

AfriNIC Strategic Plan

- Spearheading Internet Technology
Development in Africa -

2009-2011

This report is based on the outcome of the Board Retreat that took place in Durban in September 2007 facilitated by the CEO, and the internal data collection and facilitation conducted by Mrs. Njeri Nronje from Ingnite consulting from January 2008 to December 2008.

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Executive Summary:

AfriNIC is a Mauritius based Non-Governmental, Not for Profit, Membership based organisation whose market is specific to Africa's Internet community. AfriNIC is responsible for the allocation of Internet Numbering Resources, largely referred to as IP (Internet Protocol) addresses and AS (Autonomous System) numbers, making AfriNIC a Regional Internet Registry (RIR). RIR's operate as industry self-regulated operators. It is notable that there are four other institutions like AfriNIC that serve other regions of the world. These are LACNIC (Latin America and Caribbean), ARIN (North America), RIPE NCC (Europe and Russia) and APNIC (Asia and Pacific), which together hold a unique position in their respective regions. For this reason, the RIR's formed an oversight coordinating body, the NRO (Number Resource Organisation), to serve and act collectively on matters relating to global interests of the RIRs' and their communities. We are therefore fortunate to benchmark ourselves with our global partners.

Though Africa's Internet penetration is limited today, the future has great opportunities, as there are challenges. Luckily, the opportunities by far exceed the challenges.

During the first three years of AfriNIC, the focus was to develop the core technical infrastructure and operations of the start-up to manage basic core functions which have been achieved successfully to date.

AfriNIC is now graduating to the next growth phase – reinventing itself to a corporate structure that has the capacity to change and empower the market in which it operates – and is, finally, mature enough to challenge the *status quo*. To help harness and secure AfriNIC's emerging status, the board and management have taken time to engage in the strategy development process for fiscal 2009 – 2011.

This strategic document will cover three areas in relation to high-level strategic objectives, operational action plans, and financial budgets. Focus will be driven through for core matrix areas in Customer Service Index (CSI), Internal Business Processing (IBP), Employee Relations Index (ERI) and Revenue Cost Index (RCI). With the implementation of these core functions, ISO 9001:2000 standards will be embedded in the Operational Development with a view to having this system aligned to a Balance Score Card system resulting in enhanced Operational Excellence at AfriNIC by end 2011.

CEO Statement

As any young organisation, and after three years of effective operation, AfriNIC has reached the point where we have to rethink our medium and long-term strategy to set a stronger foundation for a sustainable growth. When we were given the opportunity to work on this project in 2003, the main goal was to put all the resources together to setup a Regional Registry for Africa and Indian Ocean and successfully transfer the management of Internet Number resources to that Registry. That objective reached, we collectively need to look into the future and define where we want to position our organisation.

The environment has significantly changed since we started. Issues such as IPV4 exhaustion, IPv6 adoption are topics to pay careful attention to and fully integrate in any Number Resource Registry's future plan. The rapid grow in mobile technology and it's fast adoption by users in our region are other environmental changes that require particular attention from us to better set the path to a brighter future. We should not forget different fibre projects, regulatory environment changes, new multinational players moving to the continent and to conclude, the continuous economic growth being noticed in several parts of the region. It is clear that our region has today one of best growth margin in the world.

The exercise at this point should allow us to rethink our Organisation's mission; structure and activity plan to align them with the vision set by the Board.

AfriNIC has to be seen as the leading organisation in the continent in terms of IP technology development and appropriation. AfriNIC should play a catalytic role in Africa's participation on the global scene of Internet development. This requires an important commitment in capacity building.

Some questions that we may need to answer during this process are: what will AfriNIC's service scope be when IPV4 pool is exhausted? What is required from AfriNIC to properly handle its technical role? How is Resource Certification going to add value to AfriNIC's services? How are we going to empower our human resources to be ready to face the present and upcoming challenges?

We hope that this strategic planning will lead to a stronger and focused organisation that is empowered to fulfil its mission and leave a positive legacy to future generation..

Adiel A. Akplogan, CEO, AfriNIC

1 AfriNIC Vision, Mission, Core Values and Location

1.1 Our Vision:

“Spearheading Internet technology and policy development in the African Region”

1.2 Our Mission:

“To serve the African community by providing professional and efficient management of Internet Number Resources, supporting Internet technology usage and development, and promoting Internet self governance.”

1.3 Our Core Values:

- We operate with **transparency, professionalism** and **efficiency**.
- We are committed to **integrity** in all that we do, always and everywhere.
- We recognize and value **individual** contribution and **teamwork**.
- We recognize cultural and language **diversity** in our region.
- We are a technology driven organisation that encourages continuous **learning** and **innovation**.
- We value **collaboration and cooperation** with related organisation.

1.4 Our Location:

AfriNIC Limited 03B3, 3rd Floor,
Ebene Cyber tower, Cybercity,
Tel: +230 466 66 16.
Fax: +230 466 67 58.
Email: contact@afriNIC.net
Web: www.afriNIC.net
Ebene, Mauritius.

2 Strategic Process Terms of Reference:

The terms of reference for this assignment covers three key components:

2.1 Gap Analysis Report:

The Gap Analysis Report will cover the following areas:

- Current organisation system evaluation comparing with ISO 9001:2000 requirements.
- The report will provide information of the current processes; recommend strategies and action plans for the way forward.

2.2 Strategic Development, Implementation and Report:

The Strategy Development process will focus on:

- Strategic Plan, Operational Action Plans and Financial Plan covering a three years period.
- Strategy Implementation Roadmap, consisting of proposed strategies to catalyse demand as a means of expanding member participation. Improve technical competencies and infrastructure capabilities. Further, the road map will help ensure AfriNIC's financial sustainability and existence even after the IPv4 depletion and transition of IPv6 – with the view that if the business model of IP addresses management changes, AfriNIC can transition its involvement in RPKI as a critical survival path.
- Training is pivotal to organisational change management processes and therefore all the elements as stipulated in the project proposal for the twelve-month period will be adhered to. So far, the training on Personal Purposes, Team Alignment, Strategic and Leadership Awareness, Quality Management System (QMS), Documentation and Implementation Awareness has already been delivered to the key staff. These sessions will help the preparation of the entire twelve month strategic implementation process which will be embedded with the Quality Management System ISO 9001:2000 standard in readiness for Certification. Evaluation will determine success after the twelve months implementation period where an audit will confirm success rate.
- Roadmap and Way Forward: Financial commitment and capital outlay are necessary to achieve the above-mentioned strategies. These shall be developed by a Project Committee identified by management to work in consultation with the Consultant. The said committee shall comprise the respective heads of departments in technical, marketing, financial and human resource.

2.3 Execution Plan:

The Executive Plan will contain:

- Final strategies and budgets for the matters referred to in (b) which shall be prepared by the Project Committee in consultation with the Board, Management and Consultant:
- Monitoring of the said Action Plan(s) for the implementation of the final strategies based on a twelve months operations plan
- Responsibility structures and expectation targets of the Action Plan(s) will be indicated in the framework and the organisation's chart (Organ gram)

The CEO will determine the deadline, submission of the Proposed Way Forward Project Report.

3 Lists:

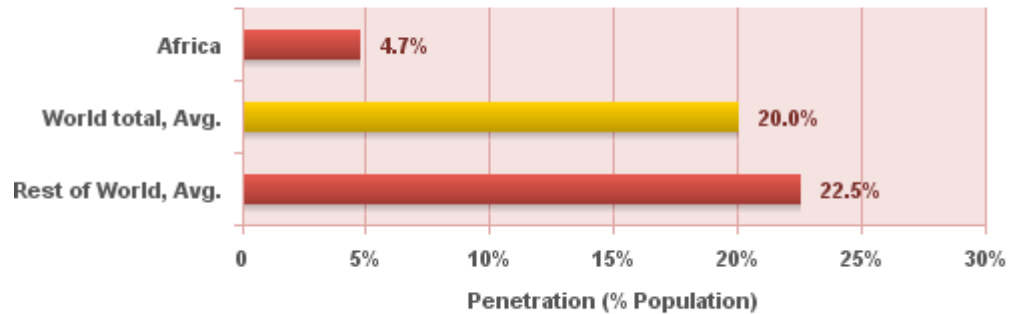
3.1 Abbreviations & acronyms:

9001:2000	-	Series of ISO Standard
ADSL	-	Asymmetric Digital Subscriber Line
AfriSPA	-	African Internet Service Providers Association
AfNOG	-	African Network Operators Group
AfriNIC	-	African Network Information Centre
AfTLD	-	Africa Top Level Domains Organisation
APNIC	-	Asia Pacific Network Information Centre
ARIN	-	American Registry for Internet Numbers
ASN	-	Autonomous System Numbers
CDMA	-	Code-Division Multiple Access
CEO	-	Chief Executive Officer
CSI	-	Customer Satisfaction Index
DNS	-	Domain Name System
EDGE	-	Enhanced Data Rates for GSM Evolution
ERI	-	Employee Relations Index
FAM	-	Finance and Administration Manager
GPRS	-	General Packet Radio Service
GSM	-	Global System for Mobile communications

