

---

MONTREAL – ccNSO: Members Meeting Day 1 (3 of 5)

Tuesday, November 5, 2019 – 13:30 to 15:00 EDT

ICANN66 | Montréal, Canada

BARBARA POVŠE:

Welcome back after lunch, I hope everyone grabbed at least something so that we will be not only jetlagged but also sleepy because we ate something. So if you heard, lots of working groups in ICANN are talking about membership fatigue. Let's do this without the fatigue, let's close computers and try to listen to presentations.

In this part first we will do a little change in the timetable, so Giovanni will start, and we will hear two presentations about the updates of the working groups and committees. The first one will be SOPC, how many of you don't know what SOPC stands for? Don't be shy, yeah, I will repeat that, because for those who are new, but also for those who are old and don't remember. So this is Strategic and Operational, operating standing, no...

GIOVANNI SEPPIA:

Strategic and Operating Plan Committee. Say it again?

BARBARA POVŠE:

No, I can't, can anyone else? These acronyms are really, really confusing, so, yeah. What does this group do? This group was established to get more participation from ccTLDs in the planning of

---

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

---

ICANN Org and also doing with finances. The work of this group is quite important, so let's hear about it.

GIOVANNI SEPPIA:

Thank you, Barbara. I'm in the first group, the young. My role today is to provide you with an update about the Strategic and Operating Planning Committee of the ccNSO. We had a very interesting, as well as long, session on Sunday and we covered some of the topics that you see on the slide.

The first part was the standard part with the presentation by the ICANN Finance team about what's in the pipeline, which includes the upcoming Fiscal Year 21 Operating Plan and Budget, that ICANN is planning to publish on the 17th of December, which is the day that the public comment period will start. The public comment period is going to be open for two months from 17 December.

The second point we discussed during the meeting on Sunday is the coordination with the GNSO. The GNSO is a similar working group committee and we decided for the first time to have a sort of joint session with a representative of this working group of the GNSO, Barry was with us and we will start corporation to make sure that whenever there are topics of common interest we are going to mention and highlight them in both of what is going to be the comment produced by the ccNSO SOPC, but also the comment produced by the GNSO similar working group.

---

The second part was about our working methodology. And indeed as Barbara said, we are part of this fatigue that is affecting the multistakeholder model of ICANN and we discussed how we can improve our work, if we should do something differently. What we have already started to do is to have calls, the first one was at the end of September, and it was a preparatory call for the meeting here in Montreal.

Also, the last point we touched base is a review of the Charter, the Strategic and Operating Planning Committee charter was drafted in 2008 when the working group started to be part of the ccNSO family and then it was revised in 2017, when it was decided to have this change from the working group to a standing committee within the ccNSO. The Charter is not as the ICANN bylaws, it's slightly more accessible and shorter, and it is divided into four sections. The first one is the scope of SOPC work, then the activities, what we are expected to deliver.

The participation, how anybody of the community can participate in what we are doing and the membership, which is a sort of sensitive topic at present because currently on average we have only 50% of our members who are participating proactively to our work. What was interesting of the workshop that we had is that we are going to have a sort of action plan that we together, we will produce.

And this action plan includes let's say improvements in the working methodology, starting from the preparatory calls that we have been having, like the one we had in September, but also with a very

---

practical action that involves all of us, which is that each of the proactive working group or committee members is tasked to reach out to the ccTLD and find new members of the committee by the ICANN Cancun meeting. So we will approach some of you. So it's not going to be only me, and it's not going to be only via a call from the secretariat, but it's going to be really all the proactive members who are going to reach out and ask you if you are interested in participating in this process.

And this is what I just summarized, and at the same time we will I think how to structure our participation in the GNSO and vice versa, and our cooperation with the GNSO. So, this is the update, and I'm happy to take any questions before I have an unexpected slide that has nothing to do with SOPC but has to do with the ccNSO. So, any question about the SOPC work, I'll be happy to take it or feel free to drop me a line, this is my email address. That's good, I can see you're all awake, good.

So, there is something that I wanted to highlight about the ccNSO, and it's something that I think the ccNSO achieved together as a community. So, after exactly 10 years since the IDN Fast Track, ccTLD Fast Track was launched, exactly 10 years later, .EU, EURid, the registry manager, managed to get the .eu in Greek delegated. It was a process which was a bit longer than we thought, but we never gave up, and we never gave up thanks to the support of this community.

And thanks to the support of many of you who participated in different working groups that enabled us to achieve the delegation of the .eu in Greek, but also enabled us to improve the overall IDN ccTLD Fast

---

Track process. The .eu in Greek will be launched on the 14th of November, and I took this moment to thank not only the whole ccNSO community but specifically some of you because you have been really instrumental to achieve this important milestone for the .eu registry.

So I would like to thank two people from the GAC, specifically. Manal from the Egyptian government and Panagotis from the Greek government, because they have supported us throughout those 10 years. I would like to thank Katrina, because as Chair of the ccNSO she has really moved things forward, especially in the last two years. So thank you so much.

I would like to thank Vangeli, Diva, Hiro, Wafa, all those who have participated in the different working groups and also the current ICANN Board members representing ccTLDs, Chris, Danko and Nigel, because they also supported us.

There are many more who supported us, including members of the SSACA, but there is one person who in the past years never gave up and supported this community, as he does at each at each meeting but also between the different meetings. This person couldn't be with us at the launch event we are going to have in Athens on the 14th of November, so I decided that this was the best place to thank him for enabling us to do our work correctly and always on time and always sometimes fixing some gaps because we are not able to deliver, so he steps in and he helps us to produce draft agendas, solutions, or whatever.

---

So, a big thank you to Bart. I got some chocolate for you. Without Bart, personally I would not have been able to go through this decade of challenges. So, thank you so much, on behalf of EURid, but also I think on behalf of all the ccNSO community for the work you have been doing for us. Thank you.

