

ICANN

**Moderator: Nathalie Peregrine
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11:00 am CT**

Tapani Tarvainen: So welcome everybody to the second day of our intercessional meeting. And on behalf of all of us I'd like to welcome Fadi to the meeting. We're very pleased that he's managed to get here to share some time with us. And I'm sure this will be a very fruitful session. So with that Fadi if I could welcome to the meeting and...

Fadi Chehadé: Thank you.

Tapani Tarvainen: ...we very much appreciate this hour. Thank you.

Fadi Chehadé: Thank you happy to be here, Happy to be here. Good morning to all of you in California. Are there folks on the phone as well or this is just here?

Tapani Tarvainen: Is there anyone on the line? It is open but maybe.

Fadi Chehadé: Okay.

Tapani Tarvainen: Rob?

Robert Hoggarth: Chantelle is doing the remote participation so she may be able to see if we've got anyone in the room.

Tapani Tarvainen: Okay.

Chantelle Doerksen: Hi everyone. We have about ten people in the room. So yes there is remote participation.

Tapani Tarvainen: Thank you and over to you Fadi. Thank you very much.

Fadi Chehadé: Thank you. Then good afternoon or good evening wherever you are as well, happy to be here with you at home in LA.

We - Markus and I just flew back from with David Olive from Singapore where we had two back to back workshops.

The global leaders had their, one of their two yearly two day workshops where we spent two days looking at various subjects that are important for management of the organization.

And then we followed that right immediately after this with a three day board workshop which I attended. And the world leaders also - the global leaders also attended it although there were many what we called close sessions which were board only. So the staff did not participate.

Just to give you heads up on what we did from a global leader standpoint a lot of our focus was on post transition ICANN.

So we took the time during these workshops we don't discuss immediate management issues. We kind of step away a little bit and say how will the day

to day management staffing resources of ICANN be different post transition?
What things will be in affected? What new investments we need to make,
what adjustments we need to make to our posture internally to our staffing?

So this is much of what we discussed. It's very - still very early discussion.
But at least we had a chance to have that dialogue at every level.

So this was good and very hopeful. We are preparing some notes on that that
we will share with our board from a management standpoint. And then the
board will give us some direction on kind of how to move forward on that.

And clearly also we have another transition at the management level which is
the transition to my successor. So we also discussed that a little bit and how
that might change things in the weeks and months ahead as the new ICANN
president and CEO takes the range. And that was also a very healthy
discussion, very helpful.

I don't know if some of you appreciate how we're organized internally but
just maybe for the record at least for now because of course the next CEO
may change that.

I have shared with the next CEO some of this information so he's briefed on
this already.

And the basically ICANN has 340 people as of the end of 2015 calendar, 340
employees.

Of these 50, five zero are called the senior management team or the SMT we
call them internally. And of these 11 plus myself are what's called the global
leaders. So that's kind of this - the way we layered the company.

The 50 people are chosen by the global leaders to be executives, managers who have depth and knowledge in the organization. They're also part of our now normal succession plan that we have built which we didn't have before. So we understand how succession will happen if, you know, I'm hit by a bus, if Akram's hit by a bus if Sally leaves, et cetera. So we have all of that structured. And those people are part of the SMT, the senior management team.

And we have remedial plans for the SMT as well. In other words if we find that somebody is on the succession plan but they're missing a certain skill or a certain area of knowledge we have a plan to get them there over a period of time. So that's all in place.

And lastly just maybe worth for you appreciating how we manage day today so the governance all of this is structured under something called the management groups.

So we divide these 50 people or so into four management groups. One group focuses on operations, you know, internal operations. And that's led by Akram. It includes other senior leaders like Ash and Suzanne and so on but it's led by Akram. And that group meets weekly and has a very specific agenda that is operationally oriented.

And then the second group is more focused on community engagement. And that includes - it's led by Sally but it includes of course David and others. And they manage that aspect of the organization how do we engage with you.

And the third group is a technology group. And that's now led by our CTO, David Conrad. And that's to make sure that all the parts of the organization

that deal with technology such as Ash and John Crain and the (L Rude) folks (Danny Manderson) so all of them. Now we (Deal) who's focused on technical engagement. All of them work together and align themselves at the technology level.

And the fourth and last group was the most difficult to name. We call it the Governance Group but that has nothing to do with Internet governance. It's just overall governance. And it has - it's led Tarek Kamel. And it includes him and John Jeffrey and Theresa Swinehart and many other executives at ICANN who look after general governance issues and, et cetera. Compliance is also in the group.

And all those leaders meet weekly and I meet with them monthly. My agenda with them is more strategic. And I'll manage a lot now especially recently through one on one meetings with many of the executives and then the monthly strategy meeting.

So that's what we have reviewed a little bit in Singapore, make sure we tighten that a little bit and got ready for the next phase which will start very soon on March 13 exactly. So we kind of prepped a little bit for that.

The board spent quite a bit of time on strengthening its, first of all its team, its working methods between themselves.

We have several new board members who are quite strong, you know, Lito, and Lousewies and Ron. So they added a new dimension to the board.

So they had a very, very good couple of sessions to strengthen the team between themselves and learn to work with each other well.

They spent some time on the transition. They also very openly spoke about kind of the next phase of ICANN what would be the post transition post Fadi kind of era of ICANN and what does it mean and how will it evolve.

And of course this should come from all of the community and will come from all the community. But the board had at least a dialogue amongst them as to how they see this coming. It was a very fruitful board dialogue as well.

So that's a quick update on the last few days of my life at ICANN.

Looking forward a little bit to the next few weeks. I have five weeks left. I will be at the office for the next two weeks managing internal things and finalizing things with the team and the staff.

And the three weeks after that I will be on the road pretty much, you know, kind of heading towards Marrakesh. I will finish in Marrakesh and come back home to my next, the next phase of my life.

The - of course many of you concerned and probably have a million questions about the next President CEO of ICANN. I don't think you should worry much. This is pretty much under control by the board. And you will, you know, soon hear what their plans are.

And there's nothing to be worried about. There's everything to be actually very encouraged by. I am very encouraged by the progress and the work that has been done. And I think you should see all of this unfold very shortly into a very positive next step for ICANN.

I can't say more than that so I know you probably have a million things but frankly really don't worry about it. It will be all sorted very shortly and a very good way and we can move forward past that point.

The transition of course looms very, very high at all of our minds.

I think we - I have separated in my mind and I invite you to do the same a very important marker in the transition journey. And to me that's the marker of finishing the work of the multi-stakeholder community and handing it to the US government. That's a key marker.

I think those of you who are US base understand that there's just so much we can control in a political environment.

But what we do know and what we can control is what we can do, what we can do to deliver a proposal to the US government.

And I think history will not judge us well if we don't finish this work.

We can blame and come up with all kinds of stories about why things got stopped but we cannot blame anyone but ourselves if we do not deliver this proposal to the US government.

And the world will remember did the multi-stakeholder community come through when given the opportunity to deliver a proposal to the American government or did we falter? That's what they will remember?

And I think we are close thanks to many people in this amazing community many of whom sitting here that I'm looking at and I know how much you've put into this. We are close to delivering this proposal to the US government.

Is it a perfect proposal, of course not and if anybody thought it could be a perfect proposal they should not have started. It's a good proposal. It's a proposal that is truly bottom-up. It's a proposal that included everybody.

We did not spare resource effort, money, time to make that work. We are very close.

I don't know what the experts around the table would say but my current understanding watching this just about every minute that we are pretty close to delivering the proposal to the US government.

My guess is it will happen in the next few weeks, hopefully short weeks because every day counts but we're not months away anymore. We're days or a few weeks away.

Once that proposal is delivered please be clear with anyone who asks you. We have done our job. We as a multi-stakeholder community have done our job. We've delivered a proposal.

That doesn't mean we walk away and leave it all on Larry Strickling's plate, no. Of course we will support him. And those of us who are in Washington or frankly not even - even myself after I leave Washington I know that I will be pulled into this. Many of you will be pulled into this. And that's fine.

But the multi-stakeholder test will end for us when we hand this to Larry. So please let's not waste a minute - a moment on finishing this work. We're really, really close. And I know there are minor things. The board pretty much has now finished its work so the board is done.

I must tell you I know how we feel about the board of directors of ICANN.
But let me just give you a perspective from the other side of this for a moment.

In four years I have not seen this board work as hard as they did in the last six months. It is actually quite remarkable. You may not like what they wrote. You may not necessarily always appreciate what they said. But they have worked hard, very hard. They have met in the middle of the night in the middle of the day almost every other day.

And these people have jobs. They have work. They have other things to do -- not all of them but many of them do. And they have sacrificed enormously for the sake of this community.

So I think we should be appreciative. We should be thankful that we have a board of directors that is this committed.

We equally on this other side have a community that has - I mean I don't know how they did it. Some of you here around this room I don't know how you do it. You have jobs. You have to put bread on your family's tables. And yet day after day I haven't seen any of you miss a call unless you were really sick. Everyone participated. This is remarkable.

And I tell the story everywhere I go around the world because people say volunteers, really volunteers can design a new governance model for a transnational resource? Yes. Volunteers have here at ICANN.

