MONTREAL – Joint Meeting: ICANN Board and ccNSO
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KATRINA SATAKI: In preparation for this meeting, we had opportunity to submit our questions. And one of those questions is also related to reviews. As the community might know, we were working together with GNSO drafting team on the joint consultation guideline, the joint consultation regarding initiation of special IANA function review, in case there is a need to do so.

And while working on this guideline, we got one question, something that we wanted to ask our board members. And that's, if they are ready, in case -- in that highly unlikely case when there is PTI, a performance issue, and it reaches the third step of escalation, meaning that CSC, or Customer Standing Committee, submits request to resolve it to the board, so do you have those -- do you have internal procedures to address those -- those requests? And how long would it take for you? And any other considerations that you would be willing to share with us. Because while working on those mechanisms that we have in the bylaws, we realized that those are very heavy processes, and they all require time. And in some cases, we just might not have enough time to -- we might need to act quickly to resolve an issue.

So, yeah, we would be very happy to hear your thoughts on that and related issues.

Nigel.

NIGEL ROBERTS: Thank you, Katrina. Thank you, Chris.

The special IANA function review that's envisaged is actually something of last resort. It's an extraordinary -- one of Chris's favorite words -- extraordinary procedure that only happens if there are real serious problems with the IANA which the IANA is unable to cure after several rounds of remedies, such as complaining to the CSC, complaining to the ICANN board, and so on.

So it really is the thing of last resort.

And also that it's not just a one off. This is not something that you have to do quickly because there's a one off. It is a pattern of failures. So there's a systemic failure that needs to be addressed.

And to give some more details on that, I think David.

DAVID CONRAD: Yeah. So in the context of the special IFR or the steps leading up to it, it isn't entirely clear where additional efficiencies on the part of the board would be necessary.

The board plays a role towards the very end of the escalation path and, obviously, would need to review the circumstances and evidence that led to the performance issues that resulted in a special IFR being invoked.

Because the process is designed to address persistent and systemic problems, they, by definition, will have to have been exhibited on multiple occasions for an extended period, and as such, should actually be well known to all the actors. It's actually hard to conceive of a situation in which prompt action is suddenly required, or an abbreviated response is necessary by the board, since that behavior will have been exhibited over a long period of time.

Since no such problem has actually arisen, we've never even had an example that even escalated to the (indiscernible) the first step of the escalation path, and given there are a number of topics that the board needs to address, it seems somewhat maybe suboptimal to explore how to improve the efficiency of a process that the board would need to undertake to address a hypothetical issue at this point in time.

KATRINA SATAKI: Thank you. Well, maybe we were not clear with the question. But that was not -- we did not ask how to improve the process. We asked if there is a process.

Yes, we completely agree that it's highly unlikely, and at the moment, PTI is doing a great job. We have no complaints whatsoever.

But looking at those processes and putting them on a time line, yes, that's true, the escalation to the ICANN board is the third step. The next step -- if the board fails to address those issues, the next step would be for GNSO Council and ccNSO Council to discuss the possibility to launch, to initiate the special IFR.

But before the special IFR step, talking about the step when you receive this request from CSC to try to remedy the issue, the question is about the process within the board.

So how do you deal with --

Yeah, I see that Avri is willing to respond. Avri.

AVRI DORIA: I'm willing to take a shot at it.

So, first of all, there are a bunch of general processes for dealing with the issues that come in. And we've -- basically keep forming these regular caucuses that as we notice that there's an issue that needs to be dealt with, either because it's a review -- and there would be a review before we got to that process -- there's a very small caucus formed of people who actually focus on it who track the -- the what's going on before we get to the point where we have to make a decision.

So early in the review process that comes before, the board would have, or I think that's the right tense, no -- but, anyway, will have, basically, noticed that there's something, have put together a caucus, and basically have people who are tracking it through its escalation, there its other phases.

And so in a case like that, I would say that the board would be very well informed, would be ready, would have the people that could deal with it quickly.

Also, you know, there's -- there's the occasion (indiscernible) that if something like that is happening and it is its' necessary, it will almost be a wildfire in the community. It will be something so hard that those caucuses would be highly alerted to it.

So my view is, though I do not expect it and that we don't have a specific caucus ready now to take care of it, that that would come into effect quite quickly and there would be people who could deal with it quite quickly if we had to.

