
ICANN76 | CF – ccNSO: 20 years of ccNSO
Tuesday, March 14, 2023 – 16:30 to 17:30 CUN

KIMBERLY CARLSON:

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With that, I would like to hand things over to Alejandra Reynoso, chair of the ccNSO.

ALEJANDRA REYNOSO:

Thank you very much, Kim. And thank you very much, everyone. This session will start the 20th anniversary celebrations. What we wanted to do is do a quick overview of these 20 years through the leadership of the ccNSO.

One thing to take into consideration as well, as many of you have already done so, we have this timeline displayed in the screen. But it's also printed and available at the entrance of the room, where we would like to you check what highlights have been made in these 20 years. Of course, there are many things to be said in 20 years so we picked just a few of them. So we would like the community to fill in any other highlights.

To move on with the session, I would like to present all the former chairs here. We have Chris Disspain. We have Lesley Cowley remotely. We have Byron Holland. We have Katrina Sasaki. And of course, myself. And we would like to talk to you about what happened in these 20 years.

I will start with Chris. Since you were on the first Council, what did you want to achieve as chair back then? And now that you are back in the Council, what are the differences?

CHRIS DISSPAIN:

Hello, everyone. Right back at the very beginning, what we wanted to achieve was to get the ccNSO formed. We managed to do that effectively in Montreal in 2003. So that's the reason why we're here, 20th anniversary. It really was, at the time, simply an opportunity to create a space in which the ccTLD community could properly interact with ICANN in the right way, not in an interfering way, with them interfering with us, or demands for money, and all that sort of stuff, although that needs to happen. But much more to do with just having the space for the ccTLDs.

Actually, the first thing we did, once we got it formed, we had to get ... I'm really bad at this but there's enough people in the room who remember this. I think it was four from each region that we had to get as members. We just managed to do that.

We got more than 20 members but we managed to get four in the European region, which was the toughest region of all, by having Grand Cayman, which of course is in the Caribbean, count as a European ccTLD because the rules say that if you're a territory or a protectorate of a European country, you are therefore in Europe. If you're in Polynesia and you've got a French government, then you're in Europe. So we were very lucky to do all of that.

The next thing we did, almost immediately, was to review our processes so that we could attract more members. So we spent the first year or two of being the ccNSO going through the rules that we'd used to set it up and working through that. After that, the next big thing, really, was IDNs. We spent a lot of time—a lot of time—on IDNs, which is still going, and still complicated, and still taking up a lot of time.

As for what's the difference, the difference is that now this is a room full of I don't know how many members—100 and something members.

ALEJANDRA REYNOSO: 173.

CHRIS DISSPAIN: 173 members, which is almost the same size as the GAC. It was always diverse but now it's even more diverse than it was. It's larger. There are more members. There are IDN members coming. It's a different place. It's a better place and it's doing great stuff. But at the beginning, it just felt like it was a small group of friends who had decided this was a really good thing to do and so we decided to do it.

ALEJANDRA REYNOSO: And we still—

CHRIS DISSPAIN: Yes.

ALEJANDRA REYNOSO: This should be, of course, a conversation. So if you want to ask something to Chris as well, you are more than welcome. That was my question.

CHRIS DISSPAIN: Careful, now.

ALEJANDRA REYNOSO: Ooh. No? If not, I need to give you something, Chris.

CHRIS DISSPAIN: Oh, gosh. Okay. Oh, I've got a hat. Thank you so much. That is fantastic. Thank you. I think of myself more as a sofa now than a chair. But thank you.

BYRON HOLLAND: Come on. Let's see you put it on.

CHRIS DISSPAIN: Hang on. Are they? Damn them all. Here we go. How small do you think my head is? There we go. How about that?

ALEJANDRA REYNOSO: First ccNSO chair. Thank you very much. And to move on, in chronological order, now I'm moving to Lesley. Lesley, thank you for being with us remotely. We know it is a little late on your side of the world now. Can you hear us correctly?

LESLEY COWLEY: I can. Can you hear me, Alejandra?

ALEJANDRA REYNOSO: Yes and we can see you. So lovely to see you.

LESLEY COWLEY: Excellent. Thank you. Great to join you. I wouldn't have missed it for the world.