We should be immensely proud of the work of our volunteers including our board including everyone who participated. It is truly remarkable. It is truly remarkable so good luck with that. Let's get this done. I have no doubt it will be thanks to the goodwill of many of you.

And finally I just want to say before I listen to you as well and address any questions you have look, for those of you who are athletes or who've climbed mountains or who've done long treks or difficult journeys the last few steps are very hard. And anyone who doesn't want you to get to that final step is going to get very violent during these last few steps. And that's okay. That's understood. Any of you who for any battle knows that.

What's important is to stay together and keep our eye on the prize. And that's what I'm doing. Just stay together. We're going to get through this gate. It's not very far now. Let's deliver the proposal to the government and let the government deal with the politics of this government. It's not our job.

Let us just get the proposal in front of them, a proposal we can be proud of that ten years from now just like Becky many years after still talks about what she did many, many years ago.

But many years from now it won't be Becky. It will be all of us saying we delivered in the 21st Century a proposal to make a transnational resource truly governed by its people.

Nobody's done this before, you should know that nobody. I was at many, many universities. Oxford, I had just met Professor Woods at Oxford, talked to Jonaya Talvred). There hasn't been anything like this -- nothing. A transnational resource run by the world has not happened before.

So let's be proud of the work we do we have done, we continue to do. Let's finish it. I'm immensely proud to have been even a small part of it in the last few years. And it remains with me wherever I go.

As I told the board in leaving Singapore and I say that to you as well, I have nothing but amazing gratitude for you, for ICANN for what I learned here. And ICANN and the great things we did together stay with me.

And I remain proud of them and I will be your faithful ambassador everywhere ago. I will speak about ICANN and its greatness and what we've done here together. So thank you for that. Thank you for the opportunity that I had doing this.

And I'm happy to take any questions or any for clarifications about this or any other subject you wish to talk about.

And I will be with you to the top of the hour your schedule permitting but I have to leave at 10:00 to attend another (commitment).

Tapani Tarvainen: Thank you Fadi. And since you have a really have a limited amount of time we appreciate that. I'm opening the floor for discussion. Raise your hand if you want to speak. But I'll start with one remote participant question here.

Jeff Neuman is asking when will the next CEO be announced.

Fadi Chehadé: Very soon, very, very soon. It's all set. And to be frank we know the date. We know the minutes. We know the schedule. It's all set. It's just a matter of a little bit of process.

Understand, you know, your next CEO will not be someone who's been sitting around unemployed waiting for this job so there's complications. We're dealing with just making sure everything is settled on both sides of this.

But very soon is the answer. Please do not - really do not worry at all. This is all organized and I think you will be very pleased as this all unfolds in the days ahead.

Tapani Tarvainen: Thank you. I think the first question will be Steve DelBianco.

Steve DelBianco: Thank you. Good morning Fadi and appreciate your acknowledgment of the work the community on both the IANA and the Accountability Team and appreciate the staff in making that go ahead.

You were accurate in your description of the challenges we face that's at the last mile the last meter and however might be inaccurate at managing expectations of timing and just let me explain why.

Even if our Cross Community working group pulls our final supplemental proposal together in the next four days we still then have to wait for our six chartering organizations to approve it in each of the moves at their own pace.

And they'll do calls in the middle of the night as well. But some of them may not be able to give us that approve or oppose on all 12 recommendations. That may take a couple of weeks.

We're to accelerate as fast as we can. We're going to ask them to. But we can't hand it to the board until the chartering orgs approve it. Then the board I hope can move fairly quickly since you've been integral in the process and given us all of your concerns and feedback up till now.

And if there's no more memos from the board that would be fine with us. And we'll be able to conclude that. The board then will be able to move it rather

quickly over to NTIA. And I will do the work that you discussed as we work to explain and rationalize that with my government here in Washington.

Fadi Chehadé: I second that. I think Steve is spot on. And I can assure you just on the board bit because I have some visibility into that that the way the vote - the board engaged in the last few months is much healthier. They have been part of the process thanks to frankly the community inviting them and say come participate in the process now. Don't send us a memo later.

Now and I'm not going to be a revisionist but frankly the last few months have in many ways re-addressed the concern you might have, I might have that there was a surprise after the community speaks.

I think the board engaged and became part of the community in the last two months. And I think this removes much of what you and I would be worried about a surprise.

So I'm confident that as soon as the chartering organizations speak whether they do it before Marrakesh which I hope they do or some of the may choose to wait till Marrakesh I think that we should be in good shape there.

Tapani Tarvainen: Thanks very much Fadi. Follow-on questions for Fadi?

Wow. This is a unique opportunity. And please?

Brett Schaefer: Thank you Fadi. This is - appreciate you coming over here and talking to us. I also appreciate the kind words in the - as far as the work of the CCWG is concerned. It's been a long slog.

I was curious I'm sure that you've seen the letter from Senator Cruz, Senator Lee and Senator Langford. It raises a serious issue. I would wonder if you want to address that and some of the questions that are raised in that letter?

I also want to ask in terms of ICANN itself there is a conflict of interest provision in ICANN's bylaws and its procedures.

What exactly was followed in terms of alerting the board to a potential conflict of interest before the fact, after the fact with the general counsel involved? Did you follow the procedures involved in the terms of your involvement and what happened in China?

Fadi Chehadé: Thank you Brett. I will be responding to the Senators' letters which includes many of the questions you just asked in a public way soon. So I'll reserve that so we can do it properly in a complete way. My guess is just the next few days I'm looking at that an answering it.

And I just want to be clear as I said in my blog that unlike the characterization, the mistaken characterization of Senator Cruz's letter I have not accepted to join this Advisory Council while I am an ICANN CEO. So he got that wrong but it's okay. We'll correct him in our response and clarify to him that this is a role that was not done in my ICANN capacity and that the Advisory Council had not met yet. It will meet in the summer for the first time.

So anyway I'll clarify these things to him and we'll move forward beyond that.

Brett Schaefer: If I could just follow-up on that. I'm not - your tenure as CEO is short, five weeks you said. So I'm less concerned about you per se than I am about the

governance of ICANN itself and the accountability measures that need to be put in place, part of this transition plan but also how the board is actually holding senior officers to account.

And I want to make that a part of the process that I am most curious about. How were the procedures put into place, how were they followed and what steps were taken before during and after to make sure that the conflicts of interest that potentially could be there are actually explored and vetted by ICANN by the board and by the officers including the general counsel?

And those are the questions that I think that the community would be most interested in.

And if you could provide details on that in addition to your letter to Senator Cruz and Langford and Lee I think that would be very much appreciated.
Thanks.

Fadi Chehadé: Thank you Brett. And we will answer all these questions. Just to be clear conflict of interest policies are followed at ICANN very carefully including in this case. And again contrary to Cruz's accusations there will be no, absolutely no gain from anyone participating in this Advisory Council. So there's no basis for financial or personal conflict.

But anyway these are details. And you know that this letter is not driven by anyone really worried about the transition. This is somebody who's really worried about politics.

So let's not bring politics into the transition. Let's resist the temptation that we do. Let's instead stay focused as I said in the last mile on doing our work.

And yes we will answer fully and clarify the issue of how procedures were followed and what procedures were followed. We will do that.

But let's resist bringing the politics of our lovely capital into this process, this global process that has been perfect. Let's keep it and let's stay focused on it and that any of us who have invested like you Brett heavily into this process should protect it right now and should withstand in the politicization of that process which is why we push it so hard to make sure that we don't get into this phase of the campaign to deliver our process, some of what I've been fearing frankly is starting to happen.

It's the last mile. Let's stick to the subject, the substance at hand. The substances here did - is this community ready to govern itself? And do we have a proposal to do so? And we will do that.

So that's my focus. And we will respond to the questions fully to the senators for satisfaction.

Brett Schaefer: Frankly I resent the fact that you're saying that this is politically oriented. This is some serious questions that need to be raised. And I think they need to be answered regardless of the motivation of who raised them.

Fadi Chehadé: Look I'll stop here Brett because I think everyone knows this is political including people in his own party. So let's just leave it at that.

We will answer his questions when it - what - in what relates to protecting ICANN and making sure ICANN continues to be the organization it needs to be. And let's leave it at that. So...

Tapani Tarvainen: Okay thank you Fadi and Brett. I see Cheryl is asking next on the line.

Cheryl Miller: Hi. Thank you so much and thank you very much for your time, really appreciate having you here with us.

I think you're transitioning out offers us a really interesting inflection point. And as someone who has not spent as many years with ICANN as many others around the table I have to say watching the whole transition process and participating has been a pretty amazing experience.

And I look around the table I think about the hours that some of these folks have spent working on this it really is pretty incredible.

And so I do have a question just in thinking of how we all interact as a whole. In your opinion because you have a very unique perspective that you may be able to afford in this do you think that together we have strengthened the multi-stakeholder model over these past two years?

And I do believe we can always be doing things better. And I think that we're doing things well right now but from your perspective what do we as a community, what can we be doing better in terms of moving forward?

