

ISOC Middle East Regional Presence Analysis and Strategy

The Internet Society

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Summary

Our mission is to further extend ISOC's reach, influence, and reputation to become a truly global and regional organization that derives much of its credibility and influence from the insights and legitimacy of its positions that it draws from its stakeholders. By leveraging the local knowledge, expertise and contacts of our regional bureaus, working with local chapters, members and other stakeholders, we are able to magnify the impact and achievement of our mission at all levels – global, regional and local. Regionalization allows us to further enhance our strategic mission and credibility and thus become an integral part of the local and regional fabrics of the Internet ecosystem and ultimately strengthen the impact at the local level of ISOC's vision for an open, global and sustainable Internet.

To further strengthen and expand the influence of the Regional Bureaus as impartial advisors, consistent with ISOC's mission and principles, at the local/regional levels, it is essential to ensure timely messaging and the ability to respond to queries from the field effectively and coherently. To demonstrate holistic value across a spectrum of activities they will need sufficient support and financial resources as well as timely and locally relevant programmatic content.

ISOC's policy on regional presence is designed to enable ISOC to work as closely as possible with Chapters, Members and other stakeholders across the globe and to allow our programs and activities to meet the ever-increasing and diverse needs of the regions. ISOC currently manages a network of five regional bureaus, including Reston (for North America), Addis Ababa (for Africa), Montevideo (for LAC), Singapore (for Asia and Pacific) and Brussels (for Europe and CIS countries). At present, there is no Regional Bureau for the Middle East region. Until now, the ISOC Africa and Asia Pacific Bureaus have included Arab chapters and members in their activities.

The Internet Society has long been interested in efforts in the Middle Eastern region to support and preserve a global, open, robust and accessible Internet. We have watched the numbers of ISOC chapters and members in the region grow quickly, particularly in recent years. Significant partnership and funding opportunities exist.

In recent years, we have received requests from our Arab chapters and members that ISOC create a focused, Arab-speaking presence in the Arab region. This was confirmed by feedback from recent Chapter meetings (Doha, November 2012 and Dubai, December 2012) and in a survey to all Arab Region members where they have shown a strong interest in having a greater ISOC presence in the region, preferably as a bureau. The Arab chapters in particular have also been clear about what kinds of issues they feel an Arab Bureau could help them address that are not now being adequately covered from an Arab perspective.

An increasing number of international organizations such as the Arab League, ICANN, UN and ITU have offices for the Arab region that include Middle Eastern and North African Arabic

speaking countries. RIPE has an Arab office under serious consideration. Conducting business in this region from a sub-Saharan office can be difficult since travelling to most Arab countries from Sub-Saharan Africa is not easy due to limited air links and visa challenges. On the other hand, a number of our North African stakeholders, while supporting an Middle Eastern Bureau and wishing to participate with other Arab chapters, also wish to maintain their presence as part of the African Bureau.

For all the above reasons and a number of others articulated in our survey, we are recommending that we establish this year a Middle East Regional Bureau.

In establishing our regional presence, our main focus over the first 3-5 years will be:

1. **Policy** - spearhead advocacy for the fundamental principles of the Internet Model and Internet Ecosystem, including the promotion of the multi stakeholder model and key messaging to illustrate the importance of the Internet to further economic and social development.
2. **Technology** - in particular relating to accelerating the deployment of key Internet technologies and IETF standards; advancing solutions that enhance privacy and identity while safeguarding user choice and global Internet interoperability; and, advancing the implementation of solutions that enhance Internet infrastructure and data security, while working to preserve the open, global Internet.
3. **Capacity Building** - we not only want to benefit from existing initiatives to reach policy makers, technology fellows and leaders, but also want to scope our impact and reach out to the future leaders and influencers.
4. **Access and Affordability** - this incorporates our ITE work as well as other development work aiming to promote access and affordability to reach the next billion and empower communities - the latter being through our community grants for example.
5. **Partnership and Funding** – identifying and packaging fundable projects in the region, mapping funding resources and reaching out to potential partners,
6. **Chapter support and tools**, in particular to work with chapters, members and local stakeholders and working with ISOC's global thought leadership to contribute significantly to the sustainability of the open global Internet.

