that everyone should [inaudible].

SERGIO SALINAS PORTO: I think this is applicable to everyone, Sylvia. And sorry that I interrupted you, but I think this is a collective work, it's not an individual work. I

know that of course, there's some perhaps cultural [inaudible] that in some culture more individualism than collectivism, but we are from Latin America. Latin countries think that collective is better than individual. So we are a working group instead of one person. So one person that takes the lead reach the front first, but of course, all their pluses will go to [people here,] but if things go wrong, it will also be he or she, and we should push for collectiveness and not for individuals. There are no indivudals here. And we have to have this clear in our [inaudible]. Adrian, you have the floor.

ADRIAN CARBALLO: Thank you very much. I would like to tell you that [inaudible] I'm grateful of this possibility of working in a group, [inaudible] talking about the [inaudible] and the Capacity Building Working Group, the idea is to have ICANN [inaudible]. This is really very important for ICANN's strategic plan, particularly talking about the Internet governance environment that is inclusive, that is strengthening the [inaudible] in the community. There are not many courses in Spanish right now, and so [inaudible] consultations made with the ALSes, I think [inaudible]. There are lots of requirements from ALSes, so we are reviewing so as to check the courses [inaudible]. The Spanish school of ICANN will have five targets in the first [days.] The first one is to communicate the [inaudible] about the Internet world and leadership, the idea is to strengthen leadership [inaudible] and ICANN's processes among the [incoming community leaders] [inaudible] would be to strengthen the community [inaudible] increase their knowledge and understanding of the key problems faced by DNS and the comprehensive [inaudible]

facilitate communities [inaudible] dialog [inaudible] the cornerstone and [inaudible] develop and to generate [capacity building.]

Our methodology will be ... Well, the idea is to be ready for Cancun next year. [We don't know if it will be] virtual or face-to-face meeting, but it will be [inaudible] formally launch this Spanish school. And to summarize it a bit further, I would like to speak about the syllabus of this ICANN Spanish [inaudible] introduction to ICANN [inaudible] Internet, ICANN [inaudible] method of working of the various constituencies [inaudible] organization [inaudible] gTLD [inaudible] historic perspective [inaudible] policies [inaudible] role of [inaudible] [registrars and registries] [inaudible]

Number three will be privacy [inaudible] and the internet [inaudible] due to pandemic, DNS abuse [inaudible]. Number four is Internet society, economy [inaudible] how to learn [to survive in 2020 Internet and its impact on the environment,] [inaudible]. These are the topics that have been discussed at [inaudible] various consultations [inaudible] ALSes. Plus we have [inaudible] talking about [inaudible] I don't know, held in the march meeting or perhaps in June meeting, [inaudible] virtually. So this is the question I have for you. And [inaudible].

SERGIO SALINAS PORTO: That is a very good question. We cannot do future gazing, but the fact is that we do not know. I do not think we'll be able to be able to work in March. In Argentina for example, we will start with vaccines in January to March, but we have to wait until lit works. So I do not think Cancun will be viable. So there are two options. If we do not hold our meeting in

March—well, actually, we have several options. Either we have it online, virtual meeting, or else we have a face-to-face meeting but closer to June, July. And perhaps with a mixed funding, we might see if any regional organization could give us some support and ICANN might give the rest. We'll have to check how it works. Actually, ICANN has saved a lot of money so it might be able to do it. And the third is going to The Hague, which I do not think so.

But the other two options, we should take them into consideration, see if we can work with them to meet the goals of the region. This is actually one of the points I wanted to discuss with you. We're going to further details later on. Let me tell you, Adrian, now, regarding the contents. I agree, I think they are good. Id kif any of our colleauges want to make a comment. We might need to read them, so please send them to the group to check if there is any correction, any addition or removal.

ADRIAN CARBALLO: Yes, of course.

