

---

ALAN GREENBERG: Let's get the recording going so they can listen to it afterwards.

GISELLA GRUBER: Wonderful. We'll start the recording and start Spanish interpretation. Good morning, good afternoon, and good evening to everyone. Welcome to today's ALAC New Member On-boarding Call on Monday, the 18<sup>th</sup> of January at 13:00 UTC.

On today's call, we have Alan Greenberg, Kaili Kan, Sebastien Bachollet, Harold Arcos, Seun Ojedeji, and Wafa Dahmani.

No apologies noted.

From staff, we have Heidi Ullrich, Ariel Liang, Silvia Vivanco; and myself, Gisella Gruber.

Our interpreters today are Veronica and David.

If I could please remind everyone to state their names when speaking, not only for transcript purposes, but to allow the interpreters to identify you on the other channel, and to speak loudly and clearly in order to allow of accurate interpretation. Thank you and over to you, Alan.

ALAN GREENBERG: Thank you very much, Gisella.

TIM DENTON: Alan, it's Tim Denton. I'm on the call.

---

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

---

ALAN GREENBERG: Thank you very much for joining us.

TIM DENTON: You're welcome.

ALAN GREENBERG: Okay. The reason for this call is – and it's something we should've done earlier in the ICANN year, but the events of accountability and things have just taken up too much of our time and too much of our focus.

The intent is to try to set expectations. We can normally do that in a typical year with only one or two people changing, essentially one on one, but with so many people this year it's really been difficult. It's become clear that – at least for some people – the expectations... What they think they're expected to do does not match our expectations.

It's an interesting year in that we have some people, like Sebastien, who have been around forever virtually, although not on the ALAC recently. And some things may well have changed since he was last on the ALAC. Seun who's been around as a participant in a lot of these things and is probably aware of the details just because he's absorbed them. Then we have other people who are brand new to ICANN and to At-Large. There's no reason for them to come in with any innate knowledge. So we're just trying to do a level set here.

The main thing – and I'll summarize very quickly – is to give an idea of what the expectations are. Everyone who's on this group volunteered to

---

do it, either volunteered through their RALO or volunteered through the NomCom. And although I'm afraid we don't pay you anything for it, we do have expectations of what people should be doing. I'll list some of them. I encourage questions to further expand on them. I'm not going to go into a lot of detail.

We have meetings. We have meetings that are teleconferences. We have meetings that are face-to-face. And we expect people to be there and to participate. That sounds intuitively obvious perhaps, but it's not in many cases.

Now, we understand that certainly for teleconferences occasionally they are at a time where you just can't make it. If that's the case, then we expect you to say so ahead of time. Our presumption is you will be there unless you send apologies. And the assumption is you'll take the time some time later to listen to the recording and make sure you're up-to-date on whatever happened there.

We also like people to actually participate when they're on the call. The ALAC is only the sum of its parts and if people are not actively participating, both in teleconferences and in e-mail, then really it's going to be... We're going to end up doing things based on what one or two people think and not the whole group.

E-mail is another important part of what we do. There are two different kinds of e-mail. One is simple questions and answers and we expect people to respond moderately quickly. You clearly don't have to be on your e-mail 24 hours a day and respond to everything immediately, but it's good to check e-mail at least once a day. Weekends, we understand

---

sometimes people are off; sometimes they're not. But staff will ask questions or we'll follow up on things. E-mail has to be the prime way of getting ahold of you if some issue comes up.

We do a lot of decisions based on consensus and consensus calls typically are via e-mail. They're worded in the general tone of unless you disagree, you don't have to speak up. And something is decided by consensus, assuming there are not significant disagreements with it.

On the other hand, for a number of things, we do have formal votes and we do expect everyone to participate. Most votes are open for five or seven days. Occasionally there's one that's much shorter than that, if time is of essence. But we do expect everyone to vote. Quite candidly, it's rare these days that we have all 15 people voting. We're not there yet.

Most of what we're talking about here is documented. If you look at the ALAC Rules of Procedure – and I'll put the URL in the chat. What's in the chat is a web page pointing to all of the documents associated. Essentially, the rule sets. There are some sections in the rules, procedure proper, that talk about what our expectations are from ALAC members. And there's also a document called a Position Description which goes into a little bit more detail talking about things.

So the workload is not a full-time job, but we do expect people to attend to it regularly. Otherwise, we're in a position where the region that you're representing is just not going to be represented, I guess.

I'll have more to say in terms of relationships with RALOs, but we'll get to that a little bit later. Over to whoever is next. Anybody here?

---

HEIDI ULLRICH: Ariel is going to take you through the policy advice process.

ALAN GREENBERG: I'm assuming if anyone has any questions, they're just going to raise their hand or call out if they're not on Adobe. Not seeing anyone. I didn't ask for questions, but please, make this as interactive. If you have anything you want to call us on, then please do it as we're going through it. Okay, Ariel?

ARIEL LIANG: Thanks, Alan. Welcome, everybody, attending the onboarding call. And also a late Happy New Year.

I'm going to walk through the ALAC policy advice development process in a level of detail, as if everybody is actually a newcomer because we do have a couple of really new ALAC members. Some of the details you already know if you're an experienced member in At-Large, but I think it will still be beneficial for the new members.

I'm referring to... I think a lot of you are already on the onboarding document. The link is pasted in the chat. The page I'm referencing right now is the page #10 to #13. That's only about policy part of the ALAC work. I think you can also take a look at it when walking through this process.

In general, the ALAC does not develop policy like the GNSO or the ccNSO – the supporting organizations. The ALAC is an advisory

---

committee. What it does it to publicize, analyze, and provide advice on proposed ICANN policies and decisions that reflect the [views and needs] of individual Internet users at regional and global levels. That's a general overview.

Then the policies that ALAC comments on are usually related to the TLDs. But then the ALAC also comments on other work from the ICANN community such as reviews and – sorry, I heard my audio is not very good. Is my audio still okay?

GISELLA GRUBER:

Yes. Thank you, Ariel. Veronica and David, would you be so kind as to confirm whether the audio is [inaudible] or not? Thank you.

ARIEL LIANG:

Testing. Is my audio okay, David, Veronica?

GISELLA GRUBER:

It's better now. Thank you, Ariel. Please continue.

ARIEL LIANG:

Thanks, Gisella. So back to the summary. The ALAC developed advice not just related to TLD policy, but also other work initiated by the ICANN community or the ICANN staff and Board.

