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CHAIR SCHNEIDER: As this was requested -- and we think that this is important and makes sense -- we have the pleasure to present to you the new ICANN ombudsman, Herb Waye. I'm sorry. I'm having to deal with so many names.

We're very happy to have him here so you all know who he is and how he looks like. And he will tell you where to find him or what he plans to do and where to find him, of course. So Herb, please, go ahead. Thank you very much.

HERB WAYE: Thank you very much, Mr. Chair. I will just stand up so you will know who is talking.

Thank you very much. It's a pleasure to be here and to meet with the -- and speak with the GAC and introduce myself. I appreciate giving me a couple of minutes of your valuable time. I have been with the Office of the Ombudsman of ICANN for over 10 years now. So, when I was appointed as the new ombudsman earlier this summer, I was able to hit the ground running, up to

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date with all the issues in the community and the organization and the corporation.

My background is in law enforcement, but I also have been working extensively as faculty, associate faculty teaching justice studies with a university in Canada. So the teaching that I do and the experience I have in law enforcement has given me a fair amount of baggage and background in conflict resolution.

The role of the ombuds in ICANN, I believe, is a little bit more than just an accountability mechanism in the structure of the community.

As much as it is a big part of the accountability mechanism, I believe that there is an extensive role in the community at a much more informal level. And that's why I'm making a point of getting out and meeting as many people that I can in the community to offer the office as more of a resource when relationships -- because a community is all about relationships -- when relationships start to get a little bit dysfunctional and the natural conflict that is normally very positive and which leads to progress actually starts to make things a little bit dysfunctional and ineffective.

CHAIR SCHNEIDER: Dear colleagues in the back, please take your seats. And at least stop talking so we at least can hear what Herb is saying. Thank you very much.

HERB WAYE: So early intervention, I believe, is something that is very effective in -- with using the office of the ombuds as a resource to clear things up at a very early stage.

One of the other things that I will be actively promoting during my term is the new ICANN effective standards of behavior, expected standards of behavior. We finally have something as a community that we can point at and identify with when it comes to behavior for the community and the staff and for everybody else involved with ICANN. So, as a note to everybody that I speak to about this, I would invite you to take a few moments of your time to actually read the expected standards of behavior and really think about them and then ask yourself the question: Am I being a role model for the youth and the newcomers to the community?

My office is open at all ICANN meetings. Otherwise, I can be found online. I have a web page that's linked directly in with the ICANN main page. But I have an office that's just at the foot of the escalators at the far end of the lobby in the business center.

And I would invite you all to please drop in. I love to chat, and I love to meet new people. And it's through those conversations and those developing relationships that I learn more about the community and how I can serve it.

So please drop in. I have maple cookies from Canada. There's still a box and a half left. And I thank you again, Mr. Chair and the GAC, for your warm invitation. And I appreciate the opportunity to come and meet you all today. Thank you.

CHAIR SCHNEIDER:

Thank you. You shouldn't have mentioned the cookies, because we will have nobody in the next session.

So, no, to be serious, thank you very much. And I can only support your point about the expected standards of behavior that this is something that I think we welcome strongly that we have a common view on how to behave, how to treat each other on the basis of respect. And that goes in line with what has been put forward also by Goran, the new CEO and president of ICANN. I think this is, given all the diversity and all the different backgrounds that we have, it's a challenge to have a mutual understanding and a communication that is understood and, of course, respect and decent behavior, which is not censorship but just a decent form of saying what you would like to say is, I think, fundamental. So we very much appreciate this.

And now you know where his office is in this meeting and how to find him online in between meetings.

Thank you very much, Chris, for coming. And looking forward to continued exchanges.

With this, we will turn to the agenda item number 20, which is about our secretariat. It's a situation and funding situation which is a key item that we all need to be aware of very clearly because this is at a critical stage currently.

Some of you may be aware of the situation that we had some years back, a long discussion about the secretariat that used to be delivered -- the parts that is complementary to the support that we get provided by our dear and able and very supportive colleagues from ICANN staff and that used to be delivered in the early stages by one single GAC member. And then it was decided that that was maybe not as stable enough and sufficient. And then three donors have voluntarily committed to funding a more substantive secretariat for five years with a significant amount of money. These three donors are Brazil, the Netherlands, and Norway.

And I think we have all got used to the excellent support that we receive from the service provided, which is ACIG, particularly Tom who is the most visible on the surface because he's dealing with the substance, but also the rest of the team, Tracey and

Michelle, who are more working in the background and on procedural items. There's an excellent cooperation between both parts of our support, between the ICANN support staff and between ACIG secretariat and between the leadership team.

