ICANN78 | AGM – At-Large Operations, Finance and Budget Working Group
Sunday, October 22, 2023 – 9:00 to 10:00 HAM

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Holmquist, co-chair of Operational Finance and Budget Working Group. Thank you.

RICARDO HOLMQUIST: Thank you, Yesim. Fortunately, we have the chair also online. Holly Raiche is one of the persons in the meeting online. The idea of this meeting is to have an idea of what the Operational Finance and Budget Working Group is doing. Most of our work is done by the end of the year with the Finance and Budget Form ICANN. But during the year we have a lot of plannings, strategic plannings, reviews, and the idea of the meeting is to look at what we do. But also we have today in the meeting, we have Victoria Yang from the finance team that will do the presentation on the incoming ICANN Operating Plan and Budget. And we also have Marilia Hirano, who will give us a presentation on the IANA fiscal year 25 priorities. It's not Kim Davies, it's a very nice face instead of the Kim one. And at the end we'll have the subgroup of this Operational Finance and Budget Working Group. This is the subgroup of priorities. It's the one that's deep down on the priorities of the ALAC. But also it's the one working very hard the last two years for the first the ATRT3 and then in the holistic review and the terms of reference of this holistic review where we will have Cheryl Langdon-Orr and Sébastien Bachollet. So this is the idea of the meeting. So we can start now with point number two, the highlights. Can we have the next slide?

So we have the Operations and Finance Working Group. We have two things. We have the operations itself and we have the finance and budgets. What these operations, we have comments on the different reviews. For the first time in more than 15 years, I understand, will be a holistic review. And we will have, at the end of this, we will have a Cheryl and Sébastien telling us about this holistic review. But until this is being produced, this holistic review, and in the prior years, we also have, we already have the different reviews like GNSO and ALAC. ALAC has a full review about five, six years ago. In fact, we are in timing to do the ALAC review again. GNSO and the different constituencies have reviews. SSAC have a review not so long. NomCom have a review last year. I can recall that. But also we have operational reviews like the CCT, IANA, PTI. And the idea of this working group is to work on the comments of these different reviews. After each of these reviews is being done, there is a set of comments of the review teams. And there is a public comment after this. And the idea of the OFB working group is to be the place where these comments are being produced for each of them. Being them, we have no comment. That's a very nice review to enter there and say, hey, we like this, we don't like this, whatever, if it needs to be. Being this, the organizational ones or the operational ones. In fact, IANA has a recent review where it decides to change the bylaws. And this is a bylaw change where it now has a plan for five years. It used to have only for one. And also the plan is now at the same time of ICANN instead of being two months prior to the ICANN one. So this is very nice for IANA, but this is very bad for our group because we will now have the work at the end of the year. We'll have all the work. Prior to that, we have some work in October and some work in December. So now we have all the work in December.

About the finance and budgets, we have comments on the budgets. The IANA PTI, although it's the smallest one compared to the ICANN one, it's less than 8% of the budget. But for us it's the key one being PTI and DNS, the core function of ICANN. So that's the one we take special care of. Not only in the numbers because they are small compared to the ICANN, but also in the plans they put in there. And that's why it's very nice for IANA to be presenting in the agenda today.

For the ICANN budgets, we have the regular budgets, the income outcomes, the numbers that most of us don't want to see. Just how much money is coming in, how much money is going out, and trying to figure out if what ICANN and the crystal ball says it will be the income for this year and for the next five years is true or not. And the outcomes where we want money but we want to cut money, so it's very difficult to be in this line. But also, and this is the most important thing, the plan is not the only finance, it's not only numbers. There are the operational plans for ICANN and it's where ICANN says this is what are we going to do in the next year, in the next five years. So this is how we are going to spend the money and these are our priorities. Maybe you think the priority is multi-stakeholder model, but if you see that the money is going to the next round, you know where the money is. What the real priority is is not multi-stakeholder model. It's an example. It's not the reality. Don't look at me like, hey, they are changing everything here. But if you see the priorities, you can see that maybe we are doing a great effort for UA, IDNs, and we don't see that the money is going there. So we can raise our hand and say, hey, we think that we need to change this priority. We need to change something here. It's what we've been happening in the last five years. Fortunately, we have a real champion here that's Marita that's been producing the comments in the last five years for the multi-stakeholder model and how it has been evolved in the last four or five years in the operational plan. But there are ten other operational plans, sorry, operational initiatives there. There are more than 30 strategic initiatives there, so we need to look at this and see where we fit and if they fit our interests, our priorities. We set a lot of priorities as a group. I don't know if there are different priorities by now, but the ones we are following are still MSM planning and IDNs and UA. So we try to focus on this in the ICANN initiatives for these three things.