So we have this new At-Large website [inaudible] out. I will paste the link in the chat. As you can see on the home page, there's a big pie. That's the topics that the ALAC has commented on, provided advice on.

---

In your spare time, you can click through the pie chart and take a look at the areas that the ALAC provided advice on. That's a general overview.

How the ALAC provides advice. So ICANN public comment proceedings is actually the main channel that actually provides advice. We'll give you a quick overview what ICANN public comment is about.

There is another page which is on the icann.org, the main website for ICANN, and that's dedicated to ICANN public comment. Public comment is actually a vital element in ICANN's decision-making process where everybody is given an opportunity to comment on topics – specific reports, proposals, recommendations, and other policy deliverables initiated by ICANN community or staff department.

Each of the public comments, they have their own workspace. The workspace looks like this. Then they will provide background overview and key documents and other reference resources on this workspace. And of course there will also be a link to the comment forum where the public provides comments [inaudible] comments submitted for that particular topic.

Each public comment is open for at least 40 days, and during that period any individual or organization internal or external to ICANN can submit comments. And then after the comment period closes, ICANN staff will produce a summary report that compiles and [inaudible] the comments received. Then that comment will be incorporated in the next deliverable. It could be the final report or things like that, etc. That's a quick overview of the public comments.

---

The ALAC has internal process of developing policy advice in response to public comment proceeding. I show this graphic on the screen. This was produced several years ago, so it's not really accurate at this point. I have some update, but still we'll give you a general picture how the process works.

When a public comment opens, the first step for the ALAC is to create this policy workspace. Actually, [inaudible] the staff [inaudible] the ALAC will create that workspace on the wiki. This is a very important wiki space, so I'm going to also paste that in the chat.

The main purpose for this wiki workspace is to let... Well, first to transfer all the public comments related information over here to this [blue box]. It's actually a simple copy/paste from the public comment page on icann.org.

Another important utilization of this wiki workspace is to document this whole internal timeline for the ALAC to produce this draft statement, and also who are the penholders, etc.

The third use for this wiki space is to upload a draft statement underneath and allow the community to comment.

That's a really... I'm going to jump a few steps ahead, but to just give you a taste of why the wiki space is needed and how it is used.

Once the wiki workspace is created, there will be an e-mail sent to the whole At-Large community and it usually looks like this. It's called "new public comments" and the title of the public comment. In the body of the e-mail, you will know when the public comment period is starting



---

from, what day to end, and then the link to the wiki workspace will also be included in the e-mail. That's just to... It's usually sent through the ALAC Announce mailing list and also the At-Large worldwide mailing list so that all the community members will know about this public comment period.

Then the ALAC will come to a consensus and will decide whether the ALAC should really comment on this public comment, submit a draft statement or not. As many of you are already aware, this process is usually taking place during the ALAC teleconference call or the ALAC Leadership Team call. Also a lot of time, which we discussed, via the mailing list or even Skype chat. In fact, there's an informal Skype chat for the ALAC Leadership Team to just discuss public comments.

In those ways, the ALAC will come to a decision whether a statement is necessary or not for this public comment.

During this process, a lot of those subject matter experts will be consulted within the At-Large community.

When public comments, the ALAC decides to write a statement on that public comment, a pen holder needs to be identified. A pen holder can be an individual or a group of individuals responsible for writing an initial draft on this statement in response to the public comment.

One thing I want to clarify is that an ALAC statement does not need to be written by an ALAC member. In fact, anybody within the At-Large community can draft a statement on behalf of the ALAC. But that being said, a lot of ALAC members and liaisons certainly draft statements because their knowledge, their expertise, their experience with the

---

community and also their leadership role in representing the interest in end users within ICANN. It's very common for ALAC members to draft statements.

Once a pen holder is identified, I will work with the pen holder and also Alan in general to shepherd the process of producing this first draft.

Once a first draft is developed, it will be published on the workspace that I showed you earlier, right here. Usually it's going to be posted right below first draft submitted, right below here. Then a call for comments period will begin.

Now you will see an e-mail like this sent to the ALAC Announce and At-Large worldwide mailing list called "Call For Comments" and draft ALAC statement on the title of the public comment.

In the body of this e-mail, it will direct readers to the workspace to review the... There's some echo. Can everybody mute?

ALAN GREENBERG:

Looks like it's coming from Wafa.

ARIEL LIANG:

I think Wafa is on mute. Not yet. Testing. Okay. Sounds good now. I'll continue.

A call for comments e-mail will be sent to the ALAC Announce and At-Large worldwide mailing list and then in this e-mail you will see by what day and time this call for comment period, the internal commenting

---

period, will end. So that's also an opportunity to invite everybody – the ALAC members and the At-Large members in general – to comment on this draft. So that's call for comments.

Now, [inaudible] call for comments. This [inaudible] pen holder will incorporate the comments received and then finalize the final statement. Then once the final draft is produced, it will be updated in the workspace under final draft version to be voted upon by the ALAC. That's where the final draft will be.

The next step is ratification rules. The 15 ALAC members will hold this vote to determine whether the final draft should be approved and submitted to the public comment as a formal ALAC policy advice statement. As you've already seen, a lot of those votes are conducted to the [Big Polls], the electronic forum, where all the ALAC members receiving this particular e-mail [inaudible] credentials. Then this e-mail will tell you this vote is held from what day to what day. When you click this link, there's [inaudible] that will direct you to the poll online to cast your vote.

That was usually the process for ratifying statements, but of course some of the statements are ratified during the ALAC teleconferences or either the face-to-face sessions in ICANN meetings. There's also those cases.

According to the ALAC Rules of Procedures, there's a responsibility for the ALAC members to vote, but I would of course understand sometimes you couldn't have time to read the statement on time to

---

vote, so it's understood. But from the staff side for procedure purpose, of course record who voted or not. It's all documented.

So that's the overall process of this ALAC policy advice development. From the staff side, my role is to help the ALAC to shepherd the process, and also some additional responsibilities that I currently hold is to help provide editorial suggestions to the draft statement. So I actually work with the pen holders and review their draft and provide some of my comments.

Sometimes, also, if the ALAC has no time to draft a statement, through volunteer time, then I sometimes get instruction and following the view provided by the ALAC members, produce an initial draft for the ALAC members' reviews. That's of course under the guidance of members.

