
ICANN85 Mumbai | CF – ccNSO: Meetings Programme Committee Work Session
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CLAUDIA RUIZ

Hello and welcome to the ccNSO Meetings Program Committee work session. My name is Claudia Ruiz, and I, along with my colleague, Joke Braeken, are the participation managers for this session. Please note that this session is being recorded and is governed by the ICANN Community Participant Code of Conduct, the ICANN Expected Standards of Behavior, and the ICANN Community Anti-Harassment Policy.

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EVERTON RODRIGUES

Thank you, Claudia, and thank you all for joining today's meeting for this MPC session. Unfortunately, I could not be with you in Mumbai in person, but I hope you are enjoying the event and that everything is very productive for everyone. As you know, we recently underwent an effectiveness review conducted by the ccNSO Council.

Let me just kick off with the administrative matters before I give the floor to Sean Copeland, who can guide us through that. Just to check if we have any for the MPC members that we may have in the room, if there are any SOI updates as usual, please let us know now or let the secretariat know about that whenever you wish. With that, let's just go straight to the MPC effectiveness review.

As I was telling you, we recently underwent this effectiveness review. I just would like to use this opportunity to congratulate the review team, the staff, and also the MPC members on their work, which led to the results that we are going to discuss soon. Without any further delay, I would like to give the floor to Sean, who can guide us through the report and to what we are going to discuss. Sean, please, the floor is yours. Thank you.

SEAN COPELAND

Thank you so much, Everton, and for the record, you are missed being here. I am sorry the events have transpired as they have. On behalf of the review team, I would like to thank you for your comments as well as for staff. Some highlighting before we get into it a little bit. This is a very popular group by the membership, and

that really came through in the responses that we received. If you have gone through them from members past and present, this group is, I would almost say at a personal level, a heart and soul group in terms of the ccNSO, with how people feel about it. That goes to the members of this group and it goes to the leadership of this group, and that cannot be understated.

Some interesting things from that is we are aware that this is a group that people use as an onboarding for becoming involved in the ccNSO, and it is sort of their first putting their foot in the pool, if you will, to see what it is all about. The MPC leadership and the membership that are fairly active are very good at supporting and encouraging newer members. So kudos to this group for that. I remember when I started in the ccNSO, I was told that this would be a group that gave you life in terms of the ccNSO, and this survey actually underlines that comment.

So with that, if you come up to the summary document on page three, Claudia. The key thing here for you guys is clearly the MPC should continue. Clearly the ccNSO and the MPC is aligned. We do say that a little bit more clarification in terms of the process and role probably should come from the group. If you are looking at why that is, there is some disconnect between your current charter and what you actually are doing.

The suggestion would be for you guys to make adjustments to actually reflect the work that you are doing as opposed to how it was set out, and I do not think that would be a difficult thing for you

guys to do. We do suggest that you look at taking over scheduling, because obviously there are idiosyncrasies in terms of an event such as ICANN. Staff are very well-versed on what is going on across different communities and finding that time and space for our community to have space. We see that in ccTLD News. There may be other opportunities for MPC to suggest other spaces where the community may have a stronger role or activity within the confines of an ICANN meeting. At this point, do you guys have any questions at the high level?

Cool. So as you see, number three is the update of the charter to kind of coordinate things. Number four goes to what I was saying before in finding the space. We are not saying to you guys to fight staff. We are just saying take the opportunity to explore new ideas or new concepts and bring them in to work within the overall ICANN space.

Next page, Claudia. One of the things that came out of doing this was we did not actually have a clear understanding of how the meetings come together from the point of view of ICANN. This actually caused us to request, and Joke actually did a really good job of putting together documentation on this process. Notwithstanding the recommendations, we do feel that the members of the MPC should look at this to understand what is actually involved in putting together one of our ICANN meetings. That will give you insight on where you can assist staff where possible in terms of the meetings.

Next page. So then as you see from the review, you have the process for the meetings. You have the charter, which we think you guys need to address, and that, of course, will then lead to changing and adjusting practices as you see fit. Again, though, it may well be a case that your practices are just being—or the charter is being adjusted to bring your practices into align with what the charter says. I hope I said that correctly.

Next page. So here we talk about ccTLD News. It was very apparent in the survey that the ccTLD News is an incredibly popular item for members of the MPC. So when you are looking at this, you see our internal PDSA-style feedback here in terms of this particular chart and how we go about doing things. This is a big win in terms of the MPC and the community, and clearly is to keep this going and build upon it, if you will.