ALEJANDRA REYNOSO: Thank you so much. My question for you is what were the major challenges of taking over from Chris?

LESLEY COWLEY: It's always difficult to follow somebody who's done a really good job. So it was quite a challenge for me, taking over from Chris. But there were other challenges, too. I was also around in Montreal, by the way, which shows how old I am, really. The ccNSO membership had been growing. I think we were up to just over 100 by the time I came in. My challenge, really, was increasing that membership so that we could be a proper voice for the CCs. And indeed, during my time and with the help of many good people, we did indeed grow that membership.

But I think also it was a time when ICANN was likely to be distracted on other things, such as new gTLDs, the first round, and so on. I think part of our challenge was making sure that the CC voice was heard. We had some good views to offer in terms of strategy, in terms of ICANN finances, and directions of travel, and so on. I think part of my role was

building on Chris's work to ensure that those voices really were heard and were listened to, importantly.

ALEJANDRA REYNOSO: Thank you very much, Lesley. Any questions that you may have for her? There's a comment.

CHRIS DISSPAIN: I have not a question but a comment, which is to say yes, I think Lesley had a really tough job on the membership side because getting to 100 was relatively easy, in the sense that once we'd restructured the rules, people started to join. There was a core of ccTLDs. But getting past that point and getting up to the sorts of levels that Lesley built it to was much harder work. I just want to acknowledge the effort that that took and also the extraordinary skill of putting in place procedures that an organization that size needed to have, whereas we didn't really need them when we were smaller. Thanks.

LESLEY COWLEY: Thank you, Chris. Very kind of you.

ALEJANDRA REYNOSO: Lesley, I do have something for you as well.

LESLEY COWLEY: I get a hat?

ALEJANDRA REYNOSO: Yes. How did you guess? But don't worry. We will make sure it arrives to you. But I will show it anyway. Transparency is very important. And here it is. I don't know which camera should I point it to.

LESLEY COWLEY: Excellent. Thank you so much.

ALEJANDRA REYNOSO: Thank you very much, Lesley. Moving along, Byron.

BYRON HOLLAND: Moving on. It's great to see Lesley because Lesley, of course, was who I tutored under as a vice-chair. I'll always remember. It was actually back in Mexico, at the Mexico meeting, when Chris and Lesley cornered me, the new, green recruit in the ccNSO, and said, "We've got a great thing for you to do. We've got this working group we're thinking about called the Finance Working Group where you can figure out how much we should all pay ICANN. You want to do that?"

Amazingly, though, we got through it. As vice-chair, shortly after that period, Lesley was quite literally my tutor in and around ICANN, helped me understand the players, the politics, the policies, the issues, where all the bodies were buried, so to speak. And really allowed me to learn and be ready when, in the sense, it was my turn to be chair or the opportunity came up.

I took my turn. Through that period, obviously, we then went through the IANA Transition in the 2014 to '16 period while I was chair. That was basically a full-time second job, as many of us have gone through our

certain thing here. It was really remarkable to me how the community pulled together during that period.

That's the thing that I really think about during my time as chair was how much work so many people did. So many people just came to a very challenging problem with good faith, reached out to other community members outside of the ccNSO, created more and better connective tissue with the different ACs and SOs at ICANN.

That, to me, is really the period that I think about and how incredible this community was. We populated the CWG, the CCWG, the CIC, and on and on. The ccNSO and people in this room played huge roles in the IANA Transition, and I would argue, certainly helped make it as effective and smooth as it was in the end.

ALEJANDRA REYNOSO: Excellent. Any comments, questions for Byron?

BYRON HOLLAND: Then I got to be vice-chair again.

ALEJANDRA REYNOSO: Yes. Well, I have that question for you because you've been in the leadership for quite a while. What do you think is the main differences, of course, of being vice-chair and chair on this period of time in particular?

BYRON HOLLAND: Being vice-chair twice, pre- and post-, the pre-vice-chair and post-vice-chair were very different experiences for me. As I said, the pre- was really about learning, and in a sense, being tutored by Lesley and helped along.

Then after, when I was the post-vice-chair, hopefully I was able to do that for Katrina in a different kind of fashion. While I personally was certainly never worried that Katrina was not going to be anything but an awesome chair for this group, I still helped where I could, and attended SO/AC leadership meetings, and conveyed what I had learned over the years to the best of my ability.