So we really -- greatly is probably not enough -- appreciate that all the services that we receive. And we've had some discussions about appreciation of these services earlier. And I think the result was very clear that this is exactly what we need. We could actually -- the demands are actually higher than -- in terms of secretariat support including working groups and so on and so forth.

The situation is this is that these five years that the donors have - - the three initial donors have announced that they would step -- go ahead and fund the secretariat have passed already sometime ago now. And, for quite some time now, it has become clear that we need to spread this burden on more shoulders than just the three donors. It is not right and is not feasible to keep on forever having them pay for the whole GAC for the services that we all receive. And so this is the situation that has been announced at least a year ago already. And we have had some countries that have had the -- and members of the GAC that have been able to have already commit to joining the group of donors and others. We know that a number of others are in the process of thinking about this. And we have

some commitments by some members and others are thinking about this. But so far we do not have enough black and white commitments of money of whatever amounts or whatever the concrete amount is that we can assure stable funding of the secretariat in a mid- and long-term -- yeah -- period.

And the situation is this: That the current contract that we have with the secretariat, which is a contract that is signed between ICANN and ACIG because the GAC has no legal personality of its own -- it's part of the ICANN legal personality. So the contract is signed between ACIG and ICANN. But the money is not coming from ICANN. The money is coming from the three donors and the additional donors that have now signed in.

And, currently, the contract lasts until 20 or 30 days after the June meeting next year. And we do not yet have enough money to secure the services until then and also not enough to secure the services for the period after. And we are at a crucial stage because we need to decide rather sooner than later -- and I really mean rather sooner than later -- on how the period after summer next year or let's say June or July next year will look like in terms of where do we get the money from to continue to fund the services.

This is a very fundamental issue. As the chair, I can tell you that also for me, personally, as the chair, it is an extreme, extreme

support and that I get that the leadership team gets -- if you just look at the briefing papers, if you just open your eyes and you see what they're doing, I think everybody is fully aware of the importance of having the funds for benefiting from this secretariat also in the future. Because otherwise, to be honest, I'm not sure how we would be able to maintain the quality of the work that we are able to do in terms of substance and process. So this is a very serious issue. And we really need to know as soon as possible how much money we will have at our disposal for next year for the coming years in order to make new contracts or renew existing contracts but to know how much support, if and how much support we will receive.

This is why also in this spirit that to support those of you who are willing to take this up into your -- in your hierarchies to defend the freeing of some funds from your internal budgets, which is sometimes I know, because I'm doing this in my administration as well -- these can be painful procedures where you need to convince a lot of people that distribute funds or allocate funds in the light of budget cuts and so on and so forth. So this is not an easy task.

But in the attempt to support or to raise awareness to also people higher up in hierarchies, my minister, which is this year the vice president of Switzerland and next year she will be the president of Switzerland, has agreed to urge everybody. And she

sent a letter to all the ministers that we know of that -- in your countries that deal with ICANN to urge them to look into the possibility for every country to contribute to the funding. And so far my country has also agreed to contribute to the funding. The European Commission has agreed. Peru has agreed. Others -- Belgium has informed me that they also have some funds that they can contribute. Others are shortly before this. So this is the situation where we are in now. And it's urgent in the sense that, if we want to continue benefiting from services from ACIG after June/July next year, we will have to start working on a new contract or thinking of extending the existing contract actually now.

If we have your okay in May, then it may be too late. Because Tom will need to feed his family, and he needs to know where the money comes from. Not only in May, but actually a little earlier. So the contracting and these things processing, these things take time. So we really need to know, let's say, by the end of the year how the situation for next year will look like.

So I'm happy to answer any questions in this regard. Let me hand over the floor to Tom and say a few words about additional elements of the situation that we are in. Thank you.

TOM DALE:

Thank you, Thomas.

ACIG has no comment to make on the question of funding sources. That's a member for the GAC membership and the GAC leadership. However, we do feel obliged to make a few points about the current contract.

As Thomas has noted, the existing contract expires on the 20th of July, 2017. That's three weeks after the final day of ICANN 59. And that date was selected in the current contract to enable finalization of minutes and other documentation.

There are currently no negotiations for extending that contract, as Thomas has noted, or for a new contract with ICANN or with anyone else. So it seems to us at the present time that it is unlikely that any formal negotiations will commence on any new contract this calendar year.