Next page. So what, if anything, needs to change? Your satisfaction is very, very high. Your interest from presenters is also very high. The quality of the presentations that are being done is such that people love them. Points to date, if you are looking at things, people like the global perspective.

Interesting, in the previous session, we were talking about diversity. The diversity here actually comes up in the regions, the topics, and the presenters that we have in the audience as well. So the topics tend to be diverse, relevant, and have a lot of involvement. The goal and objective of the ccNSO to be a place

where we come together and share information is being well served. Next slide.

EVERTON RODRIGUES

Joke has her hand up.

CLAUDIA RUIZ

Joke has her hand up.

JOKE BRAEKEN

Thank you very much, Sean and Everton. Apologies for intervening, Sean, but I think we are going a little bit too fast probably in terms of the discussions today. There are two aspects. One is the outcomes of the MPC effectiveness review with the report, which you kindly introduced. I think this is the first time that the MPC discusses or has an opportunity to see the recommendations. They of course received the report. It might be good to step back a little bit and go back to the recommendations and the agenda setting of the members' meeting before we go to the impact really on MPC work.

The discussions regarding improvements of the ccTLD News session was something that was already initiated by MPC in August last year, but it is probably also a little bit outside or on top of what is included in the report. I do not know if you agree regarding separating the two items. I see Sean is nodding.

SEAN COPELAND

All good. I do tend to talk fast or go fast, so I apologize, guys. Let us go back to the recommendations that are in front of you. I have seen these recommendations for a little bit of time, so I made an assumption and I was wrong.

EVERTON RODRIGUES

In terms of the community, I open the floor to questions and comments that you guys would like to make, and we can go item by item. Are there any comments or questions from the floor or any reactions to what we have seen both from the report and by the presentation of Sean?

In the meantime, I would like really to recommend everyone, every member of the MPC and of the community, to take a look on the report and read it with a lot of attention because I think that, as Joke also highlighted, this is the first time that the MPC goes through such extensive and deep review. This is an opportunity for us who have been working from the community to the community to look to what makes the MPC work well in the structures of the ccNSO. I would really like to recommend you reading the report. I see Pablo has his hand up. Please, Pablo, go ahead.

PABLO RODRIGUEZ

Thank you, Everton. This is Pablo Rodriguez for the record. When I am looking at the second recommendation, clarify agenda setting, it claims that the ccNSO agendas for ICANN meetings are currently undocumented. Is this a recommendation asking us to put that in

writing in a form of a report that a number of meetings were conducted and as a result emerged that we should have a meeting in the next ICANN event on and on and on? Is that what that is?

SEAN COPELAND

So when you are looking at that, it actually goes a little bit deeper. This is where we asked Joke to produce a flow for the meeting that we were not understanding and that we did not have. Staff has an idea of what is coming, and then everything gets built around that. We are setting our meetings not understanding that process. That has now been provided to us as the ccNSO, and by extension now to the MPC. The MPC now has a greater working tool to understand the process and procedures that are going on that cause the entirety of a meeting to come together, and then within that space, what the MPC is doing to give it a more effective voice.

PABLO RODRIGUEZ

Apologies for taking over again, but in reality, what we are trying to show is that I did not come up with the meetings that are being handled. There was a process which was followed.

EVERTON RODRIGUES

I see Alejandra has her hand up. Alejandra, please.

ALEJANDRA REYNOSO

Thank you, Everton. I just wanted to address what Pablo is asking. It is putting down in writing how we do things because we are used

to them. We know what we are doing and how we are doing it, but it is not written down anywhere. For it, this is more documenting our processes well for us and for future people that will come to the MPC so they know how things work.

It is more like putting in writing common practices that are common to us because we are used to them, but that does not mean that they are documented anywhere. It is more on that note. I am happy that this is happening because I am a firm believer of documenting processes so that the next generations do not have trouble onboarding into the MPC and knowing how things are done.

EVERTON RODRIGUES

Thank you, Alejandra. Just to give another topic for food for thought or food for discussion. Many of the members and of the leaders, previous leaders and the current leadership of the MPC, have been involved with the MPC for quite a long time. When and where new members and new leaders may come, they also need to have the rationale of how things became the way they are. This is something that only documentation can provide to them and to us, and also to the current members and leaders of the MPC. I see Barrack has his hand up. Please, Barrack, the floor is yours.

