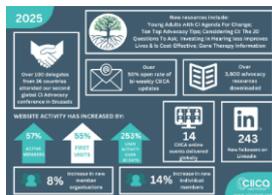


CIICA.AISBL Annual Report 2025

The Cochlear Implant International Community of Action is a global network which aims to close the gap in Cochlear Implant provision and ensure lifelong support for all who could benefit.

Our goals are:

1. To develop a global community of cochlear implant (CI) advocacy groups and individuals, with opportunities to share activities and resources and collaborate to strengthen the user and family voice.
2. To provide CI advocates with the tools for change they need to increase access to CI services.
3. To raise awareness of the impact of hearing loss and cochlear implants globally.



A summary infographic of the achievements of 2025 can be found here:

<https://ciicanet.org/wp-content/uploads/2026/01/A4-landscape-infographics-End-of-year-2025.pdf>

CIICA's 2025 Business Plan focussed on the following areas, and this reports reviews 2025 under the same headings:

1. Governance
2. Finance and Sustainability
3. Development and Support of the Network
4. Developing Policy and Evidence

1. GOVERNANCE

CIICA's agreed way of working

- As a voluntary network organisation, the resources we have should be prioritized towards ensuring the greatest possible impact and support for the network rather than supporting organisational structures beyond what is absolutely necessary to achieve and sustain operational efficiency
- As a voluntary association, we pledge to maintain a simple organizational structure that achieves the first aim above and minimises risk, rather than more hierarchical ways of working.

During 2025:

- CIICA held its second General Assembly online, on 9 May 2025, where its Annual Report was agreed.
- Paige Stringer was confirmed as a Board member at the GA 2025.
- Prof Cathy Birman, Australia, was invited to be a Board member at meeting of September 2025.
- Jarle Franceus, Belgium, was invited to be a Board member at the Meeting of December 2025

- CIICA's financial report for 2024 was accepted and submitted by our accountants to the Belgian authorities.
- Eight board meetings were held during the year, with minutes agreed and signed by the Chair.

2. FINANCE AND SUSTAINABILITY

Finance and Sustainability continued to be major concerns during the year, as is the case for other non-government organisations (NGOs). Despite increased administration costs resulting from CIICA being a legal entity, the changes in e-invoicing in Belgium and the costs of our international conference, CIICA expenditures remained under budget. Our income was reduced due to not obtaining two small grants.

Systems are in place for regular monitoring by our Finance Committee which reports to the Board. In addition, our Belgian accountant ensures that we are in line with Belgian law, and prepared us for the introduction of e-invoicing which begins in 2026. The accountant is also familiar with our bank, KBC, and their requirements. He also takes care of the UBO ('Ultimate Beneficial Owners) registration of all board members, makes quarterly submissions of our accounts into the platform of the Federal Public Financial Service Department and produces and submits our annual accounts.

Other noteworthy points related to finance and development of sustainability of CIICA:

- Funding sources increased during 2025: research grant, earned income from activity, private donations, three Industry sources.
- A further research grant submitted to the Canadian Social Sciences and Humanities Research Council, to explore the global experience of older adults with CI.
- Further donations sought from a range of funders.
- Day-to-day operational support provided by administrative assistant as a private contractor.
- Key global opinion leaders are taking on further voluntary roles: for example, leading specific focussed Conversations and CIICA LIVE events, preparing resources, writing journal and magazine papers and representing CIICA at international conferences.

In preparation for 2026, the budget has been agreed and set conservatively by the Finance Committee and Board, based on present activity and the Business Plan for 2026, bearing in mind continuing and growing global uncertainties.