HRO	-	Human Resource Officer
IBP	-	Internal Business Processing
IP	-	Internet Protocol
IPv4	-	Internet Protocol version 4
IPv6	-	Internet Protocol version 6
ISO	-	International Standards for Organisation
KPI	-	Key Performance Indicators
KRA	-	Key Result Area
LACNIC Centre	-	Latin American and Caribbean Internet Addresses
LIR	-	Local Internet Registry
MLCO	-	Membership Liaison and Communication Officer
NAT	-	Network Address Translation
NRO	-	Number Resource Organisation
PKI	-	Public Key Infrastructure
QMS	-	Quality Management Systems
RCI	-	Revenue Cost Index
RIPE NCC	-	Réseaux IP Européens Network Coordination Centre
RIR	-	Regional Internet Registry
RPKI	-	Resource Public Key Infrastructure
RSM	-	Registration Service Manager
SEDM	-	Software & Engineering Department Manager
VAT	-	Value Added Tax
WiMAX -	-	Worldwide Interoperability for Microwave Access

3.2 Figures, Charts and Tables: Illustrations of the Status of the Internet Market in Africa (also, conversely, showing the opportunities):

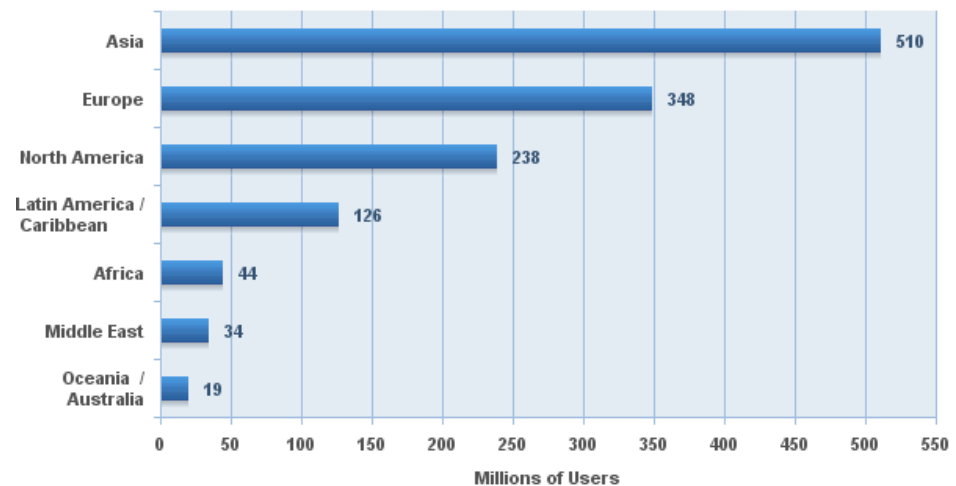
Internet Penetration in Africa December 2007



Source: www.internetworldstats.com
Copyright © 2008, Miniwatts Marketing Group

Chart 1: Africa Internet Penetration Percentage vs. the rest of the World

Internet Users in the World December 2007



Note: Total World Internet Users estimate is 1,319,872,109 for year-end 2007
Copyright © 2008, Miniwatts Marketing Group - www.internetworldstats.com

Chart 2: Africa Internet Penetration percentage versus the other Regions of the World.

INTERNET USERS AND POPULATION STATISTICS FOR AFRICA – Dec 2007

AFRICA REGION	Population (2007 Est.)	Pop. % in World	Internet Users, Latest Data	Penetration (% Population)	% Users in World	Use Growth (2000-2007)
Total for Africa	941,249,130	14.2 %	44,361,940	4.7 %	3.4 %	882.7 %
Rest of World	5,665,722,529	85.8 %	1,275,510,169	22.5 %	96.6 %	257.8 %
WORLD TOTAL	6,606,971,659	100.0 %	1,319,872,109	20.0 %	100.0 %	265.6 %

Source: www.internetworldstats.com, Copyright © 2008, Miniwatts Marketing Group.

Table 1: Africa Internet Users Data and Population versus the Rest of the World.

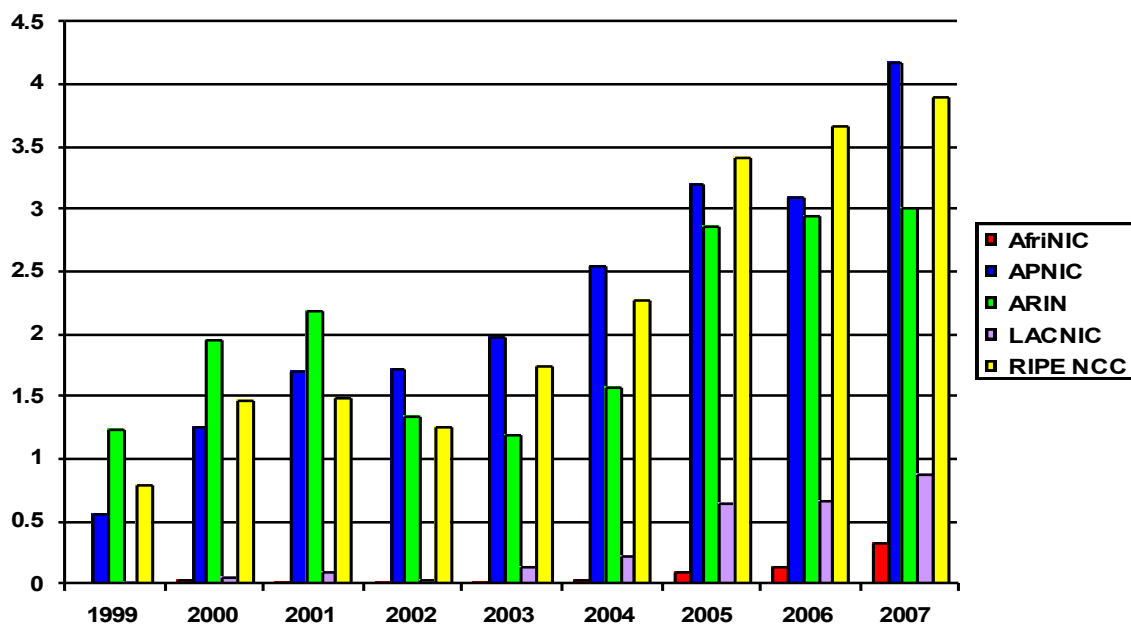
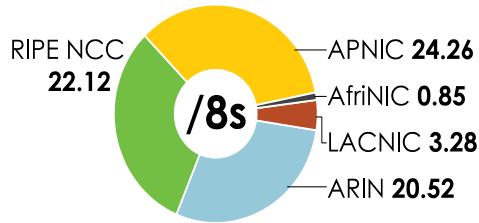
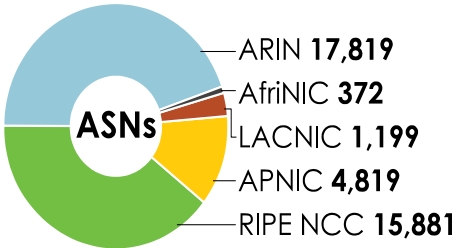


Chart 3: RIR's IPv4 Allocations to LIRs/ISPs - Yearly Comparison



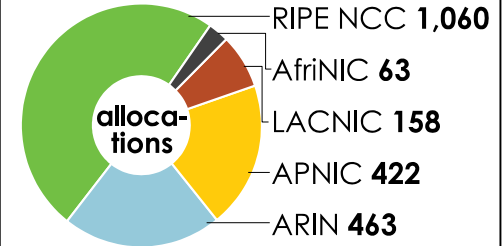
ASN assignment share among RIRs

The proportion here is in line with the IPv4 allocation share for AfrinIC. If we know that ASN are related to number of Autonomous “Network” connected and routed on the Internet, it is easy to understand that this 372 ASN assigned in region (~ 1%) correspond to the same share for IPv4 address. This number is also growing with continuous improvement of the Network Infrastructure in Africa including implementation of resilient network using dynamic routing technology such as BGP.



IPv4 Allocation Share among RIRs

AfrinIC has allocated, 0.85 /8 from its pool to member, although this figure has growth significantly since 2005 (more than 100%). Africa is still at the low side of IPv4 address usage according to the graph above (about 1%) of the total address used in the world. This is still low compared to the Internet penetration but can be explained by the extensive use of NAT in the region due to a long time myth spread among Operators in the region that there is no more IPv4 Address available.



IPv6 allocation share among RIRs

The number here shows an interesting evolution in IP address usage. With IPv6 the ratio of allocation (2.9%) is quiet close to the percentage of Internet user in the Africa Region (3.4%). Even if we are still far from the use of IPv6 as default Internet communication protocol it shows that Operators are getting ready to use this new protocol that they were before for IPv4. The setup of AfrinIC has played an important role in that regard through its extended training program.

Chart 4: AfrinIC number resources compared to other members

4 Scope of Report:

This report is a sequel to the first deliverable – Gap Analysis.