So I think -- I think that's how I would answer it, is the board would be ready. The board has model processes that we use for lots of stuff that we would just be able to do.

KATRINA SATAKI: So from the moment you receive this notification from CSC that the board's action is required, ten days, you say you would be able to meet it?

AVRI DORIA: Ten days. I believe so. I believe that we would know, though, before we received it that something was coming. And generally, that's the way -- And so as soon as the board hears something is coming, something might be coming, it starts to put that caucus into effect so that there are people that are fully informed on the topic who can then react quickly and go to the board. Calling a board meeting takes a little longer than that perhaps. But it could be done quite quickly, I believe.

KATRINA SATAKI: Yeah. Thank you very much.

Thank you.

Yes, Nigel.

NIGEL ROBERTS: If I could speak a little bit on the second part of this question, which follows on from what Avri said.

ICANN org is giving considerable resources to the CSC. So the important thing is that any hint of any problems, report them through that mechanism as soon as possible so that they can be worked through the procedures as quickly and as transparently as possible.

KATRINA SATAKI: Yep. Thank you.

Then I think we can move to our second question.

Yes. That was -- the question was -- yeah. And we have Giovanni, our chair of SOPC group here. He will elaborate, if you need more.

But the question is here. Yes. So we have read recent blog post from ICANN CEO on the president and CEO's financial year '20 priorities. And so we would be happy to hear the board's views on -- so how these priorities highlighted in the blog feed into the strategic plan of ICANN. How are they going to fit in?

CHRIS DISSPAIN: I was going to ask a clarifying question before I pass it on to --

Do you mean whether the priorities fit or how we ensure that they fit?

UNKNOWN SPEAKER: How we ensure they fit.

CHRIS DISSPAIN: How we ensure. Thank you. I think Tripti's going to take this.

TRIPTI SINHA: Thank you. So just to make clear, the CEO's expectations and priorities are set in consultation. Of course, he works very closely with the board.

And we take a two-prong approach. One is, the CEO is responsible for the operations of ICANN org. And the second prong is, the CEO is responsible in ensuring that the objectives of the strategic plan are met.

So when you go through the actual priorities, you will see that many of them tie directly to the operations of the organization improving its efficiencies and the effectiveness of its processes. And the remaining have tied directly back to one of the five -- one or more of the five objectives of the strategic plan, and the objectives being security, the governance of ICANN, of course, the unique identifier systems, and the financials, and, of course, the geopolitics that inadvertently and will impact all our policies.

So we do a direct correlation with that. And I hope that answers the question.

GIOVANNI SEPPIA: Yeah, it does. Thank you.

And also, I was going to say that the finance department was attended the SOPC meeting on Sunday clarified these matters. So thanks a lot for further clarifying.

KATRINA SATAKI: Thank you very much.

And the third question that we have here, unfortunately, that's the old version, the first version we submitted. But, nevertheless, let's move forward with it.

So now there's -- yeah, we're discussing DNS abuse, and it's a very hot topic for the community, for ccTLDs.

So our first question in this regard would be, what, in your view, is ICANN's role regarding DNS abuse?

CHRIS DISSPAIN: I think Akinori Maemura is going to start us with that one.

AKINORI MAEMURA: Thank you very much.

DNS abuse has been very big issue for the whole DNS industry. And then nowadays, the issue -- issues are now increasing.

For example, it is not within the ccNSO context, but we are doing the new gTLD subsequent procedure PDP in the GNSO when we had -- we are now quite cognizant to that. We have multiple recommendations for the DNS abuse for this process.

So at the ICANN board, we have some thought that we need to, you know, have them coherent and then clearly clarify what is the DNS abuse, its meaning in any context we need to handle that DNS abuse.

So ICANN's role would be the -- to identify and mitigate the DNS abuse, of course. But we think we need to clarify more and more to have the clear view by the -- by the all stakeholders share, then -- so that we can address effectively the DNS abuse in this regard for the prompt response.

That's all. Thank you.

KATRINA SATAKI: Yep. Thank you very much.

Any....

Okay --

CHRIS DISSPAIN: Byron is waving.

KATRINA SATAKI: Byron, please.

CHRIS DISSPAIN: Or drowning, possibly.

BYRON HOLLAND: My hair is on fire, yeah.

Byron Holland.