So that's my view, my work supporting this process. For all the past ALAC statements, you can also find them on the new At-Large website. I'm going to paste this link in the chat that's a page that includes all of the ALAC statements in the past. It's about [336] – maybe not the exact number. We need to figure out all the documents we published here, but [inaudible] ALAC statements. That is 300+ ALAC statements in the past and you can find them through looking at the topic, and these boxes, you can check them and you can see the statements [inaudible] belonging to that topic area. Or you can look at the statement based on their status. It's very handy if you want to find a statement that's [inaudible] call for comments, for example. Then you can check that box and it will show you which one soliciting internal input.

---

And of course you can put [inaudible] in this box. For example, if you want to find the At-Large Summit Declaration, for example, you just put “At-Large” in the keyword and you will find it. [You will find] the declaration.

I want to take a moment. Is there any questions or comments for this process that I can answer right away?

ALAN GREENBERG: Ariel, Seun asked in the chat whether the website is being kept up-to-date 100% guaranteed right now since it’s not really live.

ARIEL LIANG: Thanks [inaudible].

ALAN GREENBERG: That isn’t what he asked, but that’s the way I’m wording it.

ARIEL LIANG: Okay. Thanks, Alan. So for this beta site, it is kept absolutely 100% up-to-date. So rest assured that you can find all the statements that you need to find, especially the ones in progress. I will make sure to update their internal timeline when we figure it out. Then also when we have draft statements posted, I will post the link under this activity log, so you can find all the things that you need.

Also, it’s a parallel process because we still have the old website, which is the atlarge.icann.org, and there’s this page called “correspondence”

---

page. That's the equivalent of the policy pages on the new website. I'm still updating that page because I have learned that it will be easier to put all the documents on the old site and migrate over to the new site, so we have the records comprehensive on both sites. Until this old site is [inaudible], I will still keep updating both parts, so you can find statements on both. I'm also going to [inaudible].

ALAN GREENBERG: Ariel, I presume that the new site is still under development. Is that the case?

ARIEL LIANG: Yes, but not the policy part. The policy part is [inaudible]. Oh, actually, one thing is we're incorporating translations for the policy part. So you will be able to see French, Spanish, Chinese and other UN language versions of the policy part. That's the only part that's being developed at this moment for the policy.

ALAN GREENBERG: Okay. Seun asked is the website up to date and you're saying the policy part is. There's a difference. I just want to make sure we're all saying the same thing. Okay.

ARIEL LIANG: [inaudible] just referring to the policy part of the website. I can talk to Seun offline about the other part. Any other questions?

---

ALAN GREENBERG:

I don't have a question, but I have something to say. One of the things that we're starting to do right now is, traditionally, policy statements have been written purely by volunteers. We are now using Ariel and perhaps other people as we go forward to do final editing, clean-up of things. And we will be experimenting with actually having staff do the drafting under instruction from the [inaudible] expert within the volunteer group.

So we're trying to remove the need to be able to be a perfect writer and someone who is very comfortable writing documents for publication. Trying to separate that from contributing the ideas. Going forward, we'll be trying to do more of that and see how it works out. That's all I have.

HEIDI ULLRICH:

Ariel, did you want to mention the plans for developing one-pagers that will highlight the end user perspective for public comment?

ARIEL LIANG:

Sure. I can briefly mention that. So there's this particular [product] called One-Pager that was done by the GNSO staff. It's actually called The GNSO Policy Update, I think. I'm going to paste this link in the chat, too. Or maybe not. I will try to find that right policy page.

It's mainly about the policy development process within the GNSO, and then the GNSO staff, on a monthly basis, provide a one-page summary of that policy development process. It's usually very succinct and we'll highlight what the GNSO PDP Working Group has done over the past

---

month, whether there's any major development, and what are the opportunities for the community to engage.

What I'm doing with the GNSO staff right now is try to figure out a way to communicate that information to the wider At-Large community, so we will repurpose that one-pager and we'll add one paragraph or so at the end highlighting why the end users should care about this particular policy development process within the GNSO, and what part of the PDP deliverables, for example, the At-Large community members can focus on reading [or] provide advice on.

But this is a pilot [inaudible] has never done before. Of course Alan and I will need to work with you and other experts in the At-Large community to understand the best way to draft that particular one paragraph or so about the end user input for the GNSO PDP. So that's about that one-pager. I'd like to talk offline about that later. I will reach out to you.

I think I just want to wrap up this part by adding a couple of other comments I have. Besides the public comment – I'm going to put this paragraph here. It's page #12. The ALAC does not provide advice strictly related to ICANN public comments, and actually the ALAC can provide advice in other ways.

For example, if the ALAC identified a topic that's of vital importance to end users, they can draft a statement and submit it to the ICANN board as formal ALAC advice. For example, you probably saw there is one drafted by Holly and Carlton on RDAP. That's the one that was submitted last year in December. That was not prompted by a public



---

comment, but actually the initiative of Holly and Carlton and other ALAC members.

Some other ways for ALAC to provide advice is responding to the GNSO Working Group request for input. For example, there's requests for input for this GNSO Working Group on use of country and territory names at the top-level domain. You can see in the blue box here the context of this request for input. It's not a public comment, but it's more like an informal way for the GNSO to solicit comments from other communities on their work. And the ALAC drafted a statement on that. That's not really strictly related to public comments.

Of course ALAC does not provide commenting [inaudible]. It has a lot of interaction with other community groups to understand how policies are developed. That's why the ALAC has formally appointed liaisons to the GNSO, the ccNSO, and [inaudible] representatives in cross-community working groups and review teams. For example, Kaili you have been recently appointed to the [CCT]. That's [inaudible] efforts so ALAC will have members in those groups to advocate for end user interest.

Another way for ALAC to interact with other communities in terms of policy advice is sometimes ALAC drafts joint statements with other community groups. And if you are curious what are those joint statements, you can also go to this new website and just put, for example, [inaudible]. Then you can see there's some joint letter, joint proposal, [inaudible] history that ALAC drafted advice on with other communities.

---

Another way for ALAC to interact with the other communities is actually initiating public comments. I have a short work history in At-Large, so I don't know how many in the past for ALAC initiated public comment, but I saw one at least saying [inaudible]. It's on public advisory boards. The ALAC actually worked with the Business Constituency in GNSO to initiate that public comment. So that's another way for community interaction for the ALAC.