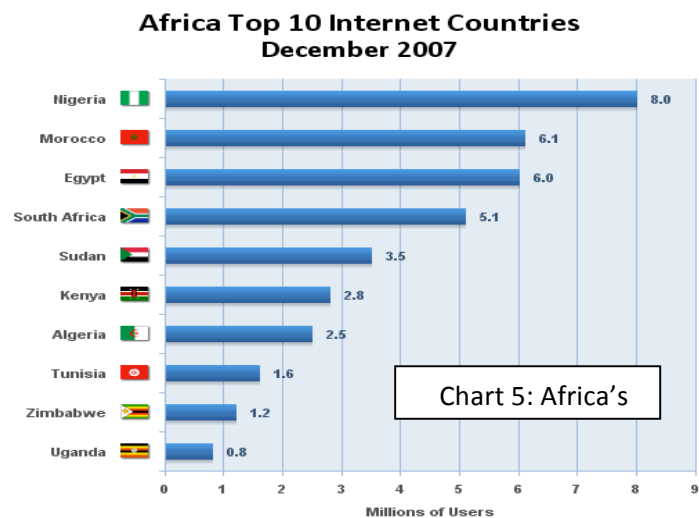
The Report, as per Terms of Reference, covers the following:

- A review of the Gaps Analysis
- Discussion of a way forward to develop a corporate roadmap that would bring together a Strategic plan, Operational Plan and Financial plan.
- Details for reorganisation within AfriNIC for the future, giving a 3-year plan to deal with issues that threaten the future
- The documents give strategic recommendations for AfriNIC for greater sustainability and success
- Including a plan for ISO 9001:2000 preparation and certification
- Detailed action plans are also appended for various key resources within the organisation

5 Context:

5.1 Background on the African Market Comparative Analysis:

To a large extent the market is clearly segmented and ready for capture due to the nature of the responsibilities of AfriNIC. The Challenge are twofold, developing capacity at the organisational level and identifying strategies to deliver services across the region through thinking global and acting local at every member location, oriented by culture and diversity.



Source: www.internetworldstats.com
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The graph of African Top 10 Internet countries as at December 2007 shows that these statistics are not commensurate with the number of members registered by AfriNIC. This would show that there are opportunities to move the current membership from 350 to 700 in the coming 3 years.

AfriNIC will have to create capacity to reach levels that enable development of new products and services for members, which will in turn escalate additional growth and enhanced financial stability.

The very low market penetration figures shown in Chart 2 above indicate the opportunity is ripe to forge forward and acquire exponential growth during this strategic period of 2008 – 2011. In view of the current inclusion of the new IPv6 addressing systems, which offer better connectivity opportunities of value, added services over the Internet network are an added advantage for AfriNIC. This

means Africans can leapfrog and build their entire infrastructure with this new technology which would give African networks an edge over other networks immediately and in the foreseeable short term span of three to four years, or more. Of course, this will offer other challenges, such as in areas where dual networks have to be deployed. This, however, would be a short-term challenge. In fact, we would develop our operations growth strategies with this, and other challenges, in mind and educate the market accordingly.

5.2 Future Strategies and Capacity Required:

In taking AfriNIC to the next level, there are six key success areas that we must deal with sufficiently:

- Ensure financial sustainability
- Ensure Internet technical resources are distributed, managed and allocated fairly
- Ensure sound and reliable support to the membership and internet community in regards to internet development
- Ensure critical role in the Internet infrastructure deployment in Africa
- Ensure reinforcement of relevant policy and security
- Ensure AfriNIC's overall operational development and capacity building are aligned to corporate objectives at all times and support the implementation by enrolling for ISO 9001:2000 certification by 2009

5.3 Strengths and opportunities:

(a) Market Penetration and Awareness:

- The Marketing Plan must be strategic in addressing target groups to enhance the business model in regard to membership growth and success. Technical engineering groups must also be addressed to enhance membership participation and IPv6 transition. In particular our marketing campaign will address language and cultural diversity of our market segments. No use of technical jargon to members who are non-technical and, of course, technical communiqués to relevant audiences.
- Due to the nature of our membership structure, it would be imperative that we create a linkage between our members through local partners who can facilitate more value addition in product development where AfriNIC can think global and offer solutions that are local. Some of these potential partners would be education institutions like universities, governmental special interest groups, large corporate organisations Organisation who have foundations that are quite happy to offer additional sponsorship or support in kind, or both.

(b) Industry and Membership Involvement:

- Training and Capacity Building are critical to industry participation and involvement, especially in technical markets in line with the Internet. If the market is not aware of the benefits and value proposition that AfriNIC has to offer, there will always be diminished interest for involvement. To become relevant, the needs of the potential market must be addressed through the brand building initiatives, which should focus on benefits such as training to both the technical as well as non-technical groups. In the areas of training and capacity building we are developing a TECHNICAL LAB with coaching and where Research and Development can thrive.

(c) African Internet Development & Capacity Building:

- One of the greatest initiatives that AfriNIC can spearhead would be to develop capacity over the next two to three years to set up the one and only African Internet Development & Capacity Building organisation which will focus on both technical and business development training programs with coaching support for all members and potential members of the internet community in Africa.
- With the aim to enhance complete success for the Internet community in Africa, AfriNIC will initiate coordination of the Afri* group namely, AfNOG, AfTLD, AfISP, AfREN and dotAfrica, amongst others. The best method of engagement is a collaborative process that will ensure resource sharing to enhance economies of scale. This will allow for proper use of our African resources to enable Africa's capacity building especially in areas where funding and capital rising can be a challenge.

5.4 Weaknesses and Threats:

(a) Technical Skills Competencies

- Internet as a technology has only really existed for the past 10 years in Africa. Like in many of the regions worldwide we must go through pain stricken processes to enhance Internet related skills competencies. These areas can only be enhanced through continuous development and training. Today we can at the very least, benefit from others who are ahead of us, and benchmark.
- Another area that needs serious attention is matching the right skill sets with the right jobs. In other words, fitting square pegs in round holes appropriately. In most cases, for example, the technical oriented environments have deficits in aligning capital investments with product development solutions. The functions between finance, technical and general operations are normally not harmonised to overall control, measurement and evaluation of return on investments. It is here that our implementation of business quality operating systems related to ISO 9001:2000 will benefit our operational excellence.

(b) Technical Equipment & Infrastructure:

Computers, Electricity, Equipment and Security:

- It is unfortunate that the computer penetration in most of Africa is still such a hurdle that we must find opportunistic solutions. There are several projects like "One laptop per Child" that have been well underway developing mini laptops that are in circulation today, telephone operators engaging in triple play on Voice, Data and Video are investing heavily in such partnerships to leverage on opportunities to bridge the digital divide. Hence affordable laptop initiatives are important catalysts for growth. Further, the overall decrease of computer pricing is driven by the introduction of smart

phones/mobile phones that are becoming more and more multifunctional.

- There is now much improved availability of a variety of technologies and devices such as those offering ADSL, GSM, CDMA, EDGE and WiMAX offered on improved mobile and fixed line telephone networks. This has increased capacity to access of the Internet as many of these technologies are now offering alternative low-income methods of connectivity. There is therefore high potential to great – even exponential – growth in Internet penetration and usage.
- The implementation strategies of IPv6 in the wake of transitioning from IPv4 will be imperative and should be wide spread to enable a success rate in our infrastructural development and awareness. An intense campaign to educate users to purchase equipment and infrastructure with IPv6 capability will be required.

In many countries in Africa, electricity is still not widely available to a majority of the population. Even where it is available, it can be very unreliable sometimes. Electricity therefore is one of the greater impediments to reliability and security of the network strategies and must be addressed to overcome these potential challenges.

(c) Funding:

Without adequate sources of funding, our projects have to be well thought-out and planned around building initiatives to promote services and products as value adds to our current membership. Therefore the operational methodologies that we setup will have to be business-like, with a view that being a not for profit should not inhibit us from thinking out of the box and delivering additional services for a value which will enhance our revenue growth.

6 AfriNIC IP Market Segments:

The greatest potential of growth in the IP market largely falls in:

- **The Internet and Application Services Providers (ISP's and ASP's)**
- **Telcos, Mobile Operators and Network Providers**
- **Large Corporate Institutions**
- **Large Education Institutions**
- **Governments**

With a more focused approach to each of the audiences, there will be key factors that we will be engaged in to enhance success. There are envisaged challenges and the key results areas and performance indicators to look out for, as summarized below:

Market Penetration Target Audience	Strategic Input	Key Success Factors	Challenges	Key Result Area/ Performance indicator
<ul style="list-style-type: none"> ▪ Internet Services Providers (ISP's) ▪ Application Services Providers (ASP's) ▪ Corporate and Special Interest Groups 	<ol style="list-style-type: none"> 1. Membership Enrollment 2. Marketing and Brand Building 3. Increase Support for LIR's (Local Internet Registries) 	<ol style="list-style-type: none"> 1. Training and Capacity Building 2. Engaging both Non Technical and Technical Decision makers 	<ol style="list-style-type: none"> 1. Presentations to be marketing driven and reduce technical jargon in the marketing campaign 	<ol style="list-style-type: none"> 1. Increased participation and engagement 2. Improved network portability and dual capabilities for both IPv4 and IPv6
<ul style="list-style-type: none"> ▪ Telco's PPT/GSM Network Operators ▪ Governments and Large Institutions 	<ol style="list-style-type: none"> 1. Same as above 2. Increase RIR's support 	<ol style="list-style-type: none"> 1. Same as above 2. Contact Foundations for addition capacity building initiatives 	<ol style="list-style-type: none"> 1. Advanced value proposition presentations and with opportunities for enhanced IP network improvements 	<ol style="list-style-type: none"> 1. Same as above 2. Pure IPv6 networks enabled to communicate with IPv4

Table 2: Market Segmentation

7 Organisational Development and operations Action Plans:

7.1 Organisation Chart

In a view to improve our operational capacity, we have revisited the organisational structure and reviewed it for enhanced performance and alignment to workflow processes that will allow for success in our strategic implementation. Below are two organisational charts, which show the current and future structure.