I think any time you're a vice-chair, and for the folks out there who are going to be vice-chairs sometime, it's an opportunity to learn but it's also an opportunity to support. We all know there's many tracks happening here. Sometimes the chair is only one person and can't be everywhere all the time. That's where a vice-chair can hopefully step in as well.

ALEJANDRA REYNOSO: Thank you very much, Byron. And guess what? I have something for you.

BYRON HOLLAND: Thank you.

CHRIS DISSPAIN: You have to put yours on. I put mine on. You have to put yours on.

BYRON HOLLAND: I'm going to leave mine on like the cool kid.

CHRIS DISSPAIN: I'm not leaving mine on. I have too much hair.

ALEJANDRA REYNOSO: Thank you. Now, moving along, Katrina. You, coming from a smaller ccTLD than previous chairs, how did that impact you as chair. How do you think that makes a difference from you being chair?

KATRINA SATAKI: Yes. Thank you very much, Alejandra, for this interesting question. Hello, everyone. Great to be with ccTLDs again. Yes. Being from a small registry, it's a challenge because unlike previous chairs, I did not have a personal assistant. I had to manage my schedule myself. Yes. Can you imagine that? But at the same time, it was interesting.

Furthermore, I was the first non-native English-speaking chair. That's true. Yes. That was also a challenge. But at the same time, at some point, I realized that that could also be an encouragement to those who are not native English speakers—an encouragement saying that, "Yes. It's possible to step up and do some work without being a native speaker."

ALEJANDRA REYNOSO: Excellent. Any comments, questions for Katrina from any of the former chairs?

BYRON HOLLAND: I'm curious. You had some of those concerns—non-native speaker, no personal assistant, coming from a small registry. In the end, though, were all of those things beneficial to you or did they manifest in the way that you were concerned about when you thought about taking the job?

KATRINA SATAKI: I was concerned, definitely, at first. But then, somehow, yeah. I learned to turn these disadvantages into advantages. Yeah. As I said, there are not so many big registries out there. Most of registries are relatively small. This is a possibility for small registries also, to be part of the huge work that we are doing here.

CHRIS DISSPAIN: I have a question I'm curious about. Actually, [Ali], probably the same question for you because you've inherited—when we get to you. If there was one thing you could change, if there's one thing you could make happen in the ccNSO ... Maybe it buys you your own personal assistant. I'm not suggesting that. But if there's one thing you could do, as the two most recent chairs who've inherited this thing that is now the ccNSO, with all the structures in place and all of the processes, etc., if there's one thing you could change, what would that be. You can think about it. Don't have to answer it now. Come back around?

ALEJANDRA REYNOSO: I don't think there's anything I would really change, honestly, because I think the ccNSO is working really well. What we always are striving for is to get more people involved and to participate more. That's our goal always. But other than that—

CHRIS DISSPAIN: Perhaps me saying “change” was an unfair thing to say. What I meant was if you could wave a magic wand, what would you like to have happen? More participation?

KATRINA SATAKI: Now I know. Yes. The website. When I first stood for the Council, [inaudible] asked me, “What would you like to accomplish?” I said, “I’d really love to change the website.” And I’m still on this quest, yes. But I hope we will succeed. In two or three years’ time, we will succeed.

CHRIS DISSPAIN: It takes a long time to build a website—a really long time.

ALEJANDRA REYNOSO: And I have something for you.

KATRINA SATAKI: I think that the picture wouldn’t be complete without celebrating the best chair of the ccNSO. And that’s Alejandra. Alejandra, please.

ALEJANDRA REYNOSO: Thank you so much, Katrina. To be transparent, I need to say this. This is Katrina’s idea. So please, a big applause to Katrina. She’s the heart to the ccNSO. Yes, we need to have Lesley on the screen. Can we make that happen? Yes. There you are. Thank you. Move in under the screen.

BYRON HOLLAND: I think there's a, "How many chairs does it take?" joke in here somewhere.

ALEJANDRA REYNOSO: And of course, nothing in the ccNSO would actually work without the people behind the scenes who actually make things work. So please, may I ask the secretariat to come here? Bart, Joke, and Kim, we have something for you.