Then just in conclusion, there's one thing I'll actually clarify is the difference between ALAC and At-Large community. The ALAC is an advisory committee within the ICANN community, the multi-stakeholder model, so it has a certain unique capability such as initiating public comment, for example, or request the GNSO to initiate a public comment. I think, Alan, you once mentioned to me. There's an example there. That's something the wider At-Large community couldn't really do, but the ALAC has the power to do that.

And of course the formal statements from the ALAC, the formal advice carries certain weight. So that's one distinction between the ALAC and the wider At-Large community. But of course the ALAC cannot provide advice singlehandedly without getting input from the wider community. That's why ALAC members have this [role] to work with RALOs, for example, and talk to them about policy advice work in ICANN and solicit feedback for draft statements.

So, yes, let's wrap up my section of policy advice development. I see Alan has his hand raised. Alan, please go ahead.

---

ALAN GREENBERG:

Thank you. I just wanted to elaborate a little bit on the rationale for why the ALAC may make statements or give advice. We use the term “advice” very sparingly. Advice is... Really, we could give advice to anyone, but the only group that we’re really mandated to give advice to is the board. If we formally call something advice, then we trigger a process which requires a certain amount of follow-up and response from the board.

The bulk of our statements are aimed not at the board but at some other group and usually in response to something they have asked. So those are really just comments. They’re not advice as such.

One of the questions that people ask is, “What is the user connection?” Now, there are some comments that we make which clearly have a user implication, and for those it’s easy. We also, however, comment on a large number of things that are internal to ICANN. The rationale there is not necessarily that there’s a direct user involvement, because sometimes there is and sometimes there isn’t.

But the other part is we can only function within a viable, useful ICANN. A lot of what we do ends up being aimed at ICANN itself to make sure that ICANN is an organization where we can be effective when we do have something to say with regards to users.

So if you look at all the work we’re doing on accountability, there may be no connection. It’s debatable – we don’t need to talk about – whether there’s a real user involvement directly. But without a viable ICANN, then we can’t exist and be effective in the other areas. It’s an

---

internal process to make sure that we're living in an environment which can effectively serve the users.

That's all I have. We have a hand from Sebastien.

SEBASTIEN BACHOLLET: Yes, thank you. I agree with you. My comment was more about the words we are using to talk about ALAC, At-Large, the way the community – why the At-Large community.

We have to fix that, because if you hear the people in charge of ICANN at the higher level – the CEO, the chair of the board, some members of the board – for them, ALAC is the At-Large community within ICANN. They don't understand that ALAC is just 15 members – representing, but just 15 members. ALAC is not the ALS. It's not the RALO and so on and so forth.

We have to fix those words because we are in a very – I think trouble to explain how we organize, what we do. Even if we do this presentation, I have done that for the board at least two times when I was board member. But still it's not easy to be sure they will use the right word for the right people or organizations [inaudible] talking about.

My second point is that we need also to be clear that we can, as ALAC, comment, advice, whatever we want to do on everything related to what ICANN mission is. That means not just TLD – [it was said] – but we have to stress that we can say something about the IP addresses, even if we have no liaison to the ISO. We can say things about the root server, even if we don't have liaison to [SSAC]. We can say something about

---

what the GAC is producing, even if we don't have liaison to the GAC. So [inaudible] not reason why we can do a comment. We may end up to have liaisons to all of those bodies – it will be good – but for the moment it's not the case.

ALAC is a really [cross] organization to all the ICANN [issues]. Thank you.

ALAN GREENBERG:

Thank you, Sebastien. Two thoughts on that. First of all, with regard to the difference between ALAC and At-Large, every time we get a new CEO or chair of the board, we go into an education campaign to try to explain the differences between them. And we're semi-successful on occasion and other times not. But it's not unique to At-Large.

There is probably only a very, very small number of people who accurately use the terms GNSO and GNSO Council correctly. The GNSO is comparable to At-Large and the GNSO Council to ALAC. And people use the term GNSO interchangeably to be both of them. It is a problem, but it's not a problem unique to us. The same with the ccNSO. I think it's part of the territory.

In regards to making statements on other things other than gTLDs, that's correct. We don't often have something to say in regards to root servers, but should we have something to say, we can certainly say it. There's no question there.

Anyone else with any comments/questions on this area? Okay, then, I think working groups is next and that's Heidi.

---

HEIDI ULLRICH: Yes. Thank you, Alan. As we get the slides up, just to come back to Sebastien's point and to Alan's point from my part, and I hope from my team's part. When Fadi first joined, that was the first thing I explained to him was that if he were to understand ALAC and At-Large, he needs to know the difference between the two. I will make it a point to stress that in my briefing to the board at the ICANN meeting. That's a lot different than [inaudible].

ALAN GREENBERG: But, Heidi, we won't win.

HEIDI ULLRICH: Well, okay. Well, we have to fight the fight, Alan.

ALAN GREENBERG: While the slides are coming up, I'll do an intro. I'm not sure what's in the slides, but I'll point out that in this context we're using the term "working group" in a very general sense. Some of our things are called working groups, some are called subcommittees, some are called task forces. This is a generic term.

HEIDI ULLRICH: Yeah, I have a slide on that, actually.

ALAN GREENBERG: Oh, okay, sorry.

---

HEIDI ULLRICH: When I go through the various ones. Gisella, are they coming up?  
Gisella?

ALAN GREENBERG: Yes, Seun, correct. We've invented a new term and we use it regularly  
now.

HEIDI ULLRICH: We have a lot of different names for what we... Actually, I believe that  
the ROP (the Rules of Procedure) called them work teams, I think.  
Anyway, we don't even use that.

But before I start, I just wanted to stress that one of the key strengths of  
the At-Large community and the ALAC is that they are bottom-up. Well,  
the At-Large community is a bottom-up organization. And very unique  
again within all of ICANN is that At-Large represents the end users and  
it's very much aimed to be a bottom-up approach or structure.

That means that in the policy advice statements, it is very useful – at  
least from the perspective on the board, and I've heard this on  
numerous occasions, if they could actually hear from the At-Large  
Structures, from the unaffiliated individual members, stressing this is  
the end user perspective from this region, etc. So that would be very  
useful to bring that up.

---

One of the key ways that that can happen is that as policy advice development is made or developed that part of that development takes place in the policy advice development working groups.

During this presentation... This is largely drawn from a capacity building webinar that I presented late last year. I've adapted them. And I'm not going to go through all of the text that's on there, but I wanted to give you these slides and an overview to this topic.

