
ICANN85 Mumbai | CF – GNSO: NCSG Membership Work Session (1 of 2)
Tuesday, March 10, 2026 - 15:00 to 16:00 IST

ANDREA GLANDON

Hello, and welcome to the NCSG membership work session. Please note that this session is being recorded and is governed by the ICANN Expected Standards of Behavior, the ICANN Community Anti-Harassment Policy, and the ICANN Community Participant Code of Conduct concerning statements of interest. Please observe the following guidelines to participate in this session. I will also post them in the chat shortly for your reference. Only questions posted in the Zoom chat identified as a question will be read aloud during this session, as time permits and when directed by the chair of this session. If you wish to speak, please raise your hand in Zoom or otherwise as directed. When speaking, please state your name for the record and speak clearly at a moderate pace. I will now hand the floor over to NCSG Chair, Rafik Dammak. You may begin.

RAFIK DAMMAK

Thanks, Andrea, and thanks to everyone who made it for this fourth session of the day. For this one, it is a quite simple agenda, but I think it will be quite a lengthy discussion. Just as a background, we try to schedule during the constituency day and to have the different slots. This topic was proposed for Dublin, but because we had other topics we wanted to cover, we pushed it to this meeting. This was a proposal from Juan. I will hand over to him in a few

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.

seconds, but the topic is about non-commercial and civil society participation and how to have impact in ICANN. We do not have, I believe, a presentation or slides. It is more to have an interactive discussion or a dialogue, and we are looking for everyone's input and participation on this. With that, I hand over to Juan.

JUAN MANUEL ROJAS

Thank you, Rafik. This is Juan for the record. Yes, and thank you for that introduction, Rafik. I have some slides here, but this session is not just me being the one who is talking because this is a non-commercial space. I think it is good to have a little bit of discussion about the topic that you can see on the screen, which is how non-commercial actors can have a greater impact within ICANN. Within the ICANN world, because we always say that we are civil society. But at the same time, we know that ICANN operates in a different way that is sometimes difficult to understand, with more technical processes, implementation work, or some policy development processes, PDPs, going on. Sometimes we have a limited capacity from our side, meaning the non-commercial side. The idea of this session is to be more interactive. I hope we all get involved in this discussion. I will move introductions on the topic and I hope to plant some questions to have the floor shared between us. Next slide, please.

Having said that, the first point is why this matters. I think it is important to introduce this in this space, in this ICANN meeting, because we are always having discussions, but we are not maybe

thinking as civil society itself as a group. We have many groups divided, we have non-commercial actors, and we have different perspectives inside this multistakeholder model. We know that ICANN processes are complex. You know about the implementation process and how the discussions are more technical and operational in some cases, or even legal. Most of us are not lawyers, so some topics cannot be reached by our knowledge. But many important decisions are made during the implementation stage, not only in the policy development process. In implementation review teams, sometimes there are decisions that can affect that policy.

As civil society, in this case, we are talking about non-commercial, we have a limited capacity. We are volunteers, we have limited funding, and we have limited staff capacity to support us. We know that we have some parity inside our house, the non-commercial side, sorry, the Non-Contracted Party House, NCPH. We have this parity, but that parity means we have the same number of councilors, for example. In some cases, in some working groups, this parity in structure does not mean that we are an effective influence on the discussions.

The first question in this kind of discussion could be: Do you feel that civil society is shaping ICANN outcomes or are we mostly reacting to these processes that are already underway? That is maybe the first question. If anyone can add something to the discussion so I do not have a monologue here, because it is an interactive session. Who wants to talk a little bit? Add something?

Try to answer the question? Give me some feedback? Go ahead, Ken, please.

KEN HERMAN

It is Ken Herman for the record. Thanks, Juan, for introducing the topic because I think it is timely and it is probably a question that we could be constantly reviewing. From my perspective, which is sort of in the middle of where things sit, many people are more actively involved than I am and many people are less. But I would say that we are doing a little bit of both. In ICANN, it is hard to be anything but reactive, particularly to the environment that we are in and the amount of attention that we as a group can really devote to it. But I think that from what I have seen during the development processes, the non-commercial community has been and will continue to shape the outcomes as best we can. We are actively participating in the processes up front, but maybe reacting to the processes further downstream. There may be a need for rebalancing. That is the view that I see. I would like to hear what others have to say. I think in later slides you are going to get to ways that we can remedy whatever gaps we see, so we will wait for those until later.