BARBARA POVŠE:

Thank you, Giovanni, for the SOPC update and also congratulations, I wonder how long would it take, if you didn't take the Fast Track. So, now we are moving to Régis and Jacques. They will give us report on TLD-OPS workshop that was held on Saturday. I was told it was an excellent workshop and I won't repeat a mistake before because I thought I could remember what SOPC stands for, so I came well prepared with what TLD-OPS is. It's incident response community for and by ccTLDs and brings together people who are responsible for the operational security and stability of ccTLDs.

So we talk about DDoS and malware infections and phishing attacks and so on. I would like to remind everyone that since this is a very important topic for all of us, stability and security, so this list is open to all the ccTLDs and those who are not on the list, I urge you to get there and get all the information that is really necessary for us. Well, I also googled what TLD-OPS stand for, and I thought I will get nothing, but found it's TLD-OPS bike shorts, I was shocked, how could anyone come to that brand? TLD-OPS bike shorts, google it. The floor is yours.

JACQUES LATOUR:

Alright, so before we go in the workshop we just want to do a quick intro, thanks Barbara for the intro. Anybody here is not part of TLD-OPS or don't know what TLD-OPS is? Raise your hand. Newcomers? Alright, so you're all members of TLD-OPS, good, so that will give us more time. So, TLD-OPS is our contact repository, we got about, I think we're at 210 ccTLDs in the group now, and growing. I think we added a few Sunday, at least one, so it's coming along.

Alright, so here we're here to talk about the disaster recovery workshop. We started this at ICANN63, we did a lot of talk about it, there was a need to do something amongst the community. So we had a first workshop and it was kind of interesting, but it didn't meet the need for people to be ready to support the Disaster Recovery business continuity and then over time we set up another workshop and then we had a drafting team to come up with a business continuity and disaster recovery workbook.

So we started to work on that. It was a very nice document and the BCP plan is only good if you can practice it and use it for real, and do simulation and it's a useful document. So what we decided to do is on Sunday, ICANN66, we decided to do a tabletop exercise. So it was to simulate and a controlled experiment, the document, the business continuity plan and to do an exercise with a bunch of ccTLDs and see if it works or not. So, how many of you here were at the session on Sunday? Good. It was an experiment and it was a successful experiment and we're going to cover that.

---

RÉGIS MASSÉ: The success of this playbook and the workshop is not only just with TLD-OPS groups. We found a group of volunteers at the ICANN63 workshop and Dirk was unanimously approved as Drafting Team Leader, and we find it's a good idea to hear what he thought about this workshop.

DIRK JUMPERTZ: Well, if only I remembered what I said that day, it's already like 48 hours ago. I think that the exercise was a wonderful experience for everyone who was present. We took a right step forward in helping each other out in disaster recovery and business continuity plans, and to be honest, I hope that we can do this again, because I think it was such a great experience. I had the impression that a lot of participants had a lot of fun, and so yeah, we should do it again.

JACQUES LATOUR: You know, in any project, you have a team of volunteers, I think we had 10 people that showed up to be volunteers for the drafting team. Dirk took over the job very well, and we would not have had the session without him. So we have a little gift for you. Thank you, great job, appreciate it. So, now you're going to see what we did, which is pretty cool.

So we decided to add a tabletop exercise to simulate a scenario and the scenario was a compromise of a registry. So something bad

---

happens, pretty bad, so what do we do? You build a disaster recovery business continuity playbook and then you need to test that against the scenario to see if it works. So we had about 30 different ccTLDs in the room in the workshop, I thought that was pretty good, and like I said, it's an experiment, we weren't sure exactly how it would go. But in the end, it turned out that we had a magic ingredient for all of this, it is the cards that you have in front of you. So every table, there's a little card.

So we had a pack of cards that was used throughout the exercise so that people didn't have to focus on what the actions were, people could focus on what plan you should follow and then you have cards to help you along and even with that BCP is super complicated because a lot of people said they never opened the BCP book, which is probably the first thing you want to do. So even in a controlled environment, you know you're supposed to respond to a disaster, everybody did it differently.

And the point of BCPDR is you need to practice it often, it needs to become a second like a memory muscle that you know how to respond to BCP. So, these cards really helped the process work and we had a lot of lessons learned. So the documentation that we had, we had a playbook, I got a few copies up here if you want to grab one. So, we had the DR playbook, we had a registry called OK registry, that was our .ok, everything was okay with them, except they got compromised pretty bad, and then we had templates.

---

So the first part of the session is we went through the document section by section to explain what the risk is, what the threat, how to build your BCP plan, how to do your business impact assessment, and we went through that. I think that part was a little bit dry but it's necessary to do the workshop. And then after that we simulated a disaster and it started on the Friday at 5 pm when nobody's in the office, that's when the bad actors usually do their good stuff.

And so the scenario starts like this, so we had a couple of rounds, so there were four rounds and for each round the team were allowed to pick three cards and that was very interesting, in the beginning, we wanted to have more cards but three I think is the right number because the kind of discussion we had for that 15 minutes was super interesting. People were debating the strongest personality was pushing what they think is right. In most cases the techie he was trying to do all the techie stuff and legal and business the other department didn't have a word in the game.

That was interesting, so here the scenario is on pastebin found dump of your passwords for your registry, for the portal. So, we did a simulation around that. We tracked all of the table, what cards they put on and then we had another round, three hours passed, and now you pulled another three cards and then you decide what to do.

RÉGIS MASSÉ:

To stress a little bit the exercise was easy, after all, we have a bonus round as a surprise in round three and the bonus round is just like in

---

real life, giving new information and see how people will react in the round three with this new information So it was interesting to see, okay And we have 15 minutes by round, and just before the end of the round 3, we send new information and say, okay, now you've got two minutes, three minutes to get this new information and choose your card with this new information.

It was interesting to stress a little bit the exercise, just to say in real life things are not going smooth and things are going with things not with surprises during the disaster One thing was on the side just before, but one thing interesting during the workshop that was a sign that it was I think a success is that during the coffee breaks, people in the room were still working, it's the first time I saw that at ICANN, and it was interesting.