We are raising, briefly, at this session the possibility of preparing an exit strategy for our exit from the GAC. I guess that will be a GEXIT.

I have to point out that an exit strategy is not required under the contract. And to cite the very, very obvious, ACIG has no wish at all to exit from its working arrangements with the GAC. The whole team, whose services you are provided for under the contract, are very much committed to the work, not just in a professional sense, but we actually enjoy working with you, and

we enjoy working within the context of ICANN work. It is occasionally very good fun.

However, just as a matter of, I think, professional judgment, it seems to us we had to at least start thinking about an exit strategy, should a contract not be -- a further contract not be possible.

We will start working towards preparing such a strategy for the GAC to consider at ICANN 58 if -- if contract negotiations have not commenced or proceeded.

The main issues for the contract -- for the exit strategy are two. Firstly, to prepare a detail stock-take of work currently undertaken by ACIG, so that those issues can be prioritized by the GAC if the same resources are not available, for example, including GAC meetings; high-level governmental meetings planning and support; support for the GAC leadership meetings, which is quite substantial, every fortnight; the briefing material that you see prepared by the team and between meetings; and participation in the many cross-community bodies and ad hoc groups on behalf of the GAC to report back on and analyze.

We also will prepare an assessment of new work estimated at the end of calendar year 2018 that ACIG would be expected to undertake or contribute to, again, with a view to prioritization, if that's needed. And that would include conducting elections, if

needed, two years from now for the chair and vice chairs; participation in and advice on future gTLD policy work, because as you've heard before, that work is continuing until at least 2018; supporting GAC participation in the ATRT3 process, which will start within that period. That's the accountability and transparency review, the next iteration of that. And finally, supporting GAC in the empowered community, which, as you are aware now, is a new set of work for the GAC.

As far as possible future contract negotiations go, ACIG is certainly ready to engage as soon as funding arrangements are settled. The current contract is with ICANN, but this may not be the contracting party that GAC agrees on for future contracts. So we are certainly flexible, but we're awaiting some further advice at the moment.

If I could just move quickly to the second slide, please. We've tried to cover there the range of things that we do in a happy cloud, not an apple cloud, but a GAC cloud.

And I must stress again, as Thomas did, that the work that you see and the work that you enjoy the benefits of, it is the presentation not just of myself, although I'm up at the table most of the time, but of a team, a team of people that we contracted to provide, and as you're aware at the moment,

that's Michelle, Tracey, and myself. It is very much a team effort and a company effort.

Just one more point to make. Tracey has some comments that she needs to make.

Thank you.

Tracey.

TRACEY HIND:

Thank you, Tom.

My comment relates back to -- well, it's very pertinent to this item, but it's specifically back to a comment that Tom, Chair Schneider, made, where he was lightheartedly referring to the fact that Tom needs to put food on the table, and the earlier the GAC gave an indication about continued funding, therefore, continued contract, the better.

In the absence of any certainty around the future contract, as much as I absolutely love my job and love working with you, I will be resigning, or I have resigned. This will be my final meeting. So I will truly miss working with all of you. It's been an honor and a pleasure.

Despite my resignation, I do hope that something can come together in terms of sustaining the funding and the secretariat,

independent secretariat, through ACIG, because everybody is committed. And I would dearly love to be part of that. But I, too, need to put bread on my table. And with that uncertainty, I've been -- you know, needed to look around. And I found other very positive opportunities. So I just wanted to share that with you. And this will be my last meeting. So thank you so much to everybody who's made me feel welcome. And, you know -- yeah, I really hope you get some great outcomes in the future without me.

Thank you.

[Applause]

CHAIR SCHNEIDER:

Thank you, Tracey. I think we're -- we -- I dare to speak without previous consultation on behalf of the GAC, for once, that we all regret, but understand, your decision. We fully understand it and respect your decision. And we regret and we will miss your work, which has been very professional, very supportive, very efficient, and also your personal nature, which always has been constructive, respectful, and very, very nice to work with.

So thank you for the services that you provided. We will miss them. And if you ever need a reference, so I'm always happy to tell this to anyone, what I just said, to anyone that I'm supposed

to, because I think this is really what it was like. And we hope that our ways will cross again in many ways. So thank you very much.

And I think we deserves a big, big applause. Thank you very much.

[Applause]

So the floor is yours.

We -- we will run a little bit over into the next session, because this is really important. So I have Spain, Cook Islands, and Norway, and then we make take more.

Spain, please.

SPAIN:

Thank you.