And, you know, you mentioned that there's a lot of conversation about the post transition ICANN. What advice would you give to those of us who are going to be still here while you've gone on to other impressive things?

Thanks.

Fadi Chehadé: You asked have we strengthened the multi-stakeholder model in the last four years? Oh, yes we did. Oh yes we did.

If you look at the WSIS outcome out of New York in December cannot but noticed two things.

First the document is littered with the word multi-stakeholder. That's a happy place to be.

Compared to the Tunis document we counted how many times multilateral was written and how many times multi-stakeholder was written. And the balance has shifted dramatically the other way.

Even the sentence that says multilateral in the WSIS new document that same sentence includes the world multi-stakeholder. The world has recognized now that this model is a model that is necessary to manage transnational resources. And that recognition is superb. We should be very proud of that.

Four years ago at the Wicket that wasn't quite the case. We were a minority fighting for that model. The government of India stood up in New York this December and asked the drafters to do a find and replace in the document to replace every occurrence of the word multilateral to multi-stakeholder.

Why is this significant? Because it's that same government, the government of India that four years led the G-77 to demand that Internet governance be moved to the UN and to a multilateral environment.

So yes we have done very, very well. This community has shown the world that our model is a good model. It's a model that works.

What can we do better? I think there's only one thing we can improve on. And that's the inclusivity in this community. We need to be more inclusive. We need to make an effort to include more people into our effort.

And that's a long journey. That doesn't happen overnight. Because when people come and see how much time you all invest Cheryl think of how much time you've had to invest Steve, Brett -- all of you who've come and put time into this. It makes people really take pause as to how much it takes to be part of this - not everybody has that kind of time or can make that investment.

So we need to explain why this is worthwhile. And we need to make it hopefully easier with tools, more palatable with better time, better management so that more people are part of this.

And inclusive also means more diverse. We need more - we have still a huge imbalance between men and women in our volunteer community. We have a huge imbalance between Western versus Eastern societies involvement in us - work. So there's a lot of work we still have to do to include many more people into this.

So inclusivity would be the only thing I'd leave you with in terms of something to focus on.

And I know Cheryl for example I know from one of the projects you're working on now which I'm very fond of just your positiveness, what you brought, the ideas you brought, not just your time and your company which is a, you know, amazing contributor to the transition process but you and the ideas you bring we need more of that it ICANN.

We're lucky to have you and many people around this table. But more of that would be good.

Cheryl Miller: Well thank you.

Tapani Tarvainen: Thank you Fadi. I still have people online for questions. I'd like to remind you that please be close to the microphone. The remote participants haven't been able to hear all the questions.

Next from Arun.

Arun Sukumar: Thank you. Arun from the Observatory First Foundation in Delhi. I'm a member of the NCUC.

Fadi thank you for being here and spending time with us.

You've done a fair bit to take the conversation in and around the IANA transition to consider like India and China, which I personally appreciate. I think it's gotten a fair degree of visibility to the process and simply about ICANN.

But there is a general especially within India there is this concern that the board which is really the functional core of the ICANN - of ICANN corporate at least hasn't done enough to engage with these countries or these governments or the stakeholders unless people from these countries make it to ICANN meetings which is not a lot.

As you now leave office have you had conversations with the board or, you know, possibly your successor on the kind of engagement that should really come from the board because there's a certain to prominence to that engagement right?

Fadi Chehadé: I think that - and Markus who's a fellow board member can speak to that as well if you would like Markus to add something.

I do think our board wants to engage in wants to get closer to the community in many ways, the global community.

I do think that our board diversity is an area also we need to enhance and work on. We still do not have if I can be direct Arun, we don't have today truly a single board member from either China or India the two countries that together make up half the users of the Internet today.

So we do have work to do to make the board itself more global and more representative. And that's okay. That's part of the process. And we also need them to go and spend more time out there and meet with the community. I think it would be helpful.

The board has been consumed by the transition in the last few months. So any - in my earlier days as ICANN CEO I used to take board members with me on trips. So I remember going around Asia with George Sadowski and it was remarkable, you know, just having with me someone from the board who would participate in the meetings. We need to do more of that around the world.

And we will. Cherine toured the Middle East with me and different board members did various tours with me. But in the last year frankly that has lessened because of the transition.

But Markus I don't know if you think there is any appetite or, you know, anything against the board being engaged in any way.

Markus Kummer: Yes. No I think you're rightly said, we were consumed by the transition. But I made similar remarks yesterday when asked what other challenges ahead. And

the Internet clearly is not anymore confined to the small circle of users in America and Europe. Users come from the developing world. And our structures and our committee does not reflect that yet. So we need to make efforts to correct that.

Arun Sukumar: Thank you.

Tapani Tarvainen: Okay thank you. I see three people in the line. Next is Ed Morris.

Ed Morris: Great thanks Tapani. Sorry, get this.

Fadi you mentioned you thought the Cruz letter was a political attack. And my question to you is this. Knowing the fragile state of the transition on the Hill what would prompt you to even give a set of circumstances where that attack could be made? It just seems to me to be very bad decision making short term for ICANN although it may be beneficial to yourself long term.

Fadi Chehadé: Yes it - look there is nothing beneficial to myself in this. There's only pain and hard work and there's no benefit to just be superbly clear about this.

Secondly we attended the (Rougan) summit the last year. And I wasn't there alone, many people in the community where there. Many people from the board were there. We attended it again this year and there were many people from the community and from the board with me.

So this is not something we do fly-by-night. This is a conference, a tradeshow that includes many of our community members. Hundreds of our applicants and participants in the DNS are there. We meet them.

So this is not a political conference. This is a conference in China for Chinese users that ICANN has determined it will be part of. And this is why I was there. I was there the year before and I was there this year.

Now if people want to use that in order to score points or to derail us that's up to them.

I encourage us as community members to stay focused on what we agreed to do which is to deliver the proposal to the government. And all the people who may or may not want us to get there should be warned that we're not going to give up till we deliver that proposal. Don't let deflections in our last mile take away from our prize. That's where we focus.

And as Brett said if there are legitimate questions that the senator or anybody including Brett now asks about how this was done from and ICANN standpoint to protect ICANN accountability and transparency, et cetera, we'll answer these. There's no question about that. I am not deflecting this.

But I can assure you that everything was in order so that we don't waste time and spend the next two weeks on this. Let's spend the next two weeks getting that proposal ready. Some people want us to waste time. Let's just focus on what's important.

But I will fully assure you that everything was followed and there will be no gain out of this other than continued engagement as we've done the last year this year and hopefully for a long time with the - with all the people of the world including China's people.

Tapani Tarvainen: Thank you Fadi. And next I have Stephanie Perrin.

Stephanie Perrin: Thank you very much, Stephanie Perrin for the record. My question's rather different. You were talking about what we need to do better. And obviously we need to get more people engaged.

It's certainly been my observation in the three times - the three years I've been at ICANN that there's a massive power imbalance. And while I agree we need to get more people engaged it doesn't necessarily empower them particularly in civil society. Do you have any thoughts on that? How do we do that?

And I would observe that civil society spends a lot of time fruitlessly trying to find travel money to attend meetings and trying to train itself to get ready for the big leagues. Thank you.

Fadi Chehadé: Yes there is no question Stephanie that any time we broaden the community - and we have broadened our community. The ICANN meetings four years ago were markedly smaller and less diverse. So we have grown as a community. There's no question about it.

I think what you're pointing is are we growing the community in all the right areas or is there now is there some kind of natural growth in some areas because of resources and money and so on while others are legging or suffering? I think that's a fair question. It's a fair question.

And my suggestion to you frankly Stephanie is to take a step back with David Olive and with Sally Costerton. These would be the two people I would frankly bit of a think with them and say, "Okay where were we four years ago, how much have we invested to grow this community, how is that investment, what are the results of that investment?" "What can we do to improve the areas that haven't?" "Is it travel money, is it fellowships, is it, " I mean our fellowship program has nearly tripled since I started.

Our NexGen program which is now one of our hottest programs with hundreds of youth college youth applying to it the internship program we just released. All these are things we're doing to actually change and grow as an organization.

Let's assess them together. And let's make sure these programs are addressing all the parts of our community in the best way possible.

But there's no inherent or I would say systemic effort or certainly, you know, intent to try and make some part of the community bigger or smaller. I don't think frankly that that's the case.

But we need guidance. We need more help to say how we can help this (unintelligible). We're committed to that. I think you know this. We're very committed to growing all the parts of our community.

Tapani Tarvainen: Thank you Fadi. Next I have Zhuan Zang.

Zhuan Zang: Thanks Tapani. This is Zhuan Zang. And I often use my Inter name as Peter Grand so for the record. Thanks Fadi for the time to be with us today.

And just at the beginning you mentioned you have met and communicated with your ideas and plans what the next CEO. Since we don't know the next CEO maybe who he - who she is - sorry, who is he or she. And you also mentioned there may be some change from the next CEO for his or her tenure so one of my concerns is about the globalization strategy of ICANN.

And I want to make sure there's one thing that will not be changed. That is the globalization of ICANN. And as far as I can understand much of the work has

been done I think past three to four years to engage and embrace stakeholders from Asia Africa and Latin America.