BARRACK OTIENO

Thank you very much, Everton. Yes, I just want to reiterate that I think we are doing a tremendous job. When I look at the processes

that we normally go through, it is something that I am personally putting into application in various contexts. I do not know when we say that it is undocumented if we need to add it to the charter. Maybe I am speaking too much from the inside. It could be a communication issue that we need to address.

Secondly, I have a thought that may be out of the scope of this conversation. Just observing some of the ccTLDs that we have reached out to personally to participate in some of the sessions, I see quite a big change in how they operate. I do not know whether it is worthwhile to also, from an impact perspective, just measure—it could be in a qualitative or quantitative manner—the impact of some of our work to the members that normally participate. Just a thought that I am throwing in the room as well. Thank you.

EVERTON RODRIGUES

Thank you very much, Barrack. Any additional comments or questions from the floor or any reactions to what we have seen? Joke.

JOKE BRAEKEN

Thanks, Everton, and thank you, Barrack, for the comment. When you mentioned measuring the impact, what exactly did you have in mind? What type of impact?

BARRACK OTIENO

Given that there is a lot of information sharing, I have observed from the ccTLDs in our region, in the Africa region, that participate

consistently in our session a remarkable change in just how they operate and how they do things and their boldness. I think we do not pay attention to that because our interest is in the information sharing. Just to complement the outcome or the outputs of the MPC, it would be useful to check before they started participating where were they, and after, where are they? Now I see them consistent in ICANN and permanent in ICANN, and I can tell somehow it is because of that participation. Maybe we need to bring that out. I do not know if that makes sense, Joke.

EVERTON RODRIGUES

May I, Barrack? Just as we are discussing this, do you see that this only comes from after a given point in time in which a given ccTLD starts to participate on or presenting on the ccTLD News, or also when they are coming to our members' meeting and receiving that information from another ccTLD? That is also an important impact for that ccTLD, which later may present and so on. I do not know if you can understand where I am going with this. Is this impact, in your opinion, coming just from the participation of the ccTLD or just after this ccTLD makes a presentation?

BARRACK OTIENO

Thank you, Everton. Let me try and be a bit more clear. The involvement in the MPC process itself from the time the call is made, what you have to go through to prepare to present or be part

of the session, and the entire process is what I am mentioning is very impactful.

I am speaking as a person who has been involved because sometimes, yes, I offer myself, but there is a process I am subjected to which then makes me a better person in putting together the information and sharing the information with others. I was mentioning that when I observe the ccTLDs that have come to present in the MPC, you notice even when they are outside the MPC how they are able to organize some similar activities or events. There is a very big difference that comes out of their involvement in the activities that we do. The impact is not measured, but it is quite big, in my opinion.

EVERTON RODRIGUES

Thank you very much. I think that this is one new topic that we could also be looking after or looking to improve, especially because there are so many ccTLDs and perhaps we may be helping ccTLDs to improve themselves, but also to receive whatever they have to share with the community. This is a win-win situation. I see Alejandra's hand is up. Alejandra, please.

ALEJANDRA REYNOSO

Thank you. I just wanted to refer to the recent survey that we are doing for participants on ccTLD News so they could tell us their input on the experience. Maybe we could add one more question or at least ask what this has brought to you personally or

professionally. That is the only way I can think of measuring what Barrack is saying, because I think it is very valuable information to know that just by going through the process of presenting in ccTLD News, it is improving professionally the presenter's perspective.

I think that is a win. I agree with Barrack; it would be nice that people knew that this happens. On the measuring side, it is hard, right? How do you measure that? That was just an idea to float around and to check because maybe the change does not happen immediately. It takes time after they participated and what consequences that brought to them in time. It is a tricky one. I am glad that you shared with us that you have seen this happen. For us to measure, I think it is a little hard, not impossible, but we need to think of ways of doing that. Thank you.

JOKE BRAEKEN

Thanks, Everton. I just found a link to the draft survey. MPC previously reviewed the proposed questions and finalized them some time ago, and I am pasting them in the chat now. This is a draft survey that will be circulated to all presenters, all session chairs, and all moderators that join the ccNSO sessions on Tuesday and on Wednesday. It will be interesting to see what their feedback is regarding their experience in the process, but it is very nice to hear that the process is seen as being impactful and useful for ccTLDs. Thank you.

