
JULIA CHARVOLEN: The recording is on, Olivier.

OLIVIER CRÉPIN-LEBLOND: Thanks very much Julia. Good morning, good afternoon and good evening everyone, wherever you are. This is the ALAC Welcome Call with our new NomCom ALAC Selectees. Joining us today we have Rafid Fatani and Leon Sanchez, who have been selected by the Nominating Committee to be on the At-Large Advisory Committee.

So the aim of this call is to effectively introduce ourselves; introduce the ALAC and how we work, to our newcomers, and also to be able to answer any questions that both Rafid and Leon would have about the ALAC and about how things work, etc., etc. We'll also be going through the website, the training guides, all the great information that you're going to have to read at some point and to learn about to find out how things work in this part of the very large ICANN world – this very small part of this very large ICANN world.

In fact, I guess we can start immediately with a quick introduction. I'm Olivier Crépin-Leblond, I'm the Chair of the ALAC and have been since the [00:01:27] meeting, which I believe was in November 2010. Time goes very fast and you'll find out soon enough that you'll refer to time as being an ICANN meeting in a certain location; not really remembering what the date was.

In between ICANN meetings I Chair quite a few calls – we've got a lot of Working Group as well which are chaired by other ALAC Members, and

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indeed also Members of At-Large. The difference between ALAC and At-Large – I think that’s probably the first thing to be looking at – is the ALAC Advisory Committee, which is the Committee of 15 people, of which ten are selected by the Regional At-Large Organizations and one is selected per region. So there’s five in total selected by the NomCom.

And the At-Large Community is the complete pyramid that goes from the ALAC all the way to the RALOs and all the way to the At-Large structures. RALO is Regional At-Large Organization and an ALS is an At-Large structure. And these are all the different organizations that have joined the At-Large community and whose input we try and collect and bring into the ICANN policy processes.

So the first part of our call and Item #2 is the introduction of the new ALAC NomCom selectees, and I guess looking at the Agenda it looks as though it’s Rafid Fatani who’s first and who could tell us a little bit about himself? Raf, you have the floor.

RAFID FATANI:

Thank you Olivier. My name is Rafid Fatani. I am from Saudi Arabia. As you can hear from my voice I have a very British accent. I’ve lived in the UK pretty much most of my life. I started getting involved with ICANN and Internet policy since 2006/2007. I’ve been involved with the IGF, the Internet Governance Forum, and have been heavily involved since. I worked at the UN Secretariat there in Geneva for a while and I helped set up and run the UK IGF here for a while.

I have only actually attended one ICANN meeting, which was in Paris, a while back. That was a good crash course into ICANN, but I did both of my graduate studies; my Masters and my PHD thesis with a large section on ICANN and its function and its role and its committees, sub-committees and reforms. So I have a very brief but good understanding of the structure.

That's about it really. If you have any questions, ask away and I'll be more than happy to help answer them.

OLIVIER CRÉPIN-LEBLOND: Thanks very much Rafid. Any overwhelming reason why you were interested in joining At-Large and being involved in ICANN?

RAFID FATANI: I've always been fascinated and interested in helping shape Internet policy on a global level. That's always been part of what I do – either academically or otherwise. And ICANN seems to be the obvious route in which I can look at this... Some would argue from a non-policy perspective but still a technical perspective.

And I've often been put in positions where I've represented various stakeholders and I think I'm in a good position to represent the community that I do now, or will do post the Buenos Aires meeting. So hopefully I'll be able to contribute and add value, being one of the selectees.

OLIVIER CRÉPIN-LEBLOND: Great. You have 2.4 billion people to represent. I hope that's enough pressure on your shoulders. [laughs] Let's move over to Leon Sanchez. Welcome Leon. Could you tell us a little bit about yourself please?

LEON SANCHEZ: Yes, Olivier, thank you very much. Well, I'm an intellectual property attorney and I studied at the National University in Mexico and I have been involved leading the Creative Commons Project for Mexico. I am the lead and co-leader for the Creative Commons Project. I drafted the first Internet Users' Rights Act in Mexico, which didn't get passed because of a lot of pressure from the [loving? 00:06:58] industry. But it was the first step to analyzing users' rights regarding Internet in Mexico.

And I've been a Fellow for ICANN on two occasions. My first contact with ICANN was at the ICANN Meeting in Mexico City a while ago. As you said, you remember meetings, not dates. And well, I tried to get involved with the At-Large community back then but since it was my first meeting it was very confusing for me to get into the [00:07:39]. I really didn't know how to start or where to begin getting involved.

So I took a couple of steps away from ICANN until I got interested again a couple of years ago when I joined ISOC of Mexico. I'm a Member of the ISOC community here in Mexico too, and then I got interested in ICANN and applied for the Fellowship Program. So I got awarded this fellowship for the Prague meeting; I went back to the Prague meeting and then I also got awarded for the Beijing meeting. After that I applied for the open position for the ALAC, to represent Latin America and the Caribbean.

So I have quite a good understanding of how ICANN's structure is founded and I have had the pleasure to hear what Olivier has to say to the Fellows a couple of times and it was very interesting. My principle aim is to try and represent users' rights within ICANN at the ALAC and do my best work possible.

OLIVIER CRÉPIN-LEBLOND: Great. Do you know Alejandro Pisante?

LEON SANCHEZ: Yes, I do know Alejandro Pisante. We've worked together on several projects. He's the Chair for ISOC Mexico right now, and actually we're going to this process of... Well, we're beginning to rejuvenate the Chapter and I might as well be the next Chair of Mexico. So yes, I do know Alejandro Pisante.

OLIVIER CRÉPIN-LEBLOND: Well, don't be too sure about having enough time to be the next Chair. [laughs] Well, no, I'm sure you will be. I'm currently the Chair of the ISOC Chapter in London, or in the UK, so that's entirely compatible with what we do; effectively bringing in the input from Internet users out there. You will notice that we have a few other people who are on the call as well, and those people are At-Large Staff.

And I think I'll give them a chance now to introduce themselves, because you're going to work a lot with them. They really are a great bunch of people who work extremely hard to support us and do all of the hard

work. We do a lot ourselves as well but it really is a good synergy between Staff and volunteers. So I think I'll let Heidi start and introduce everyone.