Our three main points here on this presentation. One is overview of At-Large working groups. Again, that's in the larger context. Then the introduction [inaudible] types of At-Large working groups, and I've divided them into three types. The first one is policy based working groups, those that are made specifically for working on policy advice development. The second type are the outreach and engagement types of working groups. And then the third type are the process-based working groups.

Finally, how to join. And just briefly, how as an ALAC member, as anybody, can join these groups. Now, some are membership based and we'll go through that.

The fourth point is questions and answers. As we've been seeing during the previous presentations, please do raise your hand during the discussion and I'll take the questions at that point.

To begin, just a little bit of overview. At-Large working groups. For those of you who are real newbies, new people to At-Large and ALAC, much of the work as I've mentioned of the ALAC is made to these working groups. The primary activity of these At-Large working groups includes



---

either development of policy advice that feeds into the ALAC statements. They have provisions and advice [to the] ALAC [on a] specific project or an ongoing project related activity. For example, oversight to the finance, the ICANN budget. That would be oversight – to the next one – oversight on an ongoing process. Then carrying out actions delegated by the ALAC of [inaudible] policy, process, or outreach and engagement.

A little bit of background. After the first At-Large Summit in March 2009, that's when we really saw a significant growth in the number of types of At-Large working groups. Prior to that, there was only I think a couple. One was the Finance & Budget Subcommittee. Then heading into that first summit, there were [several developed] to plan that summit. Then following the results of that first summit was the declaration and a lot of work was made on specific policy issues, and then that saw the development of specific working groups for policy related types of groups.

Currently there are 19 at this time, because of the focus of the CCWG transition work active here, as I listed on the slide. There's a little bit... Probably not the right words for some of them. A lot of them are currently somewhat inactive, and perhaps a few might wish to make them more active and even chair some. I'll talk to you a little bit which working groups those are.

On this slide, there is a picture of the working group portal, and that is easily... You can get to that. You can see the slide, the blue arrow point. That purple gateway box on the main ALAC [portal]. So once you come to the ALAC site, you can see this little gateway box is on most of the

---

wiki pages. That will right away take you to a link called the working group. That lists all of the working groups that are currently active, as well as a link to the archived groups.

Also important on this page, it shows the staff need for each working group. So [inaudible], if you become chair of one of these, these are the people that will be on those calls and [inaudible] from the subject matter expert, or at least the person [inaudible] the process within the staff. So if you contact that person [inaudible] or use [the] At-Large staff account.

Also on the new [inaudible] website, Ariel and her team working on this have made a really clear page or section on the homepage that shows all of those working groups that link directly to the wiki. That's a good way. You can go directly from that new beta page to your working group of interest.

Okay, this is what Alan was mentioned. There are several types of At-Large working group subcommittees. [It's the] first one. These are typically... They have an ongoing task that requires formal ALAC motions and voting. For example, currently the ALAC Subcommittee on Finance & Budget has an ongoing mandate of requesting [and] monitoring funding [of] ICANN.

Then there are standing working groups. These are generally working groups that work on ongoing or long term issues of interest to At-Large. Then there are also a number of ad hoc working groups that are both at the ALAC and RALO level and they can form them to address specific topics or reach specific goals.

---

Taskforces. For example, the Technology Taskforce. There's also a taskforce for the new website, etc. These [inaudible] somewhat limited mandate to accomplish something in a short timeframe.

Again, as I mentioned, there are archived working groups. A number of working groups that have been active in the past, the ALAC will discuss whether to archive these and they can come back at any time there's a need to reactivate them.

I want to discuss the three types of working groups. I've identified basically three. The first one are policy based working groups. Again, these are primarily to work on the policy issues of ALAC and At-Large. The second type are outreach and engagement. These basically work on development and implementation of activities focusing on increasing membership or enhancing the current membership. For example, promotional items, etc. Those groups work on that.

Then there are process-based working groups. They primarily work on provision of a [device] of ALAC on a specific project or ongoing process [inaudible] activity. Again, the Finance & Budget Subcommittee, the current ALAC and At-Large organizational reviews. [inaudible] At-Large review working party, for example, that is now active. Then also processes required by ICANN for certain programs. For example, the CROPP Review Team is one of those.

I'm going to go through these and note where there are leadership possibilities and those that are more active. The first one are the policy based working groups. There's the At-Large Ad Hoc Working Group on IANA Transition and ICANN Accountability. Given the long name of that,

---

we call that the Transition Working Group. Membership is open for that. Olivier is the current chair. That one is probably the most active working group at the moment. Last week, for example, it held two calls. So very active at the moment.

The next two, the IDN Working Group working on IDN issues and new gTLDs are relatively inactive. In fact, they are quite inactive at the moment. There are chairs for the IDN working policy. Edmun Chung and Satish Babu of APRALO. But again, that group has not held a meeting in some time. It may be because ICANN now has developed other working groups where that work carries on in a cross-community type approach.

The New gTLDs Working Group very active in the run-up to the launch of new gTLDs, but again currently does not have a chair. But I think as there are discussions for a second round or the next round, then that group I'm assuming will be quite active again.

Registration Issues Working Group works on issues related to WHOIS activities as well, and there are two co-chairs for that – Holly Raiche and Carlton Samuels. It has not been that active recently, but I suspect with the new PDP in the GNSO on that topic, that will come back again. That may be a working group you may wish to join soon.

Then Technical Issues Working Group very inactive. Olivier is the interim chair. That works on issues of safety and stability and security of a domain name.

Outreach and Engagement Working Group. The Academy Working Group actually initiated by the At-Large community, and since then – in its current state, it's somewhat inactive, but it is an expanded academy

---

working group that includes members from each of the ACs and SOs. The plan by Sandra who is the chair of that is to have a new call for membership as well as to make it a cross-community committee versus just from At-Large. What that group does is basically promote the concept of an ICANN Academy as well as develop and really be the lead source for the organization of the leadership program. Several of you have gone through that – the Leadership Training Program – and hopefully in the near future, there will be additional training courses.

The ATLAS II Implementation Taskforce. This working group was established after the second At-Large Summit to work on the 43 recommendations that were in the declaration. That is ongoing and hopefully will complete its mandate soon, once the recommendations are fully implemented. Olivier is the chair of that working group.

Then the Capacity Building Working Group. That is a very active working group that is led by Tijani. What they are primarily doing right now are the organization of the... Very regular Capacity Building Webinars are being held for all of At-Large. It also serves as the umbrella working group for the regional-based webinars on capacity building. If you were to join that one, for example, you could help in developing that kind of series of webinars.