Also, the planning has three or four different funds. One of the funds are the operational funds. There are we need to check that the funds there are enough to cover the operation of ICANN if catastrophe arises and there is no incomes in the next year. But also, there are funds now that are created to handle special projects. One of them is SFICR. I don't remember what it means now. Everybody knows it's SFICR. As the budget for ICANN is only for one year. But if you have projects that are more than one year, now you have this SFICR where you can place projects that are longer than one year. But they are not only projects from ICANN. They are also for the community. Also, it's the one after almost ten years, we have in place the fund from the previous round of the gTLDs. There was money coming from the auctions there that is finally being in place where money can be given to different projects. So, it's the one for the community that is the SFICR. So, the first points of the planning were about how to handle this money. And then is where is this money going to be given, how this money is going to be placed in the different things, and how it's going to be handled, not just the full fund, but also how it's going to be spent year by year.

And finally, we have planning. This planning, two or three years ago, ICANN changed the way it was doing the planning. Now, we have a planning team that's doing all the planning. This year, we have a big challenge. It's five-year planning. Although every fiscal year, there is planning ahead for the next five years, this one, every five years, there is a real thinking of this strategic planning. But in the meantime, there was asking, was sitting between planning team, finance team, IANA, with the OFB reviewing some of these plans in time, so we can help as a community, ICANN, to produce their budgets and their operational plans. This is basically the highlights for the working group. So now we have point number three. Thank you. I don't know if you have any questions. Sorry, I didn't see you.

JONATHAN ZUCK: I'm usually hard to miss, but thank you. And I wanted to mention, I don't know if this is the right time to mention it, but ICANN is phasing out the concept of the ABR, the additional budget request, because the purpose of that was really to kind of experiment with things that might want to find their way into the normal budget, and it was a very Byzantine process with these weird templates, and it was very difficult to apply, and the applications for them have been on steep decline in recent years. But the concept of a special project for the coming fiscal year still exists. It'll simply be part of the annual budget process going forward. So you'll still be able to apply for a special project or something like that, but it'll be a much more simplified and straightforward process than it was with the ABRs. So in many ways, it's just a change of vocabulary, but it's going to be part of the annual budget process rather than its own process moving forward.

RICARDO HOLMQUIST: Thank you, Jonathan. It's not a good news, but we'll try to figure out...

JONATHAN ZUCK: I think it is good news.

RICARDO HOLMQUIST: Okay, great. We'll try to figure out in the next OFB working group how it's going to be handled. Sébastien?

SÉBASTIEN BACHOLLET: Yes, thank you for this news, Jonathan. ABRs is now additional budget request, but it was advanced budget request at the beginning, because the problem we had was that the budget was adopted in June, and any activities in July and August was not deemed to be financed because the budget was not yet approved. And then we were in trouble with that. It's the reason why the ABR, Advance Budget Request, was created. And it's still something we will need to figure out how we will do outreach, engagement, or whatever activity we want to organize. Because, for example, for a CROP, you need six weeks or eight weeks before, and if you don't have the budget, you can't have it. That's where we are. It's why we had this at the beginning. It changed, but it's still something we need to figure out. Thank you.

