RAW TRANSCRIPT

ASIA-PACIFIC INTERNET GOVERNANCE FORUM

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CAPACITY BUILDING FOR ASIA-PACIFIC INTERNET COMMUNITY PROGRAMMES, INITIATIVES, AND DEVELOPMENT

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>> KELVIN WONG: Okay. Hello.

All right. Thank you for joining us. Again, sorry for the delay. This session is about capacity building for Asia-Pacific Internet community. Kelvin Wong from ICANN and with me is Ang Pen Hwa. I'll let him introduce himself.

>> ANG PEN HWA: Good morning. Hi. My name is Ang Pen Hwa. I'm from Singapore running the Singapore resource centre. I've been involved in the Internet Governance space. There is a Working Group recommended for the IGF. It's been some concern for many of us involved in the process that we don't see enough of people who understand the importance of the issue, and it's a bit that once you see it, okay, your eyes are open, it can be heaven or hell and they become more involved. So it's in this spirit that we are trying to get people brought up to speed about Internet Governance issues.

There is a recent effort in Europe that has gone actually sort of global. It's gone to Latin America. The irony of that programme is that actually it's only for Europe, and I said you should take it global. You've got good stuff. The irony is he went global. But in Asia we have done not very much. So my hope -- sorry.

Okay. So my hope is that we can do something similar in bringing up this awareness of what Internet Governance, increasing capacity in this area for Asia.

There are some challenges in Asia that are not present in Europe and perhaps in Latin America. I think one of them is that we believe that speech is silver, silence is golden seems to be the case. We don't have many Asians coming forward. So we have to bring people up to speed on how to handle the International processes in this area.

In the light, we have got a group going, it's taken a while because of the issue of the legitimacy, so it's taken longer than myself would have expected. But we had a group and we had our first meeting yesterday. It was a small meeting and I think we want to start cautious but start well and build from there.

In this meeting today we hope that we can discuss some of the issues regarding this programme. Because we are starting bottom-up. There are a lot of issues of legitimacy, of buy in, that may not be present if we do a top down effort. But in the spirit of Internet Governance, we have to begin with a bottom-up approach.

So in that spirit, some people in this room who are here, perhaps you can introduce yourself and why you're interested in this space.

Do you have a microphone?

You need the microphone.

>> AUDIENCE: My name is Chadrak. I work for the (inaudible) foundation. The foundation actually has a programme called alliance for affordable Internet and I'm the Asia coordinator for the programme.

Whenever we go around talking to many of the Asian regulators and stakeholders, multi-stakeholders, one of the things that we come to know is that there is a lack of capacity in comprehending the issues. Technology, Regulations, policy, and also placing transparency. These are issues that we come across wherever we go.

I was in Nepal last week and this was express.

(Technical difficulty)

So I'm interested to contribute through the programme that we have, the mentor, and coaching that we provide for the ground recipients and find out what else is out there and how can we better collaborate.

One of the main reasons I think it's important to participate in these kinds of things is to -- because collaboration is not easy. And it's hard to be all in the same page at the same time, on the same page, to move forward. And everybody is like in a different position. So it's building the appropriate mechanisms for people to contribute and collaborate is what I'm more interested to learn about.

>> AUDIENCE: My name is Don Hollander. I have a small book shop in New Zealand. I'm very keen for Internet capacity to be supported for people who read, so that they could order books from my book shop. I have a strong interest in the Pacific. I'm the co-chair of PIP, Pacific Internet Partners, and we do some work anyway in terms of growing technical capacity within the Pacific islands to stay within the Pacific islands.

So I'm very clean to see that there is some coordination, some rationalization of the training programmes that are offered by a wide range of people. And one of the things that I wonder is whether there is an opportunity for a degree programme in ccTLD management or TLD management, and I can't know the answer to that. So I'm keen to get people's thoughts.

>> AUDIENCE: Hi. I'm Nika, Internet rights coordinator for Foundation for Media Alternatives. And we are one of the convenors from the Philippine Internet. So I'm happy that we're talking about capacity building for the Asia-Pacific and the Internet community.

Thank you.

>> AUDIENCE: Hi. My name is Craig and I work for ICANN. I think it's great to have this initiative to address the underrepresentation that we see in both the Asia and Pacific regions. To address the issue of underrepresentation, it's not something that can be done overnight. So if you want to have people from the regions who are able to represent the regions in the Internet Governance conversation, the training needs to begin now so that they get a broad based education, if you may, on the issues on the table.

