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ICANN81 | Prep Week – Draft FY26-30 Strategic Plan Update  
Thursday, October 31, 2024 – 7:30 to 8:30 PM TRT

MARGARET BENAVIDES: Hello and welcome to the Draft ICANN Strategic Plan for FY26-30, ICANN's 81 prep week Webinar. My name is Margaret Benavides, and I am the Participation Manager for this session. Please note that this session is being recorded and governed by the ICANN Expected Standards of Behavior and ICANN Community Anti-Harassment Policy. During this session, questions or comments will only be read out loud if submitted with a question or comment distinction. Interpretation for this session will include English, French, Spanish, Chinese, Arabic, Russian, and Portuguese. If you would like to speak during this session, please raise your hand and zoom. When called upon, unmute your microphone to speak. Please state your name for the record, the language you wish to speak in if it's other than English, and speak at a reasonable pace.

I will now provide a short overview of the agenda. Today we will start with a quick introduction from Chris Chapman, one of the co-chairs of BSPC. We will then review the draft strategic plan and provide an overview of the public comment submission. Lastly, we will take Q&A. I will now pass the microphone to Chris Chapman.

CHRIS CHAPMAN: Thank you, Margaret. Thank you. Good afternoon, good evening, or, in Cheryl and my case, good very early morning. As Margaret said, it's Chris

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Chapman here. I'm the co-chair, along with Maarten, of the Strategic Planning Committee. Thank you, all of you, for joining us today as we delve into the strategic planning progress.

As we're going to remind ourselves in just a moment, this has been intense, it's been long dated, and it's been very heavily contributed to by a committee consisting of 11— of the board. So it's a large board, but it's a very cohesive and collaborative board, notwithstanding that number. We really did a lot of work in that January to May 24 period. I think we had—the presentation in a moment will correct me, but I think we had about 13 Strategic Planning Committee meetings in that period, and certainly had three extensive board workshops. So there's been a lot that's gone into the strategic planning, which is crucial to ensuring that ICANN remains effective.

In fact, there's a lot of attitude in this strategic plan. We want to be more than effective. We want to double down on that. We need to improve the resiliency, make sure we're aligned with the mission, and all of this, of course, is happening in a rapidly evolving environment.

So on behalf of the committee and the board in general, I wanted to extend our sincere thanks to the community for participating in the public comment process, taking the time to review the draft, to reflect on it, and more importantly, share your thoughts. We really do appreciate the engagement.

It's been terrific. It's not great in terms of quantity, because I think there are only about 10 submissions, but it's been a very impressive and

thoughtful in quality, 301 specific comments, of which 218 relate to the strategic plan. So we're going to get to that in just a moment.

Essentially, it reflects our commitment to the multi-stakeholder community and to the broader needs of the internet ecosystem. I made this comment on a couple of occasions when I've had the opportunity. There's a real attitude in the board to get things done, and there's a real recognition of accountability for getting things done, and there's been a very great greater emphasis on accountability markers, and that shines through, and there was a lot of helpful, really helpful commentary around the latter, the accountability progress markers.

So today we're going to provide a brief overview of the draft strategic plan and of the public comments received. So the session will essentially revolve around the comments from our community members. So again, thank you for your dedication, your insights. I'm very much looking forward to the session, and I think I'll hand it back to you, Becky, to take us through, and Maarten is, as I said, going to co-chair with me and chip in, in and around. So, Becky, back to you.

BECKY NASH:

Great. Thank you very much, Chris, and hello, everyone. This is Becky Nash from the ICANN org planning team, and I'm joined by colleagues here today, both Margaret and Victoria, and Victoria will be presenting several slides as well.

So just as an introduction, as Chris Chapman, the co-chair of the board strategic planning committee, just indicated, it is the board strategic planning committee that led the development of the draft strategic

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plan, and that work was from primarily January 2024 through June 2024. In addition, the ICANN org executive team developed a draft operating plan framework, which also complemented the draft strategic plan to give a view of the actions and key implementation activities to achieve the strategies that are in the draft plan.