The following actions shall be undertaken before the end of 2013 to implement the Bureau:

- Finalize job description for Middle East Regional Bureau Director and begin search for an Arab speaking Middle East Bureau Director for hire as of October 21, 2013.
- On-board Regional Director.
- Select location of Bureau Director, taking into consideration logistical factors such as visa issues, security, residence of Bureau Director, chapter support and activities, support to be granted in terms of office space, financial and other resources, etc.

- Define Regional Action Plan with Regional Bureau Director and move to implement Bureau plan, including building and further developing regional partnerships, funding, and support.
- Organize Event in Q1 2014 around which to publically launch the Bureau, as well as regional INET in Q3 2014 around which to introduce 3 year Action Plan.

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1. Background

It has been noted that issues in the Middle East and North Africa are specific to the region and often different culturally and physically than those encountered in sub-Saharan Africa. Business is conducted in Arabic as well as in French and English.

There is great wealth in a number of countries in the Arab region compared to the size of the populations, as well as organizations with regional, continental and global outreach and impact. The region's countries are increasingly integrated politically and economically under the Arab League.

2. Methodology of our analysis

The first half of 2013 has been devoted to conducting a further assessment of the needs of the Arab region, consistent with ISOC's goals, and developing and gaining support for a regional plan.

The analysis included further research and detail on the following questions as well as consultation with the Chapters in the region and other regional stakeholders through a survey about:

- the kind of presence – Bureau or representation;
- which countries should fall within the definition of the Region;
- where to locate a Bureau if that were to be the chosen option and what would be the criteria;
- what stakeholders see as the challenges, priorities and key issues for the region;
- what activities and events are important to the region.

3. Challenges and Issues

The mission is to build an active and supportive presence that supports access and affordability, policy and technology initiatives, and capacity building in the areas of ITE, local content and Internet governance; supports growth and engagement of ISOC with Chapters local companies, academia and governments; and builds organization and individual membership as well as support for other ISOC activities, particularly in the region.

High priorities for the region are access and affordability, including ITE, IXP establishment and management; public policies, especially relating to Internet governance, privacy and human rights; and, technical capacity building.

There is also a need to strengthen Chapters and members so that they can become more engaged in ISOC's mission and empowered to effectively drive policy and technical developments. The Chapters in the region have a strong wish to work together to build a common voice on the main Internet related issues. A stronger ISOC presence in the region

would help them coordinate their work. There are also important opportunities to build local partnerships, ISOC and chapter memberships, as well as generate revenue to support regional and global programs and priorities.

Key challenges facing the region over the next 3 to 5 years, as discussed at the November 2012 Chapters meeting, include:

- Concern about increased government control of the Internet governance, infrastructure, access, filtering and privacy;
- Need to accelerate the deployment of key Internet technologies and IETF standards;
- Need to advance solutions that enhance privacy and identity while safeguarding user choice and global Internet interoperability;
- Lack of and inadequate laws (e-signature, e-transactions, piracy, copyright, illegal access, privacy);
- Scarcity of local expertise in many Internet related areas (governance, technical, legal, education, operation, business);
- Under-developed civil society culture and participation;
- Disinterest by stakeholders in participating and contributing to the global Internet's governance, technical, operational and socio-economical bodies leading to misinterpretation and lack of understanding of the Internet multi-stakeholder model of governance as a chaotic unruly environment
- Wars, revolutions and public unrests where the Internet is caught in mid-fire and mislabeled as a threat to public security or an enemy;
- Increase in security risks and exposures to cyber-terrorism, cyber-war, cyber- espionage, cyber-bullying, spam and phishing;
- Poor Internet access and quality of service in some countries;
- Lack of local content and innovation;
- Lack of Internet related research and development/technological expertise.

