
ICANN80 | Prep Week – FY26-30 Strategic Plan and Operating Plan - Draft Strategies
Wednesday, May 29, 2024 – 08:00 to 09:30 PM KGL

MARGARET BENAVIDES: Welcome to the FY26-30 ICANN Strategic Plan Draft Strategy Overview Community Webinar. My name is Margaret Benavides, and I am the Remote Participation Manager for this session. Please note that this session is being recorded and is governed by the ICANN Expected Standards of Behavior. During this session, questions or comments will be read aloud if submitted within the Q&A pod. I will read them aloud during the time set by the chair of the session. If you would like your question to be asked verbally, please raise your hand. When called upon, you will be given permission to unmute your microphone. Interpretation for this session will include English, French, Spanish, Chinese, Arabic, Russian, and Portuguese. Please state your name for the record and the language you will speak, if speaking a language other than English. Please speak at a reasonable pace. I will now hand the floor over to Becky Nash, Vice President of Planning of ICANN Org.

BECKY NASH: Thank you very much, Margaret. Welcome everyone to this session. This is related to the development of ICANN's strategic plan for fiscal year 2026 to 2030. And this is a very important process for ICANN. And in this session, it is the co-chairs of the Board Strategic Planning Committee that will be presenting the draft strategic objectives, goals, and strategies. So with that, I would like to pass the floor on the next slide,

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

please, to Maarten Botterman, one of the co-chairs of the Board Strategic Planning Committee. Maarten, the floor is yours.

MAARTEN BOTTERMAN: Thank you, Becky. Thank you, Margaret. Welcome, everybody. Also, on behalf of my fellow co-chair, Chris Chapman, who is not here on the call for now for private reasons, but I'm very happy to see you here. This is probably the most important session of the whole week, but I bet other moderators will say the same. But it's truly important for us to share this strategic plan with you, because the strategic plan is where we think ahead, where we put a long-term perspective in all our actions, where we also, by developing it together, try to get a shared strategic plan. It's really about sharing a vision and an outlook. And by developing this strategic plan together, we also make sure that we start to understand each other and understand the priorities that we look in going forward, to integrate in our thinking, basically, the longer-term perspective for all our actions. And this will, of course, be calibrated every day. But now, we'll focus on the five-year plan that will run from 2026 to 2030. And we look forward to discussing the draft perspectives of those prior to launching a public consultation in early July.

So if we can move to the next slide, this is what we will talk about. We will give you a clear status and timeline overview. Where are we? What's next? We'll go over the draft vision statement that we have used and have entertained with you before to understand what the overall vision is that we integrate in our thinking. And then, what is new, and you may have seen the list on the website of the prep week session already, the draft strategic objectives, goals, and strategies themselves that we are

thinking of putting forward. So, and last but not least, we'll tell you more about where you can [inaudible] in the upcoming Kigali week. So with that, next slide, Becky, can you, ah, I'll take this one first.

So basically, how we do it and why we do it is embedded in our bylaws. The bylaws require a five-year strategic plan for each five-year fiscal year period and an operating plan with that. Both are refreshed first and only. It's set, but we will continue to look at it because over time, things change. So we're now looking at the 2026-2030 strategic plan and operating plan. The board strategic planning committee is responsible within the board of preparing it, but ultimately, the full board will propose the strategic plan by the time we've gone through all the interactions with the community, and it's to be a strategic plan for all of ICANN. So not only for the board, but also for the organization and the community to be embraced together. So current timeline is to deliver this not later than March 2025 in its final form. With that, Becky, can you take us through the timeline?

BECKY NASH:

Yes. Thank you, Maarten. This is Becky Nash from ICANN Org Planning. In the overall timeline for the strategic plan for FY26-30, as Maarten, the co-chair of the Board Strategic Planning Committee, just said, is that we are planning to have the plans adopted no later than March 2025, and that would then be followed by an empowered community process.

We are just showing here the overall development timeline, and this project did start in calendar year 2023, and it started with the environmental scan and environmental scan analysis, along with

community updates, all through December 2023. Then the board strategic planning committee began its intensive work of developing strategies, developing both strategic objectives, goals, and strategies, all in a draft format. And the board strategic planning committee has shared these with the ICANN board, but this is a preview prior to going out for public comment. In addition to the strategic plan, the ICANN Org executive team has worked on developing a five-year implementation plan that will also go out for public comment.