So the plans were published for public comment on the 23rd of July of this year, and the public comment period then closed on the 17th of September. The public comment summary report is planned to be published later in November on the 19th, and as the BSPC co-chairs and members and the board have indicated, community participation is crucial for ICANN's strategic planning process, and this really helps ensure that we have a comprehensive understanding of what the future holds for ICANN overall. So the objective that we've shared is to first have a short overview of the plan, and then we will review an overview of the comments that have been received with the themes and feedback of the comments as well. So next slide.

We just wanted to provide a short overview as we've indicated in the opening remarks then of the path that has been taken, and again, this is led by the board of ICANN, and it is the development of the strategic plan is delegated to the board strategic planning committee, and we launched the project late last calendar year, and then from October through November, which also was through ICANN 79, we had the environmental scan phase, and many of the community members participated in over seven brainstorming sessions, and that, again, is fundamental to the development of the plan.

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So then for strategy development that ran from January through May, we've touched upon how intensive the work has been that's been led by the board, and the next stage was we communicated prior to publishing for public comment as well, and then there was a phase to develop implementation key activities, which complemented the draft strategic plan as well.

So we are now at the phase of preparing the public comment summary report, and we just wanted to share, again, some key elements of the plan and also the summary of the feedback that was received from the community. So next slide, please.

So we have a slide here for any of the community members that were not participating in the public comment, just so that you know that the public comment page includes all of the comments received, and it gives an overview of the documents that were posted for public comment, and, again, that public comment ran from the 23rd of July through the 17th of September, and the summary public comment report is due on the 19<sup>th</sup> of November. We've provided a link, and we also suggest that's community members register for public comments. It helps to be notified of when the report is issued.

In the next slide, we're going to present a couple of the key elements that are contained within the strategic plan. So, first, ICANN's mission, and ICANN's mission is stated in ICANN's bylaws section 1.1 and to ensure the stable and secure operation of the Internet's unique identifier systems is the mission. And this is the overall area in which the strategic plan points to, and then it's coupled with for FY 26 through 30, the vision. And so this is a vision for the year 2030, and the vision is as

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the trusted steward of the Internet's unique identifier systems, ICANN is dedicated to strengthening the single global interoperable Internet for all. If we go to the next slide.

The plan has four strategic objectives. So these are the strategic objectives that are set forth in the plan to achieve the vision by 2030. So, the first strategic objective is evolve and promote ICANN's multi stakeholder model to sustain its inclusive Internet governance model. The second objective is enhance organizational excellence. The third objective is collaborate with relevant stakeholders to evolve the Internet's unique identifier systems. And the 4th objective is strengthen the security of the Internet's unique identifier systems. So, these are the overall strategic objectives for FY 26 through 30 that are in this draft plan. So, if we go to the next slide.

As noted in the draft plan, we also provide an evolution of the strategic objectives from the current plan to this draft plan. So, on the left hand side of this slide here, we are indicating the five strategic objectives that are in the current adopted plan for FY 21 through 25. So, this is the plan that's in effect right now. So, these five strategic objectives evolved and were the basis for the development that the board strategic planning committee did for the FY 26 through 30 strategic plan. And we're highlighting here that this plan for FY 26 through 30 has strategic objectives. And what the evolution tells us is that the multi-stakeholder model and geopolitical issues strategic objectives in the current plan were then merged into one broader strategic objective to focus on evolving and promoting ICANN's multi-stakeholder model. And including to sustain its inclusive governance framework as well. So,

then we can see that the financial strategic objective, that is actually now also a broader strategic objective in the current plan. And it includes a commitment to enhance organizational excellence across ICANN's ecosystem. And within that, it encompasses various aspects of ICANN's operations and financial sustainability. And then we can see that the unique identifier systems is also mapping directly to an objective to focus on a collaborative approach of working with stakeholders to meet the needs of the global Internet user base and to maintain an openness to learn and innovate. And then finally, the strength of the security of the domain name system objective and the DNS root server system for the FY 26 plan evolved and expanded to include the security of the Internet's unique identifier systems and to recognize the interconnected and comprehensive nature of Internet security. So, this is an evolution from the current plan to the next 5-year strategic plan. So, the next slide, please.