SERGIO SALINAS PORTO: [inaudible], I think we have to move on with them. Perhaps the meeting could be one or two days, but we should be adding one day for coaching. In my opinion, these meetings, similar to the academy but for Spanish speaking members, those who do not speak English in this region are a high number. Not all of us, but there is a high percentage of Spanish speakers. So this is very important for everyone to take, because the whole region should be on an equal footing, at least in terms of discussion within LACRALO, because we have a very low level

of understanding of many things happening in ICANN. And we should work to move upwards to improve the quality and have a better impact in ICANN. And this is part of that approach. That is part of the region's vision to have a more significant impact on the Latin America and Caribbean policy within ICANN.

on the other hand, in my opinion, coaching is very important, very relevant, not just to be able to lead groups. We've actually witnessed some, seen some processes in the region that were unified under a single person. So these one-person working groups do not work. There should be several members in a working group. And the leader has to encourage participation. Otherwise, the outcome is fruitless. Leading an organization, irrespective of its size, even if it's just one working group, deserves time and dedication, and in addition, a view of the collective. It's not just a question of meeting goals if you're just one person, that's not relevant for the other overarching person which is having several people working on this, committed to a cause, committed to a vision and a mission of something that is much broader.

You cannot see the forest if you stay on one tree. So the person who can see the forest and the tree is a leader. We need Latin American and Caribbean regional leaders with that comprehensive view, where they stand, where they have to go to, and what is the collective about. And this is gradual work that we have to conduct with all the LACRALO members. And we will need at least one day of coaching for that. Here, we have a coach man, Jose Arce, but I wouldn't dare speak of his business. But it is, I know, and I recognize it is something significant for us.

I don't know if the communications working group has anything to report now. Marcelo.

MARCELO RODRIGUEZ: Hello. Let me say first that I'm very proud of being participating or a member of this group of people with whom we've been sharing for a long time some online meetings, occasionally face-to-face meetings, and I want to express my gratitude of the support and knowledge given to me.

I'm a recent member, I have recently joined the group. I'm now gathering as much information as possible, although we have been working in June with Lilian, as you've said, all you have just said is very much applicable to the communications working group. We were not able to deploy the entire capabilities a working group with several members have, citizens who are committed to the goals which are actually to disseminate and publicize LACRALO's activities as much as possible within the entire Latin American and Caribbean region, and with a significant impact in the regional meetings and in the RALO meetings.

So we will very soon develop a strategy and disclose it to the board of directors. In addition to that, it is open to anyone who wants to join this working group. Communications working group is open to everybody. Actually, we will need expertise here because the pandemic has opened several channels of training and work, so that enables us or gives us a chance to resort to professionals, to those people who are interested in supporting communications. In LACRALO, this is of essence.

Actually, we were discussing this issue with Sylvia, and again, I want to thank you, all of you, for this opportunity to expand knowledge, to learn from you in communications. I have a radio show. I work in a [website portal,] so in those venues, when I have a chance to broadcast the community knowledge, communications in any organizational environment are very important.

INTERPRETER: The interpreter apologizes, but Sergio cannot be heard.

SERGIO SALINAS PORTO: Sorry. I was saying, and I will now give the floor to Sylvia and Harold who have raised their hands. But before that, let me tell you, Marcelo, I would really appreciate you work like this. First, you have to issue a call to the entire working group members, and you have to do it one at a time. You have to call each of them, explain what the purpose of the meeting is and kindly ask them to join it, at least the first meeting to understand what it's all about.

Second, you must have a few things clear in mind. First, a strategy is required with a vision at least until 2023. It is also necessary to have communication tactics as you just said, and we must also work on internal and external communications. So we have to think how to communicate not only externally but also internally for better articulation of the work within the region. So this is a task I'd like to give you.

Before giving the floor to Harold, Jose is with us, but Jose is brand new, he's just taken over the users relationship and domains working group. I know he doesn't have much to say as of now, but probably in our next meeting, he will have things to say. I know he's working already. So Jose, you want to say something?

JOSE ARCE: Yes. You said I had nothing to say, and I want to go against that statement. I will say something.

SERGIO SALINAS PORTO: Okay, go ahead.

JOSE ARCE: Okay. Thank you so much. As Sergio said, it is an opportunity for me to thank you, to join efforts. We were already talking with Sergio about this thorough work we should do. He helped me also with an e-mail, with a lot of information. So I have already contacted a few persons individually. So in the next meeting, I hope I will have interesting news to bring.

In addition to that, I wanted to make a comment about how relevant the coaching is. There was some sort of attempt last year, then the pandemic started. But this is something we have to plan for, to organize. These are processes that are typically complex. It's a process, it's not just one action. So we agreed that we will see which from the available alternatives could be beneficial for the region in the medium term.