So I want to make sure whether there will be some change for the globalization strategy to continuously embrace the relationship between the other regions just besides Europe and North America? Thanks very much.

Fadi Chehadé: So just to be first clear on the CEO I have just for the record I have recused myself from the search process. So I did not participate in the selection of the new individual. I did that voluntarily in order to give the board it's time to pick their next CEO.

I was briefed throughout the process on the selection process and I have access to all the materials that led to the selection of the finalist but I was not party to it.

I sincerely trust the process. I trust George's leadership of the search. He's done a remarkable job, really remarkable job. So this is what gives me comfort.

I also have not met the new CEO. I simply have communicated with him via email today after he was selected. But I'm looking forward like you to meet him and get to know him in the weeks ahead.

That's all I can say really about the individual because you will learn about him very soon and in a lot of detail.

Your point is extremely important. Is there any direction from this community that I sense or from this board that I sense to either halt or to, you know, do a

(lasharier) as we say in French kind of a backwards move on the globalization of ICANN? My answer is no for two reasons.

One, I think the globalization effort we did at the last four years is quite in the DNA of ICANN now. It is very much in our community.

Just you sitting here being at this table and participating as well as many others from around the world has changed ICANN already.

I remember when I arrived they said, "ICANN is global." I said, "Okay where is the head of Latin America?" They said, "He's in Washington." I said "Well what is he doing in Washington," said "Well that's where his offices." "Why is the head of Latin America sitting in Washington." And I told them, "Pack your bags and head to Latin America and if you can't, you know, I'll get somebody else."

So we did not have in our mentality. And I said, "How many employees do we have in Asia?" And they said, "One but he's largely in the US." And I said, "How is this going to work, you know, half the world is there?"

Now how do we - so there were some fundamental, you know, basic things in how we operated that were - that made us remain very eccentric in the Western world we were born in.

Now some of this is history and this is where we came from. And the amazing contributions of the West into ICANN are amazing. I mean history will always record these but it was time.

I just came from Singapore with my colleagues where we visited the new ICANN office for Asia-Pacific there. And it's an impressive operation with a group with a great team of people in the heart of Singapore.

We have over 20 people now in Asia stationed there and helping our community. This is a - it's a very hard to come back from this change, not just the people but also the DNA of the organization has changed. And I don't see and I don't hear in any way that there will be a retraction of that.

I do believe though just to be very fair and direct with you that ICANN's global posture after the transition is complete is different. And what we do in the world after the transition is complete might be somewhat different and but in no way less but it might be different, how we engage, what we engage for, what will be the key messages we deliver when we go to different places and what things we will listening for will be different.

But let there be no doubt that no one believes that the next billion users will come from Omaha okay? There's no doubt about that. The next billion users of the Internet will come from your homes, from your countries, from Asia. There's no question about it. And Africa is growing in leaps and bounds not to mention Latin America. So the growth of the Internet is happening around the world.

And if ICANN is to be legitimate, this is very key, if ICANN is to be legitimate it needs to have all those users around the world accepting it legitimately because our legitimacy after September 30, 2016 will not come from a contract. It will come from our contract with you with the community period.

There will be nobody saying where legitimate unless you do, unless the community says we're legitimate. And the community includes everyone.

Tapani Tarvainen: Okay thank you Fadi. I know that we are running short of time. I have two people in the queue Matthew Shears and after that Stephanie Perrin. I don't think we'll have time for more. Matthew please?

Matthew Shears: Matthew Shears for the Center for Democracy and Technology. Fadi thank you for coming and joining us.

You - it sounds like you haven't briefed the new CEO yet but I'm sure you will sit down with him or her and brief them accordingly.

I think it would be very interesting for us to know what you might say to them in a - give us a sense of what you would say to them in terms of what their priority should be and organizationally also from a policy perspective.

Thanks.

Fadi Chehadé: Thank you Matthew.

Look, the new CEO the first priority I will tell him is to listen to you. It's something I did in different ways well sometimes, badly others. But I've learned in these four years that unless he is listening and deriving his priorities from you he's going to have a miserable time. It's that simple. And in fact he would not be fulfilling his responsibility.

See the biggest difficulty for an incoming presidency to ICANN is two parts. The first is his title. The title is a problem because you come in you think you're a CEO. You're not a CEO. This is not a typical CEO job. And so you

get into your head all kinds of things about being a CEO that just don't apply here.

And so the title is problematic. And I'll tell him this after he signs his offer.

The second thing is the board, the name of the board. This is not a board in the classic sense of a board of director's right?

If he doesn't understand the nature of this group you elect called the board which is not a typical board of directors and the nature of this community and what it is and the nature then of his much diminished role as CEO president and diminished not in a bad way, diminished in a good way in a way that makes him truly a servant, not a CEO.

And if he can't figure this formula out he's going to have a rough four years ahead or five years ahead.

So it's - I'm going to spend time with him mostly on sharing with him also the mistakes I did, the difficulties I caused myself because I had not understood well.

I did not have the privilege of having time with my predecessor right? I had a coffee with him. And it was not a happy coffee.

So I - nobody told me anything. And I came cold into this with my energy and my passion and I hit the wall every day many times.

But it - I gave it my all. I gave it my best. I gave it my best. I think you all know that. I have absolutely no - nothing to remember from this other than

this was an amazing opportunity to give the maximum of oneself and learn and make mistakes.

I think everyone of you could list my mistakes. I can do it for you to save you some time, you know. I made mistakes. It's okay.

But what we need to do is give him as much as possible so he can avoid some of those mistakes I made which are largely because you need to understand what you're dealing with. And this is different than anything he's done as well, not just me. It is different than anything he's done.

In terms of his policy priorities these will come from what David Olive will tell him. I can assure you we don't tell him what his policy priority is.

In terms of his posture towards the world I think we are helping out together. And we should all of us as soon as we deliver that proposal to Larry we should all participate in the dialogue of ICANN's posture post the transition. But let me tell you two things I will tell him.

When I came ICANN was not viewed as legitimate by the global community except for its contract. We were viewed in light of the contract.

I remember the leader of a country asking me so Mr. Chehade you tell me you're legitimate. But if the US government had given that contract to somebody else what would ICANN be doing right now?

And I didn't know what to tell him because if Larry who tended the contracts had decided to give it I don't know to Domino's pizza what would we be doing? So the contract was the hook to explain that we exist.

Now when that contract goes are people right now standing with pitchforks outside of our door saying, "As soon as that contract goes we'll control you?" I don't think so. I think we've managed in the last four years to explain to the world that this community stands and we will manage our business.

And by the way I said earlier there were two great things in the WSIS document. One of them is the number of times they say multi-stakeholder. I failed to mention the second one. The second great thing in the WSIS document how many times was the word ICANN listed in that document, zero. That's a good thing, zero. We're no longer in play at that level. They do not see us as being in play. We have been accepted.

So that's the first thing I'll tell them is to preserve that legitimacy he needs to work with all of you. He needs to make sure you are all at the table globally to give him legitimacy, to give ICANN the legitimacy. Without you there is no legitimacy. That's the first thing I'll make sure he gets.

Tapani Tarvainen: Okay thank you. We've almost run out of time so the last question to Stephanie Perrin. Go ahead.

Stephanie Perrin: Thank you very much, Stephanie Perrin for the record.

This is another question related to what I would describe as a maturity model of ICANN and therefore the multi-stakeholder dream shall we say.

And ICANN - it would be my observation that for the multi-stakeholder model to succeed ICANN has to demonstrate some of the best attributes that you would normally find in public service in a governmental setting -- transparency, full accountability and conflict of interest.

And now - and this is a question that I've had independent of this issue of the letter that my colleague here has raised.

But I find it hard to find the HR policies that govern such things as whistleblower protection, governance of staff, accountability of staff to the stakeholder community, conflict of interest, exit, how long does a senior staff have to wait before coming back as a member of the community, vice a versa? What are the issues with a member of a stakeholder group coming in and becoming staff?

Do you have any comments on that? Because it does seem to me that if ICANN is going to grow up and mature that needs to be addressed. And I've already pestered David Olive about this so I won't stop pestering him about it. You can be assured of that.

Fadi Chehadé: Please don't stop pestering. This is how we remain on our toes and we serve you better. So thank you for doing that Stephanie.

We do have a whistleblower policy. It is in our Web site and our employees have used it. We do have a conflict of interest policy which I signed and every board member signs. And it's on our Web site and I review it all the time. And I have to keep mentioning where I'm working and what boards I'm attending and what - it's all there.

In fact Professor Jack Coffee at Columbia reviewed many of these things and has told us that ICANN is more accountable than most corporations he's ever met. And this is the top governance professor in the United States on issues of corporate governance.

We have also HR policies we - so all of this is in place. And if it's, you know, not clear enough our mistake. And David we - please help us by connecting our community clearly to all of these things which are in place. I can assure you of that.

Now I want to say something to the folks working on the CCWG. Maybe it's this is harder for me to say this before they finish their work but I'll say it today.

