
DUBLIN – ALAC Work Part 1
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DEV ANAND TEELUCKSINGH: Good morning, Ariel. Thanks.

ARIEL LIANG: We will start the meeting shortly, so just wait for a few more moments. Thank you.

ALAN GREENBERG: Ariel, are we ready to start the meeting? All right. I welcome you to the part 1 of the ALAC Working Session. We'll start off with the reports from working groups and we have an hour and a quarter for these. I'm hoping we won't take quite that long, but let us start. The first one is accessibility. Cheryl Langdon-Orr?

CHERYL LANGDON-ORR: Thank you. And I'm over here just to confuse everybody. I'm talking from the bleachers. We have literally, quite literally just wrapped up our face-to-face meeting from the previously known – I feel like a bit like the artist previously known as Prince. The working group previously known as the Accessibility Working Group of At-Large and the currently known, which is one of the

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things I would like to put to you in today's report, Mr. Chairman, Cross-Community Committee on Accessibility, which is now an ICANN-wide cross-community event. Well, perhaps adventure might be the appropriate term.

We had, I think, a far too short but nevertheless by the time we got about 15 minutes into it, well-attended meeting. Doesn't seem to matter what time you start a meeting; it's always halfway through the meeting by the time the right critical mass of people get in the room.

As ever, the fabulous support from the ICANN staff and senior staff who are running particular parts of the outreach engagement, media materials, and website work were on board with us and reported to us about where they're taking things like the web accessibility work.

And I am delighted to report to you and confirm that the new At-Large web space – thank you, Ariel, doing for doing the lion's share on all of this, we really do appreciate that. But what's very exciting from an accessibility point of view is that that's going to be taken through as, I guess we call it the pilot or the test piece, for the wider ICANN-wide web accessibility work. So ours will be, as is only right, the first amongst many web spaces brought up to speed.

If I can draw your attention just briefly to our new home, which is showing on the right-hand side, unfortunately, it's not something that's been viewed by my remote participants – I apologize for that – but in a perfect world, there should be a URL in the chat space, or indeed it looks like some clever person is going to fix that in just a moment. But we are – there we go, excellent. Thank you very much. You can now see it in remote.

We have a new wiki web space, which is under the cross-community tab. It is beta, and it is beta not as yet released. However, if you are passionate about making sure things have good accessibility and are highly usable, let either Silvia, myself, or Ariel know, and we will make sure that you get access to that not-yet-public space to help us work with Jeff and some of the talent here within the ICANN staff resources that we have, and that we will be able to make this an excellent [inaudible].

Just quickly roll down. I know you'll be shocked and horrified to realize that I'm in just about every photo. We need to change that because we want to have it as an interactive and very video-based, although I make a great video, I don't deny that. A video-based piece. We've got our mission and objectives.

We've immediately looked at the fact that this is far too long and we're going to ditch all these committee members. This is a collaborative collegial space. That will still exist but we just hide

them on a third level page somewhere – hopefully no one will ever find us.

For the general RALO leadership, however, Mr. Chairman, I would very much like to recommend that at regular intervals, the RALO leadership look at this page, and look at the resources and reading materials that we will have on this page because it will help accessibility matters in their parts of the world, as well. And, of course, because this is an open and very welcoming group, we would like to hear from any of the ALSes or individual members or the RALO leadership themselves if they have an issue or a matter that they would like us to discuss and bring forward into our work plan that we are engaged with developing with ICANN staff.

Mr. Chairman, we are no longer really an instrument of At-Large or the ALAC. We have become something else. And so I would suggest to you that in future meetings, you may wish to have a liaison relationship with this cross-community working group and perhaps have us agenda'd then for update as required when there is activity.

But we've grown away from being an ad-hoc work group per se. We've become something more cross-community, but I do think as it was born from our loins, it is something we should take a

particular interest in and watch this child grow, and hopefully not stumble and fall. With that, I give it back to you.

ALAN GREENBERG: Thank you. I suspect you should be using the born from our loins, not applicable to all of us. I congratulate you on the child leaving home and I think the concept of a liaison is fine. We should talk about the details. And may I suggest that you offer to each RALO an opportunity for you or somebody to present at one of their RALO monthly meetings in the very near future.

CHERYL LANGDON-ORR: Mr. Chairman, it would be our pleasure. Silvia is one of the key staff members working with this group and she also has the job of interacting with the RALOs. So she's the girl for that job.

ALAN GREENBERG: Thank you very much. Does anyone have any questions? Comments? Applause? Then we go on to the next one. And we have the Capacity Building Working Group with Tijani Ben Jemaa.

TIJANI BEN JEMAA: Thank you, Alan. I will not take a lot of time, Alan, because I think it is useless to list the webinars we did. Just to tell you that

we did a series of webinars in 2014, and for 2015, we did two parts. The first part it was gone. We already did it. The second part we are doing it now, we have only one remaining webinar, and the total we will have had 12 webinars this year.

So the second part was focused on the transition and accountability. We had a webinar on that, and especially on the input of At-Large and this process. Also, we had a webinar on ICANN working groups, either At-Large working groups or cross-community working groups. We will have a webinar on the website, ICANN website, At-Large website, in fact. And so our webinars were for knowledge, for information, and also to exercise our ALSes on the tools to be used in our daily works.

We had a webinar also on policy development and we had two parts of it. One is At-Large policy development and the second, which is I think very important, the GNSO policy development. We don't think that the capacity building will be restricted to webinars. It is the easiest way and the less, the cost – how to say? The less needing cost, needing money. But we have project tools all kind of tools possible for capacity building, and we asked for the help of the ICANNLearn, and Jeff very kindly is helping us.

Now all our webinars are put on the platform, voice and presentation, so that if you didn't have the opportunity to

attend the webinar, you can go and retrieve it and in the future, there will be those webinars will be organized as a course on the ICANNLearn.

We also improved our evaluation system before we had a sheet that people fill in after the webinar to tell how they feel, how they find it. The experience showed that people are not really filling in those sheets. So Ariel very kindly proposed to have something on the Adobe Connect, and I will give her the floor to explain more or less what kind of evaluation it is done like this.

ARIEL LIANG:

Thank you, Tijani. To improve the efficiency of receiving feedback, we implemented the survey pods in the Adobe Connect so that the participants can give their feedback immediately after attending a webinar, and we only have four questions, including how satisfied you are with the webinar, how expert – do you think the speakers are experts in their topic? Questions like that.

And then after this meeting, I will work with Terri and Gisella to synthesize all the results and report back to the group what the general feedback is like. Thank you.

TIJANI BEN JEMAA:

Thank you. Also, in the last webinar, we had a new point that we added, which is the quiz, and those are the questions related to the presentation, and it was very successful. I was very happy for that and I think it is helpful for us to see if people follow the presentation or not. I said that the webinars are not the only tool to be used, and I proposed for FY '16 a program for capacity building on-site for the regions where we never go.

I mean, for example, islands – small islands in the Pacific, Caribbean islands, and also the small countries in Africa. Unfortunately, the budget wasn't adopted. I hope it will be adopted this year, and I think it is something that we have to do. It is a necessity because yes, we are doing capacity building but also we are doing capacity building online, but it is not as efficient as if you go to people, especially for those who never saw you. Thank you. Is there any question? Alan?

ALAN GREENBERG:

Not a question, just an observation. Although I support the concept of remote capacity building that you're talking about, we're never going to be funded to go to every island, nor are we likely to be funded to move people from many islands to one. So it's something that I think should be in our toolkit, but I don't think we can pretend that it's going to solve the generic problem that you've identified. It's just something to at least try and see

how to what extent it helps, perhaps, to get more general funding or implemented in a different way.

So I think it really needs to be flagged, as it was the first time, as a pilot to test the concept as opposed to solving the problem of people on remote islands. You've got a queue.

TIJANI BEN JEMAA: Go ahead.

UNIDENTIFIED MALE: Thank you. Well, I'm not sure if my question is exactly capacity building or not, but there's one thing is I've noticed that this time to here, we have about over 20 – or maybe 30 – people from China. And of course, I invite them to come over tomorrow morning's APRALO's monthly meeting. Well, they would certainly like to come, but then they ask me a question. Is, "If I come, how will that benefit my organization either that a registrar or, say, other entity."

And also, yesterday we talked about funding. China is certainly nowadays does have quite a few very sizable, huge Internet companies. For example, I talked with a lady from [Tencent], which I think, according to capitalization, is number five in the world right now. Okay? They have very deep pockets.

I told them, well would you like to fund some kind of ALAC or, say, APRALO activities? Yeah, sure, of course. We would love to. First of all, please give me story that I can sell to the senior management. So well, I would take this opportunity to try to get answers to these two questions. One is how would we be able to benefit is the ALSes or whoever, right.

And secondly, say, how to let's get a story that so as soon as we get the story, I see fundings will be coming. Thank you.

ALAN GREENBERG:

Two things. First of all, it's not only – the benefit is in both directions. Certainly, it may well help some of these organizations to have local people who are involved in our process. A lot of them have advisory councils, they have various boards and stuff, where having people on the ground to talk to has some value.

Certainly, the people we're looking at that create ALSes in various regions are often the people who are most interested in doing innovative things. So again, it's a bidirectional benefit that the company may be able to supply funds or equipment or something, and the people are a source of, let's be honest, free labor using, perhaps, their products or their advertising.

So it's a bi-directional thing, and since China happens to be in the Asia-Pacific region, you have the most dynamic group of any of our RALOs that is effective at using these kind of things. So talk to your colleagues, talk to the esteemed Lady Siranush. Sorry. We're going to keep on doing this to you for the rest of the meeting.