HEIDI ULLRICH:

Thank you Olivier. Hi, welcome Rafid and Leon. It's a great pleasure to meet you virtually and I'm very much looking forward to working with you, as I'm sure my entire Team is. I'm going to very briefly introduce our Team and I'll give a little background of myself and then I'll allow my Staff to do the same. We have three fulltime people – I'm the Director for At-Large and then we have Silvia Vivanco, she is the Manager for the Region. There's five regions of RALOs – Regional At-Large Organizations.

We have Matt Ashtiani, who is a Policy Specialist. He is the one who you'll be dealing with primarily for the details of work on the various policy statements. He's a technical whizz and works on all the voting, etc. Then we have three [shared? 00:11:27] Management or Secretariat Support, to do all the fantastic work that the community cares about. So one is currently on maternity leave; Gisella Gruber. Then we have Nathalie Peregrine, who's on the call and we have Julia Charvolen.

They are both located in the South of France – lucky ladies – and Gisella is based in Bath, in London. Silvia's in Lima and Matt is with me here in LA. Just a bit of background on myself – I have a mixed background and academia.

I did my PHD and taught at the LSE on International Physical Economy and Civil Society Issues, then worked for various international NGO

umbrella organizations in London and in Geneva, and now I've been with ICANN since 2008 and as you, Leon, [00:12:25] was also in Mexico, that was the Summit for us, so that was a big event and we're looking forward to the one that's going to be happening in London next June.

So I'm going to hand it quickly over to Silvia to introduce herself and then Matt and then Nathalie and Julia. Silvia, please?

SILVIA VIVANCO:

Yes. Hello Leon and Rafid, this is Silvia Vivanco. I am from Lima, Peru, and I am the RALO Manager. In this capacity I help the RALOs planning their activities, managing the Agendas, the budget proposals and basically working as a liaison between the [Thai? 00:13:07] RALOs and the rest of the community and ICANN Staff.

A little bit of background about myself – I am a lawyer and before joining ICANN I worked with the United Nations in the Committee of the Peaceful Usage of Outer Space in a Secretariat capacity in the Commission Secretariat capacity. And before then I was corporate counsel for many years in the telecommunications industry. So I am very familiar with telecommunications, marketing, etc., for telecom regulators around the world. I worked in the industry for many years.

I got interested in Internet issues through my work as a telecom lawyer, so I'm very excited to be part of ICANN Staff and I'm looking forward to working with you. If you have any questions about the RALOs, how they work or you need to have more information just get in contact with me and the rest of the Staff and we'd be happy to help you.

HEIDI ULLRICH: Thank you very much Silvia. Matt?

MATT ASHTIANI: Hi, this is Matt Ashtiani. My main roles within the group are policy development of the ALAC and the RALOs. I also will assist you with any problems you have with the Wiki, which is one of the main ways of collaboration between everyone throughout the different regions. For my Undergraduate Degree I went to UCLA. For my Degree I went to Community College Dublin in Ireland, where I specialized in a form of Political Science and International Relations.

I've been at ICANN for four years now and I've been with the At-Large Team for a little over two years now, about two and a half.

HEIDI ULLRICH: Thank you Matt. Nathalie?

NATHALIE PEREGRINE: Hello, this is Nathalie. It's lovely to meet you two. I'm part of the At-Large Secretariat. I'm part of the three colleagues who work 50% for At-Large and 50% for the gNSO. You'll see me a lot on the conference calls with the setting up of them and running of them. So if you have any technical difficulties during calls or are worried before them, please don't hesitate to write to us. We'll help you with pleasure.

Alongside that at the moment I'm also responsible for processing ALS applications and At-Large structure applications. That's a new responsibility that I'm very pleased about. So yes, I'm the same as everyone else – available if ever you need advice or information regarding anything At-Large related.

HEIDI ULLRICH: Thank you Nathalie. Julia please.

JULIA CHARVOLEN: Hello Rafid and Leon, I'm Julia Charvolen and I do the same work as 50/50 – 50% At-Large and 50% Secretariat for the gNSO. So just for you to know, if you need any help rescheduling meetings or management calls or any other things, please email us and we'll be happy to help you. Thank you.

HEIDI ULLRICH: Thank you. That's our Team. If you have any questions... As I've just written in the chat, we aim – very much because we are regionally distributed – to be pretty much a 24/7 Team. We sometimes take weekends off but we're always on our mobiles. So you will be able to get in touch with us over the weekends for the most part as well. Olivier, back to you if you want to provide an introduction?

OLIVIER CRÉPIN-LEBLOND: Thank you Heidi, it's Olivier speaking here. I'm going to introduce you to the first rule on our conference calls, which is to always start by introducing yourself. I sometimes don't do it, I guess, unfortunately when speaking. I often say "this is Olivier for the transcript record" because those calls are transcribed.

And not only are they transcribed but we have many calls that are also interpreted in Spanish and in French, so when you have two people that speak one after the other and don't introduce themselves each time, the interpretation in Spanish or in French sounds very bizarre, as if that person was speaking to themselves. So it's a good habit to introduce yourselves when you take on the floor.

So that being said, I think that perhaps one thing I could do is to perhaps take you through... And I guess Leon you would have seen this a number of times since you went to Beijing and also... You wouldn't have seen it in Mexico City but you'd have seen it in Prague – the little presentation that I do for the Fellows. I'm going to fly through it very quickly because I guess there are some parts that you both know. You probably know quite well, having applied...

HEIDI ULLRICH: I think Julia is preparing it.

OLIVIER CRÉPIN-LEBLOND: Oh! Julia has beaten me to press the button!

HEIDI ULLRICH: That was our aim.

OLIVIER CRÉPIN-LEBLOND: This is the problem by the way gentlemen. The Staff anticipates what you're about to do and just as you're about to do it someone has beaten you to it. Slides will be up in one moment. In the meantime, do you have any general questions with regards to the structure with Staff and so on? There is a general email address, which is staff@atlarge.icann.org. That's the address to send any requests through, any questions through, and that goes to everyone on the Staff.

And the good thing is that if one person was not there for the day or has taken the day off or unable to answer, someone else will be able to pick it up quite quickly. So here we go – At-Large Advisory Committee. That's the Beijing presentation. I was going to go through the latest one, the Durban one. But the Beijing is fine enough as well. Let's see if we can...

The ICANN multi stakeholder model – I think you pretty much know it. I've taken the Board out of this. What we have here are the different component parts of ICANN. Most of them are multi stakeholder models. They might be partial multi stakeholder models but most of them are multi stakeholder models. You're going to hear a lot about the gNSO – generic name supporting organization – and that's because they're the part of ICANN that's effectively building the policy for the new generic TLDs that are going to be launched.