So with these two goals in sight, the working groups will start considering process that will be sustained in time, a mix of leadership coaching, we'll see what the outcome is. Actually, we should go for a blend model that is best tailored for specific situations and conditions. So we will be working, and we will have results very soon. So thank you very much.

SERGIO SALINAS PORTO: Thank you, Jose. And we'll be here waiting and see how we can work together. Harold has the floor. Has anyone said anything? Harold?

MARCELO RODRIGUEZ: I just forgot to say that we are about to issue the second LACRALO newsletter, so I wanted to say that we're working with Harold on this who has helped me a lot.

SERGIO SALINAS PORTO: Thank you, Marcelo. Harold, if you're there, please unmute your mic with your Caribbean voice.

HAROLD ARCOS: Hi Sergio. Hi everyone. I hope you can hear me. Great. So as Marcelo was saying, there is this newsletter. Let me make a commercial about this. There are some people working on this newsletter. We want to close 2020 with a stocktaking reflection. This challenge of online meetings, this is what we want to close the 2020 with, with this newsletter.

We hope we will have a chance to issue this for the first week of December as the staff has told us. So this is all we wanted to say for the communications working group, which is going to be [a closing action.] And what we used to call the newsletter, well, this is what Marcelo has called for. The newsletter is a comprehensive publication with a header. So this is the next evolution, what Marcelo's working on. So here we are working hard and supporting each other. So this is all, Sergio, on my part.

SERGIO SALINAS PORTO: Thank you, Harold, for your contribution. And now, I think it's time for ALAC members. We have two ALAC members with us. Sylvia has already taken the floor. We will now first give the floor to Carlos from Costa Rica.

CARLOS RAÚL GUTIÉRREZ: Hello everyone. Hi Sergio. Actually, several things. You've already mentioned Alan Greenberg's mobilization group which there are three current issues to mention. the approval of the report in part has made progress, but there are some parts on hold because ICANN Legal is considering that. So there are recommendations, proposed changes, so that's what it's about. The process should have been closed last week, but half of it will stay open.

As you know, in parallel, there is a working group that is trying to ratify the conditions of observers as we name them in LACRALO, the RALO participants who are not necessarily members of one organization. Following Sergio's recommendations, we have a small working group

with Laura Margolis, Vanda and Alejandro Pisanty. We've organized a couple of calls, but now we are working over e-mail because the nonmembers working group, ALSes, the At-Large structures working group, is moving very quickly under the leadership of Roberto Gaetano who is one of the most experienced European members.

Europe has a very good—in my view—solution for those who do not have a national organization. Europe has an organization for the nonorganized, if that's possible. Any European living in Europe region can become a member of the RALO through an ALS they have set up for the nonorganized. So the debate is becoming a little stuffy with restrictive view if anyone is going to have two votes or one vote through the ALS and another vote because the person is an individual member, etc. And as Alejandro Pisanty has noted in our working group, that is not how it goes.

We are desperate in ALAC to have more volunteers to participate in formal administrative and policy processes. We do not have enough people devoting time to ICANN's formal processes, and at the end of the day, that is the motivation to find volunteers, to go out and find volunteers. So Alejandro has issued a nonnormative but positive view on why we need volunteers.

The timeline is we'll have a draft report [structure] before Christmas, and a draft in January to share with ALAC in February with the hope of having a document to discuss in the March meeting. As Adrian and Sergio said, I don't see we will have a face-to-face meeting. That's rather difficult, nonviable. But this is the timeline for the mobilization working group. As a reminder, let me post ... Give me a minute and I will

post the link to the ICANN page where it issues a call for independent volunteers. Being LACRALO, the only one that has no policy regarding this. I will now post the link.

SERGIO SALINAS PORTO: You can share it over the WhatsApp, because we leave the meeting and we lose it. Thank you.

CARLOS RAÚL GUTIÉRREZ: And this is something that [inaudible] raised. I do know we are flexible, I know we are observers. I don't think there is any conflict in LACRALO. But it has to be made more formal.

Another very hot topic that has been discussed in the Wednesday policy meeting, we had been checking point by point the subsequent procedures final report for new gTLDs. In the last couple of calls, Alan-Greenberg reported that the pandora's box is again open with the well-known our dear friend PICs. It's those expressions of good intentions made by new domain name applicants. I tried to talk to Alan. I couldn't [inaudible]. This is a long story.