JONATHAN ZUCK: It definitely is something to be figured out, and I only just heard about this at an SOAC leadership meeting on Friday. So it's very fresh information, and I think we can expect presentations on it from Xavier's team, etc. But there will still be a mechanism to create one-time projects and things like that. So I think as a functional thing, it will actually be easier to do than it was with the ABRs. It just won't be its own Byzantine kind of system that it was, but I think that there will still be a mechanism in place via the regular budget process to do these one-off projects. I don't know how to address Sébastien's issue, because that is ongoing and was with ABRs as well, because ABRs only happened at a particular time. So I think the money is still there. It's just going to be rolled into the budget process as opposed to being its own process with its weird templates and all that stuff that people, frankly, had a lot of trouble with, and as a result, fewer and fewer were being applied for over the time. They weren't even getting to the amount that they had allocated each year toward ABRs. So I don't think this is a bad transition. The problem Sébastien raises probably was there before and will be afterward, and we still need to address it. But I think the transition of ABRs to normal budget requests should actually result in less pain, not more, I think.

RICARDO HOLMQUIST: Thank you, boss. Yes, as I mentioned, that's something we might discussed in the next OFB working group, and maybe we can invite Carlos Reyes as the one who's handling this to the OFB working group meeting and try to figure out what the changes are. It looks very bad when you hear it's cutting, but let's find out what's the change. Thank you.

JUDITH HELLERSTEIN: I just think that I agree—From a person who's gone through and gotten successful ABRs, I think just because another group didn't understand how to do it, it worked for us. And there's a lot of other ABRs we were wanting. For instance, when I had gotten the RTT, we wanted the RTT in other languages, but although that was approved, the language services were not set up to do that. But there needs to be some other mechanism, and I think this would hurt At-Large because now that other people find an easier way of doing it, they're going to do it instead of having to learn a process that they should have learned to begin with. Because the process has not changed from years and years. It was the same process. So I'm just concerned that we're going to be losing out on funds that we desperately need for some special projects or some outreach or engagement areas.

JONATHAN ZUCK: Yeah, and I don't know how much you want to talk about it now. I know you were just doing a highlight section, so we'll devote more time to it. I think we're in the wrong place psychologically if we're concerned that a process becoming less complicated is bad for us. I think that's the wrong way to think about this. I think that the ability to have these special projects will still exist, and that we will in fact be more successful as a group than we are currently at getting these special projects funded. So I don't think we had any special magic powers associated with these ABRs. We got plenty of rejections, and we went through an enormous amount of effort to try and bring these applications into compliance with their complex formats and expectations. So I think a decrease in complexity is a good thing for us and everyone else, and there's no reason—We're not any dumber than anybody else in the community. If the complexity goes down, we should do just as well as everybody else. But let's table it, as you say, and we'll talk about it in more detail with Carlos. Thanks, Ricardo. I didn't mean to derail that. I just wanted to bring it up.

RICARDO HOLMQUIST: Thank you, Jonathan. Let's go ahead with the agenda and hear Victoria. Oh, sorry. Olivier, sorry.

OLIVIER CRÉPIN-LEBLOND: Can you elaborate a bit more on the SFICR? I thought these were supposed to replace the ABRs.

RICARDO HOLMQUIST: Yeah, I understand the SFICR. I was trying to look at them. They were not supposed to replace ABR, because ABR was for short terms on this kind of things. But the SFICR was to have a mechanism for ICANN to have more than one year in there, not touching their budget for planning. At the beginning, one of them is supposed to be working for the gTLD round. That is planned for ICANN, not from the community itself. I think that the money came from the last round of GTLDs instead of ICANN. So this is a way to have money, not from the regular budget, but from what the auction funds. So I think that the idea is not from the SFICR but from the other one.

VICTORIA YANG: Hi, everyone. This is Victoria speaking on behalf of the planning team. I'm here joined by my colleague from Finance, Kirsten, and I see Shani there. So just in a very brief recap, SFICR is for supplemental funds for implementing community recommendations. So if there is a recommendation from CCT or ATRT3, and we need to implement that, and we need additional funds, that's what SFICR is for. And if you have any other detailed questions, and we have staff on the team that we can socialize and engage with you on this topic. Thank you.