So where we are today in May, and nearly June for ICANN 80, is we are preparing the last final steps in order to go out for public comment, which is planned on the 9th of July. And that public comment then will run from July through early September, and then following that we will have the analysis and the report out on the public comments. And any updates as needed would take us to the end of calendar year 2024, and then we move into the steps for plan consideration and adoption, which again should be no later than March 2025. And this will permit the plans to go into effect at the beginning of FY26, which will be in July 2025. And with that, we can go to the next slide, and I will pass it back to Maarten. Thank you.

MAARTEN BOTTERMAN:

Thank you, Becky, for that. The team has been amazing in supporting the board strategic planning committee in moving forward, and you will have seen them over the months that have passed by already, and you will see more of them. So thank you, Becky, again. The draft vision statement we presented already to you before, and in fact, it hasn't changed. It has held to the time. And as the trusted steward of the

Internet's unique identifier systems, ICANN is dedicated to strengthening the single, globally interoperable Internet for all. So it's also about, in five years' time, to be seen as that, because it works, and because the world knows we do our job. And how we do it, we do it together. We have partners, we have stakeholders, and together we make this work, and we make this vision happen. So with that, please, at any moment in time, if you have remarks, questions, whatever, please do raise your hand or put your questions in the Q&A pod, as I said. Very happy to make this an interactive process. Let's move to the next slide.

We're now moving into the strategic objectives. And with that, the process, how it has been happening, has just been explained by Becky. So it's really the draft that we present to you today. We'll further deliberate over it in Kigali, also in interaction with you, and after that we'll work towards finalizing the final draft for your public comment. Please, next slide.

So for each strategic objective that we distinguished, we have strategic goals. So what do we want to achieve with this specific strategic objective? The goal for that, and the strategies towards achieving those goals. We'll present those in outline to you. And we ask you to look in particular to, does this make sense? Is it aligned with each other? Do you feel with us that it's relevant for the next one to five years? Do you feel it's indeed that we are at the right level of strategy, not so much at operations will follow? Is there any risks that you distinguish? And in terms of phasing, were there any thoughts come up in terms of, oh, this is really to be done first, or we're OK with this and we may need to come

back at it later? Last but not least, anything we're missing at this point? This is not the first cycle. So the answer may well be, well, this sounds quite complete. But if there is something that comes up, please don't hesitate to bring it forward. There's no such thing as stupid remarks. We look forward to listen to them all.

So with that, the strategic objectives that we're looking at. As you know, currently we have five strategic objectives for the current strategic plan. We use the current strategic plan as a basis because the next one will be consistent with it, but a new and following all the consultations we followed and the thinking we've gone through. So this results in this set of four strategic objectives at the highest level.

First and for all, to sustain and promote ICANN's multi-stakeholder model, an inclusive Internet governance model. As such, the MSM. Secondly, also to enhance the organizational excellence, recognizing we have a global mission and we need to fulfil that role. More about that when we get to that slide. Third strategic objective, evolve the unique identifier system. Technology evolves, the challenges evolve, the responses to challenges evolve. And we don't do that alone. We do that with others. And then, last but not least, strengthening the security of the identifier systems. The more crucial it becomes, the more sophisticated the attacks become, the better we need to be in our responses. And again, this is something we don't do alone, but with our partners. So this is the set of four that we see.

Let me take you to the first strategic objective. Sustain and promote ICANN's multi-stakeholder model. So this is what brought us where we are today. It's also very much part and anchored in our bylaws. And it is

such an inclusive Internet governance model. The only one, maybe not, it's the one that works for us and the one we believe in. So it's really about inclusive stakeholder representation and integrated collaboration. It's about working together and making sure that new stakeholders come in, that they can really interact and participate to make sure the environment is also welcoming and appealing. Also for young volunteers, to actively work on developing new generations of leaders, rather than have the current leaders all getting older by year over year, we need to make sure that the Internet doesn't stop if the current leaders would retire. Crucial element, increased and broadened participation from underrepresented communities is another priority that we see as being important. One of the reasons why we do continue to reach out so actively across the world. And this seems to be the first of the draft strategic objectives related to ICANN's MSM.

