YESIM NAZLAR

Okay, perfect, so let's please start the recordings, and I will start roll call. Good morning, good afternoon, and good evening to everyone. Welcome to the ICANN 57 APRALO ALS Capacity Building session call, held on Wednesday, 21st of September, 2016 at 12:00 UTC.

On the call today, we have Satish Babu, Holly Raiche, Maureen Hilyard, Cheryl Langdon-Orr, Tijani Ben Jemaa, and Kaili Kan.

We haven't received any apologies from today's call.

From staff, we have, as always, Gisella Gruber and myself, Yeşim Nazlar.

Finally, I would like to remind everyone to state their names before speaking for transcript purposes, and over to you, Satish, thank you very much.

SATISH BABU:

Thank you very much, Yeşim. Good morning, good afternoon and good evening to everybody who has joined this call, particularly Cheryl, Holly, and Maureen, who are in the middle of their night. Thanks also to Tijani and Aziz, who will also be there on the call, I think, and welcome to everybody who has joined this call. It is 2:00 a.m. for Holly, Cheryl and – so I'm very sorry for this. Let's get going. We have the page that Gisella and staff have prepared, it's on the screen now.

The idea in having this call is to plan for the capacity building session, which is built on the basis of the Marrakech experience that Tijani and Aziz have had in the process of organizing the capacity building session

there, and we are very thankful to Tijani and the Capacity Building Working Group for having agreed to organize this event, this meeting for the APRALO group, largely, maybe even for others at Hyderabad.

So we will get onto the agenda items. We would like to keep this call very short. The next call may have a lot of details. So we have the first presentation of the capacity building session in Dakar and Marrakech, which is from Tijani and Aziz. Over to you, Tijani and Aziz.

TIJANI BEN JEMAA: Thank you very much, Satish. First of all, I would like to transmit to you the apologies of Aziz. He is still in [inaudible] and he will join us perhaps [inaudible]. Everything I will say will be from me and Aziz together, as we spoke among us about this issue. So the capacity building – as I told you, Satish – program will depend on the attendees, essentially. If we have a harmonious group, it will be something. If we will have a mixture of ALSes and the newcomers, it will be another program. For us, we're going to organize the first capacity building program in Dakar for the ALSes, and it was a program done for people who had the elementary information and knowledge about ICANN, about APRALO, about the RALOs, At-Large, etc., and the second program that we organized in Marrakech was different, because it was done for [inaudible] for people who never came to ICANN.

So this is two different kind of programs. If you want me to describe more or less what we did in Marrakech, I can do that, but I think that, first of all, what we have to agree on is what will be the attendees, what

kind of attendees we'll have. Shall we have ALSes only, or will you have, with the ALSes, newcomers? Can you answer this question, Satish?

SATISH BABU: Thank you, Tijani. It is a complicated question, because we could limit the participants to the ALS representatives, but then it would be a very small group. On the other hand, we also have other potential participants, but some of these people have not been exposed to any ICANN meeting. It is their first ICANN meeting. So while it is our choice, we perhaps – I favor a mixed group, but since you have to organize the classes, I will defer to your opinion on this. If you feel that that we should limit it to APRALO, or other RALO representatives who have been exposed earlier, that's also okay, but then maybe we should consider separate sessions for the new members. How do you feel about this?

TIJANI BEN JEMAA: Okay, thank you very much, Satish. In my point of view, if we have time and a place as well to organize other sessions for the newcomers, it will be better to make two programs: one for the ALSes, and one for the newcomers. But if there is not this possibility – and staff can answer this question – I advise you to make it a common program for both, and it will be capacity building from the very beginning, meaning that we will speak about everything, about the elementary things. But it is not a problem, because as I noticed, some – or I would say a lot – of our ALSes are more or less ignoring of anything, because they are not participating, so they more or less… Even if they came to our general

assemblies one time or two times, it is the only participation, so even if we gave them information, they already forgot that.

So, if it is possible to make two separate programs, I prefer that, and I then give you both – we have both programs. One we did for ALSes, and one we did for the newcomers. If it is not possible, don't restrict it to ALSes. I really want it to be a program for the maximum of people. It is better to have this effort benefit more people, the most people that we can.

SATISH BABU: Right, thank you, Tijani. Before we go to staff for responding to the question that Tijani raised, I see Ali has raised his hand. Ali, over to you.

ALI ALMESHAL: Thank you, Satish. Can you hear me?