3. DEVELOPMENT AND SUPPORT OF THE NETWORK

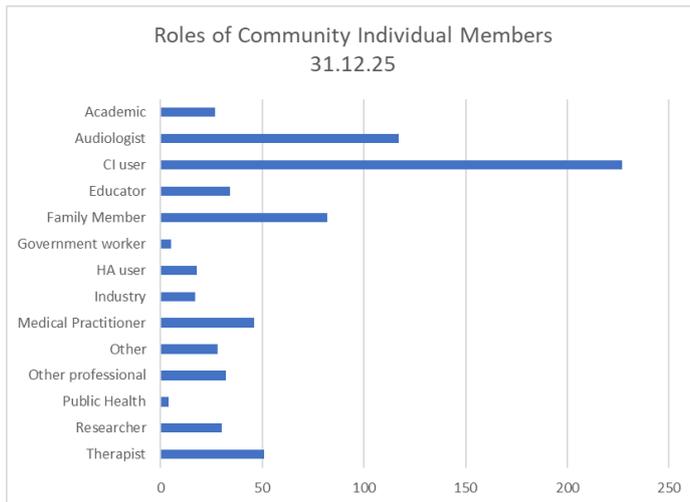
Members of CIICA

The network continues to grow steadily. As at end of December we have 726 individuals, (an increase of 14% over 2024) from 76 countries (74 countries at the end of 2024). There is steady growth of the numbers of individual members, and they contribute diversity in their wide range of backgrounds.

We now have 134 organisations in our network from 42 countries, a growth of 8% from the previous year. See the list on website www.ciicanet.org/community

Our global representation, including individuals, is 76 countries.

Top countries for membership are, respectively, United Kingdom, United States, Australia, India, Belgium and Canada. We are experiencing new growth in South America, China and SE Asia.



The figure illustrates the reported major roles of our members (recognizing that some have more than one role). CI users are the most common group, in line with our goals, but with increasing membership from across a range of backgrounds.

Website activity

The CIICA website is primarily for the interaction and support of network members and not an outward facing website. Thus, it is not expected to have high traffic figures but rather be a platform for network members to share the information themselves, which is difficult to quantify. However, we have seen significant growth in most areas of activity in 2025. with **57% increase in active users and 55% increase in first visits**.



The image shown above reflects the use of the website for the period of January 1 to December 31, 2025, with particular increased use from those in the United States, Canada, Germany, Belgium, and new interest in China, Singapore, SE Asia, and Latin America.

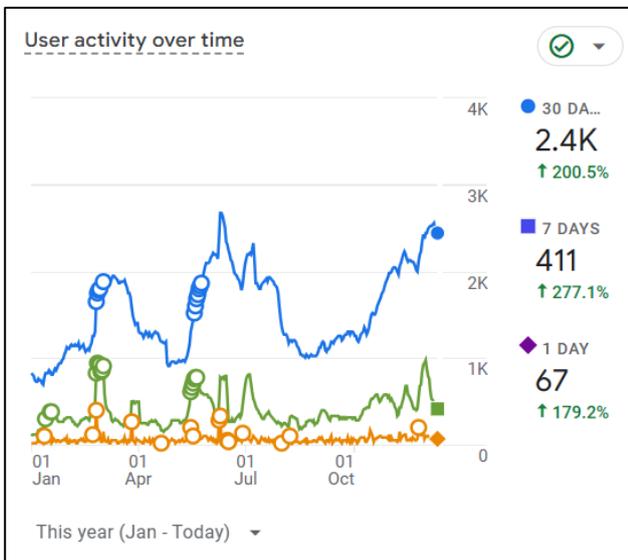
Top languages used on the website: English, Dutch, German, Spanish, Portuguese, French, and Italian, with increasing use of Chinese, Romanian and Swedish.

Website Activity Summary: 2025 compared to 2024, 2023 and 2022

The following table illustrates the year’s activity compared to preceding years, and summarises activities, showing a steady increase in users and activity. It was encouraging to see the Community Members area of the website increasingly used to share news, events, and resources, including the development of the young adults’ area. Resources from CIICA and members are increasingly downloaded. We are also aware that many national and local networks share the resources onwards within their own networks. We have no direct way of measuring this activity yet but informal feedback suggests a leveraging of the impact of the resources many times over.