The second one is creating the environment, enhance the agility and creative effectiveness of policy and advice development. So next to having the right people at the table, it's also about working better together. And for working better together, we are looking at a continuous challenge of reducing complexity and create incentives for participation. It's not easy, what we do. Over the years, we've had several conversations about volunteer burnout, about complexity of processes, about not being able to do a lot at the same time, and about the time of engagement. And all this also leads to the second point, which is about ensuring early involvement. Make sure that we don't first walk all our line in our silo and then confront that outcomes with each other, but engage earlier. And make sure that also with governments, we proactively engage. GAC is very important in this, and it goes beyond

that. And incorporate flexibility and agile methodologies in the way we do our work. Why bring in this agility now in the strategic plan, whereas at some point, you could say we always needed that. It's also because you see the speed of change rapidly going up, and we need to be able to respond in a timely fashion where needed. So this is the second part. This is about work better together.

And the third part is about expanding the strategic alliances to advocate for a multi-stakeholder model of internet governance. It's not only because it's in our bylaws. It's in our bylaws because we believe it's important to offer this public service to the world. And we're not the only ones. We want to demonstrate the value of ICANN's multi-stakeholder model, but we also want to work with others to promote the multi-stakeholder model for internet governance. You are aware of this week is actually also in Geneva, the WSIS+20 process taking place. The IGF's future is under talk, and we have also other initiatives that are important.

One of the things you see is, for instance, also that within ICANN we started the activity of making sure that we involve also the community in these developments. So you see traces of this already happening. These three points together, I think, is what we believe are the important strategies for moving forward. Any questions? If not, if it makes sense, that's fine too. You'll have another chance to engage during the week later on at the end if we've gone through all the four objectives as well. As I don't see any specific questions or hands, let's go to the next one.

Strategic objective two, enhance organizational excellence. This is really about pursuing a sustainable future. Sustainable in terms of improving the institutional agility and adaptability as well. The organization to be able to respond to the challenges that we need to deal with as a community, as a board today in this world. And also to make sure that we continue our finances going.

Now, we're in a good place. We've got a lot of reserves. We're healthy. But if you look ahead to the future, we see that costs are going up. We see that the funding is sort of stable. And at some point, we need to make sure that we continue to make ends meet. Because if ends don't meet, we can't fulfill our mission. So that's pursuing a sustainable future in terms of sustainable for ICANN to be able to function and deliver.

The second one is on enhance ICANN's global presence and impact. Global presence is truly because we have a global mission and a global stakeholder group to address the hybrid workforce model and regional office utilization of the org is an important element of that. And we need to make sure that we continue to develop that in a healthy way, that also the people that support us in making sure that what we do works, have a life and can deliver, continue to deliver as they do and have done over time.

Last but not least, also to embed ecological responsibility in everything we do. And that's a process in which we will engage more. And you'll hear more about workers in preparation. There's basically two elements. One is about what can we do as an organization in our functioning, in being more ecological in our approaches, in facilitation.

And the other thing is, so how do we find the balance between traveling and meeting adequately while not putting too much pressure on the environment?

We strongly believe this is not a question the board or the org is to answer. This is something that really needs to come out of a stakeholder dialogue where we find answers together. So I hope that makes sense. And I do look forward to furthering that part better. Ultimately, carbon neutral. When? We don't know. But we know that if we don't, at some point this world just stops and then it doesn't need a unique identifier system anymore. We don't want to get there. We want to be a good citizen too. So this is strategic objective two. Enhance organizational excellence. The third one. Unique identifier involvement. Oh, please, Avri.

AVRI DORIA:

Yeah, pardon me. I was waiting for any questions to put my hand up. On looking at this one, first of all, I'm very happy to see the 222 and really hoping that that merges into our whole—hybrid is even the wrong word, but our whole meeting strategy that includes both online and offline. I mean, onsite and online. But I'm really interested in 211. When we say improve institutional agility and adaptability, how do we mean that? And do we mean all parts of the organization? Whether it's in the part of the community that does policy or the staff that is doing the derivative work that supports the goals of the policy parts of the organization. And how do we look at agility and adaptability? How flexible do we really want to be? How do we know that we're doing it? What kind of free thought are we giving to being agile? Agile is a word we all love. But

what are we doing for agility and adaptability? I'm really quite interested to see how that happens. Because I haven't in my almost two decades of hanging out with ICANN seen us be very agile or adaptable very often. So I'm really curious. Thanks.