I believe Gisella, or someone, I blocked my Internet connection here to the AC. Let's see if I can get back quickly. Okay, looks like I can.

Next one then is the Cross Community Committee on Accessibility. That works on all issues related to accessibility for disabled or sight-impaired, hearing-impaired people within At-Large. Garth, you're a member of

---

that. That group has been rather successful in getting, for example, the captioning project off and it going to start very soon now. Cheryl, who is the chair, has made that a cross-community committee and they're working on getting more members from all across the ACs and SOs. That one is open.

Next one is Subcommittee on Metrics. That one looks at – creates, develops, and proposes to the ALAC Metrics and measures the performance, expectations of the ALAC members and those representing At-Large within groups. For example, the Regional At-Large organization. They are somewhat inactive at the moment.

I have now completely lost my AC page. Gisella, could you start doing the slides, changing the slides?

GISELLA GRUBER: [inaudible] when you're ready.

HEIDI ULLRICH: Okay, thank you. Moving on, then. We have the Subcommittee on Outreach and Engagement. That one is led by Dev with five RALO co-chairs. That one is actually very active at the moment, particularly as we approach Marrakech. They lead on both outreach and engagement activities, and for Marrakech are planning the outreach and engagement activities here. So they have had two calls – or they had one call on Marrakech this past week and are having two this week. So if you are interested in any kind of outreach and engagement activities, that's a very active group to join.

---

Then Social Media Working Group. This one is led by Dev, but very closely with Ariel. What they do is develop strategy and review performance metrics via social media. For example, primarily at ICANN meetings, they coordinate and develop strategies to have a very effective social media campaign. They have been quite successful in having actually ICANN do a lot of their retweets from the At-Large social media. Well done to that one.

The Technology Taskforce is a very active group led by Dev, but the co-chairs are Glenn and Judith from NARALO. What they look at are basically they evaluate and review ICT tools that can help At-Large. In fact, all of ICANN better accomplish their goals. We've had actually staff from our IT department congratulate the Technology Taskforce for helping them better select tools that will reach the needs of all of the ICANN community. They've had some good success there.

Moving on process-based working groups. The first one is the ALS Criteria and Expectations Taskforce. Alan, did you want to talk a little bit about that, if you can unmute?

ALAN GREENBERG:

I'll talk about it when we go on to the next section.

HEIDI ULLRICH:

Okay. This group basically was started late last year. Alan is the main chair of that. There are also four design team leaders, and what they're looking at in a broad sense, basically, is to make sure that the expectations and criteria for At-Large Structures are up to standards

---

that will help them be as efficient as possible. Another aim is to have this group, this taskforce, complete its mission quite soon in order to be finished before the At-Large review which would be looking exactly at some of these issues, [inaudible] really get started. So I think the timing – we’re relatively okay for that timing still.

At-Large Review Working Party. That leads me into that. That is being led by Holly. So far it’s looking at the development of the RFP for the At-Large review, and that has now been launched. And the At-Large Review Working Party will continue to work with the staff for the organizational reviews. And as we get into, for example, the scheduling of interviews by the person or by the team, the external team leading the review – and the process [inaudible] basically that once that report is finished, the board will approve the overall mandate of that, and then comes back into this working group who will then develop the improvements that are coming out of the recommendations by that report. So basically, that group – the At-Large Review Working Party – will become more active and critical that will be implementing the At-Large improvement in about a year’s time. A little more than a year, 18 months.

Then finally the CROPP Regional Outreach Pilot Program Review Team. That is the CROPP Review Team. That is led by Dev at this time. It is basically the group that coordinates and manages the At-Large efforts related to the CROPP. For those of you who don’t know what that is, ICANN provides... For each RALO provides up to five regional trips. They’re relatively short trips that are for outreach and engagement activities. Do take a look at any upcoming events that you think fit their strategy. Each of the RALOs have now had to develop outreach and



---

engagement strategies, primarily for the CROPP. The meeting that you've identified, if that fits into the strategy, then you would submit it. It would go through the CROPP and then the regional vice president from that region has to approve it and then you might be able to get funding for that trip.

Very active at this time or will be active now starting next is the Subcommittee on Finance & Budget. Several of you are members of that. What this does is – at least at this point – it looks at the special requests coming in from the RALOs, reviews them, works with the finance staff and staff looking at that, working primarily on these requests, and then helps review, encourage revisions and then submits then in time for the process to be carried further with staff and the board. What they also do is they look at the liaison between the budget and the staff working on that, the overall ICANN budget and the ALAC and At-Large. That person currently is Tijani.

The next group is the Ad Hoc New Meeting Working Party. What that group was looking at the new schedules for the ALAC and At-Large at Meetings A, B, and C that we're now going to go into. Marrakech is the first such meeting. That will be an A meeting. This group develops that strategy which now I think that group will probably be archived shortly after Meeting B, or at least after Meeting C I would assume.

Then the next final one is the Ad Hoc Website Revamp Group. This is a very small group and it's led by Ariel from staff. It includes Olivier, Alan, and I believe Satish. What they've done is that they've helped in the development of the new At-Large site. They were given a preview and played a very key role in the development of this new site.

---

Finally, [inaudible]. Again, most of these groups are open. There are a few that are by appointment only. You'll see also on each of the pages they're using very similar templates for each of the working group pages. Ariel, perhaps you could just put up one so they can see what that template is. Some groups, members will identified either as member where they have voting rights or participant status. Again, that difference really only matters when there's a vote. Mostly the working groups as they're developing policy or process issues, they try to work by consensus.

If you want to join, please contact the working group chair, or Alan, or At-Large staff to talk a little bit about what those working groups do. Once you've decided you want to join, it's very easy to do so. Once you're on that membership list, you'll be getting regular e-mails for all calls, for action items, etc., on that.

To become an active member, join these working groups. Ask questions. Ask Alan questions. Contribute your expertise. All of you are part of ALAC because of your background and your knowledge and your expertise. Be curious, and of course have fun. Alan, over to you.

ALAN GREENBERG:

Thank you very much. We're running way over, so I'm going to be moderately short on the next section. Essentially the relationship between ALAC and RALOs, and the relationship between ALAC members and the RALOs.