4. Reasons to enhance ISOC Presence

We believe that to be truly global, the Internet Society needs influencers, messaging and voices in and from the regions. Such activities are spearheaded by our Regional Bureaus.

A physical ISOC presence within the Middle East region is seen to be important in order to enhance understanding and engagement between ISOC and chapters, members and others in the region and to strengthen the support, programs and partnerships within the region. The person in charge of the Middle East region might need to work in collaboration with the African, European or APAC Bureau in those cases where there is, for example, an African project that involves Northern African countries.

ISOC Chapters feel that there are a number of reasons why ISOC is not maximizing its impact in the region and potentially missing important opportunities. A heightened regional presence can support the development of priorities and meet challenges.

Challenges of a lack of focused attention on the region include:

- Distrust in ISOC's stewardship mainly from governments in the region;
- Lack of participation and contribution by stakeholders in ISOC bodies/groups such as Advisory Council, IETF, etc. due to lack of regional presence;
- Lack of or poor understanding of the region's geo-political, eco-social and cultural dynamics;
- Well established competition by entities such as ITU, ESCWA, Arab League;
- Shy ISOC presence in the region in terms of official visits to government, media coverage, targeting advertising and marketing, conferences, workshops, etc.

5. Scope of our Presence

Physical Presence

Stakeholders have called for an effective and physical presence in the region. This is seen to be necessary to show an effective interest in the region and awareness of the importance of regional specificities.

However, many North African stakeholders have asked that they be able to remain part of the Africa Bureau while participating in relevant Middle East Bureau activities. Their reasoning is that while much unites the interests of the MENA region, the North African countries are also quite distinct in other of their interests from the Gulf countries, for example.

Two principal options for how to build a strengthened regional presence were presented to the stakeholders:

- Option 1 would be to engage an Arab-speaking senior member of the African Bureau. This person, who would be present in the Arab region, would focus on its needs and work within the region to build strength in regional programs and relevance of ISOC policy and technology positions related to developments and interests in the region, consistent with ISOC mission and principles. This could evolve as need and support grew into an Arab Regional Bureau.

Stakeholders expressed some reticence to this option.

- Option 2 would be to create a Middle East Bureau from the start. This would presume a strong level of regional interest, support and participation from ISOC communities within the region. Which countries would become formal members of the Middle East Bureau would be open for some further discussion. For operational, resource and programmatic purposes, there would need to be cohesiveness in how the division among regions would be made.

Stakeholders expressed strong support for this option, stating their preference that the geographical scope be limited to the Middle East and Levant countries. This is therefore the option we have selected.

Geographical Scope

In terms of geographical scope, stakeholders have voiced a preference for the geographical scope limited to the Middle East and the Levant, and include: United Arab Emirates, Bahrain, Iran, Iraq, Jordan, Kuwait, Lebanon, Oman, Palestine, Qatar, Saudi Arabia, Syria and Yemen.

The geographical scope and name of a presence covering the Middle East/Arab Region of other Internet organizations and/or the regional definitions of the UN agencies vary. ICANN's Middle East Engagement, for example, includes the following countries: United Arab Emirates, Afghanistan, Bahrain, Egypt, Iraq, Iran, Jordan, Kuwait, Lebanon, Oman, Pakistan, Palestine, Qatar Saudi Arabia, Syria, and Yemen. The ITU Arab Regional Office in Egypt serves 22 Member States and 67 ITU Sector Members and Associates, most of which have their headquarters in the Region. Member States include: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen. The Arab League consists of 21 Arab States in northern and North-Eastern Africa and the Middle East. ¹

Location

In terms of where to locate a Bureau the criteria shall include consideration of the place of residence of the Bureau Director, the level of direct and/or indirect support and/or sponsorship for a Regional presence or Bureau, as well as logistical and practical issues (e.g. facility of visa, cost of living, etc.)

