



# Towards a Collaborative, Decentralized Internet Governance Ecosystem

Report by the Panel on Global Internet Cooperation and Governance Mechanisms



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## PREAMBLE

The Panel on Global Internet Cooperation and Governance Mechanisms was formed through a partnership between the Internet Corporation for Assigned Names and Numbers (ICANN) and the World Economic Forum (WEF), with assistance from The Annenberg Retreat at Sunnylands.

Chaired by President Toomas Ilves of Estonia, and vice-chaired by Vint Cerf, the Panel met during a series of in-person and virtual meetings from November 2013 to May 2014.

The Panel's report is based on rough consensus. The views represented in this report do not necessarily reflect the views of the conveners or of all individual Panel members.

## EXECUTIVE SUMMARY

The Panel, consisting of a group of global stakeholders from government, civil society, the private sector, the technical community and international organizations, was formed through a partnership between the Internet Corporation for Assigned Names and Numbers (ICANN) and the World Economic Forum (WEF), with assistance from The Annenberg Retreat at Sunnylands. The purpose and specific mandate of this Panel was to advance discussion on Internet governance issues, identify the framework, principles and processes to evolve the IG ecosystem, and present a roadmap for the evolution of global Internet cooperation.

During its six-month workspan, two historic developments in the Internet governance ecosystem signaled the global Internet community's readiness to evolve the collaborative model of Internet cooperation and governance. First, the United States government's announcement of its intent to transition its stewardship of key Internet domain name functions, as administered by ICANN, to the global multistakeholder community. The Panel recognizes and supports this proposal, and encourages global participation in this transition process facilitated by ICANN. Second, the successful Global Multistakeholder Meeting on the Future of Internet Governance, also known as NETmundial, which was held in Brazil in April 2014. The Panel recognizes, fully supports, and adopts the IG Principles produced in the NETmundial Statement as the basis of the Internet governance framework outlined in this report.

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## Executive Summary

Building upon the seminal work and momentum of NETmundial, and given the critical timing of the Panel's work, this report outlines the key components of a collaborative, decentralized Internet governance ecosystem:

- Distributed Governance (DG) groups;
- The Internet Governance Process defined in four elements: issue identification; solution mapping; solution formulation; and solution implementation;
- Enablers that facilitate the above two components including forums and dialogues, expert communities, and toolkits.

The Panel's Report presents recommended next steps towards a developed, collaborative, decentralized Internet governance ecosystem (by 2017) reflecting the velocity and transnational nature of the Internet. These topline recommendations are:

- Coalesce and support broad multistakeholder alliances;
- Develop new and strengthen existing IG mechanisms;
- Evolve collaborative decision-making;
- Establish urgently needed sustainable funding and resource models to enable IG evolution and to strengthen and operationalize the collaborative IG ecosystem;
- Support ICANN accountability and IANA globalization;
- Explore additional questions to be answered for moving forward.

The Panel presents this report to the global community in order to inform it of their actions and the evolution of a collaborative, decentralized Internet governance system that has at its core a unified Internet that is unfragmented, interconnected, interoperable, secure, stable, resilient, sustainable, and trust building.

## INTRODUCTION

The Internet is a unique global resource and one of the largest cooperative efforts ever undertaken by humankind. Driven from the onset by a shared aspiration toward global connectivity, this intricate network of networks currently connects nearly three billion users and facilitates much of the world's communications and commerce. For many people the Internet has become a fundamental part of everyday life.

As the Internet continues to expand, the majority of the next billion users will come from developing and less-developed countries. Internet governance (IG) must evolve to meet the changing needs of Internet users, ensuring that Internet openness, inclusivity, and accessibility are promoted and delivered in emerging regions. It is increasingly clear that our existing tools and methods for governance must also evolve since the nature of the network itself is changing: the “Internet of Things” is rapidly expanding to include more devices and new forms of use.

Two key recent developments signal the global Internet community's understanding of the need to evolve and address the changes noted above. The U.S. government's announcement of its intent to transition key Internet domain name functions to the global multistakeholder community<sup>[1]</sup> and the successful Global Multistakeholder Meeting on the Future of Internet Governance<sup>[2]</sup> (NETmundial) held in Brazil have reaffirmed support for the multistakeholder model of IG. The Panel fully aligns itself with this view and believes that broad, global participation can only be attained through decision-making processes that are carried out in a bottom-up and transparent manner, involving all stakeholders.

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## Introduction

The Panel has been assembled to provide input into the global debate on IG and believes that the emerging global collaborative, decentralized IG ecosystem needs to draw upon the values and designs that have thus far made the Internet so successful.

In particular, **three of the fundamental design properties** should transfer from the Internet architecture to the Internet governance ecosystem:

- **distributed** – numerous actors build and operate through a diversity of structures and governance systems;
- **participatory** – all stakeholders are invited to contribute to the definition of standards and policies; and,
- **layered** – the ecosystem comprises local/national with regional and global layers of governance; with each layer responding with solutions as closely in proximity as possible to the origin of issues/problems.

## I. FOUNDATIONAL PRINCIPLES ENABLING MORE COLLABORATIVE INTERNET GOVERNANCE

The Panel recognizes, fully supports, and adopts the IG Principles produced in the NETmundial Statement, which “identified a set of common principles and important values that contribute to an inclusive, multistakeholder, effective, legitimate, and evolving IG framework and recognized that the Internet is a global resource which should be managed in the public interest” (see [Annex 1](#)). These NETmundial Principles are fundamental for the operationalization of a 21st century, collaborative framework of governance for a unified Internet that is unfragmented, interconnected, interoperable, secure, stable, resilient, sustainable, and trust building.<sup>[3]</sup>

The IG ecosystem should respect the NETmundial Principles headlined as follows:

- **Human rights and shared values;**
- **Protection of intermediaries;**
- **Culture and linguistic diversity;**
- **Unified and unfragmented space;**
- **Security, stability and resilience of the Internet;**
- **Open and distributed architecture;**
- **Enabling environment for sustainable innovation and creativity;**
- **Internet governance process principles;**
- **Open standards.**

## II. DECENTRALIZED GOVERNANCE

With the NETmundial Principles as a foundation, the Panel presents a framework for a global collaborative, decentralized IG ecosystem, consisting of three components: Distributed Governance (DG) Groups; Elements of the Internet Governance process; and Enablers.

The Panel advocates a decentralized IG ecosystem and does not endorse any form of centralized IG authority. The same properties that underpin the Internet's architecture and fueled its growth are most applicable to its governance: distributed, participatory, and layered.

A decentralized IG ecosystem ensures the suitable allocation of resources and expertise to solve an issue. Further evolution of this ecosystem will address current and emerging issues in IG.



## A. DISTRIBUTED GOVERNANCE GROUPS

The fundamental building blocks of a decentralized IG ecosystem are Distributed Governance (DG) groups.

Each DG group is a loosely coupled, collaborative, and mutually-dependent group of organizations and/or individual experts that come together through a set of mutual commitments to address a specific issue.

Each DG group solves an issue with an outcome consisting of a policy recommendation/model, a standard, a specification, and/or a best practice.

DG groups are dynamic: they can be formed on-demand when an issue is identified and is not being adequately addressed, then may fade away when their purpose is fulfilled.

A DG group should operate based on and adhere to the NETmundial Principles. This is essential for the formation, operation and evaluation of a DG group.

Today, a number of DG groups operate alongside other forms of cooperation within the IG ecosystem. An example of an existing DG group for Public Internet Protocol (IP) addresses includes the following organizations:

- Regional Internet Registries (RIRs);
- The Internet Corporation for Assigned Names and Numbers (ICANN) through the Address Supporting Organizations (ASO) and the Internet Assigned Numbers Authority (IANA);
- The Number Resource Organization (NRO); and,
- Internet Service Providers (ISPs).

Here, the DG group includes a number of independent organizations that work collaboratively to develop policies for the assignment of IP addresses on a regional and global level.

[continue reading ►](#)

### Distributed Governance Groups

A second example is provided by the DG groups that address the issue of spam. Among the organizations that work to address this issue are: the Messaging, Malware, Mobile Anti Abuse Working Group (M3AAWG), National Consumer Protection Agencies, the London Action Plan (LAP), the Internet Society (Spam Project), the Internet Engineering Task Force (IETF), Regional Network Operator Groups (NOGs), Internet Service Providers, email application providers and the International Telecommunication Union (Development Sector ITU-D). These organizations, regional groupings, and agencies all work, independently and often collaboratively together to mitigate spam through, for example, the development of Best Practices, Policy, and Technical Specifications. Through their efforts, cross-border coordination is facilitated to help protect the end user and consumers, and further coordination of these efforts can lead to greater improvements.

A third example is the DG group that formed during the Conficker worm's appearance at the end of 2008. This worm infected millions of personal computers as well as large multi-national enterprise networks. In response to the virus, an DG group was formed consisting, among others, of Microsoft, ICANN, NeuStar, Verisign, the China Internet Network Information Center (CNNIC), Afilias, Public Internet Registry, Global Domains International Inc., M1D Global, AOL, Symantec, F-Secure, Internet Storm Center (ISC), researchers from Georgia Tech, the Shadowserver Foundation, Arbor Networks and Support Intelligence.<sup>[4]</sup> This DG group became known more formally through its efforts as the Conficker Working Group and collaborated to identify where the virus had infected, raise awareness and communication about its evolution, provide removal and repair tools, as well as to proactively seek out vulnerable or infected domain names.