We're just providing here an overview of how the strategic plan is structured. We covered several of these elements earlier in these slides, but this is just useful for those of you that haven't had a chance to read the strategic plan, understanding that it is a cascading from ICANN's mission, then the vision, then the strategic objectives are set forth in the plan to achieve that vision for 2030. And they're supported then by strategic goals and the goals are supported by strategies, which also have in the plan progress indicators and strategic risks. And again, the draft strategic plan is published on the public comment page at this time. So, if we go to the next slide, we're now going to cover an overview of the public comments that were received during this proceeding. Next slide, please.

So, we did receive ten submissions and each of those submissions were provided several specific comments. The process that we follow is to receive the submissions and then to identify within the submissions which are specific comments as it relates to both the strategic plan and then to the complementary document of the operating plan framework. So, from the ten groups that submitted, we had SOs and ACs and three individuals, and we really appreciate the community's involvement and sending in these public comments. So, 218 of the comments are about the strategic plan and 83 are about the operating plan framework, which included key activities to achieve the strategy set forth in the strategic plan. And this table gives you an indication of how many comments were received by each of the submitters. We did have several individuals submit comments as well, but this gives a good overview of the feedback that we received by submitter.

So, if we go to the next slide, this is where we have, as part of the process and as part of the guided submission form, to break down the comments into themes. And this is to give an overview then of where several of the comments were related to the same theme. So, again, just looking at the totals at the bottom, this gives you the total by the group or individuals that submitted comments and where the comments are grouped by theme. So, again, on the right-hand side, we do have 301 comments in total, and we can see across that column at the right how many were by each theme and category. So, a couple of the larger group of comments were regarding the strategic objectives and also the key activities in the operating plan framework. And we then received a lot of different comments that we're going to now review some of the examples of the comments received by theme. Again, we want to thank

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all of the community members for submitting their comments. And overall, the majority of the submissions indicated that they were satisfied with the draft strategic plan, and the overall sentiment towards the draft strategic plan is very positive. So, if we could go to the next slide. I'm now going to pass the microphone to Victoria, who's going to take us through the next section.

VICTORIA YANG: Thank you so much, Becky. Margaret, I know that we have some questions, so please let's answer those questions. Thank you.

MARGARET BENAVIDES: Thank you. I just wanted to re-emphasize, if anybody has a question or a comment, please feel free to post it in the chat, but if you can just distinctly say question or comment, that would be great. I do see that we have a question about emerging identifier technologies in the long-term strategic objectives. It says, is there a way to include some text about emerging identifiers technologies in the long-term strategic objectives? Victoria, if you don't mind taking that one first, that'd be great. Thank you.

VICTORIA YANG: Yeah, absolutely. So if I may trouble you, Margaret, to switch to page 31. I think that will provide more context. So we did have, we did provide some appendix in this stack, which includes the draft strategic plan by objective. And as Becky shared, each objective has goal and each goal has several strategies. So the reason I'm flipping into these slides is I do

think these slides give you some context for the comment on emerging identifier technologies and etc. Those are addressed by strategic objective number three, to evolve the internet unique identifier systems. And you can see under strategic goal 3.2, where we do have a dedicated goal to evolve the assessment and responsiveness to technological development that covers things like emerging technologies. And most importantly, ICANN can do this alone, right? We need to make sure that we collaborate with the relevant stakeholders, like the IETFs, the RIRs, and et cetera, to make sure that we are addressing this emerging technology together to ensure the internet unique identifier system evolve. So more details are covered there. There are explanations for each strategy and the relevant progress indicator and some of the risks. So I highly encourage you to look at the draft strategic plan, but I do want to acknowledge that this key issue and challenge are addressed by one of the strategic goals here. I hope that answers your question.

All right, great. Do we have any other questions?