6. Proposed Actions and Strategies

In response to the question: "What are the actions or strategies that we can consider at the regional level in response to the challenges we face in the region taking in consideration the unexploited capabilities and unemployed capacities?" ISOC Chapters and companies and government representatives from the region have indicated that access and interconnection, ITE, technical capacity building as well as policies, especially relating to Internet governance, privacy and human rights are the primary concerns for the region.

¹ <http://www.lasportal.org>

There is also a need to strengthen and empower Chapters and members so that they can become even more engaged in ISOC's mission and more empowered to effectively drive policy and technical developments.

MIDDLE EAST PRIORITIES AND PROGRAMS 2014-2016

Objective	Top Priorities	Programs over next 3-5 years
Within 3-5 years, a majority of countries in the region will have embraced the Internet Model, with governments and policy makers engaged alongside ISOC staff, chapters and members to promote an open, resilient and sustainable Internet throughout the region.	Supporting an Open Internet that is technically sustainable Advocacy for the fundamental principles of the Internet Model and Internet Ecosystem Focused capacity building Focused community outreach, including with Chapters and Members	• Policy: Internet Governance, Multi stakeholder Model, Privacy, Freedom of Expression and Human Rights • Technical Outreach, in particular on standards, ccTLD, DNSSEC, IPv6 • Access and Development: IXP, equipment, NREN • Capacity Building and Leadership, in particular leadership programs, policy maker and regulator information sharing, sensitization and exposure and e-learning • Outreach: chapter support, corporate, donor agencies, policy makers and regulatory entities • Partnership Building: fundraising and sponsorships

Programs/Projects/Events within each of those areas

1. Supporting an Open Internet that is technically sustainable - implement **technology** programs and projects
 - a. Deploy IPv6 at IXPs
 - b. Develop measurement tools for traffic
2. Advocacy for the fundamental principles of the Internet Model and Internet Ecosystem through implementation of Projects to support **global/regional policy outreach and initiatives**. Actions or strategies that we would address at the regional level in response to these challenges include:
 - a. Promote the value of the multi-stakeholder model to government, civil society, business and academia through targeted outreach, including: policy meeting

- participation and engagement, preparation and distribution of position papers, actively seeking and filling speaking slots, including through past fellows.
- b. Develop and train next generation leaders from the region on policy issues;
 - c. Support and sponsor Internet related awareness and training activities including on Internet Governance, the Multi stakeholder model, etc.
 - d. Engage with RECs, ITU, WB, UN bodies as well as other economic, technical and development fora
3. Develop and implement **capacity building** activities
 - a. Define and train next generation leaders from the region, and integrate them into outreach activities so as to enhance the community and scale the impact in the region;
 - b. Support and sponsor Internet related awareness and training activities including on IPv6, DNSSEC security and routing, privacy, trust and identity, TLD management and operation, IX management and operation, etc.
 - c. Deepen partnerships with regional ccTLD associations in order to extend capacity building on ccTLD operations, management, and DNSSEC implementation
 4. **Access and Development**
 - a. Advance local access projects, including through our Community Grants program
 - b. IXP development and training
 - c. Equipment Identification and installation
 5. **General Outreach:**
 - a. Collect, Draft, and provide regional data and documentation on regular basis to the GMC as well as to other departments, e.g. StratDev
 - b. Sharing regional stories and initiatives through social and other media
 - c. Develop and implement a proactive approach with press and media
 - d. Monthly outreach on Internet issues of relevance to the region
 6. **Work with Chapter support team** to work with chapters, members and local stakeholders and working with ISOC's global thought leadership to contribute significantly to the sustainability of the open global Internet.

Annex – Survey Results

The Survey requested feedback on 5 key questions, being:

LEVEL OF PRESENCE – A physical ISOC presence within the Arab region is seen to be important in order to enhance understanding and engagement between ISOC and chapters, members and others in the region and to strengthen the support, programs and partnerships within the region.