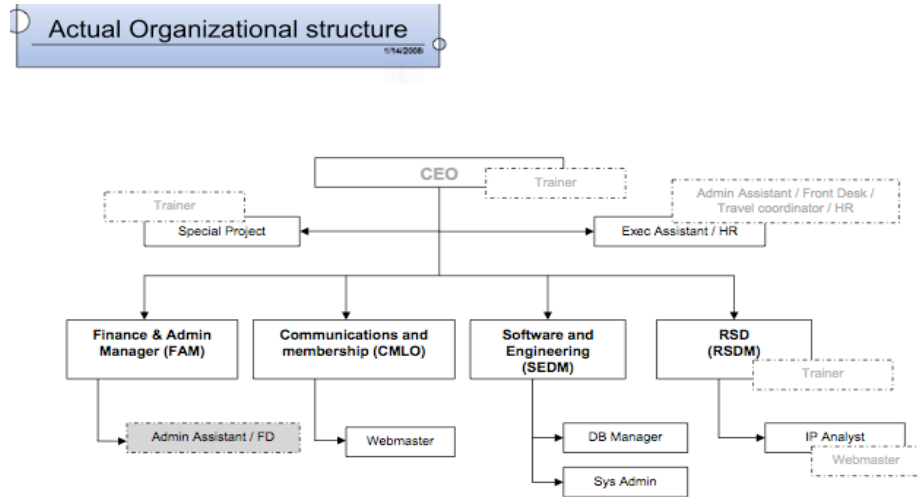


Chart 6: Current AfriNIC Organisation Chart

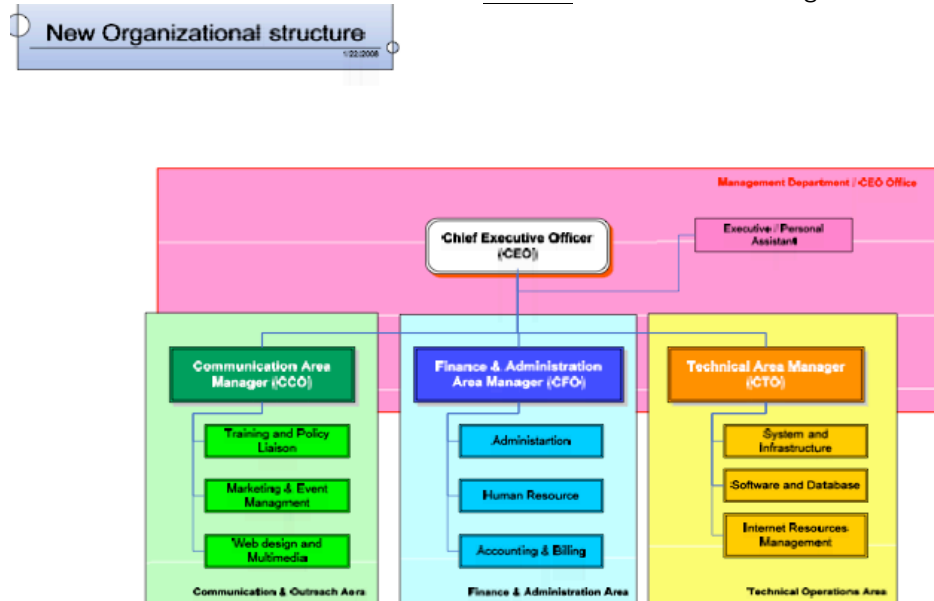


Chart 7: New AfriNIC Organisation Chart

It is important to note, we recognize that we have a management department whose constituents are senior executives. These are shown in the pink area.

7.2 Corporate Objectives:

The corporate Objectives will focus on areas that need improvement and alignment with regards to the need to move AfriNIC to its next level of growth and maturity. These are:

- Financial Stability
- Technical Infrastructure Enhancement, Stability, Security and Reliability
- Corporate Governance Structure at the Board and Senior management Level

Corporate Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Areas/Performance Indicators
Financial Stability	<ol style="list-style-type: none"> 1. Increase membership 2. Enhance business system and policies 3. Mange and evaluate progress on an ongoing basis 4. Disconnect non paying members 5. Find solutions for the legacy members to pay for services 	<ol style="list-style-type: none"> 1. Increase in revenue 2. Document and monitor success rate on accuracy and controls 3. Improve delivery on solutions that have been identified as corrective actions 4. Manage the customer relations to enhance the quality of services and contractual obligations 5. Offer value added services for a fee 	<ol style="list-style-type: none"> 1. Identifying partners at the local level that offer support and services to improve prospects lists etc 2. Identifying extra time to develop and implement policy 3. Allocation of time and resources to achieve the continuous improvement process 4. Managing the grandfathered relationship from the past and validation 	<ol style="list-style-type: none"> 1. Financial Stability and Increase Resources to improve both technical and Operational areas 2. Implementation of QMS ISO 9001:2000 and Balance Score Card which will support Internal Business processing (IBP) 3. Efficacy in operations and improved service delivery with enhance team performance for success 4. Mature Organisational Structures with improved Revenue Cost index (RCI)

Corporate Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Areas/Performance Indicators
Technical Infrastructure Enhancement, Stability, Security and Reliability	<ol style="list-style-type: none"> 1. Improve redundancy upgrade infrastructure 2. Align Technical Team with general operations processes 3. Improve Security and Reliability 	<ol style="list-style-type: none"> 1. Reduced service downtime thus improving proactive activities for R&D 2. Enhanced operational skill competencies through training and development and transfer of skills to team members 3. Increase in proactive measures from R&D and Resource Management due to enhanced network efficacy 	<ol style="list-style-type: none"> 1. Operational alignment between technical and general processes and teams 2. Structured training programs both on soft and technical skills on a continuous basis, with capacity to evaluate improvement 3. Managing team dynamics on conflict in relation to who is ultimately responsible, area requires a customer oriented organisation as security touches on many areas of operations 	<ol style="list-style-type: none"> 1. Improved Customer Satisfaction Index (CSI) 2. Improves employee relationships and builds a culture of support and performance driven initiatives thus Employee Relations Index (ERI)

Corporate Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Areas/Performance Indicators
Corporate Governance Structure at the Board and Senior Management Level	<ol style="list-style-type: none"> 1. Develop board Guidelines and Principles 2. Board competency mix should align to Governance structures that cover Compliance and Strategic Input areas 3. CEO & Board Reviews and Succession Planning for all senior staff 	<ol style="list-style-type: none"> 1. CEO and Board to discuss and agree on core principles for the board 2. Board involvement and interaction with senior staff during board and Management Retreats 3. Identify core responsibility and competencies required 	<ol style="list-style-type: none"> 1. Managing potential conflicts, accepting to benchmark with governance institutions 2. Achieving the evaluation objectives whilst managing self interests 	<ol style="list-style-type: none"> 1. Board policy Guidelines hand book 2. Balance members of the board that relate to strategy, finance, technical and not for profit 3. Annual Reviews & Succession Plan

7.3 Human Resource – Training and Capacity Building

The Gap Analysis showed that the operational structures need strengthening, re-organizing and harmonizing. This process encouraged us to change our organisation's chart to fit the new strategic planning process, which will be a work-in-progress for the next three years in particular 2008-2011. In this section we will provide an overview of areas of focus as follows:

Human Resource Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Aras/Performance Indicators
Employee Relations index (ERI)	<ol style="list-style-type: none"> 1. Strengthening the managers and process owners through training and coaching on managerial skills 2. Hiring specialized skills based on competency 	<ol style="list-style-type: none"> 1. Identify relevant training programs and balance technical and soft skills training 2. Understanding the key requirements of each employee 	<ol style="list-style-type: none"> 1. Monitor training needs continuously 2. Process owner must understand the role and objective for each staff, and they must be evaluated regularly for improved feedback and performance 	<ol style="list-style-type: none"> 1. Culture index is improved through satisfied internal customers 2. Employee Performance is measured and communicated adequately