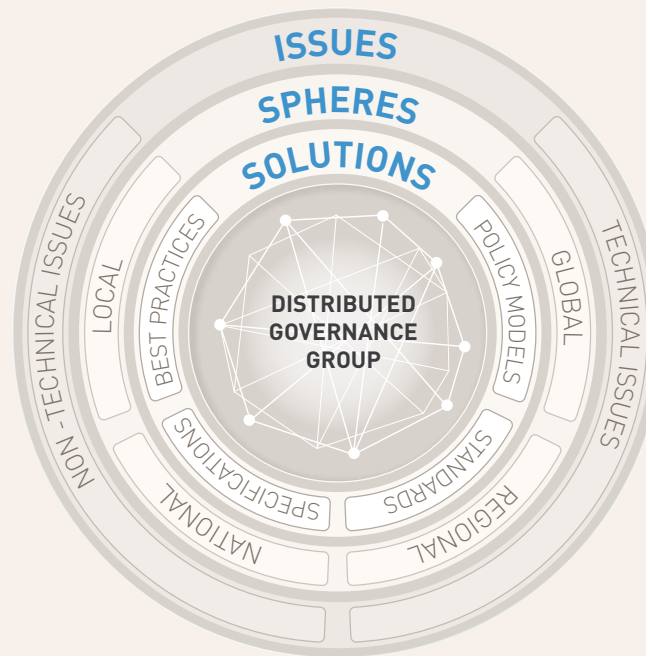
To see an illustration of these examples, [click here](#). ►

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### Distributed Governance Groups

The Panel has identified several key advantages of a DG group:

- shifts control away from a top-down system in which a single authority sets agendas and decides on solutions;
- rapidly coalesces the relevant expert institutions and individuals to produce timely and effective solutions at Internet speed;
- allows greater localization of issues that may otherwise get escalated to the regional or global level;
- permits actors with shared interests to discover each other and coalesce into expert- or interest-based groups;
- facilitates inclusive and informed dialogue on priorities and potential solutions;
- encourages more creative solutions to problems by advancing more ideas that may not surface in a top-down system;
- serves as a powerful tool in helping overcome the sense of marginalization by some stakeholders.



## B. THE ELEMENTS OF THE INTERNET GOVERNANCE PROCESS

The Panel has defined **four elements** of the IG process:



*These elements may involve a mix of iterations to achieve results.*

The Panel notes that in relation to mapping and formulation, a number of existing organizations are well-equipped to produce technical solutions. More can be done to highlight existing (or create new) DG groups that can address non-technical issues.

## Issue Identification

Issues must be identified and framed before the community can address them. Issues and their resolutions may have technical and/or non-technical components. Part of issue identification is selecting the appropriate sphere – local, national, regional, and/or global – in which to devolve an issue and coalesce a DG group.

In addition to identifying issues, it is important to identify an appropriate type of solution, such as a policy recommendation or model, technical requirement, specification, or best practice.

For a solution to be relevant and effective, the issue needs to be recognized by the DG group closest to where the solution to the issue needs to be formulated and implemented.

In summary, once stakeholders identify an emerging issue, a sphere of engagement, and a desired solution type, they would be ready to map the issue to the appropriate DG group.

## Solution Mapping

Once an issue is identified, it must be determined whether an existing DG group addresses the issue in the appropriate sphere and solution type. If a DG group is found, the process guides interested stakeholders to the DG group for a solution and its current implementations.

When no DG group exists to address an identified issue, the mapping process identifies and engages the relevant institutions, groups, and/or experts, then coalesces and enables them to establish a new DG group to address the issue.

## Solution Formulation

Once a DG group is coalesced to address an issue, the actors in the group formulate a solution, leveraging experts and other relevant stakeholders that can contribute to solution formulation.

Actors in DG groups must adhere to the NETmundial Principles and develop their working and validation modalities based on agreed mutual commitments.

Part of the solution formulation process includes identification of the organization(s) that could take responsibility for implementation, as well as possible timetables.

## Solution Implementation

Any actor in the IG ecosystem may use the solutions developed by any DG group and implement them without restrictions.

Today, solution implementation is primarily voluntary, but there are instances where the approach is formalized through other means such as social conventions, regulations, directives, treaties, contracts, and/or other agreements.

The DG group that formulated the solution offers support and expertise to the implementing parties, and may also reevaluate and adjust a solution during implementation where appropriate.



### III. ENABLERS

In order for a DG group within the collaborative, decentralized IG ecosystem to function, it requires enabling information, communication, and empowerment mechanisms. Such mechanisms can make it possible for information and expertise to be accessed quickly and accurately to inform and guide the workings of a DG group. Importantly, enablers do not directly affect or impact the decisions reached by DG groups.

This document identifies **three main types of enablers**:

- **Forums and Dialogues**, which facilitate broad engagement
- **Expert Communities**, which facilitate targeted engagement
- **Capacity Development and Toolkits**, which facilitate empowered engagement

Each of these enablers can be used to achieve particular outcomes at particular points in the IG process. For example, some elements of decision-making may require broader or more general input, while others may require much more targeted or specific types of expertise or authority. A combination of enablers is generally required to provide adequate legitimacy and effectiveness. In addition, enablers enhance inclusive participation by empowering regional and national organizations to participate. They also support engagement with IG and Internet use more generally. In cases where new enablers are needed, mechanisms must be available to create them.

## FORUMS AND DIALOGUES — FACILITATING BROAD ENGAGEMENT



*Enabling online and offline interaction through multiple channels, between stakeholders from business, technology, government, civil society, and academic environments on a broad range of technical and non-technical solutions.*

Broad engagement in online and offline forums and dialogues are an indispensable part of the emerging IG ecosystem. These forums and dialogues are open to all stakeholders from all countries, with participation on equal terms, advancing collective learning and mutual understanding. Forums and dialogues feed into DG groups and can be called upon by a DG group to provide discussions and knowledge sharing amongst stakeholders.

Forums and dialogues can take many shapes. The Internet Governance Forum (IGF) and /1Net discussion group are examples of existing mechanisms that deal with aspects of IG openly and inclusively. Several innovations in forums and dialogues – from online and offline participatory constitution drafting in Iceland, Libya and Mexico, to online dialogues about political platforms in Italy, Germany and Spain – can be drawn upon for the design of any new or potential forums and dialogues, as well as the aforementioned IGF and /1Net.

Forums and dialogues can be official or unofficial. They may communicate and share recommendations through formal mechanisms (meetings, reports, global conferences and events that bring together a wide variety of enablers). They should also be nimble enough to communicate and share informally, in ad-hoc and emergent bodies or groupings. In many cases, these coalitions emerge through a bottom-up process, as the result of a genuine, grassroots exchange of views and priorities.

Whatever their form, forums and dialogues can enhance local policy landscapes, and deepen stakeholder engagement with specific issues. They can also be catalysts for the global exchange of ideas and experiences across the full range of IG issues.

## EXPERT COMMUNITIES — FACILITATING TARGETED ENGAGEMENT

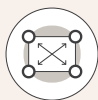


*Enabling open and collaborative communities of experts in research and practice to inform and support a DG group through knowledge-sharing and expertise.*

In addition to open calls to participate and forums, expert communities offer ways to share information related to expertise (e.g., issue expertise, experience, interests, and organizational relationships) and for enabling targeted engagement of that expert information. Instead of putting out open calls to undefined contributors, a DG group may want to draw upon recognized expert communities with knowledge and experience specific to a particular IG-related issue. These communities are vital sources for the exchange of ideas and experience that can percolate throughout the ecosystem and replenish or expand human capital and knowledge.

Using online platforms, expert communities can emerge organically, requiring only a very basic organizational mechanism (as is the case, for example, on many question-and-answer sites). Alternatively, DG groups can form such expert communities and networks around a specific need or issue. The formation of expert communities may arise to address specific issues, and to the maximum extent possible should be loosely coupled, decentralized, and collaborative. Like other governance structures the Panel has discussed in this document, the expert community structure may dissolve once the issues for which they were gathered have been solved or addressed.

## CAPACITY DEVELOPMENT AND TOOLKITS — FACILITATING EMPOWERED ENGAGEMENT



*Enabling and strengthening stakeholders and groups that form a DG group, through development programs and toolkits delivered through multiple channels, to build their capacity to contribute to and actively participate in their DG group.*

Capacity development is required in order to enable more people to participate meaningfully in broad or expert based engagement opportunities. This is particularly true of those who will be new to IG discussions, and Internet use more broadly. The incoming wave of new users will come mainly from less-developed and developing countries where capacity building and toolkits can play a major role in empowering and strengthening use and engagement. In these regions capacity development and empowerment can lower levels of e-friction, leading to opening new markets and increased GDP. Training and toolkits are vital for the growing need to support national and regional governance systems as well as the inter-regional synchronization between all stakeholders.

Training and toolkits may be made available for existing or emerging stakeholders as shared resources, in multiple languages, to enable effective administration and collaboration. Stakeholders should also train other stakeholders. This is a fundamental principle of capacity development for collaborative IG, given that issues and solutions are always dynamic and emergent, and therefore resources need to be continually updated and replenished to reflect changing realities.

## RECOMMENDED NEXT STEPS TOWARDS A DEVELOPED, COLLABORATIVE, DECENTRALIZED INTERNET GOVERNANCE ECOSYSTEM BY 2017

This report outlines a framework for an IG ecosystem that fits the velocity and the transnational nature of the Internet. As with the underlying technology, the governance of the Internet will evolve rapidly.

The global community must ensure that the collaborative, decentralized IG ecosystem, comprised of many Distributed Governance (DG) groups, is equipped with effective and sustainable structures, mechanisms and enablers - all rooted in the NETmundial Principles.

In line with the NETmundial Roadmap (see [Annex 1](#)), the Panel proposes the following next steps to effectively operationalize the collaborative IG ecosystem. The steps are presented in three broad timeframe categories with an indicator of the launch urgency over the next three years ([please see table at the end of this section](#)).

[continue reading ►](#)

## Recommended Next Steps

**1. Coalesce and support broad multistakeholder alliances:**

## URGENCY

SHORT  
TERM

to promote global IG based on the NETmundial Principles

to engage and support the participation of private sector, governments, civil society, technical community, and academia, representing all regions in the world in the collaborative IG ecosystem with a specific focus on cooperation and development

MID  
TERM

to promote capacity development that facilitates (or enables) broader representation and participation in a collaborative IG ecosystem

to operationalize the Enablers outlined in section III (forums and dialogues, expert communities, capacity development, and toolkits)

to promote creation of regional Internet Governance Practices forums to gather from participants the governance issues they want (help) to address and foster national and regional multistakeholder structures

to share best practices of the multistakeholder model in the national, regional, and global spheres

LONG  
TERM

to increase global cooperation and investment – to “grow the Internet” – providing more Internet for more people.