You probably know there were over 1,000 applications that were filed for different, new extensions, so instead of just .com, .net, .org, you might have .hotel, .car... I was going to say .amazon but you're probably not going to get .amazon, or maybe you will, I don't know. With no judgment on what you're going to get, these are just examples.

So there's an enormous amount of policy work that goes on at the gNSO and the At-Large community ultimately is linked to this work – both by having some of our volunteers work in the gNSO Working Groups, but also we have a lot of policy comments to make, and they're comments that are then being voted on by the ALAC, by the Committee.

That then becomes a statement and we send statements to the public comment processors or over to the Board or to various people; sometimes the Chair of the gNSO, depending on what the subject is or who is running the consultation. Do not use the word "who is" in one word, that's actually one huge policy issue that's been going on for a very long time at ICANN, and you'll soon learn up about it.

And At-Large, as we're here, we can't really be saying we represent Internet users, because representing 2.4 billion people is pretty hard. We can say though that we act in the best interest of Internet users. We're all Internet users. We have connections to our local communities. We do ask people around us about what their feeling is and what their points of view are, and we channel this into the ICANN processes, assuming that the majority of Internet users out there have got similar points of view to what we do.

Another important part of ICANN is the GAC – the Government Advisory Community. These are the world’s governments that have come together and there are, I think, 130 of them now. There’s still about 50 governments that still have not joined the GAC, that have not sent delegates to the GAC. And they have a mission to bring the input from the governments into the ICANN policy development processes.

They are an Advisory Committee, just like the ALAC, but they have a bylaw-mandated advantage, that when they say something to the ICANN Board, the ICANN Board has to take it into account and if they do adopt it then the ICANN Board has to go forward with it. If they don’t, the ICANN Board has to provide some significant explanation as to why the advice from the GAC is not taken.

And you will have seen some of the drama which has happened in the past few years, where the GAC have asked for some specific thing to be done and the Board decided to go against the GAC advice. In At-Large we also provide advice and I guess some of it is taken up, some of it is not taken up by the Board. Recently we have found that a lot of our advice is being taken on, so somehow we’ve reached a very significant position in the overall structure.

And that’s of course because ultimately ICANN, in our point of view, should really be accountable to the world’s Internet users. It’s an organization that’s there to coordinate the domain name system and make sure that it remains stable and you’ve got fair competition, etc. So we’ve got a very important part to play in the overall structure to make sure that these ideals, these goals are actually achieved.

The At-Large organizational diagram you probably are very well aware of. There are five regions and as I mentioned earlier we have two people selected by the regional At-Large organizations. You've got Africa: AFRALO, Asia Pacific is actually Asia, Australasia and Pacific Islands: APRALO, Europe: EURALO, etc.

And the NomCom appointees who are based over here, you'll find that we have Leon Sanchez who's right here and we have Raf Fatani, who I believe is here now. Raf, you're in red and Leon you're in green. The ALAC and the ALSes and the At-Large structures all select someone to go on the Board to go on seat #15.

That was a recent addition that was a couple of years ago. Our person on the Board is Sebastien Bachollet. He is very busy. The thing about Board members – they don't represent their committee, they have to act in the best interests of ICANN. So it's a fine line for Sebastien to advocate our point of view but at the same time make sure that his position doesn't clash with what would be good for ICANN as a whole.

That's the overall structure. The ALSes or the At-Large Structures, RALOs are the Regional At-Large Organizations and if we go to the next slide you will see what are we effectively... so there's more than 160 At-Large Structures. I see on the chat that there are 158 of them which is a fair amount. It's still a number that is growing in size. I think we have two or three currently that are in the pipeline, new At-Large Structure applications and as I mentioned earlier, some of them are Internet Society Chapters, some of them are senior citizens' organizations or organizations that bring computing and internet to deprived

communities. It's a very, very diverse group which has got an advantage which is that whatever subject is being discussed in ICANN, we always have some people who will know a lot about it so we're able to effectively put them on the case and get them to work and produce statements and so on.

The inconvenience I guess is because it's a very wide group, you don't have a single way to bring everyone together and so sometimes you'll think that the whole At-Large can be a little disjointed but I guess it's a reflection of the world that we live in today. It's a mirror of the overall world out there and you'll notice I use the world out there because ICANN is often been accused of being in its own ivory tower and you will find sometimes that it does feel a little bit like this.

Fortunately, our community is one that is very outward looking and outward facing and we try and bridge that gap between the thoughts of people out there and the thoughts of some of the people of ICANN who might not quite agree with each other.

So, what do we do? I touched on this a little bit earlier. One of the main things that we work on is the issuing of comments in response to ICANN public comment requests. We'll go on that Wiki page in a moment so you can have a look at what's a public comment request. We can issue comments on pretty much on any subject, process, policies, structure or topic that is important to comment on in ICANN. And this is interesting because not everyone in ICANN knows that. So some people think that At-Large is only able to comment on GNSO policy and that's not the case. We are able to comment on a lot more than that as long as it

affects internet users and as we know, what ICANN does very often affects or has the potential to affect internet users.

We have on some occasion issued comments on some external processes linked to ICANN. For example, the renewal of the IANA contract - that's the contract for running the routes – which is the main top level domain database that effectively is the link between the internet protocol, the IP addresses and the top level domains. Some would call it the centre of the Internet, I guess it's not really the centre but it's certainly is very important resource and that's run by ICANN and when the contract goes up for renewal, the ALAC issued a statement that it sent into the public comment process which the US Department of Commerce had launched.

As I mentioned earlier, some of our members – not only ALAC but also people from At-Large and from our ALSes take part in Cross-Community Working Groups within ICANN. At the moment there are not that many of them. I think there might be one or two. No recent Cross-Community Working Groups have been created. The Cross Community Working Group is one that is chartered by more than one part of ICANN so it could be co-chartered by the ccNSO, the GNSO and the ALAC and so there would be a single charter that all three parts of the community would adopt. It sometimes is a bit difficult.

The aims of the ccNSO might be different to those of the GNSO and different to ours and so it's sometimes a bit of a longwinded process. What we do, often, is take part if pure when we are invited, in pure ccNSO processes so it might be a policy development going on in the

ccNSO and they might invite people from other parts of the community to join so we would send volunteers to be part of those Working Groups but we've also got, as I mentioned earlier, a lot of people that work in the GNSO Working Groups. It's a bit time consuming for some of them. Some have been going on for a very long time so it's a bit of an uphill struggle sometimes because there is just so much to digest at the same time. But I guess that after a while in At-Large, you'll be able to feel confident enough to go and volunteer for a GNSO Working Group.