Human Resource Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Aras/Performance Indicators
Internal Business Processing (IBP)	<ol style="list-style-type: none"> 1. Bridging the gaps found during the Gap Analysis see Appendices 2. Implementing the strategy embedded to ISO 9001:2000 System 3. Improving Communication by develop templates and using relevant tools 4. Adherence to specific core critical path as determined by the board and senior Staff 	<ol style="list-style-type: none"> 1. Responding to all the issues and following through on agrees corrective actions 2. Documenting, Monitoring, Controlling and Evaluating processes 3. Scheduling, Meeting Deadlines and Managing Checklist 4. Achieving Core Objectives 	<ol style="list-style-type: none"> 1. Managing Change and Staying Focused on the goal 2. Staff ownership and involvement on the change management process 3. Changing the organisations culture and staying committed to the improvements 4. Acceptance and ability to change 	<ol style="list-style-type: none"> 1. Renewed way of doing things, genuine maturity in operations 2. ISO 9001:2000 audit done by external auditors for certification 3. Improved performance, meeting deadlines and better employee relations

Human Resource Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Aras/Performance Indicators
Customer Satisfaction index (CSI)	<ol style="list-style-type: none"> 1. Members involvement and participation 2. Training and Capacity building for members 3. IPv4 implementation and IPv4 transition to IPv6 success and develop policy 4. Employee Relations with members and partners 	<ol style="list-style-type: none"> 1. Better understanding of member needs to facilitate innovation on value adds 2. Improved membership and awareness within market audience 3. Leap forging to an enhanced network for the region and developing policy that will protect African number Resources for the region 4. Market Intelligence and Service Improvements 	<ol style="list-style-type: none"> 1. Demographic and Diversity in locations and culture 2. Technical Resources and Skills not easy to acquire and policy development should capture resource management and protection 3. Thinking Global and acting local will be a challenge due to the scope of country member list, however the regional players should be positioned to provide relevant statistical data 	<ol style="list-style-type: none"> 1. Increase in revenue, participation and involvement 2. Improved stability and reliability of the Internet Resources 3. Enhanced Internet Network and management of Resources 4. Customer Satisfaction is enhanced by understanding member needs and accurately reporting results

Human Resource Objectives	Strategic Input	Key Success Factors	Challenges	Key Result Aras/Performance Indicators
Revenue Cost Index (RCI)	<ol style="list-style-type: none"> 1. Develop Financial Controls and Systems policy 2. Develop budgets with senior management team 3. Develop Procurement policy 4. Staff Appraisal Performance against Set Objectives 	<ol style="list-style-type: none"> 1. Involve all key functions related to expenditure 2. Understand core strategic objectives for all functions and roles 	<ol style="list-style-type: none"> 1. Implementing to all staff and confirming adherence 2. Monthly review and reporting mandatory for control 3. Continuous review and alignment is key 	<ol style="list-style-type: none"> 1. Improved profit margin 2. Improved Customer Satisfaction and Employee Relations 3. Improved financial stability

7.4 Operational Action Plans:

Operational action plans are keys to understanding the objectives of each core function (department) within the organisation. All the core functions/departments are represented. Including the financial budgets in the Appendices.

7.5 Financial Plans and Budgets:

(a) Assumptions

Revenue

Membership fees will remain at current level over the plan period

Category distributions will remain unchanged through to 2011.

Membership growth the following table shows the growth assumptions in membership through 2011.

	2009	2010	2011
LIR - IPv4	25%	15%	10%
LIR - IPv6	20%	20%	20%
E Users	10%	10%	10%
ASN	10%	10%	10%

In addition to the above growth in members, the assumption includes movement of members between categories.

	2009	2010	2011
Extra Small	-15	-14	-14
Very Small	5	1	1
Small	10	13	13

The net financial impact of the above factors on the growth is as follows:

	2009	2010	2011
Increase	26%	13%	10%

The growth assumption has been factored to reflect the results of the extensive training campaign in 2008 & 2009.

Operations costs:

Staff costs increase of 15% in 2009 reflect the consolidation of staffing structure/complement which started in 2008.

	2009	2010	2011
Staff Complement	16	18	20
Staff Costs per head/year	\$30,759	\$30,622	\$30,316
Increase in total staff costs	15%	12%	10%

We will assume a nominal annual inflation factor/price increase of 10% for the following costs elements:

Administrative Costs, Meeting & Seminars, Traveling

We will assume Technical equipment refresh in 2011

Training will take centre stage over the plan years with the following increase in expenditure:

	2009	2010	2011
Increase in Training Costs	20%	15%	15%

The target is to cover every country in Africa by 2009 and continue to reinforce our training strategy in the subsequent plan years. The revenue derived as a direct result of the extensive training is recognised in the revenue section.

It is anticipated that from 2009, AfriNIC will start bearing the full operational costs of the SA office. As a result, an inflation factor of 5% has been included.

Other Incomes:

Fixe deposit: AfriNIC will continue to place excess cash holdings in a fixed deposit account to generate interest.

	2009	2010	2011
<i>Fixed Deposit</i>	1,500,000	1,700,000	2,000,000
Interest Earned	52,500	68,000	80,000
USD Interest Rates	3.50%	4.00%	4.00%

Reserve: In line with a board strategy, AfriNIC will aim at building its Reserves equivalent to Two years Operational Costs. Based on the Plan results the movement in Reserves is as follows:

Plan Years	Annual Surplus	Reserves Balance	Expenditure
Opening Reserves: 01-Jan-2008		1,323,259	
Budget - 2008	103,003	1,426,262	1,522,333
2009	224,423	1,650,685	1,686,892
2010	316,264	1,966,949	1,852,937
2011	368,629	2,335,578	2,026,884

(b) Revenue Plan

Fee Structure		2008	2009	2010	2011
	Setup	Membership	Membership	Membership	Membership
IPv4					
Extra Small	1750	1400	1400	1400	1400
Very Small	2000	2200	2200	2200	2200
Small	2500	6400	6400	6400	6400
Medium	4000	12800	12800	12800	12800
Large	6500	22500	22500	22500	22500
Very Large	8000	30000	30000	30000	30000
Extra Large	10000	38400	38400	38400	38400
End User					
Small	2500	100	100	100	100
Medium	5000	100	100	100	100
Large	7500	100	100	100	100
Extra Large	10000	200	200	200	200
ASN	400	50	50	50	50
IPv6	2500	2500	2500	2500	2500
Increase Factor:		30%	25%	15%	10%
Extra Small		122	138	144	145
Very Small		178	228	263	290
Small		43	64	86	108
Medium		18	23	26	29
Large		7	7	7	7
Very Large		1	1	1	1
		369	460	528	579
Increase Factor:			20%	20%	20%
IPv6		12	14	17	21
Increase Factor:		10%	10%	10%	10%
End Users - Small		43	47	52	57
Medium		8	9	10	11
ASN		49	54	59	65
		100	110	121	133
Revenue					
Extra Small			220,063	213,837	203,567
Very Small			599,825	648,379	692,654
Small			459,013	607,839	743,870
Medium			309,400	348,530	378,833
Large			157,500	157,500	157,500
Very Large			30,000	30,000	30,000
			1,775,800	2,006,085	2,206,425
IPv6			18,000	27,600	38,820
End Users - Small			15,480	17,028	18,731
Medium			4,880	5,368	5,905
ASN			4,655	5,121	5,633
			25,015	27,517	30,268
Total		1,440,336	1,818,815	2,061,202	2,275,513
Movement in Revenue			26%	13%	10%

(c) Expenditure Plan

Expenditure	2008	2009	2010	2011
Staff Costs	427,945	492,137	551,193	606,313
Administration Costs	235,614	259,176	285,093	313,603
Depreciation	43,313	46,345	49,590	54,549
Meeting & Seminars	111,111	122,222	134,444	147,889
Travelling	309,760	340,736	374,810	412,291
Training	63,600	76,320	87,768	100,933
SA Operations	210,156	220,664	231,697	243,282
Sundry Costs	120,833	129,292	138,342	148,026
Total	1,522,333	1,686,892	1,852,937	2,026,884
Increase in Operation Costs		11%	10%	9%

(d) Summary (Income statement)

Income	2008	2009	2010	2011
Membership Fees	1,440,336	1,818,815	2,061,202	2,275,513
Grants	145,000	40,000	40,000	40,000
	1,585,336	1,858,815	2,101,202	2,315,513
Expenditure				
Staff Costs	427,945	492,137	551,193	606,313
Administration Costs	235,614	259,176	285,093	313,603
Depreciation	43,313	46,345	49,590	54,549
Meeting & Seminars	111,111	122,222	134,444	147,889
Travelling	309,760	340,736	374,810	412,291
Training	63,600	76,320	87,768	100,933
SA Operations	210,156	220,664	231,697	243,282
Sundry Costs	120,833	129,292	138,342	148,026
	1,522,333	1,686,892	1,852,937	2,026,884
Other Income				
Interest Income	65,000	52,500	68,000	80,000
Other	(25,000)			
	40,000	52,500	68,000	80,000
Surplus/(Deficit)	103,003	224,423	316,264	368,629

8 Summary of Recommendations:

8.1 Re-engineer AfriNIC:

- I. Address expediently all issues highlighted by Gap Analysis Report
- II. Promote and Implement the Strategic Plan, giving Operational Plan & Roadmap, enforcing clearly understood objectives and milestones
- III. Evaluate all required skill sets, and model an effective capacity building program for all personnel, which should be business and customer focused, to support the business model.
- IV. Re-evaluate, drive and re-align internal operational, technical and financial process in preparation for QMS framework in readiness for imminent ISO 9001:9002 implementation and certification process.
- V. Work on a financial plan that will give fiscal stability to AfriNIC, with achievable projections, thorough follow-up and good reporting audit and reporting mechanisms, to achieve financial stability.
- VI. Build better technical tools for AfriNIC internal use, intranet, revamp website and improve all methods of offering services to existing and potential members.
- VII. AfriNIC to be recognise in the Internet community in Africa and the world
- VIII. Put in effective evaluation and monitoring mechanism(s).
- IX. Engage the Board more
- X. Work towards a better, stronger, more effective good-governed AfriNIC.