SATISH BABU: Yes, we can hear you.

ALI ALMESHAL: Hello? Okay, thank you, Satish. I tend to agree to have a common program for all the participants. Maybe I would agree with Tijani more so, since people who attend from time to time and long time, they did not participate or attend although they are in ALSes, maybe a few of them are continuously attending and participating in ICANN activities and events and in all of the calls, but this will be the minority, not the

majority. Therefore, we have a common program taking people from start foundation to the high level, I think that will be much better than separating them, because as I can see that all would need to attend the program from start until the end. Thank you.

SATISH BABU: Thank you, Ali. Are there any other comments from Maureen, Holly or anyone else? I don't see Cheryl in the list, I thought she was there.

HOLLY RAICHE: She told me that she's there, don't worry.

CHERYL LANGDON-ORR: I am here, but my Adobe Connect isn't letting me back in, that's all.

SATISH BABU: Okay, Cheryl. If you have anything to comment, or anyone else, Holly?

HOLLY RAICHE: Okay, my first comment is that it's quite possible to run a first day – if you've got an interactive session [well led], there is no reason you could not have ALSes under guidance with some appropriate slides be asked to explain to the newcomers what they understand of the ICANN structures, and what that will do is refresh the memory of the ALSes, because as Tijani has said, they've probably forgotten some things. And, of course, you've got somebody there as a moderator to pick people up, and if you foster a conversation between the two, you're probably

actually going to involve both of them and it will be a learning experience for both. So, I don't see why you couldn't do it that way, and that will save the difficulty of trying to arrange two different streams. One stream of teaching is a lot easier to manage, both from our side and from the ICANN staff's side. Thank you.

SATISH BABU: Thanks for this comment, Holly. I see Maureen has her hand up. Maureen, please. Maureen, are you on mute? We can hear the rain.

MAUREEN HILYARD: I'm going to have to get closer to the phone so I can get over the rain. Can you hear me now?

SATISH BABU: Yes, much better.

MAUREEN HILYARD: Okay. Holly and I had actually spoken about this, and I think it's a way in which we approach the topic [inaudible].

UNIDENTIFIED FEMALE: You're breaking up.

SATISH BABU: Yes. We're not able to hear Maureen. I think we'll look into her when she gets back, but I think there is a general consensus – Cheryl's also

back – that one session should do. I mean a common session, not one session, because there are four scheduled in the [inaudible], so what I meant is to have this one common group, not separate groups.

So now, staff, Heidi or Gisella, do you have any comments on this?

TIJANI BEN JEMAA: Satish, may I?

SATISH BABU: Yes, please, go ahead.

TIJANI BEN JEMAA: I say that we decided that it will be only one program for capacity building.

UNIDENTIFIED FEMALE: Yes.

TIJANI BEN JEMAA: Not one session, but one program.

SATISH BABU: Right.

UNIDENTIFIED FEMALE: Yes.

SATISH BABU: So I stand corrected, it is not one session, but one program spanning multiple sessions.

TIJANI BEN JEMAA: Exactly.

SATISH BABU: Right, so Tijani, I think you have the answer to the question that you had raised. Are there any other comments? Ali has also said yes. Are there any other comments or any points about this particular thing? Heidi, please.

TIJANI BEN JEMAA: [inaudible].

HEIDI ULLRICH: Go ahead, Tijani.

TIJANI BEN JEMAA: Okay, there is already Holly and Maureen who are in the queue. If you want me to [stay calm].

SATISH BABU: Yes, let Heidi go first, and then we'll come back to Tijani.

HEIDI ULLRICH: Thank you very much. Just a very quick comment, I think that this consensus is excellent. Perhaps in addition to the interactive day on day one, we can also provide newer participants with the link to the ICANN Learn, and point them to the courses that At-Large have prepared, including the e-books and the beginner's guide that are now on ICANN Learn. Thank you.

SATISH BABU: Yes, thanks, Heidi, for that. Over to you, Tijani, and then Holly.

TIJANI BEN JEMAA: Yes, thank you very much. Yes, Heidi, this is one of the things that I wanted to say. We need to have the materials sent to the learners, to the attendees of the capacity building program. Send them the beginner's guide before they come, so that they are more or less familiar at least. Especially for those who come from the first time. This is the first point.

Second point, I will send you, Satish, the program that we used for Marrakech, so that you can inspire yourselves and build your program if you want to inspire you from this program. What I can tell you is that you need to have daily sessions. Are you planning to have daily sessions? I think so.