An important part of our work is to relay the ICANN message to internet users around the world. Now I'm not meaning this as we have to go out and evangelize and say, "ICANN is the best thing since sliced bread," because actually it isn't. So that would be asking you to lie. No, rather that kind of message is really the fact that there new generic top level domains that are coming out. How will that affect people in the local communities around the world? Will there be some positive effects, negative effects?

The only way to find out is to relay that message out and really try and work out the users are there whether that's going to be good or bad for them and then finally we've also go one pretty important new process and that's coordinating the filing of new generic top level domain objections from the community. That's an operational thing. When the new gTLDs – you're going to hear that gTLD term a lot in the next couple of years.

When the new gTLDs were launched, there was an opportunity for objectives to be filed and you could have anyone file an objection but of

course one needed to fund the objection and that was rather expensive. The GAC was able to lift some advice – they call it – on the new gTLDs, some of which actually resulted in also an objection in the GAC and the ALAC was able to channel two types of objections. One being limited public interest objection and the other one being the community objection, so for example, if a new gTLD is detrimental to one our communities, we could file an objection to that new gTLD.

We've ended up filing – well, there were quite a few, there was a Working Group set and there were quite a few objections that were considered that we received from parts of our community and finally, we focused on only one string and that was DotHealth and we ended up filing an objection against three out of the four applicants for DotHealth. The fourth applicant did not receive an objection because they produced a document which re-assured the majority on the committee, the At-Large Advisory Committee that they wouldn't be as detrimental to our communities as the others. And that process is still ongoing and there's still work to do following up with that. That's what we do effectively.

How do we do it? We do it as a bottom up process. You much have heard that. Some people call it bottoms up. In the UK, bottoms up means having a pint of beer and downing it in one. In the US, I'm not quite sure but it might mean bottom up but anyway.

HEIDI ULLRICH:

It means the same, Olivier.

OLIVIER CREPIN-LEBLOND: It means the same. Thank you, Heidi. Effectively you'll see a lot of people using the term bottoms up and you can have a smirk. You're allowed to have a smirk when you hear that. Sorry, this call is recorded, I never think such things when I hear bottoms up. As far as bottom up is concerned, we have the input coming from the At-Large Structures through the Regional At-Large Organizations or ALS through the RALO and then over to the ALAC. So, as an ALAC member, you really have to listen to the voices in your community and in your part of the world but also the voices from all the Region At-Large Structures and all the RALOs. That's the way that it effectively works. If I wanted something to happen, being over in the ALAC, probably the first thing would be to ask the RALO, "What do your At-Large Structures think about this?"

The top down is not seen as a very good thing in this community. It's interesting because that really is the first operational bottom up multi-stakeholder model that we've got. The IGF is an interesting model but it's not actually an operational model as such. No decisions get taken. As far as we're concerned we end up with the decision at the end of our process and that decision has to potential to affect millions and millions of people out there so it is a pretty serious process that we're in charge of.

It's also very noble. I see ICANN being very much an experiment because you do have a lot of people out there that are looking at the bottom up multi-stakeholder model and looking at how it works or how it doesn't work, thinking, "Can this be applied to other means of governance elsewhere, perhaps in a more political environment, etc?"

Let me give you a quick example of an At-Large Structure input. This year it's a response to a public comment request. We'll take you to the public comment page in a moment but when ICANN wants to have, they ask the community for some interest. They put the public comment request on a webpage and that's carried over by Matt over to our own Wiki which is some kind of web system where we all have logins and we can get into it and make changes and amendments and comment on the page etc. Matt puts that on our Wiki and sends out a Call for Comments in our community.

So ICANN basically asks for those comments. The first thing, really, that happens, is there is a discussion on the ALAC on whether a comment should be required and in fact, we also ask also the RALOs to have a discussion and that discussion will undeniably ask for input from our At-Large Structures.

The ALAC Announce Mailing List is a list where only Staff can post and I can post as well to it. That goes to all of our At-Large Structures and to all of our ALAC members but they are all aware of that Public Comment Request that's out there and they are all very welcome to bring their comment in and say, "Well, I think we need to have a comment on that." So if we do have a comment on this, someone will be picked or will volunteer. Hopefully, most people volunteer but sometimes when asked to be a volunteer by someone, you produce a first draft and producing a first draft is really sometimes just a jotting down of two lines which direction you think the statement should go. But also some people produce a first draft that is all ready quite polished and it's got quite a number of paragraphs, etc.

Now you could have a first draft and of course that draft is on the Wiki and the question after that is, “Is there a consensus on that draft?” because there are times when you produce that draft and people will not agree and they will comment against it. So usually the pen holder and sometimes pen holders – there’s sometimes two, three, four people that work on the same statement together.

We then incorporate the comments of the people that have commented. If they basically agree with the majority of the comments that are there – and again there’s always a question. Is there consensus? Are all the comments coming in bringing you over to a conclusion or are you actually starting to diverge in different locations. If there is no agreement between all the input that we have, then it’s very unlikely that the ALAC will actually vote for the statement and that the statement will have the majority of those votes so we prefer not to issue the statement at that time even though some of the work has all ready been done.

In general, what we do is find consensus one way or other even if it means having to cut out some bits of our statement and we end up with some kind of consensus – sometimes strong consensus and sometimes there’s a weak consensus. And at that point the ALAC would issue a final draft, a final statement and would then vote on it and usually it’s a five day online vote. That’s very important.

All ALAC members have to vote on all of the votes that go through. It’s an electronic vote for the majority of them which means you will receive an electronic ballot on your e-mail that’s yours, personally yours and you

click on it and it'll send you over to the big [inaudible 00:41:57.7] system and you can vote on the statement itself. And when the statement has been voted on and majority of votes it is finally released as a statement of the ALAC. It could be a one page document, it could be 10 page document or even more but that statement then is sent to whoever we were going to send it to and it's taken seriously because it shows and it is a production.

Staff produces an introduction how we reached that statement, who worked on it, who were the pen holders and what process we used to actually reach that consensus and I think that with time that has been very well recognized by people in ICANN – that we've got a process here that somehow works and really brings the majority of the points of view of our community.