Two principal options have been suggested for how to build a strengthened regional presence:

- Option 1 would be to engage an Arab-speaking consultant in the African Bureau. This person who would be present in the region, focus on its needs and work within the region to build strength in regional programs and relevance of ISOC policy and technology positions related to developments and interests in the region, consistent with ISOC mission and principles This could evolve as need and support grew into an Arab Regional Bureau.
- Option 2 would be to create an Arab Bureau from the start. This would presume a strong level of regional interest, support and participation from ISOC communities within the region. It also raises questions about which countries would become part of which Bureau. For operational, resource and programmatic purposes, there would need to be cohesiveness in how the division among regions would be made.

QUESTION 1: On a scale of 1 to 5 (1 being minimum support, 5 totally agree), please indicate your support for the engagement of an Arab-speaking expert based in and/or reporting to the African Bureau, and describe in a few words what the reason for such support is:

ANSWERS:

1	2	3	4	5
35	5	15	12	39

EXTRACTS FROM COMMENTS:

Many highlighted the unique needs of this region, stating: “each region has its own experience and problems” , “Arab states have common characteristics, not only the language, but the regulations, the infrastructure, the awareness ...etc. “, “You need more than an expert to this part of the world. We are talking about 22 countries with a total population of more than 360 Million.”

A general trend was to agree with the need for presence, but with a clear preference for someone in the region - “Having an Arabic-speaking representative in the African Bureau is - IMHO - not the right way to start simply because accessing the region at-large (mainly the Asian

part of the Arab world) would not be easy from Africa as the majority of African Arab countries are going through instability due to the Arab Spring. I like the second option, and suggestions for such a bureau would include UAE and Qatar. These two countries are central hubs in the region, are stable in light of the turbulent situation in the region at-large, and cover the entire Arab region in terms of airlines. In addition, these two countries have the highest percentage of Internet penetration, and are working on being role-models in the region in understanding and implementing a healthy Internet ecosystem.”

“There are advantages and disadvantages to starting with this smaller-scale sounding-board type position. However, I think the interest and capacity is high enough that a Regional Bureau could be successful right off the bat. It would certainly have higher visibility than one Arab speaker in the Africa Bureau, and would also be viewed as more legitimate and more of an authority.”

“Though I'm not quite sure what the term "Bureau" exactly means; whether it is an office with established legal entity in a country, or a staff person working from home, or something in between, having the person in charge of the Arab region based in a non-Arab country, whether African or otherwise won't play very well. Many folks in the region knows that ISOC has presence in many parts of the developing world expect the Arab world, and there has been a general feeling, even within Chapters, that ISOC is not paying enough attention to the region.”

“Most technical locals in this region speak English and expatriates almost invariably have a good level of English skills. This is also true for the regulators (example ictQATAR). However senior government officials prefer to discuss things like general policy in the local language so an Arabic speaking representative would definitely be a valuable asset.”

“The African Bureau includes so many non-Arabic speaking chapter, that do have different issues, concerns and points of interest. The Arabic speaking expert or consultant, who would work as part of the African Bureau, will be one player amongst many, in other words, his word and agenda will only sometimes be seen as PRIORITY. At the end of the day, a "consultant" is by definition not a managerial or decision making position. The interest, concerns and cause of the Arabic-speaking population online has to have a much stronger voice.”

QUESTION 2: On a scale of 1 to 5 (1 being minimum support, 5 totally agree), please indicate your support for the creation of a Regional Bureau in the Arab Region, and describe in a few words what the reason for such support is:

ANSWERS:

1	2	3	4	5
6	3	6	12	81

EXTRACTS FROM COMMENTS:

“I myself very isolated from any organization unless this organization has a bureau in the region. This bureau is very important to arrange and participate in local Arab events, and conferences.”

“The Arab world is not only about language, it is about culture and needs. Besides, the Arabic language should not be an add-on to the African bureau. It should be a focus. We need to improve on governance, content and leadership in this part of the world the focus in the Arab world is different from Africa or Asia.”