This is a hot topic across the community and certainly within our community. And some of the documentation and conversation that's come up recently, I think at least for me, presents some concern about the use of the term even or the words associated with DNS abuse. And some of the things being labeled under the term "DNS abuse," which I think while many of them are rightly very concerning, are more about content on the Internet way up the stack versus DNS abuse.

And I just caution that words matter. And if you start with the wrong words, you will likely end up in the wrong destination.

And I'd like to get your sense of what your thoughts are on DNS abuse and are the subjects being talked about right now in that context, in your view, DNS abuse or something else?

CHRIS DISSPAIN: I think we -- I think we acknowledge what you said, that there are things being talked about that some people would say are not within our remit; and others might claim that they are. And we are -- yes, we are alive to that issue. And, yes, we are making sure that we are very careful to ensure that we stay within what is, we believe, our remit.

I can't be any more specific -- I'm not going to refer to specific things. I don't think that's necessarily appropriate. But there's much more work to do. And, yes, we are very alive to the fact that some things appear to be being lumped under the heading of "DNS abuse" that we wouldn't consider to be DNS abuse.

That fair enough?

BYRON HOLLAND: For now.

CHRIS DISSPAIN: Generous as always, Byron. Thank you.

KATRINA SATAKI: Thank you.

Pierre.

PIERRE BONIS: Thank you very much. And to recall what Byron said, I have a very simple question.

Do you think that the definition of DNS abuse could be abused that jeopardize DNS?

And in other words, there are a kind of abuse that has no direct impact on the DNS function that could be described as an abuse by (indiscernible)?

CHRIS DISSPAIN: I think abuse that jeopardizes the DNS is one way that you could describe it. But you would describe it in other ways. And to some extent how you describe it determines what you fit under the heading. And as I said, there is more work to do.

But, yes, that is certainly one way to describe it. I just wouldn't say at this stage it's the only way to describe it.

KATRINA SATAKI: Thank you.

No more comments.

Anything you would like to see from the ccNSO in this regard?

CHRIS DISSPAIN: DNS abuse?

KATRINA SATAKI: Yeah, yeah.

DAVID CONRAD: In a version of the questions that I had seen, there was an additional question, how could the ccNSO support ICANN in the fight against DNS abuse, given that ccTLD's policy development is outside of ICANN's remit?

And from our perspective, we see ccNSO as an important conduit between the policy realm of ICANN and the ccTLD operators.

At a high level, support would be able to be provided to bring in important ccTLD input into the discussions around DNS abuse and by propagating the lessons learned back to the ccTLD peers.

In addition, the ccTLDs will soon be able to voluntarily participate in the DAAR project. As you know, the DAAR project is a way of collecting abuse activity, reporting, and statistics. And currently, the -- because of the CCDS program, the gTLDs are already participating in DAAR. But we'd like to encourage any ccTLDs who are interested in contributing to DAAR to please do so. You know, you can contact me or John Crain to find out how to do that.

We've already had, I think, about a dozen ccTLDs indicate they have interest in participating in DAAR. But we've cleared out some of the nontechnical hurdles to actually facilitate this. So if anyone's interested, please do contact me.

KATRINA SATAKI: Yep. Thank you very much.

Okay. With that -- Well, we had another question. But, luckily, between the moment when we submitted it and today, it has been resolved.

Thank you very much for your response to our question on IDN ccTLD policy.

Yes, and Akinori has more comment.

AKINORI MAEMURA: Excuse me. I need to say something before we end this section.

So I was made -- I made the prompt response for the question 1.

There -- it should be emphasized that what is DNS abuse is really difficult to define. And then the ICANN board is not in a position to define it by ourselves. So that means that we need to -- we definitely need some committee process to clearly define the DNS abuse. And then that -- which is chaired by the -- all the ICANN community. Then the DNS abuse, the definition of that would be changing from time to time. That's purely the definition of the DNS abuse would be the policy, the consensus policy realm. Then that needs involvement from the community. So that's to be emphasized.

KATRINA SATAKI: Thank you, Akinori.

Danko.

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DANKO JEVLOVIC: I would like to add on this very interesting subject, because in speaking of DNS abuse, we can recognize it very easily, but from Joke's point of view, it's more about what's second remit.

But CCs are not -- their policies are not defined by ICANN. So first, one of the things that you can help is help us in this discussion. But I think it's very important for us to recognize that the way how the complete policy structure works in ICANN is, in a way, equivalent to a single CC, because you have this fantastic freedom to create the policies that are serving your communities. And in a way, you have more flexibilities than the whole ICANN system that is very strictly defined and bound by the bylaws and the way how we operate in our bottom-up, multistakeholder way.