JUAN MANUEL ROJAS

Thank you, Ken. Yes, we will try to have some goals that we can implement in the future. I see Rafik's hand and then Michaela. Rafik, go ahead please.

RAFIK DAMMAK

It is Rafik speaking. Thanks, Juan. I am not going to argue about the word shaping; I am more for the word influencing because we participate in the process and try to advocate several positions. In terms of effectiveness, I do believe even if it takes more time because you have to convince the other side, we are having some success and achievement. If you see how things evolved when we talked about human rights before and when it was included during the IANA stewardship transition, and how we adopted our strategy and approach to move from what people might perceive as abstraction to more concrete results, like we have the impact assessment. It took us several iterations, but that is an example of how we are trying to be effective and have an impact.

In terms of being reactive, I do not think we are doing worse than others because in ICANN, there are so many topics that can happen. We do not really have a roadmap and planning in ICANN that we are trying to follow. Many times, we have to respond to some pressure or what is perceived as urgency. Things happen and we have to respond. Sometimes we could avoid that. If we take the case of the EPDP Phase 1, we could have prevented that because we told them that we have to comply with privacy and data protection. But they only reacted and saw the urgency because there was a deadline with GDPR. In many times, we are not reactive; we are participating in the process. We have all this discussion about prioritization and planning. But of course, we have limitations in terms of capacity, human resources, and so on. That

is why we try to be clear that we need to know the scarcity of the resources and where we can focus. We cannot do a zillion things at the same time. That does not work here or in other spaces. It is just wishful thinking that if we have too many things in parallel, they will progress. It doesn't. Any engineer will tell you that, but it is what it is.

MICHAELA SHAPIRO

Thank you, Juan. Michaela for the record. I agree with so many of the points that Rafik and Ken already raised regarding limited resources. It would not even be useful or of interest to us to try to engage on every single issue. I would also add that when it comes to being reactive or proactive, by nature, because we are non-commercial entities, it is hard for us to be proactive. We are not domain operators ourselves. Sometimes we do not have our fingers directly on the pulse of the issues in the same way as the Contracted Parties House does. That being said, that does not preclude us from being able to have expertise on the topics. One thing that has already surfaced in the PDP discussions is the need for us to fight for our legitimacy in these spaces at times. It feels like not only are we having to fight to have our voices heard, but also to justify our need to be in the room. I am excited to hear from Kathy especially who was part of getting our voices in the room in the first place, who can speak to that more.

Thinking about positive thinking and what we can do to ensure that we keep shaping these outcomes at ICANN, one thing is really

leveraging our relationships with the different constituency groups. I think we have done a good job of having these joint sessions. From my personal view, the relationship with the contracted parties has overall been good. I have heard them start echoing some of our language. It sounds like our message is starting to land and we have built some strong, trusted partnerships. That being said, there are other constituency groups where we might have to do a bit more work, ensuring that our message lands and trying to do a better job of acknowledging their concerns without watering down our views, but also ensuring that we acknowledge that they are coming from a different place when they see these issues. Thanks, Juan, for organizing this.

JUAN MANUEL ROJAS

Thank you, Michaela. You mentioned Kathy, so I think we move with Kathy, then Benjamin, and then we can move to the next topic. Kathy, please.

KATHY KLEIMAN

Thanks to Michaela as well. Juan, thank you for organizing this. I was actually thinking, and I do not know if we have time, but everybody at this table is here for a reason. Everyone has in their mind some pressing challenge or some opportunity where we should be, and they want to tell us that because we all see pieces of ICANN. I do not know if there is time to go around very quickly. For me, representing rights is an old idea. I exist in a country where rights are now being eroded every day. But because other people

represented my rights two hundred years ago when we were founding the country, I stand on the shoulders of giants. We know something the world does not, and I know this because I teach this. We know that there is an internet infrastructure. Every student, with the exception of one or two every year, comes into my class thinking the internet is the content, and it is not. The internet is the infrastructure and the content rides on top. We know that, and we are in a unique position to see the human rights implications and the civil liberties implications of what happens if you make the wrong decision.

The issue in 1998 and 1999 when we were forming ICANN was that the internet was originally a non-commercial network. It was an education research network connecting colleges and universities after the DARPA experiment. Only commercial speech was banned. When the commercial guys came in in the mid-1990s, they were creating rules that inadvertently were killing small businesses, entrepreneurs, nonprofits, and individual speech. They were killing non-commercial speech and we said stop. We still have to say stop, and it costs a lot of time and resources. But that is one of the reasons I think we are here. I would love to know what brought everybody in this room here at this moment to be in one session. But that is me.