And some of these things don't work, but some do, and if we can make a few of them work, then it's good. So you're in a strong position, and I'll stop talking. It's not my meeting right now. Back to Tijani.

TIJANI BEN JEMAA:

Thank you, Alan. I would like to remind you that we already did on-site during the ICANN meetings capacity building for some regions, for most of the regions. So it is something that we did and it is something that we intend to do in the future. It is a problem of funding and it's a problem of will of the region leaders. But it is something that, for example, for Africa, every time we have a general assembly face to face, we will have a capacity building program for Africa.

Coming back to your comment, Alan, I will keep asking for it. And as at the beginning when I asked for face-to-face capacity building for Africa, it was almost impossible, and then it

happened. I will do the same, and I hope it will happen. Okay. I give the floor to Garth and then Alberto. Garth, please.

GARTH BRUEN: Thank you, Tijani. Garth Bruen, NARALO Chair. And I want to respond directly to something that you said, Tijani, about remote islands. As North American Chair, I actually reached out directly to specifically organizations in remote islands that are in the North American sphere, Guam, American Samoa, Pago Pago, a few other places. What's that?

UNIDENTIFIED MALE: Newfoundland.

GARTH BRUEN: We'll talk about the Newfies later. And I had no problem identifying organizations that were interested in Internet policy. I had no problem contacting these groups. What they had a problem with was the ALS application. They had difficulties with it. Ad also they were really confused by ICANN as an organization and how it actually would benefit them. That was no problem getting a hold of them. Difficulty is bringing them in.

TIJANI BEN JEMAA: Thank you, Garth. [inaudible] on our ALSes from those regions and those islands. We will go, we will not go blindly. We will go with contacts there. Otherwise, we will not go. That's clear. I am sorry, Maureen raised her hand before everyone, but I didn't see her. So I apologize and I will give her the floor first.

MAUREEN HILYARD: Thank you, Tijani. Often overlooked. I just wanted to reinforce, too, the importance of the synergies that actually can be utilized to support what you're actually saying, Tijani. As an ISOC ALS, one of the things that we do, wherever we go within the Pacific, is to incorporate an ICANN sort of like outreach, sort of a section within our program.

And we're supported by that through [Save] to actually provide us with a bit of funding to actually carry out that role. And I guess it's sort of like it means, though, that we're relying on ISOC to do all that work, and we do need to actually get a little bit of a balance here with regards to the support that ICANN can give.

But I'd also just like to highlight that within the Pacific region, because it is so large, one of the things that we've actually put in for a project is a pilot that we're working on to work in the Papua New Guinea, Vanuatu, the Melanesian region for the following year, which we're using as a pilot, and we want to actually move into the Melanesian region, which is the far north, which is an

area that we never get into. But that is an area that does need to have some work.

But we're doing this from as an ALS, so it's the ALSes actually doing the work. And I think that this is one of the things, too, because we want to encourage ALSes to actually be getting out there and actually doing things for themselves.

TIJANI BEN JEMAA: Thank you, Maureen. Have I understood that you want to do it yourself and you don't need the help of the Capacity Building Working Group?

MAUREEN HILYARD: No. We need your help.

TIJANI BEN JEMAA: Okay. Thank you. Okay. Alberto Soto?

ALBERTO SOTO: There is capacity building program for leaderships and I think it's being carried out for the second time. So there is leadership training program that was developed last week, and this is a second time or third time that it's being carried out. So taking into account all the people that attended that training course,

well ,they said that this should have been carried out before or at the very beginning of the position.

So my question is – or my suggestion, perhaps, I should say – is this. These type of programs, this is not going to be a face-to-face program because we have no funds, but perhaps we should carry out a similar program so as to train those people that would be the candidates for positions within our region. Thank you.

TIJANI BEN JEMAA:

Thank you very much, Alberto, and this kind of train is done by the ICANN Academy, and Sandra is here. So I think it is undertaken for this reason for the newcomers and also for the senior leaders because we need both of them to interact first and second to make use of the [inaudible] to making the training course. Fatima?

FATIMA CAMBRONERO:

Thank you, Tijani. I will speak in Spanish. In our region in LACRALO and in ALAC, we have been talking about capacity building since our very beginning, and many of us have been involved in our initiatives. And as you have already heard me say, I don't think money is necessary for some of these initiatives. In LACRALO, we had a program without having

money. We invited community. We invited members of the community to speak about certain topics so that they can train us in certain issues, such as technical issues. So that is my comment on one hand.

On the other hand, I would like to mention something that I am concerned about, and this is that I would like to know how is it that we are receiving or – I mean, what is the return on investment in this case? I mean, when we train people, how do these people return their support to us? Because we train people, we invest in that people, and then they leave ICANN. They do not stay in ICANN to help us. So perhaps that is our fault because we cannot keep them so that they can help us contribute to the development of our community.

So I would like to say this and let's try to see what we can do to retain, to keep those people so that they can keep on contributing, involving, and escalating into the different spaces within ICANN. Thank you.

TIJANI BEN JEMAA:

Thank you very much, Fatima. I understood that the LAC region doesn't need the help of the Capacity Building Working Group for their capacity building. I know that. As for people who are investing for their capacity building and they leave ICANN, we are doing the capacity building for our ALSes, for our ALSes, and

to have the obligation to do that. It is our duty to make capacity building for them.

Even if they leave after that, or if they stay in ICANN, this is another issue. There are other program, mentor program that may help them to stay. I didn't see any ALS ask – or very few ALSes that left At-Large. So I don't think that people are leaving. They are not active, yes. That's why we are doing the capacity building, to give them the tools to participate.

It is not enough, I know, but it is necessary. If they don't understand, they will not participate. So let them understand and then if they participate or not, if there is another problem, we have to solve it. Humberto?

HUMBERTO CARRASCO: Thank you very much. I'm going to speak in Spanish. So I have two mics instead of one. I mean, I am listening to all of you and it is difficult not to agree with all the topics because there is a phenomenon here. I mean, we have different point of view for same analysis of the same phenomenon. So many of the comments are okay. I mean, I agree with those comments.

But I would like to somehow take Fatima's comment in terms that we have a capacity building program within LACRALO, and we have detected that the problem has nothing to do with

material content or capacity building. The problem has to do with the fact that people do not want to participate, and the question would be why they don't want to participate? I mean, I think wondering this during all the time I have been working for LACRALO as a leader, and it is my personal opinion and conviction that despite the fact that we are volunteers, there are people who are more volunteer than others. So it means or this means that there are people who have certain interests in participating in a more active way.

So the idea is how we can bring those who are not participating actively. I believe that since we have to offer them – and I'm not talking about money – but we have to offer them certainly incentive. Perhaps we can get to an agreement with a university. I mean, just to have a kind of certificate, perhaps, when they perform a training, they can have a certificate, something that might be useful for them in their everyday life.

Or, for example, in the case of LACRALO, perhaps it would be possible to get certain training in terms of languages so that they can take and so they can get a certificate for the future that might be helpful for them in the future, and that might contribute to their training because if we have bilingual people within LACRALO, we will have greater participation. So that might be a real, concrete incentive that might be [inaudible] by

means of an argument with an educational institution. I don't know.

We have been trying to work out this. We are working on this during our – I mean, in our leadership, but I think this would be a way forward. Thank you.

TIJANI BEN JEMAA:

Thank you, Humberto. I repeat that the participation of the ALSes is not the duty of the Capacity Building Working Group. Our duty is to give them the information and the knowledge they need to participate. If they don't participate after that, there is other thing that is missing, and this other thing is not in the duty of the Capacity Building Working Group.

What we try to do now is to find the best way to give the best information and the best knowledge to our ALSes so that they can contribute. I would like to tell you that we don't do capacity building for fun. We do capacity building for the subjects that are needed for our ALSes to understand and to contribute in the ICANN activities.

For example, this year, the most important thing in ICANN was the transition and accountability. We focused on those two issues very strongly, and we did. First, webinars on each function

of IANA because people don't know what are those functions. We did twice webinars for those functions.

Second, we focused on the accountability and we said why we need accountability mechanisms, and also another time we met a webinar about the contribution of At-Large in the accountability and in the transition.

Those are things that are needed for our ALSes to understand what is going on, and to be able to participate if they want to participate. This is the aim of the Capacity Building Working Group. Sure, we are not solving all the problem of the ALSes' participation. We know that there are a lot of problems and we are discussing that in the ALS – there is a new working group about the ALSes, and we are discussing that inside this group.

But don't forget that our duty is to educate, to give information, to give the knowledge to our ALSes. Okay. Maureen first. Ah, okay. Alan?

ALAN GREENBERG:

Thank you. What I heard Humberto say – and maybe I misunderstood – is it's not only a problem that they don't participate after being educated, they don't participate in the education. And that's certainly part of the... So that's not our problem as such. But if we're putting a lot of effort into building

courses and they don't come, there's an expression in English; you can lead a horse to water, but you can't make it drink.

And that's the situation we're in right now.

And that comes back to the work we're doing on ALS criteria and expectations. Maybe they just don't really fit here. Maybe they only like having a membership card and it doesn't really get them anything. We need to be talking more to our ALSes, and that is a RALO responsibility. Understanding why it is they have no interest – and maybe they have no interest. Or maybe we're doing it wrong. I do think language education is probably a bit beyond our remit, although it is a major stumbling block. Thank you.

TIJANI BEN JEMAA:

Thank you very much, Alan. Exactly. you said exactly what has to be said. Any other question about that? Olivier Crepin-Leblond. Okay.