“I believe that the Arab Region have totally different needs, and language needs as well as regional concerns different than the African region, we should have a totally independent regional Bureau.”

“This would give a strong engagement and better participation from the local communities into the ISOC activates. It would also easily facilitate to communicate the local communities concerns and issues and bring them to the global Internet societies.”

“Language origin, political stability, economical capabilities, and potential for growth would favor this option (#2) as the better choice. Also, this is an opportunity to improve on the women participation in this region in the policy and decision making process.”

“I believe that the creation of an Arab Bureau would be a better support option for the 22 Arabic speaking countries and this would also encourage the development of the local chapters as well as stimulate the development of Arabic content and services in the region.”

GEOGRAPHIC SCOPE – It has been noted that issues in the Middle East and North Africa are specific to the respective two regions and are often different culturally and physically from each other. Stakeholders have suggested that the geographical scope should follow that of the Arab League, that consists of 21 Arab States in northern and north-eastern Africa and the Middle East. There are also advantages to following the practices of other Internet organizations and/or the regional definitions of the UN agencies.

QUESTION 3: On a scale of 1 to 5 (1 being minimum support, 5 totally agree), please indicate your support for a Regional geographic scope following that of the Arab League, and describe in a few words the reason for such support.

ANSWERS:

1	2	3	4	5
15	4	14	12	71

EXTRACTS FROM COMMENTS:

A majority of people responding supported the terminology and scope of “Arab” region, following the scope of the Arab League.

Arguments in favor of this include:

“ Common language, common issues, close cultures.”

“The Internet is about content and local content, which should be in Arabic. The common language is Arabic. It should be about the Arab ME.”

“I think any other way of organization will result a duality or maybe three entities, duality of Asia and Africa, so North Africa will report to Africa and West Asia reports to Asia. So if we are going to have an Arab Regional Bureau, it would reflect the Arab League suite.”

“The Arab States, are the ARAB STATES as stated and defined by the Arab League. There are differences in cultures, dialects, traditions....etc, however, what is in common and connects the Arabs together is much stronger and more tight than those differences. If we are going to focus on the differences and not the common points, then why on the first place not having only country-based chapters. One of the major and most focal issues, that an Arab Bureau will have to discuss, is the lack of Arabic content, an issue faced by all different Arabic speaking countries (whether in the Gulf region or the MENA region). An issue like this has to be raised by a strong voice, representing all those entities.”

“It is true that cultural differences exist between even smaller regions within the Arab countries, you can define it as Arab Maghreb region (most of North Africa), Nile Valley, Levant and Gulf. However, cultural similarities among the countries in the Arab region as a whole is greater than the differences, and there are sentimental connections among those countries that would encourage collaboration. In addition, the state of Internet and connectivity development in this region is comparable within the countries. Another aspect would be that decision making and regulation process in these countries is also related, through Arab League bodies.”

PRIORITIES AND KEY ISSUES – ISOC Chapters and companies and government representatives from the region have indicated that access and interconnection, ITE, technical capacity building as well as policies, especially relating to Internet governance, privacy and human rights are the primary concerns for the region. There is also a need to strengthen and empower Chapters and members so that they can become even more engaged in ISOC’s mission and more empowered to effectively drive policy and technical developments.

QUESTION 4 : Please specify what activities and events you would consider to be important to the region, as well as any other issues you would consider a priority for the region and how a heightened regional presence could support the development of such priorities and activities.