[continue reading ►](#)

## Recommended Next Steps

**2. Develop new and strengthen existing IG mechanisms:**

## URGENCY

SHORT/MID  
TERM

to embrace NETmundial recommendations to enhance the IGF

MID  
TERM

to map issues to existing DG groups and provide assistance in the implementation of existing DG groups' solutions  
to address issues that do not have current solutions  
to ensure that all DG groups adhere to the adopted NETmundial Principles  
to raise awareness globally through education campaigns (that includes education on multistakeholder frameworks and culture)  
to enable and improve cooperation and collaboration between relevant stakeholders and DG groups to ensure efficiencies and synchronization of solutions at the local, national, regional, and global levels

LONG  
TERM

to encourage the development of sustainable, searchable databases and observatories so that existing processes and potential partners are more easily discoverable by those seeking to address a problem

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## Recommended Next Steps

**3. Evolve collaborative decision-making through research and analysis:**

## URGENCY

SHORT  
TERM

to improve collaborative decision-making by leveraging the practices of the multistakeholder governance

to develop a set of guidelines and checklist on best practices for how a DG group operates to define the concepts of accountability in the multistakeholder model

to define the concepts of accountability in the multistakeholder model

MID  
TERM

to better define the role of stakeholders in each of the elements of IG

## URGENCY

SHORT  
TERM**4. Establish urgently needed sustainable funding and resource models to enable IG evolution and to strengthen and operationalize the collaborative IG ecosystem.****5. Support ICANN accountability and IANA globalization:**

## URGENCY

SHORT/MID  
TERM

In addition, and consistent with the Panel's earlier submission to NETmundial, the Panel wishes to support and encourage broad and global participation in ICANN's two public dialogues on ICANN accountability and the transition of the U.S. government's stewardship of the IANA functions to the global community. In line with the NETmundial Roadmap, the Panel recommends that the global community contribute to a successful conclusion by September 2015.

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## Recommended Next Steps

## RECOMMENDATIONS

	SHORT TERM	MID TERM	LONG TERM
<b>1. Coalesce and support broad multistakeholder alliances:</b>			
a. to promote global IG based on the NETmundial Principles	X		
b. to engage and support the participation of private sector, governments, civil society, technical community, and academia, representing all regions in the world in the collaborative IG ecosystem with a specific focus on cooperation and development	X		
c. to promote capacity development that facilitates (or enables) broader representation and participation in a collaborative IG ecosystem		X	
d. to operationalize the Enablers outlined in section III (forums and dialogues, expert communities, capacity development, and toolkits)		X	
e. to promote creation of regional Internet Governance Practices forums to gather from participants the governance issues they want (help) to address and foster national and regional multistakeholder structures		X	
f. to increase global cooperation and investment -- to "grow the Internet"-- providing more Internet for more people			X
g. to share best practices of the multistakeholder model in the national, regional, and global spheres.		X	
<b>2. Develop new and strengthen existing IG mechanisms</b>			
a. to map issues to existing DG groups and provide assistance in the implementation of existing DG groups' solutions		X	
b. to address issues that do not have current solutions		X	
c. to ensure that all DG groups adhere to the adopted NETmundial Principles		X	
d. to raise awareness globally through education campaigns (that includes education on multistakeholder frameworks and culture)		X	
e. to encourage the development of sustainable, searchable databases and observatories so that existing processes and potential partners are more easily discoverable by those seeking to address a problem			X
f. to embrace NETmundial recommendations to enhance the IGF	X	X	
g. to enable and improve cooperation and collaboration between relevant stakeholders and DG groups to ensure efficiencies and synchronization of solutions at the local, national, regional, and global levels		X	
<b>3. Evolve collaborative decision-making through research and analysis:</b>			
a. to improve collaborative decision-making by leveraging the practices of the multistakeholder governance	X		
b. to better define the role of stakeholders in each of the elements of IG		X	
c. to develop a set of guidelines and checklist on best practices for how a DG group operates	X		
d. to define the concepts of accountability in the multistakeholder model	X		
<b>4. Establish urgently needed sustainable funding and resource models to enable IG evolution and to strengthen and operationalize the collaborative IG ecosystem.</b>	X		
<b>5. Support ICANN accountability and IANA globalization:</b>	X	X	
In addition, and consistent with the Panel's earlier submission to NETmundial, the Panel wishes to support and encourage broad and global participation in ICANN's two public dialogues on ICANN accountability and the transition of the U.S. government's stewardship of the IANA functions to the global community. In line with the NETmundial Roadmap, the Panel recommends that the global community contribute to a successful conclusion by September 2015.			

	SHORT TERM	MID TERM	LONG TERM
<b>1. Coalesce and support broad multistakeholder alliances:</b>			
a. to promote global IG based on the NETmundial Principles	X		
b. to engage and support the participation of private sector, governments, civil society, technical community, and academia, representing all regions in the world in the collaborative IG ecosystem with a specific focus on cooperation and development	X		
c. to promote capacity development that facilitates (or enables) broader representation and participation in a collaborative IG ecosystem		X	
d. to operationalize the Enablers outlined in section III (forums and dialogues, expert communities, capacity development, and toolkits)		X	
e. to promote creation of regional Internet Governance Practices forums to gather from participants the governance issues they want (help) to address and foster national and regional multistakeholder structures		X	
f. To increase global cooperation and investment -- to "grow the Internet"-- providing more Internet for more people			X
g. to share best practices of the multistakeholder model in the national, regional, and global spheres.		X	
<b>2. Develop new and strengthen existing IG mechanisms</b>			
a. to map issues to existing DG groups and provide assistance in the implementation of existing DG groups' solutions		X	
b. to address issues that do not have current solutions		X	
c. to ensure that all DG groups adhere to the adopted NETmundial Principles		X	
d. to raise awareness globally through education campaigns (that includes education on multistakeholder frameworks and culture)		X	
e. to encourage the development of sustainable, searchable databases and observatories so that existing processes and potential partners are more easily discoverable by those seeking to address a problem			X
f. to embrace NETmundial recommendations to enhance the IGF	X	X	
g. to enable and improve cooperation and collaboration between relevant stakeholders and DG groups to ensure efficiencies and synchronization of solutions at the local, national, regional, and global levels		X	
<b>3. Evolve collaborative decision-making through research and analysis:</b>			
a. to improve collaborative decision-making by leveraging the practices of the multistakeholder governance	X		
b. to better define the role of stakeholders in each of the elements of IG		X	
c. to develop a set of guidelines and checklist on best practices for how a DG group operates	X		
d. to define the concepts of accountability in the multistakeholder model	X		
<b>4. Establish urgently needed sustainable funding and resource models to enable IG evolution and to strengthen and operationalize the collaborative IG ecosystem.</b>	X		
<b>5. Support ICANN accountability and IANA globalization:</b>	X	X	
In addition, and consistent with the Panel's earlier submission to NETmundial, the Panel wishes to support and encourage broad and global participation in ICANN's two public dialogues on ICANN accountability and the transition of the U.S. government's stewardship of the IANA functions to the global community. In line with the NETmundial Roadmap, the Panel recommends that the global community contribute to a successful conclusion by September 2015.			

## Recommended Next Steps

### 6. Explore additional questions moving forward:

The process of evolving IG is still emerging and the Panel encourages initiatives that further study and explore its evolution, in particular in the following questions:

- How can we reconcile the role of national governments to protect and respect human rights online (i.e. to be legally and politically accountable) without fragmenting the Internet?
- How can the global community work together to establish minimum baselines for privacy & security?
- How do we know when we have identified a problem that requires a DG group to produce a solution?
- How are the validity, effectiveness, and acceptability of the actors and multistakeholder processes established prior to their participation a DG group?
- How do we determine whether an Enabler creates a sufficiently authoritative solution to be implemented by the stakeholders?
- How are the solution formulation and implementation process elements made accountable and to whom?
- How do we identify the right incentives for actors to comply with policy?
- If the solution is not obtaining the desired objective, how do we adjust?
- If there is a dispute over the application of a solution how do we deal with dispute resolution?
- How do we leave room for organic problem-solving without prescribing solutions?
- How do we make sure that all viewpoints are represented in the solution formulation process?

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## ANNEX 1 – NETmundial Multistakeholder Statement



### PREAMBLE

This is the non-binding outcome of a bottom-up, open, and participatory process involving thousands of people from governments, private sector, civil society, technical community, and academia from around the world. The NETmundial conference was the first of its kind. It hopefully contributes to the evolution of the Internet governance ecosystem.

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## INTRODUCTION

The Global Multistakeholder Meeting on the Future of Internet Governance, also known as NETmundial, is convened to discuss two important issues relevant for the future evolution of the Internet, in an open and multistakeholder fashion:

1. Internet Governance Principles, and
2. Roadmap for the future evolution of the Internet Governance Ecosystem

The recommendations in this document have been prepared with the view to guiding NETmundial to consensus. This has been a collaborative effort among representatives of all stakeholder groups.

More than 180 contributions have been received from all stakeholders around the globe. Those contributions have been taken as the basis for the elaboration of the recommendations submitted here to the participants of NETmundial towards the development of broad consensus.

The recommendations of NETmundial are also intended to constitute a potentially valuable contribution for use in other Internet governance related fora and entities.

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## 1. INTERNET GOVERNANCE PRINCIPLES

NETmundial identified a set of common principles and important values that contribute for an inclusive, multistakeholder, effective, legitimate, and evolving Internet governance framework and recognized that the Internet is a global resource which should be managed in the public interest.

### HUMAN RIGHTS AND SHARED VALUES

Human rights are universal as reflected in the Universal Declaration of Human Rights and that should underpin Internet governance principles. Rights that people have offline must also be protected online, in accordance with international human rights legal obligations, including the International Covenants on Civil and Political Rights and Economic, Social and Cultural Rights, and the Convention on the Rights of Persons with Disabilities. Those rights include, but are not limited to:

**Freedom of expression:** Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

**Freedom of association:** Everyone has the right to peaceful assembly and association online, including through social networks and platforms.