JUAN MANUEL ROJAS

Thank you. I think that we will go there in a few minutes. Benjamin, you have your hand raised, so we can move it? Okay, thank you.

Next, please. Well, as we are in the next topic, we have these resources and this impact as we said before, or these limitations. We can try to identify some of the barriers that we have. We have already said we have limited resources and technical complexity. Sometimes we have a lack of coordination within ourselves. Or maybe we have burnout from people. Leadership sustainability is an issue; we have to renew our leadership constantly. Or you are maybe new and you do not know how to participate. In this case, the question is: what is the single biggest obstacle that can prevent us from having a greater impact in ICANN than we already have? I think Rafik's hand is up, so go ahead, please.

RAFIK DAMMAK

I think all those can be factors or barriers impacting participation. But I think also we need to be cautious here that even when we try to engage and bring different organizations that are working on digital rights or internet governance to participate in ICANN, domain name policy is still seen as a narrow topic compared to many others. That is one challenge to bring them. We are doing our best to explain why it matters, what the impact is, and why people should participate. This is also one of the reasons that it is narrow. You mentioned technical complexity, but the history of many of those discussions, like if we talk about WHOIS and so on, is many years of discussion. There is a lot of documented material. You need to have that background to understand the history and the

actors involved in the discussion to be effective. That can be one of the main challenges.

Limited resources, of course, is something not just for us but also in other environments. Renewing the leadership is a challenge because you try to bring in newcomers and new blood, but how we can keep them involved and prepare them for the next step takes time. There is no guarantee that they will keep participating because life happens, with work, family, or education, and they cannot keep the same level of participation for a long time. This is more for thinking. I do not have a recipe or a solution, but we can explore more.

JUAN MANUEL ROJAS

I do not expect that we have a recipe to solve this, just encouraging discussion. I have Fidía, then Maciek, and I think Simon who is online. Fidía, please.

FIDIA

Thank you, Juan. I want to share that this is actually my first meeting in NCUC. I was on CROP previously. I started in ICANN as a NextGen, then I was a fellow. I want to give the perspective of looking from the outside in, or probably now I am inside looking up. I would say regarding the question of what is the biggest obstacle preventing civil society from having a greater impact at ICANN today, since I am someone not really familiar with ICANN, I would say the biggest challenge is to start. When I started, I did not know

what a PDP or DNS was. For someone from the outside, these words can sound very challenging and it is overwhelming. People think they are talking about something that is very technical and beyond their expertise. Actually, if they just start, they will figure it out along the way like everyone in this room did. I would say that would be the greatest challenge. People want to do something where they are experts in their field, like lawyers or doctors, but maybe the language is not familiar for them to actually engage with the discussions we are having. They might want to say something, but they are not confident in using those buzzwords in the right places to gain the attention they want. They might wonder if flagging something is a good thing or if people will look down on them for not understanding what we are talking about. I am sharing it from this perspective. Thank you.

MACIEK PIASECKI

Hello, Maciek Piasecki. I am currently with EURALO. I am a newcomer as well and trying to find my way around here, which is a bit complicated, but I am trying to be persistent. I wanted to share a story to answer this question. I was recently in a meeting of another constituency because I am dipping my toes into places. One person who seems to be very invested in ICANN and caring about the community used an expression when referring to your works and contributions. The exact expression was human rights, blah, blah, blah. I challenged this person later and sent them an email. They admitted their mistake and we acknowledged that it was maybe a bad case of trying to be brief and respecting other

people's time in the meeting. But it was very disturbing for me because I have spent more than a decade in journalism covering protest movements, speaking with victims of torture, and witnessing worse things. I was arrested myself illegally. It was a very disturbing moment for me. One of the answers to this question can be the fact that your work is sometimes treated as human rights, blah, blah, blah. I was wondering how you are planning to address that. You mentioned a few groups that were affected by these kinds of changes that happened on the internet. My answer would be trying to look for allies in these kinds of groups. There was a really inspirational talk by the Electronic Frontier Foundation at the Chaos Communication Congress in December. It basically said that the only successes that have been made were by finding allies.