JACQUES LATOUR:

And then we finished the scenario. The reason you want to do BCP and then you want to practice is everybody had a different way of approaching the disaster they had a different thought what the priority would be so having a good business continuity plan helps making sure everybody's on the same page and working on the same goal. So, it highlighted that in the scenario.

So the cards, like I said, you have a copy, I think we have two decks left that we can draw at the end or if somebody wants to have a full copy. So what we're going to do is we put the team together, open a business continuity plan, call a disaster, and then you work on the

---

plan. So, not everybody did that to start. So we got some videos and hopefully it works, so we did our own filming. Nobody was hurt during our filming.

*[Video] This is a great event, it's really important that the operators get to do exercises and practice disaster recovery and this is a sort, not a real life, but a realistic way for them to actually learn.*

So, John Crain, security, ICANN. He was sitting there and he participated the entire session, really engaged in the work. That was a first to see him attention span more than 20 minutes doing the same thing. I hope he doesn't, I guess I'll have to buy him a beer. So that was a good part.

RÉGIS MASSÉ:

After that, we had Adam King, the CEO of auDA.

*[video] I'm Adam from Australia, I've flown in all the way from Australia just for this workshop. I think it's a great opportunity for the all country codes to get together and work at varying levels of knowledge and just sharing that wealth, it's very beneficial.*

Nice, perhaps difficult to hear, but the main important thing is for us is that he came at ICANN, especially for the workshop and just for the workshop on Sunday evening. So it was a great honor for us to have him during the workshop.

JACQUES LATOUR:

And the last one, hopefully it works.

*[video] Hello everyone My name is Angela I'm the manager of the .bw ccTLD Botswana. I am new to ICANN, this is my second meeting in ICANN. I just came out of the ccNSO workshop on business continuity and disaster recovery, it was quite insightful, I learned a lot from the template that was presented to us. I learned that it is important to coordinate your contribution towards disaster recovery. We did a really good exercise that showed the importance of teams coming together from different perspectives, legal, technical, communications, and how all of that comes together in terms of covering the disasters. So I really liked the workshop, it was quite insightful and very useful and handy. I think this is very good work that has been put in by the ccNSO team, and yeah, bi [inaudible] to all that.*

So, that's a success, thank you Angela. So the Next Steps, don't blame TLD-OPS and don't deny the breach, that's not what you have to do. So, we're going to make all the documentation available for everybody The printout for the cards in pdf, you can print your own, we're going to have the document, I think we're going to share with TLD-OPS and ccNSO general all the documentation.

Some people asked us to do a workshop in Cancun, so we need to figure out how much we do on this, if we do a couple of sessions, but it does take, well, it's going to take less time to execute the plan now but I think we're going to need, there's a need to spend more time to educate on the DR BCP using this framework to have the ICANN

---

academy or some ICANN training program to work with CCs to make the training more in detail.

The key thing with the playbook is that it's a DR BCP highly tuned to a ccTLD. It's not something you can go to an ISOI DR company and ask them to build a plan because they're going to do from an enterprise point of view. Everything we did is from ccTLD point of view and it's really applicable to CCs and we're unique, there is one of in every country so this is actually a useful document that should be made more available and training around it.

RÉGIS MASSÉ:

What is important here is that we need and we appreciate your feedback. For the moment the playbook is on draft status and we get some feedback during the workshop and we will put in the final version, of course, and before that the draft version was published on TLD-OPS list, so every member on the list got this version. It's a document which can live with your feedback. We will ask ICANN to translate it as we did for the first playbook, to make it easier for CCs.

And after that, I just want to thank all the volunteers who worked with us since the first workshop, because it was very helpful for us. I would like to thank the CIRA team too for bringing the materials for the workshop by train from a far office from here, and make this workshop I hope very interesting for you. Thank you, for your attention. Any questions?

---

BARBARA POVŠE: Thank you, Régis and Jacques, for this great presentation. I think this shows that community really works for the community and I think it was a very successful project and we have questions. Please.

PATRICIO POBLETE: It's a comment rather than a question. Patricio Poblete from NIC Chile. I want to stress how important this work is to be prepared for disasters or to handle difficult situations. It's a responsibility that we have and I wanted to come here and say that because right now in Chile we are going through a crisis that has been stressing our tools to deal with these situations and so far we are coping and I'm hoping that we will come stronger out of this whole mess.

And me and my colleagues, some of our technical team was present and participating in the workshop, I'm sure we'll be able to contribute to this work with perhaps new scenarios of hard situations that need to be handled and hopefully help in the future other registries that might face similar challenges.

BARBARA POVŠE: Thank you, Patricio. Are there any other questions or comments? Thank you again. Before we start here, Jacques and Régis left some documents of this workshop, so if anyone needs them, I'll put them here.

---

BYRON HOLLAND: We're a little bit early for the candidate interviews. What does the big boss say? Where is the big boss? Katrina? One of the candidates is going to be joining us online, he's not online yet, he is expecting to join the session at 10 after, so I think we cannot go early or at least not until he's online. So, you have four minutes to attend to your emails and then your undivided attention, please. [AUDIO BREAK]

At least you can have a very good look at them right now. Yeah, this is not a beauty contest it's on its merits, as handsome as they are. Hello, Nigel.

NIGEL PHAIR: Good afternoon.

UNKNOWN SPEAKER: Over to you, Byron.

BYRON HOLLAND: Well, good afternoon everybody and thank you for joining us in this very important session where we get to hear from our potential Board candidates and also ask them questions directly. So, as you listen to their commentary, please, think about the questions that are important to you and that you would like to ask. For those who don't know, my name is Byron Holland and I'll be the Session Chair for today. Just before we get rolling, one of our current and departing Board member who is not here today, wanted to pass on a message through Nigel.

NIGEL PHAIR:

Thank you. As you know, Chris is the other Board member, it's his seat that we're having the discussion today about. He's been unavoidably detained with other matters suddenly and he sends his apologies for that, but wishes both candidates, the ones here and the one that's on the other end of the line an enjoyable few minutes.