**Privacy:** The right to privacy must be protected. This includes not being subject to arbitrary or unlawful surveillance, collection, treatment and use of personal data. The right to the protection of the law against such interference should be ensured.

Procedures, practices and legislation regarding the surveillance of communications, their interception and collection of personal data, including mass surveillance, interception and collection, should be reviewed, with a view to upholding the right to privacy by ensuring the full and effective implementation of all obligations under international human rights law.

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## NETmundial Statement

**Accessibility:** persons with disabilities should enjoy full access to online resources  
Promote the design, development, production and distribution of accessible information, technologies and systems on the Internet.

**Freedom of information and access to information:** Everyone should have the right to access, share, create and distribute information on the Internet, consistent with the rights of authors and creators as established in law.

**Development:** all people have a right to development and the Internet has a vital role to play in helping to achieve the full realization of internationally agreed sustainable development goals. It is a vital tool for giving people living in poverty the means to participate in development processes.

## PROTECTION OF INTERMEDIARIES

Intermediary liability limitations should be implemented in a way that respects and promotes economic growth, innovation, creativity and free flow of information. In this regard, cooperation among all stakeholders should be encouraged to address and deter illegal activity, consistent with fair process.

## CULTURAL AND LINGUISTIC DIVERSITY

Internet governance must respect, protect and promote cultural and linguistic diversity in all its forms.

## UNIFIED AND UNFRAGMENTATED SPACE

Internet should continue to be a globally coherent, interconnected, stable, unfragmented, scalable and accessible network-of-networks, based on a common set of unique identifiers and that allows data packets/information to flow freely end- to-end regardless of the lawful content.

[continue reading ►](#)



## SECURITY, STABILITY AND RESILIENCE OF THE INTERNET

Security, stability and resilience of the Internet should be a key objective of all stakeholders in Internet governance. As a universal global resource, the Internet should be a secure, stable, resilient, reliable and trustworthy network. Effectiveness in addressing risks and threats to security and stability of the Internet depends on strong cooperation among different stakeholders.

## OPEN AND DISTRIBUTED ARCHITECTURE

The Internet should be preserved as a fertile and innovative environment based on an open system architecture, with voluntary collaboration, collective stewardship and participation, and upholds the end-to-end nature of the open Internet, and seeks for technical experts to resolve technical issues in the appropriate venue in a manner consistent with this open, collaborative approach.

## ENABLING ENVIRONMENT FOR SUSTAINABLE INNOVATION AND CREATIVITY

The ability to innovate and create has been at the heart of the remarkable growth of the Internet and it has brought great value to the global society. For the preservation of its dynamism, Internet governance must continue to allow permissionless innovation through an enabling Internet environment, consistent with other principles in this document. Enterprise and investment in infrastructure are essential components of an enabling environment.

[continue reading ►](#)

## INTERNET GOVERNANCE PROCESS PRINCIPLES

**Multistakeholder:** Internet governance should be built on democratic, multistakeholder processes, ensuring the meaningful and accountable participation of all stakeholders, including governments, the private sector, civil society, the technical community, the academic community and users. The respective roles and responsibilities of stakeholders should be interpreted in a flexible manner with reference to the issue under discussion.

**Open, participative, consensus driven governance:** The development of international Internet-related public policies and Internet governance arrangements should enable the full and balanced participation of all stakeholders from around the globe, and made by consensus, to the extent possible.

**Transparent:** Decisions made must be easy to understand, processes must be clearly documented and follow agreed procedures, and procedures must be developed and agreed upon through multistakeholder processes.

**Accountable:** Mechanisms for independent checks and balances as well as for review and redress should exist. Governments have primary, legal and political accountability for the protection of human rights

**Inclusive and equitable:** Internet governance institutions and processes should be inclusive and open to all interested stakeholders. Processes, including decision-making, should be bottom-up, enabling the full involvement of all stakeholders, in a way that does not disadvantage any category of stakeholder.

**Distributed:** Internet Governance should be carried out through a distributed, decentralized and multistakeholder ecosystem.

[continue reading ►](#)

## NETmundial Statement

**Collaborative:** Internet governance should be based on and encourage collaborative and cooperative approaches that reflect the inputs and interests of stakeholders.

**Enabling meaningful participation:** Anyone affected by an Internet governance process should be able to participate in that process. Particularly, Internet governance institutions and processes should support capacity building for newcomers, especially stakeholders from developing countries and underrepresented groups.

**Access and low barriers:** Internet governance should promote universal, equal opportunity, affordable and high quality Internet access so it can be an effective tool for enabling human development and social inclusion. There should be no unreasonable or discriminatory barriers to entry for new users. Public access is a powerful tool for providing access to the Internet.

**Agility:** Policies for access to Internet services should be future oriented and technology neutral, so that they are able to accommodate rapidly developing technologies and different types of use.

## OPEN STANDARDS

Internet governance should promote open standards, informed by individual and collective expertise and decisions made by rough consensus, that allow for a global, interoperable, resilient, stable, decentralized, secure, and interconnected network, available to all. Standards must be consistent with human rights and allow development and innovation.

[continue reading ►](#)

## 2. ROADMAP FOR THE FUTURE EVOLUTION OF THE INTERNET GOVERNANCE

The objective of this proposed roadmap for the future evolution of Internet governance is to outline possible steps forward in the process of continuously improving the existing Internet governance framework ensuring the full involvement of all stakeholders in their respective roles and responsibilities.

The Internet governance framework is a distributed and coordinated ecosystem involving various organizations and fora. It must be inclusive, transparent and accountable, and its structures and operations must follow an approach that enables the participation of all stakeholders in order to address the interests of all those who use the Internet as well as those who are not yet online.

The implementation of the Tunis Agenda has demonstrated the value of the multistakeholder model in Internet governance. The valuable contribution of all stakeholders to Internet governance should be recognized. Due to the successful experiences this model should be further strengthened, improved and evolved.

Internet governance should promote sustainable and inclusive development and for the promotion of human rights. Participation should reflect geographic diversity and include stakeholders from developing, least developed countries and small island developing states.

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## I. ISSUES THAT DESERVE ATTENTION OF ALL STAKEHOLDERS IN THE FUTURE EVOLUTION OF INTERNET GOVERNANCE.

1. Internet governance decisions are sometimes taken without the meaningful participation of all stakeholders. It is important that multistakeholder decision-making and policy formulation are improved in order to ensure the full participation of all interested parties, recognizing the different roles played by different stakeholders in different issues.
2. Enhanced cooperation as referred to in the Tunis Agenda to address international public policy issues pertaining to the Internet must be implemented on a priority and consensual basis. Taking into consideration the efforts of the CSTD working group on enhanced cooperation, it is important that all stakeholders commit to advancing this discussion in a multistakeholder fashion.
3. Stakeholder representatives appointed to multistakeholder Internet governance processes should be selected through open, democratic, and transparent processes. Different stakeholder groups should self-manage their processes based on inclusive, publicly known, well defined and accountable mechanisms.
4. There is a need to develop multistakeholder mechanisms at the national level owing to the fact that a good portion of Internet governance issues should be tackled at this level. National multistakeholder mechanisms should serve as a link between local discussions and regional and global instances. Therefore a fluent coordination and dialogue across those different dimensions is essential.
5. There should be meaningful participation by all interested parties in Internet governance discussions and decision-making, with attention to geographic, stakeholder and gender balance in order to avoid asymmetries.
6. Enabling capacity building and empowerment through such measures such as remote participation and adequate funding, and access to meaningful and timely information are essential for promoting inclusive and effective Internet governance

[continue reading ►](#)

## NETmundial Statement

7. All stakeholders should renew their commitment to build a people centered, inclusive and development oriented Information Society as defined by the WSIS outcome documents. Therefore in pursuing the improvements of the Internet governance ecosystem, the focus on development should be retained.
8. Internet governance discussions would benefit from improved communication and coordination between technical and non-technical communities, providing a better understanding about the policy implications in technical decisions and technical implications in policy decision-making.

**II. ISSUES DEALING WITH INSTITUTIONAL IMPROVEMENTS.**

1. All of the organizations with responsibilities in the Internet governance ecosystem should develop and implement principles for transparency, accountability and inclusiveness. All such organizations should prepare periodic reports on their progress and status on these issues. Those reports should be made publicly available.
2. Consideration should be given to the possible need for mechanisms to consider emerging topics and issues that are not currently being adequately addressed by existing Internet governance arrangements.
3. There is a need for a strengthened Internet Governance Forum (IGF). Important recommendations to that end were made by the UN CSTD working group on IGF improvements. It is suggested that these recommendations will be implemented by the end of 2015.

Improvements should include inter-alia:

- a. Improved outcomes: Improvements can be implemented including creative ways of providing outcomes/recommendations and the analysis of policy options;
- b. Extending the IGF mandate beyond five-year terms;
- c. Ensuring guaranteed stable and predictable funding for the IGF, including through a broadened donor base, is essential;
- d. The IGF should adopt mechanisms to promote worldwide discussions between meetings through intersessional dialogues.

[continue reading ►](#)

## NETmundial Statement

A strengthened IGF could better serve as a platform for discussing both long standing and emerging issues with a view to contributing to the identification of possible ways to address them.

4. There should be adequate communication and coordination among existing forums, task forces and organizations of the Internet governance ecosystem. Periodic reports, formal liaisons and timely feedbacks are examples of mechanisms that could be implemented to that end. It would be recommendable to analyze the option of creating Internet governance coordination tools to perform on-going monitoring, analysis, and information-sharing functions.
5. In the follow up to the recent and welcomed announcement of US Government with regard to its intent to transition the stewardship of IANA functions, the discussion about mechanisms for guaranteeing the transparency and accountability of those functions after the US Government role ends, has to take place through an open process with the participation of all stakeholders extending beyond the ICANN community.

The IANA functions are currently performed under policies developed in processes hosted by several organizations and forums. Any adopted mechanism should protect the bottom up, open and participatory nature of those policy development processes and ensure the stability and resilience of the Internet. It is desirable to discuss the adequate relation between the policy and operational aspects.