8.2 Revamp the Business Model:

- I. Create system(s) to manage and drive core business objectives by addressing out to all existing customers, especially LIRs, whose empowerment will give increase demand and usage of AfriNIC services.
- II. Identify, even re-classify, specific market segments, then develop demand with appropriate old and new products and new services
- III. Work to grow the numbers for Internet penetration and usage, for which there is great potential and a future.
- IV. Follow Action plans and co-ordinate activities companywide that specifically address achievable market growth objectives

8.3 Risk Management:

It is clear as mentioned earlier in this strategic plan that the depletion of IPv4 number resources is a threat to the existence of AfriNIC. It is therefore imperative to define the new business model going forward as follows;

- I. During the implementation of ISO 9001:2000 develop audit skills that can be used to audit member performance against Information Security Management Systems (ISMS) ISO 27000 series.
- II. Develop and Implement other value added services like network managed services, security monitoring services etc
- III. Training and Capacity building via the African Internet Development & Capacity Building organisation to be incorporated by 2011
- IV. Succession Planning for all key resources
- V. Fully automate the operational technologies to enhance service delivery levels to all your members with monitoring tools for your network deployment
- VI. Keep all records of the company safe by backing up on a regular basis all configurations scripts and passwords – implement a knowledge management system
- VII. Backup services and technical laboratory an added advantage for use in research and development

9 Appendices:

A: Global Corporate Activity Plan (CEO)

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
1	Ignite	5 years Strategic Planning	20080131	V. HIGH	IN PROGRESS	CEO/BOARD	Documente formalising 3-5 strategy for AfriNIC	Gap filling. Operational plan implementation
2	CEO	Redefine AfriNIC major Operations Areas for better Management performance	20080131	V. HIGH	COMPLETED	BOARD/CEO	Implementation of New services Area and new structure.	More empowerment of each Area Manager and delegation of power to each Area
3	CEO	Implement new Organisation Structure	20080331	V.HIGH	IN PROGRESS	BOARD/CEO	Appointment of all area Managers with clear objectives	Creation of a Management Department (composed of all area Managers).
4	CEO	Improve Board performance	20081231	HIGH	IN PROGRESS	BOARD/CEO	Organise 2 board retreat in 2008, focussed on different aspect of their mission and responsibility.	Empower the Board to fully play its leading role in term of AfriNIC strategy.
5	CEO	Consolidate all AfriNIC staff in Mauritius	20090331	HIGH	STARTED	CEO	Have the Key staff from Technical Operation relocated in Mauritius	Better integration of AfriNIC work force
6	MT	Empower staff to be able to cope with AfriNIC vision efficiently	20090331	HIGH	IN PROGRESS	CEO	More responsibilities to staff	Better Staff performance
7	CEO/HR	Recruit Key staff needed for efficient handling of 2009 Objectives	20090331	V.HIGH	IN PROGRESS	CEO/MT	Appointment of 80% of new staff as agreed on.	More focus on Activities and task. Better organisation of tasks.

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
8	MT	Improve Membership value	20090630	HIGH	NOT STARTED	CEO	Have a Routing registry ready and running for AfriNIC region, Sign our in-addr.arpa zone to provide DNSsec for reverse delegation, Have an IPv6 Tunneling server for service to members, Have an IPv6 Transition document that take in consideration local specificities, Have Tunneling Servers at IXP. Provide member with meaningful Information (review of web site information and structure), Provide member with structured support line (make the support part of the web site more accurate and dynamic, provide other support means than e-mail and monitor them) and identity (AfriNIC Member Logo).	Impact the community with AfriNIC technical expertise by leading the technology development on the on the continent . Provide strong value to AfriNIC Membership that can directly benefit from AfriNIC International experience.
9	TOA	Develop Research and Development in IP area in Africa in collaboration with accademic Institutions	20090731	HIGH	STARTED	CEO	Have a technical lab operational by end of 2009 and get 1 or 2 Reseach fellows.	Improve participation in Research on IP technilogy in Africa
10	TOA	Develop AfriNIC PKI Infrastructure	20090930	HIGH	NOT STARTED	CEO	Start Certifying member access to our Infrastrucure (MyAfriNIC, mail to public services). Derive IR certification from the same Infrastrucure.	Provide PKI experience to the local community. Ensure AfriNIC presence in Resource Business at the exhaustion of IPv4 central pool

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
11	TOA	Contribute more efficiently to Internet Infrastructure development in AfriNIC service region	20091030	HIGH	STARTED	CEO	Install at least 5 root servers in IXPs installed by AfriNIC by end of 2009, Make all IXP IPv6 ready, Provide domain name registration service to ccTLD in AfriNIC service region (through agreement with AfTLD),	Reinforce and raising Africa Infrastructure to International Standard
12	CA/CEO	Setup and formalised a special fund for Research and Capacity building on IP technology	20091030	HIGH	IN PROGRESS	CEO	Have the fund Operational and get 100,000 USD as donation for startup. Lunch the first call for research project funding by the end 2008	Give some more visibility to IP related research in Africa region.
13	TOA	Better Integration of AfriNIC Information System related to service to members (Registration/Billing)	20091030	HIGH	IN PROGRESS	CEO	Faster New-Member process - Reach an average of 15 days to become AfriNIC member and get resource assigned.	Fast Membership growth and increase of IP address usage in the region
14	CEO	Provide AfriNIC with Appropriate Office space	20091230	HIGH	STARTED	CEO	New Office setup and Operational	Better working environment and availability of space for implementation of new projects
15	MT	Process documentation	20091231	HIGH	IN PROGRESS	CEO	Have all departement process documented and available for consultation by staff	Efficient Operations and continuity.
16	CA	reinforce AfriNIC's image globally	20091231	HIGH	IN PROGRESS	CEO	All ISPs and Regulators in Africa must know what AfriNIC is.	Increase participation from stakeholders in all AfriNIC process
17	CA	Develop and Improve AfriNIC training program specially in relation with IPv6	20091231	HIGH	IN PROGRESS	CEO	Cover all the 53 countries In Africa for training by the of 2009. Improve Training manual and Online documentation.	Improve awareness on AfriNIC process and IPv6 deployment.

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
18	CA	Develop long term relation with Accademic Institutions	20091231	HIGH	IN PROGRESS	CEO	Organise 3 training in the context of Universities, Allocate felowship to 5 students/trainers to attends IETF meeting or AfNOG training	Raise awareness among Accemic community around IP standardisation process
19	TOA	Increase AfriNIC contribution into the Global Technical community	20091231	MEDIUM	NOT STARTED	CEO	AfriNIC participation to write at least one RFC/Best Practice. Improve AfriNIC participation at IETF.	Increase AfriCan technical community visibility globally
20	MT	ISO Certification	20100731	HIGH	NOT STARTED	CEO	AfriNIC to be certified as an ISO 9001:2000 company. Availability of a documentation of all processes. Availability of formal control and quality assesment team	AfriNIC to become process oriented Organisation with Availability of all process well documented online.
21	CA	Have an IP technology News Portal for Africa Region	20101030	MEDIUM	NOT STARTED	CEO	Release a new web site for AfriNIC News	Improve and centralise access to IP related Information in the region
22	CA/CEO	Devolop closer relationship with policy makers in Africa	20101231	HIGH	IN PROGRESS	CEO	Recognition of AfriNIC as International NGO, Increase number of Invitation to AfriNIC to participate and contribute to International event related to Internet anc communication technology area	Improve visibility of the African technical community and raise it legitimacy among Policy makers
23	CA	Increase the ration of IPv4 usage in Africa to 3%	20101231	HIGH	IN PROGRESS	CEO	Increase number of public IPv4 address usage in our region of service by reducing usage of NAT. Launch a NoNAT programm to support ISP to properly redesign their Network Infrastructure to use Public IP addresses.	Positionned ISP in the region at the safe side for the central IPv4 pool exhaustion.