One small problem between this point here – the beginning, let's say day one – and this point here, the statement released we often have only 21 days to do that. Twenty-one days means, effectively, that we are constantly rushing between the time the community is asked for a statement for comments and we release our statement. It's the first part of the public comment process, 21 days for the initial comment period and then there's another 21 days – minimum amount of time – for the reply period in case we wish to reply to a comment that was filed by someone else or another part of the community.

Hopefully at some point, due to a lot of pressure that we're putting onto ICANN to tell them that it's pretty crazy – you sometimes have to work so hard so quickly, we might be given a little more time in the future.

There are times when we are not able to do this statement in 21 days. We usually advise whoever is in charge of the Public Comment Request that we will be filing a statement a little bit late and usually we're given the green light to be able to do so and that's taken into account. That's the gist of it.

The next one is just standard bottom up process when there's no public comment and that's when we just decide that we wish to comment on something and that's very similar to the other system. Here, we actually start with an At-Large Structure wishing to file a comment about something they feel strongly about. They first try to find consensus at RALO level.

The RALOs can discuss the matter with other RALOs. In general, if three RALOs – a minimum of three out of the five RALOs – feel very strongly about something, then it is deemed that there is consensus on this and the RALOs will engage the ALAC on that. And we've got the same process with consensus at ALAC level. Someone somewhere along the line picks up a pen and we end up with a statement at the end. There's always the ALAC vote. Very important – without a vote a comment from the ALAC is not a statement. We then would call it a correspondence when there's not a vote and it certainly has less of a strength, less power than an ALAC statement.

So that's pretty much the whole process. Should we go directly to the resources? I'll tell you what, let's open the floor for questions. Rafid, Leon – if you have questions at this point, now's the time to ask.

RAFID FATANI: All clear from here.

OLIVIER CREPIN-LEBLOND: Okay, thank you Rafi. Nice to see. Leon has put his hand up. You found that one – that's important. I should've told you about this. I guess it's pretty self explanatory how to use the Adobe Connect. So Leon, you have the floor.

LEON SANCHEZ: Thank you very much, Olivier. My question is how do we coordinate efforts between different At-Large representatives? For example, I know that [Natalia Peters 00:46:32.4] is another representative from Latin America and the Caribbean and [inaudible 00:46:36.8] will be taking a seat on the next meeting as well as I will. So, is there any guidelines that would be useful for us to understand how we are supposed to interact with each other?

OLIVIER CREPIN-LEBLOND: There's no guideline as such. Of course you'll have all their e-mail addresses and so on so that's no big deal. But we have several mailing lists that are in place to make sure that when discussions take place, they are both going to all of the ALAC members but also to some extent to the At-Large members and there is also, in effect, a constant flow of information that's transparent as well.

The various major mailing lists that we have are mentioned the ALAC Announce which was just a one way distribution list. Then we've got the

ALAC Mailing List that we often call the ALAC Working List. That has all of the ALAC members but also the regional leaders that are on there. So regional leaders being the Chair of the RALO, the Vice-Chair of the RALO, the Secretariat of the RALO, some RALOs have a Chair and Vice-Chair, some just have a Chair and a Board or a Chair and a Secretariat.

All of these people are on the ALAC mailing list and the ALAC mailing list archives can be publicly consulted by anyone so whatever you write on there is indexed by Google and can be found later on. Then there is the At-Large list which has wider distribution because it's got many of the At-Large Structure representatives but not everyone is on there so in general, we do have discussions on that as well but maybe to a slightly lesser extent when we discuss policy. It really depends because not everyone, as I said, is on the At-Large list.

Then we have the ALAC internal list which is not publicly accessible so it's only for the ALAC and for the regional leaders and the archives are private. That list is generally only used for things like travel requests or when you logistical things. For example, flight [inaudible 00:49:27.6] or accommodations that will take place at an ICANN meeting. I try usually to discourage any policy discussion from taking place on the ALAC internal list because it's not publicly archived.

And we really try to stick to as much transparency as we can have so that we can't be accused of backroom deals and this sort of stuff which we often hear about outside of ICANN but I assure you, in our community, transparency is a key part and we probably are more transparent than other parts of ICANN. Sometimes it comes back to bite

us because if we want to share discussions on a policy document then we might have people finding out what we're up to before we actually release a statement. But that's all part of the way we work. I guess as an ALAC representative who is related to the LACRALO part of the community, you will no doubt have some bilateral discussions with your colleagues – both on the ALAC but also with your colleagues on the LACRALO leadership so Jose Arce being the Chair at the moment and Sylvia Herlein Leite being the Secretariat of LACRALO.

Same for you Rafid, you'll have Holly Raiche is the Chair of APRALO and there are two Vice-Chairs in the APRALO. One is Siranush Vardanyan and the other one being [inaudible 00:51:09.1] and you also have a Secretariat whom I believe is [inaudible 00:51:14.1] at the moment. And Staff might correct me if I'm wrong.

HEIDI ULLRICH: The Secretariat is actually [inaudible 00:51:22.9] from Hong Kong who is the representative serving as the Secretariat.

OLIVIER CREPIN-LEBLOND: There you go, I stand corrected. Thank you, Heidi. These are the different people. There is no real – there might be coordination between people in the same RALO. Certainly there would be some discussion taking place at RALO level as well and there is one thing, though. ALAC members are not required to follow what their RALO says. In the By-laws, the ALAC members are free to choose as to which way they want to go. Now, obviously for your relation with your RALO, it probably is

better to listen to your RALO and so on and not just do as you please but it's not something that's By-law mandated.

I know of some ALAC members that will listen to the RALO and follow the instructions from their RALO and then there were others that would listen to the RALO and then form their own opinion. In general, I am not going to judge as to which way to go forward. That really would be up to you to choose.

Any other questions or thought on this? I notice we are all ready at the top of the hour but so you have a few more minutes – Leon and Rafid?

RAFID FATANI: Yes, I do. Thank you very much for the explanation. It was very clear, Olivier.

OLIVIER CREPIN-LEBLOND: Okay, thanks. Right, now perhaps we can look at the resources that we have. There are a few resources that are particularly important. There is the At-Large website which is the general – now who wants to go into that to show us this?

HEIDI ULLRICH: So, we're going to just briefly. Anyway you can bring that up? Excellent.

OLIVIER CREPIN-LEBLOND: Let me just share my screen. How do we do that? I don't know whether you can see this. Can you see that?

HEIDI ULLRICH: Yes.

OLIVIER CREPIN-LEBLOND: So you've got the At-Large website which is over here. That's At-Large.ICANN.org or www.At-Large.ICANN.org. What's important about this website is that a lot of the information on there is okay but maybe more of the information on there is also inaccurate and a bit out of date.