This transition should be conducted thoughtfully with a focus on maintaining the security and stability of the Internet, empowering the principle of equal participation among all stakeholder groups and striving towards a completed transition by September 2015.

6. It is expected that the process of globalization of ICANN speeds up leading to a truly international and global organization serving the public interest with clearly implementable and verifiable accountability and transparency mechanisms that satisfy requirements from both internal stakeholders and the global community

The active representation from all stakeholders in the ICANN structure from all regions is a key issue in the process of a successful globalization.

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### III. ISSUES DEALING WITH SPECIFIC INTERNET GOVERNANCE TOPICS

1. Security and Stability
  - a. It is necessary to strengthen international cooperation on topics such as jurisdiction and law enforcement assistance to promote cybersecurity and prevent cybercrime. Discussions about those frameworks should be held in a multistakeholder manner.
  - b. Initiatives to improve cybersecurity and address digital security threats should involve appropriate collaboration among governments, private sector, civil society, academia and technical community. There are stakeholders that still need to become more involved with cybersecurity, for example, network operators and software developers.
  - c. There is room for new forums and initiatives. However, they should not duplicate, but add to current structures. All stakeholders should aim to leverage from and improve these already existing cybersecurity organizations. The experience accumulated by several of them demonstrates that, in order to be effective, any cybersecurity initiative depends on cooperation among different stakeholders, and it cannot be achieved via a single organization or structure.
2. Mass and arbitrary surveillance undermines trust in the Internet and trust in the Internet governance ecosystem. Collection and processing of personal data by state and non-state actors should be conducted in accordance with international human rights law. More dialogue is needed on this topic at the international level using forums like the Human Rights Council and IGF aiming to develop a common understanding on all the related aspects.
3. Capacity building and financing are key requirements to ensure that diverse stakeholders have an opportunity for more than nominal participation, but in fact gain the knowhow and the resources for effective participation. Capacity building is important to support the emergence of true multistakeholder communities, especially in those regions where the participation of some stakeholder groups needs to be further strengthened.

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## IV. POINTS TO BE FURTHER DISCUSSED BEYOND NETMUNDIAL:

Several contributions to NETmundial identified the following non-exhaustive list of points that need better understanding and further discussion in appropriate fora:

- Different roles and responsibilities of stakeholders in Internet governance, including the meaning and application of equal footing.
- Jurisdiction issues and how they relate to Internet governance.
- Benchmarking systems and related indicators regarding the application of Internet governance principles.
- Net neutrality: there were very productive and important discussions about the issue of net neutrality at NETmundial, with diverging views as to whether or not to include the specific term as a principle in the outcomes. The principles do include concepts of an Open Internet and individual rights to freedom of expression and information. It is important that we continue the discussion of the Open Internet including how to enable freedom of expression, competition, consumer choice, meaningful transparency and appropriate network management and recommend that this be addressed at forums such as the next IGF.

## V. WAY FORWARD

All the organizations, forums and processes of the Internet governance ecosystem are encouraged to take into account the outcomes of NETmundial.

It is expected that the NETmundial findings and outcomes will feed into other processes and forums, such as the post 2015 development agenda process, WSIS+10, IGF, and all Internet governance discussions held in different organizations and bodies at all levels.

The follow up and future discussions of topics listed in this document should inform work convened by existing entities or bodies. They are invited to report on their works in major Internet governance meetings.

**Note from secretariat, April 25th:** *the agreed text on net neutrality (Part 2, Section IV) had an editorial correction based on the text negotiated in the EMC and then carefully read out, seen and approved by the HLMC. Exiguous time during the final edition before the closing ceremony prevented the Secretariat to include the explanatory text that follows the net neutrality bullet.*

## ANNEX 2 – Panelist Biographies



### Chair: Toomas Hendrik Ilves

Toomas Hendrik Ilves was elected President of the Republic of Estonia in 2006. Ilves was re-elected for a second term in office in 2011. During his presidency Ilves has been appointed to serve in several high positions in the field of ICT in the European Union. He served as Chairman of the EU Task Force on eHealth from 2011 to 2012, and since November 2012, at the invitation of the European Commission, he became Chairman of the European Cloud Partnership Steering Board. His interest in computers stems from an early age – he learned to program at the age of 13, and he has been promoting Estonia's IT-development since the country restored its independence. During recent years, President Ilves has spoken and written extensively at international forums on European integration, trans-Atlantic relations, e-government, cyber security and other related topics.



### Vice Chair: Vinton G. Cerf

Vinton G. Cerf has served as Vice President and Chief Internet Evangelist for Google since October 2005. In this role, he is responsible for identifying new enabling technologies to support the development of advanced, Internet-based products and services from Google. He is also an active public face for Google in the Internet world. Widely known as one of the “Fathers of the Internet,” Cerf is the co-designer of the TCP/IP protocols and the architecture of the Internet. In December 1997, U.S. President Clinton presented the U.S. National Medal of Technology to Cerf and his colleague, Robert E. Kahn, for founding and developing the Internet. Kahn and Cerf received numerous additional awards for their work, including the ACM Alan M. Turing award.

[continue reading ►](#)

## Panelist Biographies

**Mohamed Nasser Al Ghanim**

H.E. Mohamed Nasser Al Ghanim is the Director General of the Telecommunications Regulatory Authority. He is described as a telecom and ICT veteran and is one of the highly experienced telecom and ICT professional in the region. Under his able chairmanship the ITU successfully held the World Conference on International Telecommunications (WCIT) during December 2012. His role in reaching a balanced and comprehensive treaty at the WCIT was highly regarded by the entire delegations. Under the supervision and management of Al Ghanim, the TRA succeeded in implementing the regulatory framework of the sector through developing the necessary policies and regulations. Al Ghanim seeks through several initiatives and projects launched by the TRA to improve the telecom sector's market in the UAE in order to compete internationally by focusing further on the growth of scientific knowledge in Information and Communications Technology (ICT) and by promoting skills and national human capital in areas related to the sector.

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**Virgilio Fernandes Almeida**

Virgilio A. F. Almeida is the Secretary for Information Technology Policy of the Ministry of Science, Technology and Innovation of Brazil and chair of the Internet Governance Committee (CGI) in Brazil.

He is also a professor (on leave) of the Computer Science Department at the Federal University of Minas Gerais (UFMG), Brazil. His areas of research interest include large scale distributed system, Internet, social computing, autonomic computing and performance modeling and analysis. He received a Ph.D. degree in Computer Science from Vanderbilt University, an MS in Computer Science, from the Pontifical Catholic University in Rio de Janeiro and a BSEE from UFMG, Brazil. He was a visiting professor at Boston University (1996), Technical University of Catalonia (UPC) in Barcelona (2003), Polytechnic Institute of NYU (2007) and held visiting appointments at Santa Fe Institute (2008), Hewlett-Packard Research Laboratory (2001 and 2004) and Xerox Research Center (PARC 1997).

He published over 150 technical papers and co-authored five books on performance modeling, including “Performance By Design” (2004) and “Capacity Planning for Web Services” (2002). He has supervised more than 50 PhD theses and MSc dissertations. Prof. Almeida has received, among others, the National Award in Informatics (1991) and the Great Cross of the National Order of the Scientific Merit in 2009. Prof. Almeida is a full member of the Brazilian Academy of Sciences and TWAS, the Academy of Sciences for the Developing World.

[continue reading ►](#)

## Panelist Biographies

**Dorothy Tyyne Attwood**

Dorothy Attwood, Senior Vice President-Global Public Policy, is responsible for the development of Disney's strategic international, federal and local public policy initiatives; she also directs the company's legal and policy privacy-related matters. Prior to joining Disney, Ms. Attwood was Senior Vice President for Public Policy and Chief Privacy Officer for AT&T Corporation, where she lead AT&T's public policy strategy across all AT&T lines of business, including wireless, Internet, video and wireline services. Prior to joining the AT&T in November of 2002, Ms. Attwood spent six years at the Federal Communications Commission in a variety of senior policy-making positions. Ms. Attwood was the Senior Legal Advisor to Chairman William Kennard on all common carrier, enforcement and consumer matters, and served as chief of the Federal Communications Commission's Wireline Competition Bureau under both Chairman Kennard and Chairman Michael Powell. She also served as chief of the Enforcement Division of the Common Carrier Bureau.

**Mitchell Baker**

Mitchell Baker is Chair of the Mozilla Foundation, a non-profit organization dedicated to promoting openness, innovation and opportunity on the Internet. Mitchell has been the general manager of the Mozilla project since 1999. She served as CEO of Mozilla until January 2008, when the organization's rapid growth encouraged her to split her responsibilities and add a CEO. She coordinates business and policy issues and sits on both the Mozilla Foundation Board of Directors and the Mozilla Corporation Board of Directors. Mitchell remains deeply engaged in developing product offerings that promote the mission of empowering individuals. She also guides the overall scope and direction of Mozilla's mission. In 2005, Time magazine included her in its annual list of the 100 most influential people in the world.

[continue reading ►](#)

## Panelist Biographies

**Kathryn C. Brown**

Kathryn C. Brown joined the Internet Society as President and Chief Executive Officer on January 1, 2014. She is a veteran of Internet policy development and corporate responsibility initiatives that have aided in the Internet's global expansion. At Verizon, Brown helped identify and navigate emerging digital issues and led its global corporate responsibility initiatives. In her policy role, she led the company's international public policy engagement through a period of dynamic change. She represented the company in the successful adoption by the OECD of principles for Internet policy making and was a member of the U.S. delegation to the ITU World Conference on International Telecommunications treaty negotiations. Earlier in her career, Brown served in U.S. President Clinton's Administration where she was deeply involved in policy development that was instrumental to the deployment and adoption of the global Internet.

**Francesco Caio**

Francesco Caio is currently the CEO of leading aerospace manufacturer Avio, a position he has held since March 2011. Avio is an international manufacturer leading in the design, development and production of components and systems for aerospace propulsion. In 1993, he established Omnitel, the first private mobile phone operator in Italy, now Vodafone Italia. In 2000, he founded Netscalibur, the pan-European provider of Internet communication services for businesses, before moving to London to become Group CEO of Cable & Wireless. Caio provided counsel to Prime Minister Gordon Brown on broadband roll-out strategy across the UK and was a member of the Steering Committee for Digital Britain, a role he has since reprised in Italy, where in June 2013 he was appointed Commissioner of the Italian government on matters of the Digital Agenda by the Prime Minister, Enrico Letta.