So I think -- I especially like the last part of this question 3, because it is a huge value that can be brought by the CCs and the policy that is created and the experiences that we are having in fighting generally abuse, DNS abuse, or security threats, or however we call it, and we can learn much, is all I can (indiscernible) from that.

And I think the high-interest topic that is coming is a fantastic opportunity to bring the knowledge, the incentives like Pierre has said, and definitions, so we can talk and understand more about the processes.

So thank you very much for this last part of the question.

KATRINA SATAKI: Yeah, thank you very much, Danko.

Jorg, please introduce yourself.

JORG SCHWEIGER: So sorry for being late and for the late question.

I just came over from the GAC session, and over there, it has been advocated that the most important thing to fight DNS abuse would be registrants' identification.

So is that something that the board would ever consider to support?

CHRIS DISSPAIN: I'm not going to answer that question straight off the bat, Jorg.

Personally, no. But that's just me, personally.

I mean, I can tell you that in Australia, for many years, it was -- it was a push by some members of the government that we should insist that registrants provide us with some kind of photo ID before they register a domain name. And we would explain consistently that that would mean we would be processing domain names at somewhere around $150 a year.

But thank you for the information. Hopefully, we'll get to talk to the GAC about it later.

JORG SCHWEIGER: You're going to get confronted with it.

DANKO JEVLOVIC: If I may add, I think this DNS abuse is in a way more like the IGF discussion that we should be having so we can bring up different proposals and issues. Then it's another developer process in this space.

So some of the things are coming. So we hear that, like, DNS abuse is already well-defined. It just has to be, like, pushed by the board. But it will definitely come to the bottom-up, stockholder process. But we need first to hear all the possible discussions and views and understand what -- what are the positions. And then, obviously, this will be one of them. And I can't comment on that, because we have to listen first.

CHRIS DISSPAIN: And I think -- I think one thing is clear, right, which is that it's not for us, the board, or org, for that matter, to come up with what is the definition of DNS abuse. It's for the community to come up with what is the definition of DNS abuse. What we're very happy to contribute to that discussion and that debate. But it's not actually for us to do that. It's a community-led thing. And I have no doubt that the ccTLD community which deals with DNS abuse in its own sovereign territory on a daily basis will have many loud and clear and sane voices in the discussion that will take place in the community.

KATRINA SATAKI: Thank you very much.

If there are no more comments from the audience or the board on the questions that we sent to the board, then we can swiftly move to the questions that the board asked the community.

Who will take the lead?

Nigel, please.

NIGEL ROBERTS: So now we get to ask you questions. And I think Cherine's going to take this next one, aren't you?

CHERINE CHALABY: Thank you, Nigel.

I'm just going to keep this at a reasonably high level. Just give me four or five minutes, and then I'll open it up for discussion.

So over the past year, year and a half, we, the community collectively, with the board and ICANN org, developed a strategic plan through several plenary sessions, through several public consultations, through individual sessions. And that plan was adopted and approved by the board in Marrakech I think back in June.

The plan itself cannot be -- the strategic plan is a visionary document with objectives in it. It can't in itself be implemented. So we need to develop an implementation plan.

ICANN org is developing that implementation plan, which is called operating and financial plan. This is the one we -- they're going to be producing. It's a five-year operating financial plan and will be put out for public comment in December this year.

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One part of that plan is to do with the evolving certain aspects of our multistakeholder model to improve its effectiveness.

That work is being led by Brian Cute, a community member. And to facilitate the discussion among the community.

And that work has been led by Brian Cute, a community member, and to facilitate the discussion among the community.

That particular plan is really not about finding solutions but identifying approaches that will eventually lead to solutions over the five-year lifetime of the strategic plan.

So all of these plans are going to come together roundabout the December time frame. The community will comment on those, and the bylaws states that the strategic plan will be -- and, of course, it's supporting implementation plan, will be effective 1st of July next year.