I would like to be precise on using the words that I would like to say. So I will try to do that in Spanish, if you don't mind.

Thank you for putting on your headsets.

Spain speaking.

First of all, I would like to thank Tracey for her job, for her dedication to the GAC. And I would like to share with all my colleagues or tell you that there is a lot of work that we do not

actually see, but we in the leadership team do appreciate that work behind the scenes in preparation for our biweekly meetings, meetings for the chair and the GAC vice chairs. There's plenty of communication going on with other ICANN constituencies, and Tracey has been especially careful and attentive. She has, indeed, made our job super easy and pleasant. And personally, I will be missing her, I will miss her sorely.

And I do believe we should all take note of this and realize that we do need to exert even more pressure on our administrations so that we can maintain our relationship with ACIG and continue having their support.

I'm really sorry that Tracey's leaving, but just like Thomas, I do understand her decision.

So, Tracey, thank you very, very much.

CHAIR SCHNEIDER: Thank you.

Cook Islands.

COOK ISLANDS: Thank you, Chair. I also want to support what Spain said.

And also, Tracey, I'm already missing you. You have been great. You, Tom, and Michelle, super excellent. I am -- I'm -- I have been very fortunate to be a GAC member and receiving the support that you have given us.

Chair, at the Asia-Pacific outreach session yesterday, we heard that the secretariat has been very helpful in supporting those GAC members from the Asia-Pacific and all GAC members present. And in saying that, I was wondering whether ICANN can allocate funding towards the secretariat.

Thank you.

CHAIR SCHNEIDER:

Thank you. This is something that, informally, several -- or publicly, several GAC members have issued as an idea. We've had some formal discussions about this. I would need to go into details about how the budget of ICANN is set up and who is validating this. But there would be some kind of community maybe process around this. But maybe Olof can give us more information about ICANN and how the budget is put together and who is approving the budget and so on and so forth. But this is something we may want to look into and see whether there is a chance to get some funding from that, from that side.

Norway.

NORWAY:

Yes. Thank you. Thank you, Chair.

I also just wanted to say and to state that I think it's been quite clear, and also according to the GAC leadership comments, that the independent ACIG GAC secretariat has been quite critical for the GAC's ability to follow and participate in -- especially in the IANA transition accountability processes, and other ICANN processes. And it is clear that the ACIG support has helped significantly in the professionalizing the GAC's work and processes. And I think it has also helped all GAC members, from both developing and developed countries, to cope with the enormous workload of documents that we are facing every day, in every meeting.

So I also just want to thank the ACIG for that professional support, and also for Tracey participating in that work, and to Tom and to Michelle, not here, but thank you very much for that.

I also just want to underline that Norway is committed to also be part of a future stable financial arrangement for an independent secretariat, but at a much lower level than the current yearly 200,000 euros. We are internally working on alternative sources of financing the -- our commitment and contribution to the secretariat. But the amount is yet to be decided internally. And, hopefully, we will have a figure on that in December.

But we would also then like to encourage other countries to make commitments to be able to provide this future stable support for an independent GAC secretariat.

Thank you.

CHAIR SCHNEIDER:

Thank you.

And I think it is -- it is, as I already said before, it is more than understandable that it is not possible to keep up the level of support that you graciously provided for the last -- and that goes for all the donors -- for the last five years for the whole of the GAC, but that you will -- it is -- we take note that you will continue to be part of the team of the donors in a more equally shared, let's put it loosely that way, distribution of this. But we note that you will continue to be part of this. This is something that, I think, is -- that we take note positively.

All right. Next is Argentina.

ARGENTINA:

Thank you, Chair.

Joining our colleagues in thanking Tracey and thanking ACIG, but not only for her professionalism, but also for her always

good sense of humor, and she's always able to respond to all the questions and she's always happy.

And, Tracey, I -- honestly, I will miss you a lot. You have been fundamental for the work of chair and vice chairs. and your work is much appreciated by our delegation and I think our colleagues from Latin America and all the rest of our colleagues agree.

I would like to bring your attention to one thing that the GAC has to decide, is whether to participate as a chartering organization in the group that will be formed for the destination of the funds for the auction proceeds.

We talked about that with our chair informally in Helsinki. There are funds from the auctions of the new gTLDs that should be disbursed. And there will be a group that should decide the mechanisms. So it is my -- I was part of the drafting team that prepared the charter of that working group. It could be good to analyze the possibility of the GAC participating in that group. And perhaps -- I don't know, I'm just wondering if part of these funds could be used for funding the secretariat.