EVERTON RODRIGUES

Thank you very much, Joke. I hope people in the room and also online can have an opportunity to look or read this survey. At the same time, I just would like to check if we could go back to the recommendations and see if there are any other comments regarding the other recommendations that we had on screen.

JOKE BRAEKEN

Everton, if I may? The link to the Google document is simply for MPC to review the questions. This is not actually the survey. We will put it into Survey Monkey or Google Forms and circulate it to the presenters directly. This is not an invitation to respond to the survey, just for you to see what the questions will be. Thank you.

EVERTON RODRIGUES

Definitely. Thank you very much. So with that, here we have the recommendations on screen. Are there any other comments regarding the recommendations of the MPC effectiveness review report? I see that, for example, we have number four, the ccNSO meeting strategy that we have already presented briefly, that the Council and the MPC should be willing to challenge the meeting structure. I see Joke, is this an old hand or a new hand?

JOKE BRAEKEN

Old hand. Thank you.

EVERTON RODRIGUES

Okay. So the Council and the MPC should be willing to challenge the meeting structure within the confines of ICANN's overall planning. This is not in the scope of the review team, but a sentiment that emerged and goes to the overarching planning for meetings, finding ways to leverage continuous improvement methods. Are there any comments on how the MPC could improve that or could look for improvements about this topic? Yes, I see Alejandra. Please.

ALEJANDRA REYNOSO

Thank you, Everton. I am more curious to understand what is meant by this because as you said, currently, we do participate in the planning of the overall ICANN meeting and I am not sure what the challenge is supposed to be addressed to because there are things that are out of scope. We cannot say, "Okay, now the June meeting should not be four days, but five days," for example, because that is not for us to decide. That is on the meeting strategy overall for ICANN. I would like a little more guidance on what is meant there. Thank you.

EVERTON RODRIGUES

Thank you very much. Before giving the floor to Sean, I just would like to mention one of the topics that comes to my mind right now, which is, for example, the format of any presentation. Sometimes we become used to a specific setting. We have, for example, world cafés in other sessions, or other types of sessions that we may have for the members' meetings, the agendas, and the sessions that we

may have. So when it comes to the MPC, perhaps the format of the meetings could be addressed in this recommendation. Perhaps other topics for discussions. But I would like to give the floor to Sean, who had his hand up.

SEAN COPELAND

So let us give some clarification to it. The reason we said within the confines of ICANN is, again, in terms of the report and what we asked for, because we did not know the process. There are blocks that obviously we as a ccNSO are able to do, ccTLD News being the prime example in terms of the MPC. We are not saying to you guys that you want to change that. What you are saying and what we were taking from the interview is you are interested in expanding the role of the MPC, taking that on a little bit more to say, "Okay, this group is working. Can we in fact bring more to the table?"

If you were to look at it from the perspective of the work that staff does, and the staff does an incredible amount of work, the takeaway really should be: can the MPC take on more of a role in that to aid and assist staff, working with staff to better reflect what's going on within the community? It is a point of communication, and it is a point where, very critically, what is going on in ICANN org and what is going on in the ccNSO comes together. Yes, we know that there are other groups within the community, and we know that MPC attempts very hard to coordinate across in different ways. You are very aware of what is

going on in different sessions. The takeaway is: can there be a more cohesive effort by the MPC?

I am very cognizant in a different role that Joke and Claudia and Bart and a bunch of other people do a whole bunch of things around the clock. Alejandra does in terms of her role as chair. There is the opportunity, once more procedures are documented, as Alejandra likes, and she is not wrong, for the MPC to do a little bit more that comes across that you do. That little bit more, which may not seem like a lot to you, may in fact be a stress relief for staff, for example. You do not know until you try, I suppose, is the way to look at that. We are not asking you to man the ramparts versus ICANN org. We are saying look at different things that you can do that may in fact make things a little bit easier, a little bit more fluid, and a little bit more positive for everyone involved. In saying that, let us be clear, the dynamic between staff and the community is incredibly good in this community, and we are only wanting to build upon that. Does that answer or give you a little bit of flavor?

EVERTON RODRIGUES

Any reactions? Bart, please.

BART BOSWINKEL

Another thing, and thank you very much also on behalf of Joke and Claudia. Another way of looking at this is if you look at the current format, and this goes back to the ICANN meeting strategy, which is, as Sean said, a given. But if you look at it, there is this standard

ccNSO meeting format in the documentation of the process. You have got four days. Day one is Tech Day, day two is members' day, day three is members' day, and day four is Council and sometimes something else. The AGM and the community forum adds on some working group formats. I could imagine that you change that format, and that is also one way of looking at it.