OLIVIER CREPIN-LEBLOND: Thank you very much, Tijani. I was going to mention things that Alan has said. Obviously, I'm not going to repeat those. On ALS leaving [switch to foreign language channel]... later on with another set of people where there are new set of people that are coming in. It's a generational thing, and unfortunately, due to

the very fact that we are getting people from out there, we do have a high turnover of people. Thank you.

UNIDENTIFIED MALE: Thank you. Just one sentence. I just began to realize so important thing this issues is because we at ALAC, we're supposed to represent these guys, and yet these guys do not recognize us. There we lose our legitimacy and the very reason of existence. So I think this indeed very serious issue and I think, again, that the question is that why would they want – why do we want them to participate, of course, for our legitimacy? But why would they want to participate? That is still my issue. My question. Thank you.

TIJANI BEN JEMAA: Thank you very much, and I remark that we are treating questions that are not in the remit of this Capacity Building Working Group. So please treat and ask questions about the Capacity Building Working Group means if you see other tools of Capacity Building Working Group, if you see other methods, other way to do it, how we can address ALSes, yes please. Ask them.

If it is about participation and recognition of the ALSes of the At-Large, this is not our issue. Thank you very much.

ALAN GREENBERG: Tijani?

TIJANI BEN JEMAA: Yes.

ALAN GREENBERG: I asked you to try to bring it to a close. You've already used up two working groups' times.

TIJANI BEN JEMAA: I'm sorry. This is another reason.

ALAN GREENBERG: It's not your fault you have a popular topic, but we do have to move on.

TIJANI BEN JEMAA: Okay. Thank you. Jimmy, please?

JIMMY SCHULZ: Okay. I heard the word and will be fast. I really tried to reach out by applying for talks on conferences about what we do here, especially, for example, the Chaos Communication Congress in

Hamburg, which is the largest tech congress in the world, around about 8,000 participants.

And they denied, they didn't accept my talk. I'll try it again this year and I've tried that with a lot of other ALSes and, well, Internet-related groups in Germany and worldwide to – and sometimes it works, but most of the time they are not interested. They don't care what we do here. Because we don't understand, because it's too complex, too – they don't even care. They're not interested. And that's so ridiculous.

But if I talk about it, then they say, "Well, that's great."

TIJANI BEN JEMAA:

Thank you very much. Satish?

SATISH BABU:

Satish Babu with RALO. Very quickly, when you listen to these comments, one gets a feeling that there is some kind of mental capacity or readiness on part of the ALSes. If you don't have that readiness, then they're not linked to kind of [come forward]. In the case of APRALO, we have noticed that there are webinars that were not so popular initially, but when you keep at it, there seems to be better pickup. Thank you.

TIJANI BEN JEMAA: Thank you very much [inaudible] more question. I would like to say that if we are trying to find other ways, other tools of capacity building, and other ways to do it, if we are asking for the help of the ICANNLearn to make our webinars always ready, always available for people to retrieve them, it is especially because we noticed that the participation is not that high. It is not new. We have good participation, but it's not satisfactory for us.

So what I ask you is to provide us with your idea about other tools, perhaps, how to improve our work. And tomorrow, we will have a session on capacity building. Please come, please come, please come. Thank you.

ALAN GREENBERG: Sorry. The next working group is Outreach and Engagement. Do we have Dev online or is there someone else taking this particular one?

DEV ANAND TEELUCKSINGH: Good morning. This is Dev Anand. Can you hear me?

ALAN GREENBERG: We can hear you and it's turning the meeting over to you now. We'll manage the queue unless you want us because I don't think you can easily see cards on the table.

DEV ANAND TEELUCKSINGH: Thanks, Alan. Indeed I'm glad you'll be able to handle the queue. I have some slides available, so while that two slides are going up, and I know we're pressed for time. Let me just give a brief introduction to what the ALAC Outreach and Engagement Subcommittee. It's up on the screen. Great.

So to talk about the ALAC Subcommittee on Outreach and Engagement, develop strategies to reach out to new potential members of the At-Large community, which is outreach, and to engage new and existing members of the At-Large community to continue to fulfill At-Large and ALAC's role in ICANN activities.

Side of things his subcommittee will work with the At-Large community to ensure such strategies are implemented successfully. So this is going to be slide five now. So halfway through. So next slide. Next slide. Well one more slide up back.

Okay. So this is slide four, by the way. So to give an introduction to. So just to say that the Outreach Subcommittee was – sorry, let me just start over. Just to give some background, this used to be the Outreach Subcommittee and a key activity for the

Outreach Subcommittee from 2013 to mid-2015 was to coordinate and manage efforts related to the CROPP program, which stands for Community Regional Outreach Pilot Program, which allows for outreach travel to events for outreach purposes for up to three days, two nights for travelers.

And at ICANN 52 meeting in Singapore, the ALAC voted to change the focus on of the Outreach Subcommittee to also include the issues of engagement, hence the name change to the Outreach and Engagement Subcommittee.

So the reconstitution of the subcommittee was done after the ICANN 53 meeting, and the first Outreach and Engagement Subcommittee call was held on August 3, 2015. So the Outreach and Engagement has had four meetings since ICANN 53. one of the key requirements that we have done was to develop outreach strategic plans for each RALO. So each RALO outreach strategic plan needed to explain its FY '16 outreach goals and planned expectations so that any CROPP travel can be coordinated with the ICANN Global Stakeholder Engagement.

So the members from them Outreach and Engagement Subcommittee have developed those strategic plans for each of the RALOs. And you'll see those links for each of those links on the slide. But just to – next slide.

So the RALO strategic plans, some key characteristics. They identified key outreach events in the region. They identified an analysis of gaps in ALS regional representation was done, and many of them have specific measurable outcomes. So that's the strategic plans – outreach strategic plans for each RALO.

Secondly, what we've also done is created group calendars at Teamup to track and regional outreach events for possible use for CROPP to attend such events. And we've created regional calendars for each of the regions, and again, the links are there in the presentation slide. And next slide.

So just to give a look at what the outreach calendar is, it allows a web-based view and you can see all of the regional events in whatever region you're interested in, you can also subscribe to those events. And more importantly, we want to be able to coordinate and work with Global Stakeholder Engagement to add their events that they're working on. Next slide.

And this comes back to we commented also on the Civil Society Engagement in FY '16. There's been some discussion already with Jean-Jacques Sahel in earlier sessions at Dublin. So one of our key concerns was that there's a lack of regular, sustainable coordination between At-Large and Global Stakeholder Engagement.

We often find by chance many times about a nearby ICT event, GSE participating in that would benefited with an At-Large presence to assist with outreach. So we've made some recommendations and I believe they have been taken onboard. They include having the GSE added to our Outreach and Engagement list and perhaps we can have a regular conference call between the Outreach and Engagement and Global Stakeholders to review outreach events. Next slide. Okay. Next slide. Yeah.

So one of the things that we've also done is selected a member from this Outreach and Engagement Subcommittee to serve on the Community Regional Outreach Pilot Program Review Team, and these are the persons that will help coordinate in the filing of CROPP applications through the CROPP system.

So the CROPP [inaudible] members from this Outreach and Engagement Subcommittee.... Well you see those five persons on the slide there: Daniel Nanghaka from AFRALO, Ali AlMeshal from APRALO, Yuliya Morenets from EURALO, Juan Manuel Rojas from LACRALO, and Glenn McKnight from NARALO.

We've also developed a flyer for the ALAC events at ICANN 54 in Dublin, and the intent was for that to be printed and given to persons like ICANN fellows and NextGen persons. And also then

a preliminary analysis of the ICANN Fellowship Program for potential membership. Next slide.

So some of the ongoing work that's been done by the Outreach and Engagement. We've begun the review of the beginner guides to At-Large structures. We've also begun a discussion on ideas for engagement strategies. Note a lot of the questions get towards capacity building probably ties in with engagement issues. How do we get existing ALSes to participate more in ICANN At-Large? So we've begun discussions on that.

We're also working with the At-Large New Meeting Strategy Working Party on possible outreach strategies that will be taking place with the new ICANN Meeting B that's going to be happening in Panama in 2016. Many of the members on the Outreach and Engagement are in the Meeting Strategy Working Party – Beran, myself, Vanda, and Maureen as well.

Also, we're also going to be looking to collaborate a little bit closely with the At-Large Capacity Building Working Group, and again, try to figure out how do we meet the capacity building sessions coordinated and complementary to any Outreach and Engagement strategies we develop. And next slide.

So for more information, you can follow the links on the slide. We've documented some of the work that was done, there's the links there also takes you to some of the Outreach and

Engagement documents that were produced and we are tracking, so there's a lot of outreach material such as introduction to ICANN and so forth, links to the Global Stakeholder Engagement speaker handouts, which is available in many languages, for example, to explain what is ICANN, what is ALAC, beginners' guides, and so forth.

And I'll stop and take any questions. Thank you.

ALAN GREENBERG: We have Olivier.

OLIVIER CREPIN-LEBLOND: Thank you very much, Alan. And Dev, first, I'd like to put it on the record that it's a real pity that you're not with us here in Dublin because the amount of work that you've done on this with your working group is absolutely fantastic.

I'm not sure whether you were on the call just when we were discussing the capacity building work that was taking place. There was an intervention from Kaili Kan, one of our new ALS representatives – sorry, one of our new ALAC representatives – I'm getting my words wrong. But also one also from Jimmy Schulz, and both actually touched on the outreach and engagement more than capacity building because... And I'm not sure if you're aware there, but Kaili Kan basically told us that

there appear to be some disconnect, some difficulty with being able to reach those users and gaining their interest. And Jimmy Schulz told us that he had tried to go and do some talks out there and didn't appear to have been some interest in people in listening to things about ICANN.