SATISH BABU: Yes, we're going to have [inaudible].

TIJANI BEN JEMAA: Okay, very good, so daily sessions. Yes, very good. So daily sessions should not be very early, because there is a problem of arriving. The venue of the conference is not the hotel where we are living, so people will come by bus, and I am afraid your morning session will not be populated. People will not come, because they are late, because they missed the bus, etc. So, try to make it –

CHERYL LANGDON-ORR: We're doing the lunch time. Sorry, Tijani –

HOLLY RAICHE: Lunch time, lunch time.

CHERYL LANGDON-ORR: We are doing lunch time. Four sessions, 60 minutes, lunch time.

TIJANI BEN JEMAA: This is perfect.

CHERYL LANGDON-ORR: Thanks.

TIJANI BEN JEMAA: Perfect, perfect. Okay, so this solves the problem. So those are the two comments I wanted to make, and you will receive the program of Marrakech, I will send it immediately.

SATISH BABU: Thank you, Tijani. I have one comment before I go to Holly, on the materials. I was wondering if there is a need for attendees, participants to come ready after reviewing some prerequisite online courses, like ICANN Learn. Should we attend the ICANN Learn, or one or two modules, scattered modules so that they have some basic idea and we don't have to explain everything? There's this point. Over to you, Holly.

HOLLY RAICHE: Yes, I'm just thinking if we actually plan the four sessions – because there are going to be four – if we look at the first day, that's going to be where we ascertain how much people have done or not, and that's why I was suggesting the first day be very interactive, be a real explanation of what ICANN is and does, and how it's structured. That may take one or two sessions.

The paper that the staff did about policies and why it matters, I think we could easily spend a day on that. In terms of the final session, the fourth session, it would be a combination of a couple of people – even Cheryl on this call, and Alan, Olivier or somebody – actually explaining in words of one syllable. And I'm hesitant to use IANA Transition, but the IANA control movement, whatever, having a bit of an explanation, and then plenty of time to have a look at sessions.

Now, what we have on the wiki page, which we all have a link to, I think it was Maureen who put up the session that was from Marrakech. So we have all the ideas there, but I think what the task that we have with this group would be simply to look at the ideas, to structure them in a way that will make all four days interesting and interactive. I don't think that's a difficult task and I think we can agree on it.

So I like the idea of having objectives, and the objectives will be, first of all, to ensure everybody understands the structure and the way that ICANN is, and what it does, what its place in the Internet is, and then some basic knowledge stuff about the policies, and I think that will get a lot of response, and then questions. So I'm just thinking it would be pretty easy to structure something.

I think maybe next steps would be to have, say, a second draft of what's in the four days, and we can work on that on the wiki to make different suggestions, so that the next call, we can talk about how we're going to structure it and who can do it. I'm happy to take the first day, just because I probably taught that much in my life and I know how to make a session fairly interactive and interesting, but we're going to need the expertise of everybody. I was thinking particularly of Cheryl and maybe Alan talking about the transition, and then having a couple of policy people as well deal with the paper that the staff did on issues and why they matter.

So, I think that's a way forward, that we can actually just do some work offline and come up with a structure for the four lunch times. I think that may be able to work. Just my suggestion. Thank you.

SATISH BABU:

Thanks, Holly. I think that these are pretty important points. Now, before I go to Gisella, my own comment on the topic is that, as you mentioned, we've put up a draft on the wiki, and all of us contribute to kind of refine it, and then, of course, Tijani – to be under Tijani's overall supervision, because it is [inaudible] group activity, but we will have a draft up on the wiki shortly.

So, over to Gisella, and then we'll come back to Maureen. Gisella, all yours.

GISELLA GRUBER:

Satish, Thank you. No, it was an old hand, but actually just to say that on the schedule, we have found a lunchtime slot, which is going to be 12:45 to 1:45 Saturday through to Tuesday. Again, I just wish to point out that we don't have the final arrangements for the sponsored lunch yet. What I'm hoping is that people will be able to get some lunch, either eat quickly and then come to the meeting room, or bring their lunch with them, and in that case, we will just have to give some rules when they walk into the meeting room to make sure that we tidy up after the session, especially if lunch is involved.

So I'll keep you informed on that as soon as I have more information. But for now, as I said, 12:45 to 1:45, Saturday through to Tuesday. Thank you.