BART BOSWINKEL: You know this is the end of remote participation, don't you?

ALEJANDRA REYNOSO: It's for a little while. And for those who cannot look so closely, this says, "I make ccNSO work." Thank you very much for all the hard work you do. Without you, this would not be possible. Thank you so much.

CHRIS DISSPAIN: Well done. We make work for the ccNSO and they make the ccNSO work. That's quite good. I quite like that.

ALEJANDRA REYNOSO: Now, if there is no other comment, questions to be made—

CHRIS DISSPAIN: I want to say just one thing if I can, [Ali].

ALEJANDRA REYNOSO: Yes. Of course.

CHRIS DISSPAIN: I just want to call out Bart. Bernie Turcotte's not here but I just want to call Bart and Bernie out for just the fact that we've been here since the very beginning, working in the basement to try and get this thing together. For some bizarre reason, we're all still here. I don't know why. I don't know what the madness is that keeps us still here. But Bart, you deserve the biggest respect and kudos for everything that you do. And so does Bernie but he's not here so you get it all today. Thanks, Bart.

ALEJANDRA REYNOSO: Sébastien?

SÉBASTIEN BACHOLLET: If I may, Chris, there were 17 people who were in this committee, who created the ccNSO. Yes, you were there. Bart was there. Bernie was there. But there were others and some of them are still around. I think it's a good memory for the ones who participated in that committee. Thank you.

CHRIS DISSPAIN: Thank you, Sébastien. You make a very good point. My memory, apart from being appalling, is that the work that went into getting it to happen ... Acknowledged and I agree. I just remember Montreal and being stuck in a basement for effectively a week with a couple of Board members and us trying to cobble it all together. But yes. I agree. Thank you.

ALEJANDRA REYNOSO: Thank you all. This concludes this panel session but the session continues. So if you would like to take your seat over there, I think you will enjoy it a little bit more because now will have a video displayed from the former and current vice-chairs that would like to say some things to you. So if we can have that on screen. Thank you very much for joining us.

BART BOSWINKEL (VIDEO): As you may know, I was intimately involved in the creation of the ccNSO. However, some of you will not know that I was the first vice-chair. And I will not tell you anything about it but I can tell you it was fun. So to close, enjoy the final celebration this evening and I hope to see you again soon. Bye-bye.

PATRICIO POBLETE (VIDEO): Hello. My name is Patricio Poblete. Back in 2005, I was elected vice-chair of the ccNSO, the second vice-chair in the history of the ccNSO, right after Bart Boswinkel, and both under Chris Disspain as chair. At that time the main task of the ccNSO was to build trust in the organization and to show that it was a worthwhile group to join.

Back then, the ccNSO was much less structured than it is today. As vice-chair, I didn't have many explicit responsibilities, except that from time to time, I had to chair the session when Chris was being reelected. But I focused on helping find ways to make our meetings be more valuable for all.

I participated in launching two initiatives—the creation of the Meetings Programme Working Group, now a standing committee, and the introduction of the ccTLD News session of our meetings. I think the continued success of this session shows that the sharing of information was then and remains today one of the most important benefits we all get from the ccNSO. Thanks and happy 20th anniversary, ccNSO.

HIRO HOTTA (VIDEO):

Hi. I'm Hiro Hotta from .JP. It was 2011 when I became vice-chair of ccNSO Council. It was around time when some IDN ccTLDs were already in IANA database, to fast-track the process. In [inaudible], IDN ccPDP was going on. The basic principles of the policy regarding IDN ccTLDs in ccNSO were basically agreed around that time.

Some of them were IDN ccTLD managers should qualify as a ccNSO member. IDN ccTLD managers should have equal opportunity in making proposals and discussions. In ccNSO, voting rights should be equal to each ISO 3166 territory. I was very happy to be vice-chair of the ccNSO Council when an important base of IDN ccTLDs was established, which has been a big part of my core work. Thank you.

KEITH DAVIDSON (VIDEO):

Congratulations to the ccNSO on achieving this milestone of 20 years. My name is Keith Davidson. I was on the ccNSO Council from 2012 until 2016, and I think was vice-chair for most of that time, but of course was a major supporter of the creation and the largely independent structure of the ccNSO within ICANN.