BYRON HOLLAND:

Thank you Nigel, thank you Chris. Okay, so I think we're fortunate as a community that we have three candidates to contest the seat and I think that is certainly important for our community to have quality candidates and a number of quality candidates for us to be able to choose from. In alphabetical order, so it's completely fair, we have Calvin Browne here in the room, we have Nigel Phair online, and it's my understanding that it's 3 am in the Philippines where he is, so he is showing some commitment there, and of course, Patricio Poblete.

So, we have the three candidates, I'm going to be asking some questions, but I would also encourage everybody in the room to think about the issues that are important to you and that you want to hear the candidates speak about. So just to get going, a little bit of a lightning round. In two minutes or less, can you provide your background, your overview that you think would be relevant and germane to the community and to the Board seat? So just a quick description, I'm sure everybody has read their candidate statements

---

online, if you haven't, you need to, but in two minutes can you just give us a little bit of your background? We'll start with Patricio.

PATRICIO POBLETE:

Yeah, hi everyone. It seems like I've been here forever and it certainly feels to me also, it's been a long journey and I've been related to ICANN since before there was an ICANN, beginning with the white paper discussions in Buenos Aires. I thought this was the first time I was running for the Board until I realized it's not true. I was a candidate, I was talking into being a candidate back in 2000, the first and only time there was a people selection here for the Board. We all knew that the Brazilian candidate would win, what I wasn't expecting was how wide the margin was going to be like to be, like 15 to 1.

By the way, Ivan Moura Campos went to be a very good Board member and I'm really happy he's not running this time. I'm also happy that this race with Calvin will not be decided by actual running. I feel that as a candidate to the Board, being a member of this community for so long and knowing so much about how the community works and feels, I feel that I have experience that I can contribute to the Board. It is true that the Board usually doesn't deal with ccTLD policy because of the way this organization has been designed, and we all agree that that's the way things should work.

But I also feel that we as a community, as a rich and diverse community, we have lots of ideas and experiences that we can contribute to the whole of the ICANN community and I think that I can

---

do that. I have been a member of this community for all this time, I know that if I am elected, I will have to deal with a much broader set of issues, but I also feel that my experience here prepares me well for that task.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: Okay, great. Yes, it's been an interesting ride to get here. I must say this is the largest interview panel I've ever faced in my entire life, but that's a fun experience. A bit about me, I was trained as an auditor so I have an audit accounting background. I started putting in MRP or URP materials resource planning systems on Unix as part of that with the accounting firm that I was at, and that led me to join in the local Unix Users Association, which ended up looking after the co.za domain name name.

We started at around 400 domains when we took it over and it's currently 1.2 million, or something like that. I took the role, many roles there, but the main role was of course financial director, having that kind of background, and it was done on a part time basis while I was seeking an ISP because I'd seen this internet thing and the bug had bitten, and I realized that auditing was a bit boring compared to that. It was a niche ISP selling law reports and that kind of stuff to advocates.

---

And like you, in fact I was at ICANN1 in Singapore, so it also feels like I've been around forever. There's a little bit of a secret in that I have never actually, even though I have hung out in the CC community, been a ccTLD manager. So, co.za was a subdomain and just so you all realize, that I was never really a CC manager, even though it looked like it sometimes.

I have represented various CCs that from time to time were members officially in an official capacity. I have since diverged a little bit, so I took a trip into the new gTLD process, .africa and just recently I've associated vertically integrated registrars it's an ICANN accredited registrar in Africa, in order to grow the market in Africa, which is one of the things that we realized that we needed to do to ensure the success of the .African domain name.

So, I have a slightly broader background and there's a couple of things that I didn't mention on my CV. I've written a WHOIS server, for example in Python if anyone's interested in the technical details, so I have some technical background. I'm a member of the Institute of Directors of South Africa and I also do things like I hang out on the local internet service providers associations security working group, as well.

BYRON HOLLAND:

Okay, thank you, Calvin. Over to you, Nigel. Two minute overview and we can assume that we've all read your bio.

---

NIGEL PHAIR:

Thank you, thank you for the opportunity to speak, and apologies I'm not there I'm running a workshop on cybersecurity and financial inclusion at the Asian Development Bank this week. But from my perspective I come from a broad background, I spent 21 years as a police officer detective in the Australian federal police, and that 1989 to 2012, and that's how I got into the online environment back in 2002, when I was investigating cyber crimes since its infancy. I did that for a lot of years and then since then I've been largely based in academia and also some consulting in the industry.

So one of the things that interest me, I'm not going to go say I'm overly techy, but the protection of the DNS. I think I bring impartiality I work directly in the domain name industry. I was at Kobe in the NSO room at the beginning of this year and that's probably what piqued my interest for this role, sitting there and listening to all the things that people talk about, and all the things that are very important in the online environment.

So, I am new to that part of the broader industry, but I'd like to think with that impartiality, with that fresh thinking, I can bring some good connections between government, between academia, and between industry. I'm interested in the strategy, I'm interested in the risk, and I'm interested in the governance of ICANN. I am a member of the Australian Institute of Company Directors and have some experience in company directorship. Thank you.

---

BYRON HOLLAND: Great, thank you very much, Nigel. Nigel, since you went last on the first question, I'll give you the opportunity to go first. This is really just a very quick and practical question, just want to make sure it's on the record for everybody to hear. Do you as individuals have the full commitment of your organizations for the considerable time that the ICANN Board demands on your personal time with the expectation that it's probably at least one or maybe two days a week on an ongoing basis? Nigel, do you have that commitment from the organization you're with currently?

NIGEL PHAIR: Yes, I do. I currently work at the University of New South Wales and they are very flexible and very entrepreneurial for people to take on additional roles, so that's fine by me and them.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: Okay, so I'm going to get to go in the middle, all the time then.

BYRON HOLLAND: I'm going to rotate it, I see how this works.

---

**CALVIN BROWNE:** Well, the first thing I did when approaching this was I spoke to my wife, because I think that was important, and she's used to me jetting off on these trips and she sometimes even comes with. Speaking to my business partners and so forth, the tentative plan is for me to take a bit of a salary cut locally, because it's 45,000 US dollars that they can use so that we can get somebody else in to take over some of my time and freeing up at least a day of week. So, that's the kind of thing that we've spoken about, and would probably go to, should I be successful.