How can we get over this?

ALAN GREENBERG: We only ask you interesting questions.

DEV ANAND TEELUCKSINGH: That is – yes, indeed. It's not a simple answer, and I think what Outreach and Engagement session later this evening, we'll be having a more deep dive into the engagement strategies and ideas. One of the things that I've been thinking of is that we have to try to find I would say ALSes. We have to find organizations and ALSes to see if they care about issues at the local DNS level. This is probably one approach.

And then because I think one of the things is that if the ALSes don't care about issues at the local level, they're not going to really care about the issues at the global level. So that's probably one key thing.

And once we relate to sharing information that's related to them at the local level – What are examples of DNSs at the local level? CcTLD policies and how their ccTLD [inaudible]. And security of the domains under the privacy issues like WHOIS and so forth. And then once they see the correlation there, hey, this affects me, then the issues regarding the global issues, like IANA transition and so forth, those key issues then become, I think, more important because now they can understand.

They can now understand, okay, because a lot of people locally are using generic top-level domains, the policies that are set by those registries affects those registrants and so forth. So that's just one idea, but we're having a more deep dive later on this evening. Thanks.

ALAN GREENBERG: Thank you, Dev. Kaili?

KAILI KAN: Thank you, Alan. Yeah. Just, again, back to the questions that Olivier, you just mentioned. Well, one possibility... Because I'm primarily from a telecom background – one possibility is that our situation is similar to the telecom industry because over the last 23 years, telecom is not in shortage. It's actually in surplus. So fewer and fewer people are interested in telecom anyway. Yeah.

So is it possible that our number and name business is so well done that people don't feel is an issue anymore? If that is the case, probably we, at ICANN, need to look into this issue and see where else can we best serve the netizens in the world, and I believe there are issues, but probably we need to ask our netizens at a very grassroots level, "What concerns you now and how can we help?" Thank you.

ALAN GREENBERG:

Thank you very much. I think that's an interesting intervention because it comes right back to engagement with our ALSes and with individual users. Maybe there is not as much connection as there might have been in the past. I've used a line that many of you have heard before that people rarely go around and say the sewer system is working well today.

KAILI KAN:

They're not concerned at all.

ALAN GREENBERG:

When it doesn't work, there is significant interest, and the same is with water and electricity. Maybe some of what we're doing is just so part of the normal life that nobody cares a lot anymore. But in that case, since we keep busy, there must still be

something we need done. I see two more hands and I'm going to close the queue. We have Holly and Siranush.

HOLLY RAICHE:

Really, in replies, a lot of what – certainly, I'm involved with, but other people are involved in. If you explain, for example, a lot of the issues surrounding the WHOIS requirement are about people's privacy. And in the Internet world, people don't even think about privacy. But you have a lot of people within here furiously arguing about what the rules should be. We even had representatives from the European Delegation downstairs who suddenly decided, "Oh, this is an issue for us." Terrific. We've been talking about it for years.

Things like the inter-registrar transfer policy, which is the IRTP that's the language we use, who would know about it? Except if you're a registrant and your name's taken away, you can't transfer, there are a whole lot of problems that could happen that you wouldn't be aware of until you can't do it or until you've lost your domain name.

So to say that it doesn't impact, you're wrong, but it's again is like the sewer. It works... Well, it sort of works well, but a lot of – well, some of us are actually involved in the working groups that say, "You have to think about the user. You have to actually put the user perspectives there and argue for it."

So it's not an easy question because a lot of the things that have an important user impact, you really have to actually get involved in the working groups, you have to get involved in some serious policy discussion, and then you begin to realize that, yes, the sewer works, but guess what? It wasn't an easy job.

ALAN GREENBERG: Thank you, Holly. Siranush?

SIRANUSH VARDANYAN: Thank you, Chair. I would like to come back what Dev told about the calendar, outreach calendar, and first Dev, thank you very much for such a great job, and I would like to highlight the importance of using this calendar. For APRALO, it helped. We just send a link to [all] our ALSes saying, "Is there anyone going on there?" And we found out there are thousands events. Literally about 12 ALSes came back to us saying, "That's what we are doing. This is within the framework of Internet governance, ICANN." And we said, "Send us those information, send us those links."

And we put this in the calendar. It might take some time, but it's really worth it to do that, and I would encourage that all of us use this too. That's why I also raised yesterday during our meeting with [JAC Team] that it's important to collaborate on

this topic. We found out, for example, for IGF in [Islam] – for summer school, School on Internet Governance in Islamabad is quite actively involved [inaudible] there, but we learned this from our ALS.

So the collaboration here is very important, and if there will be a unique calendar for all of us, we would be aware about the upcoming events and see where we can participate and support. And this is about engagement, first of all, which should be a priority for all of us. Thank you.

ALAN GREENBERG: Thank you, Siranush. And thank you, Dev. And we will now go on to – oops. Yes. Sorry. Go ahead. Didn't mean to cut you off.

DEV ANAND TEELUCKSINGH: Thanks. No problem. I know there's a delay here. So just to answer some questions – and I just want to go back quickly to one slide that I want to [raise] to show. These are the members from the Outreach and Engagement Subcommittee. When I was nominated and accepted the role of Chair, I wanted to get regional co-chairs to help coordinate the activities of the Subcommittee, so we have Glenn McKnight as co-chair from North America, Daniel Nanghaka from Africa region, and Maureen Hilyard, the co-chair from Asia, Australia, Pacific Island.

And we have, for our Europe, we have Olivier Crepin-Leblond to be confirmed for the European region.

So I just want to emphasize that, well, that is this open persons who care about these outreach and engagement issues, and I sense with the questions in the room that many people do care about these issues, so do please join the group. I'll stop there. Thanks.

ALAN GREENBERG:

And thank you again, Dev. Appreciate you being here at not the best time. And I appreciate you putting all this effort into it, even though you're not here physically with us, so thank you.

The next session is the Academy Working Group, and Sandra will take that. Can we, before that, have an update. Are guests expected on time or not? You're checking. In theory, we have people coming in in ten minutes. The Finance and Budget Committee will not take anywhere near its allotted time. So Sandra, you have almost ten minutes, or more if our guests are late.

SANDRA HOFERICHTER:

Thank you, Alan. I assume many of you are aware that third Leadership Program just took place before this meeting because we were voting or we were selecting the people which are going

from our regions to the program. It was the third in a row, and in German, there is a saying if it's the third in a row, it becomes a tradition. I think there's no way of getting rid of this anymore.

I must say we are close to being perfect with that program. I mean, we had some adjustments in the past, we took the feedback from our participants very, very seriously, and the feedback we received right now was exceptional, positive, and there are really only little things where we can tweak and we can say, "Okay, just do a little bit more and then it's nearly perfect." But, as you know, there's always space for improvement.

If Ariel could just start the slideshow, then you can see, if you click on one picture and then go to slideshow, these are some pictures from the leadership program because there is no presentation as such. So people get an idea about how much fun it was.

One of the greatest improvements or one of the greatest movements this year was that there was almost also no borderline between community and staff. We had one staff member participating from Nora's department. It was – Lorraine? Lorraine. Lauren, I'm sorry. I always mix up the names.

And this was really enlightening the way that there was actually no barrier between staff and community anymore. Heidi, Gisella were participating. Besides that, they did all the preparation in

advance. And you really got the feeling, which was the idea of this program that ICANN is discussing or participants are discussing as a community without any borders.

From our community, we had Seun, [Yrjo], Humberto, Maureen, and Judith participating. Unfortunately, there's none of them in the room at the moment because, otherwise, I would have asked one of them to give a short summary, but okay. Nobody's there. You can ask them individually.

We also had the incoming Board member, Lousewies, participating, which was good. Unfortunately, she could only stay for one and a half day and for the socials in the evening because there is a parallel onboarding process going on.

And this brings us to an issue we will change the dates for that program. It will not be the C Meeting in the future. I mean, because the C Meeting is going to be very long anyway. It takes you away almost two weeks from home. It also clashes way too much with the onboarding processes of the communities. It does not really fit with the NomCom selections, which came out quite late this year, so it's impossible for people to get a visa in time to arrange their travel before the meeting starts.

So we will discuss this to shift that Leadership Training Program either to the A Meeting or even to the very short B Meeting. So this brings us in the position that we might have one and a half

year until the next training can take place because it has to go into the financial year and this is not the case for the next A, nor for the next B Meeting. But we believe it will have a great improvement in terms of that, for instance, an incoming Board member is already a little bit familiar with the community and has then maybe more questions to ask, and it is not so conflicting with their schedules.

I see Humberto just arrived. I just told everyone that you are participating in that program. Sorry to put you on the spot right away, but maybe you can give some of your experiences very short. We only have ten minutes. But I think it's worth giving you the floor at that stage.

HUMBERTO CARRASCO: Thank you very much. I'm going to speak in Spanish.

ALAN GREENBERG: Just to be clear, she didn't give you ten minutes. Our guests are there, and they're due to start in four minutes, and I would like at least a minute and a half for Finance and Budget. So if you can try to wrap up in five to seven minutes.

HUMBERTO CARRASCO: It's going to be very short, don't worry about that. It was a highly rewarding experience mainly because it allowed me to have contact with people with more experience, but also with members from other organizations from ICANN. And that allows to expand the vision, although it is very intensive program requiring many hours of hard work. It is amazing how much knowledge you eventually gather, and you can get a better idea.