BECKY NASH:

We do have a comment from Glenn McKnight just regarding the language as it relates to enhanced organizational excellence. Since we're on the slide number 31, if we just move back one to 30, I think we could just provide, again, this gives a drill down into the actual plan where the changes from the current plan that are evolved to this next five-year plan where the strategic objective is supported by goals and strategies. I think we can see very clearly that pursue a sustainable

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future is one of the goals, 2.1, that then supports the overall larger, broader strategic objective of enhanced organizational excellence.

Okay, so I think now if we go back to the next section, Victoria, you can take us back through some of the specific feedback received.

VICTORIA YANG:

Thank you. Thank you very much, Chris and Becky, and for the two questions in the chat. I already spoke, but let me just introduce myself. My name is Victoria. I am the senior manager of planning and also the project manager for the strategic planning process development for fiscal year 26 to 30. So, very happy to be here and sharing the public comment feedback with you all.

So, in this next session, I will provide a brief overview of the public comment that we received on the draft strategic plan. So, the way that I will be presenting the feedback is breaking them down by a key element of the strategic plan. As Becky introduced, the strategic plan has a draft vision statement, then there's overarching objectives, then followed by relevant goals and strategies to achieve those objectives. So, for each of the key elements, I will highlight the general sentiment that we received and some of the main points that are expressed in the comment. All right, so let's move to the next slide, which is the draft vision statement.

So, Becky already shared the draft vision statement in the earlier slides, which is also again stated here in the mid of these slides. A vision statement usually is very inspirational and motivational. It should capture the status or the state that you want to achieve by the end of

the planning period. In our case, it's by 2030. And most importantly, the vision statement should be short and concise so that everyone can easily talk about it and engage on it. And that's exactly the guidance that the BSPC and the board use when they develop the draft statement.

And as you can see here, that 100% of the respondents of the public comment indicate the vision statement aligns very well with their expectation and the need of the community. There is a general satisfaction with the draft vision statement. Having said that, we did receive some feedback suggestions in wording choice, which the BSPC and the board is currently under reviewing and reflecting and discussing how we can further improve the draft vision statement based on the comments.

Now, let's move to the next slide, which is strategic objective. So, what are strategic objectives? Objectives are usually a broad, overarching, significant area of focus that is aligned with the mission and the vision statement. So, as you can see on these slides, this is the general sentiment that we received. All of the respondents feel that the strategic objectives are clear. Majority feel that they adequately address all the key issues that we identified during the SWOT analysis. Basically, it's brainstorming and data gathering process about the strengths, weaknesses, opportunity, and threat that ICANN will be facing in the future.

So, majority of the people who submitted comments felt that the objective really addressed those of the key issues. We did receive some feedback about few key issues that the respondents feel that is not fully

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addressed, and those are under review as of now. And 40% of the respondents feel that there are room for improvement for the strategic objective. I do have a slide later to summarize what are some of the improvements that were suggested. Let's move on to the next slide and look at some of the details of what people are saying about strategic objectives.

So, first, we did receive appreciation of highlighting how the strategic objectives are evolved from the current strategic plan, which is 21 to 25, for the next strategic plan, which is the next five years, 26 to 30. They felt that the evolution addressed the continuity of the strategic plan, also addressed the future challenge based on the SWOT analysis. And that's highlighted in slide 10 that Becky just shared. And I have a couple of examples too on these slides.

So, the respondent felt that the strategic objective are clear, it's easy to understand, and it's well aligned with ICANN's mission and long-term goal, long-term vision. Here are some examples that I put on the slides. We did receive appreciation that we consolidated two of the objectives into one, because we do feel that there is some relevance and coherence between the multi-stakeholder model governance and also the geopolitical issues. So, they have now consolidated into one objective.

We also received appreciation that we have evolved objective 3 and 5 with more concise wording, so that it's easier to understand and more clear. So, these are some of the general sentiments that we received about the strategic objective.