To be blunt, it ranges all over the place from people who believe that the ALAC members appointed by the RALO are essentially the servants

---

of the RALO and should only do things as directed, which by the way is incorrect. The ALAC members are selected and are expected to actually be thinking bodies and make their own decisions.

Now, that certainly can be done with consultation with the RALO, more so for the RALO appointed people than the NomCom. But if the ALAC members were there just to essentially carry out the requests of the RALO, we wouldn't need a person. We can have a computer which would do that and relay the votes and things like that. So we do expect people to consult with the RALOs as appropriate, but work on their own.

The ALAC members are the conduit – or at least one of the conduits – to the rest of the RALO. That is, to the RALOs, to the ALSes. Very often we will send e-mail out. Sometimes we'll send e-mail directly to individual ALSes. And we do it through the At-Large and the ALAC Announce list. But we try to keep traffic on that list at a minimum, and very often we'll send things to the ALAC list and expect the RALO leaders and the ALAC members from the region to pick up the issue and follow up on it with the ALSes, with particular people who are known to have an interest in the subject and things like that.

It's very much an issue of cooperative work with the RALO leaders. There's no single responsibility. So from that perspective, you are the conduits with your RALO and that's important to remember that.

The second thing is to remember the RALOs are relatively independent. As ALAC chair, I have no authority over RALOs. I may be consulted. I might give an opinion. But I can't tell them what to do. So there's a fair

---

amount of independence, but independence also implies that there's no way to ensure that RALOs do their job well and ALSes are involved.

So part of the ALS Expectation Taskforce that we're looking at is also RALO expectation. Now, we're going to be putting in writing some of the responsibilities that right now are just sort of assumed and sometimes don't happen at all. It's a relationship that's in transformation right now and it's something you'll be hearing a lot more of as go forward over the next couple of months. And that's all I'll say to that.

The next section is Gisella. Again, we're running over. We had planned to do the whole part of our presentation in under an hour, and then allow a fair amount of questions if there are any. I'm sorry, I forgot Silvia also has a few things to say on RALOs. So we'll turn it over to Silvia and then over to Gisella for logistics.

SILVIA VIVANCO:

Yes. Thank you very much, Alan. Just very briefly, I wanted to reemphasize what you just mentions to work as a full partner with the RALOs. The RALO leaders are there to listen to your concerns and to learn also what is going on at the ALAC level. So reach out to them personally if you can and explain to them the issues that are being discussed within the ALAC and ask them to contribute, to get back to you, to give you feedback, and to contribute with their expertise, solicit feedback from the ALAC and the ALSes and the monthly call. The RALO has a monthly call each month. Every RALO has a monthly call and they have a section on the public consultation, so that's a perfect time for

---

you to provide an update of what is going on at the ALAC level and also to get feedback from the ALSes. So use that monthly call to communicate with the RALOs, with the leaders, and with the ALSes. That's basically what I wanted to emphasize.

Of course, I am always available to be also a conduit, a liaison, between the RALO leaders and the rest of the ALSes within the RALOs. That's all. Thank you very much.

ALAN GREENBERG: And now over to Gisella.

GISELLA GRUBER: Thank you, Alan. I won't take up much of your time. I just wanted to run through the logistics of the calls and how to make your life easier with scheduling these in your very busy day-to-day lives, as [inaudible] understand it. Everyone being a volunteer, we try and make it as easy as possible for people to join and to have the best audio connections and to make the meetings as productive as possible with your presence on the phone calls.

Just running through the calls, we have the ALAC Monthly Call. We have our regional calls. I'm just going to run through a few logistics to help you on the calls. Then the ICANN face-to-face meeting.

Monthly calls, as you see, is scheduled on the fourth Tuesday of each month. We have come up with rotating times to share the pain between everyone, and the schedule for 2016 will be sent out shortly before the call next week and hopefully approved on the call next week.

---

We also have French, Spanish, and Russian interpretation on our ALAC monthly calls. Several language channels to choose from.

With regards to attendance and apologies, it's always very helpful if you're not able to make the call if you could just send me a quick note, and that way we can note the apology on the attendance for the calls which we do track.

All the calls are listed on the Google calendar. The meeting invitations we try and send out a week before the call, just to remind you, [inaudible] on the third or fourth Tuesday of the month. Then we send a reminder 24-48 hours prior to the call. Just to show you again on the main ALAC portal, we have the Google calendar which is always very helpful if you are looking to plan your week, or possibly even your month.

Secondly, the regional calls which you are all [implicated] in. So the regional calls again are set on a specific day and a specific time. We have two regions which change times with daylight savings. Again, all listed on the Google calendar as well as on the main RALO portal. We try and have the next call published, scheduled shortly after the monthly call. Again, reminders sent 24-48 hours prior to the call.

For both the regional calls and the ALAC calls, we try and have a list of dial-outs. Bearing in mind that the dial-outs are done by the Adigo operators, and in order for them to schedule their staff on each call, it helps for them to have confirmation on whether you will be attending the call or not. We try and call all ALAC members who usually do have to dial out on the various language channels. We try them a couple of

---

times on the various networks, but you can imagine that this does take up a lot of time from the operators. So any call confirmation or apology, again, will just allow us to start on time and to have as many people on the call as possible and maximize the short time we already have for the calls monthly.

Just a few logistics. I just mentioned the Adigo bridge dial-out requests. We're always happy to dial out to you. We're fully aware that it's not always at a very convenient time. So, for instance, if you're only able to join on Adobe Connect, that's great. If, however, you are scheduled to speak on the call, it often helps to do an audio test ahead of time because you can have Internet issues with your Adobe Connect and your audio could possibly drop; whereas if you're on the audio bridge, we're more likely to be able to hear you and it does make the job for the interpreters much easier. When they don't hear you or understand you, it's very difficult for them to provide accurate interpretation.

Raising hands in the Adobe Connect room, I think everyone is very familiar with that. Again, ahead of the call, if you're not in the Adobe Connect room, then we're always happy to... If you could just say your name, we'll make sure we put you in the speaker queue.

The use of the interpretation services, so far, so good. This will be discussed in the coming months as we look at the numbers of people joining the various language channels. For the working groups, however, there is a minimum requirement of three people. But again, it depends on the active participation of the people who are joining the language channels.

---

I see that Heidi has her hand raised. Heidi, would you like to speak now?

HEIDI ULLRICH:

Yes, Gisella. Just very briefly. I wanted to let you know very quickly how we develop the schedule and the agendas for a face-to-face meeting. Gisella worked very closely with Alan and Leon on the actual schedule and she has been amazing at putting the pieces of the puzzle together, particularly now that we have so many competing meetings and [CCW] meetings at ICANN meetings.