So the question to us as a community is do we get involved collectively in the implementation of these plans or do we leave it just to ICANN org to do it? And I think what we heard, because we opened that discussion in Kobe to see what the community thinks, the community said no, I think we should all participate in the implementation of those plans. And you have come up with suggestions, some of them primarily through the sessions we had exactly like this one in Kobe with individual constituencies. We have not had this discussion in a plenary session. So we've assembled together what we heard from all the constituencies and synthesized your suggestions. These are the community suggestions. And we're now coming back and replaying

those to you and see whether does it make sense? Have we missed anything? And also, how do we, all of us, take on the suggested action, make them happen.

So what I'd like to share with you at the moment is one slide that has -- three slides, one for ICANN org, one the Board, and one the community, whereby there are four or five suggestion for each one. Those are the community suggestions of how do we get ready and how do we implement those plans successfully.

So if we can just go forward. Yeah, keep going forward. Next one, please.

So here's what the community is saying suggestion to the Board. So you are saying that, okay, a part of the strategic plan, we're adopting a new vision for ICANN to be the champion of the open, interoperable and global Internet and the steward of its unique identifiers. So you are telling us, okay, this is all good, but what are you going to do as a Board to demonstrate that we are championing this? You're not going to leave it all to us. What are you going to do as a board? So you've put that -- kind of asked us to demonstrate that.

The second thing you said, the strategic plan have five very critical objectives. Clear, they make sense. But again, what are you going to do as a board to align your work with those five strategic objectives? You can't go on a tangent and do things that are not aligned with the strategic objectives.

The third thing you said, you are responsible for engaging us all together, Board or community, in getting ready for successful implementation. Partly this session and all the session we're having with the community this week, and the sessions we've had before that.

Thirdly, you said -- Fourthly, you said, okay, so we began implementing these three plans. We believe you have an oversight responsibility to make sure that these plans are being implemented. So you can't just abdicate without implementing and you haven't got a role. No, you have an ongoing role of oversight, and I'm going to talk to you later of how there will be a report back to the community.

And then finally you said the strategic plan cannot be left in a drawer and forgotten about it. It's got to be a living document. And you, the Board, have to find a mechanism for all of us to be engaged on a periodic basis to review the strategic direction and provide input and alter the course if necessary.

So those are the five things that you as a community are suggesting the Board should do.

The next slide is about the things also the community -- I'm not saying you, the ccNSO community. This is collectively what we heard from everybody.

You're suggesting the following to ICANN org. You're saying these plans need to be implemented. Someone has got to be responsible or an implementation manager, per se, and it's going to be ICANN org because they have the resources and they have all the detail. So you

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are saying ICANN org should be the implementation manager. And, actually, if you look right to the bottom of number 6, and ICANN org should provide a progress report to all of us as a community on how the implementation of these plans are happening on a regular basis.

You also said, number 2, one of the objective of the strategic plan is to ensure ICANN financial sustainability. Well, ICANN org then has to demonstrate that by providing tightly controlled mechanism for its operating expenses.

You also said that the ICANN org cannot resolve or address all of the issues in the strategic plan on its own, nor all of us as a community. There are two particularly related to the unique identifiers and to the security of the DNS, and your suggestion is that ICANN org should engage with our partners, like the RIRs, the root server operators, IETF and others, to ensure we achieve these objectives because on our own we can't do them.

And number 4, you said very importantly, ICANN org should also provide resources to anticipate, understand, and respond to changes in the regulatory environment. And we don't want to be in the same position as we have been with GDPR, doing catch-up. We have to anticipate ahead of time and make sure that we are all aware of what's coming down the road, down the pipeline.

And then number 5 is -- which we do at the moment, is make sure that the yearly operating plan and budget is consistent with the five-year strategic plan.

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So these are the suggested action that you wish from ICANN org. And again, "you" doesn't mean the ccNSO. As a collective community.

If we move to the next slide, and that will be the last slide, here are suggestions to yourselves as a community. What you are saying is it's no good having a document. We need to walk the talk.

So how do we ensure that our own community, our own members actually have a buy-in into the new vision and into the strategic objectives identified in the plan? Number one.

Number 2, you said, okay, so we're asking the Board to align its work with the five strategic objectives. We're asking ICANN org to do the same. Perhaps we ought to do the same ourselves, am though not to the same extent because not all the strategic objectives applies to all the constituencies equally, but at least there has to be an engagement and alignment with certain of these objective.