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Next, strategic goal. All right. So, again, I want to emphasize for each overarching strategic objective, there are some actionable components under each objective, and those are strategic goals. Here on these slides are some of the feedback we received. Majority of the respondents felt that the strategic goals which are the breakdown element, broken down element under other objective are clearly defined and easy to understand, and it's well aligned with ICANN's mission and long-term vision, and it's well aligned with ICANN's mission and long-term vision, and is well aligned with the strategic objective. We also received feedback that because of the breakdown, it's very helpful in understanding how the strategic objective is going to be achieved.

And finally, we also want to highlight that most of the respondents who submit comments also provide suggestions to further improve the strategic goals, either through better articulation, enhanced clarity or wording change. Some of them even provided feedback about perhaps there are goals need to be added because there are some issue that they felt are not well addressed with the current goal.

Again, I'm only here to provide you a general sentiment and what we heard from the public comment, the detailed comments on the public comment page as my colleague just also pasted a link. And I want to emphasize that the board strategic planning committee is leading this effort and is currently reviewing and discussing, reflecting all the comments that we received. And we'll be having a further discussion with the full board during the upcoming board workshop at Istanbul. So all your comments will be reviewed and discussed thoroughly to make sure that your voice is heard.

On the next slides, here are some of the detailed feedback that we heard about the strategic goals. Again, the structured breakdown was very much appreciated and several stakeholder recognized that the goal such as agility, policy development, institutional effectiveness is really well aligned with ICANN's mission and that is addressed. So that was very much appreciated. Also, the goals are clearly defined and is aligned with the strategic objective.

And here we have another comment that really appreciate the structure of the objective and goal, the approach that we take to clearly articulate how objectives are going to be achieved.

All right, let's move on to the next slides. So these are the strategies and let's review the cadence again. So we have overarching focus area, which are the strategic objective. And then we have actionable components and their objective, which are the strategic goals. So for every strategic goal, it comes with several strategies. The strategies are the directional approach of how the strategic goals are going to be achieved. And for every strategy, there is associated progress indicators, meaning how are we going to report out or test the effectiveness of the strategy and some strategic risk, meaning what are the challenge to achieve this strategy? Or in some case, if the strategy is not achieved, what are some of the risks that we will be facing.

So here are the feedback that we received about the strategy. Majority feel that the strategies provided under each strategic goal are clear and actionable. And all the respondents felt that the strategy are appropriate and effective to achieve the strategic goals. Majority of the respondents really appreciate the strategic indicators that we provided

under the strategies. And here I want to kudos to the board and the BSPC. They really put a significant effort during the development of the draft strategic plan to have a better set and clear progress indicators for each strategy so that we can effectively report out how the strategic plan is progressing over the next five years. And as you can see that the effort really paid off that we did receive really positive feedback on how the progress indicators has improved. And all of the respondents felt that the risk identified are realistic and comprehensive for the strategies. And finally, majority of the respondents also provide feedback to further improve the strategies. And again, I will share some of the feedback on what are the categories of improvement that was suggested.

All right, let's move to the next slides and look at some of the details. What are people saying about the draft strategies? I will not read through all the bullets, but I want to highlight that some of the strategies were appreciated under strategic objective one. We had several strategies for enhancing the agility and the effectiveness of policy development. We also had strategies which aimed at developing the next generation of leaders among the community. So those are very well received.

We had some positive feedback about the risks identified, particularly here on 2.1.2 and 2.2.2. By the way, I understand that we are listing the strategy number here. For those who are not very familiar with the draft strategic plan, the numbers doesn't mean much, I understand. And we have four slides as we already shared, slides 30 and 31 earlier when we

were answering questions. So those slides has a reference for all the strategic goal and strategies if you're interested to look into the detail.

On the next slides, comments received to be continued. And here we received feedback about appreciation to include universal acceptance and IDNs and the continuation to include security related strategies in the objective. The last four bullet point on these slides again highlights the appreciation of how progress indicator has improved in this draft strategic plan. And as Chris mentioned, there is general feedback about better accountabilities and better measurement for reporting out the progress against a strategic plan. And that's exactly what this set of indicators in the draft strategic plan. And we appreciate the community's feedback. And also, of course, the BSPs and the board effort on improving the progress indicator in the draft plan. Next slide, please.