MAARTEN BOTTERMAN:

Yes, I think it's the recognition that this needs to happen. And if we would have had all the answers, it wouldn't be here. We would just implement it. So it's really about that we recognize it's needed. We already see things on their way, things happening. For instance, very clearly the earlier engagement that we have across the stakeholder model. But more needs to happen. We all feel that we all recognize that in interaction with the different constituencies, there's often also a kind of balancing of, so there's things that need to happen. But when can they happen? Because we can't do it all at the same time. We have a limit in our capacity. And I guess this is really something to engage together in. And thank you for your question. I know you care. And raise your hand at any point, even if I don't ask you to do that. I hope that helps for now. So I don't have a better answer. But I 100% agree with your question. This is where we're working on and where we need to do more on.

Okay. Next is the strategic objective number three. This is the focus on the unique identifier system. We all had that also in the current strategic plan, the one that's still operational, of course. And looking ahead to what it means in the future, this core thing to our mission, making the unique identifier system work, evolve it in coordination and collaboration with relevant parties, because we cannot do this alone.

We distinguish the three specific objectives of facilitate digital inclusion, which is really about the next billion, making sure that IDNs work, make sure that universal acceptance work, to work with all the other parties that need to make sure that universal acceptance doesn't only work in the unique identifier system, but also in email, in web browsers, in routing, in all the software that is dealing with the addressing.

Also to the second point is evolve the assessment of and responsiveness to technological developments. There is new developments happening. And partly they may be a threat to what we do. Partly there may be something we can benefit from in doing our mission, fulfilling our mission better. Understanding is key. Sharing this understanding with the community is something we already started to do and needs to continue. And also to evolve the identifier system landscape understanding as a key point.

And last but not least, of course, deliver enhanced IANA function, also to meet evolving community needs. The reliable delivery of IANA functions needs to be above all there. And that comes with the resources it needs. So we have a specific focus recognized on that as well to continue.

And from that, we move to the fourth strategic objective, which is about security. Again, this is also something that was in the current strategic plan. It's the security of the identifier systems that continues to need to be strengthened. Challenges go up. The importance of the Internet and its identifier system is bigger every day. And this is also something that

we clearly see we cannot do alone. So there's two parts that we distinguish in that.

First is to reinforce the shared responsibility to uphold the security and stability of the DNS by strengthening DNS coordination in partnership with relevant organizations. To provide and participate in trusted platforms, in trusted forums. Where do I go for the right information? How do I know that I'm on the right track? How can I do better if I would want to? Robust root zone generation distribution services. Making sure that this can be counted on and continue to be counted on. Identify and mitigate security threats that may come up in the future. Related to new technologies, relating to new threat factors. And make sure that we address them. And again, this is something for which we need strategic partnerships for the DNS.

So the second point is the strengthening of the DNS root server operations governance. Again, we are one of the root server operators. And yes, we are an important one. But we do this together with the other root server operators that are independent by definition. Yet all interested in making sure it continues to work. So hardening the root server operations is key there too. So this full set is what we believe we need to focus our next strategic plan on. And the question to you is really like, what do you think? Does it make sense? Is there anything you specifically miss? Is there anything you think is more important than other things? The floor is open to questions. Avri.

AVRI DORIA:

I've just been spending all my mornings with WSIS. And I've been spending a lot of time in other UN derivative things. And I see Veni and others are here. And we've seen a strong thread of human rights starting to come into their work, starting with the UN Secretary General and his roadmap, on through a wonderful report from the Office of the Commission for Human Rights. That even mentions some of the work being done at a place like ICANN. And yet I don't see, and I know we have our rather nebulous bylaw statement on it that we watered down as much as we could before we let it in. But I'm wondering, do we have any caring about that? Is that human rights thread that's supposed to be sort of ingrained and embedded in the work that we do on the Internet, we do in our stewardship? Is that in here anywhere and I'm just not seeing it?

MAARTEN BOTTERMAN:

I think so. Thank you for making that point. And if you go back one more slide. Organizational excellence. And even the MSM. One of the things that we emphasize is the inclusiveness. And wanting to make sure that it's available for all in that way. We see in a lot of the discussions. And I know, Veni, if you want to say something about it too. But also the SDGs and how these are involved is something that is very strong in the discussion. Maybe not within ICANN. Because what we try to continue to do is to focus on our mission. Do it as a good citizen. And in that way, embedding the human rights in the bylaws. It is not just a nebulous statement. It's also an important thing, I think, considering the global public interest framework that you helped make happen is something we still look at and maybe we should use even more.