Just to do a very wild thing, why not have a members' meeting on Sunday and do working group meetings later on to use the members' meeting as input for working group meetings? Just a thought. I know, for example, that Sean is very much in favor of using one of those days as a real participatory event, an open space day. If we really have something to discuss, use one of the meeting days purely dedicated to open space. Another thought. So that is also part of that recommendation within the confines of the ICANN meeting strategy. There is enough room and space to deviate from the current ccNSO meeting strategy of using the public forum as a basis and then build on it with the working group meetings on Saturday and Sunday. That is another way of looking at it, and those are things that have been discussed. Again, this is continuous improvement as well. Make it interesting. Keep it interesting for the community, for the MPC, and for staff as well, of course.

EVERTON RODRIGUES

Thank you, Bart. That leads to another thought from my end, which is although the satisfaction level from the service that we receive is permanently high, that does not exclude the need of the MPC to

look to the members' meeting and to the ccNSO meeting as a whole as something that requires permanent—not change in the negative way. It does not need to be changed just because it does, but just to get more people interested in what we are discussing and to keep promoting the discussions that are everywhere. The best case is that we have the best practices that are all over in the ccTLD world.

This is happening, and we just perhaps need to change something here and there to make things different one time or just to make people understand the importance of what they have to say and share with the community. Sometimes people can get so used to it that this can prevent them from even applying for a slot for participation. That is not the case today, but this is one key recommendation for the future indeed. Any additional comments or questions for Sean regarding this topic? Any topics? I see Yuri. Yuri, thank you very much.

YURI TAKAMATSU

Thank you very much.

EVERTON RODRIGUES

The floor is yours.

YURI TAKAMATSU

Sorry, I was muted. I am still having difficulty with understanding this number four recommendation, the wording "meeting strategy." Is it about the whole ICANN meeting? We have type A, B,

C. Is this ccNSO meeting strategy saying about that type of thing?
Oh, no. Okay. Thank you, Alejandra.

ALEJANDRA REYNOSO

I was the one creating the confusion, so I want to clarify. It was more like Bart was explaining. The ccNSO meeting strategy is just what the ccNSO does. We usually have Monday as Tech Day, Tuesday and Wednesday as members' meetings, and Thursday Council meeting, and sometimes the weekend for working groups. That is the ccNSO meeting strategy. Sometimes we would like to do an exercise of if this is something we would like to update or improve. I created the confusion because I was confused myself on the overall ICANN meeting strategy. That is not what we are talking about. It is just what the ccNSO meeting entails. I hope that clarifies.

BART BOSWINKEL

Maybe just one thing to add a little bit more clarification. If you would go to the report in the annex, you will see considerations and documentations we need to take into account—we as staff, but also the MPC. You will see a reference to the ICANN meeting strategy, and you will see a reference to the ccNSO meeting strategy, which is a different document. This is where what we just explained is documented. So that is why it is phrased this way, ccNSO meeting strategy. It refers to that point. Thank you.

SEAN COPELAND

I would like to apologize on the communication side. I kind of think fast, so I probably contributed to the misunderstanding there and I apologize.

BART BOSWINKEL

Sure.

EVERTON RODRIGUES

No worries. This is what it is all about here. We are here to discuss and to make the report clear to everyone so that we have a common understanding of what the MPC is doing well and what needs to be improved. This is the time and place to do that and to go ahead with what we have on screen here. This is the Annex C, which is the setting of the ccNSO agenda at ICANN meetings. Joke or Bart, would you like to make any additional comment about this specifically?

BART BOSWINKEL

This is specifically, again, for Yuri and for the others. This is where you can see the references to the various documentation and what is taken into account in setting the agenda. You can see the meeting strategy as adopted by the ccNSO Council. I think it was 2014 or something, if I recall. It was a long time ago. So that is the documentation and challenging that strategy. That is the core of it.

EVERTON RODRIGUES

This is one of the opportunities that we have as the MPC to look if everything still makes sense and to see if we have any suggestions or any improvements to add to that strategy. Please do not do this every meeting.

BART BOSWINKEL

Yeah, please do not do this every meeting.