This is not the main website that we operate out of as far as our work is concerned. This really is a public space and website with the information as to what is At-Large – the ICANN webmasters that are in charge of this website so whatever update we need to do, we have to ask Matt or Heidi and they have to transmit this over to the webmasters, the ICANN webmaster. Sometimes there's a delay in doing this which means sometimes you end up with terrible things.

Let's have a look – the next ICANN meeting, for example. That's the Buenos Aires, Argentina meeting. You can see that's been updated. That's good. Most of the pages on here are helpful for newcomers and I guess you can go through them but you'll find there will be some terrible things sometimes to current issues for example. Here we go – the non-lawyers guide to May 2009 Registrar Accreditation Agreement. I'm really sorry, we're in 2013 so some of it is a bit out of date so I wouldn't

recommend spending too much time on this. Perhaps we can go over to the next one.

Heidi, do you have anything to say that's better than what I have to say about the At-Large website?

HEIDI ULLRICH:

Well, yes. Just very briefly - for the future, Olivier and Matt and I have been discussing updating the website and fortunately [Christy 00:55:51.4] who's Vice-President for Judicial Engagement and I have been working on plans for updating this and it looks like he put a bit out for some people to update. It's an outside group that updates that so it looks like that's going to be moving ahead and details to be announced shortly. So Olivier, your wait seems to be almost over.

OLIVER CREPIN-LEBLOND:

Thank you. I've waited long enough and on many occasions purchasing this stick of this virtual dynamite and dynamiting this website so I am glad that it will go sooner or get amended.

There are a couple of helpful things on there. One of them is the calendar which takes you to the ICANN At-Large Calendar and that effectively has a calendar with most of the things that are taking place. So, for example, today you would have the At-Large Capacity Building Working Group from 1800 to 1900 UTC. We work in UTC time so 1800 UTC is 1900 British summertime but it's 1600 or 1400 in Mexico at the moment?

[Unknown]

Canadian so it's 10:00 a.m.

OLIVIER CREPIN-LEBLOND:

Goodness, so you're way further west than I thought. So it's 10:00 am but I guess you'll have to work it out. You've got some websites that let you work out the time related to UTC and so we know that there is this Working Group call that's taking place later on today. And then you've got the other days, next week and the weeks after and so on.

There is one ALAC monthly call, usually on the third week of each month. Is it third or fourth week? The last week of each month, effectively on a Tuesday and that takes place at 1400 UTC. That's one that you will be required to attend and until you take office in Buenos Aires, I hope that you'll be able to join some of the ALAC monthly calls. It will give you a better idea of how the monthly calls go. Usually they're an hour and a half, sometimes two hours but that's really where all the ALAC 15 member committee and also the regional leaders meet virtually and discuss issues.

So the calendar is one thing that you need to look at. The other interesting thing is the correspondence. The correspondence is a list of all of our statements that we have released with the latest ones that you see here – the At-Large statement on the right – Protection Mechanism Requirements. Then there was an ALAC statement – Community Priority Evaluation Guidelines from ICANN, etc., etc. Now how do you reach this? How do you reach these statements? This is where the next one is and

I'm going to go to this thing here is I can find it. I can go on that. We've go the correspondence and the policy development and that's where we develop policy.

That really is Matt's backyard, one could call it. That's the page that Matt Ashtiani keeps on updating and that's where we build our statements. So I would say that you would be very highly advised to bookmark this page and that's where you find out current open statements, statements that are open for consultation. You'll notice that there are one, two, three, four, five subjects open for consultation at the moment and then you'll see the different columns and call for comments that started on the 9th of September, for example, on the DNS Risk Management Framework Report. The Call for Comments closes and there's a vote announcement. The vote opens for five days and then the vote closes and hopefully the date for submissions takes place right after the vote, right after the vote has taken place.

If you go into one of these, let's go into one that we've recently closed. Let's take the Community Priority Evaluation Guidelines update from ICANN. So you open this up and you've got a page here that Matt has built that has got all of the information that we had before on the prior page and it's got a copy of the actual public comment request which was made by ICANN and then the different reports that were to be commented on.

And then here, if you go a bit further down first. Let's start with a first draft so Rinalia Abdul Rahim picked the pen and started to write a first draft on this and then there were commentaries afterwards. People

commented on it. And Rinalia put it in the comments, it was copied over into the main body of the page and then we had other people who came on and said whether they agreed or not so Carleton Samuels has said that he agrees with it. [Inaudible 01:01:39.5] might have agreed or changed a few things or added some more – I think she might have added some more points to the statement. Then I said something and then Tijani Ben Jamaa added something as well to this. Sylvia Herlein Leite added the LACRALO statement to it. [Sala] responded to it, etc., etc.

So you can see there was a whole discussion that took place there. And on the mailing list as well and that gave rise to a final draft and this is the final draft version to be voted upon by the ALACs. So the ALAC voted on this and then that become a statement after this and this is where we have their statement that's here. I can close this. I hope you can see this, and that is the format of the statements. You've go the Staff Introduction with a quick summary of the points that have put on there. And then the second page is the actual statement with the introduction and the different points that we are making.

It's important to note in the Staff introduction, there is there on the 6th of September 2013. Staff confirmed that the online voters endorsing the statement and the full voting results. If people wish to find what the vote was, they can click on this and that will take you to the [inaudible 01:03:18.7] vote results. It also shows you exactly how things were built on that statement.

Leon, you have raised your hand. Please, you have the floor.

LEON SANCHEZ: Thank you, Olivier. Well, I'm wondering if there's 15 ALAC members, how can a statement be ratified only by 11?

OLIVIER CREPIN-LEBLOND: That's a very good point [laughs] – good question. Right, so there's 15 ALAC members. Sometimes our members are on holiday or unavailable and end up not voting in a statement. In fact, at the moment we are down to 14 ALAC members because one of our ALAC representatives from AFRALO has just been offered a job by ICANN – would you believe it – and ends up doing the same thing as what he's done before but gets paid for which is terrible. It's great for him and well done to him but yeah, [inaudible 01:04:13.9] has been hired by ICANN so we're down to 14 members at the moment. But yes, in that particular vote, some people did not vote.

All of the votes are open. In other words, when you click on this big pulse link that's over here, you would find out who has voted and who has not voted. Sometimes it's because people are on holiday or they're unavailable when the voting period is going. Remembering that the voting period is only five days long.