SIMON KNOLL

Yes, Simon Knoll with the IPC for the record. I am here in my private capacity, which makes me a user of the internet as well. I was basically talking to Pedro yesterday about things that have been mentioned before. At the IPC, we are also facing some of these barriers, which basically can be summed up by the fact that you have newcomers finding their way somehow regularly who then do not find their way into the actual work. They get lost on their way. Maybe they do not attend the next ICANN meeting because they feel their interest is not reflected. We were talking yesterday about how we can minimize tension between constituencies and create a mutual improvement for the base work. That can be done by newcomers who have no idea of abbreviations or technical

backgrounds. It is a problem that we also have. Guiding people to small working groups within the constituencies and the non-commercial stakeholder group is a possibility.

PEDRO LANA

Yes, just coming back to what Fidia was talking about. One thing that we do within the NCSG, and it is a very good practice, although we cannot do that all the time, is having someone who has been in the community for a longer time following up and accompanying every step of the newcomers. It is always interesting to have someone dedicated to that. In my case, for example, Kathy helped a lot. Afterwards, Bruna helped me a lot to connect with other people. Even people from other parts of the community helped to introduce me and helped me along the way to get around. One thing that maybe we are lacking with Fidia, although you just got here yesterday, is having someone dedicated to be around, not just waiting for you to ask things, but following every step.

The second part, going to what Simon was saying, is that one barrier we have is that we tend to talk a lot just within our community. I think a great part of the leadership program was connecting to people from other parts of the community. At the end of the training, a common takeaway from three or four people was that it was interesting to see that other parts of the community are facing the exact same issues. They commented that it was nice to talk with people from other parts of the community because they thought our perspective was absolutely different from what

we actually have. The only way of diminishing those barriers of understanding is talking to people who you usually do not talk to.

JUAN MANUEL ROJAS

I had Benjamin, and I would like to move to the next topic. I also think language could be a barrier for people like us who are not native English speakers, but that is my perspective. Benjamin, go ahead, please.

BENJAMIN ANIKMOYEJE

Thank you, Juan. First of all, I have a question regarding these identifying barriers. I did not know when this conversation happened because I did not contribute, so I would have loved to contribute some things to it. Regarding how we can overcome this barrier, there are some things we have done in NCUC or NCSG. In the past, we have done very well with outreaches during our meetings. I do not know what happened; it is probably that we do not have budgets anymore. That is not always technical-based, but really forming bonds within our community and connecting. Research has shown that when you have connections with people, there is a lot you can achieve. That is one of the things I think could help us overcome some of these barriers that I also see other communities do.

Another thing that could help is targeted interventions that we used to do. One of the ways we can know what is working is to evaluate whatever we have done. Even if we want to forget the

things we have done in the past, whatever we start doing now should have some level of evaluation or measurement. We can say we are going to do this and see how it changes things moving forward. Let us measure impact, monitor, and evaluate. If we can do that, then we will know what is working and what is not working. Thank you.

JUAN MANUEL ROJAS

Thank you, Benjamin. That is a good point, but it arises another question: who is making that measurement? Who is going to track those metrics? I think the hands will be relevant yet. In this case, I think we are moving from presence to influence. We have talked about barriers, early engagement as Fidia said, coordination, metrics, and building alliances across other stakeholder groups as Simon said. Now we are thinking if it is possible to influence this work in the next years and what we need to change. I had some hands raised before. I think it was Godsway, then Rafik, and then Kathy. Godsway, sorry for that. Thank you, go ahead.

GODSWAY KUBI

Thank you so much. This is Godsway Kubi, an ICANN fellow for the first time. I support the ideas given earlier regarding how newcomers can participate. I just want to give a scenario of how I started. When I got into NCSG, I was also lost. I was lost in the community totally because of the many abbreviations and policy discussions going on on the mailing list. I had no choice but to just follow. I think what helped me more was when I approached one of

the leaders and told them I wanted to get more engaged. The leaders are always available to support when I need clarification or have concerns.

Maybe when newcomers come in, after introducing them, we can ask them to share their areas of interest. Once in a while, the leaders could reach out and ask if they are available to assist with something coming up. In that way, you are drawing them closer so that they do not feel like they just joined a space with too many things to learn and grasp. Through the leaders reaching out and being willing to support, I was able to find my way. I am still learning and ready to contribute. Thank you.

RAFIK DAMMAK

Thanks. It is more to respond to one of the previous comments about strategic alliances and working with other groups. I do believe we are improving on that front. We have more regular joint meetings, even with groups we did not meet before, like the At-Large and now the SSAC. We are working with those in the same house, the CSG. We even had a meeting with the GAC. Of course, we are working more closely with the Contracted Parties House, and we are working on coordination for DNS abuse by having a mailing list. I believe we are improving. We are working on how to make those long-term instead of just ad hoc communication. It also happens at an individual level when we have members in the different working groups who work with other representatives.