SATISH BABU:	Thanks, GIsella. I think that's an important point. The participants and the speakers also have to have lunch, so how we're going to coordinate that is an important thing. Maureen, you're back. Do you want to have a go at what you were talking earlier? I don't see a response from Maureen.
MAUREEN HILYARD:	Can you hear me?
SATISH BABU:	Yes, we can hear you perfectly. Please go ahead.
MAUREEN HILYARD:	There's thunder over here.
HOLLY RAICHE:	Yes, I can hear it.
SATISH BABU:	Maureen, please go ahead.
HOLLY RAICHE:	I think the thunder has wiped out Maureen.
SATISH BABU:	Maureen has cut off again?

CHERYL LANGDON-ORR: Interestingly enough, it's not just Maureen. I've lost my Adobe Connect again. Same thing happened when Maureen got cut off last time. I have no idea why I and the Cook Islands are so closely considered [inaudible] I'll do my best to get back in [inaudible].

HOLLY RAICHE: [inaudible].

SATISH BABU: So Maureen is not back [inaudible]. So Tijani, you have your hand up, please go ahead.

TIJANI BEN JEMAA: Yes, Satish, it was up, but I forgot what I wanted to tell you, that's why I lowered it. I wanted to give you something from the experience, but now I forget. I will come back to you.

SATISH BABU: No problem. We will then move on to the next agenda item, number three, where we have put down some of the points that we would expect from the APRALO side. The objectives that we had in mind was to enhance the participation of ALSes. Some of them are dormant, so we would like to reactive that. We want to ensure that there is a fair degree of communication between APRALO and the ALSes, and also, we would like to ensure that there is some support – non-financial, mostly

– that APRALO can offer to the ALSes, for their local programs. This is not complete, it is only a draft formulation. Maybe we can work on it to add points to the objectives, but these are roughly what we would like the program to achieve.

Then, regarding the number and type of participants we have for this category [inaudible] currently, we have about eight to nine ALSes which have said that they are participating in ICANN 57.

TIJANI BEN JEMAA: Hello.

SATISH BABU: We have not actually asked them if they would like to participate in this session, but that, we can decide whether we want to do it or not. So eight to nine ALSes, then maybe about 10 or 11 representatives, because some of them are sending more than one to participate. So we might have about 10-12 people participating from these eight or nine ALSes. That is the current situation. It might go up slightly over the next two or three weeks. The question is open whether we should allow representatives of other RALOs from other regions – sorry, I mean other regions' ALSes to also participate.

As of now, it is an APRALO thing, but if there is consensus on whether we should open up for other ALSes. I think we are okay with that, but is there actually consensus on that? We also have these non-ALS people from countries where there are no ALSes. For example, Afghanistan, Bhutan, etc., so now we have decided that they will also be part of the

group, and we have some guests which are not necessarily even a part of At-Large. They could be people who want to know about At-Large. This is very tentative, but these are the kind of categories that we could think of.

Are there any comments on any of these aspects? I see Holly has raised her hand. Holly, please go ahead.

HOLLY RAICHE: Yes, thank you, Satish. Just a question: if we are going to make decision – and I think we have made a decision to have one session, but it's going to depend, I think, on the room available as to how many other people we invite. If we have a feeling that with the ALSes and newbies – that's, what, up to 20? I think we have to be guided by GIsella to say just how much room is there, because we don't want to have a course and there aren't enough seats. So I think the answer to that is going to depend on the room that we have as well. I'm reading so that usually is for 50 people. Actually, then we can have a lot of people. We can invite others. And then the question becomes – what you then do is you have to teach the sessions a little bit differently if you've got a lot of people, so it would be nice to know just how many people we're talking about.

And just a comment: Heidi, you've got the link to the ICANN Learn and the – could you put those links in with the wiki on the capacity building so that we can find them after this meeting is over? It would be really useful. Thank you.

SATISH BABU: Yes, thanks, Holly, for that comment. 50 is the number of [inaudible] at the table with a good sized room. Now, if we want to get a potential number of participants, I think we have to send out a kind of RSVP to the list that we have currently. So, what is the general feeling on this? Should we send out a call for interested participants for this session? How else do we estimate the number of people who are interested?

Basically, the APRALO people, we have a reasonable estimate, but when you open it up for even others from either At-Large or even outside At-Large, we need to be able to know the numbers of people beforehand, so I'm not sure how we can find that information. Tijani, you can go ahead, please.