I chaired the ICANN’s Delegation and Redelelegation Working Group, then the Framework of Interpretation Working Group, which led to the Framework of Interpretation being adopted by ICANN and IANA in 2015 as a roadmap for the process of attending to delegations and transfers of ccTLDs.

I also very much enjoyed my role as a ccNSO representative on the IANA Stewardship Transition Committee, which led to the transfer of the management of the Internet’s unique identifiers to ICANN, and IANA, and the multistakeholder community.

I was also immensely proud to have been chosen for the ICANN Multistakeholder Ethos Award in 2016. The most important lessons I learned is that multistakeholderism is a valid form of governance, particularly Internet governance, that could be used in other aspects of life. Thank you for this opportunity. And all the best to the ccNSO for the next 20 years. Cheers.

DEMI GETSCHKO (VIDEO):

20 years ago, due to the tireless efforts of pioneers like Dennis Jennings and many other colleagues, we held our first meeting of the newly-created ccNSO, now fully separated from GNSO, at the ICANN meeting in Rio de Janeiro. It’s an honor to be part of this special community, one of the ICANN supporting organizations, which more than any other represents the founding ideals of the Internet, and to be twice elected by the ccNSO to the ICANN Board.

Let me finish with generated text from ChatGPT. So follows. “As we celebrate 20 years of ccNSO, we celebrate the progress and impact it

has had in shaping the future of the Internet. With its dedicated members and tireless efforts, the ccNSO has been a voice important in furthering the interests and the concerns of country code top-level domains. Here's to many more years of continued success." This is ChatGPT. So live long and prosper if the overwhelming wave of artificial intelligence allows us to do. Thank you.

PABLO RODRIGUEZ (VIDEO): Felicidades, ccNSO. Happy 20th anniversary, ccNSO. Hi. I'm Pablo Rodriguez and I want to share with you the privilege and fantastic opportunity that it has been to serve during my term as vice-chair. I've had the opportunity to work with many wonderful individuals. And I want to thank those founders of the ccNSO and those who in the future will continue to help it grow. I want to also thank staff for guiding us and helping us throughout this fantastic voyage. Once again, happy 20th anniversary, ccNSO. Felicidades.

JORDAN CARTER (VIDEO): Hi, everyone. It's Jordan Carter here, currently vice-chair of the ccNSO Council. It's great to be joining you, celebrating the 20th anniversary of the ccNSO, which is such an important part of ICANN. During my few years in the vice-chair role, it's been an interesting time because it's been during the times of the COVID pandemic so a lot of our time has been remote working only.

I've really enjoyed being part of the leadership team through the transition of chairs to Alejandra, our current chair, working with Katrina previously, and working with a hugely diverse bunch of councilors on a

whole range of issues. The PDP work that has been happening has been one interesting issue for me and I've really enjoyed working through the Triage Committee to help improve the way that the ccNSO plans and prioritizes its work.

It's incredibly important work we do together. Thank you for being part of this community. And let's keep celebrating. Here's to 2023 and another 20 years of the ccNSO.

BIYI OLADIPO (VIDEO):

The ccNSO at 20. It's been an interesting journey. For me personally, I remember walking into the ccNSO room at my first ever ICANN meeting in 2007 in Los Angeles. I sat down, looked around, and asked myself, "What am I doing here?" because I didn't really understand what the [whole process] was all about.

But over the years, with more participation and getting involved in the work that is going, I've been able to appreciate the amount of work that has been put into keeping this community together and also advancing the work of the community.

I've gone from just being an attendee, to being a participant, and also joining working parties, working groups, standing committees. At some point, I was also liaison to GNSO. Then I moved on to join the Council and then now vice-chair.

So it's been an incredible journey and it's been a period of learning and also contributing and giving back to the community. I've also fostered a lot of friendships. And these have also come to bring as all together, and bond us, and advance the work that has to be done. So this wishing

the ccNSO many more years to come and congratulating the Council as well as the membership. My name is Biyi Oladipo, vice-chair of ccNSO as well as representative of .NG ccTLD. Thank you.