But basically, this is also related to that. Do we need to do more about this? Maybe that would be in this point of organizational excellence a good thing to consider. It didn't come up as a new point. Why is ecological responsibility here? Because we really haven't done anything on it. We haven't had the discussion yet. We are beginning to have the discussion. On human rights, we've had the discussion for a longer period. So, thanks for making the point. And let's hope that we for sure have a keen eye on human rights. In whatever we do. How to put it back in the strategic plan or whether to put it is something that we will certainly consider. Thank you for your remark. Cheryl, please.

CHERYL LANGDON-ORR:

Thanks, Maarten. I'm actually going to follow on from what Avri brought up. Quite justifiably brought up, I'll hasten to add. And the human centric aspects, I think, is one of those things that we should find a way to make clear. And by clear, I mean not just written down but recognized both internally and externally in our organization as being part of our DNA. But I'm kind of part of the team that arranged, as Avri put it, or argued to the point, as Avri put it, to, I guess, water down the embedding of HR specifically in a more extensive terms into ICANN's bylaws. I think we need to be very cautious whilst respecting the fact that, you know, human rights is essential and important. And I'm certainly not anti it.

But we've got to remember, no one can afford to say they're anti, and fair enough. And we tend to have a pendulum swing that is a risk in my very personal view if it's not managed effectively and carefully to compare with other strategic objectives, which are very specifically

mission based. So I'm on the side, unlike, I guess, Avri is arguing for at the moment, that we do need to be very cautious. We certainly need to recognize its importance, but we need to make sure that it is insisted that it becomes part of our DNA and we do actually do and respond to any forms of HR assessments that are done and impact studies that are done. And that they should be part of what we do in a procedural point of view. All of that is absolutely, I'm on board with. But I really want to make sure that we stay specifically mission-based in our particular way of dealing with it internally, whilst being in the ecosystem, an absolute foundational supporter. And I know that's going to get pushback, but that's all right. I'm still going to say it. Thanks.

MAARTEN BOTTERMAN:

Thank you for that. If you go one slide further to 15. And thank you for the point. And one thing is very clear in all our discussions, mission first. And this is the focus. At the same time, we want to be a good global citizen. If we look to ecological responsibility, I don't think we're going to change the world. But we're going to play our role well. We may even inspire others in the industry by being public about it, by being transparent about it. But we're not going to go and do anything to [inaudible] because they may not be as fast as some of us hope, or things like that. But I think the same is true for human rights. We are deeply engaged with it. We do believe in it. Inclusiveness is one of those key things that we recognize. And it's not just a nebulous statement for me in the bylaws. For me, it's a real value that we care about. So in that way, thank you for your heads up and warning. I think mission first, that's clear to all of us. And I don't see that to change. At the same time,

how can we make sure we are a good global citizen? We take well care of the environment. We respect human rights. We don't expect impossible things from our staff, for instance. Nor from our community. And what the community expects from the Board, at least to the community. Thank you for that input.

MARGARET BENAVIDES: Thank you so much for all of your dialogue, everyone. Maarten, I just wanted to bring to your attention we have a question in the Q&A pod. From Felix. His question is on the issue of addressing emerging issues. Considering the issues in Africa, such as digital inclusion and cybersecurity, what specific initiatives or projects are outlined in the draft strategy to address these challenges? Can you provide examples of how ICAN aims to support African communities in navigating these issues? Thank you.

MAARTEN BOTTERMAN: Thanks for that. You're right that in the strategic plan, and I don't think this is the place to discuss everything in depth on what we do on the ground. But what is very much in line, if we start with slide one, strategic objective one, let me illustrate it a little bit. Here, we do look at also making sure that young volunteers from African countries also find their way through our processes, that the new generation from leaders, that this is also open to people from all continents, including Africa specifically. If you look to participation in underrepresented communities, you see less of that activities in Europe and America, but more of that in Africa and other regions.