There is no question that ICANN can improve its accountability, its transparency and its policy. There is no question. And I think the work they have done in the CCWG for years is going to be the guarantee that ICANN remains relevant and remains legitimate because when you become independent of governments which we are about to become our legitimacy not only comes - I said earlier comes from you. But what does it mean it comes from you? It means you have to see us as legitimate okay? And how do you see us as legitimate? Pricing is as accountable as transparent is all the things you said.

So the work the CCWG did which I'm now superbly proud of, you know, we saw it grow to a place where frankly without it we do not have forward legitimacy so thank you for that.

Thank you for the great work that was done. It will strengthen us. It will make us a better organization. It will make us more accountable. And it will ultimately it will make us more legitimate. Without it we just have no legitimacy right because we don't have a contract anymore soon folks.

Stephanie Perrin: If I may jump in for a follow-up we have a little project on the DIBB policy where we're actually we've done some quantitative research.

I would love to do qualitative. So is it possible to get all of those releases so that we can analyze them in terms of that whether it meets FOI standards? That'd be great. Sorry to put you on the spot but you're leaving. It'll be easy to say yes.

Fadi Chehadé: You know how many requests I'm getting from people who say look, you know why don't you squeeze this in before you leave, just one last signature before you go?

I'm certainly I'm supportive of getting you these releases. I understand that the team is looking into them and I promise you that if there's one action I take out of today is I'm going to call (Jay Jay) when I leave and find out what is holding these up. So I will do that and I will communicate back to you David so you can tell Stephanie.

But I will not be approving many other things. I'm trying to hold myself to let the new CEO have his runway and be able to make those decisions.

But this is one, you know, I should be more than happy to do. And it's a very legitimate request, one I appreciate.

Before I leave you folks I just want to say I think that the next time I see you Marrakesh for those of you that will be there you will have a new CEO aboard in the beginning of ICANN's new phase post the delivery of the proposal to the US government. This will be a lot of new beginnings for ICANN.

I want to wish you frankly a lot of good fortune, a lot of good success in what you do next.

I want to thank you one more time personally for the opportunity you gave me, frankly the opportunity of a lifetime. I just will - I will spend years just thinking about the great things we did together.

The opportunity you allowed me has changed me. And I'm humbled by the last four years. I have learned a lot. I've made new friends and I thank you for that. It was superb. I will - I'm very, very delighted to have been part of this.

And I'm not going to go away in the sense that I will continue investing what I learned in other places and singing the praises of the multi-stakeholder model everywhere I go including in China because that's what we learned together. That's what we built together.

So I will continue to be an ambassador for this table for this multi-stakeholder approach that will become central to how the digital century will be built.

And if we please remember that everything we do here and all the fights and the little issues we saw amongst us at the end of the day it's that secret sauce that keeps us going. It's really what makes us who we are.

And it may look ugly someday but actually it's quite remarkable. It's magical that we can keep on going and managing what we do here so well.

So all the best to you individually, personally, to your families, to all the volunteers who are not here today also. I wish you the best.

And I will see you at my next last meeting in Marrakesh along with the new leader. Take care. Thanks.

Tapani Tarvainen: Fadi these intercessional meetings that - they're really important to our part of the community because when we get to scheduled ICANN meetings we're all very much heads down in ICANN business.

When we meet here we can have a much broader discussion as a community. And part of that of course is the time we spend with senior staff which we very much appreciate.

We also appreciate that you have a very tight schedule. You mentioned you'd come across from Singapore. We very much appreciate that.

And I'm sure that as you move towards the end of your tenure here your agenda must be particularly full. So on behalf of all of us I'd really like to thank you for the time that you've spent with us so thank you very much.

Fadi Chehadé: Thanks. (unintelligible).

Tapani Tarvainen: So we're going to follow on our session with senior staff. I'd very much like to welcome David if you can come and join us on the front table.

Fadi referred to the important work on policy. And with that we now have the opportunity to dig into some of the policy aspects that people may want to raise with this session.

But before we start David, if I could hand it over to you just to say a few words and very much welcome to the meeting.

David Olive: Thank you very much Tony and Tapani and all of you for this opportunity.

When my team was planning this with you there's always an issue of scheduling problems. And although this was booked quickly on my schedule other things did come about. So I'm very happy to have come from Singapore to here and to be with you all of today and be available to you. So I thank you for that.

The other thing is that in looking at the challenges and going forward I realize the need to help the various community groups in their inputs for policy development, the importance of having those inputs on a quality basis and being on working groups and the like.

On our policy team has been looking at new and better ways to assist the work of the group.

My concerns of course are after the CCWG has wrapped up the GNSO has three major works among others coming before it. And these are important elements that link to the possible subsequent round of the new gTLD program review of the rights protection mechanisms and of course the improvements in the new directory services.

Not small topics, not easy topics, but ones that we have worked on in other areas before in moving policy ideas to policy development and then eventually for proposals and implementation.

So I want to thank you for that and I just am happy to be here. And I think it's probably better to start with questions and I can talk to you about what keeps me up at night other than jet lag. But it's mostly how to address your concerns and make sure that the process moves forward. So I think I'll stop there.

Tony Holmes: Okay thank you David. I can see a queue forming already so over to you to kick things off. Thank you.

Ed Morris: Thanks Tony. David you mentioned the CCWG ending. Personally I don't think the CCWG was ever going to end. We have WorkStream 2 coming up. We have the three major initiatives you thought of or you've mentioned.

How do we merge all these together while still getting people able to volunteer and give full effort?

David Olive: I think well an excellent question. I think the issue is luckily the - well it's one of timing and priority. That's all I can say at the moment.

We're trying to best to look at this. We will have of course another group supporting the working. WorkStream 2 is going to be the same community groups. Obviously we need more people in that.

But this will be a challenge and we just have to make sure that the council looks at the priorities and that we try to make sure that those priorities are kept.

That's not to say that one is more important than the other. But there are limited resources in terms of our volunteers. And we have to be respectful of that and move those forward in a pace that is manageable.

Tony Holmes: Okay thank you David.

Looking around the floor? Okay.

Tony Holmes: David just from my perspective I wonder if you might comment on the way US head of the policy staff have actually viewed things across this really difficult period with the accountability and the impact that's had.

Has that been a source of frustration in any way? Have you looked at the community and thought maybe we could do things in a different way to keep the wheels turning on the other policy issues, any thoughts along that path at all?

David Olive: There - thank you Tony. Indeed as my primary focus was to make sure that the policy development groups, that's the ccNSO, GNSO and to some extent the ASO continue to work and continue their work and are supported as such. And the same for the four advisory committees that we support that their work was done.

In many ways initially we thought that much of that work would stall or stop because of the focus on the Cross Community Working Group versus CWG and then the CCWG. And people worried about this including those among our staff.

My team of course doubled their efforts and you obviously tripled your efforts. And to that extent the regular work as I'm calling it continue.

RSAC and SSAC issued reports, GAC continued with their communiqués. ALAC commented where they could, the GNSO council progressed on many serious fronts in addition to the extra work.

That wasn't unsustainable of course and that's why I think we have to go back to I think the priority and regularization.

In the meantime of course we and policy team expanded a bit our staff support particularly on the subject matter experts and the secretariat support in anticipation of the work that was ever increasing.

And I think now that the challenge is how best to help the chairs manage the work in a way that helps manage your work.

I can imagine the email flow that comes into their inboxes asking for volunteers here, people sit on reviews there as well as inputs. And we just have to be mindful of working with them.

And we have through the monthly calls that we have with the SO, AC, SG constituency and regular chairs to help them in the process with tools and matrixes that hopefully will be able to allow that prioritization to level the workload in a manageable way.

It is a concern and remains so.

Tapani Tarvainen: Thank you David. Marilia?

Marilia Maciel: Thank you. This is Marilia Maciel speaking. Thank you very much for being with us today.

I have two questions. The first of them is how do you see the different processes related to new gTLD reviews in play and contributing to one another specifically how to ensure communication between the working group on new TLD subsequent procedure and the consumer trust consumer choice review?

And there is a third process that has been restated by staff and with the metrics and the data that has been produced.

Do you see this that this data and this metrics needs to guide and to which (exa) needs to guide the work that will be conducted by us?

And I ask this because we had some discussions in the last meeting with regards to methodology and how there was an insufficient breakout in my opinion to take into account the markets in developing parts of the world.

So how - to which extent are we bound by these metrics?

And my second question is related to the expertise that sometimes it's required when we are working in a working group.

What is the process to choose these experts that are invited to help us? Can this process be somehow made more transparent or can we provide suggestions?

Because sometimes I have the feeling that ICANN tends to higher sometimes very expensive expertise that we could find cheaper and adds capacity to the expertise in other places. So if we can contribute to the choice this would be interesting.

And particularly one last point with regards to human rights expertise. I think that this is something that more and more we are going to need in different policies. If we move into a human rights assessment that is done all across the board and early in the policy development process we will need to tap into human rights expertise. And I think that some of us could provide some suggestions into that. Thank you.

David Olive: Thanks Marilia for that question.