[continue reading ►](#)

## Panelist Biographies

**Fadi Chehadé**

Fadi Chehadé is the President and CEO of ICANN. He is a citizen of Egypt, Lebanon and the United States. Most recently Chehadé served as Chief Executive Officer of Vocado LLC, a U.S. firm that provides cloud-based software for the administration of educational institutions. Prior to Vocado, he was CEO of CoreObjects Software, Inc., a leader in new product software development services for both large and growing companies. He oversaw the expansion of the company to include more than 400 engineers and its successful acquisition by Symphony Services. Prior to his role at CoreObjects, Chehadé served as the General Manager of IBM's Global Technology Services in the Middle East and North Africa. Based in Dubai, he led a team across an emerging region experiencing high growth. Chehadé founded and has led three companies since 1987: Viacore, RosettaNet, and Nett Information Products.

**Nitin Desai**

Indian economist and diplomat; former UN Undersecretary General; convener of Working Group on Internet Governance (WGIG)

Nitin Desai, after working in universities, the private sector and for his Government, was appointed Deputy Secretary-General of the United Nations Conference on Environment and Development, in 1990, coordinating the development of Agenda 21 and, in 1993, Under-Secretary-General to head a newly created Department for Policy Coordination and Sustainable Development. In 1997, he coordinated the consolidation of UN economic and social activities at Headquarters into the single Department of Economic and Social Affairs, which he headed till August 2003. In October 2001, the Secretary-General asked Desai to act as Secretary-General of the Johannesburg Summit in addition to his existing responsibilities. After his retirement from the United Nations, Desai continues to be a Special Adviser to the Secretary General for the World Summit on the Information Society.

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**Anriette Esterhuysen**

Anriette Esterhuysen is the Executive Director of the Association for Progressive Communications, a global civil society network working with ICTs to support social justice and development. Prior to joining APC, Esterhuysen was executive director SANGONeT, an Internet service provider and training institution for development and human rights groups in South Africa. She has served on the Technical Advisory Committee of the UN's Economic Commission for Africa's African Information Society Initiative and the United Nations ICT Task Force. She is a member of the Multi-stakeholder Advisory Group of the IGF and the High Level Panel on the Future of Internet Governance. Esterhuysen was inducted into the Internet Hall of Fame in 2013.

**Byron Holland**

Byron Holland is President and CEO of the Canadian Internet Registration Authority (CIRA). At CIRA, Holland has led a wholesale rewrite of the .CA registry and related policies and business rules. Since the registry rewrite, .CA has become the fastest growing country code top-level domain (TLD) in the world, and the second fastest growing TLD overall. He is Chair of the Country Codes Name Supporting Organization (ccNSO), the body that represents the interests of all country code top-level domains and leads policy development initiatives at the Internet Corporation for Assigned Names and Numbers (ICANN). Holland is also an active participant in the United Nations coordinated Internet Governance Forum, and other Internet governance fora. Prior to joining CIRA, Holland helped found the third largest coalition loyalty program in Canada, Futura Rewards, where he served as Chief Operating Officer.

[continue reading ►](#)



**Won-Pyo Hong**

Dr. Won-Pyo Hong serves as President of the Samsung Electronics Media Solution Center. Previously he held the position President of Mobile Phone Operations at Samsung Electronics. Prior to joining Samsung, Hong served as Senior Vice President of Portable Internet Business Group and Senior Vice President of Global Business Center of KT Corp. Hong also served as Director of Korea Telecom Freetel from March 1998 to March 2003.

**Ivo Ivanovski**

On December 21st, 2006, Ivo Ivanovski was appointed by the Prime Minister of the Republic of Macedonia and elected by the Parliament of the Republic of Macedonia, as a Minister without portfolio, in charge of information society development. On August 1st 2008, he was appointed to Minister of Information Society for the second term. On July 28th 2011 Ivanovski was appointed for the third time for Minister of Information Society and Administration. In June 2010, he was invited to serve as a Commissioner in the Broadband Commission for Digital Development of the International Telecommunications Union and UNESCO. In his career Ivanovski was the Chairman of the 5th World Telecommunication and Information Technology Policy Forum in 2013 in Geneva, Switzerland. He has been awarded with the ITU silver Medal and certificate for his “exceptional contribution” in the telecommunications.

[continue reading ►](#)

## Panelist Biographies

**Thorbjørn Jagland**

Thorbjørn Jagland has served as Secretary General of the Council of Europe since 1 October 2009. He was the President of the Storting (Norwegian Parliament) from 2005 to 2009. He was elected Chairman of the Norwegian Nobel Committee, which awards the Nobel Peace Prize every year. He has held two of the most influential governmental positions in Norway: Prime Minister (1996-97) and Minister of Foreign Affairs (2000-2001). After serving as Foreign Minister, he was Chairman of the Standing Committee on Foreign Affairs and the enlarged Foreign Affairs Committee in the Storting for four years (2001-2005). He also served as Chairman of the EEA Consultative Committee during this period (2000-2005). In addition, he has held a number of other parliamentary positions, such as head of the Storting's Delegation for Relations with the European Parliament for six years.

**Omobola Johnson**

Omobola Johnson is the Minister of Communication Technology of Nigeria. Prior to her ministerial appointment, she was Country Managing Director of Accenture, Nigeria. Johnson has over 25 years consulting experience and has worked with a cross-section of companies in a variety of industries.

Johnson is Vice-Chair of the World Economic Forum's Global Agenda Council on Africa. She is a member of the United Nation's Broadband Commission Working Group on Broadband and Gender and is also a member of the Advisory Board of the International Telecommunication Union's m-powering Development Initiative.

Johnson is the founding Chairperson and member of Board of Trustees of Women in Management, Business and Public Service (WIMBIZ) a Nigerian non-governmental organization that seeks to improve the success rate of female entrepreneurs and increase the proportion of women in senior positions in corporate organizations.

[continue reading ►](#)

## Panelist Biographies

**Olaf Matthijs Kolkman**

Olaf Kolkman is Director of NLnet Labs, a not-for-profit research and development group which provides globally recognized innovations and expertise for those technologies that turn a network of networks into an Open Internet for All. NLnet Labs produces open-source products, performs research on technical issues with global impact, and contributes actively to the regional and global multi-stakeholder environment (e.g. ICANN, RIPE, IETF). Kolkman has been actively involved with Internet technologies since his astronomy studies during the early nineties. Internet became his professional focus in 1996.

**Frank La Rue**

Labor and human rights lawyer; UN Special Rapporteur on the Promotion and Protection of the Right to Freedom of Opinion and Expression; Founder, Center for Legal Action for Human Rights (CALDH)

Frank La Rue is the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression at the UN Office of the High Commissioner of Human Rights. A Special Rapporteur is an independent expert appointed by the Human Rights Council to examine and report back on a country situation or a specific human rights theme.

[continue reading ►](#)

## Panelist Biographies

**Robert Malcolm McDowell**

Currently a Visiting Fellow at the Hudson Institute's Center for Economics of the Internet in Washington, D.C., Robert M. McDowell served as a Commissioner to the U.S. Federal Communications Commission from 2006 to 2013. As a Commissioner, McDowell worked on numerous issues including Internet governance. Additionally, he served as part of the official U.S. diplomatic delegations to the World Conference on International Telecommunications (WCIT-12) and the World Radiocommunications Conference. The Commissioner also worked to help consumers in the communications marketplace enjoy the benefits of more choices, lower prices and useful innovations through increased competition. He believes that the government should try to remove barriers to entry, allowing competition to flourish. McDowell stepped down from the Commission to join the Hudson Institute's Center for Economics of the Internet as a visiting fellow. Immediately before his confirmation to the FCC, he was senior vice president and assistant general counsel of COMPTTEL (Competitive Telecommunications Association), an industry trade group of competitive (non-RBOC) telephone companies.

**Andile Abner Ngcaba**

Andile Ngcaba is the Founder and non-executive Chair of Convergence Partners Investments. Ngcaba also serves as the Executive Chairman of Dimension Data Middle East & Africa (DDMEA). In this role at DDMEA he has been at the forefront of progressive efforts to transform the company and grow its business both in the public sector and through expansion into Southern African Development Community (SADC), West Africa, East Africa and the Middle East. He is also actively involved in driving subsidiary company Internet Solutions, the largest provider of Internet value added services in Africa, into a fully-fledged provider of converged communication solutions. He also serves on the boards of many of the Convergence Partners' portfolio companies, including Seacom, which is the first fiber-optic submarine cable to serve the East Coast of Africa.

[continue reading ►](#)

## Panelist Biographies

**Liu Qingfeng**

Liu Qingfeng is President and CEO of iFlytek, a speech-recognition technology developer, and received the title of Economic Figure of 2013 at a gala hosted by China Central Television (CCTV) on 12 December. Qingfeng started his company in 1999, which became listed on the Shenzhen Stock Exchange in 2008. Their offline speech-recognition software has achieved an accuracy rate of nearly 90 percent for Chinese.

**Christoph Steck**

Christoph Steck is Director Public Policy & Internet for Telefonica. In this role he oversees the strategy and development of Telefonica's global Public Policy work and is responsible for defining its Public Policy positions on Internet, Broadband and technology issues. He is also chairman of the Internet Governance workgroup of ETNO, the European Network Operators Association.

After previous work experience in a leading international law firm and in an E-Commerce Start-Up business, he joined O2 (today Telefonica) in 2002 as Executive Assistant of the Management Board of O2 in Germany. In 2004 he was named Head of Government Relations and founded O2's representative offices in Berlin and Brussels. From 2006 he was also responsible for the Corporate Responsibility and Reputation Management functions of the company. In September 2008 he moved as Public Policy Director to Telefonica's headquarter in Madrid, managing its Public Policy activities and relations to International Organisations. Prior to his current position he was since December 2011 Chief Regulatory Officer at Telefonica Europe, with responsibility for coordinating all Regulatory Affairs of the six European Operating Businesses of Telefonica.