Suggested priorities and activities include capacity building, ITE, policy (especially relating to Internet governance, privacy and human rights), and access (e.g. through IXP and NREN), through:

- Face to Face, as well as online training, workshops including for Civil Society, NGOs and especially youth led organizations and initiatives as well as to ensure gender and marginalized groups engagement in internet governance issues and policy making. (--> Capacity building) .
- Training about Internet technology issues, including IPv6 in Arabic for instructors; promote the introduction of some courses of Internet technologies, awareness on the economics of the Internet, how to make money using the Internet, and on the importance of digital content in Arabic; promote the development of Arabic Web contents and applications. (--> Capacity building) .
- 1- 2- R&D, Creativity and Innovation 3- Legal Infrastructure, IPR, Patent office 4- Physical Infrastructure and new technical challenges (IPv6, DNSSec ...) 5- Access to Capital 6- Access to markets 7- Human rights issues, democracy, alternation of power ...
- Support of using Arabic language in every aspect of the online activities (e.g., support of Arabic IDN in most used applications, Arabic contents, Arabic Internet website authoring and publishing tools.) (--> local content)
- A strong online presence via all different tools to share experience, and enhance networking at different levels and through different tools (website, webinars, social networking..) (--> empower the chapters and members.)
- Regional meetings, on different levels: chapter heads, activists, members... etc. (--> to discuss and agree upon policies, concerns like human rights...etc.)
- Engagement in international events (conferences and workshops) (to --> exchange experience, capacity building and strengthen the ties with the global ISOC presence.)
- Inter-organizational collaboration and engagement of external partners such as RIRs, ICANN, etc.
- Access, including through Support for development of National Research and Education Networks (NREN).

QUESTION 5: Are there other key considerations that you believe we should take into account as we move forward with our plans for the Arab region?

Some further key messages include:

“ Involve all stakeholders: Business Policy Makers Researchers, Civil Society Organizations, Journalists Female Minorities Content Creators, Publishers and Advertisers International Organizations and Donors.”

“There is not a history in this region for contributing to IETF, IANA and other Internet society operations. This is probably due to several factors including the rapid industrialization and development in this region. There is also a cultural issue in the workplace that tends to be

based on people rather than processes; this has the effect that information sharing is the exception rather than the norm. However it is important that this region becomes more involved in Internet Society which should represent people worldwide.”

“ISOC should also work on the development of the DNS industry in the Arab region by giving the necessary support for the accreditation of new registrars and for the application for new gTLDs.”

“Some issues related to the Arab context: - Big conferences and meetings turn into Press Show and their impact (esp. if they involve high level personnel) is usually not as expected or aspired. A real focus on 'recruiting' the young youth as leaders and members of Arab chapters, will help having vivid, active and influential chapters. (More announcements and activities in universities and youth centers is needed) - Finding the RIGHT people (passionate, enthusiastic, intellectual, pioneering...) to lead the ARAB BUREAU should be seen as crucial, as only a strong and cohesive CORE TEAM will make this successful. - In most Arab countries the right level of planning and forward thinking is lacking. Support will be needed to fulfill this task, esp. the follow up and monitoring aspect within the planning process. A lot of 'looking great' projects, never end up successfully, as the evaluation, assessment and reflection aspect is missing. This needs good "Change management". “

“Civil Society and youth led NGOs should have a grater role in ISOC in the region, proper capacity building should be given to next generation leaders.”

“The Internet in the Arab region is at a critical crossroad where governments seems to be gradually and systematically taking full control of the Internet governance, infrastructure, service providers, etc. ISOC chapters in the region have a critical role to play and revert the path from “state controlled Internet” to “private public partnership in Internet governance and operation” with open access, open data, freedom of expression and competitive services and prices. ISOC chapters in the region will benefit from an effective and efficient ISOC regional presence and the focused backing, support and global reach it can provide. “

Time- time is important to put in consideration while planning since Internet evolution - in specific Broadband expansion is moving with hasty steps to meet and fulfill Arab nation’s ever growing demands...

Close engagement with Gov. (MCIT & TRAs)/Vertical Sectors/Civil Society is important within Arab countries since the 3 stakeholders together interact somehow to move forward with development.

Maintaining an active continuous link with all chapters members so as not to lose the cooperation spirit whether via newsletters, FB page, periodic face-to-face conf/workshops (at least twice/year) or via presence in regional famous events such as Capacity ME, ICT Cairo, etc...where industry experts & decision makers already present.