ALEJANDRA REYNOSO:

Thank you. And now you see, we want to hear from you. So this is an example of the kind of material that we would like to hear from you, from the community, because the ccNSO is its community. So we will be celebrating the 20 years throughout the year. We're starting now. And these videos that we will be collecting through the year will be shown as well in ICANN in Washington and finally in ICANN in Hamburg.

So please. An e-mail will be sent with all this information, and the duration, and how to make it, and what we want to hear from you. But please send it to us because we are collecting the history. You are the history. You are the ccNSO. You make this happen.

So with that, I would like to move to our next part of the session. That is to please have NIC Mexico have a presentation. Please, Ernesto. Could you come, please?

ERNESTO BOJORQUEZ:

Good afternoon. Welcome to Mexico. Mexico welcomes you to our country and we are very happy to welcome you here, now that we are celebrating the 20th anniversary of the ccNSO.

We are very happy, too, for the fact that we have been given the chance to celebrate this anniversary with you and to have this chance of walking through a path. It will be, actually, a tour that will help you to

know our country much better though a special theme park that somehow represents some of the themes of the Mexican culture. And you will have the chance to get to know these themes here in Cancun.

Today, I would like to share with you what we do at NIC Mexico, what we are doing right now in 2023, and especially why we are doing it. I would like to share with you our vision and the lessons learned. We have become richer and we are able to go beyond our role and our technical obligations as a ccTLD. If we could move to the next slide, please. Next one, please.

Welcome to the .MX territory, NIC Mexico, to Mexico. And I would like to share with you some info about the Internet in Mexico. In Mexico, we have 126 million inhabitants, 88.6 million Internet users who are over the age of six. The Internet penetration in Mexico is 75.6%.

Three out of four Mexicans use Internet, though we are including in this figure people who have a mobile and who use social media. Maybe they only use Facebook or TikTok. And this is how they use the Internet. This is one of the challenges we face. We know much more can be done with the Internet. And this is our goal, to work together with partners so that everybody can make the most out of this platform and so that we could get our country to grow, so that they go beyond being just Internet users.

The e-commerce value in Mexico was about \$26.4 billion last year. The GDP per capita was \$6,371. And then .MX, we have 1.35 domain names. So for us, though we have 75% of the population using Internet, actually we believe there is a long way to grow that 75%. We believe that figure could grow even further, especially because that 25% that is left, these

are people who don't have the opportunities that the 75% of the Mexican population has because they don't even have connectivity nowadays. Next slide, please.

Here we can see what the digital divide looks like in Mexico. So we have decided to change our vision. Our vision should be transform and change Mexico through the digital economy. The management of the .MX domain is our responsibility—a technical one, especially. But we are certain that it goes beyond the technical issues. It goes beyond guaranteeing 100% availability and the proper management, with policies that match our commitments and international standards. .MX has 100% availability, or has had it, for 20 years now. So from the technical point of view, we believe we have done things the right way.

We are working to get it even more robust so that it's safe, even when there are attacks, which nowadays are increasingly common. We keep on working on this side but we still are seeking for the value we might provide to our country through our role.

This is shown in the vision statement you can read on the slide. We believe we have to develop a better Internet. That better Internet is an Internet that is open, safe, neutral. Everybody should have access to it, to cooperate and innovate. And through this, we should create the most valuable thing, which is knowledge, social development, and economic growth.

In the last three concepts, we show the result of what we do beforehand, especially through the technical responsibilities. We believe that creating knowledge, helping people to get educated, creating social development and economic growth is the contribution

we are doing through our role. We know we are not the only ones trying to achieve this but we must do this working in partnership with other parties. Next slide, please.

We believe that our role is based on three key pillars. The main one is dynamic operational excellence. What does it mean? It means that our commitment is to operate with the highest standards, starting on the technology side and the administrative side. But it's not something static. It's not something what is defined once and forever. It is something that we raise the bar continuously and we adjust to the new environments as they change. We are raising the bar continuously.

After that, we have sustainable creation of resources. This is part of our role. We create resources which enable us to buy the infrastructure and to fund the operations we need to carry out to deliver our services. And the third pillar, through all this, we are able to make a social contribution, which is what goes beyond the technology elements. Here, we touch the social development part, economic growth. That's why we have changed our vision to change our country through the digital economy. Next slide, please.