He was selected as a member of the High-level Committee of NETMundial in April 2014 in Brazil and in 2011 was voted to be a member of the UN multi-stakeholder CSTD workgroup on improvements of the Internet Governance Forum. He represents Telefonica at various other international organisations and associations involved in policy-making and regulation of communication services, broadband and the Internet, including IGF and ICANN.

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## Panelist Biographies

**Jimmy Wales**

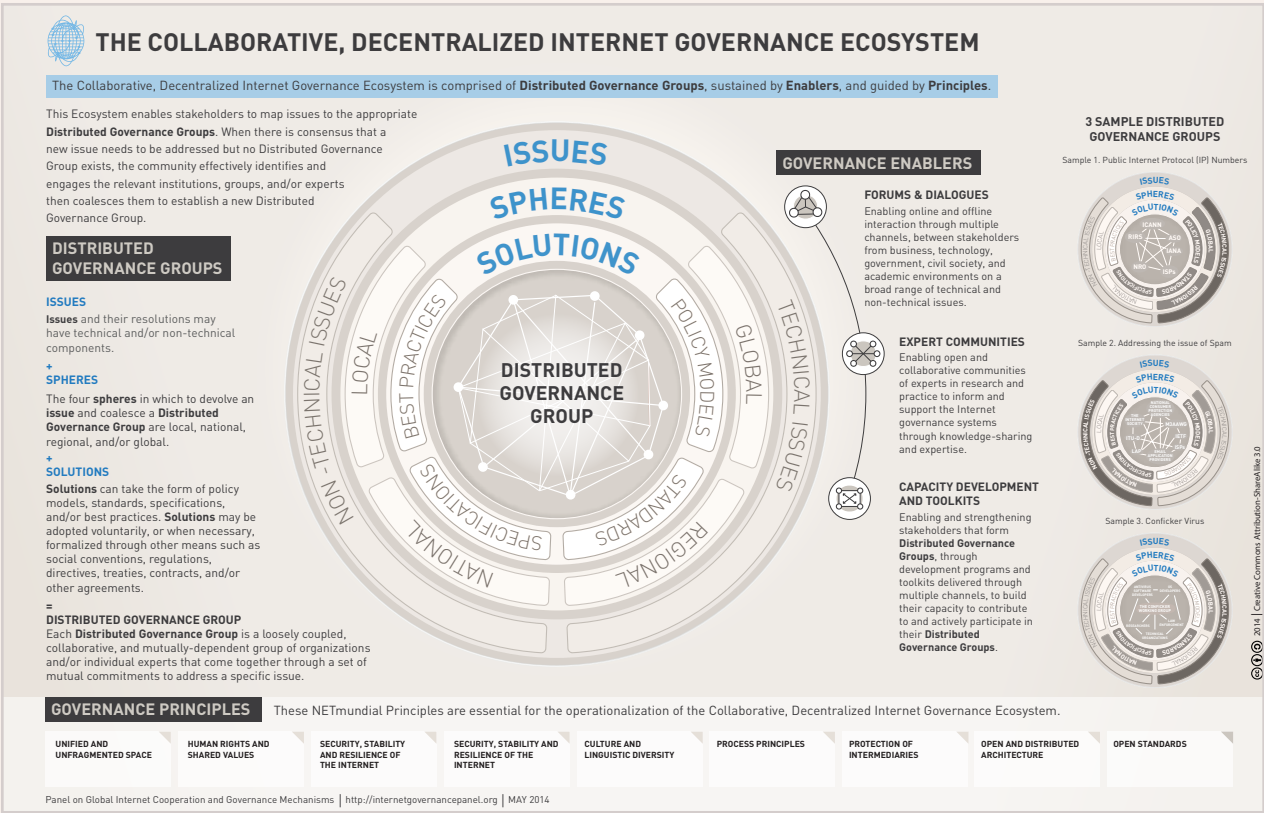
Founder and Promoter of Wikipedia; Member of the Board of Trustees of Wikimedia Foundation.

Ranked by Forbes Magazine as a “Web Celeb”, Jimmy Donal Wales is a U.S. Internet entrepreneur, wiki pioneer, and technology visionary, who is best known as the Founder of Wikipedia, an international collaborative free content encyclopedia on the Internet, and the Wikimedia Foundation. He is co-founder of Wikia, a privately owned free web hosting service he set up in 2004. In 2003, Wales founded the Wikimedia Foundation, a nonprofit charitable organization dedicated to encouraging the growth, development and distribution of free, multilingual content, and to providing the full content of these wiki-based projects to the public free of charge. The Wikimedia Foundation operates some of the largest collaboratively edited reference projects in the world, including Wikipedia, the 5th most popular website in the world.

**Secretariat Support**

The Panel was supported by an ICANN Secretariat, managed and directed by Nora Abusitta, VP, Public Responsibility Programs.

# ANNEX 3 – Graphic







# THE COLLABORATIVE, DECENTRALIZED INTERNET GOVERNANCE ECOSYSTEM

The Collaborative, Decentralized Internet Governance Ecosystem is comprised of **Distributed Governance Groups**, sustained by **Enablers**, and guided by **Principles**.

This Ecosystem enables stakeholders to map issues to the appropriate **Distributed Governance Groups**. When there is consensus that a new issue needs to be addressed but no Distributed Governance Group exists, the community effectively identifies and engages the relevant institutions, groups, and/or experts then coalesces them to establish a new Distributed Governance Group.

## DISTRIBUTED GOVERNANCE GROUPS

### ISSUES

**Issues** and their resolutions may have technical and/or non-technical components.

### + SPHERES

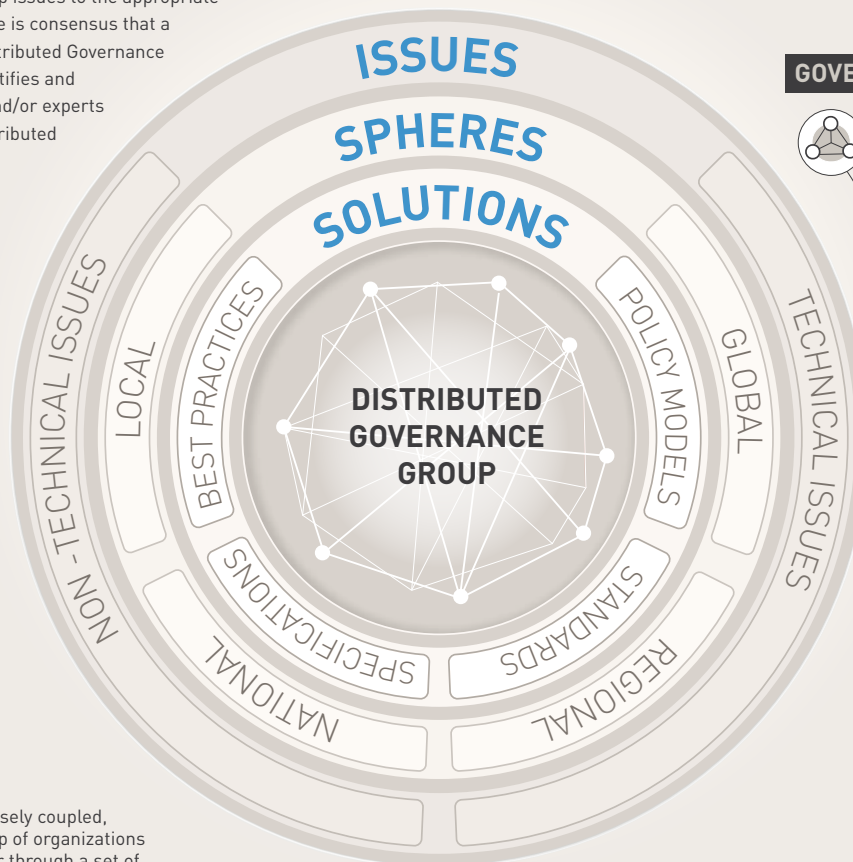
The four **spheres** in which to devolve an **issue** and coalesce a **Distributed Governance Group** are local, national, regional, and/or global.

### + SOLUTIONS

**Solutions** can take the form of policy models, standards, specifications, and/or best practices. **Solutions** may be adopted voluntarily, or when necessary, formalized through other means such as social conventions, regulations, directives, treaties, contracts, and/or other agreements.

### = DISTRIBUTED GOVERNANCE GROUP

Each **Distributed Governance Group** is a loosely coupled, collaborative, and mutually-dependent group of organizations and/or individual experts that come together through a set of mutual commitments to address a specific issue.



## GOVERNANCE ENABLERS



### FORUMS & DIALOGUES

Enabling online and offline interaction through multiple channels, between stakeholders from business, technology, government, civil society, and academic environments on a broad range of technical and non-technical issues.



### EXPERT COMMUNITIES

Enabling open and collaborative communities of experts in research and practice to inform and support the Internet governance systems through knowledge-sharing and expertise.

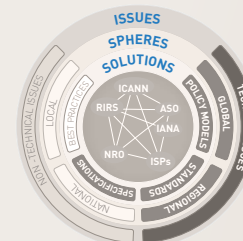


### CAPACITY DEVELOPMENT AND TOOLKITS

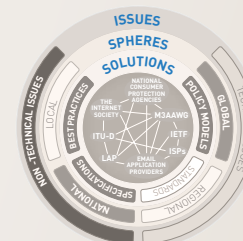
Enabling and strengthening stakeholders that form **Distributed Governance Groups**, through development programs and toolkits delivered through multiple channels, to build their capacity to contribute to and actively participate in their **Distributed Governance Groups**.

## 3 SAMPLE DISTRIBUTED GOVERNANCE GROUPS

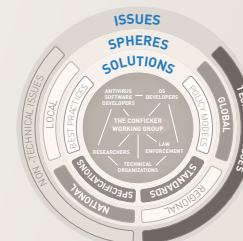
Sample 1. Public Internet Protocol (IP) Numbers



Sample 2. Addressing the issue of Spam



Sample 3. Conficker Virus



## GOVERNANCE PRINCIPLES

These NETmundial Principles are essential for the operationalization of the Collaborative, Decentralized Internet Governance Ecosystem.