I wanted to highlight this so people do not perceive that we are not working with other groups. We try to build bridges. We acknowledge that there are differences in terms of policy topics, but we try to see where we can find consensus. We can be aligned with other groups and work together quite well. In terms of clarification, we can try to engage more. We are trying to engage with ICANN org and their different teams to work with them more closely so we can share our concerns and get updates.

KATHY KLEIMAN

This is a really important slide. I want to go back to the prior slide. This talks about early engagement and getting involved in these processes early. This is absolutely true, and sometimes we can and sometimes we cannot. Pedro took mentoring and coordination to a new level to help us get past a lot of these barriers. We have newcomers and hopefully we connect them to people. But it is the people who have been here for a while, who have gone through the trainings, the NextGens, and the fellows, who know the acronyms and are ready to plug in.

Pedro took it to a new level for us in NCSG of really connecting and figuring out what people liked doing and what they wanted to do, whether it was comments, policy development, or panels. He then connected them to people like me who might have a history in that subject matter. He figured out who the subject matter experts were in NCSG and individually connected people to us at critical moments. It was a really efficient use of their time and our time.

Thank you, Pedro. That was perfect because it helped us go to a whole new level of expertise and involvement. I hope we can continue. Thanks.

JOAO AFONSO

Thank you very much. All the speakers before me already mentioned some aspects of what I want to say regarding how to engage with newcomers and keep that engagement alive. For example, we could keep info sessions with them and match their interests in the DNS industry, like which topic they are most interested in, with the experts we have in our midst. I am proud of the time I joined, which is about one year ago. I have seen what we have done with the leadership, how we engage with other constituencies, and the human rights assessment, for which I give credit to Farzaneh. It is a huge thing in the whole of ICANN, and I am proud that we achieved that.

We all should be proud and congratulate ourselves for those accomplishments. Leadership development is key. I still need support and more in-depth guidance on some topics and how to approach them, so we need to keep this discussion open. Supporting the core team is something we should also be doing. We should also be coordinating topics. For example, I suggested the idea of making a list of all the PDPs we are working on so that we track progress and track who is interested in which PDP so we have a better outcome in the end.

JUAN MANUEL ROJAS

Thank you, Joao. Just to add that sessions like this can help newcomers. I have Pedro and then Abdulrahman. Pedro, go ahead.

PEDRO LANA

I forgot to acknowledge someone as well. Rafik also helped me a lot. Jokes aside, I made a joke and forgot my main point, so I will give the floor and come back.

ABDULRAHMAN ABOTALEB

Thank you so much. My name is Abdulrahman Abotaleb from Yemen, and I am an ICANN85 fellow. This is actually my second fellowship. I am a journalist, but I have an ICT background and came from a technical history. I thought at the beginning that NCUC is the best stage for me to play a role since I love the intersection between technology, media, and digital rights. I joined recently, but as Godsway said, it was difficult for me. I tried to attend many sessions and follow the email conversations, but sometimes I feel that there is something missing. I am wondering if you can organize a webinar or training for newcomers.

I also think the website, ncuc.org, is the best platform to keep the volunteers and community updated about the topics and discussions that happen inside NCUC. I am happy to volunteer in case the NCUC needs any help because I have experience in content management, hosting, and domain management. I just had a quick chat with some leaders like Wisdom, Pedro, Amin, and Benjamin,

and that was very helpful. We are not lucky enough to have face-to-face meetings with all the members, so we need to find a mechanism to help us online. Thank you so much.

JUAN MANUEL ROJAS

Thank you for your offering. Every hand is helpful, so no worries. You can approach all of us. Welcome. Pedro, do you remember your point?

PEDRO LANA

Yes, just a very quick note about what Rafik said before. We are improving our relation with other parts of the community. A very important part of that is not just having the first conversations, but every time we see that there is a specific topic that got their attention, we need to keep the conversation going. We can create new opportunities, either by organizing a session and calling someone from that community to be a speaker, or by developing small projects. We should keep that active in their minds so when an opportunity arises, we can keep the engagement going and improve those bridges that we started on that specific moment.

ASHWIN

Hello, I am Ashwin. I am an independent researcher on incentive mechanism design. I am currently associated with the Ethereum Foundation doing their deep funding project, which helps them allocate funding across various open source repositories. I have also been looking at how to use similar information aggregation

mechanisms for real-world problems outside the blockchain context. Can you head back to the previous slide? When you are talking about civil societies getting engaged, the point on better coordination caught my eye. These mechanisms that I am designing are information aggregation mechanisms.