It's not very long and sometimes you might miss a vote. We discourage, of course, people from not registering a vote because the more votes we have – firstly, we have an obligation to have a quorum so we do need to have eight people or more that would vote. But then at the same time we also need to show strong support for our statement so if only eight

people vote, where there are votes against a statement then I guess the reader, often the Board members or the people asking for consultation will think that there's really not much of a consensus if the votes are very split. We only have 11 votes in this case because some people didn't vote. They were probably away or unable to vote at the time.

So that's the Policy Development page which was very important and I encourage you to look at it – for a while you'll be looking at the past statements, see how we draft them and put them together. We've got a wide variety of pen holders and I really look forward to seeing your name in that column.

Assignees and RALOs, I really look forward to see you guys pick up the pen and draft statements. Maybe not the first month but with time you'll see that there's quite a range of people that do that. You don't need to be an ALAC member so if you know of anybody in an At-Large Structure that would like to take the pen, that's fine as well. That's the first thing.

Now the next thing is the Working Groups. Let's see if I can go into the Working Groups, hopefully it's on there. We've got quite a number of At-Large Working Groups in place and that's because there are so many different things going on at ICANN simultaneously, it's practically impossible for one person to follow everything that's going on except of course if you're insane like me and you don't have a life outside of ICANN. But in general, if you do have a life outside of ICANN it's better to stick to some specific issues which you're particularly interested in.

So there are a significant number of Working Groups there – all of them requiring more help. The Registering Rights and Responsibilities is particularly interesting because it deals with the Rights of the Registrar, anything to do with the Registry, Accreditation Agreement and the Registrar Accreditation Agreement. A lot of legal stuff going on in there so Leon you may be interested in this specifically.

The future structure and accountability of ICANN is forward looking strategy group that recently hasn't done very much but was a key constituent to put together a paper looking at which direction both At-Large and ICANN could go when it continues growing the way that it is growing. The important part of the work we do is Capacity Building to get our At-Large Structure represented as to learn more about ICANN so the At-Large Capacity Building Working Group is working specifically on this.

I just realized I made a mistake – At-large Working Group on future challenges is pretty similar to the Future Structure, Accountability and Transparency of ICANN. I think this is the same Working Group. This probably needs to be updated.

The IDN Policy, if you're interested in International Domain Names so the Chinese script and the Arabic script and the cyrillic script as you might or might not know, there are non-Latin character scripts that are going to be used in new, generic top level domains and that raises a number of issues so we have a Working Group that looks specifically at that. The Working Group is very strong at the moment on the Chinese character scripts.

We do have, I must say, some weakness in the Arabic scripts so Rafid you might or might not be interested in this – who knows, but I just wonder.

We've got a group under new gTLDs, that's also very important because I guess that's the big thing at ICANN at the moment so we have a Working Group that deals specifically with this. We have a technical issues group that deals only with technical issues. The WHOIS Policy Working Group because WHOIS is a very, very big chunk of a problem because of the fact that as far as At-Large is concerned, we do believe that having a reliable WHOIS, reliable database of domain owners brings more legitimacy to a domain name and certainly to the Internet.

We are particularly concerned about the law infringement in domains that are registered by Father Christmas or whatever imaginary name that could be done out there. There's a lot of work going on in ICANN at the moment on two levels. You'll learn about it in the future.

There's also a sub-committee on Finance and Budget. Very important – we have to file, I would say, proposals for additional requests for funds that we might need to send people or to work on a specific project that would need funding. Often, the funding is involving travelling to a location or involves bringing people together and having secretarial support and various types of project there. So if either of you is good in finance and strategic planning as well then I would recommend you join that Working Group as well.

And we've got a sub-committee on Outreach because Capacity Building is Inreach. It's basically bringing the people inside our community up to

the level at which they can be operational but we also need to look for new At-Large Structures. We've only 158 of them. We need more. We're not covering every single country in the world and our aim is to be able to have at least one At-Large Structure in every country. We're still quite a distance from that so that's why we've got this sub-committee that has to think of ways to do more Outreach and be able to find more people.

There's a new gTLD metrics task force, there's a Metrics Working Group, there's a few here. We probably have to clean up on some of these because I think some of these are out of date but effectively they're all working quite hard on various different levels. The rules or procedure Working Group is pretty much finished its work that's going to be just redrafting our Rules of Procedure.

The new gTLDs Review Group is also finished with its work because that gave rise over to the objections process that we've set up. The metrics is very important. Since the arrival of Fadi Assad in ICANN we've been trying to really get a better way to measure the return on investment across all of ICANN and I guess as one of ICANN's communities and part of ICANN, we also need to really find out what our return on investment is.

Now of course it's not like any company where you basically build a product and then sell it and find out what the return is on that. The Working Group here is going to try and find metrics to find out how we all perform whether the Chair performs, whether ALAC members perform. We're only 15 people to bring the input from the whole world

so it's particularly important that we actually do what we say we do. And that Working Group, I hope, is going to come up with a set of metrics.

There are a few more further down that are very important. First, the ICANN Academy Ad Hoc Working Group – that started out as a purely At-Large based Working Group and that was then extended as a Cross-Community Working Group with people from the rest of the community joining. That gave rise to its first deliverable to a leadership course that you gentlemen are going to be among the first guinea pigs to test in Buenos Aires so it will be interesting to see how well that group has worked and you'll be the recipient of this.

Effectively it's a course that will teach you everything and anything that you've ever needed to know about ICANN so as for you to be operational from Day 1. In theory, that's what it is. We'll see what it does in practice. And then we've got the At-Large Summit II Organizing Committee and Leon, you were in Mexico City so you might have seen the first At-Large Summit that we had then. There were a lot of people that had joined At-Large and that become really operational from the time they attended the ICANN Meeting Face to Face in Mexico City.

The next one that we've managed to have and it's finally been voted just a couple of days ago and ratified by the Board because it's a significant sum of money is going to take place in London in 2014. That will bring our 168, probably more by then 168 At-Large Structures Face to Face in London and there are a huge number of issues of course with this.

The first thing is - what are we going to tell them? What are they going to do? There needs to be a program put together. Capacity Building

course in the lead up to this Summit also needs to be put in place so the At-Large representatives don't just arrive and start getting bored after the first 5 minutes because they can't understand half the acronyms. It's just a huge amount of work until and then a short amount of time.