Thank you.

CHAIR SCHNEIDER: Thank you for this good idea that we also may pursue.

Just to make it clear that we have two challenges. One is a long-term or mid to long-term challenge to sustainabilize this. The other is a rather than short-term challenge that we need to secure funding for next year. And we can't wait, because the auction proceeds will take its time. With an open outcome, we can't wait. For the short-term requirements, we can't wait for this. But, of course, I think we should take any opportunity into account for the long term.

The situation is this: That as I -- to put it very simple and blunt, we need commitments to contribute to the funding by the end of the year. Otherwise, we run into serious problems securing the funding for ACIG for next year. That's to put it very simply.

So -- and that was what we were trying to express in that letter that was sent by my vice president. It is serious. So whatever the amount is, whatever the amount is, the amounts that are currently confirmed range from \$2,000 to -- a year to 50,000, maybe some may go higher than 50,000 that are not confirmed yet. But anything is possible in terms of amount, because it all sums up. So this is the situation. But we need black and white commitments of as many of us as possible by the end of the year. This is the situation. Let me make it very clear.

And then we will all be flexible and ACIG will be flexible in sorting out the follow-up. That will be challenging, but we will get there.

But we need commitments in writing or orally recorded which are the countries in whatever amount that they can contribute.

Olof.

Okay.

I have Iran and Jamaica.

IRAN:

Thank you, Thomas.

First of all, it is a pity that we miss our distinguished lady who helped us a lot. And as you mentioned, it is her procedural we respect. But I don't think in regard with the appreciation record, we should not wait whether she wanted or not wanted. I think GAC should at this meeting or between this and in the months provide such satisfactory letter and so on to forward when Grace Abuhamad left the CCWG, went to the NTIA, I proposed a letter of CCWG, and a letter was prepared and sent to her. So you can do it now, and you do not wait for future.

With respect to the ICANN budget auction, there are two issues. First of all, the issue we discussed independent secretariat started some time ago and was finalized more or less in ICANN 46 in Beijing was that the importance of independent secretariat is vital. It is something even the ICG for one year they didn't

want to use ICANN secretariat. They wanted to have independent ICG secretariat for the independent issues. So it is very important we would not compromise this issue. This is important. So we have to find a solution for that. That is something that....

With respect to the auctions, yes, Olga mentioned that. But yesterday, we raised this issue. And one of the board members, Asha, was responsible for that. We talked about the charter, is the charter completed. But it takes time. And it is not ICANN who decide. Community will decide.

So we have the working group, and even Asha ask us that please participate in the working group and try to contribute to that and explain.

But first of all, it was not in this context, in the context of underserved countries; in particular, Asia-Pacific, Latin American, and so on, so forth. But it could be extended to that but it is long term. It doesn't come so easily and quickly. It may take one or two years until the community come to the final recommendation.

So we have to, as you mention, look to the short term and medium term, and that is very important. But please don't forget independent secretariat is vitally important for GAC.

And by the way, just for your information, there has been a meeting that I have participated, and there was only Tom in that meeting that sometimes he was obliged raise the issue of interest of GAC because there was nobody else at the meeting to raise that issue. And he was so kind raise that issue in the GNSO new gTLD group, and it was very well welcome. So he was carefully and continuously following that group, and it's very much appreciated.

Thank you.

CHAIR SCHNEIDER: Thank you. Jamaica.

JAMAICA: Morning, everyone, since this is the first time I've taken the floor since our commencement.

Chair, I note your commitment. You have received commitments, maybe not written, from additional countries outside of the three. Would it be possible -- And I also note your request for countries to contribute as much as they can. But would it be possible for you to indicate, based on -- based on the existing commitments and the additional commitments, where we are in terms of dollars so that the rest of the members here can get a sense as to where we're falling short.

I'm not sure we're clear on that, and it might be useful.

CHAIR SCHNEIDER:

Thank you, Jamaica. We have all the figures available; in particular, the three donors plus -- traditional donors plus the Swiss delegation who is managing the bank account of the association through which -- that we have created at the beginning through which the money is going and is then handed over to ICANN, which then hands it over to -- to ACIG.

We have all put this down in papers, to tell you the annual budget or the annual level of services that we receive currently are at around 500,000 euros. And this is the amount that has been covered by -- by the three donors so far.

Actually, they have given 600,000 euros, so we have actually been able to live on their money for one year longer, for six years in total, if you look -- also taking into account the period before ACIG was hired and the independent secretariat was delivered by another company at the early days.