In the last round, governments set some requirements for domain names of regulated sectors such as the financial sector, the health sector, etc. And almost at the same time, some community applications—that's how they are called—decided to introduce in their applications these public interest commitments after the fact.

So in my view, here we have two types of PICs, public interest commitments. The issue is that there was never a definition of how

those PICs were going to be followed up, what type of tracking. So in the next round process, ICANN has adopted the stance, or have said that they do not have a statutory role to follow up the compliance of the PICs. And this is something that the community has seriously challenged because we are asking, what is the purpose of compliance?

And several options have been discussed. Under the Anglo-Saxon legal regimes, only the contracting parties can request compliance, and a third party such as users cannot show up in any private agreements and request the enforcement of PICs. But it has come to the point when one of the board members involved in the process has said that the board is not going to make any proposal on this but if the subsequent procedures PDP makes a recommendation, it will take into consideration towards a change in ICANN's bylaws. And this would be a very significant amendment.

There was an amendment for clarity on other areas, but this would be a substantial change, so ALAC representatives in this process have formally requested ALAC to issue a position on the possibilities to make a statement for any change in ICANN Bylaws to request the enforcement of PICs.

This is a big deal. Anglo-Saxon are not so happy about this, but the representatives, our representatives in the process have suggested it should move forward. And this is something that should be decided before this is submitted to the community for comments, for ALAC afterwards [to defend it] and take that ...

This is one of the few battles, strong battles, because in the past round, there was no policy establishing it. It was established in the approval process. This did not exist in the bylaws in the past round. So it's not just a reform of the next round applicant guidebook, but it goes backwards to ICANN's bylaws which in 2012 were different. Now it's 2016. I don't want to overcomplicate this, but some voices of those who are in the policy process, well, we are keen on setting this rolling. That might end up nowhere or it might become a snowball. So I think it is highly relevant that we take due note of this.

Personally, I think it is very valid for users, because we've already been discussing this issue of closed domain names, the brand names, the .pharmacy which is still around with the Canadians. So actually, these are already fundamental issues that we have to discuss. So this might take a couple of years, as everything in ICANN.

[inaudible] one of the things that we want to [inaudible] report is [inaudible] taken a long time, but I'd like to mention something about the [inaudible] one or two days where our focus will be unfortunately [inaudible] I really don't know what will happen, but in our case, [inaudible] during the summertime. Based on what you discussed about [this,] I would like to say that we should develop the methodology based on LACRALO's experience on the mediation, because I think that this is high time so as to bring our mediator to discuss what we did and to find out what is [inaudible].

I think it would be a good time not only to congratulate ourselves or congratulate you, Sergio, but to strengthen the work we have done as a group and for the better integration of the region. So whenever it may

take place, please think about this reflection, this internal reorganization. We should not lose momentum, because right now, we're saying that we all are in the same brotherhood, we all work together, but it was very difficult some years ago. So I hope we may take the opportunity to really reflect on what we have right now and to start moving from that point.

SERGIO SALINAS PORTO: Thank you very much. I have one question, but I forgot to give the floor to Sylvia. What do you think that LACRALO may do, joint fashion so we'll still work with you regarding this topic of new rounds, bylaw changes and all that. Are there any strategies so that more people may work with you?

CARLOS RAÚL GUTIÉRREZ: Certainly, I was late, because this is a process that's taken three years. Now they're discussing the first draft for subsequent rounds, and I suggest we should do a kind of readout, [inaudible] readout perhaps. ALAC does not have any Spanish speaking, it's Justine Chew and Alan Greenberg. Justine Chew is a marvelous lawyer, she's Malaysian, and certainly, she's doing a really great job. The calls on Wednesday, 80% is Justine Chew explaining [inaudible]. So we should consider a [inaudible] readout. I would like the staff to help me. Who would be the Spanish speaking person appropriate so as to summarize on this and to motivate those with time and the interest to read those drafts? [Apart from privacy,] the EPDP 2 would be EPDP 2A. [inaudible] want to talk about this. This is the major decision of the year, so [inaudible]. The

decision would be regarding subsequent procedures. So we need some people to take the time during the season so as to [read it.]