In terms of the various reviews as well as the work of the GNSO on the subsequent round we had a discussion and a briefing if you will from our GDD colleagues to the board on this very point.

And I think that it's worth showing that we need to get better coordinated on this.

However the reviews were always to be as similar to the new directory service group that made the recommendations and input into the policy development process.

And so to that extent I would hope that the GNSO and its groups would take all of this as helpful while the reviews are maybe making commentary or recommendations those are just again helpful suggestions or facts that they have brought to the attention of the policy development group which is the GNSO here.

So I think we have to make sure that there's a better coordination and communication of how those reviews are coming out, how they could input into what you're doing with the subsequent round issues.

And we'll definitely work with you and get our GDD colleagues to make sure that those connections in our review make sure those connections are made so you have all the resources there as you move forward.

In terms of the data and the metrics again that's again part of the system. And to the extent that these reports provide that plus the various economic studies

that are being done by our GDD colleagues again that would be a body of information that we could hopefully package and synthesize for the GNSO that they are helpful in making their policy recommendations.

On expertise in general we have tried to look forward in working groups on issues that we're dealing with. And usually the GNSO policy staff supporting you has a pretty good idea of one what is needed or two what you're asking for. And we try to provide that in the most cost-effective way.

A case came to point where there was a need for a view on the rights protection for international governmental organizations and nongovernmental organizations on a public international law question.

And that not - is not necessarily a law firm's expertise. We got some noted academic scholars to provide that. And that's a case of using the community and other context to provide expertise that might be available to and from the GNSO about its works. And that's what we want to do.

On your points about the human rights assessments while we do have many experts around the table who were involved with human rights and have probably better contacts and groups and whatnot who could input and they should be putting through you and to us so I appreciate that.

Tony Holmes: Thank you. Jimson?

Jimson Olufuye: Thank you very much chair. Good morning everyone and good morning to David.

I would like to use the opportunity to appreciate our policy chief, David because I've seen throughout my sojourn in ICANN that indeed policy's the

lifeblood. And like your team, you know, your team you've kept us on our toes at least me in particular. And I think that's commendable.

I just want to know find out because of the cyclical of policy do we have any kind of metrics or a kind of portal wherein we have an aggregate of what is policy outcomes that at a glance we can see what has been achieve in this particular category or policy process over time?

Do we have some kind of maybe a live portal or a dashboard where we can have a view of all the policy that has been achieved or implemented over a period of time? That's one.

And the intercessional did very, very productive, had those like yesterday we had very substantive discussion which we may not have if we and in no more a broad meeting, a scenario.

So the budget request is right before us in the by 15th is there any - do we make a request from the community or how's the process?

I recall the last time we in the finance section in our constituency we had to make the request. So is that still the process or this is a basic part of our process now, I mean on intercessional? Thank you.

David Olive: Thank you Jimson. In terms of the policy outcomes and activities we are in the process internally as part of the CEO dashboard you may see some of the initial work that we're trying to do to capture all the work that is being done in policy.

We do of course - and I'll be happy to show you the established policies and we should probably try to make that more clear in the continuity as well as those that we're working on.

In looking at this we are focused on collecting data which is not readily available. And we have to rely on my policy team to do that in their spare time. And that's been part of the issue, the limited spare time for that.

But some of the factors we're trying to collect are the number of conference calls, the time spent on conference calls, the number of sessions that you've met.

And I would be happy to share with you before the end of the day an interesting slide I like to use that's just been developed for us that talks about the number of hours, conference calls, emails exchanges, that show the great amount of work that you're doing.

In particular at the last ICANN meeting our policy team supported 185 sessions of your working groups at the ICANN meeting in Dublin out of the roughly 300 which shows the activities. And much of that was regular work as I call it, not the CCWG work.

And so we're using this to capture the amount of time spent by the community, the amount of hours and work we're doing on that so we have a little more of a metric and the key performance indicators. And we'll be sharing with that - sharing that with you shortly.

We did not do that up until now because we knew you were rather burden with the CWG, CCWG and other work. But we hope to do that after Marrakesh when things are hopefully a little quieter.

In terms of intercessional indeed we need to have your feedback on these meetings. We in the policy team find them helpful for getting you the work, the leaders together in doing your work. But, you know, people ask is this an effective way - is this cost-effective?

I know full well that most people think well can't this be done in an ICANN meeting?

And in the past it probably could've been done. But with the complexity and the increase of sessions -- 185 just to mention Dublin -- you have more than enough work to do in six meetings booked on each individual time we have. There's no time for this what I call quiet discussion or more calmer discussion like we have here today and during this period.

So we're very much in favor of intercessionals to the extent that it helps you in your work. And so we need your comments and feedback on that going forward because it is a budget issue. It is a resource issue. And we're happy to continue it and support it if it's supporting you.

As for the budget I think the new FY '17 budget will be put out for public comment I think March 5 and their SO and AC special budget requests as well.

And I can't emphasize more the need for having your inputs in terms of what you think are being funded but what more you think should be funded.

We use the SO AC budgets for these types of pilot projects such as intercessionals to see how they work. And if they do work we would make

them a more regular function of what you do and how we as a policy team can support you. So that's very important in terms of special budget requests.

But more generally the resources allocated to our core function of policy and advice development it's very, very important. And we need that commentary and other suggestions and ideas as we move forward in the budgeting process. So I thank you for that Jimson.

Tony Holmes: David I'm very heartened by the words you just said particularly with regards to the acceptance of the intercessional because I think that that would be echoed around this table very much, been extremely difficult to have the depth of conversation we've had here at an ICANN meeting so that's very much appreciated.

But I should mention at this stage that Xavier's going to join us very shortly by phone. So we only have a limited amount of time with David now.

So we can probably take one more question. But whilst still thinking about that if I could ask you a question. It's rather a parochial question in some ways but it comes from the Commercial Stakeholder Group.

One of the problems that we've experienced on a number of policy issues is that particularly with the Cross Community Groups we find that we're limited by stakeholder group representation when particularly in the CSG we have a number of diverse views.

It has caused some difficulties because certainly in terms of the IANA transition the load is being carried from this part of the community by Greg and by Steve. And on some of the really key issues we've had very diverse

views across our community so much that they've been able to do a great job of representing a variance of views.

But when it actually comes to getting towards a form of direction setting, I won't actually say voting but has been the case in some cases they have to abstain because we have diverse views. They're not in a position to put a stakeholder group opinion into that.

Is that something that causes you concern as well because it certainly causes us an awful lot of angst?

David Olive: Thanks Tony. That relates to the current structure of the GNSO and the need to have the groups being able to express themselves.

We see this of course in the consultations on Tuesday with the board. We see it on some of the other groups that are being formed reviews and whatnot.

So it is a concern to make sure that one, their voices are heard and two that you have a stream of people who can be interested and be part of this.

I would hope that as we move to the next phase of WorkStream 2 for example be it a Cross Community Working Group it not be designated be more open like GNSO working groups those who want to participate should be able to participate and not necessarily have any number or numeric kind of formation. So that could be a way of solving that issue as well.

But we're working on that and we're trying to get that more balanced. The board recognizes it now and others so we're trying to do that.

Tony Holmes: Just quickly following-up on that point one of the things we discussed in depth yesterday was the structural issues that have been some concern for us.

And we are forming a group in our house. I think that very much the message from the board was if you have a problem look at how you can fix it. We've actually taken that step now. So we will be working on taking that forward.

I do hope that as that work progresses we could also look towards getting some support from staff to help us with that as well.

David Olive: Absolutely. And that's a very important element.

When this was brought up someone said to me, "So what's the staff plan on this?" And I'll be honest, I said, "I don't have a staff plan that this is what the community should be doing and we'll be glad to support you on that, be happy to do that."

Tony Holmes: Thank you very much. So we have just one question left from Carlos and then Xavier is online I believe to join us for the last half an hour. Thank you. Please go ahead.

Carlos Gutierrez: This is very nice because it relates to both of you. Olivier when you ask about our feedback to the budget and we spend some time at the GNSO looking at the budget I have to say that the way the budget was presented to us it's not very helpful in terms of policy.

It has just two main lines meeting and assignment of staff. And the assignment of staff is in multiples of hundred thousand and the assignment for meetings is in multiples of millions.

I think it would be very helpful if we can get a cross-sectional idea of how long it takes for a PDP, how much it costs, how many hours they spend like they're doing now for the CCWG on accountability to be able to give a better feedback.

So this is it. It's too general to get a real feeling how pressed your people are. We get wonderful support from your staff. They are very attentive and we're very well-connected to them. But based on last year experience it's almost impossible to add value in terms of the budget. Thank you.

David Olive: Thank you Carlos and that's a good segue in talking to Xavier.

But let me just say that because of the comments of this group of the GNSO in particular and others we were able to increase by two full-time employees.

We've hired the secretariat support a few months ago and we will bring on board February 15 a subject matter expert to add on to this. So there'll be two more experts who will be supporting the work of the GNSO. And that was a very helpful guide as we move forward.

I've been very cautious to ask for more resources to depending on what is the work involved. Now we see the workload increasing and we're happy to kind of make sure that they're the resources there.