If there is any specific problem statement, I would like to do some research and submit a proposal. The idea here is that in order to get more people involved, you have to both give them an incentive to contribute to ICANN as well as a disincentive to prevent noise from coming in. You do not want frivolous or harmful suggestions or anything that favors one party over another because ICANN is so intergovernmental. I think that is where our value proposition actually holds. For high-level details, it is essentially an information aggregation mechanism through incentive design that maximizes signal and minimizes noise. I would like to submit a proposal to someone.

MACIEK PIASECKI

I am Maciek Piasecki. I see that Godsway is suggesting mapping newcomers to mentors. That would help, and it is something that we are discussing at EURALO right now. One of the first things I proposed is trying to find a way to explain things to newcomers because I finished my fellowship and felt a bit lost again. The fellowship mentors are usually people who are super experienced, so they might not exactly understand the problems that newcomers have, like subscribing to mailing lists, because they are

operating on a different level. We decided to call it a buddy system to differentiate it from the formal mentorship position.

For me, it is very fun to help answer the questions that I had only a year ago, like how to ask questions and when it is appropriate. I also see Andrea mentioned the Policy Development Accelerator. I have just finished this program and it is very valuable and worth promoting. I am also using the skills in my day job. Thank you.

JUAN MANUEL ROJAS

Thank you, Maciek. I think we do not have a formal figure of mentors inside the Non-Commercial Stakeholder Group, but I think all of us involved here act as mentors in some cases. We are able to help anyone in this path that we know is sometimes difficult.

MACIEK PIASECKI

A bit of follow-up on that. What I learned in the Policy Development Accelerator is that an age gap or an experience gap can be intimidating for some people. Having someone of similar age, ethnicity, and level of experience might be more helpful than having an amazing person that is just going to push you straight to the leadership.

KEN HERMAN

It is Ken Herman for the record. I want to make a different point than what I wrote in the chat. I noticed in this session or the previous session that we talked about increased engagement. I think the intention was to find more people to join the non-

commercial community. That is always a welcome activity, but I think we can make as much out of the people we already have. I would like to see engagement activities, starting with the Executive Committee, to try to engage more of the people that already signed up.

It is really hard to wait until people come to us. We have people who have done that, and they should respond to requests or be proactive and send messages. But most people will be passive, and perhaps we can try to go out more and talk to the people who are already on the list. Find out why they signed up in the first place, and perhaps even decide whether we need a list of seven hundred people when we have basically ten or fifteen around the table at any point in time. My main message is outreach, not just to get new people, but to engage the people already there. Collectively, the Asia Pacific and Africa regions are the largest regions of people, and that might be the best place to begin. Thank you.

JUAN MANUEL ROJAS

Thank you, Ken. That can help move to the last question. What concrete actions can we try to do or plan to have this engagement from our members? In total, we have almost eighteen hundred members. What actions can we make for the next ICANN meeting? I do not know if we can implement this buddy system that Maciek is talking about, or move more to engage our members. What can be a concrete action that we can do for the next meeting or for the next year?

ASHWIN

The first and best concrete action that I can think of is to structure all of the discussions and considerations that we have and evaluate them on a scale of how certain we are and how important they are. We should also look at how they all relate to one another. Some sort of wide consensus document or graph would be very useful to frame the discussion moving forward.

KATHY KLEIMAN

I have heard some ideas that have been presented or that we have talked about which were successful. A buddy system matching newcomers with each other to figure out the system together is great. Expert navigators like Pedro have been helping people who want to engage more by connecting them with experts or those who know the history in ICANN. For newcomers, please pick an area of ICANN and dive into it. Forget the orientation; there was none when we started ICANN. Pick an area, dive into it, learn your history, go through the archives, figure it out, and then come find one of us. By doing that, you are going to make yourselves an expert. You are going to see where the gaps are, and then you can come to us and we will be able to reinforce and show you how those gaps were either solved or unsolved, or tell you where to dive in. Become an expert. There are so many areas here, so pick what you love and dive in because that will be the best way to connect. Then we will help. Thanks.

JUAN MANUEL ROJAS

Thank you, Kathy, and thank you, everyone. That is the time we have for now. Thank you for coming and for the discussion. That is it for now.

[END OF TRANSCRIPTION]