In addition to this, networking with people from various areas. In my personal experience, we continued the relationship with them. So from that perspective, it has been a successful program. I hope it will be replicated and let me congratulate its organizers, the staff, and the rest of the parties. Thank you.

SANDRA HOFERICHTER: Thank you very much, Humberto. Well, the Leadership Program is just one activity of the Academy Working Group and, to be honest, regarding the other scope of the Academy Working Group, nothing has happened since the Buenos Aires meeting due to the summer break, due to the CCWG and CWG, everyone was busy with that. And then organization this Leadership Program, it was just no capacity or no resource anymore to do something else.

For the Marrakech meeting, I know that we have at least one and a half year or 15 months until the next Leadership Program. We

will refocus on the objectives and aims and activities of the Academy Working Group. This goes along with the development of the website. We will work in close cooperation with Nora's department and also At-Large staff.

We will renew the calls to the community for the participation, some community or stakeholder groups already identified members for this working group, and we will have to make it a cross-community working group, and as I just learned, Cheryl had a wonderful idea for her cross-community effort, which is a cross-community committee where you need no charter and can get around all these formalities. So this might be also a model for the ICANN Academy Working Group to form an Academy Cross-Community, whatever it will be.

We will restart or kick start the process until Marrakech, and have an Academy Working Group meeting in Marrakech, I expect, so thank you very much.

There is a blank paper. I guess it's Olivier.

OLIVIER CREPIN-LEBLOND: Thank you very much. Olivier Crepin-Leblond speaking, formally known as Blank. You mentioned a movement, Sandra, of the timing of the Leadership Training Program from the AGM to a later meeting, or some other point. Earlier, we had someone

who actually said that they would have wished that they had gone through the Leadership Training Program before starting their function.

But as we know, some RALOs actually seat their leadership before the AGM. If you're going to delay the Leadership Training Program until the B Meeting or the A or B Meeting, isn't that counterproductive?

SANDRA HOFERICHTER:

Olivier, this is a good question, and you know that I was advocating always for the C Meeting, which was formally not known as a C Meeting, but I think everybody in the room was aware about the AGM practically. But it turned out, for the third time, that it was so difficult to arrange schedules and that you have conflicting agendas, late NomCom nominations, and then you're missing the Board members, and that's really – this is a greater loss than participating for, like, three or four months as a newcomer, and getting the onboarding process maybe later when you are also in the position to ask more qualified questions.

I mean, there are not unqualified questions, but you have already experienced some things, which are not very clear to you as a newcomer, and you will then be able to ask much more focused questions. And as you might remember, there is an

effort from the community, for the community. We have incoming leaders but also well-experienced leaders such as [Yrjo] or from the SSAC, it was Russ Mundy is also very well known in this community.

And so there is a really a mentorship going on and this might be much more productive if we avoid conflicting schedules. Thank you.

ALAN GREENBERG:

Thank you, Sandra. I am last in the queue and my statement doesn't require an answer. I guess I explicitly don't want an answer. Given that we have a backlog of people who would love to have participated in this, it's unfortunate that the change in timing does not mean that we hold one in Marrakech or in Panama, that waiting a year and a half instead of just a half a year might be far more appropriate.

At the same time, this is of such use to the community that I hope ICANN will start putting other resources into it, other than just At-Large staff into it. Because I think, indeed, although they've been doing a great job, we have to institutionalize this more. So I don't require an answer. If you want a short one, fine. Then we'll spend two minutes on the Finance and Budget Subcommittee, and then go on to Finance and Budget people.

SANDRA HOFERICHTER: Just a very short reply. If there are funds within the current budget, financial year budget, available, we will be happy to do so. We can even [though] a short version at a B Meeting or something like this, but it all depends on funds.

ALAN GREENBERG: I would think there's – I don't have a clue what this costs. I would say it's worthy of an exception budget inter-year, within-year request. Now that we've said that in the presence of certain people, the last item on the working group part of this meeting is the Finance and Budget Subcommittee. All I'll say is we have not been as active as we should have been. Given that we are in a new ICANN year, we will be very shortly, after this meeting, reaffirming or reselecting members for the Committee. They may change or may not. And we will start holding meetings on a regular basis.

We have fiscal year budget requests that are due in... Not imminently, but we need to start working on them, and more important, the Finance and Budget Subcommittee needs to put together some ground rules for the rest of the community to work for. So you will see action there. Nothing else to report at this point.

And may I ask our guests to come to the table?

Thank you very much. We will reconvene the next part of this meeting in a moment.

I have Carole Cornell to my right, to your left, and that is not Xavier, so I [inaudible].

BECKY NASH: This is Becky Nash.

ALAN GREENBERG: Thank you. And is Xavier joining us or...?

UNIDENTIFIED FEMALE: No. He's [inaudible].

ALAN GREENBERG: Oh, he's hiding here. Okay.

TARYN PRESLEY: And I'm Taryn Presley.

ALAN GREENBERG: Right beside Cheryl. And I will turn the meeting over to you.

UNIDENTIFIED FEMALE: Thank you very much. Today, we're going to give you a full operations update. If you want to go to the next slide, please. Leave it there, please.

This is the agenda. I'm going to introduce Becky, Vice President of Finance, and she's going to run through the agenda. And next to her is Taryn.

BECKY NASH: Thank you. Today, we're going to cover, as part of this operations update, a financials overview. We're going to cover the FY '17 operating plan and budget, and five-year operating plan update process. We're going to cover KPI beta dashboard, and then organizational excellence. So I'm going to start off the financials update and then pass it to Xavier.

At ICANN, we have financial transparency and accountability, and we wanted to talk through the various ways that we provide and publish information. We have our quarterly stakeholder calls, and we had a fiscal year '15 Q4 call held on August 20. We also did our FY '16 Q1 call on October 6.

We also published quarterly our financial package on our website, and in addition to our financial package, we publish our annual audited financial statements every year by October 30, and we also have our Form 990, which is the tax return form,

along with other types of publications for financial reporting that support our transparency and accountability initiatives.

We have our FY '17 operating plan and budget process that we hold stakeholder calls on, and that we've done working groups on. And these are all of the different initiatives that we have for publicizing our financial information.

Now we're going to go over some financial data, our FY '15 and Q1 FY '16.

XAVIER CALVEZ:

Just one comment to add to what Becky just said, if we can go back on this slide before. The information that you have there is about financial information that we share that is not required by any regulation. The Form 990 is tax required information and it's required to publish it. The audited financial statements is a requirement by law to perform and it's a requirement to also for us, by law, to publish them.

But the information that you have here, the quarterly stakeholder call, we don't have obligations to produce quarterly information. The quarterly financial package is also not something that we have to do, but that we believe is value in transparency, and accountable here at the end of the day to

produce regular financial information so that everyone, at any point of time, can know what the financial situation of ICANN is.

So the reason why you have here the items that are here is about our transparency and accountability. And Becky added to it also the additional information that we produce as per regulatory requirements. Thank you.

So I will go over quickly the financial information for FY '15 and FY '16. You may remember that our financial year, our fiscal year, goes from July to June every year, so we closed the fiscal year '15 year at the end of June, so three months ago, three and a half months ago. We are finalizing the audit, our auditors are finalizing the audit of that year just now in this week, actually, so that that work is getting done. And we're not expecting any issues out of that audit. It's going to be a successful one again.

Here you have a very short overview of our operations financial information for that period that closed. So this is 12 months of information, this is FY '15 from July 2014 to June 2015. We had a budget balanced of revenues and expenses of 104 million right here.

And early on in the year, we expected that our revenue would actually be lower simply because of the less – the lower number of registries delegated into the root that we started the year with, which has driven most of the variants of that revenue here.

So we had 2 million less of revenues. And since we knew that early on, we had also adjusted our rate of spending to ensure that we never exceed our revenue. So as you can tell, we plan for a balanced expense and revenue, and we ended up with a slight excess of 2 million as a result of monitoring our expenses.

The initiatives are expenses. In this case, it was exclusively the USG transition project, or these expenses are funded from the reserve fund, as you may know.

As you also have heard, I'm sure, we spent more money than we originally were planning to on this topic by approximately 2 million, largely driven by the independent legal advice that the two groups have been using.

So a bit less of revenue, a bit less of expenses here, a bit more of expenses here. The bottom line is that we ended up in the same position than what we had budgeted for. So there's [net net] there's no variance between actual and budget. We were about on budget where we were expecting. Any questions? Yes?

[KAILI KAN]:

According to revenue, so I just want to say is our revenue 100% from the names, numbers that we issue or there are other revenue streams like donations or...

XAVIER CALVEZ:

Good question. So as Carole said, each time we take out a slide from a deck, that's where we have a question. So we'll have to revise our strategy. We just went through the exercise of eliminating a lot of slides because we thought there were too many of them, and that's one of them.

But the answer to your question is very simple: 96% of our revenues is resulting from the contract with the contracted parties, registries, and registrars who, at the end of the day, are the channel for us to collect revenue from the registrants. Because the transaction fees that we collect, the 25 cents per registrations comes from the registrant, but through the registries and the registrars.

So registries and registrars fees that we build, whether they are fixed or transaction-based fees, represent 96%. The rest, the 4% left, is the contributions – voluntary contributions from the country code operators, the ccTLDs. Most of them being part of the ccNSO but not necessarily all of them being part of the ccNSO.

And we have also approximately, year-on-year, about 1 million of sponsorship revenue from ICANN meetings. So the booth that you have downstairs are generating about 200,000 to 300,000 of sponsorship money per ICANN meeting, and it helps offsetting the cost a bit of the ICANN meetings. Yes?