EVERTON RODRIGUES

Definitely not. An overall overview of this—or let me phrase it better—to look at it broadly and to make broad recommendations and to change, if necessary, some parts of this strategy to improve the ccNSO meeting as a whole is one of the topics that we as the MPC could be looking at or aiming to. Are there any other business? I see Joke's hand up.

JOKE BRAEKEN

Thanks, Everton. So what you see here on the slide is just food for thought regarding how this might impact the future work of the MPC. In the guideline and the first bullet point, I believe that is what is being referred to in Annex C. The current practices, the current ccNSO meeting strategy, refers basically to the sessions on Tuesday and on Wednesday at the moment. Maybe that should be expanded. Is that the recommendation?

BART BOSWINKEL

It is in scope, put it this way. Whether you want to or not as an MPC is something else, but it is in scope for discussion. Going back to the review team discussions, the role they took away from this agenda setting, but also the other parts, is that the MPC represents the voice of the community in setting the agenda. Take that into account. If you feel as representative of the community that there is a need for change, then use that voice. I think that should be reflected in the charter and the practices as well. Keep in mind, it is the voice, it is one of the many. You have the voice of the Council as well in continuity and the voice of staff in the sense if it is implementable.

SEAN COPELAND

Those are all very different things, Bart.

EVERTON RODRIGUES

Moving ahead with this exercise of challenging the agenda, and because I kept thinking about this, one theoretical example would be if we persistently had a huge number of proponents to the ccTLD News and that required consistently more time for this session. Instead of having one small session for the ccTLD News, that could lead to a change of the configuration of the setting of the ccTLD News session. This is one of the things that comes to my mind when we are talking about using the space that we have at the ccNSO meeting, but not taking for granted that things must be forever the

way they have been. They have been working well, but that does not mean that they can't be improved. Sean.

SEAN COPELAND

Yeah, I think when you are looking at this, Everton, the best place to start is not on item number four. It actually is bringing the charter up to speed to what you are doing. In doing that, number four will start to make more sense as things move along. Align the charter first to the practices and then get into the weeds with number four.

EVERTON RODRIGUES

Definitely. We are still starting ICANN 85, but we have already homework for the wrap-up. As soon as the wrap-up happens, that makes me happy to know that we already have a lot of activity for the future. If there are no other comments or questions regarding the report itself, I just would like to know if Joke and the secretariat have any additional comments to make about this presentation by Sean. I see no hands here. Okay.

With that, I just would like to thank Sean for the presentation and thank you all for joining the session today. The MPC will meet again after ICANN 85. I would like to highlight the importance of not only the ccTLD News session that we will have during the week, but also all the members' meetings at ICANN 85. I will give back some minutes to you. I see Souleymane has his hand up. Souleymane, please.

SOULEYMANE OUTANAGA

Thank you. I want just to suggest that MPC can proactively map out ccTLDs that do not participate in the ccNSO meeting. MPC can propose a process aimed at assisting the ccTLD to participate. Working with regional organization, information sessions can be organized to advise the member how to participate. I think if it is possible to do that, this is a suggestion. Thank you.

EVERTON RODRIGUES

Thank you very much, Souleymane. When we open a call for presenters, we usually work with the regional organizations not only to spread the word but also to actively look for presenters that may be interested in a given topic that we as the MPC are looking forward to discussing with the community. There is room for improvement for the MPC members themselves to help to promote this call in a more concrete way.

In my perception as the chair of the MPC, the participation of regional organizations is key to achieve an active search for those presenters. Of course the MPC members themselves have this role, but through the regional organizations at the MPC, we have better results to reach out because regional organizations are the ones who have both regional perspective and also a very close relationship with all the ccTLDs in a given region. From my perspective and from my experience, the work with the regional organizations is key for the MPC. I do not know if that answers your question or if there are any additional comments from the floor. I

cannot see, but I think so. Okay. Thank you very much. Thank you, Alejandra.

Are there any final comments or questions regarding today's presentation? Going once, going twice. If not, I would really like to thank Sean for his presentation. I really feel very proud of the results, not only of the report itself, but of the whole work that led to this review. I think that this is a very good opportunity that we as the ccNSO have to really feel that the ccNSO is evolving constantly and with the continuous improvements that we may find everywhere. This is one of the deliverables that we have in that sense. With that, I would really like to thank you all for joining today's session and would like to call this session to adjourn. Thank you all. Bye-bye.

ALEJANDRA REYNOSO

Recording stopped.

[END OF TRANSCRIPTION]