Activity	Total for 2025	Total for 2024	Total for 2023	Total for 2022
User engagement	29k	27K	21k	19.9K
Active Users	17.3k	11K	8.3k	7.2K
Events	156k	151K	99.6k	83.7K
First visit	17k	11K	8.4k	7.1K
File downloads	3.6k	3.6K	2.2k	2.2K

The following figure shows user activity for 2025 for periods of 30 days, 7 days and 1 day.



There is a steady upward trend over the year, with a peak in March following CI International Day and World Hearing Day when we launched the young people’s Agenda for Change. Noteworthy is the increasing reach – SE Asia and Latin America in particular.

After each CIICA UPDATE, there is increased activity on the website and the events, news and resources pages are well used. Over 50% CIICA updates are downloaded within 3 days of publication.

ONLINE ACTIVITIES

CIICA now has two main online events which are well established, and provided with live captioning in English as well as other languages upon request:

CIICA LIVE Events consists of presentations on requested topics important to users and families; these events promote discussion through the chat room. Presentations are delivered by a mixture of CI users, families, and professionals and the captioned presentations are available afterwards at [Events – CIICA \(ciicanet.org\)](https://www.ciicanet.org/events). Each of these events typically attract about 100 registrations from about 30 countries.

Topics in 2025:

- **CI in later life:** Older adults are the biggest growing group receiving CI and this event, led by Prof Cathy Birman, explored the real-life impact of CI in later life. [CI IN OLDER PEOPLE: WHAT DO WE KNOW?](#)
- **It’s never too late for better hearing!** said Joey Carlson, Canada This topic was developed further in 2025 as the focus of small group CIICA Conversations.

CIICA CONVERSATIONS: small groups (max 20) are discussions facilitated by users, families and professionals on a specific suggested topic for one hour. There are no presentations, but a summary of key issues which emerge during the conversation is shared on the website as well as in members’ social media and own sites. During 2025 these have become ongoing topics, bringing together global interested groups, and leading to action. The themes used were suggestions from our network at the CIICA Advocacy in Action Conference.

Themes for our 13 Conversations in 2025:

- Person-Centred Care in Adult CI Services
- Advocating for bilateral CI for adults
- CI for older adults: its never too late
- CI for children in Low- and middle-income countries
- Educational issues
- Young Adults with CI
- Issues for Parents

CIICA Conversations have become an important resource for developing and refining policy positions of participant organisations and establishing what issues are most important to the network and how they can be addressed. The summaries of these sessions are also valued as tools for advocacy activities and recording the views of the sector. They are currently being written up for publication in peer-reviewed journals.

Outcomes:

- Bringing together research groups for bilateral CI in Adults
- Producing check lists for those thinking about CI: Questions to ask: [20 Questions Resource](#).
- Listening to parents: [Experiences in low resourced countries](#).

CONFERENCE: CI ADVOCACY IN ACTION 2025, BRUSSELS: WHERE SCIENCE MEETS EXPERIENCE



CIICA held its second in person conference: CI Advocacy in Action 2025. We welcomed 120 delegates from 36 countries across the globe with over half CI users or family members, in addition to surgeons, audiologists, therapists, teachers, industry and public policy specialists being in attendance.

Professor Graeme Clark, CI pioneer, supported the goals of CIICA, followed by Dr Shelly Chadha, of WHO, providing inspiration for advocacy for Ear and Hearing Care, including CI services, bringing together Science and Experience.



Rob Beenders and Zala Tomasic joined us in Brussels to welcome everyone to the conference and assure them of their support.