[KAILI KAN]: Well, I just thought of one thing that I understand that ICANN's operation is largely based on volunteering. However, on the other hand, many many volunteers also are their main source of income is like consulting and other similar activities. So I just wonder whether ICANN can count that volunteering as surrendered income, which will, for example, will have a tax benefit for people like Alan.

As a matter of fact, just by doing that accounting, actually, that we can better measure our real size of operations, and also bring the benefits to our volunteers. Just a thought. Thank you.

ALAN GREENBERG: I'm going to take the Chair's position and answer.

XAVIER CALVEZ: Sorry.

ALAN GREENBERG: I said I'm going to take the Chair's position and answer that question. You can give me your further answer.

XAVIER CALVEZ: Thank you, because there is a technical answer to this, also.

ALAN GREENBERG: As a volunteer, I will be delighted to have a tax deduction that I could apply, which you probably can't give me, since I live in Canada. But ignoring that – and you can't spend my donation in real expenses, but it would be a really interesting thing to calculate. Back to you, Xavier, and I see Garth is in the queue.

XAVIER CALVEZ: So I'm not sure what tax deduction you're talking about, but I don't know.

ALAN GREENBERG: I have donated \$500,000 of my time to you this year.

XAVIER CALVEZ: But this is not a tax deduction. Where is it?

ALAN GREENBERG: I want a receipt.

XAVIER CALVEZ: Oh, I can give you any receipt you want, but this is not a tax deduction.

KAILI KAN: My [real] rate to Mackenzie is \$4,000 US per hour for Mackenzie.

XAVIER CALVEZ: I understand, but what tax deduction is there as a result is what I'm trying to understand. Since ICANN is not-for-profit, there's no tax deduction, of course, that's [relevant].

ALAN GREENBERG: We're not really going to get a tax deduction. We understand that.

XAVIER CALVEZ: Right. But the impact of the – we can talk about the tax aspect later, but the impact of the time of the volunteers, stakeholders being in a lot of volunteers, is something that we – Becky and I have had that conversation a few weeks ago. It is something that we're looking into to determine.

There are accounting rules about that. It's donated resources that exists. The question is we need to investigate further what is the accounting requirements about it, and what is the scope of that accounting requirements. So those donated resources have a relatively specific accounting definition associated to it.

So we need to look at the accounting aspect, accounting requirement, and I think that we can use that accounting

requirement to see how it fits best the ICANN-specific circumstances of policy development and other activities, as well. And I think that it will be an extensive, but certainly useful, conversation to determine how do we capture that and how do we communicate it?

And even if we would end up by seeing that from an accounting standpoint, it's not qualifying, it's not necessarily checking the accounting boxes, it doesn't mean that we cannot try for ourselves to track that.

There's a lot of value in doing it, there's also a lot of resources to simply trying to do it. My point being it's going to take a lot of time and discussions to even agree on whose time are we counting? How much time are we counting? Are we counting the time of just the elected people? See what I'm saying? It's a Pandora's Box, but it's a useful box to look at, for sure.

To be very honest, it's not been on the top of our priority list to look at, but it's on the list. So thank you for confirming that. I don't want to be emotional about it, but the first person I had this conversation is [inaudible], who's not with us anymore.

ALAN GREENBERG:

It's a particularly difficult situation in our case because so many of the volunteers are, in fact, paid by their companies to do it,

and their companies get a benefit from the work they do. So it is a challenge. We have Garth and an online question.

XAVIER CALVEZ: Yes.

GARTH BRUEN: I have a general question about documentation, so I could wait till the end of this presentation, if that's fine.

ALAN GREENBERG: I'm not aware. Is there more presentation?

XAVIER CALVEZ: We have more slides, yes.

ALAN GREENBERG: Then let's go on. Ariel, is the question specifically related to this?

ARIEL LIANG: This is not a question, just a reminder. Please state your name before speaking. Otherwise, we'll have man, woman, man, woman in the transcript. And also, please speak a little bit closer to the microphone because the audio is a little low for the audience. Thank you.

ALAN GREENBERG: Thank you, Ariel. Back to you, Xavier.

XAVIER CALVEZ: Thank you. Next slide. This is the same information but just for the past quarter. So now we're in a new fiscal year, FY '16. It started July 1, three months ago. So over the past three months, we had a budget of 26 million of revenues. We have actually revenues of approximately 26 million, and what is actual, it's an estimate because we produced it for the quarterly stakeholder call that happened very early October, and we had not completely finished closing our books by then, so we put an estimate, but it's very close.

And we had a bit less expenses than we had budgeted, mainly due to timing, and we had about the same amount of initiative expenses that we had planned for, even though there are some disparities within the initiatives because the USG transition is one on which we have a bit more expenses, again, than we had budgeted for. Next.

Since we're talking about that, this is the USG stewardship transition costs – project costs for FY '15. So when we closed the year at the end of June, if you remember, we had a budget of seven, and we ended up by spending nine. The largest buckets

are the independent legal advice for approximately 3.1 million between March and June, basically, which is an average of 600K or 700K per month.

Other professional services, that includes internal legal advice, that includes the meetings, consultants, that includes the language services, translations – thank you, the translators – communications, many different services that support the project. This is the evaluation of the allocation of personnel time to the project as the staff that supports the groups is Theresa Swineheart, Grace Abuhamad, all the other people that you know who support the project.

Next, same information for FY '16. Next slide, please. This is just for three months, so we're at 2.8 million for three months. The budget was 1.8. Again, the independent legal advice is 1.5 million for three months, so we're still in the same range of about 500,000 per month. So we need to finish the work quickly. Yes. And the rest is about similar. Next.

This is a bit of a complicated slide, but I did want to ignore the new gTLD program and its financial impact on the organization. So you may remember that in 2012, when we closed the application window, we had approximately 2,000 applications for new gTLDs. We collected approximately \$362 million of application fees to process the applications, to evaluate them.

This is the total view of the cost of the program, so we are expecting approximately 56 million of refunds. Those are the applications that are being withdrawn from the program, and therefore, we refund either the totality or a fraction of the fees. Depends upon how far the applications have gone into the process.

There's then all the costs for processing the applications, all the evaluation, panels, and so on, as well as the infrastructure of the program.

On the right here, you have the breakdown by year, so this is FY '12 to FY '14, this is the just recently closed year FY '15, and we have another two years, '16 and '17 so far is what we're planning to have the program covering and finishing towards the end of FY '17.

Of course, this also tells you that the evaluation costs are expected to lead us, including refunds, to approximately 274 million of total costs versus 362 of total fees. The difference and the remainder is for all the unpredictable costs that could occur relative to the program, including risks, including lawsuits. And that's what the fee was including to cover, as well.

Any questions? No. Next. Yes? Go ahead.

RAF FATANI: Sorry. Just quickly.

XAVIERK CALVEZ: Can we come back on the previous slide? Yeah.

RAF FATANI: The cost of 218 million, you said that's running costs?

XAVIER CALVEZ: Sorry.

RAF FATANI: The 218.

XAVIER CALVEZ: Is it what cost? I didn't hear.

RAF FATANI: You said the running costs?

XAVIER CALVEZ: It's all the costs to process the evaluation of the applications. So consultant costs, staff costs, infrastructure costs.

RAF FATANI: During which period?

XAVIER CALVEZ: This is the whole program over how long it will take, five years approximately. And then you have the breakdown by period. So this is FY '12 to FY '14. There's about three years' worth of costs here. This is during FY '15. In total, there was approximately 50 million. And so on.

RAF FATANI: Thank you.

XAVIER CALVEZ: You're welcome. Next. So this is a picture of our – sorry, that was on the previous slide, as well. Yeah, sorry. Go back. Thank you.

OLIVIER CREPIN-LEBLOND: Thank you very much, Xavier. When you speak about the full program forecast, and you then show us how much of it is being chipped away year by year, how long is the full program? Because if it's ten years, then you can take everything out.

XAVIER CALVEZ: You're right. So what is the end of the new gTLD program is a very interesting question. I've been asking that question for a

long time, as long as the program has lasted. So what is visible to us – or, to put it differently, what can be estimated – is the evaluation or the application processing work. It's not necessarily very precise, but we're now, we have contracted with nearly 900 applicants. There's more than 600 into the root. We're getting down to the last applications and processing, so it's becoming a little bit more visible that, at some point, we're going to finish, of course.

The last cases are also a little bit the more complicated ones sometimes, so processing those is not an exact science, or at least knowing how long it's going to take us is not an exact science. But at this stage, our best guess is that we think we're going to finish sometime during calendar '17. We're assuming towards the end of June, right now, for modeling processes, but it's sometime during '17.

Having said that, we could still have some cases open by then, and we could have, honestly, ongoing risk mitigation, including lawsuits, if they would appear for a long time. So I always take the example that the TLD that got delegated in 2004, we closed the litigation associated to it in 2011, so that was seven years.

So when is the program going to effectively be completely done? If you have the answer, you tell. I have been asking that question

for a long time. And nobody knows, of course. We can't, now I'm being facetious about it, we cannot know.

So yes, it's going to last probably longer than that. What we are showing here is the picture of what we're expecting the application processing work to be.

OLIVIER CREPIN-LEBLOND: And as a follow-up, is anything of this capital expenditure, as well, or is it all running cost?