UNIFIED AND UNFRAGMENTED SPACE	HUMAN RIGHTS AND SHARED VALUES	SECURITY, STABILITY AND RESILIENCE OF THE INTERNET	SECURITY, STABILITY AND RESILIENCE OF THE INTERNET	CULTURE AND LINGUISTIC DIVERSITY	PROCESS PRINCIPLES	PROTECTION OF INTERMEDIARIES	OPEN AND DISTRIBUTED ARCHITECTURE	OPEN STANDARDS
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## ANNEX 4 – Panel Recommendations Advancing the NETmundial Roadmap

NETmundial Roadmap	Panel Recommendations
Section I.1 -- “Internet governance decisions are sometimes taken without the meaningful participation of all stakeholders. It is important that multistakeholder decision-making and policy formulation are improved in order to ensure the full participation of all interested parties, recognizing the different roles played by different stakeholders in different issues.”	1.b. to engage and support the participation of private sector, governments, civil society, technical community, and academia, representing all regions in the world in the collaborative IG ecosystem with a specific focus on cooperation and development
Section I.4 -- There is a need to develop multistakeholder mechanisms at the national level owing to the fact that a good portion of Internet governance issues should be tackled at this level. National multistakeholder mechanisms should serve as a link between local discussions and regional and global instances. Therefore a fluent coordination and dialogue across those different dimensions is essential.	1.e. to promote creation of regional Internet Governance Practices forums to gather from participants the governance issues they want (help) to address and foster national and regional multistakeholder structures  2.e. to encourage the development of sustainable, searchable databases and observatories so that existing processes and potential partners are more easily discoverable by those seeking to address a problem
Section I.6 -- Enabling capacity building and empowerment through such measures such as remote participation and adequate funding, and access to meaningful and timely information are essential for promoting inclusive and effective Internet governance.	1.c. to promote capacity development that facilitates (or enables) broader representation and participation in a collaborative IG ecosystem  1.d. operationalize the Enablers outlined in Section III (forums and dialogues, expert communities, capacity development, and toolkits)

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Panel Recommendations Advancing the NETmundial Roadmap

NETmundial Roadmap	Panel Recommendations
Section II.1 -- All of the organizations with responsibilities in the Internet governance ecosystem should develop and implement principles for transparency, accountability and inclusiveness. All such organizations should prepare periodic reports on their progress and status on these issues. Those reports should be made publicly available.	2.c. to ensure that all DG groups adhere to the adopted NETmundial Principles
Section II.2 -- Consideration should be given to the possible need for mechanisms to consider emerging topics and issues that are not currently being adequately addressed by existing Internet governance arrangements.	2.a. to map issues to existing DG groups and provide assistance in the implementation of existing DG groups' solutions  2.b. to address issues that do not have current solutions

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## Panel Recommendations Advancing the NETmundial Roadmap

## NETmundial Roadmap

Section II.3 -- There is a need for a strengthened Internet Governance Forum (IGF). Important recommendations to that end were made by the UN CSTD working group on IGF improvements. It is suggested that these recommendations will be implemented by the end of 2015.

Improvements should include inter-alia:

- a. Improved outcomes: Improvements can be implemented including creative ways of providing outcomes/recommendations and the analysis of policy options;
- b. Extending the IGF mandate beyond five-year terms;
- c. Ensuring guaranteed stable and predictable funding for the IGF, including through a broadened donor base, is essential;
- d. The IGF should adopt mechanisms to promote worldwide discussions between meetings through intersessional dialogues.

A strengthened IGF could better serve as a platform for discussing both long standing and emerging issues with a view to contributing to the identification of possible ways to address them.

## Panel Recommendations

2.f. to embrace NETmundial recommendations to enhance the IGF

3.a. to improve collaborative decision-making by leveraging the practices of the multistakeholder governance

1.g. to share best practices of the multistakeholder model in the national, regional, and global spheres.

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Panel Recommendations Advancing the NETmundial Roadmap

NETmundial Roadmap

Section II.4 -- There should be adequate communication and coordination among existing forums, task forces and organizations of the Internet governance ecosystem. Periodic reports, formal liaisons and timely feedbacks are examples of mechanisms that could be implemented to that end. It would be recommendable to analyze the option of creating Internet governance coordination tools to perform on-going monitoring, analysis, and information-sharing functions.

Panel Recommendations

2.e. to encourage the development of sustainable, searchable databases and observatories so that existing processes and potential partners are more easily discoverable by those seeking to address a problem

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## NETmundial Roadmap

Section II.5 -- In the follow up to the recent and welcomed announcement of US Government with regard to its intent to transition the stewardship of IANA functions, the discussion about mechanisms for guaranteeing the transparency and accountability of those functions after the US Government role ends, has to take place through an open process with the participation of all stakeholders extending beyond the ICANN community.

The IANA functions are currently performed under policies developed in processes hosted by several organizations and forums. Any adopted mechanism should protect the bottom up, open and participatory nature of those policy development processes and ensure the stability and resilience of the Internet. It is desirable to discuss the adequate relation between the policy and operational aspects.

This transition should be conducted thoughtfully with a focus on maintaining the security and stability of the Internet, empowering the principle of equal participation among all stakeholder groups and striving towards a completed transition by September 2015.

## Panel Recommendations

4. Support ICANN accountability and IANA globalization:

In addition, and consistent with the Panel's earlier submission to NETmundial, the Panel wishes to support and encourage broad and global participation in ICANN's two public dialogues on ICANN accountability and the transition of the U.S. government's stewardship of the IANA functions to the global community. In line with the NETmundial Roadmap, the Panel recommends that the global community contribute to a successful conclusion by September 2015.

[continue reading ►](#)

NETmundial Roadmap	Panel Recommendations
<p>Section II.6 -- It is expected that the process of globalization of ICANN speeds up leading to a truly international and global organization serving the public interest with clearly implementable and verifiable accountability and transparency mechanisms that satisfy requirements from both internal stakeholders and the global community.</p> <p>The active representation from all stakeholders in the ICANN structure from all regions is a key issue in the process of a successful globalization.</p>	<p>3.d. to define the concepts of accountability in the multistakeholder model</p>
<p>Section III.3 -- Capacity building and financing are key requirements to ensure that diverse stakeholders have an opportunity for more than nominal participation, but in fact gain the knowhow and the resources for effective participation. Capacity building is important to support the emergence of true multistakeholder communities, especially in those regions where the participation of some stakeholder groups needs to be further strengthened.</p>	<p>1.c. to promote capacity development that facilitates (or enables) broader representation and participation in a collaborative IG ecosystem</p> <p>1.d. operationalize the Enablers outlined in Section III (forums and dialogues, expert communities, capacity development, and toolkits)</p> <p>5. Establish urgently needed sustainable funding and resource models to enable IG evolution and to strengthen and operationalize the collaborative IG ecosystem</p>

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## NETmundial Roadmap

Section IV -- Several contributions to NETmundial identified the following non-exhaustive list of points that need better understanding and further discussion in appropriate fora:

- Different roles and responsibilities of stakeholders in Internet governance, including the meaning and application of equal footing.
- Jurisdiction issues and how they relate to Internet governance.
- Benchmarking systems and related indicators regarding the application of Internet governance principles.
- Net neutrality: there were very productive and important discussions about the issue of net neutrality at NETmundial, with diverging views as to whether or not to include the specific term as a principle in the outcomes. The principles do include concepts of an Open Internet and individual rights to freedom of expression and information. It is important that we continue the discussion of the Open Internet including how to enable freedom of expression, competition, consumer choice, meaningful transparency and appropriate network management and recommend that this be addressed at forums such as the next IGF.

## Panel Recommendations

3.b. to better define the role of stakeholders in each of the elements of IG

3.c. to develop a set of guidelines and checklist on best practices for how a DG group operates

[continue reading ►](#)

Panel Recommendations Advancing the NETmundial Roadmap

NETmundial Roadmap

Section V -- All the organizations, forums and processes of the Internet governance ecosystem are encouraged to take into account the outcomes of NETmundial.

It is expected that the NETmundial findings and outcomes will feed into other processes and forums, such as the post 2015 development agenda process, WSIS+10, IGF, and all Internet governance discussions held in different organizations and bodies at all levels.

The follow up and future discussions of topics listed in this document should inform work convened by existing entities or bodies. They are invited to report on their works in major Internet governance meetings.

Panel Recommendations

1.a. to promote global IG based on the NETmundial Principles



## ANNEX 5 – References

<sup>1</sup> The U.S. government's stewardship role has for many years assured the global community of ICANN's performance in the administration of the technical Internet identifiers (names, IP addresses, and protocol parameters) -- also known as the IANA functions. On 14 March 2014, the National Telecommunications and Information Administration (NTIA) of the United States Department of Commerce announced its intent to transition oversight of the IANA functions to the global multistakeholder community. NTIA has asked that ICANN convene global stakeholders to develop a proposal for this transition. (Targeted for completion in September 2015)

<sup>2</sup> The NETmundial meeting focused on the elaboration of IG principles and a proposal for a roadmap for the future development of the IG ecosystem. NETmundial represents the beginning of a process for the construction of such policies in the global context, following a model of participatory plurality. See Annex 1 for the full NETmundial Statement.

<sup>3</sup> As part of their work the Panel submitted <http://content.netmundial.br/contribution/panel-on-global-internet-cooperation-and-governance-mechanisms-contribution-to-netmundial/204> to NETmundial. The Panel recognizes the consensus of NETmundial to carry more weight.

<sup>4</sup> [http://www.confickerworkinggroup.org/wiki/uploads/Conficker\\_Working\\_Group\\_Lessons\\_Learned\\_17\\_June\\_2010\\_final.pdf](http://www.confickerworkinggroup.org/wiki/uploads/Conficker_Working_Group_Lessons_Learned_17_June_2010_final.pdf)