So that thereafter, they can pursue certain specializations, and then only then will we be able to see people. And the issues --

(Audio fading in and out)

>> KELVIN WONG: So on remote we have Hong Xue. And give me a second. I can read out what she is typing for us.

So Hong Xue is a professor from Beijing Normal University and she teaches law at the Internet Governance and organises two Internet Governance programmes in Beijing.

>> KELVIN WONG: Thank you for the introductions. And we will go into the agenda proper. So in this slide we talk about the terms of reference. I think everyone here is familiar, the term of reference for this group?

Yes. Are you guys...

>> ANG PEN HWA: Nika, are you familiar?

>> AUDIENCE: (Off microphone.)

>> KELVIN WONG: Let me provide some background to the APILP. We had this capacity building in Singapore, ICANN49 in March. That was the first coordination meeting. So the idea for that, for this was born this. We started a Working Group on the mailing list. Feel free to join us if you have not done that already. So there has been some -- well, ongoing conversation. And the culmination of that was the first pilot run of the capacity building programme, which took place the last Sunday.

So today we are going to -- what?

>> AUDIENCE: Where was it held?

>> KELVIN WONG: It was held here, Sunday. The -- well, we can show you the programme. I can let you know what the programme was. And so it was a pilot run to first test out the -- well, the interest as well as how we can run the programme better going forward. So we are going to discuss how we can do that. The letting points from this pilot run as well. But first and foremost, we are on the agenda 2, which is to look at the terms of reference for this APILP.

I'm sorry if you are new to this. So for the Working Group, it's an open Working Group. Please join us if you can. We have this, what is the -- we have discussed what is the terms of reference, engagement, target audience, what are the objectives, as well as funding and support. So I'm going to flash out the discussion fast, and then feel free to just suggest some amendments or post some questions to us if you have any.

>> ANG PEN HWA: The discussion was held online and we worked out the terms of reference. One of the key things is that we are no longer talking about only about Internet Governance, but Internet in general, and in fact the possibility, the next session might be somewhat a more technical matter. So it's sort of the scope of what we are proposing to do has broadened a little bit.

The screen is difficult to read, I suppose.

The final list will be finally confirmed.

>> KELVIN WONG: I'll not read it out, but please stop me if there is something that jumps out at you. So this paragraph, 2.1, is about objectives. I'll give you some time to read through. Feel free if you have any questions. Anything that you think is missing.

>> AUDIENCE: So this is a multi-stakeholder Working Group.

>> AUDIENCE: (Off microphone.)

>> KELVIN WONG: The Question is, is this from ICANN. I'm from ICANN.

>> ANG PEN HWA: There are some conspiracies that this is ICANN driven, and I can assure you it's not. If it is, I wouldn't be here. It's really a bottom-up effort.

>> AUDIENCE: I'm just asking. Because ICANN is a very technical group. So we're thinking how the Civil Society is, you know, involved in this Working Group or in this initiative.

>> ANG PEN HWA: It's a good Question, now we have it on record that it is not an ICANN pushed or led initiative. It's really bottom-up, and we can all give input.

But there is a lot of behind-the-scenes work to get this doing. Kelvin himself has been doing...

>> ANG PEN HWA: And, of course, if you look at the subjectives and some of the syllabus they are proposing, it extends beyond ICANN. We have things like the protection of human rights online and other things that you can actually add on now.

>> KELVIN WONG: I'll just scroll through, actually.

>> AUDIENCE: If it's available online, we can just -- you know, check it out. Don't worry.

>> Yes, it is online at our community wiki at ICANN. We have offered the space to put this Tor. If you have any comments -- well, hopefully not too long. You can look through it over the next few days and let us know.

>> So this has been an ongoing process for a couple of months. It started from the main Bali IGF where we had the initial conversation and thereafter we had several conversations as well.

I think we can share the link right now. We can quickly all go through the terms of reference. I don't think it's very controversial. And if we can close on this then we can follow-up on implementation steps, if that's okay with everyone.

>> Fine. Good.

>> KELVIN WONG: All right. The link is here. I'm just going to share this.

>> Maybe you can tweet it or something.

>> KELVIN WONG: It's right here.

All right, there you go.