So, but the current level is 500 -- around 500,000 euros. And I don't have the exact figure. Maybe Jorge from Switzerland can help me out on the exact figure. But we need to fill -- in order to fulfill the contract, until July, we need something like 100,000, or so, roughly. And in order to -- to fulfill the contract by the end of

the year, that depends on what the level is that we can commit or sign up to, whether that is on the same level of services or whether we have to reduce this or whether we could even expand it, which is what would be, like, the answer to the demand that ACIG gets, would be around 2-, 300,000.

And this is -- It is not yet -- As the current donors have not yet been able to come up with a figure of what they could contribute, also what they -- in the case that they are able to contribute, they would also be part of filling this hole of 2-, 300,000 for next year, but you cannot expect them to fill that hole on their own.

So that -- we definitely have a number that has one, two, three, four, five, six digits that we would need to fill up until the end of next year.

I hope that is more or less clear. I'm happy to -- and with Jorge and with the current donors, these numbers are there. We can share them with you, if you want. So we need -- we need -- we do need some money.

Olof and then the U.K.

OLOF NORDLING:

Thank you, Chair, and in response to your question regarding the budget process, for ICANN, the budget is a cycle on an

annual basis. So we have an annual budget which is for a fiscal year that starts in July and the end of June the subsequent year. And it's prepared in various steps, starting relatively soon, based on the strategic plan and the operating principle, and coming up with a proposed budget that will then be put up for public comment in at least one step and for discussion with the community for final discussion at the end of this fiscal year which is called fiscal year '17, by the way, which ends at -- in June when the budget for the fiscal year '18 takes over. And of course in the new situation with the empowered community, this is typically one of the decisions that will be also subject to scrutiny from that perspective.

But that said about the budget, I would also add to -- from -- not only from me but from the whole ICANN support staff to the GAC, our appreciation of our colleagues from ACIG, which our cooperation is excellent. And from that perspective Tracey, we'll miss you professionally as well as personally. So we're sad to see you leave and we wish you all the best of luck in the future.

Thank you.

CHAIR SCHNEIDER:

Thank you.

U.K., and then we have to wrap up.

UNITED KINGDOM:

Yes, thank you, Chair. And very quickly, I want to echo all the comments about the support, superb support provided by ACIG for the GAC. The high-quality briefings, the openness with regard to making arrangements, and so on, is exemplary, and it's been truly a wonderful -- it's provided us with the ability to work much more effectively and efficiently as a very large committee as well. And, Tracey, yes, we will miss you, your professional approach and surrounded by a glow of humor and sympathetic spirit, that helps everything in this process. So that's -- we will miss you, truly. Perhaps, indeed, our paths will cross again.

The U.K. position is that our discussions internally are almost complete.

I can't actually confirm at this moment but we've been through all our budget discussions on this. I just have one final step to undertake. But I must emphasize it's on the basis of this funding arrangement being for an independent secretariat funded by government donors. That's the model we're working to, and that's the model I expect to continue.

So I hope those comments are helpful and may inspire others in the committee to investigate within their community to provide additional funding so we are in no risk of a shortfall for next year.

CHAIR SCHNEIDER: Thank you, U.K. And thanks for announcing that you're close to something positive. And let me just tell you that once the thing would be confirm, please let everybody know so that we know where we are at.

We have to stop here. We're already quite over time, but we need to really be aware of the situation we are in.

We all know and confirm, keep confirming, how important these services are. But if there are not more countries like the U.K., like others, who are taking everything to -- to contributing, we will have to seriously start developing, and then, if necessary, implementing an exit strategy, and there will be no more briefing papers by Tom Dale and papers about election procedures by Michelle and so on and so forth. There will be no more mails by Tracey. This is already a fact.

So this is the situation. This is very serious. It's not enough to -- to express our thanks and our commitment. We have to see facts; i.e., figures.

Thank you very much.

So with this, let me go over to the -- and, actually, I'm sorry that we have only ten minutes left, but this is so fundamental that I take responsibility. And I excuse myself to Henri who is supposed to use -- was entitled or planned to use this time for

the operating principles work, and as we have to have some time to prepare the meeting with the Board.

So let me try and give the floor to Henri and basically hear from you or ask you how you -- how you -- what your intentions are how to move the operating principles forward, knowing that we have another one-hour session on Wednesday morning. And we have just a few minutes, maybe, to see how things -- you propose to progress with things.

So, Henri, the floor is yours.

Thank you.

[END OF TRANSCRIPTION]