All right. Thank you, everyone. So I'm going to cover briefly about a finance and planning update. And thank you, Jonathan, for bringing up the ABR topic and for your fresh and positive reinforcement on that topic. So we do collaborate with our policy team on this topic, and hopefully we can engage more with this group on this topic in another meeting.

So in this brief presentation, I'm going to cover the annual planning process for fiscal year 25. I would like to also introduce the strategic planning process for the next five-year strategic plan with this group, and then we can discuss if there's any other remark at the end.

All right. So on this slide, this outlines our annual planning process in a very high level. As many of you know that each calendar year, we start our annual planning process with the strategic outlook program. This is the program that we have in place as a mechanism to ensure that our current strategic plan is still relevant. You know that we have a strategic plan for five years, and it was developed in 2018, adopted in 2019. So to ensure that the strategic plan is still relevant throughout the period of the five years, we have a mechanism in place that every year we just do a new check and make sure it's still relevant prior of planning for any operational activities. So this is the mechanism we have in place. And then usually during the summer, we engage with the stakeholders on activities that we plan and also our planning assumptions for the next financial year, as well as budget allocation. So this is during the summer. And in fall every year, usually we develop those draft operating activities and allocate resources. And in December, early December, is usually when we publish the draft operating plan and budget. And that's what Ricardo was mentioning that the public comments that this group is responsible for within At-Large. The public comment usually run through mid-February, and planning team collaborates with all other cross-functional teams within ICANN Org. We analyze all the comments that we receive and we respond to them and produce a summary report of the public comment. And where necessary, we will also update our draft operating plan and our draft budget prior of sharing with the board for consideration. So this is the planning process in a nutshell, and it's about one and a half years to do an annual planning process.

So the key thing that I want to highlight here, and as Ricardo also briefly mentioned, the key things for fiscal year 25 here is the timing of the IANA and PTI operating plan and budget. We just recently had a PTI bylaw amendment, and this by-law amendment is to streamline and improve the planning process. So as a result, in early December, we will be publishing the ICANN, IANA, and PTI, all the draft operating plan and budget together at the same time. So hopefully this will help the community to put the plan in context and have a better understanding. And also, the comment will be basically in one period, although it's two public comments, but rather than separate it in September and then again in December. So I hope this is a positive change, and we look forward to hear feedback. And this is the first year as an implementation.

All right. So on this slide, again, very quickly, we want to just highlight and provide an update on the strategic outlook program. As I mentioned, it's the mechanism to make sure that our current strategic plan is still relevant on a yearly basis. So right now, the status of this program is that the board is going to be considering in this meeting whether or not the strategic plan will change. We are hoping, and hopefully not to our surprise, the strategic plan will remain the same, not only because we are heading into the last year of the current five-year strategic plan, but also based on the trends identified among the community, the board and Org staff, that we haven't seen any significant shift on the trends that will impact the strategic plan. So that is a positive thing and also one of our planning assumptions that all the activities are planned based on the assumption that the strategic plan will remain the same. So hopefully we will be seeing a resolution coming out of this meeting that the fiscal year 21 to 25 strategic plan will remain the same.

All right. So here is the timeline for fiscal year 25's planning process. Again, the most important here I want to highlight is the draft operating plan and budget for ICANN, PTI, and IANA will all be published in December. Following the publication and the open of the public comment, we will have two community webinars to explain and highlight the draft operating plan and budget. And the objective of this webinar is to enhance understanding, so hopefully that will make it easier when you go through the document. We understand the document is a lot and some of the documents are long, so that's why we have these two webinars. And of course, as the previous year, we have the clarifying question period and the purpose of this step is to ensure that if you have any question, we can answer prior of you submit your comment. We want to make sure that if there's anything there is unclear or forbidding you from submitting comments, and this is the step there to help to clarify.