XAVIER CALVEZ: Very little capital expenditures. Next. So our funds, this is a picture of how much money we have in our bank accounts and investment accounts as of the end of June or the end of September, June or September. We're breaking it into two buckets on this picture simply to show those funds that are driven by the new gTLD program. So we have left approximately 160 million of funds on the program to cover for the expenses that are coming up.

These are the auction proceeds that have been collected up to the end of June and at the end of September. Same thing – we didn't have any auctions during Q1. And it's sitting, basically, in an investment account waiting for the process with the community to develop how those funds will be used.

So that's the new gTLD program in total, [260] million, and that's the operating funds or the operation-related funds of ICANN. Those are more permanent funds where the operating fund here is basically the cash on hand to pay for daily expenses or salaries, invoices, and so on.

And this is... So this fund is basically a bank account. We receive the fees that we invoice to the registries and the registrars on an ongoing basis, and this is where we pay invoices from. The reserve fund is our more long-term permanent fund is for rainy days, for risks, for... It's not to be touched normally unless either emergencies or large unplanned expenses. For example, like the USG transition, which is why we are using the responder fund for that.

Any questions on that?

ALAN GREENBERG: Xavier?

XAVIER CALVEZ: Yes.

ALAN GREENBERG: How much more on your presentation? We have 15 minutes left in the session and I'm sure we have some questions.

XAVIER CALVEZ: We can make it ten minutes. And we're having questions as we go, but do you think we'll have different questions on different topics after? If we are, we can shorten our presentation.

ALAN GREENBERG: I would think try to do the presentation as quickly as possible and leave some more time for questions.

XAVIER CALVEZ: Okay. Next. Taryn?

TARYN PRESLEY: Okay. Thanks, Xavier. This is a reminder of ICANN's planning cycle. We start out with our strategic plan, which includes ICANN's vision, mission, strategic objectives, goals, key success factors, etc. for fiscal years FY '16 through '20.

The strategic plan then informs the five-year operating plan for fiscal years '16 through '20, and includes a five-year planning calendar, phasing, key performance indicators on our goals, dependencies, a list of portfolios, and a five-year financial model.

The five-year operating plan informs our annual operating plan and budget, which we do on an annual basis with community

input. Strategic plan and five-year operating plan also involve a significant amount of community input.

The annual operating plan and budget is published for public comment, we get a lot of information from the public on what should be included in the operating plan, and that actually informs the final draft that is adopted by the Board.

Then we go to, as part of our financial accountability and transparency, we report, on a regular basis, our achievement and progress toward our goals. So that's done, Becky mentioned some of the ways in which we do that: the quarterly stakeholder call, our quarterly financial statements reporting, our KPI reporting. Then all of that is validated against the strategic plan, and that information, again, it goes back to the cycle of updating the operating plan based on where we've landed and whatever particular year, and the cycle continues. Next, please.

Sorry this is so small and difficult to read. But this is an overview of our FY'17 operating plan and budget process. As you can see, there are several steps leading up to the adoption of the FY '17 operating plan and budget in June. We go through a planning phase, which has been happening in August, September, and October. Development phase being November through February. Publishing the draft document in March. Finalizing the document based on public comments received in May. And then

adoption in June. The most critical items on this calendar are in May and April.

XAVIER CALVEZ: Can we see the bottom of the slide? Because that's what Taryn is commenting now.

TARYN PRESLEY: Go back up one.

XAVIER CALVEZ: No. Yeah. But this is not the whole slide.

TARYN PRESLEY: I think it has to be reduced a bit.

XAVIER CALVEZ: Here we go.

TARYN PRESLEY: The most critical part of the calendar is the publishing of the draft document, which is slated to occur on March 5. After the document is published, we go through a public comment period.

XAVIER CALVEZ: Which is the green bar here. Sorry to interrupt. I want to make sure people understand.

TARYN PRESLEY: Right. March 5th through April 30th. And we've given our community more time to be able to read the document, digest it, and make comments. During that period, ICANN also conducts calls with those who have submitted comments on the draft, draft operating plan and budget, to make sure that we have a good understanding of the comments so that we can provide sufficient answers.

Just as a note last year, we included the Board in that process of reviewing the comments that were submitted and publishing responses.

In May, this is something that's also very critical, and for the first time in FY '15, we were able to do this. Because of the timing of the process, it allowed us sufficient time to take the comments into consideration and allow us to incorporate changes to the operating plan and budget based on the public comments received. Any questions on this slide? Okay. Next please. Thank you.

This is a sub-process of the overall FY '17 operating plan and budget process. This is the SO and AC additional budget request

process, which I know you are all very interested in. This process has not changed much since FY '15. We will communicate the process to all SO and AC groups in December. The submission period for requests is December 14 through February 15. The staff will conduct preliminary reviews of requests February 16 through March 4 in time for the next ICANN meeting in Marrakech. And we're going to have consultations with SOs and ACs that submitted requests at ICANN – it would be 55, right?

XAVIER CALVEZ:

4.

TARYN PRESLEY:

54. And March 11 through 31 will be the time that staff reviews the requests and finalizes the recommendations, and makes recommendations to the Board on which requests should be approved. And that approval should occur in April of 2016. Next slide, please.

We wanted to give you some lessons learned from the FY '16 process, but we also wanted to take the opportunity to get some feedback from you all on what you thought went well and what we should continue, and then, also, take a look at what we should improve.

So some of the things that we know that we should continue based on feedback that we've gotten from different community members is that the annual operating plan and budget is derived from the five-year operating plan. That is a recommendation that came out of ATRT 2 and we will definitely continue to do that.

We have started the process earlier, which has allowed a lot more community/staff interaction, and again, it allows for more time to work on the public comment period and hear what the community thinks about the draft operating plan and budget.

The process last year included interactive engagements, meaning face-to-face working sessions. We had an Operating Plan and Budget Working Group this past Sunday, which went very well. We had a lot of interaction, a lot of good feedback from the community, so we will definitely continue to do that in the future.

We had improved communication on public comments and draft responses. As I mentioned, we had more time to review the public comments that were submitted with each of the groups to ensure that we had the best responses possible, and we also, as I mentioned, included the Board in the public comment process, and improving accountability of the Board.

What we know we need to improve is that although we do have significant intervention with the community, it's limited to SO and AC members. And we would like to expand that participation to a wider audience. Something else we would like to improve is the communication on the USG transition monitoring and cost, as well as integrating more and better KPIs into the planning process.

Any questions on this slide or...?

ALAN GREENBERG: We're down to five minutes left, so let's go through the rest as quickly as possible, and then we'll take questions.

CAROLE CORNELL: This is just to remind everybody that the five-year operating plan was – we will take the changes and incorporate the progress made on FY '16, and we will then show from FY '17 through 2020 the phasing of each one of the changes, so it's to incorporate the progress made in FY '16 and then looking ahead for just four more years. Next slide.

This is just to remind it is based on the strategic plan, which is the five objectives, 16 goals. Right now, it's about 60 portfolios and 300-plus projects. Next.

This is to reiterate what I've said the changes that what we have completed in FY '16 will then be possibly revised the deliverables in phasing for '17 through '20.

I just would like to kind of give you a quick update on KPI progress. I mentioned it last session, so I'm kind of giving you an update. As you know, the beta KPI dashboard has been released as of September, and we are continuing to, if you will, refine and upgrade and evolve the KPIs as we can by going through this process, which looks at the KPI, look at how it's released, evaluate the effectiveness, modify the KPI as necessary, collect the data, and look at the process, so it's a continuous evolution. Next slide.

This is just what the KPI dashboard looks like. If you were to go to the link down at the bottom, you would actually see these five objectives and it shows scoring of each one of them, and it talks a little bit about how the scoring of each, and if you drill down within each one of those five objectives, we get to specific goal level KPIs and the progress of those KPIs. Next slide.

This is just to mention that organizational excellence is a continuous improvement effort for ICANN, and this is the work we're doing in FY '16. We did, as many of you know, do an internal assessment in FY '17 and we're expanding that and continuing to educate and build upon that for continuous

improvement for our process and procedures throughout the organization. And that is now available and you can see some of that progress on our ICANN website.

XAVIER CALVEZ: And this is using the EFQM methodology.

CAROLE CORNELL: Yes, and we are using our EFQM methodology, of course. That's as quick as I can do this. Thank you.

ALAN GREENBERG: Thank you, Carole. We have two speakers at the moment. We have Garth and I am in the queue. Olivier, who is running the next session, says he'll give us a few minutes, so we can run over a bit. And Olivier is in the queue. Garth?

GARTH BRUEN: This is Garth Bruen, NARALO Chair. I'm comparing the current FY budget OT the previous budget document from previous year. In the previous year, each line item had associated with it the department and manager associated with each line item. This information has been deleted, removed from the new version. Why is this information not there and where would we get it? Thank you.

XAVIER CALVEZ:

When you say the manager and the department, we'll go back to what you've looked at because I doubt that we had done that in that fashion at the same level of detail, but we can – right now, as we are anchoring the budget information, the 300-plus projects, which we've never done before... So when we had the project, the names, it was not at the level of projects.

What we do now is we use the structure of the management system, which is the five objectives, the 16 goals, the 60 portfolios, and the 300 projects to break down the information, and on our website, you have access to our work front system, which is where that management system, and you have the five objectives have an owner.

The goals have an owner, as well, or a shepherd. I think we've used that term. Carole, you should go over that to answer that question.

CAROLE CORNELL:

We are using the same management structure from year over year. So the manager structure starts with objective, goal, portfolio, and projects. There is... We call them now shepherd for each one of those, which provides a quick update and a status, if you were to go and inquire about that from a person

within the company, but also we are using that same information when we build our financial information in terms of reporting.