The Working Group at the moment, the Summit Organizing Committee is putting together a survey that will be very soon be sent to all of our ALSes to find out what they would like to discuss when they meet face to face. There are many different facets to this organizing committee and it's divided into six or seven sub-committees as well so I think that both of you would be highly encouraged to join at least one or two or more of the sub-working groups at the At-Large Summit plus the others out there.

If I haven't put you to sleep yet or If you haven't put the phone down and thought, "This is insane. I'm out of here," I open the floor for questions and you are very welcome to speak. And I might have dropped out.

RAFID FATANI:

Thank you, Olivier. I think questions will be arising all the time and we'll be just asking the Staff and you directly we may.

OLIVIER CREPIN-LEBLOND:

Well, I'll give the floor now to Heidi and then [inaudible 01:17:23.9] be missing but I say the stuff that I like doing and then afterwards there are a lot of things that I haven't said yet so we'll keep you for another five minutes if you can and I'll let Heidi take over.

HEIDI ULRICH: Thank you, Olivier. I'm very conscious of the time and again, many thanks for spending your first hour and a half with us for the ALAC. I think this has been really useful. Just to speed up a little bit because you are going to be coming to the ACSO Orientation, we hope. I've all ready put the link into the Outreach Workspace so that again contains a lot of information that we sent in our introductory e-mail we sent to you included in the Beginner's Guide.

I encourage you, if you haven't yet read them, to do so. There are also documents, the [inaudible 01:18:12.1] are in there? All of the RALO have regional brochures in the various languages relative to their region. There's also an At-Large brochure in 6 UN languages that you can use for Outreach so feel free to start doing that all ready when you go to various meetings.

Moving on the next steps if I may Olivier?

OLIVIER CREPIN-LEBLOND: Absolutely.

HEIDI ULLRICH: We've covered this a little bit. Again, if you click on that link and just go ahead and put that into the Workspace. In addition to the websites which Olivier showed you that you can get from the main ICANN website or the At-Large website also has their own website or Wiki page and that's what that is. So we're starting to populate that.

All of the meetings – particularly for At-Large and this again is basically changed almost at the last minute so that's a key page you may wish to bookmark as well.

Moving on then to the course, you will have received the invitation to the two parts – basically it's four parts - the leadership training. The two main parts are the Facilitation Skills Training that takes place on the 13th and 14th. This is being held by an outside team by Insight Learning and a person named David [inaudible 01:19:40] is going to be leading that with some Staff facilitating that. That's more fore leadership skills, it's not really content of ICANN though. Some of the facilitation in the case studies will include the ICANN context.

Then there's going to be the ACSO Leadership Orientation on the 15th and 16th and that's going to be, as Olivier mentioned, that was developed by the Academy Working Group which is a Cross-Constituency Working Group. It includes members from all the APs and SOs and SG stakeholder groups and that's going to be your introduction to all of the APs and SOs with a lot of time for interactive between the APs and SOs so you'll be able to get to know everyone, break down the silos that still may exist and it's a good networking and introduction time for you.

So I hope that you can confirm your participation in those. I know it's going to be a very busy two weeks. These are pilot programs so the timing will be considered – we are hearing a little bit of concern that it might be too long, two weeks but since this is the Annual General Meeting and a lot of people are coming in. This is really a key time to

make sure that you're on boarded correctly so that's what that leadership is going to be about.

And I think that's basically it, Olivier.

OLIVIER CREPIN-LEBLOND: Thank you very much, Heidi but I need to reprimand you for using an acronym. ACSO – what is that?

HEIDI ULLRICH: Sorry? Advisory Committee and Supporting Organization so again the ALAC Advisory Committee, the supporting organizations are the GNSO, generic names, ccNSO country code organization, etc. and you can learn all of them during the two day course.

OLIVIER CREPIN-LEBLOND: The two-day course and thank you very much Heidi. There's an offer [inaudible 01:21:32.4] that goes on with ICANN and if you feel lost with some of those acronyms, don't worry. Many of us around you are as equally as lost as you are so it's no worries. If you have any questions or any comments or anything that comes to you afterwards, don't hesitate to e-mail me or e-mail Staff.

I guess if you can attend the ALAC call at the end of this month, you'll get a better idea of how things go forward. I don't expect you to understand everything that takes place. I can tell you – initially I thought this place was a madhouse because the people just spoke for so long about some

subjects that I had no idea about. But soon enough you'll pick it up and you'll get the gist of the discussion and then before you know it, you're the one holding the pen and you're the one leading the discussion.

So I do hope you will find the experience with At-Large very positive and very fulfilling. I must say, a lot of people started a bit slow, didn't quite know where to go and then when they found out some subjects that they were interested in, they really managed to move things very far and it was great to work with them.

So I guess one of the first things you'll really have to look at is to make up your mind as to which Working Groups you'd like to join and soon enough you will be integrated and in action. To join a Working Group – the two day course you're signed up automatically so that's all done all ready for you. With regards to the Working Groups, just drop a note to this Staff e-mail address, Staff@At-Large.ICANN.org and they'll subscribe you to the mailing list.

I think we've gone through the full list. As I've said, any further questions don't hesitate to e-mail. I'm here to be able to answer your questions and Staff as well. Soon you'll receive your travel arrangements from constituency travel and before you know it you'll be on your way over to Buenos Aires. Any last questions or comments? Matt, have we gone through everything as well?

MATT ASHTIANI:

I think you have. You may just want to point out the Beginner's Guide if you haven't all ready.

OLIVIER CREPIN-LEBLOND: Yes, thank you Matt. Heidi has mentioned the Beginner's Guide. I haven't got a link to this but maybe we can send you...

MATT ASHIANTI: I'll pop it into chat.

OLIVIER CREPIN-LEBLOND: Okay, excellent. And that's pretty much it. I'm sorry it took an hour and a half. It's very difficult to go through all of the things that we do in one hour but I hope that it's been a fruitful call for both of you and I really look forward to seeing you in action. I'm really, really thrilled to have both of you as NomCom selected appointees to the ALAC.

You bring new blood to this community and it's important because sometimes we tend to talk a lot among each other and end up losing sometimes sight of the bigger picture out there. So having new people coming there and telling us that maybe we might be wrong or we might wish to amend the way that we do some things is always very welcome.

And with this, I thank you both. Thank you Leon, than you Rafid, thanks you Staff for having endured my one and half hours of rambling – I hope it was helpful for all of you and therefore this call is now adjourned. Thanks everyone and bye-bye.

[END OF TRANSCRIPT]