So those are, if you can link to Adobe Connect, you can access the link and scroll down to the -- and scroll down to the end of this -- well, click on the link, scroll down right to the end, the terms of reference will be there. We are keeping the development, we are recording the development of this APILP in this community wiki for ICANN. So you can check out all the development and discussion until now.

>> ANG PEN HWA: We will move over to the terms of reference. You can read it. Due to final confirmation on the list. So you would have to join us on the list for final confirmation. Because others are not in this room who had a part to play in deciding on this.

Yes.

This is number 3. So the work plan discussion... we should talk about the -- so, we had a session on Sunday. And we are looking for any kind of feedback you guys may have. I would say first of all that the publicity was rather brief. So we were not able to fully reach out. But given what we had, I thought we had good attendance given the time and constraints. So I'm quite satisfied with it. The quality of training was good, as far as I can tell. So we are sort of moving forward from there.

Don? Do you want to say something?

>> DON HOLLANDER: So I have a couple of comments about the training session that went on on Sunday, and please note that I wasn't there for all of it. But just some of it.

So I didn't think the target market was achieved. I think most of the people there were people who should have known most of the stuff anywhere. Everybody always learns something from every encounter, but I think I would attribute that to the fact that it was on a Sunday and that the decision to actually do it happened just two weeks before. So the ability to promote it was challenging.

Saying that, the room was full and I thought that was really good and there was good dynamic discussions.

The other thing that I thought was really useful is that you videoed the whole thing. And I hope someone will have the skills and the time and the interest to -- no. Don't do this. My mother has already -- she knows what I look like.

That somebody will take those videos and chop them up into topics, and then make them available maybe as links from the wiki. And we can, through our communities, promote that. And it would be very interesting to see over the next three months, for example, between here and Istanbul, or here and Los Angeles, probably, is a better timeframe, to see if anybody actually watches it.

That will be -- you know, and I would say if you got five people outside of the usual suspects, that would be a pretty good achievement.

>> KELVIN WONG: I think that's a good idea. I think some of the sessions were spot on. I think it helped in understanding, and so I think we can edit it so that we have chunks. Each one, each lecture could be separate. And I'm sure you will get viewership then. But thanks, Don, for those comments. They are helpful.

The lady first and then...

>> AUDIENCE: Okay. I have the had mic. I have one comment. Because we received -- we're from the Philippines and we received an e-mail from the organizers about the Asia-Pacific leadership programme, and we were thinking of going. But there has been some limitations because you have to pay for the session. And I know that, you know, our partners will be able to support us to attend that. But we're not really -- we're not really ready that we will have to pay for a session in this APrIGF. Because we are used to going to different seings that are free. As you know, Civil Society organisations are really challenged when it comes to funding. So if ever maybe we can take note that these capacity building initiatives really need support. And if you want to capture the target audience that you want to get -- because we are in not really that capacity, that it comes to, if you are talking about technical stuff about the Internet.

But we would love to know more about it. And we would love to share what we think about it. And, yeah, so maybe you can, you know, there will be some resources and help some grass-roots leaders to attend this leadership programme, which I think is promising.

>> ANG PEN HWA: Let me just make a quick comment on this. In fact, the discussion was quite lengthy on this issue of payment. In the end we decided that we have to charge. Because we are not sure whether people would turn up if it's just for free. If they register and it's for free and they don't turn up, then the money is wasted.

And maybe we can refund people on the spot. I've done that myself. We have had sessions, you pay, but then when you turn up you get your money refunded. But at least there is some payment so that you understand that you have to be committed and then you will turn up.

But no, definitely, we will see what we can do to drive the costs down.

Okay. Question.

>> CRAIG: Thank you. Let me follow on with some of the comments.

So I think the point about making the video recordings available is something that we agree with. If people are okay with an experiment, we actually use something called mail chimp for our newsletters when we put it out. And we can actually check how many click throughs there are for each subheading that we have. So if people are okay with this, we can break up the session into individual blocks and send out a mailer that you guys can send out to your own communities. And thereafter, we can track what the interest is on each topical issue is. And so that can probably help us better understand the needs and wants of people that we are looking at.

Also, for the ICANN APAC hub, we conduct Webinars bimonthly on issues. I think we can use that same platform to push. That's one suggestion. And if people are okay, we will take it upon ourselves to push that information out.