“Access to CI shouldn’t depend on your age or how well you navigate the system. Get CI advocacy on the agenda – politicians aren’t waiting for you.” Rob Beenders (Belgian Minister & CI user)

“Having a cochlear implant is not just a medical change. It changes your life, your family life, it changes your confidence, it changes what you as a person dare to do and what you are afraid of and what not. It is one of the most powerful technologies.” Zala Tomasic (Member of European Parliament and daughter of CI user)



Following the sessions with presentations from across the globe, stimulating thinking about different ways of delivering services, Prof Sara Rubinelli of Lausanne, and Brian Lamb, concluded the conference challenging the audience to think about the next steps in sustainability for advocacy activities – changing the narrative to discuss cochlear implantation as not a cost, but an investment.

Delegate participation using SLIDO

Throughout the conference, SLIDO, organised by Daniel Aplas, Germany, was used to give the delegates opportunities to participate and obtain their views, with a range of languages being available. SLIDO voters at the event gave an overall score of 98% for the event. The use of SLIDO gave CIICA information about the delegates, and about their challenges and tactics for advocacy work. This information is currently being written up as a report. Please note that delegates could make more than one choice; a number of professionals were also CI users:

- 40% of delegates identified as professionals, while 44% were CI users.
- 24% identified as researchers or academics and 11% as from industry.
- 13% identified as parents or family members of CI users.

Discussions on SLIDO focused on necessary changes for sustainable cochlear implant services.

- 45% emphasized the need for better financing.
- 39% pointed out the lack of awareness as a significant barrier.
- Other factors included professional skills and information for patients.

Other discussions took place on the influences in CI decision making, about sustainable CI services, and their suggestions for Conversation topics will be used in planning 2026.



In addition to SLIDO, a Talking Wall was available where discussions and could take place and suggestions made, and the evaluation sheets contained opportunity for open responses. Collaborations from last year were showcased and co-produced resources launched.

Overview comments included:

- *really liked the diversity of the presentations, short presentations, love it all*
- *The topics so well created the speakers who were so well chosen, each of them spoke from their heart and the lived experience and vast knowledge*

More detailed comments are included here as they reflect work of 2025 but also show that the network's issues inform CIICA's business plan for 2026. Comments include:

- *Networking, Networking, Networking*

- *Meet new colleagues and possible collaborators*

Hearing from real life advocacy was important:

- *The huge impact of CI user talks from all over the world.*
- *Parents as advocates: The power of parents across the globe*
- *Young adults with CI: Young users presenting their achievements*
- *The ways that different countries are making their way forward with advocacy and progress with CI*
- *Practical tools on advocacy*
- *Stories from low income countries – they are the real heroes...*

Where Science Meets Experience had been suggested as strap line and more scientific evidence to support advocacy was included this year and this was appreciated to provide evidence for advocacy:

- *all information from both researchers and CI user,*
- *info about gene therapy*
- *science update to use for advocacy*

Planned outcomes from the event by delegates

The most common theme from delegates was that of following up connections and develop collaborations to strengthen advocacy work. This will be done by sharing resources, translating, developing new projects discussed, sharing the presentations with colleagues, encouraging the involvement of colleagues in CIICA, sharing the website and membership. Their plans include:

- *Expand international collaboration through new networks*
- *Share the learnings with my colleagues and embed narratives into my work*
- *Collect info about remote care and training options*
- *I am also planning to translate as many of CIICA materials as possible*
- *Form peer support groups round the country*
- *More support for adult recipients*
- *Take actionable steps to make remote mapping a reality in LMICs and remote areas*
- *Making materials for awareness*

Advocacy developments were key to delegates: involving developing plans, having specific targets and groups, using parents and young CI users

- *Work on a more strategic advocacy plan*
- *Develop the advocacy steps for bilateral CI in adults with public funding, Roger FMs for all classes*
- *Starting a course in Rehab, strengthen parent support groups, advocacy among parents and CI users, collaborating with colleagues to take things forward.*
- *Inviting a young deaf adult to our course to do a presentation*
- *Share advocacy tools*
- *Show my CIs more*

Spectacular and unique – bringing everyone together to learn from each other

Amazing conference: very grassroots yet impactful! Love how intentional each panel is to address different angles, yet in a cohesive fashion.