**BYRON HOLLAND:** Thank you, Patricio?

**PATRICIO POBLETE:** Yeah, that was a very important point for me when making this decision. I have to talk to three parties, main stakeholders. First of all, my family. I'm very much involved with helping raise our grandchildren so they expect me to devote some time to them and I was trying to make sure that I will have the time for that.

Also my staff in Chile, they made clear to me that they were quite ready to fill whatever gaps were left by me not been able to devote as much time as I do now. And third, NIC Chile, probably you don't know, is part of the University of Chile. I report to the Vice Dean, so I also spoke with them and got the green light from them. It was only after that I decided that I was running.

---

BYRON HOLLAND:

Great, thank you very much. I'm going to take Calvin first on this question. So this is really around kind of a fit and style in the boardroom question, because boards are groups of people and how we interact with them fit in that ecosystem is critical to being an effective Board member, I think it would be beneficial for us all to get a sense of what you consider your style, how you would intervene and participate and add value to the Board itself. But really, how do you see yourself conducting your business within the Board, given what you know about the Board and how would that fit?

CALVIN BROWNE:

Okay, so, I've been involved in a couple of boards, nonprofit boards, things like ISOC ZA I which I helped set up, and things like that, and company boards, as well and. This will be the largest board that I would ever sit on, so that's going to be a whole set of new challenges and I believe that is going to require more subtlety than anything else. My style is really to go for consensus.

I think boards that don't work that way, there's something wrong and you need to look at something if you if you can't get consensus. It's not always possible but that's the kind of the way I like to interact in that kind of kind way, listen more than to talk, in fact, that's my general modus of doing things, is really to try and see what other people are talking about, trying to understand what their problems are and their issues, before putting myself across.

---

BYRON HOLLAND: So, I'm just going to pick up on this and I will ask each of the other candidates, the same two questions around this. In a boardroom environment while the Board has to conduct its oversight roles, often it's about influencing others to try to achieve a particular objective or your particular point of view. In terms of how you would go about in a boardroom setting trying to influence and advocate for your perspective, what tactics would you use, how do you employ the strengths that you have to influence in that kind of a setting?

CALVIN BROWNE: I don't believe that there is a straightforward answer to that, because depending on the situation and the topic and what's at stake, certain techniques may be called for. I like to go for data driven decisions, so getting data involved and information is something I'm a strong believer in, but different situations, really, in my opinion, do sometimes call for different approaches and techniques.

BYRON HOLLAND: Thanks, Nigel. I'm going to come to you now. Same two questions. One around the fit and style and how do you perceive your style within the boardroom setting? And then also how do you think you could achieve influence to advocate for your position in a boardroom setting. Nigel?

---

NIGEL PHAIR:

As mentioned previously, I've had some board experience. I'm a graduate of the Star Institute company director and also completed their Mastering the Boardroom course, and sat on their divisional council for nine years.

I would love to experience around the governance of governance. So I really like the idea of timeliness around decision making, things I find important in my contribution is making sure you're pre-read extensively before a meeting to get the most out of the meeting. I don't obsess on single wishes, I come open minded on all issues and make my opinions well felt in a collegiate manner and that way of doing things.

For your second question, I suppose it also comes down to building trust. If I spend a lot of time in a new boardroom setting just being direct and honest with people and fostering that trust between myself and them, so that when it does get to the sticky questions there's no misunderstanding and we can work through the issues that need to be worked through with a level of confidence and trust.

BYRON HOLLAND:

Thank you. Patricio?

PATRICIO POBLETE:

Thanks. I have had experience in the Board of a some small nonprofit that raises money and provides scholarships for students in my university, but the main experience in the setting of having to work

---

with a large number of people to make decisions is being a member of the faculty council in my faculty of some 20-something members.

And I think what I've learned there, which I try to convey when speaking with people is that basically no one is totally wrong and no one is totally right and if you can see where someone is right and how that can be made compatible with what some other person is thinking, you are usually able to find something that's agreeable to everyone and I think I've been quite successful in that and I've been accused by some people of being the voice of reason when there is a conflict.

I think that I can bring that with me and I think it helps And that's also the way I try to deal with those decisions in a group of people like would be the Board, trying to see the good in everyone's position and see how we can work that out and come to a conclusion that is agreeable to everyone, that's also the best for the organization. So I think that's my answer to your question, Byron.

BYRON HOLLAND:

Thanks, Patricio. So those are a couple of questions that I had really on kind of fit and culture, practical, and now I want to move it more to the governance side and some of the substantive questions about the issues of the day that ICANN and the Board face. And I would ask if there's anybody particularly who has questions around the subjects we're going to cover over the next few minutes, please, I don't have all

---

the good questions so you're welcome to come to the mic and ask directly, as well.

But moving more into the realm of Governance with a capital G, I'd like to get your understanding and your interpretation of the role of an effective director, just purely from a governance perspective, how do you see that role manifesting, and if you could very briefly talk about why you think you would be effective in that role, but mostly around being an effective director. Patricio, I'll start with you this time.

PATRICIO POBLETE:

Well, ICANN is probably unique as an organization in that it's a multistakeholder organization with a model where the Board is supposed to give the final approval to the policies that are developed by the community. So I think that I will try to be effective in that role that first of all, try to continue being involved in policymaking at the bottom.

I have done that for many years, as you know, I've been a member of various working groups and I'm currently member of the ccPDP Retirement Working Group. I would make an effort to be involved at the bottom so when decisions come at the level of the Board I will know why those policies were developed in the way that they have, and so be in a better position to interpret that and work with my colleagues in the the Board to give the final approval to those policies.

---

BYRON HOLLAND: Thank you. Nigel, I'm going to come to you next. Your view on the role of an effective director and how do you think you could manifest that?

NIGEL PHAIR: Thank you. My view is the role of an effective director is one that governs essentially on behalf of all shareholders, stakeholders, the community at large, et cetera. Under the various legislations that it does so, there is liability around that, there's other issues, for example, all the way to work health and safety.