The agenda, I usually prepare the ALAC meetings with Alan, but I want to stress that these meetings are really for you, and Alan and Gisella review them on ALAC calls for about three, even four, months prior to the ICANN meeting itself. So please do contribute your thoughts on the presentations on the agenda as they're being developed. These meetings are for you. The RALO meetings and the working group meeting agendas are developed by the chairs of those bodies. That's how those are developed. I just wanted to stress that. Thank you.

GISELLA GRUBER:

Thank you, Heidi. If I may, just the last final slide, which is just the ICANN public meetings face-to-face. The ALAC session, the coffee breaks, how we try and keep everything on time.

Heidi has mentioned how we set up the agendas. Then when we're on the ground, to make life easier for you, we send the schedule out every evening before with any amendments that are done for the following



---

day. Not only for the At-Large meetings, but we also refer to other general sessions which may be of interest.

Again, the wiki page agendas are [those] that are the most up-to-date as opposed to the main ICANN schedule, which is not updated daily during the ICANN meetings, the public face-to-face meetings. We do, however, keep the wiki pages as up-to-date as possible.

The ALAC sessions usually run Saturday, Sunday, and Tuesday for the main sessions. There may be a few amendments with the new meeting strategy plan, but we'll see how that pans out over 2016.

Again, coffee breaks. We try and keep... Well, we have to now keep the coffee breaks within our schedules. So for Marrakech, you'll be pleased to know that as it stands now we haven't skipped any. If we can just try and get back on time to try and actually allow for the meetings to run on time, I know it's not always easy depending on where the coffee breaks are situated within the conference venues.

Attendance and apologies. I try and note the attendance when we start our meetings for the first ten minutes for the face-to-face meetings. If you're not able to join, if you're in another meeting, if you have any health issues, please just send me a quick note so that I can note your apology on the attendance.

And last but not least, we do have meeting reports. We'll send the link ahead of the meeting, so please feel free to add reports on any other sessions that you attended during the week. And we do send reminders during the week to please fill in these reports as much as possible.

---

Thank you. I'm not sure if anyone else has anything to add. I do believe that Ariel quickly wants to show you a quick ALAC page where you can also find all the meetings which is on the new website. Ariel, thanks very much for doing that now. Thank you.

ARIEL LIANG:

Thank you, Gisella. I just wanted to show you there is a new page on the new site. It's called ALAC. The way you'll find it is to click "community" and there's a dropdown ALAC to take you to the ALAC page.

You can see on the last navigation there is a [inaudible] called "Meetings and Events" and those links direct you to the corresponding wiki page that lists all the teleconferences of the ALAC and ALAC Leadership Team, and also the face-to-face ICANN meeting wiki workspace that we created. So that's just a good resource for you to find relevant information.

Also, down below there is what's new and you can see what are the upcoming calls. And now you can see we have the ALAC New Member Onboarding Call right here. It's a Google calendar application. You can click on this link and add this event to your own calendar. Just want to give you that quick note and you can explore this page on your own. If you have questions, please feel free to reach out to me [inaudible]. Thank you.

ALAN GREENBERG:

Thank you very much. We had planned to have this session be a lot briefer and have time for more questions and answers. We're sort of

---

running out of time, but if there's anything people want to raise now, then please. And if not, then you know where to find all of us on an ongoing basis for any clarification. Anyone have anything to say now or anything to ask?

TIM DENTON: I would like to thank Alan and the staff for organizing this because [the place] is, to an outsider, an impenetrable maze and it's very good to have this briefing. Thank you.

ALAN GREENBERG: Thank you, Tim. I will be candid. The document that is attached to the agenda that was on the display is a Google Docs document right now, was prepared by staff in preparation for the Dublin meeting and I never actually got a chance to look at it until recently. It's really good. I do suggest you go through it. It will probably answer some of the questions that we either glossed over today or didn't get a chance to do.

TIM DENTON: Is this the briefing document they prepared?

ALAN GREENBERG: Yes, it is.

TIM DENTON: Okay, thank you.

ALAN GREENBERG: Heidi, you may want to send a pointer around to all the people on this meeting so they can find it easily, even if they can't find the agenda.

HEIDI ULLRICH: Yeah. What we'll do, Alan, is we've had a request from colleagues to send all the slides from today's call. We'll also keep putting the link to that to the ALAC onboarding document and to that message.

ALAN GREENBERG: Okay. Thank you, all. Oh, sorry, Harold has his hand up. Go ahead, Harold.

HAROLD ARCO: I just wanted to thank you for this call. It's been very illustrative. I would also like to ask about the working group. In some working groups, like the Outreach Working Group and [inaudible], the exclusive language to work there is English.

So before being a member of ALAC, I could participate, but there are several colleagues of mine in my region and in my ALS, Venezuela, that have not been able to participate because they can't really speak English. So these actually limit participation.

My question is whether there is any of this group originated within ALAC and maybe we should protect the criterion of multilingualism and

---

to open it up for other languages. Is this possible to do this? Is it possible to propose it and suggest it? Thank you.

ALAN GREENBERG:

I'll answer that, Harold. As Gisella said, our practice for working groups is that if we have three people who are going to participate regularly in a given language, we will do our best to provide interpretation. So the answer is yes, but we will not do it all the time if there aren't people on the call that are needing it. So if people register ahead of time and say they're going to be participating and we have three people in a language, then we will provide interpretation.

The practice for ALAC meetings, ALAC members are supposed to have enough fluency to work in English, because otherwise they can't participate in other parts of ICANN. But as a courtesy and to make sure that all ALS and RALO members can listen in on the calls, we do provide interpretation. But for working groups, we do have a minimum of three.

HAROLD ARCOS:

Thank you very much.

ALAN GREENBERG:

You're welcome. If there's nothing else, I thank you all for your participation. For those of you who got up very early to do this, thank you. For those... Well, the one for whom it is a holiday, thank you, Garth, for taking the time to participate. We're now adjourned. Thank you.

HEIDI ULLRICH: Thank you so much, everyone. Please do feel free to contact us if you have any questions. Thank you.

GISELLA GRUBER: Thank you, everyone. The meeting has been adjourned and the audio will now be disconnected. Thank you so much for joining today's call.

**[END OF TRANSCRIPTION]**