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
24	TOA	Be the reference organisation to provide Key Indicator for Internet development in Africa	20101231	HIGH	IN PROGRESS	CEO	To Integrate a healthy statistic area to AfriNIC web site and the new News portal to be created. The statistic area should provide valuable information/data on the Internet landscape in Africa.	Arrive to have a centralised source of information related to IP technology usage in Africa.
25	CA/TOA	Increase the ratio of IPv6 usage in Africa to 15%	20111231	HIGH	IN PROGRESS	CAM (CCO)	Increase the routing of IPv6 space in Africa 34% to 60%, Have all LIR that have IPv4 address allocation to also have an IPv6 allocation.	Improve Africa readiness in terms of transitioning to IPv6.
26	FAA	Sustainable financial Health	20121231	HIGH	IN PROGRESS	CEO/BOARD	Achievement 2 year Operational budget reserve by 31.12.2012	Reinforce AfriNIC financial sustainability in preparation to the exhaustion of IPv4.
11	HRO	Develop an efficient reporting tool that will allow financial analysis	20080415	HIGH	IN PROGRESS	CEO		Efficient reporting

B: Communications Area

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
		Training					
1	CAM/Training Officer/TOA	Online Feedback Tool:	31/07/09	HIGH	Not Started	CAM	
		To design an online feedback tool for surveys and the ability to automatically analyze the data and statistics (meetings, training, and member services)..					Increase in member feedback.
2	CAM/Training Officer/TOA	Member manual:	30/04/09	MEDIUM	Not Started	CAM/TOA	
		Develop a reference manual for members that will accompany the training slides in both French and English.					Increased effectiveness with training and fewer questions during and after the training sessions.
3	CAM/Training Officer/TOA	E-Learning portal:	30/06/09	MEDIUM	Not Started	CAM/TOA	
		Evaluate e-learning systems available that can suit AfriNIC's e-learning needs. Propose a project for AfriNIC to develop an e-learning portal.					Increased awareness and understanding.
4	CAM/TOA	Reverse DNS training:	30/06/09	MEDIUM	Not Started	CAM/TOA	
		Develop content for Reverse DNS training:					Increased awareness and understanding.
5	CAM/Training Officer/TOA/	Increase IPv6 Training:	30/06/09	MEDIUM		CAM/TOA	
		Develop a plan to Increase IPv6 training sessions in the region by identifying more locations and where needed.					Increase usage of IPv6 number resources.
6	CAM/Training Officer/TOA	Increase number of Local Hosts:	30/06/09	MEDIUM		CAM/TOA	
		Develop a plan to increase interest from members to support and host training workshops and meeting events.					Increased support and participation at training and meeting events.

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
7	CAM/Training Officer/TOA	Training for Trainers Plan:	31/08/09	MEDIUM		CAM/TOA	
		<i>Design a Training for trainers plan that will include members, academia, and individuals from the community.</i>					Increased training objectives achieved more effectively and efficiently.
8	CAM/Training Officer/TOA	Review Training Objectives:	31/07/09	HIGH		CAM/TOA	
		<i>Review training objectives and modify where necessary. Redesign the training content to be reflective and consistent with the objectives. (Create modular content for training sessions).</i>					Improved quality of training material and workshops.
		Core Communications					
9	CAM/TOA	Website Assessment and Redesign:	31/07/09	HIGH		CAM/TOA	
		<i>Assess current website and develop a plan for redesign, to include evaluation of existing content using the CMT.</i>					Content easily accessible and improved feedback.
10	CAM	Redesign AfriNIC newsletter:	30/04/09	HIGH	Started	CAM	
		<i>To redesign the newsletter including the online version to become more dynamic to include RSS feeds (automatic updates).</i>					Increase in member feedback.
11	MARCOM Officer	Formal PR Plan:	30/05/09	MEDIUM		CAM	
		<i>To develop a formalized publication and IT journalist network for efficient dissemination of information related to AfriNIC and or IP issues in Africa.</i>					Increased awareness of AfriNIC and increased memberships.
12	MARCOM Officer	Strategy to promote Policy Development Process:	31/08/09	MEDIUM		CAM/CEO	
		<i>To design a communication and awareness strategy to improve participation the the Policy Development Process</i>					Increased understanding of the PDP for members and the community.
13	MARCOM Officer	Increase awareness on IPv4 exhaustion	31/08/09	MEDIUM		CAM/TOAM	

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
		To develop a formal campaign to increase awareness of IPv4 exhaustion.					Increased usage of IPv4 number resources.
14	MARCOM Officer	Increased awareness on IPv6:	31/08/09	V. HIGH	In Progress	CAM/TOAM	
		To develop a formal campaign to increase awareness of IPv6 awareness and increase participation in 6DEPLOY.					Increased usage of IPv4 and IPv6 number resources.
15	MARCOM Officer	No NAT Campaign:	30/09/09	V. HIGH	In Progress	CAM/TOAM	
		To develop a "NO NAT" campaign to raise awareness on the negative impact of abusive use of NAT.					Increased usage of IPv4 and IPv6 number resources.
16	MARCOM Officer	Standardize Marketing Materials:	30/06/09	V. HIGH	In Progress	CAM/CEO	
		To standardize marketing materials to improve branding and image. This will include all external marketing materials.					Improved image of AfriNIC and more professional materials.
17	MARCOM Officer	Guidelines for External Communications	30/06/09	V. HIGH	In Progress	CAM/CEO	
		To define guidelines for external communication such as slides, memos, announcements, etc.					Improved image of AfriNIC and more professional materials.
18	MARCOM Officer	Outreach Program	30/06/09	V. HIGH	In Progress	CAM	
		To develop an outreach program to increase awareness among the non-conventional community (Mobile Operators, governments, Academia).					Increased awareness of AfriNIC and increased memberships.
19	MARCOM Officer	Multi-lingual Communications	31/10/09	V. HIGH	In Progress	CAM	
		To improve the communications toward non-English speaking communities (French, Spanish, Portuguese)					Increased awareness of AfriNIC and increased memberships and improved member satisfaction
20	CAM	Corporate Communications Plan	30/06/09	V. HIGH	In Progress	CAM/CEO	

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
		<i>To develop a Corporate Communications Plan to address internal and external business communications.</i>					<i>Increased productivity and improvement in business processes.</i>
21	CAM/TOAM/FAM	<i>Improve Project Coordination</i>	30/06/09	V. HIGH	In Progress	CAM	
		<i>To improve project coordination inside Communications Area and the collaboration and communications with other areas.</i>					<i>Increased productivity and improvement in business processes.</i>
22	CAM/TOAM/FAM	<i>Office Relocation</i>	30/04/09	V. HIGH	In Progress	CEO	
		<i>To develop a plan to facilitate the move to the new location for mid-2009.</i>					<i>Increased productivity and improvement in business processes.</i>
23	CAM/CEO	<i>Corporate Objectives</i>	30/04/09	V. HIGH	In Progress	CEO	
		<i>To improve branding of Corporate Branding (Mission, Vision, Core Values)</i>					<i>Improved image of AfriNIC .</i>

C: Business Area

No	WHO DOES	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
1	FAM	System Documentations:	31/03/09	HIGH	In Progress	FAM/CEO	
		To produce a document this will become the office Accounting manual which will contain all accounting procedures & processes. Such a document will ensure continuity, ease of reference and shall provide a framework within which the Finance & Admin Area.					To have a complete document ready by 31-Mar-2009
2	FAM	Fees Collection:	30/06/09	HIGH	In Progress	FAM/CEO	
		To put in place an effective infrastructure that will ensure efficient collection of annual fees.					To be able to achieve a collection rate of above 90% within the first 6 months
3	FAM	Reporting:	31/03/09	HIGH	In Progress	FAM/CEO	
		To redesign and implement financial reports (monthly, quarterly & annually) so that more meaningful and accurate information is provided to Executives for improved decision making and effective control. To also put in place a reporting system that will en					To have new reports implemented by 31-March-2009.
4	FAM	Internal Control System:	30/05/09	HIGH	In Progress	FAM/CEO	
		To put in place an effective system of internal control that will engaged all staff members at all levels.					To have a complete system of internal control documented & implemented by 30-May-2009
5	FAM	Treasury & Reserves:	31/11/2009	MEDIUM		FAM/CEO	
		To develop a treasury policy with regards to how AfriNIC surplus cash are invested. To					To have a draft document ready for review by Nov-

No	WHO DOES	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
		<i>devise a system of reserves accumulation to meet the Board objective.</i>					2009
6	FAM	Risk Management:	31/07/09	MEDIUM		CEO	
		<i>Prepare a document that identifies various risks that are specific to AfriNIC Operations with a view of providing a framework within which those risks are managed</i>					<i>To have a complete Risk Management Document ready for consideration by the Board</i>
7	FAM	Members Support:	30/06/09	MEDIUM		FAM/CEO	
		<i>To optimise the use of the MyAfriNIC portal by all members. To ensure that the members billing information are kept upto date. To encourage online payment by members. To ensure that members inquiries & emails regarding billing are handled within acceptable timeframe</i>					<i>To ensure that all members emails are responded within 48 Hours. To ensure that MyAfriNIC portal is kept up to date at all times</i>
8	FAM	Administration - Security	28/02/09	HIGH		FAM/CEO	
		<i>To put in place a complete security system with regards to keys & accesses</i>					