TIJANI BEN JEMAA: Yes, thank you very much, Satish. The number of attendees is very important for this particular case, because you will have sessions during lunch time. The lunch is not provided, and even if it is provided, it will take time from the session. It is only one hour, 60 minutes a session, and people will eat. And if there is not provided lunch, people have to go and eat before coming, or bring their food and eat in the room, so this will diminish the attention of people, and the efficiency of the session. So the number of people will be very important, because as more you have people, the problem will grow. So I think that you have to fix this issue very carefully.

At first, I was very happy with lunch time sessions, but I thought it was out of the lunch time, out of the eating time, if you will. So one-hour lunch time, and you spoke about four sessions only. The duration of the

meeting is larger, why do you limit yourself to four? Why don't you make five, for example? Especially because of this issue, and also because of another thing that I wanted to speak about, which is the evaluation. I think that the last session should not be a learning session, it should be an evaluation session, an interaction session and evaluation session so that you try to understand how it was interesting for people, and people will [inaudible] and understand better when they ask direct questions out of the [inaudible], if you want. Questions that perhaps will help them to better understand, and to know how to continue, how to follow up, because having this capacity building alone is not very interesting if there is not a follow-up, if there's not continuous [inaudible] work. So this is the remark I wanted to make. Thank you.

SATISH BABU: Thank you, Tijani. I am temporarily cut off from Adobe Connect. However, this point is very important. We are sure that there are four sessions right now, but I'm not sure which four days these are. Is it the first, second, third and fourth, or is it – I am aware that, for example, ISOC has asked for a meeting on the lunch break on one of these days. So I would like to ask Heidi if there is any consensus – or Gisella – on which of these four days these sessions are going to be. Gisella, [inaudible].

GISELLA GRUBER: Yes, thank you, Satish. As it stands now, we've got the Thursday, the 3rd of November. We're already got a meeting booked at lunch time, and this was booked a while ago, which is the At-Large review working

party. So if you're going to have a capacity building session alongside that, then we're going to have some of the main people who are not going to be able to attend that, because they will be at the working party. I hear Holly there.

On the Friday, we have, for your, Satish, the schools of Internet. Now, what I can do is we can try to put that elsewhere. I just want to remind everyone that having sessions before 9:00 a.m. is likely to be challenging with the shuttles. The only days I have put sessions before 9:00 – and that is only with an 8:30 start – are the days when the 8:30 start is a general start, so that means the Board's meeting, the annual general meeting, etc. That is Sunday, Monday and Tuesday. So having early morning sessions, I don't see that working at all.

The additional slot I could give you would be for the schools of Internet, Satish, but that means we have to find another slot for you, and I'm happy to take this offline. I'm just warning you that it's going to be very challenging.

And then, we have the sessions on Saturday, Sunday, Monday and Tuesday. We do not have a session on Wednesday, the 9th of November. That day is currently reserved for the RALO development session and the ALAC development session. And depending on how the program for those two sessions works out, we may need to use some of the lunch break, so we haven't scheduled anything on Wednesday, the 9th of November, which is the last day of the meetings.

Back to you, Satish.

SATISH BABU: Thank you, Gisella. So Tijani, we may have difficulty in making it five, so four is perhaps the best we can do as of now, given the very crowded schedule with the slightly longer C-type meetings. So, Tijani, do you feel that we can squeeze in the topics and the evaluation into these four days?

TIJANI BEN JEMAA: I am afraid it will be too tight, as I explained, because already the session will be more or less shortened because of the lunch, and also because four days is really the minimum if you want to give them an idea about ICANN, the structure, how [inaudible] the activities, etc. If you want to explain them the policy development system in ICANN, if you want to address one or two hot topics now that are discussed now in ICANN, which is very important in ICANN, such as the transition, I think it will be too tight. I hope that you try to accommodate the program so that you'll not give them a lot of information in one session without interaction, without the Q&A part of the session and try to make people digest the information that you give. Try to accommodate the program so that you give the maximum without overfeeding them. Thank you.

SATISH BABU: Thank you, Tijani. We will do our best. We are requesting staff to see if there is a possibility of a fifth day as well. I see Cheryl has raised her hand. Please, go ahead, Cheryl.