But I think it's maintaining confidentiality of sensitive information, there's a diverse range of people involved both in the boardroom and around it, and dealing with management, it's avoiding conflict of interest, it's getting to know the organization, it's being my confidence of being able to read financial statements. It's ensuring you have an organization that will be trained and development opportunities are given to the right people at the right time to make management at all levels and staff effective. So, it's a holistic frame that I bring to this position.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: Right, so one thing I don't want to miss in the subject is the fact that when we talk governance, there's really two forms of governance that are spoken about in the ICANN context. So the first is the bottom-up

---

consensus making process that ICANN employs for getting policies and so forth up into the chain, so that's one section of governance and if you go look at the Strategic Plan you see quite a lot of space devoted to that kind of thing.

But then there is I think what Nigel has alluded to, is the corporate and Board governance stuff, which is also important. To that end, we have a King Commission in South Africa which has been an initiative to ensure best practices in corporate governance and I've been involved in taking what was the cursor registry from a user group through to a fully fledged Board with things like remuneration committees, audit committees, and that kind of thing.

So I've experience in going from the one end right through to the other end. I've got a copy of the King Code sitting on my desk, it's all blocked out, constantly updating it, it certainly is interesting to go through that. But I don't want to lose the fact that we really must remember that there are two different governances in the ICANN scenario and both are important.

BYRON HOLLAND:

So, let me pick up on that point, the question I had relates a little bit to that. In this unique environment that is ICANN, and I'm going to start with you, Nigel next, and finish with you on this question. The role of a corporate director is well defined in most legal jurisdictions, of course, in this case it's US legal jurisdiction.

---

Can you talk to me a little bit about your perception, your understanding of the role of Director, capital D, capital G Governance and the fact that you're appointed by this community and where you see the intersect of you being a representative, if you think that, or not, and once you are there sitting in the ccNSO Board seat, how the views of the ccNSO would affect an impact on your views and activities in your role as an ICANN Corporate Director. Calvin?

CALVIN BROWNE:

Yes, so those are the two things that you're hitting on quite nicely. Where does my obligation to the community that put me on to the Board seat begin and end, and where does my accountability as a US Director begin and end, and those are interesting questions. I don't have the exact answers, I need to look at appropriate legislation a little bit closer.

But I do see an obligation to take through a point of view from the constituency and ensure that that is heard at the Board level. And I believe that is inherent in the way that these appointments are made. Just like I would imagine that somebody who comes through the RIRs you need to bring through that kind of policy and so forth. I do believe that there's an obligation there, and it certainly needs to be balanced with the obligations in this case of a nonprofit organization and the ICANN mission.

BYRON HOLLAND:

Thank you. Nigel, same question.

---

**NIGEL PHAIR:** Thank you, so yes, I'm there to support the autonomy of TLDs, support the multistakeholder approach to self regulation, et cetera. But based on the US being a mature legal jurisdiction, the same as Australia, and we have the corporation act which you operate under, you have to operate in the best interest and for the whole of the organization. You can't just focus on one part of it, one community or anything, your direct legal obligations for any client that you make good judgments in the face of all the purpose of the organization.

**BYRON HOLLAND:** Thank you. Patricio?

**PATRICIO POBLETE:** This is a hard question for me. I am fully aware that a director, when someone becomes a director of the corporation the main duty is to the corporation. So, in that sense, what I would aim to do, whatever making decisions, is to do what's right and I feel that the way the relationship between the ccTLD and ICANN is usually quite compatible to do what's right at the same time keeping in mind the interests of the corporation itself but not forgetting the interests of the ccTLD community.

I've lived through times when our community was very much at odds with the corporation and I think we found modus vivendi that allows us to work in a harmonious way so even though, in principle, one

---

could face hard decisions because of these dual roles, in practice I think that will happen very seldom, if at all. So the fact that if I'm elected, I am appointed by this community, but I have to put the interests of the corporation first and foremost, I don't think that would be a problem in practice.

BYRON HOLLAND:

Thanks, Patricio. Are there any questions on any of the subjects that we've heard, thus far? I'm going to come to some more issues based questions in a moment. But as far as practical fit, Governance, capital G, are there any questions anybody would like to ask? Please, we have the two mics here. And the one thing I will say is I am going to get to some more issues based questions in a moment. Because we have people online, make sure to introduce yourself, please.

YOUNG EUM LEE:

This is Young Eum Lee from .kr. Thank you, Byron. My question may be a lead-in to the issues based question. My question would be, looking at what the current ICANN Board is involved in currently and the role that our representatives to the Board are playing, what do you think they are doing well, and what do you think they may be doing better, and how would you be able to do it better?

---

BYRON HOLLAND: Okay, that's a really big question so I'm going to ask that one maybe be a little bit of a lightning round response, just a minute or two on that. That's a rich vein to mine, it's a great question, yes. Patricio?

PATRICIO POBLETE: Well, I've spoken to some people on the Board that came from our community and it was clear to me that I will have to learn a lot. I feel that match of my experience has prepared me for this, but I also feel that I need to learn a lot about how this Board in particular works and I'm willing to devote the time, to spend the time necessary to learn new skills and I hear from Nigel that the Board has a program, an onboarding program to do just that.

BYRON HOLLAND: Calvin? Calvin and then we'll come to you, Nigel.

CALVIN BROWNE: I guess if I was going to go out on a limb and criticize them without being in their position, I would say that communication is key, so making sure that communication is as clear as possible would be a good one.

BYRON HOLLAND: Thank you. Nigel?

---

NIGEL PHAIR: Thank you. I can't comment on the current, how they operate, I have not been in the boardroom and fundamentally seeing whether they're an effective and efficient Board, but what I'm bringing is rationality in judgment making in the best interest of the corporation.

BYRON HOLLAND: Thank you, we've got a question over here.