So here I summarized some of the suggestions to further improve and I categorized them by theme. For strategic objective, the overarching broad focusing area, most of the suggestions to further improve are related to improve the wording. And we are currently evaluating some of the wording knowing that for every wording change or add, we want to make sure that is supported by a relevant goal or strategy because every wording and key focus in the strategic objective should be grounded with a key issue or challenge that we aim to achieve. So the discussion is currently underway by the BSPC and with the board next week.

Strategic goals. Some of the feedback include a better enhancing clarity to better articulate what are the goal trying to achieve. Some of the

suggestions also mentioned, the respondent felt some key issues are not well addressed by the goal, such as pace of implementation, inclusion, transparency, et cetera. And again, this is similar to some of the suggestions for improving the wording. We want to make sure that when we evaluate any of the key issues mentioned, we have to look deeper, meaning what are the strategies? What are the key issues we want to achieve? And also, once you set a strategy, what are the progress indicators that we want to use to make sure that we measure the progress made towards to this issue.

And finally, on strategies. Although that we did receive a lot positive feedback about how the progress indicator has improved in this draft plan, we also received suggestions on what are some of the progress indicator can be further improved. And also there are feedback about perhaps some of the strategies overlap, and we should take a look and see if there's room for further consolidation.

So here are all these comments that imply a suggestion for improvement. And as I repeated many times, that the BSPC currently is reviewing all the comments, reflecting them, and see how can we best address that in the next version of the strategic plan. And that will lead really well to our next slides. I want to share some next steps and the timeline for your reference, and we advance further the slides.

All right, so here we are having this prep session. I'm simply sharing the feedback we received, categories, sentiment, statistics. And I understand that we are not addressing any comments here because the board will need time to discuss and really reflect upon that. As indicated on these slides, there is a session for the full board to discuss and review

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the public comment that we received, and that will give some indications and directions on how we can revise the draft strategic plan.

The planning team will be at ICANN 81. We have several sessions that we are invited to attend, and we are still open for invitation, so please reach out. If you want to discuss any of the elements in the draft strategic plan, we are happy to meet face-to-face and having further discussions with you.

The summary report will be published following ICANN 81 on November 19. I highly encourage everyone to look at the summary report. Many of the things that I shared will be covered and more, which means there will be some detailed feedback and you'll see how we are handling those or how we plan to handle this comment.

In December, we will be working on revising the draft strategic plan based on public comment and the board discussion. In January, we will share a revised draft strategic plan with the BSPC and subsequently with the board during the workshop. And we aim to have the board consider the adoption of the strategic plan in March. Because the strategic plan is subject to empowered community, so that will follow up on the board consideration in March and between March and April. And if everything goes well, the strategic plan will be in effect in 1st of July 2025.

All right. And finally, community engagement. Once again, I really want to appreciate the community members who reviewed, discussed, reflected and hold the pen to submit your comment for this draft strategic plan. As Chris mentioned in his opening remark, we only

received 10 comments, but it's not about the number. It's about the quality of the comment we received. 10 submissions, but 300 comments. That's significant. And we take every comment very seriously. We are reviewing, reflecting, and we will discuss all the comments. As Becky mentioned, strategic planning process is very important. Community's voice is very important. Because this is not a strategic plan for ICANN work. It's not a plan for the board. It's a plan for all of us. So we want to make sure that the strategic plan reflects our shared understanding of what the future holds for ICANN. What are the challenges that we may face? And how do we address those challenges through all these well thought out strategies, objectives and goals.

So we will be at ICANN 81. Some of the team members will be on the ground. So please do reach out if you wish to further discuss any of the comments or engage on any discussion, any aspect of the draft strategic plan. With that, I guess we are going to open up for more questions if there are any. Back to you, Margaret.