Number 3, we need to strive and commit and successfully execute the work plan to improve the effectiveness of the multistakeholder model. This is an important point because part of the transition was a commitment that collectively, as a community, we support the multistakeholder model and we enhance it in years to come. So this is a model that actually provides us with the legitimacy that we have, has served us well over the years. And we need to continue trying to evolve and enhance its effectiveness. And at this stage we're not looking for any solution. Just some approaches that may eventually lead to solutions over the life of the strategic plan; i.e., five years. So what you are saying here, let's commit to also making this a success.

Number 4, we ask the Board and ICANN org to develop a mechanism to keep the strategic plan alive and to allow us to participate in its review periodically, so we as a community, we need to be on top of and current with external trends. So when the time comes to review the strategic plan, let's say after the first year of the plan, we are able to provide informed input.

And finally, given that one of the objective of the strategic plan is to make ourself more effective and more financially sustainable, we have some responsibility as a community to be more productive in our work. We need to also find more volunteers. Don't know how we're going to do that but we need to find volunteers so we're able to engage in the various work that we have. We need to go of course prioritize our work. We need to deliver timely and effective recommendation and policies and advice. And we need to foster awareness among colleagues that ICANN resources aren't somehow limited, and we have to make the best and optimal use of them.

Those are the recommendation the collective community is saying we ought to be -- this is your own recommendation to yourselves.

That's it. So I'm going to stop here, and the purpose of this session, a), is there anything that we synthesize here that sounds to you like not necessary or we've missed something? And how do we -- how do we commit to making this happen? Because if you think of the last strategic plan, frankly, if I ask many of you and said, "Do you remember the objectives in the strategic plan?" Probably most of us forgot what they are; right?

Can someone scroll back again to the five objective of the -- a couple of slides. This one.

So here are the five objectives of this strategic plan. One on security, one on governance, unique identifiers, geopolitics and financials. There is no doubt, I can read them all now, we'll understand them, feel happy, but a month from now most of us will have forgot; remember one or two.

So how do we keep this alive and how do we make sure we're committed to this direction and that we all participate in the successful implementation of the plan?

So I'll leave it to that, and happy to open the discussion and respond to any question, have a dialogue with yourselves.

Thank you.

Back to you, Katrina.

KATRINA SATAKI: Thank you very much, Cherine.

Yes, please, come to mic. And again, while Bruce is coming, please don't forget to introduce yourselves because the scribes need it.

Thank you.

BRUCE TONKIN: Yeah, my name is Bruce Tonkin from .AU. Just an observation when you're looking at strategic objectives, and I understand, Cherine, you're trying to apply a bit more of a management approach and a project management approach to how ICANN works, but I would say that most of those, what I'd call activities rather than objectives -- and a lot of the time ICANN focuses on process and activity and very little time on outcomes. The things that ICANN executes really well is holding an ICANN meeting, you know. The hotel is booked, the Wi-Fi works, the meetings work really well. That, to me, is an outcome that you hold a meeting and it's successful. But a lot of these things, you know, evolve the Internet Identifier Systems with relevant parties to continue to serve the needs of the global user base. It's very motherhoody, activity oriented. The thing is what outcome could you identify that you're striving to achieve in a certain timeframe.

So I think we've got to move a lot more of the discussion towards what are the outcomes we're trying to seek and actually focus our resources to achieve those outcomes.

CHERINE CHALABY: Bruce, I couldn't agree more with you. In fact, the strategic plan has defined outcomes in it, and very clear outcome and deliverables. And the work that ICANN org is doing in developing and operating an implementation plan will put a timeline and a cost for each one of these outcomes. So we fully agree with you on that point.

Thank you.

KATRINA SATAKI: Jordan.

JORDAN CARTER: Hi, I'm Jordan Carter, .NZ. I may have said this before at some meeting in the last two years, but one of the easiest and hardest ways I have found to drive a strategic plan and operating plan into what people do is to align the reporting framework with it.

So the CEO's report, the structure of a ccNSO Council agenda, the annual report of the organization. Everywhere there is reporting, if you build it by the same set of objectives, and I listened to Bruce's point before, that's the only way I found because people do what they have to report against, they do what they're held accountable for.

So if we broadly, in our reporting that we do, decided that we really wanted to do this, one way you'd see that we had actually decided to do it, not just said we decided to do it, would be that it would be reflected in the reporting. So...

CHERINE CHALABY: I think this is an excellent point. In fact, if we go forward a couple of slides, just to -- Keep going, keep going. So if you look at the last action, which says we need reporting on these plans -- I know what you're going to say, but say it anyway. But you asked for that to happen.