In terms of the PDP we have general statistics Carlos on how long it takes, roughly year but a year and a half if it's a complex topic. And we don't just don't have the staff resources or accounting resources to kind of give you a cost X. And we're trying to work with finance on that going forward because there - it's a big number.

The statistics I'll share with you in terms of monthly conference calls, email exchanges, whatnot give some idea of the level of work. It doesn't give you a cost of that. And it's something we should try to look at.

Tony Holmes: Thank you.

David Olive: And with that I can turn it over to my good friend and colleagues of Xavier.

Tony Holmes: Thank you David on behalf of all of us. I hope you're going to stay with us for the last.

David Olive: I'm here for the entire day. I'm happy to be here.

Tony Holmes: Thank you very much.

David Olive: So with that I'd formally like to welcome Xavier to the meeting. And you may not be with us physically Xavier but you are in the hot seat now so welcome. And I hand over to you to say a few words and I'll get into the questions. Thank you.

Xavier Calvez: Thank you Tony. Can you hear me well?

Tony Holmes: Yes very well. Thank you.

Xavier Calvez: Thank you. I do feel the warmth Tony.

Thank you everyone for the invitation to order to be able to interact with you. And I joined insufficiently on time to be able to catch Carlos's comments on the level of detail relative to policy information in the budget documents. So

that's very useful feedback. And I may actually jump in right away to try to address that topic.

And we - I think we will need to try to work together with your input and those of you who are interested in providing more detailed input as well as with David and his team to determine what would be the most appropriate level of information to provide in the budget relative to this topic.

The reason I'm suggesting to investigate the design of that information is because in order to be able to provide information in a sustainable fashion as well as accurate fashion we will need to design the processes that would let us then be able to on an ongoing basis produce the information that is requested in a process that allows one to produce the tools that will validate that information and make sure that it's understandable as well. When we talk about number of hours, when we talk about staff support, when we talk about number of calls we're not talking about accounting. We're talking about much more than that.

And the information gathering effort that is required to support the production of that information is very substantial and needs to be organized adequately.

So and just as a side note imagine trying to produce that level of information across all the functions of ICANN. This is a very significant endeavor.

And not...

Tony Holmes: Xavier?

Xavier Calvez: Yes?

Tony Holmes: Excuse me Xavier? I gather that whilst we can hear you at the front the rear of the room it's quite difficult.

And I think you're using your laptop to come into the call. Could I ask you to dial in and maybe we can get a better line through that?

Xavier Calvez: Sounds good. Let me try to do that. Give me just a second. So I...

Tony Holmes: Thank you. We'll just pause.

Xavier Calvez: Okay thank you.

Tony Holmes: I'm glad to see nobody's leaving the room. That's helpful. Thank you.

I'm sure this isn't down to speed of the telecommunications network. It couldn't possibly be that.

Xavier Calvez: Can you hear me now?

Tony Holmes: Yes and that's so much better. Thank you very much Xavier. And I apologize for interrupting you mid-flow but please feel free to carry on. Thank you.

Xavier Calvez: No. No. No problem. Thank you for letting me know. It's no use that I speak if you can't hear me.

So I - yes I was pointing out to just giving a little bit of insight into the complexity of producing on an ongoing basis a detailed information on the level of activity and the measurement of the activity relative to policy which I think it will be helpful to have the dialogue with your group and maybe others as well as to the type of information that would be useful to produce for us so

that we go back internally and organize ourselves to produce that information with a certain recurrence in a certain level of detail because it does require to put in place processes to be able to produce that information on an ongoing basis and with sufficient accuracy that it can be reliable.

And so there's just work there to do and but we're very happy to engage with the community to be able to design and assess the how to produce that information going forward.

And to just elaborate a little bit further on the topic we have been looking into trying to produce more functional information relative to the ICANN operations and budgets.

You - many of you I'm sure have seen in the past few months the information that we have produced relative to the IANA functions costs which has a bit more focused, provides a more focused view on what the cost of X functions are in ICANN across the various departments that contribute to it.

And that's something that we would also want to do relative to policy and also other functions at ICANN. And that simply requires the processes and infrastructure to be able to produce that information and that level of detail of information on an ongoing basis.

Let me stop there and see if there's any questions or comments.

Tony Holmes: Thank you Xavier. There is a question that I'll have over to Marilyn Cade for now. Thank you.

Marilyn Cade: Xavier Marilyn Cade speaking. And thank you so much for joining us. It's a wonderful opportunity for me to because there are many new participants

here, it's a wonderful opportunity for me to thank you for all of your past work in helping us as an individual constituencies to be able to effectively comment and participate in the budget planning process and of course to ask you for more.

For - I want to also mention that as we look ahead at Marrakesh and at the next two meetings I hope that we can plan early for the face to face meeting of the Finance Working Group and help to really continue to advance the participation of and these constituencies in that process.

What I want to focus on right now is a comment about a statement or - and then a question.

In the past and again I want to thank you for creating the process which has led to the mechanism that allows us to submit special funding requests to help us do outreach and to do capacity building and constituency building.

The deadline for those submissions is coming up. And I'll turn this over to Jimson for any other comments.

But I want to make a comment about an experience we had in the past that I'm very concerned about.

When we originated the process the budget allocation was \$500,000. And we are really all working very, very hard to do more work to reach out to communities to bring more people in to do capacity building.

And as I recall last year the request coming in across the constituencies was somewhere over \$600,000. But the amount in the budget was 500,000 right, with really I'm looking at.

And, you know, I just want to reinforce -- and I'll look to others to join me - that we are doing so much more in outreach and capacity building in trying to bring new people into the existing constituencies but also to bring them in just generally to understand about ICANN and then to mature and to inform participants in the policy process and the governance issues related to ICANN.

And I feel like we need to have more input in making sure that budget amount is growing in a way that it can fulfill our expectations and fulfill the expectations that I think the board has for how we help to expand and build the participant pool.

So my question is do we have \$1 million in that budget allocation yet?

Xavier Calvez: Thank you Marilyn for this question. And as you indicated for everyone's benefit this process that you're referring to for additional budget request has been carried out I think for about five years now and has been refined over the years with your input, collective input.

So you're referring to an envelope of \$500,000 which is an amount that we have been using for the past few years for planning purposes.

My point being that prior to the process starting every year we gave an indication to the participants as to the entire moment of the envelope that is expected to be dedicated to the specific process.

We have actually never limited the amount of support under this process to actually \$500,000.

As an example in the past two years the amount of support that resulted from this process even though the planning envelope suggested at the beginning of the process was \$500,000 but the actual amount of support provided for each of those two years was between \$650,000 and \$680,000 over the past two years.

I also want to emphasize that - and I'm - I don't want to be too technical about it but year on year some of the support provided under this program is also selectively transferred from this specific additional budget request process into the core budget of ICANN.

So as an example last year when we funded \$680,000 it - which is last year's amount it actually excluded funding from the previous year under the same program that ended up being transferred into the core bucket.

If you look at things like for like on an annual basis the amount of something for those activities effectively exceeded \$1 million.

So as the program is used adequately and on purpose to identify pilot type of activities that upon having been tested and are considered useful by the community are then transferred into the core budget, the amount of funding effectively of those activities is larger than simply the envelope that we are looking at for that specific process.

Let me stop there. I recognize on the phone and without more tangible information it may be a bit more complicated to understand.

But I'm hoping I partially at least provided context to your point Marilyn and to also provide a bit more perspective to the entire envelope that we are spending money on.

Any questions or comments on what I just presented?

Marilyn Cade: I'm just going to make a follow-up comment.

There some people in the room Rudi, Jimson, myself others, Tony who have been very - Mark who've been very actively involved.

But looking ahead I'm just going to reinforce the request that the planning for the Finance Working Group if we could try to have a working call for the work - the group before Marrakesh and then we could maybe even have a Doodle across all of the groups that participate because it's not just us for Marrakesh.

I think planning ahead would be - we're all very committed but sometime our schedules prevent our availability. So I would just ask also as you look ahead at your planning schedule.

Xavier Calvez: Thank you Marilyn. Just for my clarity what would you like to accomplish doing such a call? I didn't catch what you would like that we do?

Marilyn Cade: I think there will be probably new participants of Xavier since many of the constituencies have new officers and new players. And it may be good to have a kind of a preparatory here's what we're going to do in Marrakesh on this topic and what - you need to read ahead to get prepared for it.

Xavier Calvez: Understood, so a bit more to provide further education and awareness and understanding of that specific part of their budget process correct?

Marilyn Cade: Yes.

Xavier Calvez: Okay understood. Thank you.

Tony Holmes: Thank you very much (unintelligible).

((Crosstalk))

Xavier Calvez: I'll get in touch with Rob to organize something like that. Thank you.

Tony Holmes: Okay. I very much endorse that as well as somebody else who's been involved in that process Xavier. I would appreciate that.

Also trying to get a slot that's reasonable I think in the meeting timetable for Marrakesh. We struggle with that in the past as well. That would also be a great step.

Xavier Calvez: Understood. I know that not everyone enjoys our four hour dinner sessions until late at night.