So usually during the March timeline is when we have all the public comment response ready. So by that time, we should be already reviewed and analyzed everyone's comments and staff report on the public comment should be available. And that's when we start heading into the phase where necessary we might revise our draft plan and budget prior of shared with the board for consideration. Board usually consider based on our timeline in April or May. The reason for this time frame is so that we have sufficient time for the empowered community period prior of the next physical year kicks in, which is first of July.

Okay, so this is the update on the annual operating plan and budget. If there's any questions, I will be happy to answer. Otherwise, I'm going to move into the next topic, which is very exciting. We are getting ready to develop our strategic plan for the next five years, cover the periods of 26 to 30. So you may know that ICANN’s bylaw require a five year strategic plan. So the next one will be for fiscal year 26 to 30. On this slide, you will see the high level approach of how we are going to develop the next strategic plan. And there are plenty of opportunities for the community to participate and take part in this process.

So start with the strategic planning environmental scan. This is the step where all participants get together and we are going to identify opportunities, threats, I can stress and the weakness together. This is the important step because with this very comprehensive understanding of our internal and external environment, the board can then take this information to formulate strategy. And during that phase, the board is going to reveal our mission, vision, ICANN’s core value and based on the environmental information that the participants provides during the environmental scan. That's how they are going to use that information to generate strategies for the next five years. So community’s participation is very important in the environmental scan phase. I have a slide later to highlight several opportunities where you can participate, which include one of the sessions we have on Tuesday. And I will talk more about that and I hope to see many of you there so that you can participate actively in this process.

Once the board generates strategy, which is the second stepstone here, we move to tactic formulation. This is the phase where we are going to develop, generate tactics, high level plan of how we can achieve the strategy that's generated by the board. And in this step, we will not only be working with the ICANN's executive team, but we will be actively working with the community as well because a strategic plan is for all of us. It's not just for ICANN Org, it's for the community, it's for the board. So everyone will be taking active participation in the tactic formulation phase. And finally, we will develop detailed action plan and allocate resources to understand or paint a more detailed picture of how we're going to achieve the strategies set by the board.

And here is a high-level timeline of the strategic plan development. On these slides where I circled all the key phases, those are places where the community will be actively involved in this process. So first to start with environmental scan, the third row up there, we have planned seven sessions for environmental scan. And this is the session where we gather together, identify a SWOT, strength, weakness, opportunity and threats. We have three sessions with the community. We already had one prior of ICANN 78. We have a session here on Tuesday in person and online. So I hope to see many of you there. And we also have a session on November 16 after ICANN 78. We have three sessions with ICANN Org, including a session with the executive team. And just two days ago, we had a session with the board. The next phase of that will be strategy formulation and tactic formulation. Although the board is taking a heavy lifting and taking a more active role when we generate strategies, but we're going to have plenty of opportunities to share those high level strategies with the community so that you can have opportunity to look at what are they and participate and provide feedback. Same for the tactic formulation. And of course, you can see that there is a public comment period and that's scheduled for next summer.

Following the public comment period, of course, as usual, we will be reviewing, analyzing all the comments received. Where necessary, we may update the draft strategic plan. And early 2025 is where we have the board consider the draft plan for adoption.

In addition, I put other deliverable and timeline in context. While we are developing the strategic plan for the next five years, we also have obligations to develop a five-year PTI strategic plan. And also on top of that, we have the annual operating plan budget, which is for ICANN, PTI, and IANA. So we are really going to keep you guys busy.

All right. So on this slide, again, is a timeline in a more friendly way as we put some specific dates here compared to the previous slides, which is a Gantt chart view. Right. So the immediate next step for the community participation will be joining the environmental scan. So on this Tuesday and November 16. So that's the immediate opportunity for community to take an active role in the strategic plan for the next five years. And here is the details.