NICK WENBAN-SMITH: Nick Wenban-Smith, Nominet .uk. Question for the candidates was around this representation on behalf of the CC community and having a primary legal duty under California law to the corporation, and my question is would you resign as a director of ICANN if ICANN were to make decisions which were country or prejudicial to CCs because the primacy of ICANN dominated it over your Board.

BYRON HOLLAND: That's a hot one. Nigel, I'm going to ask you first.

NIGEL PHAIR: Thank you very much. The answer is no.

BYRON HOLLAND: Sorry, could you repeat that? I think the sympathetic laughter drowned you out here.

---

NIGEL PHAIR: The answer is no, and that comes back to my previous part about being responsible for the whole organization and again, not knowledgeable of the US company law, but acting on behalf of the organization, making good judgment.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: It would have to be a very big problem but I can't see myself resigning from a Board where I did not agree with the way the Board decisions were going, it would be an extreme situation, but yes, I would be prepared to resign. Now you're talking about a specific case for specific constituency, but if it is extreme then yes, I would resign.

BYRON HOLLAND: Patricio?

PATRICIO POBLETE: As Calvin says, it would have to be a really extreme situation where all the possible remedies before have failed. I don't really foresee that that could ever happen, particularly in the way the bylaws are written, limiting the powers of the Board towards our community. But if the worst came of the happen and there was nothing else to do, I would be willing to resign from that part.

---

BYRON HOLLAND: Thank you. Calvin, I'm going to go to you first on whatever this question is, to my right.

EBERHARD LISSE: Eberhard Lisse from .na, and my question goes straight to Mr. Phaire. Why would you want us to vote for you, when we haven't seen you, haven't heard from you, don't know you, and you couldn't be bothered to show up?

BYRON HOLLAND: Calvin, I guess you're excused from that question. Nigel, over to you.

NIGEL PHAIR: Sure, thank you for the question. Yes, I'm new to the community but I'd to think I bring some fresh ideas, some fresh thinking. I've been involving in the internet and everything around it, particularly from a security perspective, since 2002.

As I mentioned earlier in my opening remarks, it's not like I couldn't be bothered turning up, I had a preexisting commitment. I was at Kobe listening intently so I have a good grasp of the issues, I find this a fascinating part to be of, and I'm willing to contribute my time and expertise for the betterment of all involved.

---

BYRON HOLLAND: Thank you.

PIERRE BONIS: Pierre Bonis from afnic.fr. I have a question that is more directly to Calvin. I think out of the three candidates, you're the one who is not working in a CC but you're working for a company that is a provider to CCs, because it's a back end provider.

When you look at the agenda for the next two or three years, and especially the discussion that are going to be more and more intense about a potential next round on the gTLDs what do you see, I mean discussion can be asked to the others also, how do you intend to cope with this conflict of interest that is transparent and I thank you for that, but that exists. How do you think you're going to, will you step aside or will you discuss these points?

CALVIN BROWNE: Right, yes, that's an interesting perspective and I might even have slightly more conflicts than the other two in terms of the registry provider side of things. But that being said, I think ICANN Board is used to handling those kind of things, as well, and I have dealt with conflicts in the past, so there are appropriate ways to go around that, there are ways to handle those kind of conflicts.

I do understand that the Board has some strong council available to the directors for helping people to sort out that kind of thing and I certainly would avail myself of expert advice and It's one of the things

---

that I like doing is getting experts involved it comes to interesting decisions, especially when it comes to legal ones.

BYRON HOLLAND: Thank you.

ROELOF MEIJER: Roelof Meijer, SIDN .nl. A question for three of you; two questions, in fact. What the most important value and what is the most important skill that you will bring to this job?

BYRON HOLLAND: Great question, Patricio, we'll start with you.

PATRICIO POBLETE: I think the value that I bring is an ability to bring consensus and find common ground to reach decisions. I know very well how this community works, how this community feels, that's my experience, my main skill that I will bring to the Board.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: Honesty is one that I would like to put out there. Then I also have a unique combination in terms of being able to mix the business

---

training, along with a technical knowhow of things, and I can also throw in the fact that, in addition to having been in the CC environment for quite a while when there wasn't even a ccNSO, I also have a look in on the other environments, I can understand them with conflicting ideas that might play part in it.

BYRON HOLLAND: Thanks Calvin. Nigel?

NIGEL PHAIR: Thank you. Narrowing it down, one skill would be trustworthiness and that is maintaining confidentiality of all the matters that happened within a Board environment. For the second part of the question, my impartiality, I have extremely strong industry, government and academic links, and I believe I can bring all those together to add value to all aspects of the ICANN Board.

BYRON HOLLAND: Thank you, I just want to say to the people still at the mics and to the candidates, we only have about seven or eight minutes left, so I'd ask the candidates to be brief in their responses so that we can get a maximum number of questions. I'm going to interject with one quick question before we carry on with the mic, and that question is one about what do you want to change in ICANN or at the Board level, and why is it that you actually want to be a director. And Nigel, you went last, I'll start with you.

---

NIGEL PHAIR: Thank you, great question. The reason, I served, as I mentioned before, on a number of boards in a different range of industries and essentially I want to bring that corporate directorship to the organization for the governance, the risk and the strategy of it as a whole. That's my brief response.

BYRON HOLLAND: Thank you. Patricio?

PATRICIO POBLETE: Well, I wouldn't be ready to say now what needs to be changed, I would need to learn a lot more about how the Board is working right now. But if you ask me what I hope to achieve, I think that I would try to contribute to make ICANN corporation an organization that, in the long run is sustainable, and that an environment where the market for domain names isn't what it used to be, for instance, and then also an environment where the whole planet needs us to worry more about what kind of an environment we will leave to our grandchildren.

BYRON HOLLAND: Thank you. Calvin?

CALVIN BROWNE: You're simply just not going to walk into the ICANN Board and make huge big changes, that's just not going to happen So, any changes are

---

going to have to be subtle and in fact, I really have a relatively good idea of what I would actually be doing because it's in the ICANN five-year strategic plan.

So if you read that, the top thing there is security and the ICANN governance, and that's more on the ICANN community governance stuff that they're talking about the geopolitical drivers and of course the financial pressures. But I think anyone who thinks that they can go and make wholesale changes in the structure that is ICANN is not going to get that right.