Tony Holmes: I wasn't suggesting I didn't enjoy it but I think it may be better to get new people involved if we could do it a slightly different way Xavier. Thank you.

Xavier Calvez: Yes.

Tony Holmes: And there's a follow-on question from Jimson.

Jimson Olufuye: Thank you Tony. And Xavier you're most welcome.

First and foremost I really want to appreciate the professional approach, your approach (unintelligible) on the budgeting process.

The early start like I can recall in Dublin we had a meeting where we - a quick head start. And so the call and then the order follow-up meeting down the line is always is quite good and it's in tandem with what you have always said which is good.

But my question is with respect to some feedback we got from our interaction with Fadi just some while back.

And one of his responses (you recall) the importance of ICANN reaching out to the next billion users that are coming from say Asia, Africa, Latin America. And this immediately goes to assure that there's need for more effort and outreach.

So do you see that perspective that we need to bring more players on board as say true outreaches and, you know, to our constituencies? And do you respect your engagement in the very lifeblood of ICANN which is policy and also general awareness? Do you share that perspective?

And if you do would that be substantive maybe budget consideration in that regard? Thank you.

Xavier Calvez: I was going to answer the first question waiting for the second.

So yes of course I completely support the logic and the need for continuously more engagement in the - in David and the - and his staff and the global stakeholder engagement team. And others of course in the ICANN staff continue to provide more and more attention and support to this topic.

The amount of resources then dedicated to this specific activity is simply a matter of also prioritization across all the activities of ICANN and which is why we want to be able to provide visibility as to the allocation of resources across the various strategic objectives of the organization so that you and the rest of the community can provide input as to the adequacy or lack thereof of the allocation of resources across ICANN.

Relative to outreach there is the reality that you know much better than I do is that there's never enough being done in terms of outreach. So there what the organization does is what it can. And your input and participation into defining what the allocation of ICANN's limited resources are is always appreciated so that we can always do a better job at it.

Tony Holmes: Thank you very much Xavier. We have time for one more question. Denise?
Thank you.

Denise Michel: Thank you Tony. Hi Xavier. Thank you for joining us. This is Denise Michel with Facebook.

So I want to commend you for year after year providing greater clarity and level of information in the operating plans and budget.

I know you do put great effort into responding to the community and providing more user-friendly plans and budget.

I've got a few questions. I'll just ask them all and then turn off my mic and listen.

According to the published planning process at this point you'll be issuing sort of achievement and progress reporting discussing that with the community. It's validating any potential changes to the strategic plan.

Given that we were told that March 5 is when you're going to issue a draft budget. I'm wondering when the achievement and progress reporting will occur and when you'll be discussing that with the community, also whether you foresee any proposed changes to the five year strategic plan?

And then in relation to the next annual budget and annual operating plan I think particularly and others as community we'd like to see more KPIs. There's still I think KPIs that are missing, KPIs that are quite vague and need additional work and more specific goals.

We'd also like to see more and better metrics and measurements and reporting on the strategic goals and objectives and the goals laid out in the operating plan so that we can as a community actually monitor and assess progress, you know, on an annual basis.

And then finally it continues to be challenging to correlate the sort of financial information provided at a very, very general high project level with the activities and expenditures that are actually occurring.

And so we would once again call for much greater detail in the budget on the proposed expenditures. And I think I'll stop there. Thank you.

Xavier Calvez: Thank you Denise. So I have three main topics and I'll just repeat them quickly to make sure I capture them correctly.

Relative to the planning process what about progress updates?

Second, more and better KPIs in the operating plan and budget to help understand and track better the activities and the performance within the organization. And greater detail in the budget process or let me rephrase, in the budget information provided beyond the project level is I think what you are - said. So let me start with the first one.

The planning process has included so far a planning session in Dublin with the target plan to produce as you indicated the draft operating plan and budget for public comment on the 5th March and until the end April.

So for - considering the fact that we have advanced the publication date within the year versus the previous years that there is less and less time for us to be able to produce and develop a draft to be offered to the community.

We have had a couple calls in-between Dublin and now with the team from the CWG, the working group who's focuses on the IANA stewardship work simply to try to obtain their help and provide some feedback on the part of the budget that relates to the IANA functions which I recognize as simply a fraction of the overall activity of ICANN.

We have not planned at this stage to have more intermittent updates on the overall operating plan and budget between Dublin and Marrakesh simply because of the shorter period of time there and that basically we will have probably one call with the CWG team relative to the IANA functions which will be an open call. So it's not necessarily reserved to that group.

But we will not have a more general update between now and Marrakesh which is really 3-1/2 weeks away for two provide more progress updates on the planning process at this stage.

Relative to more and better KPIs you explained very well the logic of trying to continuously improve the KPIs so that they are more easily understandable and always better reflecting the actual activity or the progress on activity as well as whether the outcomes of those activities are achieved.

And we completely are I think we're all in alignment with the value of those KPIs and the purpose of continuously improving them.

So the organization has continued and very much so with the input received last year during the public comment process on the operating planning budget to improve the KPIs.

I simply want to emphasize that this is a continuous exercise. There is not one day where you can look back and say these KPIs are not perfect or sufficient. So this is going to be a continuous ongoing exercise.

The first - the baseline of KPIs was established in August last year and published then as a really a starting point to be able to continuously improve those KPIs.

There was input provided last year on KPI by KPI basis on their level of significance, clarity, adequacy and we are continuing to evolve those.

So your input done those KPIs in the next operating plan and budget will be again help the organization do a better job at both defining those KPIs and improving the quality of those KPIs and their relevance to the activities.

And we expect this process to continue evolving “forever” so that we can adjust also as relevant those KPIs to the realities of the activities that occur in the future.

So there’s been an ongoing effort while you were still Denise in your organization as well as after to improve the quality of the KPIs.

And I’m not expecting that we will have reached an ending point with the operating planning budget that will come out in the next four weeks. But that will reflect progress nonetheless.

And relative to your last point the - we have discussed a lot over the past years, the level of detail and granularity of the information that is produced as part of the operating plan and budget.

The - so there is - I’ll try to qualify two different aspects. There is the granularity of information and there is the relevance of the information. I think the question is what do we want to see?

And more details is not necessarily more information. And that’s a lot of the feedback that we received from some of your colleagues in the community is that we produced currently our budget with between 300 and 400 or 450 projects which is a relatively large amount of granularity across the entire organization.

It may have not always been a sufficient amount of granularity for some of those projects.

And we've had the discussion with in the past workshops that even though there is let's say 350 projects some projects may receive or may aggregate an amount of activities and a corresponding cost that is relatively large.

We for example mentioned that some projects had a total spend of \$3 million to \$5 million for example. And that's not necessarily providing always an adequate amount of granularity on that specific project.

So what we have discussed with the group, the working group last October was to look at those larger projects and in terms of amount and try to for the largest ones try to provide the next level of breakdown that would help provide only \$3 million to \$5 million project more detail that would itemize the costs and the activities further to provide more visibility on that.

We have not yet determined whether that would be let's say for example the top ten projects or if it would be all the projects above a certain amount of dollars.

Let's say for example \$1 million we would take all the projects irrespective of the number and break them down into larger - smaller pieces.

So that's the approach that we're trying to retain which is a bit more marginal than systematic to provide more detail on the budget.

At this stage the level - the project level is already such a granular level and comprehensive level of granular information that produce it further detailed information may be something we'll look in the future to do on a more ad hoc basis may be on certain specific projects or programs so that we can provide adequate information without - with a level of accuracy that's also sufficient.

You know well but not everyone may not know as well that producing 300 to 400 projects with a detailed cost that breaks down the personnel, the travel and meeting the professional services, the admin cost for each of those project is an extremely demanding exercise which needs to be done with a sufficient - the reliability that it's useful information.

And of course when you break down the information at that level the level of accuracy is challenging to keep at a sufficient level.

So we want also to make sure that we balance granularity with accuracy and reliability and meaning as well. And that's what we'll continue to do in the future.

Thank you.

Tony Holmes: Thank you very much Xavier. We do have to end this session. Those of us who are involved in the budget and exercise we do very much look forward to the forthcoming sessions. So I would like to thank Xavier and David for the time spent with us. And if we could just recognize the contribution now thank you very much.

Robert back to you for some guidance for the next session. Thank you.

Robert Hoggarth: Thank you Tony and Tapani for a very nice morning -- appreciate your coordination in keeping everything running on time.

The revised schedule indicates now a breakout session for you all trading off. The NCSG left the room yesterday afternoon so the CSG is leaving this room now. You'll be going to the Pacific Room C, smaller, cozier, (amvia) but the period is only for the next hour.

The next plenary session will bring us back into this room together at 12:30. Chris, Tony, Greg, you guys can, you know, do the full hour and a half. But basically we anticipated about an hour for your time. You guys can take a break now, do an hour, take another break.

The lunch will be outside and served at noontime. I tried to program in like we did yesterday a little half-hour interlude for socialization, network and getting your food.

We'll be back in this room again at 12:30 for the discussion about the meeting strategy, the Marrakesh meeting and we'll look forward to having you all back then. Thanks a lot.

END