So on Tuesday, the session is going to be on this level in Hall G2. So go all the way down to the end of the hall is going to be on your right. Although the session is scheduled for three hours, I just want to highlight that the session is going to be a fluid session, meaning you don't have to stay in the session for the entire three hour. I understand how busy everyone's schedule is. So whenever you have the opportunity, please stop by. And we have posters and flip charts in the room set up. And you can take a walk and look at what are the inputs that we need from you and pick two or three that you feel you are familiar or you have inputs to contribute. And then you can contribute. If you want to stay to observe, you're welcome to. If you have other sessions, then you can leave to attend other session. So please do stop by on Tuesday morning. We have the session from 9:00 to 12:30 and many of the stuff is going to be on the ground to support. So I do hope to see many of you there to take the opportunity and participate in the development of the next five-year strategic plan.

All right. So with that, I conclude my update and I'm happy to answer any questions.

RICARDO HOLMQUIST: Thank you very much, Victoria. We don't have time for questions now. We are like ten minutes late. I'm very sorry. Can you do the question in the chat so she can answer by the chat or so we can continue with this?

Because I want to hear about the terms of reference and we are late for that. Thank you very much and sorry for it. I'm not a dictatorship, but the time is. Next is what to expect in the year ahead. Can we have the screen and the sliding screen? Sorry. In the meantime, just to gain time, so we have time for IANA's presentation and the holistic review terms of reference presentation. The next year will start hotly on this on December when we have the IANA, PTI and ICANN budgets and operational plans. So we need not only the OFB, but anyone that wants to join us to look at the operating initiatives from ICANN. So we can look at this and comment about these operational initiatives. Looking at the numbers is kind of easy now after several years following the numbers, but it's not so easy going through the different initiatives. The past are there where the money is going. And if this goes to a priorities or not. So in the next year, what we have ahead is in in one place, the numbers, the operational plans and budget from both from ICANN and for the IANA PTI. And in the in the other one is this strategic plan for the next five years. This is basically what we have in the next year. So in trying to gain some time, can we go to the IANA presentation? And thank you very much.

MARILA HIRANO: Hi. Hello, everyone. So look in the left on the left, right? So I'm just going to go straight into our key priorities. And I know that Victoria and Ricardo already touched on the planning process. So for PTI, I just want to highlight what you will see in the draft. And if you have any questions or comments on these priorities, please let me know after the session. And this is a time for us to do this pre engagement. So to get alignment on our priorities from the committee.

So RZMS is the system we use to process root zone management requests. So we have delivered a major upgrade to the system in December of last year. And we continue to evolve and add features to help TLD managers with using the system. So for fiscal year 25, the plan is to work to identify new types of technical issues, as well as implement a passwordless authentication. So those are the two priority features for RZMS that we will work on for fiscal year 25. And then we also plan on enhancing root zone DNSSEC management. And that's basically going to be reviewing the recommendations from the algorithm rollover study. Actually, the draft study was just posted for public comment about three days ago. So if you're interested in seeing what our design team and our experts have drafted, it's open for community input. So once that's closed, the plan is to have a consensus on the next algorithm rollover. So if you're in that space, this is the time to provide that input. And then recommends the procedure for the next key rollover. So we’re now building a schedule to for the next rollover. And in fiscal year 25, we will continue into that work. So the next slide, please.

So the other priority we have and we already started working on this is to have a significant operational improvement to the IANA.org website. So that that's work that we've done. You've seen in the plans for fiscal year 22, 23, they're all multi-year projects. So you'll be seeing a lot of changes to the IANA.org website in the near future. And lastly, this is more for the IETF customers. We have developed a platform called Opal, but it's a registry workflow system. So it was designed to improve how we manage protocol parameter assignments. And we continue to add features to this platform. In fiscal year 25, the plan is to improve the application forms. If you have submitted a protocol parameter request to us, you've seen these forms. And we plan on making improvements and more automation to how protocol parameter assignments are managed within the IANA team. Privacy is a big topic as well. And we want to provide mechanisms for privacy and validate authenticity of registry data through digital signatures. So that's the plan for fiscal year 25.