On the second point, Nika's point, I think we are very -- we share Pen Hwa's concern that if it's free registration, people will register. But if there is no skin in the game, they may not attend. But between the organizers and your organisation, we can figure this out. Because right now we are not even at a cost recovery basis. The charge really is to make sure that you have serious people registering for the events.

Looking at Sunday's programme, I think my feedback would be maybe we can do two things. One is dovetail the programme with a lot of the ongoing activities. So, for example, concurrent to our session there was the Youth IGF. And I think many of the participants there probably could have benefited from getting readouts of, you know, where is the Internet Governance debate, briefly. What is the history on some of the organisations that we come to know today and what are the themes that are still contentious in the Internet Governance sphere. If we plan far ahead enough, I think we can streamline the different programmes.

Concurrently, there was a justice sector training as well. I wonder if just a brief 101 on these issues would be interesting to your audience as well. And if so, and if we're planning one year ahead for the next APrIGF, that is something we can propose.

I spoke briefly to the APrIGF Chair, Paul, a little earlier on. And he thought that this might be something that we can talk about when the APrIGF MSG meets tomorrow morning, and we can plan that. So that's one suggestion. Because that gives you a guaranteed number of audience.

And the other thing that we -- that I'm thinking is whether or not we should come up with a curriculum board or some of us can decide on the curriculum. Because if we have something that is more structured, and people know for sure that if you go to a certain programme, there are some elements, like a bit of Internet Governance, maybe 101 on the technical routing things, but maybe things like data privacy and copyright or net neutrality, we have some basic building blocks that are consistent. And maybe we have a consistent curriculum, maybe we will come a bit closer in a possible certificate thing that we can give to people.

>> KELVIN WONG: You just added 20 people to the Singapore ICANN office. Maybe some are familiar and others are not.

So what are you doing as an induction for your staff? Are you doing something similar to what just happened?

>> CRAIG: So we have an internal on boarding programme. It's very brief. So the on boarding --

>> (Off microphone.)

>> CRAIG: It's modular. It's maybe a one hour slot over the first week and most of the Department heads take their team members through on their own.

We also do a lot of regular brown bags on our own. So the Department -- someone from the Department will come and say okay, fine, I'm a registry manager. This is how I spend my day and these are the projects in my Department. And we brief each other that way.

>> (Off microphone.)

>> CRAIG: So just to respond to the Question, we will send our staff for this. And actually, for Wolfgang's session in Europe, we send ICANN staff to the summer school in Europe as well. Just as a base. Yeah.

>> KELVIN WONG: Let me read out what Hong has Questioned.

So Hong's Question is: How many fellows joined the one day programme on Sunday? Were they local?

And she made also a comment regarding Craig's intervention. "Good points. At least three parallel sessions were held on capacity building on Sunday. It would be good to work together, especially since the other two are free or response order."

So coming back to the Question, can somebody address the Question?

>> We had five paying Indians. They are not -- I think three from Delhi and two from Bangalore and we had a Taiwanese, two Japanese. And then we had other people coming in after that. But I don't have the record as well right now.

>> KELVIN WONG: So we had about 8 who preregistered, and in total, it's about 28, 29 who attended the whole session.

>> AUDIENCE: My question was -- Sylvia Cadena. My Question was what would be the difference in terms of curriculum from this proposal, compared to, for example, a DiploFoundation course on Internet Governance? Is there -- because there are others like this calling for Internet Governance Latin America and the DiploFoundation that are doing ongoing training on this and already have a proven curriculum that is given to people that participated and they started newcomers on this. Information that has been shared in all the newcomers sessions at the IGF, the induction sessions at the IGF. For last year, there was a very big effort on the newcomers information sessions that can be used also as part of the curriculum. So I was just wondering if the Working Group has already discussed and compared the existing curriculums to see what will be the flavor of the Asia one, the Asia-Pacific one.

What issues will be different and what will be like the attraction for other people to attend this or join these programmes, instead of registering for Diplo? Or if we can work with Diplo or what is it -- which, I guess it would be my next comment, please, work with Diplo.

So anyway...

>> AUDIENCE: (Off microphone.)

>> ANG PEN HWA: Okay. I think it's part of the plan to have a comparison of the curriculum. So, Sylvia, you are ahead of us there when talking about the comparison. But I'll make a point of what we are trying to do as opposed to what we can do in the future.