SERGIO SALINAS PORTO: So we have Augusto with us. So please, you as chair with Carlos, with Adrian, if necessary, I would like you to take these topics so as to discuss it with the staff, to prepare a readout, to work on this and start motivating some of our colleauges from the various ALSes to help us, because I would like us to have something to contribute to ICANN's policies and to have something so that everyone should know that certainly, we may have a say in ICANN. So please get together through WhatsApp. [inaudible] talk with Silvia Vivanco, with Heidi, somebody from the staff so as to have something operating.

We only have six minutes left. I would give Silvia the floor, and unfortunately, we cannot talk about the rest of the agenda. Next meeting would have to be 90 minutes, not 60. But Silvia, would you please ask our interpreters if they may stay so as to continue with the meeting?

SILVIA VIVANCO: There's lots of information, so thank you very much for the [inaudible]. I wanted to say something. We all like face-to-face meetings, but unfortunately, we have to be realistic, and it won't be possible. So we have to keep on working in this virtual world.

So I would like you to start thinking about the IDN and universal acceptance, start thinking about the future work, the same for capacity

building, Adrian's group, [and the project of this] ICANN school in Spanish, the academia.

SERGIO SALINAS PORTO: Yeah. ICANN's academy in Spanish.

SILVIA VIVANCO: Yeah, so that all this initiative should not have to wait until we meet face-to-face so that the ball may start rolling over the field and not to lose momentum. So we have to [inaudible] we should be working virtually. And please start writing down everything in the Wiki, because this is really very helpful for us, for the staff so as to socialize it and to share it with [inaudible]. We have Mohamed El Bashir. When Sylvia was speaking, I remember Mohamed is now part of ICANN staff and he's in charge of universal acceptance, so perhaps we may work with him. There's some modules regarding universal acceptance [when we work with] Mohamed, and it would be great to share some progress with [inaudible].

With respect to the LACRALO general assembly in Cancun, Sergio, [inaudible] [we have to still think in] virtual terms, unfortunately. But we may do something really productive. So I think it would be great if we [inaudible] about certain modules for capacity building or mentoring modules, perhaps [inaudible] we may think about that, and also think about our beloved David Plum. Perhaps he may give some training as Carlos Raúl mentioned so as to talk about LACRALO and governance and so on.

There are many ideas that may be carried out in the virtual world. Unfortunately, we are all really anxious and we dream of meeting us again face-to-face, each of us, I'm sure we're dreaming. This is what I wanted to say. So we may coordinate, Sergio, and with all of you, how to virtually meet in Cancun so that all the [ALSes] that you mentioned may be seen. I mean the output of these working groups may be seen at that meeting.

SERGIO SALINAS PORTO: Thank you very much, Silvia. So we think about that. It has to be discussed in the region, and the next meeting, we should think it over. Certainly, I share your view. The idea is that we need face-to-face because in the region, it's been a long while since we haven't had a face-to-face meeting. But there are two items remaining, if you give us a few more minutes, please. I would like to mention them so we can move forward.

We have another group working. We have the item of the general assembly that, well, I don't know. I think it will be a virtual meeting, and we will have to organize something. [inaudible]. It would be very difficult to meet in person.

And then we have the regional strategy. I think that this directory has to meet one more time before Christmas, or otherwise next year, but we have to have a meeting and focus ourselves on the [inaudible]. We have to develop a strategy, not only to prepare the strategy for the directory because there were some [inaudible] before, but one of our challenges is to promote a regional strategy [the response of a] discussion

[inaudible] we think the idea what we may do beyond what ICANN may do. If there are no possibility of a face-to-face meeting, not even in The Hague, I hope there is a vaccine [for this time,] but anyway, if that is not possible, perhaps the group may meet, and if not the directories, just those that have the possibility of traveling who may meet.

So we need a working strategy for our region so as to have [inaudible]. In November, [necessarily,] there's no possibility of [reelecting.] I won't be leading the region. I will of course continue participating, but I would like to leave with a five-strategy. So we need to make an effort [next November at least,] we should have this regional strategy for [inaudible]. I know it's a big effort from the whole region, but [for all of you present today,] we should think about and start working on it.

Any Other Business? Anyone would like to say something? It's just two minutes past the top of the hour. Any comment? Time is running, clock is ticking.

I see some people are leaving. So it's been great to be with you in this call, and I hope to see you in person in a short time. Goodnight, everyone.

[END OF TRANSCRIPTION]