PDFs of presentations available at <https://ciicanet.org/resources/ci-advocacy-in-action-2025-presentations/>.

Highlights from the conference are available at <https://ciicanet.org/events/ci-advocacy-in-action-2025/>.

The Conference confirmed our key role as a global network in bringing people together with shared goals in an atmosphere of trust and mutual respect, while also gaining the support of key leaders in the sector. A time and cost-efficient meeting and accessible for all: *“this was the most accessible meeting I have ever been to”*.

This is how CIICA is – there is no barrier between clinicians and CI recipients; we all join together for the one thing we are passionate about: improving cochlear implant services worldwide. (Helen Cullington, ENT& Audiology News).

RESOURCES

All resources from CIICA are available from CIICA.AISBL to support CI advocacy work – CIICA (ciicanet.org) and the resources page of the website shares resources of members to be available to the entire network. The number of downloads in the year (3.6K) represents a significant influence on the network’s advocacy activities. They include regular research updates, summaries of the Conversations and share resources from network members. Several major resources were developed during the year:

Ten Top Advocacy Tips

These Tips were developed as part of the **PRACTICAL GUIDE TO CI ADVOCACY** launched at our CI Advocacy in Action Conference in 2024, following the requests from members and lack of such a guide and was developed further in 2025, with the inclusion of a range of practical videos. The [Ten Top Tips](#) were developed with the network and can be used on their own. The guide continues to be regularly top of internet searches for CI Advocacy.

Considering CI: the 20 questions to ask.

This resource, for adults thinking about CI, was developed by CI users, from their Conversations on what they wished they had known before they had a CI. Designed to be used by adults going for their assessments and for CI centres to share to smooth the process.

[CONSIDERING A COCHLEAR IMPLANT\(CI\)? 20 QUESTIONS TO ASK: A PROMPT LIST – CIICA](#)

Young Adults: Agenda for Change

Following from the young adults’ research and report, their Agenda for Change was launched on CI International Day 2025, with a video showing how they have shared the recommendations throughout the globe, increasing awareness of the diversity in deafness brought about by CI. The young adults are developing an area of the website to share their actions: [Young Adults with CI – CIICA](#)

See their actions on their agenda for change here:

[CIICA’S 4th Birthday & International CI Day: Young Adults with Cochlear Implants Launch their Agenda – CIICA](#)

“CI has surely modernised the concept of deafness”.
“I've always heard through a cochlear - so it's all I know”.

Investing in hearing loss improves lives and is cost-effective

This update of Spend2Save was developed with the latest evidence and policies, to support advocacy for increased access to CI and services. In collaboration with EFHOH, EUROCIU, AEA, EHIMA. [Download the update here.](#)

Information leaflet on gene therapy

This information leaflet was developed with focus groups of parents, young people and professionals, to shed some light on this complex topic. [Download the leaflet here.](#)

4. DEVELOPING POLICY AND EVIDENCE

RESEARCH

CIICA's Conversations and their summaries are increasingly acting as source of family and user evidence to influence policy and practice, including:

Person Centred CI services: The summaries of the ongoing adult Conversations on Person Centred CI Services have undergone content analysis and are currently being written up for publication, supported by volunteer leading researchers. This paper will lead to the consideration of how we provide and evaluate person-centred CI services.

The views of older adults of CI services: A grant proposal has been submitted to the Canadian Hearing Services, Global Partnerships, to explore the views of older adults who have received CI. This is the largest growing group receiving CI, and it is important that their views are considered.

Raising awareness in LMIC: parents' voices: A new project collecting parents' stories from LMIC about CI in children will raise awareness of CI. The contributions will be analysed for a CIICA report. With AVID books, Lehnhardt Foundation and Carolina Der, WHO.