What we are trying to do right now is basic 101. Sunday afternoon we had some discussion about current issues. So we had in the morning, the 101 regarding history, the roundtable, technical issues, so forth. Afternoon, we had issues regarding WSIS, a bit of history and then the document which is really up to speed. And then the current issues, and IDN, again, current issues.

It is there everybody a mix. I know that the full-blown course, for example, Don mentioned that if you can have a specific cause, you can cover the issues. We have to cover the intellectual property rights. We do need to cover data protection and freedom of expression and other issues.

So when you talk about the full-blown set of causes, we have to bring people up to speed from zero, to someone who is up to speed in all the current issues, and yet done in a way that offers critical thinking. It's kind of really the test, the true test of what we're trying to do.

Diplo has certificates, and they have sort of raised it, it's now -- now you have to take the online lectures and then you have to get -- there is some homework involved. I'm not sure about the test but there is homework involved. So it's not just sitting down and listening to lectures. So we have to look and see how they do it.

It's five days, intense, in a wine cellular. It's an interesting place to meet. I don't know why wine cellulars. But it's a nice environment, you know, people like to talk about the issues.

It also brings people up to speed as well as discussing current issues. So we have to see how they do it, but it's something on our radar here.

Thanks.

Chadrak?

>> CHADRAK: You know, as compared to the DiploFoundation's cause, which is a kind of an ongoing programme, and many people who take up the Ph.D. Or the post graduate can be doing diplomacy studies can also go into specialization. That said, what you are trying to do is really good in terms of giving a crash course to people who do not know much about it. And also, not have the ability to pay the 8 thousand Euros that Diplo charges for the entire programme of its Internet Governance.

>> ANG PEN HAW: It's part of the wine cellular, right?

>> CHADRAK: It's a bit of an expensive programme. But you could offer something else, maybe under a thousand Euros, but still it's expensive for many people from Asia.

What I, you know, to add on to what a colleague from ICANN mentioned earlier, he mentioned that we can plan ahead for the next APrIGF. But that -- but in addition to that, if there is a possibility of a kind of a road show where this course could move around to various countries. Given the fact that this is designed for multi-stakeholder groups, if we can target some of the -- these countries that are in the trajectory already, for reaping the benefits of the Internet, but do not have the capacity to really go, Surge ahead. So I wonder if, you know, in the planning of your course delivery, you could have this course going to say Nepal, Bangladesh, the Pacific Islands, you know, like that. And instead of waiting for everyone to come to you, is there a possibility for the course to go out? That's the question.

>> ANG PEN HWA: So Chadrak you're right. So in fact the way it's designed, it's quite flexible. And this way it feels lose, but in the loseness, you know, you can do exactly what you just mentioned. You can conduct a programme elsewhere and you don't have to wait for people to come to you, as you said. Yea.

>> KELVIN WONG: We have a comment from Hong Xue.

>> HONG XUE: I suggest that we move to draft the teaching modules or curriculum for the next one at APrIGF 2015. People could send in the topics they are most interested in to the list. Based on this, we could know what is needed from this region.

>> KELVIN WONG: We can certainly do that on this list.

>> ANG PEN HWA: Okay.

>> KELVIN WONG: This is Kelvin again for the record.

Okay. Next up in the agenda we will talk about a proposal. Well, a proposal that is intended for the second run of the APILP. By no means this is the final word on it. It's just one proposal that we receive from the community.

From my IEEE, yes, it's -- they send regrets, they couldn't attend this meeting. But this, as you can see on the screen. I hope this is in Adobe Connect it is, right?

This is the proposal. The month of training would be online, two full days of face-to-face workshop, and the topic would be computer forensics, or computer hacking and defense. This is based on the survey findings that cybersecurity, it's a very important training and we heard that over the last two days as well.

The fees would be determined and the location would be Singapore.

>> ANG PEN HWA: If you look at this, it's the typical Internet Governance topic. It's typical from the IEEE engineers. It's unusual in that you have one month online and two full days. So it's really a break. And we are trying this out as well. I think we will try this.

It's part of kind of the way that this programme has been -- is being structured.

It's called Internet leadership. So it's really broad. And so this is very broad. As opposed to giving is the name of Internet Governance, it's narrower, this would fall within the name of the programme that we have now.