How do we achieve all this? This has been simplified on this slide. We make our services and infrastructure more robust. Through this, we deliver the best service possible with the best service quality. We expand our partnerships with other actors in the Internet world and in other areas in the countries—partnerships through which we achieve synergies to achieve social impact.

We train more people in the digital world. We find new ways of taking the knowledge to the people so that they are able to learn about the

power of Internet, so that they will use it. We are still learning how to do this but we are daring to dream big. Nowadays, we already have some projects which we will develop this year in this area.

We develop the talent of our staff, although we know we need to strengthen the skills and knowledge of the people who work in our organization. We have moved through several stages. We have grown, downsized. We are growing again. And we have realized that we must try and grow in an organized fashion and somehow using the talent of the people who are already part of the organization, who have a long track record of expertise, who know the environment. And we should include and hire new talent to learn from the people who have been with us for many years.

We also have to strengthen and create the safest digital system in the country. Mexico is one of the largest countries in Latin America. Until nowadays, we just focused on growing the number of Internet users. That was our main goal.

However, with all these issues which are increasingly common, problems related to digital activity, we have realized we have to work on protecting the users. We have to prepare or train those users because as the digital world grows, it will become increasingly attractive for cyberattacks. We want users to work in a safe environment. If we talk them into using Internet for more activities in the world, they should use it in a safe way. If we move to the next slide, which is the last one. Don't worry.

This is what we are doing. This is a summary of what I have been saying. We have four priorities for 2023. Starting in 2004, we have been working

to promote the .MX domain. In 2004, we started with our marketing activities related to domain names. Today, we are trying to speed up the growth of the .MX domains through promotions. The .MX registry communicates the .MX brand and the domain name. And we lead the users to a portal where they can see a list of the accredited registrars and users may choose among all the registries on the list—registrar, sorry—so they can go to that registrar and register their domain name.

On the right side, we want to launch and grow digital services. I told you a minute ago that there are users of Internet who have needs. So what we sell is the idea of domain names. We just tell them about how important and good it is to be present in the Internet, to carry out digital activities.

What we have found is that even our registrars need to add more services to the portfolio they offer to end users. So we have decided to use our distribution channel to distribute other digital services that go hand-in-hand with a domain name to have Internet presence. But also to offer software as a service, a software that allows users to be more productive or to develop further activities so that they can make the most out of the Internet. This is what you see on the top right corner, Digit-all.

The third issue is to consolidate NIC as a strategic partner of the registrar. So we are developing a training program—training and accreditation for registrars—which will enable them to develop competencies that go beyond the technical skills. Of course they need the technical skills but they need to learn business skills so that they become more professional and become better distributors. We believe

that the more they sell, the more users of .MX domains we will have and there will be more people in our country that will make the most of Internet to grow the economy and to improve the social benefits.

Finally, we want to drive the growth of the digital economy in Mexico. We are setting up an Internet information center in Mexico. Here, we want to gather our data on the use of domains, and traffic, and other databases that are open, that we may use, so that with all that information and that data, we may create more information to be shared in our portal with the users. We want that information to be used to create business cases and so that undertakings that have technology foundations are better-planned, and are more successful, and have higher success rates.

We are also sharing with our distributors information about their markets, about what is happening with the use of their domain names—the domain names of their users, their customers. We look at all the information below the domain names and we share with them every part with the information.

We want to turn this into an observatory of the Internet in Mexico so that that information is useful for decision-making and to create more things for the Internet so that it helps us grow our country and create more social welfare.

This is what I wanted to share with you. Thank you very much, again, for attending this session. Thank you very much for giving us the chance to celebrate with you. And now I would like you to be the guests to our .MX party. We invite you to have as much fun as possible. Welcome to Mexico and I hope you take back nice memories. Thank you.

ALEJANDRA REYNOSO: Thank you very much, Ernesto, for a lovely presentation and for the lovely party that we are going to have. For those who are still wondering for your bracelets, please contact team in the back of the room to get your bracelet. Remember, we have a cocktail at 6:00 PM on the second-level terrace first and then we will move on to the NIC Mexico party. So with that, this meeting is adjourned and thank you very much.

[END OF TRANSCRIPTION]