Conference and workshop participation:

Increased international conference and workshop attendance by CIICA TEAM: papers, invited talks and leading sessions on CIICA's network activities and the Living Guidelines project:

- Latest Advances in Otology, Iasi, Romania, March 2025
- DCIG Annual Conference, Stuttgart, Germany,
- British Cochlear Implant Group, BCIG, London, May 2025
- ACIA, Boston, May 2025
- Cochlear Advisory Forum Meeting in Dubai, Feb 2025
- 31st Congress of the Union of the European Phoniatrians Prague, May 2025
- EURO-CIU Conference, Istanbul,
- 2nd Paediatric Audiology Congress, Istanbul
- ESPCI, Hannover, June 2025
- International Federation of Otolaryngological Societies, (IFOS): Dubai, 2025
- Asia Pacific meeting, Kuala Lumpur, Nov 2025
- GICCA, Buenos Aires, July 2025

Increasing partnership working with groups including World Hearing Forum, International Federation of Ageing, Bluetooth, European Federation of Hard of Hearing, International Federation of Hard of Hearing, International Federation of Otolaryngological Societies, International Society of Audiology, Global Coalition of Parents of Children who are Deaf or Hard of Hearing (GPODHH), Global Foundation for Hearing Loss

Social Media



Our LinkedIn page now has 547 followers. CIICA posted 28 times on LinkedIn throughout the year. The most popular post was during our conference in October: <https://www.linkedin.com/feed/update/urn:li:activity:7384928927409917952/>. This post received the following:

Impressions	Clicks	Likes	Comments	Reposts
2276	176	93	12	25

CIICA Updates

CIICA updates are sent to members every two weeks: information about online events, resources, members' news and activities, research news. These are shared through the network, and result in increase in website

activity. Over 50% are opened within three days by both individuals and organisations, an unusually high figure.

Publications:

- EURO-CIU Newsletter: four articles
- British Association Teachers of the Deaf Journal: CI Advocacy in Action
- *ENT and Audiology News*: CI Advocacy in Action; Where Science Meets Experience
- CI Advocacy in Action, CICS news
- Holcomb, M, De Raeve, L et al (2025). Hearing the Call for Change: Developing “Living” Guidelines for the Cochlear Implantation Process. *The Hearing Journal*, July 2025, 6-14. [download it here.](#)

CIICA’s increasing global impact

During this year there have been many examples of the impact of the work of CIICA in supporting the global network in addition to the direct contacts through CIICA CONVERSATIONS. These include:

- Three members of the Board are members of the Steering Committee of the World Hearing Forum and further 2 are part of the working groups: CI now part of the agenda.
- CIICA’s advocacy briefings shared within the World Hearing Forum
- Children’s Briefing has been used widely to influence the provision of children’s services
- Advocacy Guidelines
- Impact of CI Advocacy in Action conference globally
- Influencing and sharing the Living Guidelines Recommendations ensuring that CI Users had a voice and that their issues and priorities were included in the final recommendations which are now disseminated in our presentations
- Increased invitations to participate in conferences in wider network, eg International Society of Audiology about the activities of the network
- The increased reach and website activity, particularly in SE Asia and Latin America.
- Increased reference to our reports in publications, including:
 - Ceyhan, Alabay et al, (2025) *Understanding the Cochlear Implant Journey*. Praxis of Otorhinolaryngology.
 - Sladen, Nichai et al (2025) *Onwards and Inwards*. Cochlear Implants International
 - Munro, Armitage et al (2025) *Protocol for a cluster of randomised controlled trials: the FAMOUS trial*. Springer NATURE link.
- Sue Archbold, Coordinator, leading development of European Consensus Guidelines with Emmanuel Mylanos and European Symposium Board

Impact of the network’s activities include:

- Spain – influencing Parliamentary policy : awareness raising: notices on buses/metros/lorries
- Belgium – united groups, achieving funding for bilateral CI in adults and unilateral CI in SSD-adults
- Uganda – tax on hearing technologies waived
- Georgia – working with WHO local government office; WHO report for changes in provision
- Romania – lobbying at government level for data registry for CI

- Kenya – newborn hearing screening established; CI programme beginning
- Global Foundation for Children with Hearing Loss –therapists training courses in LMIC
- India – move from mainly charity funding to public funding: introduction of screening
- Slovenia – obtained bilateral provision for adults
- Canada – campaigning for Spend2Save to increase access and services across the provinces
- Sweden: Barnplantorna: data collection influencing public health decisions
- Czech Republic: resources for mainstream teachers, translated and shared globally
- Lenhardt Foundation: providing services, resources and advocacy across E Europe
- AVID Books: CIICA network collaborations to provide resources for parents globally

Looking to the future

CIICA's Board and consultants are working on the priorities for its Business Plan for 2026 onwards to sustain CIICA.AISBL's unique activities advocating for CI and lifelong services for all who need them. Our CI Advocacy Conference once more provided increased evidence of the network's advocacy activities and of the global impact of members and organisations within CIICA. In spite of the growing activity, there remain many challenges for CI access and service to be addressed by the CIICA network globally:

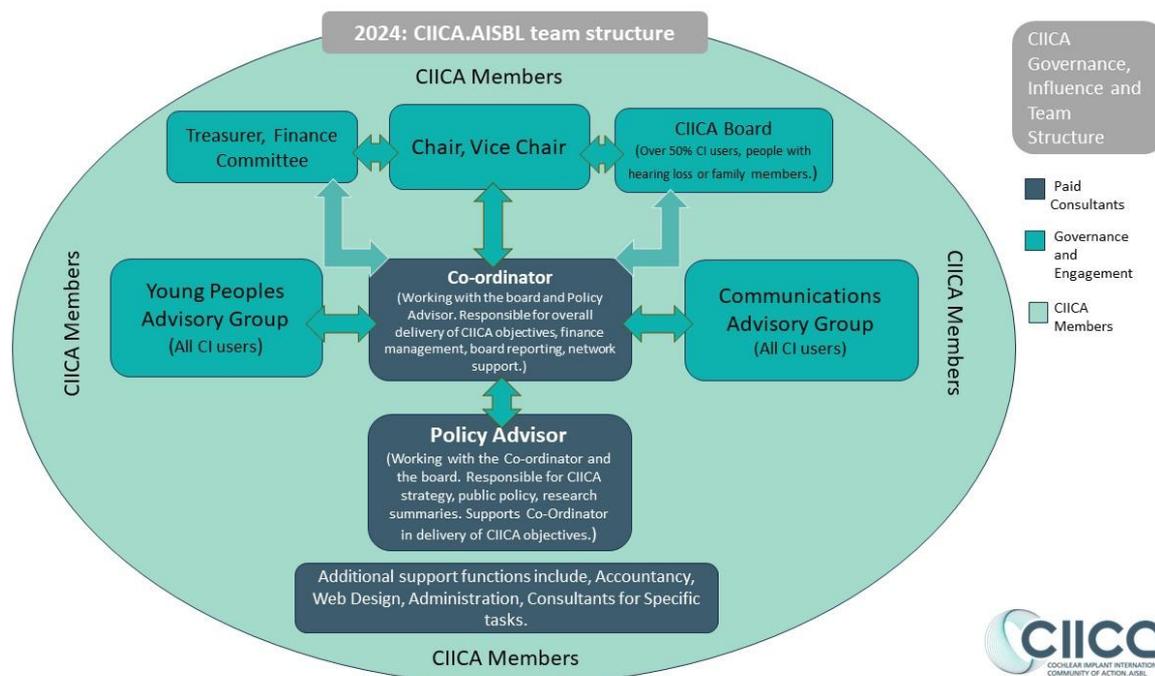
- Increasing global instability challenges business planning for industry, funders and service providers
- Increasing global financial challenges, particularly in health care: CI perceived as high cost, but low incidence therefore seen as having high financial impact
- Hearing loss and deafness and CIs continue to have low awareness amongst professionals and users population. (see EHIMA figures at [EUROTRAK REPORTS ON UK,FRANCE AND GERMANY: LOW AWARENESS OF CI – CIICA](#))
- In spite of 1 million implants, CI has low awareness: (World Report on Hearing; EHIMA data)
- Lack of follow up data and services for those implanted
- Challenges to service delivery, even in high income countries, leading to late referral, and lack of benefit from CI, requiring government investigation (eg UK and Australia)
- Challenges to service delivery in low- and middle-income countries – reliant on NGOs to raise awareness and provide services (CIICA Conversation reports)
- Limited rehabilitation and lifelong services for adults [REPORT FROM OUR GLOBAL CONSULTATION WITH ADULT CI USERS: CI SERVICES MATTER – CIICA](#)
- Limited appropriate educational support for children (Parent CIICA Conversations)
- Limited services for Young Adults [CIICA'S 4th Birthday & International CI Day: Young Adults with Cochlear Implants Launch their Agenda – CIICA](#)
- Limited user/family led research as recommended by WHO, and valued by policy makers
- Growing criticism of CI in education and social sciences literature and a growing and effective sign language lobby which is lobbying for resources to be focused more on Sign Languages by questioning the effectiveness of CI.