MARGARET BENAVIDES:

Thank you, Victoria. Thank you all for a wonderful presentation and thank you to the participants for joining us today. We are now in the former Q&A session time. So if you would like to speak, please feel free to raise your hand in Zoom. Chris, go ahead.

CHRIS CHAPMAN:

Yeah, thanks, Margaret. And thanks to Becky and Victoria for their contribution in the presentation. Well done, Victoria. It was very encouraging and I can only endorse what you said, that the

contributions have been terrific. You made a very good point in one of the slides where I wouldn't say we're reluctant to, but we give very careful consideration to changing language in the objectives because it has a knock-on effect down through the goals and strategies. So we're just being very careful about the way in which those suggested changes are being implemented.

We've had two strategic planning committee meetings in the last 10 days. Getting 11 members together across the globe is not easily done, but we're very active and we've got a full board program. In general, I think you'd sum it up by saying that broadly supportive and that's encouraging. Nothing identified as wholesale changes, but many, many comments about refinements and every one of those comments is being worked through and assessed. I just wanted to give you that comfort that that is indeed the process that's been undertaken. And finally, as Victoria said, there's still the opportunity to contribute. If there's something that's come to mind today as a result of working through those, or you feel that you haven't yet done adequate justice to the commentary you wanted to submit, please go ahead and do so. That's all I wanted to say. Thank you.

MARGARET BENAVIDES:

Thank you, Chris. Those are some great remarks. Yes, I see we have a hand up from Cheryl Langdon-Orr. Cheryl, please feel free to unmute yourself. Thank you.

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CHERYL LANGDON-ORR: Thank you very much, Cheryl Langdon-Orr, for the record. And following on from Chris in particular, I really wanted to make very, very clear as an individual who has been involved in a number of these exercises over just a few years, that working and having the privilege of working along with the At-Large Advisory Committee's Operations, Finance and Budget Working Group, which is a group that has broad regional membership and active participants and rank and file members of the At-Large community, that involves all of the At-Large Advisory Committee, it is a requirement for them to be involved with this group. I have never seen as much discussion, interaction and feedback being generated by a document, through documents I should say, as I have with this exercise this time. So that goes to complementing the design of this. And I think the manner in which it is very graphically presented allowed us to ensure a clear understanding. And we surveyed to our edge community in three languages, and that was all made possible by the clarity and the very graphic and simple but effective nature of how these documents were put together.

So when we might have just put in one comment that the ALAC has adopted and endorsed, it's come from very broad community input. And so perhaps the plethora of minor tweak suggestions is the result of that. But it generated more active involvement than I have ever seen. And I would very much like that to be noted for the record. So well done. Congratulations and thanks.

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MARGARET BENAVIDES: Thank you for your kind remarks, Cheryl. Appreciate it. And thank you for those who are commenting in the chat as well. Thank you. Please feel free to unmute yourself and raise your hand.

MAARTEN BOTTERMAN: Yes, thank you. I can't keep silent with all this. First, thanks for the excellent presentation. Very well done. A good overview and well explained that this is process on the way. And of course, we do look forward to even always input and thoughts during the ICANN [week upcoming.] Because it's really about to get the best thing out of it together.

Second, indeed, what was striking is the overall positive support. Also, because we had good input beforehand. And that has helped a lot too. ALAC has been very exemplary. We've had great interactions with the ccNSOs, [inaudible] and all this and comments from people have been very useful. It did lead to some of the remarks on the strategic plan to be rather, so how are we going to do it? Which is more operational. And we're reflecting on that too. How to make sure that the plan, which is to be strategic in itself, reflects that. I just wanted to express my deep thanks to all for the contributions so far. And indeed for the thoughtful comments during the period.

MARGARET BENAVIDES: Thank you so much, Maarten, for your comments. It indeed has been an incredible process to work with everyone. If anybody else has any questions or comments, please feel free to raise your hand to speak and unmute yourself. Thank you. I don't see any other hands at this time. So

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I think it's okay to probably close the session. And thank everyone for their participation and comments. Thank you all for joining us today.

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