So in a nutshell, those are the four areas that will be in our priority for fiscal year 25. Of course, not accounting of our day to day operations. Continuous improvement is a big item. It's one of our strategic objectives in the fiscal year 21 to 25 period. So this is still priority for us. So all the ongoing day to day work that you've seen IANA perform over the years is still a priority. So I just wanted to highlight the key projects that we'll be working on that is more on the technical side. And if you have any questions on those, we want to hear from you. If you have other priorities that you don't see here that you think we should be working on, we're here all week. Me, Kim, Selena, who's sitting behind me, who's responsible for root zone management and Amy Creamer is also here to our director of operations. So we're happy to hear from all of you. Next slide.

Okay, so this was already covered. I just wanted to highlight there will be two public comments running concurrently. One will be for ICANN and IANA fiscal year 25. And the other one will be for the PTI operating plan and budget, which will include the priorities I listed here. So you'll have two separate public comment running at the same time that it's scheduled to open on December 12th. So this is my call to action is to participate and look out for the webinar invitations that Victoria already mentioned.

So I left some cards for those of you who arrived earlier. And if you want to get your phone out, that will work too. And we want to hear from you. We want to hear from you. We have our annual survey running until March. So we're going through all of our stakeholder groups and we're asking for feedback. So any strategic direction that you think IANA should be headed, topics that you want us to discuss in future engagement. So those are all questions that will be in the survey. It's just a couple of minutes. So if you can help us improve our engagement or anything that you want us to include in these discussions, we're happy to hear from you and continue to improve how we work with the community within and IANA moving forward. So that was it for me. I'll pass it back to Ricardo. Thank you.

RICARDO HOLMQUIST: Thank you very much, Marilia. If you have any questions, the chat is open for that. No problem with this. Can we go so to the last point of the agenda, is the ALAC input on the holistic review terms of reference. We're going to hear from Cheryl and from Sébastien. I don't know which one is going first.

SÉBASTIEN BACHOLLET: Thank you very much. I see that we have two minutes. I will speak for one minute so that Cheryl can speak also. The document that is in front of us is a lengthy work that has been done by the board members. So we have [inaudible] that four people have worked on. This document can be called consensual. If you would like my opinion, I will not take this time to discuss it. But my main problem with this document is the timing that is behind it. I tried to create a timing, and we had set the date of November 7. Then there is another date on the 14th. And if we do the projections, if we look at the team that will do the holistic review, the pilot holistic review, that team would not be selected before mid-May. So we should expect a meeting before or right after the Kigali meeting, which means that we have at least two years. We are late by two years at least. Because it means that all the others' review need to be delayed. And this is a lack of transparency. We will need to find a way to do this.

This is a pilot review, which means that we will have to define the rules. This team will need to define the rules for a holistic review. It means that it will be done within six, seven or eight years, whereas we need it right now. ICANN will be in danger if we do not do this review now. This is what I want to say. Thank you.