BYRON HOLLAND: Thank you.

UNKNOWN SPEAKER: [inaudible] .de, and a very much issue driven question. What is your position on abuse fighting on the DNS level, specifically as we see a lot of CCs moving into acting on content.

BYRON HOLLAND: Calvin, we'll get you first then Nigel and Patricio.

CALVIN BROWNE: Okay, CCs need to do what is right for their local community and ICANN needs to keep it in scope of its mission.

---

BYRON HOLLAND: Thank you. Nigel?

NIGEL PHAIR: Thank you, it's a hot topic here in Australia with the government reaching in for want of a better word, and you have to abide by the government legislation of the day. It's a role for ICANN to make policy decisions and lobby apparent appropriately with state based legislation.

BYRON HOLLAND: Thank you. Patricio?

PATRICIO POBLETE: I agree with what said earlier that we have to be careful with language and to not call DNS abuse the things that might not be DNS abuse, so narrow the definition and then I would try to speak as much as possible from the point of view of the ccTLD community to our basic role and remember, we're not the police here, and we go into that territory I think we are risking making more mistakes, even though the point we're trying to do good. So I would be very careful going into that land.

BYRON HOLLAND: Thank you. Next question.

---

PETER MADAVHU: Peter Madavhu from .za. Just a quick one, I got one question for each three of them. To Nigel, what are the current challenges within the ICANN Board, before you answer we can just go straight to Calvin as well. Calvin, what are the qualities on the behavior should the Board demonstrate, and what is the strongest on that? And the last one to Patricio. What role does policy play in the function of the Board? Thank you.

BYRON HOLLAND: What role does policy play in the function of the Board. And Calvin I'm not sure you heard the question. Patricio, we'll go with you first, but could you just repeat the question for Calvin?

PETER MADAVHU: I said what are the qualities or the behaviors should the Board demonstrate, and what is the strongest on it?

BYRON HOLLAND: Thank you. Patricio first.

PATRICIO POBLETE: Question about policy and the board, with regard to ccTLDs, the role of the Board is very, very limited. We all imaged the policy for us is done at the local level, and there are very few situations where policy would be necessary in a global scale, and even that in those cases, it has limits about who is applying too.

---

BYRON HOLLAND: Thank you. I'm going to go to Calvin, and then Nigel.

CALVIN BROWNE: To answer your specific question, I think consensus, the ability to build consensus and the attribute that handles that the best would be patience, and I can be very patient because I did my first stuff on the .africa in 2002.

BYRON HOLLAND: Okay, thanks. Nigel?

NIGEL PHAIR: Thank you. ICANN has considerable staff and financial resources. I think a focus on the effective use of those resources is important, make sure there's improved outcomes for the whole international community, the multistakeholder approach to self regulation and autonomy of ccTLDs to allow them to manage the namespace for their country in accordance with local laws, customs that support that local community.

BYRON HOLLAND: Thank you very much. Final question.

---

STEPHEN DEERHAKE:

Stephen Deerhake, .as American Samoa, this question is somewhat in the weeds but not the local weed, seeing if anybody is still awake, directed to all three of you, as you know, the ICANN reserve fund, a significant chunk was transferred to help fund the new gTLD program some years ago and somewhat more recently, the ICANN Board in return transferred some funds back out of the auction proceeds to start backfilling that hole that was made in the auction fund.

In addition, they set up a multi-year repayment plan, I believe it was seven, but don't hold me to that, to bring it back up to what the Board's stated goal was, it's a two part question, would you consider a change in that approach where the reserve fund is immediately brought up to its currently agreed upon amount by transferring out of the auction fund and then repaying the auction fund with decreases and operational expenses, in other words, flip the process that they're doing now, where the burden over time is currently replenishing the reserve fund over years where I would argue, flip it, and replenish the auction proceeds over several years.

And my second part of this question is what do you consider to be an adequate size reserve fund, 100% of one annual year's operating expenses? More than that? Less than that? Thank you.

BYRON HOLLAND:

I'm going to start with Calvin and then go to Nigel and finish with Patricio and since we are at time, brevity will be appreciated.

---

CALVIN BROWNE: So I guess the short answer to that first question is yes, I'm a fiscal conservative I like having operating reserves and I believe that they're important, particularly when it comes to an organization like ICANN. The answer is a little bit longer, and I can throw in things like insurance and that you can ensure risks and things like that, and it's not just a simple yes or no question but time constraints, yes, and the operating expenses, yeah, a minimum of a year for an organization of type of ICANN would be where I would start being comfortable, and I get more comfortable, the larger it is.

BYRON HOLLAND: Thank you, Calvin. Over to you, Nigel.

NIGEL PHAIR: Thank you. I'd want to look at the current strategy why has it evolved the way it has evolved and whether it's going to be working or not, and should there be a new strategy. The second part of the question, I wouldn't put a figure on it, on how much should be reserves, but I'd want to do a competent risk management exercise to determine the actual figure and why it should be there.

BYRON HOLLAND: Thank you. Final answer, Patricio?

---

**PATRICIO POBLETE:** In the interest of time, first question yes, and the second one, I would need to study more, but on first approximation, I think one year seems about right and it's more or less like what we try to do at NIC Chile.

**BYRON HOLLAND:** Thank you very much. So just in wrapping this up, thank you to all the people who stayed here through the entire thing, obviously this is of critical importance to this community and seeing the number of people here is very encouraging and to all the questioners who asked very good helpful and substantive questions.

But of course, mostly I'd like to thank the three candidates who I'm very encouraged that we have three good candidates who are willing to devote their time experience and expertise which is considerable on all those three, but also the considerable time that they would have to contribute and to have those kinds of candidates coming from this community and a contested election, I think is really healthy for the ccNSO and a really great testament to what we're doing in ccNSO. So, best of luck to all three of you, and thank you very much.

And with that, I believe we're on coffee break, and be back at 3:15 please.

**[END OF TRANSCRIPTION]**