The growing work and impact of the CIICA network is clearly still much needed. Our members through our global survey, and through the active participants in our Conversations tell us that our advocacy message should be about “sustainable lifelong services which are person and family centred.” This will be the focus of the third CI Advocacy in Action conference in October 2026.

With thanks to all for their support and enthusiasm; we look forward to 2026 to continue our essential activity towards the goal of access to CI and lifelong services for all who could benefit.

Leo De Raeve, Sue Archbold and Brian Lamb on behalf of the CIICA team

CIICA TEAM STRUCTURE 2025:



CIICA TEAM:

International Board:

Teresa Amat, Parent, Speech Therapist, AICE, Spain, Past President European Association of CI Users

Leo De Raeve, PhD, Director, ONICI, Scientific Advisor to EURO-CIU, Belgium

Qais Khan, CI user and advocate, UK

Eddie Mukaaya, Parent, Founder and Executive Director Hear His Voice, Uganda

Barbara Kelley, Executive Director of the Hearing Loss Association of America (HLAA), USA

Darja Pajk, CI User, Occupational Therapist, Board Member of European Federation of Hard of Hearing

Lee Schouskoff, Chief Executive NCIT, PINDROP Foundation, New Zealand

Harald Seidler, MD, CI User and ENT specialist, DSB, Germany

Paige Stringer, CI and HA User, Founder and Executive Director of the Global Foundation For Children With Hearing Loss, USA

Ruth Warick, HA user, President, Canadian Hard of Hearing Association, BC Chapter,

Invited members: Professor Cathy Birman, CI Surgeon, Australia and Jarle Franceus, Therapist, Belgium

Communication Group:

Anita Grover, CI user, Chief Executive AVUK

Qais Khan, CI user and advocate, UK

Robert Mandara, CI user, Finland

Co-ordinator: Sue Archbold, PhD

Public Policy Advisor: Brian Lamb, OBE

Administrator: Suzy Link

With thanks to support from: Advanced Bionics, Cochlear, Earned income from activity, Private donations, Research grant from Social Sciences and Humanities Research Council, Canada and from AICE, Spain.

Further information: CIICA was formed as a global network in 2021, following an international consultation of stakeholders who asked for an active, light touch network with minimal bureaucracy. See Foundation Document: [Why CIICA? – CIICA \(ciicanet.org\)](http://www.ciicanet.org).