D: Human Resources Administration

No	WHO DOES	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
1	HR	Align HR Strategy with Company strategy	20091231	High	Not started	CEO	
		<i>Put HR in the midst of AfriNIC development strategy in order to attract competency and create appropriate environment to retain skilled and dedicated workforce. Benchmark AfriNIC working condition with similar organisations. Define core value for Human Resource at AfriNIC</i>					<i>Have the strategy document developed and adopted by the Management and the Board. Implement successful and staff redundancy succession plan.</i>
2	HR	Support Institutional changes in short and long term	20090331	High	In progress	CEO	
		<i>Provide Area Managers with appropriate assistance and tools in order to support AfriNIC structure change and better performance of their team. Finalise the implementation of AfriNIC HR System. Develop policies, procedures in a way that is consistent with AfriNIC development strategy. Implement HR/Area Manager quarterly meetings.</i>					<i>Have at least 2 HR cross departmental meeting organised and reported. Have appropriate dissemination of iHR related information within Management team.</i>
3	CEO	Improve staff personal development within AfriNIC	20090331	Medium	In progress	CEO	
		<i>Based on Appraisal outcome and Manager evaluation, develop a process to follow Staff Career Plan. Develop and deploy training plan for employees with the support of their Managers. Have at least 4 trainings (soft skills and Technical) organised in 2009</i>					<i>Have each staff career plan updated. And implement a mechanism for a proper followup.</i>
4	HR	Formalise Recruitment process	20090228	Very high	In progress	CEO/BAM	
		<i>Develop a recruitment process based on AfriNIC development strategy. Regularly monitor data on staff recruitment, and where appropriate, review and improve processes. Investigate efficient channels for talent recruitment.</i>					<i>Decrease recruitment process period (note more than 90 days for local and 180 days for expatriate). Increase number and variety of application to AfriNIC open position.</i>

No	WHO DOES	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
5	CEO	Implement a Staff satisfaction Indice	20090530	Medium	Not started		
		<i>Develop a clear and co-ordinated process for employees consultation, involvement, and engagement using surveys and other feedback mechanisms to collect test staff perceptions and understanding of their environment.</i>					<i>Produce the first employee satisfaction report by the middle of 2009. Use the output to define next year HR orientation.</i>
6	MT	Develop a staff succession plan	20091030	High	In progress	CEO	
		<i>Implement a mechanism so that staff are able to growth Internaly and qualify to take open positions in orngaisation</i>					<i>Have a succession plan strategi in place by the end of the year.</i>
7	CEO	Review staff benefits to allign with retention strategy	20090131	High	In prigrress	CEO	Implement a new version f HR Benefit policy.
8	MT	Review performance appraisal/Evaluation Process	20090301	High	In progress	CEO/MT	
		<i>Develop and implement a process to ensure that staff performance appraisal are efficeintly conducted and alligned with AfriNIC strategic objectives. Fully Integrate performance outcome in staff evolution within the company.</i>					<i>Review existing process. Ensure annual appraisal is conducted in timely maner and report provided to HR and Management for anlysis and proper follow up.</i>
9	HR	Finalise the AfriNIC Sysysem and HR hand book	20090331	High	In progress	CEO	
		<i>Document policies and procedures related to HR Administrtrion. Systematically promote these policies and guidelines for staff and Managers usage.</i>					<i>Have the HR hand book finalise and released. Ensure all staff have read and understand the procedures, guidelines and process. Properly update the internal HR system (SICORAX) with appropriate documentation.</i>

No	WHO DOES	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI
10		Team Building	20091231	Medium	In progress	MT	
		<i>Develop Team building and Social activities to improve general communication and team work effectiveness.</i>					<i>Have 4 social activities organised in 2009. Have the maximum number of staff present at each event.</i>
11	CEO	Disciplinary code	20090215	High	In progress	CEO	
		<i>Implement and enforce disciplinary code to improve order and discipline at office place</i>					<i>Enforce AfriNIC disciplinary code and make sure it is understood and acknowledged by all. Need to be part of document that new employees sign before joining the company.</i>
12	CEO	Reward System	20090430	High	Not started	CEO	
		<i>Develop and implement a range of reward systems to encourage initiative, innovation, commitment and team work. Reward system must be transparent and bottom up with input of Area managers.</i>					<i>Implement a process to evaluate and reward Best employe of the given period (bi-annual).</i>
13	HR	Ensure that new labour legislation is implemented	20090630	High	Not started	CEO	Have Hand bokk and Contract reviewed to comply with new labor Act.

E: Technical Area

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
1	SI/CTO	Anycast Root server copies at Exchange Points	20090331	URGENT	IN PROGRESS	CEO	Documentation of Root servers deployment at IXPs with AfriNIC Support, discussions and agreement with root servers operators, call for manifestation of interest from IXPs, deployment	AfriNIC sponsored root servers instances deployed in our service region
3	SI/CTO	Redundancy Plan and Implementation	20091231	URGENT	IN PROGRESS	CTO	99.999 uptime of public services	robustness of AfriNIC infrastructure
4	SI/CTO	Resource Certification and CA deployment plan	20090331	URGENT	NOT STARTED	CTO	feasibility study, identification of steps and needs, activity plan	Document of AfriNIC work plan for Rescert deployment
5	SI/CTO	Routing Registry	20090630	URGENT	IN PROGRESS	CTO	AfriNIC IRR enabled, Conversion of RP in remarks attributs into RP, Mirroring with Other IRRs,IRR added to the training material	African Routing registry, policies, usage materials
6	SI	IPv6 support for AfriNIC Public Services	20090630	URGENT	IN PROGRESS	CTO	v6 connectivity to WWW, ftp, mail, Whois services	Support for v6 access to AfriNIC services
7	SI	Infrastructure Documentation	20090331	URGENT	IN PROGRESS	CTO	Identify and document all the section of the infrastructure: Hardware,software, applications,networking, etc...	Infrastructure description manual

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
8	SI	Design & Setup of AfriNIC NOC	20090830	URGENT	NOT STARTED	CTO	99% network uptime	network monitoring, troubleshooting, upgrading
9	SI	Infrastructure Security Assessment	20090430	URGENT	IN PROGRESS	CTO	Evaluation of infrastructure security, Identification of security issues	Security improvement Plan and security policies
10	SI	AfriNIC operational policies	20090331	URGENT	IN PROGRESS	CTO	Implementation of AUPs(internal and external),backup policy,system access policy	better operational practices
11	SI	Infrastructure Security Monitoring and management		HIGH	NOT STARTED	CTO	100% security intrusion detected, 100% security incidents analyzed and reported,	better security monitoring and management
12	SI	MU-LAN Cleanup		MEDIUM	IN PROGRESS	CTO	99.999% network performance	high service availability
13	DS	Meeting Registration System Improvements	20090331	URGENT	IN PROGRESS	CTO	Reduce meeting preparation time by 50%, reduce meeting statistics process time by 99%	Easier to admin Meeting Registration and collection of statistics
14	DS	Appropriation of MyafriNIC	20090331	URGENT	IN PROGRESS	CTO	Takeover of MyAfriNIC, fix the identified bugs, and document the tool(design, structure and administration)	Myafrinic fully functional
15	DS	Databases assessment	20090430	URGENT	IN PROGRESS	CTO	Evaluation of the databases, Identification of performance and security issues	databases documentations and improvement and security plan

No	WHO	WHAT	WHEN	PRIORITY	STATUS	VALIDATION	KPI	KRA
16	SI	Voice Over IP	20090228	HIGH	IMPLEMENTED	CTO	100% staff calls from outside using SIP, SIP conference room available 7h/day for all meetings, 100% of faxes stored on the server	Cost effective voice conferencing, internal and community voice connectivity, receive and save faxes digitally, inter-office low-cost call routing
18	IRM	Process Automation & Minimizing Repetition	20090430	URGENT	Planning	CTO	a. Web forms in place	
19	IRM	Improve Request Response Times	20091231	URGENT	Planning	CTO	a. RT installed in MU and used by RS	
20	IRM	Documentation of Internal Processes and procedures	20090131	URGENT	In Progress	CTO	a. Have updated and new documentation ready	
21	IRM	Combined Policy Manual	20090430	URGENT	In Progress	CTO/CA	a. Have booklet ready to be distributed in addis and web site updated	
22	IRM	Business Continuity	20090331	URGENT	Planning	CTO	a. Prepare document	
25	IRM	Improve the RS Web Page	20090331	URGENT	In Progress	CTO	a. Content to be ready for new website	
26	IRM/	Reporting & Statistics	20090228	URGENT	Planning	CTO	a. TOR to Software and database	
27	IRM	Improve internal Communication	20090331	HIGH	In Progress	CTO	a. Have weekly meeting schedule by 20090131	
28	TOA	Training(Member training & IPv6)	20091231	HIGH	In Progress	CTO/CA	Prepare and teach various trainings during the year	Training material and Training sessions