XAVIER CALVEZ:

Just to finish on what we produced because I think it will help you also in determining how much we've answered your question, we can give the link of the management system so that you can see that breakdown. You can see. You can go in each goal or objective that you would like and you will see the name of the shepherd there.

The one thing I want to add is that the strategic plan is not an organization chart. My point being that an objective or a goal or portfolio or even projects are activities that are supported by different parts of the ICANN staff.

So therefore, at that level, it's difficult to associate always a name to it. And by the way, it could change. In the sense that when you have a staff member who is the owner of a project, for example, that in March 2015, that doesn't mean that it's necessarily going to be the same staff in August 2015.

So that changes along the way, as well, which is why it would be false accuracy and information to give names at the very

granular level that could potentially change after some time, as well. Let me stop there and let you continue on the...

GARTH BRUEN: Thank you. Does the shepherd hold the pen for the check? Do they control the sum at the top level?

XAVIER CALVEZ: No.

GARTH BRUEN: Who does, then?

XAVIER CALVEZ: So the shepherd is overseeing the achievement of an objective. Then there are effectively departments who are in charge of delivering the services that they're in charge to deliver. So for example, compliance is in charge of compliance and Maguy Serad is responsible for compliance.

I'll try to make the point that I was making earlier. An objective, which is maybe an objective number or goal number 2.1 is supported by several departments – not just compliance, for example. But each department owner owns the budget for their department, which is the resources that are estimated to be necessary to deliver the plan and to deliver on the objectives.

You have a question behind...But I'm not sure I understand well. When you say, "Who has the checkbook?" I have the checkbook. But I don't decide anything. We go by the plan. I don't decide how much we're going to spend in contractual compliance. Maguy Serad does because she has a plan, she has objectives, she has her plan, which is the subject of public comment, and then she says, "But to deliver on that plan, I need this much resources."

GARTH BRUEN:

So is that made clear anywhere? Is it made clear anywhere how much money people are spending within the organization and how effective it is?

XAVIER CALVEZ:

So how much we're spending is exactly what we've been reporting on, and you have 300 projects broken down by types of costs on the website. That's the budget process. We can give you the links but you can see the breakdown of what money is spent where, and then how effective it is, is why we are producing the dashboard that shows the key performance indicators objective by objective so that we can demonstrate how effective the work of the organization as a whole is.

By the way, it's not just the ICANN staff. It's us as a community how effective we are.

GARTH BRUEN: But the money is not tied to a particular department. It's not clear from this how much each department is spending on different projects. Whether or not they work across the organization in multiple projects, you can't see how much money the department is spending on a project.

XAVIER CALVEZ: So we can see how much money is spent on a budget. You cannot see for each project the contribution from finance versus compliance versus GSE.

GARTH BRUEN: That's extremely vague and doesn't seem to be transparent.

XAVIER CALVEZ: We can look at how much more information we want to produce, but imagine for a second that there are 60 departments in ICANN, the 300 projects that we're putting on the website broken down by personnel versus travel versus professional services versus admin. If we then break that down by department... I mean, I don't know how we're going to be

able to, one, manage that amount of information, granular information, to that how useful it is from a transparency standpoint because I can overload you with information. That doesn't mean that I'm being transparent, by the way.

GARTH BRUEN: Well if I'm asking for it and I can understand it, that's transparent to me. But are you telling me that your staff members do not use cost center numbers to account for their time?

XAVIER CALVEZ: Correct. We don't track time by project or we have the time by department, of course. Because, for example, I'm the Head of the Finance Department. I know how many people I have. So I know how much time is spent by the people that I have in my department. So by department, we know. Of course.

GARTH BRUEN: So that information is there. That information is there how much is being spent. It does exist.

XAVIER CALVEZ: Absolutely. So we have in the budget. Can you pull up the page, which page it is in the budget document?

ALAN GREENBERG: We are going to have to go on to other speakers, so perhaps this needs to be taken offline.

XAVIER CALVEZ: Let's sit down together after this session, if you don't mind, so that we show you what already exists and see how far or not it goes towards the need that you're pointing out, so that at least you know what exists. Because we have a breakdown of all the resources by function. It's not department, because we have 60 departments, but we're providing it by functions.

And by the way, I want to make a point very clear, if it's not very transparent, ICANN is the most transparent organization in terms of financials. I've been digging for the past three years how much information, financial information any public organization provides, you want to know what the Red Cross provides in their annual report? Zero. There's not one dollar number or figure in their annual report.

So we break down everything that we do by 300 projects. You can even see how much full-time equivalent personnel there is by project. So let's be clear in looking at the bigger picture as to the amount of information that we produce. No one produces as much information as we do.

ALAN GREENBERG:

Thank you. If I may summarize, we produce a huge amount of information. There's at least some parts of the community that feels it is not clear enough for them to make judgment calls on how the money is being allocated and how the decisions are made. That doesn't mean we're not producing a lot of information or a lot of data. It just means we're not getting the kind of information we need. And I think that's a message that has to go forward.

My own intervention was a very short one. In dealing with the special budget requests from the stakeholders, from the ACs and SOs, the results from last year indicated there was a distinct lack of understanding of what the requests were in the cases, in at least some of the cases. And I would suggest that the process be modified to allow one-on-one interactions not on a formal multi-person telephone call necessarily, to make sure there is real clarity.

Now we need to be better in writing them, but if it's not crystal clear, there needs to be an opportunity for feedback. Thank you. Olivier and Tijani, and that's closing the queue.

XAVIER CALVEZ: Just to close on that, we'll work with Heidi to see how we can manage to organize a more direct clarification of the requests. Thank you.

OLIVIER CREPIN-LEBLOND: Thanks very much. I was going to bring up exactly the point Alan was bringing up, referring to the ATLAS II recommendations and that we were supposed to be also focusing on FY '17 budget requests. So now that we have an answer on that, that's fine.

Xavier, earlier, you mentioned the stakeholder calls that were providing details of the webinars that Finance was doing and the details. I've been going through the website and finding all of the details of the financial year, and I commend for that. I think there's an enormous amount of information indeed, but I can't find any link to those calls that relate to the finance.

There are some calls in the strategic initiatives and – well strategy is one thing but the finance calls, I can't see. Where are they linked to?

XAVIER CALVEZ: So when you say the finance calls, are you talking about the quarterly stakeholder call?

OLIVIER CREPIN-LEBLOND: No. The quarterly calls or the regular calls, which your department are [staging] to explain ICANN finance details, or did I misunderstand this.

XAVIER CALVEZ: So let me spell out what I think we're talking about, and then you'll point out where your question is. So there is the quarterly stakeholder call, which is not a finance call, but in which the last section is the financial information or reporting. There's 40 slides, maybe 10 are financials at the end, and that happens every quarter. Those documents are on the website and I don't know if you found them or not.

The other calls, but there's more interaction total and some of them are calls, some of them are face-to-face. So two days ago, we had a workshop meeting, that's one interaction. On the 22nd of September, we had a webinar to kick off the FY '17 planning. Those are the information or the touchpoint, I would say, whether it's calls or face-to-face, that we were referring to earlier. So your question is about which ones.

OLIVIER CREPIN-LEBLOND: My question is whether either of them are archived and publicly available.

XAVIER CALVEZ: So both are. So the quarterly stakeholder call, there's a whole section on the website where all the quarterly stakeholder documents and the recordings are.

OLIVIER CREPIN-LEBLOND: I'm talking about the Working Group ones, the ones that you mentioned sometimes takes face-to-face and sometimes... The one that took place two days ago, for example.

XAVIER CALVEZ: Yeah. So we will publish – it's on the wiki, right? Carole? Did we? Yeah. On the community wiki that those calls are published – are documented and published. There is the slides for the webinars and there's also the recording. We thought we had lost the recording on the 22 but we found it. So it's there. And that's where it would be documented.

OLIVIER CREPIN-LEBLOND: Thank you. I just then suggest that – and I'm not sure whether there is a policy for this or not, on the main website, there isn't a link to that wiki. I know that it's a [inaudible] like the back [inaudible]...

XAVIER CALVEZ: No, but that's very good feedback. We'll use that to make sure that we make it clear what link to go to. Thank you for that feedback. That's very helpful.

ALAN GREENBERG: Thank you. Tijani, last speaker.

TIJANI BEN JEMAA: Thank you very much. I propose that Garth and all members of At-Large, who has questions about the budget, about anything about Finance, send those questions to the Subcommittee on Finance and Budget, so that if we have answer inside our community, we will provide you. Otherwise, we will ask the Finance Department so that they can answer them.

Other thing, Xavier have formed an ad hoc working group composed by the community members about the planning. And this group is open. It is absolutely open. So please subscribe. Please attend the webinars. Please attend the face-to-face meetings. It's open. So if you want to have more information, try to contribute and try to participate in those meetings. It's very interesting for everyone, even for ALAC. Because if there is more people involved in this, it will be better for ALAC. Thank you.

XAVIER CALVEZ: Thank you, Tijani.

ALAN GREENBERG: I thank everyone. We are immediately moving into the At-Large Summit Recommendation Working Group, and just as a reminder, there is a photographer from 1:45, 13:45 to 14:45. We have sent out messages both yesterday and today saying it's tomorrow, but it's today. So tomorrow is today from the point of view of the photographer.

UNIDENTIFIED MALE: Is it today then?

ALAN GREENBERG: It is today and it is starting in 30 minutes and going on for one hour, straddling meetings, which for many of us, are completely mandatory, and there's no time to go out.

[END OF TRANSCRIPTION]