CHERYL LANGDON-ORR: Thank you, Sébastien, for that. Just to make sure we are all very, very clear, this is a terms of reference document for the pilot holistic review, because as we have discussed before, the pilot has to occur because there's no bylaw hook to run a holistic review, as recommended and as approved out of ATRT 3. So this is an essential step. I can't do time management in such a way that we can get back time lost. So I'm not going to look backwards, and I'm not going to encourage you to look backwards. I am going to encourage this group to look forwards and to make sure that as we have said in the past with our public comments, that ALAC and At-Large is supportive of the ATRT 3 recommendations. These are out of the ATRT 3 recommendations, and we wish this thing to get to the holistic review phase and complete the implementation of the ATRT 3 recommendations in the shortest possible time. So I am hoping that that resonates with the very deep and real concerns that Sébastien and the frustrations that he is outlining and puts it into a construct where we can at least say something that the Organizational Effectiveness Committee can act upon, because that's what our advice needs to give them, a reason to perhaps put additional pressure on the planning aspect of, for example, how long it takes to call the team to operate under these terms of reference, which are solid enough to do the job, right? So it really is, yay, great, let's get onto it, but let's optimize the time by not taking extremely long. We should be working out now, and other ACs and SOs should be working out now who they are going to be putting forward when this inevitably comes down the road. It should not be surprise. So, Vanda, Daniel, Sébastien, myself, worked with the Organizational Effectiveness Committee team. This is a rewrite of the terms of reference you saw before. It is not counter to anything that was in those terms of reference, but it is a highly synthesized document, and it is an extracted document. It is actually shorter, and it is more concise, and we hope it is clearer to the rest of the ICANN community who seem to have some occasional challenges with aspects of looking at ICANN as a whole, and that's what a holistic review is designed to do. It is deliberately also triggering the requirement, another ATRT 3 recommendation, for continuous improvement projects to be underway in all of the component parts of ICANN. Now, that's not just the Org aspects. We've heard that it's a strategic planning pillar for IANA, for example, but it means every AC, every SO, and in the fullness of time, the component parts of all of those should be conducting transparent, accountable, and shareable continuous improvement programs. We don't do a bad job of it. We need to do some tightening up and some renaming, but we're actually doing a whole lot of stuff which could almost plug and play into such a program, but that's not universal, and that needs to get going because the holistic review to follow on this pilot that this PC is all about the terms of reference of has to have outputs of those continuous improvement programs to analyze and work with. Are there any questions? We have had our finger on the drafting of all of this. To remind those of you who have been with us on this journey, you have all been comfortable enough with where we've gone with the recommendations to date. If you see something extraordinary that gives you pause, then whilst we as a drafting team, a sub-team, a small team, of the OFB working group will be putting together the policy advice for the public comment that we hope the ALAC will endorse, Bill is actually holding the pen on that for us because he brings in the fresher eyes. The rest of us go all the way back to the original ATRT3 recommendations. So we're there, we're there to help. We'll talk to your regions, we'll talk to your membership, but Bill is holding the pen. I see you, Jonathan.

JONATHAN ZUCK: Thank you, Cheryl. I see you too. I want you to feel seen. And you too, Sébastien, I want you to feel seen. It sounds like it's almost a no-brainer, the text of this document is not the issue, but the process surrounding it and the timetable around it. And so it almost seems like the work we have in front of us has nothing to do with this public comment. And so I guess what I'd love to hear from each of you is what you imagine might be the tactics or strategy we should be trying to employ to bring this about. I mean, who is it that needs haranguing? What process looks unduly cumbersome that we might suggest efficiencies to? So I don't want to, again, derail, I'm using train metaphors all week. I don't want to derail the discussion of this terms of reference, but it sounds like that's kind of set. You worked in writing it. What do we need to be doing operationally, practically, to move this along, and where are the points of failure that we might want to be trying to, you know, use whatever influence we have to move along?

SÉBASTIEN BACHOLLET: Thank you, Jonathan, for your question. I guess you are the person who can help with that. Because when you are with your peers, SO and AC chairs, you may ask that they start to figure out who will be the three or four people who will be joining the team. And we don't need to wait for the board to decide that they open a call for comments, but because the day they open, if you have already the answer of the names, it's a done deal, and we win three months.

JONATHAN ZUCK: So make them non-serial?

SÉBASTIEN BACHOLLET: Non-serial, but parallel. But that is in your hands, Mr. Chair.

CHERYL LANGDON-ORR: So to quote Vanda, we just need to get it done. I think that's exactly what we need to do.

SÉBASTIEN BACHOLLET: Sorry, once again, it's not the issue for us. It's the issue for the others. Therefore, we need to have an answer, even if it's short, to say we would like to have the support to all the SO and AC on that, because we think it's important to go ahead. Even if I have trouble with where we are, it's important that we go ahead, whatever the way we go. But that's important also we address to the other. And maybe you can also convey this message to your peers.

RICARDO HOLMQUIST: Very sorry, but the interpreters are telling us 15 minutes ago that we need to end this, and there are a lot of headphones. So thank you very much. Thank you very much to Cheryl, to Sébastien for the presentation, to Marilia for the IANA presentation, Victoria and the finance team for the presentation, and especially to all of you. I really, really hope to see some of you in the next OFB working group meetings and work with us in the comments of the operating finance and budget. Thank you very much.

[END OF TRANSCRIPTION]