So the proposal is for next year and then to have it in Singapore. IEEE is, as many of you probably know, is a pretty well funded organisation. In Singapore they have a whole building, and, you know, full-time secretary. And so they definitely can pull this off and I think I can be pretty sure of the quality of the training here.

>> KELVIN WONG: Just to add, like I said, this is not a final word on it. They are open and we are open to having more partners come in to do a collaboration. So it may not just be on cybersecurity and I was hoping it wouldn't. We should add in, well, various trainings. What we don't see here, it's 101 on DNS, well, Internet Governance, and things that we went through on Sunday.

So this is one proposal we can add on to this proposal and make it even a fuller and more encompassing workshop.

>> ANG PEN HWA: So your point about having this training elsewhere, this is what we can do. The big things of course going through us, you have a community that you can reach out to and then there is a backing of the AP community.

Don, you have a comment?

>> DON HOLLANDER: So the idea of taking what looks to be a very well -- very focused, very well structured, I'm assuming, course. I would not look to enhance this with things that might actually put off people who are -- who, I would say this was targeted at real geeks, who probably aren't really interested in it. So I would say this should be part of a listing of training opportunities. And I think that is the first goal is getting an inventory of all the training opportunities.

So the DiploFoundation has such a hugely positive reputation. And it might be considered expensive. I think there are some scholarships available. I know that people in the Pacific, there is a fair number of people in the Pacific who have taken the course and they have found it immensely useful. And the people who have taken it have then gone on to leadership positions within the community. And so at a community level and a professional level.

So I'd say let's tell people that here's this programme. This is one. Here is the IEEE single course. And here are, we know that APNIC, for example, runs a huge range of courses. Some of them are online that you take in your own time and some of them are Webinars, is that the right word? And some of them are face-to-face and some of them are workshops. ICANN runs the ICANN Academy at each ICANN meeting.

So from my perspective, as a mere mortal, I think the first thing is to get a listing of all the options. See what is missing, and see if -- and maybe nothing is missing. I think there are bits -- there are opportunities. And then focus on those.

Is that... so... I would say here is a proposal. This is great. If the IEEE is going to actually run this, then we should go out to each of our respective communities and help them promote it. This is going to be a two thousand Euro programme that includes a month's online working, and then two days of face-to-face meeting in Singapore. So it's going to cost somebody 3 to 5 thousand Euros, maybe five thousand dollars to participate. And somebody said yep, for somebody on my staff or somebody who is a professional, that's what we want to do. And just make sure that all the opportunities are promoted within our communities. And I think that that is -- and then see what's missing.

So it could be that within Asia-Pacific, that there are some Asia-Pacific quite specific unique characteristics. So the characteristics of China and Korea are quite different than those of Samoa or Tokolau. So see where there are opportunities that are for our region that aren't served by other parties.

>> ANG PEN HWA: Okay. Don, thanks. We are going to rap this meeting now --

>> CRAIG: Maybe I can just -- thank you. This is Craig, for the record.

If I can make a suggestion of a follow-up action from that. We already have a mailing list and maybe we can just put an empty template where people can fill up the trainings that they already know. So collectively we can compile that list and make sure that we know of the inventory.

>> AUDIENCE: (Off microphone.) I have started -- so it's Don Hollander. And besides having a second handbook shop, I am the general manager of APTLD, in my spare time. And I have already started compiling a list of courses that are offered by any number of people. So I would -- I would appreciate that. And if it's all right with people who contribute to the list, my plan would be to harvest those courses and add them into my inventory. And then we will classify it so people can say I want a course for -- I've had a new accountant started in my ccTLD and I want them to have an introduction to a one-day introduction to whatever. That is where they go. Or maybe they go and they watch these videos, I want to know how many people watch the videos through the end. I think that will be a challenge.

We could have a prize at the end if you reach this. Click this and win an iPad or something like that. Anyway, so if it's all right with people who contribute to the list, my plan will be to harvest that and add that to my inventory. Or if you would like, I can take my list and share that with you early.

>> KELVIN WONG: So maybe we will make sure that Don is on the mailing list and he can put his list up and then we will start the conversation rolling about everyone contributing to it. And potentially we can -- decide how to move things from there.

>> Okay.

>> ANG PEN HWA: So any other comments before we come to a close?

Okay. So the meeting is closed. And thank you for your attendance. See you all at the next meeting.

(End of session, 10:30)

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