JORDAN CARTER: All the reporting.

CHERINE CHALABY: All the reporting.

JORDAN CARTER: Not some extra piece of work that we do as an extra progress report. Everywhere, ground-up in the org.

CHERINE CHALABY: And the Board as well. Thank you.

KATRINA SATAKI: Thank you very much.

                     Are there any more comments or questions?

                     Stephen. Don't forget to introduce yourself.

STEPHEN DEERHAKE: Stephen Deerhake, .AS.

                     If you go to your last slide, the first bullet point under item 5 was discuss volunteers and the need to get volunteers to actually do the work. And I couldn't agree more, and I feel it's the responsibility of the decisional participants to come up with those people. I don't know how we're going to do it, but for one who has been involved in a very long time, I feel the community owes it to ICANN org and to the Board to do that. And I hope the various SO/ACs can come up with ways to reininvigorate themselves with respect to volunteers.

Thanks.

CHERINE CHALABY: Thank you, Stephen.

KATRINA SATAKI: Anything else from the Board? Any comments? Questions to the ccNSO? ccTLDs in the room? No?

CHRIS DISSPAIN: I just have one thing, which I should have done at the beginning and I apologize. I have an apology from Becky who is unable to be here because she's had to go to a different meeting with the GAC, but she'll see you all tomorrow morning. And she asked me if I would apologize, so I have now done that.

KATRINA SATAKI: That's from Becky and Maarten both.

CHRIS DISSPAIN: I apologize to Maarten. It was Maarten as well as Becky.

KATRINA SATAKI: Yeah.

One question from Ajay?

AJAY DATA: Ajay Data here. I think by (indiscernible) experience of larger organizations myself, sometimes I feel here, because it's a smaller group, I thought -- let me just talk my mind here -- is sometime the strategic objectives gets lost when it reaches to the last mile, when it reaches to the people who are active in their own regions, in their own specific work. And they are not probably aligned to what the Board is looking to as an organization or all is trying to achieve something there.

Could there be a mechanism to pass on this message and take this entire strategic plan to the bottom of ICANN where the real people, community is working? And they're fully aware of not only the strategic plan of these five points but what are the core areas where the focus is, where he can really contribute, where he can really participate, and what are the mechanisms where he can participate?

I don't know the real mechanism, what is to be derived like this, but it would be very, very wonderful, the way we -- when we (indiscernible), we try to set up our goal for the last mile, then only is it achieved here.

Thank you very much.

TRIPTI SINHA: I'll take a stab at it.

So as Cherine said earlier, the strategic plan comes with objectives. So if you read the document, it has specific objectives. And for it to be successful within the organization, the organization itself will align all of its works -- work under the five different main categories and the outcomes, the actual outcomes of those objectives.

Furthermore, as was just stated, we want to do all the reporting, regardless -- not just an annual strategic plan update. We attach every reporting to a particular outcome.

So if we could push that down so that all the SOs/ACs are doing exactly that and taking their work and putting it under one of the five objectives and attaching it, furthermore, to an outcome with the objective, then we can probably get this.

It's going to take a grassroots effort for all of us to align around this plan.

I hope that answers your question.

KATRINA SATAKI: Yes, thank you. Danko.

DANKO JEVTOVIC: If I might add. The strategy in implementation, the most important word is "fit." So we need strategic fit that is going from the strategic plan, on the strategic objectives, all the way. And one of the things we are doing today here and with all constituencies is the talk about strategic plan. And this is why Cherine is leading it because this is so critical.

So thank you, Ajay, for mentioning that, and thank you all for bringing that all the way throughout the whole organization and making us all being fit in a way that Tripti has said.

KATRINA SATAKI: Yes, thank you very much.

If there are no more questions, comments, or anything, then one more thing I'd like to say.

This is -- This meeting, this meeting between the ccNSO and the Board, for the last time we meet with Cherine in his capacity as the chair. And I would like to thank him very much for being here with us, for us, and for this interesting discussion that we had over the past years since you were the chair.

I'll have something for you a little bit later -- sorry, not at the moment -- but thank you very much.

[Applause]

[Standing ovation]

KATRINA SATAKI: I think with that, we close the session. We break for lunch, and we're back at 1:30 when we start talking about ccNSO workshops, results from ccNSO workshops. See you soon.

[END OF TRANSCRIPTION]