CHERYL LANGDON-ORR: Thank you, Satish. I feel I need to remind you all that this is not a General Assembly meeting of the APRALO, where all the At-Large structures are endorsed, supported, cajoled or otherwise convinced they should be turning up. Why are we trying to be all things to all people in our region for capacity building in this one meeting? We have four 60-minute sessions. Decide who you are pitching it to, and run it within that capacity as best you can. It's not like you're never going to have another opportunity. It's not like there's not this Internet thingy, where people can do online learning, pre-, post-, and whenever else type interactions. It's an opportunity to engage, to excite, and to hopefully engender interest in continuing and improving At-Large structure involvement in our region – which, by the way, is not that bad, anyway.

Now, if you want to focus on new ones, that's terrific. If you want to do a hybrid, that's equally fine, and in fact, I'd probably suggest that with the right sort of day one, you can actually get almost a peer support system working out of that type of system. But let's not start [flagellating] ourselves over what we can and can't do in four 60-minute lunchtime or midday sessions in a situation where logistics absolutely suck – and it does in Hyderabad – with the travel.

I also want to remind you that in this particular circumstance, I assume there are still newcomer sessions being run in a general ICANN program, and we could mandate or require that our people attend those as well. Maybe it's just because it's now my 15th hour out of the last 24 that I'm on a teleconference, and I'm sounding a bit crabby, but come on, guys. Get it right, or just get it done.

UNIDENTIFIED FEMALE: Let's just get it done.

SATISH BABU: Thanks, Cheryl, for that very well stated, sharp comment. I completely agree with that to the extent possible, we should use all other facilities like the newcomer session as well as the ICANN Learn online content, which some of the people can take these courses pretty much self [inaudible] also before they attend these sessions. So, I think we will have to work with the four sessions that we have currently.

Gisella, is that an old hand, or do you have something else?

GISELLA GRUBER: Sorry, Satish, old hand. Apologies.

SATISH BABU: No problem. We now move on to the – I think we have covered most of it. Session timings, we have discussed format, topics, materials we decided to post online, a draft content which we'll refine, and then finalize, so I think we have completed the agenda. Are there any other matters relating to these things? Holly?

HOLLY RAICHE: Yes, I think it's just a reminder, from here on in, everybody should be looking at the wiki and coming up with suggestions, because if we do a fair bit of work offline on the wiki page for this four-session project, we

ought to be able to come up with a really good agenda, and so I think the action item on all of it is just to do the work offline as much as possible, and so we don't need a lot of meetings, but meetings just to confirm that we're all comfortable with the plans for each of the four days. Thank you.

SATISH BABU: Thanks, Holly, we'll keep that in mind. We don't want too many meetings, but we will use the wiki as the communication place. Maureen and Cheryl have also said yes to that. Are there any other comments?

Aziz is asking if we are bringing university students. We are bringing university students, but not for this program. This is meant for the At-Large Asia Pacific community. The university students are coming for a different set of programs specifically tailored for them.

So Heidi has pushed a linked to an infographic on ICANN, and Maureen says, "APAC Hub and [these] are also working with university students."

Right, I think I don't want to keep especially the people who are late in the night, I don't want to keep you any longer on this call, so I'd like to – Heidi says we should point to capacity building webinars. I think we have some good learning content on ICANN Learn also, which the India School of Internet Governance is asking the students who are going to participate to take these online before they attend, as a pre-requisite, so we can also use some of them. I find the content very good.

Not seeing any hands. Any last comments? There's still some chatter in the chat window. Right, since I'm not seeing any hands, I'm assuming that any other comment we can put it on the wiki, and work with the wiki.

A follow-up call I don't think is going to happen immediately. Maybe in about two weeks' time or three weeks' time we can have a follow-up call to this call. Any suggestions regarding content, please post it on the wiki so that everybody can see it.

With that, I'd like to thank all of you. Tijani and Aziz, who have very kindly agreed to share their experiences from Marrakech, Cheryl, Holly, and Maureen, who in the middle of the night kept awake to attend this call, and also Ali, and all the staff members who were here today. Thanks very much, and we will get back in about two to three weeks' time for the next call.

Thanks again.

UNIDENTIFIED FEMALE: Thanks, Satish.

UNIDENTIFIED FEMALE: Thank you, everyone.

SATISH BABU: Bye.

YESIM NAZLAR: Thank you very much, everyone, for your participation. This meeting is now adjourned, and the audio will now be disconnected. Have a lovely rest of the day. Bye.

[END OF TRANSCRIPTION]