If we go to the next one, organizational excellence. This is touching truly the understanding that we need to serve the globe. If we go to the next one, and bear with me. In the unique identifiers, promotion of advance of IDNs and other languages, and languages beyond the current ones, then in Africa, there's much more to win in getting more inclusivity and the new round would have a bigger impact in those countries than in others, where the potential is bigger. I think that's where you'll see it.

One of the initiatives that ICANN has developed over the last years is Digital Africa, an action on Digital Africa.

BECKY NASH:

The Coalition for Digital Africa.

MAARTEN BOTTERMAN:

Coalition of Digital Africa. That is really for capacity building, for making sure good practices are in there, and that is in close collaboration with other African networks, ranging from the African Union to the Universities of Africa and others. In that way, I think we are aware and we're trying to address that. I think also with both the new round and with the grant program, we explicitly pay attention to the underserved regions, including Africa, in advertising. I expect to see some of that coming back too. We recognize that some countries need more or some regions need more support than others to get up to speed in participation.

Back to Avri, the hybrid model, the fact that you don't always need to travel there enhances the ability, but it's not enough in itself. I hope that

that helps. I would expect to hear much more about it during the ICANN Week in Rwanda. Were there other questions, Margaret?

MARGARET BENAVIDES: I do not see anyone else in the queue at the time. Thank you very much.

MAARTEN BOTTERMAN: Really appreciate it. We have more time if there are more questions. This is the time to raise your hand or ask that question. Otherwise, this is not your last chance. Really look forward to your thoughts about this. You will find on the website for the program also the full spreadsheet indicating all this action in full text. Please do come back to us. Please speak to me if you see me in Kigali or you know how to contribute. This is the phase where we're preparing the next strategic plan. We'll have a public session in Kigali. We'll leave that to Victoria to expand on in the upcoming community engagement. Please use all community engagement opportunities. It's about getting the best strategic plan for the next five years together. Victoria, can you take us through the next opportunity?

VICTORIA YANG: Absolutely. Thank you. Thank you very much, Maarten, and everyone for your very valuable feedback. This is exactly the type of interactive dialogue that we are looking for. Hi, everyone. I am Victoria from the planning team. I'm the project manager for this exciting project. On this slide, I'm going to highlight how we will ensure all community members

continue to have a platform to get involved and participate during this process.

As Maarten mentioned earlier, we heard you during ICANN 78. That was the environmental scan phase where community members get together and share your thoughts and perceptions about ICANN's opportunity, threat, strengths and weaknesses. Then the board shared the working draft of vision statement at ICANN 79. So during ICANN 80, which including this session, we are going to share the working draft of strategies with all of you. The draft strategies may or may not evolve as the BSPC will engage with the full board once more during the board workshop next week. So at ICANN 80, we are going to share the draft strategy again with the community member. As Maarten said, this is not your last chance to speak up and share your feedback. We really look forward to engaging further with the community at ICANN 80. We have a session on Thursday, June 13 with very little conflict with other sessions. So we really look forward to have more community members participate during the session and share your thoughts and your feedback, your observations about the draft strategies. And as my team member Margaret posted, we have the full strategies, the full version published on the website. So please take a look and give some thought and bring your feedback to us on June 13. And we really would like to hear your feedback. Your feedback will help us to finalize the draft strategic plan, which we plan to post for public comment early July, about 60 days public comment proceeding period. And then from there, we'll share the feedback that we receive in September, October timeline during the AGM. So with that, I think that's all the material that we are going to share for today's session. If there's any further

questions or comments, the floor is now open. So feel free to speak up.
Thank you very much.

MARGARET BENAVIDES: Thank you, Victoria.

MAARTEN BOTTERMAN: Oh, sorry. No, with that, I mean, this is exactly the point. Reflect and get back to us. On the 13th of June, you can take place, participate in the room or via Zoom as well. So we look forward to hear more from you. Please, Margaret.

MARGARET BENAVIDES: Thank you, Maarten. So we just want to say thank you again for your participation in today's community webinar. We will continue with any questions that you may have. So if you do have any questions, please feel free to raise your hand in Zoom if you would like to ask a question. Our team is managing the queue and we'll call on the participants in the order they join the queue. Thank you.

MAARTEN BOTTERMAN: Somebody told me to wait for 10 seconds. And with the 10 seconds clicking away, I think this is a good point to finalize this session. Thank you all for your interest and look forward to see you in Kigali or beyond. Thanks, everybody.

[END OF TRANSCRIPTION]