

kpmg

**Asia Pacific Network Information  
Centre**

**Report to the APNIC Executive Council  
on the results of a survey covering  
APNIC members together with  
representatives of organisations with  
whom APNIC interacts within the  
global internet community**

KPMG Consulting

APNIC:Report Survey Results.doc

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# 1 Background

As part of its ongoing development APNIC is considering the development of a strategic plan. As a starting point the organisation wished to undertake a survey which would identify the needs of its members. While this survey wished to identify the concerns held by members in regard to existing services, its prime focus was the identification of future needs. The purpose of the survey was to produce information on members' views of their needs – not to produce the strategic plan itself nor to make series of recommendations. APNIC must continue to be a member driven organisation.

The methodology which was used allowed any individual member, or group of members, to raise or suggest any issue. An equally important next stage will be to share this information on suggested needs and ideas throughout the membership. Some ideas may be new to other members; some ideas will possibly have a greater level of general support than others. As a next stage members should be encouraged to express a view as to which proposals or needs should be given priority in implementation planning.

While allowing a period for member comment, the Director General and his staff should be charged with producing an implementation plan. This should take into account such factors as the level of member support, cost, time-lines and interdependencies. Any plan for new or expanded services must at the same time ensure that existing services function satisfactorily.

The positive response from members to this initial stage has been most encouraging.

## **2 Methodology**

After discussion with the Director-General it was decided to use a qualitative methodology with a small number of questions. If the prime purpose of the study had been to identify members' views of current services then a quantitative approach involving service ranking would probably have been more appropriate. The qualitative approach was selected to allow respondents to put forward a comprehensive range of suggestions. Past experience has demonstrated that such an approach allows innovative ideas to be put forward by individual participants. These ideas can be shared with other members at a subsequent stage which allows the advantages, disadvantages, level of support, cost and other issues to be identified before the organisation takes any decision on implementation.

The initial survey accompanied by an explanatory letter from the Chairman of the Executive Council and the Director General was distributed by email to all members and a copy placed on the APNIC website inviting responses. Members were given an assurance of confidentiality and invited to respond to the consultants by email or fax. Respondents were also invited, if they wished, to make an appointment for an individual discussion at the Apricot Conference to be held in Singapore during the week commencing 1 March 1999. The initial direct response was limited.

At the commencement of the Apricot Conference a number of leading AP\* members suggested improvements to the process and to the material which had been circulated. The consultants appreciated this constructive input and a number of modifications were made. While none of the questions were changed, emphasis was placed on the fact that the survey was being carried out independently by KPMG Consulting; that absolute confidentiality of source was assured; that the timeline for responses was extended; that the responses could be either by verbal discussion directly with the consultant or by email or by fax and, importantly, that respondents were free to respond in the language of their choice.

It was further arranged that the consultant would make introductory presentations at a number of the Apricot sessions during the course of the week, distribute questionnaires and encourage individuals to respond. The modified, improved version of the questionnaire was placed on the APNIC web site.

## **3 Consultation and response range and sources**

### **3.1 Staff**

The consultant received a separate briefing from individual members of APNIC senior staff. This provided an invaluable background and aided subsequent constructive debate with APNIC members and other respondents in the course of the survey. It was also useful in making the consultant more fully aware of the significant change, which APNIC has undergone during the last year.

APNIC members are probably unaware of the full depth of the changes, which have taken place and the significant increase in staff workload. Apart from the workload involved in the physical change of location from Tokyo to Brisbane, work volumes have risen significantly – far exceeding the rate of increase in resources immediately available to undertake the work. Staff expansion is currently in progress to address these demands.

The organisation has managed to maintain key services over the last year with equipment which is inadequate to the task and is only now being replaced. The delay in equipment replacement only occurred because strenuous efforts were made to acquire new equipment on a sponsorship basis. Success in doing this is of significant, cost saving benefit to APNIC members. In other operational areas the systems in place were inadequate to deal with the very rapid expansion in volumes coupled with service levels sought by members.

APNIC has been fortunate in acquiring senior staff, many of whom have a single year's service or less, who have tackled these problems and challenges with enthusiasm.

### **3.2 Responding economies**

In alphabetical order the economies of respondents were as follows:

Australia	Malaysia
Bhutan	Maldives
Cambodia	Nepal
China	New Zealand
France	Philippines
Holland	Singapore
Hong Kong	Sweden
Indonesia	Taiwan
Japan	Thailand
Korea	United States of America

In many cases economies had more than one respondent.

### **3.3 Number of respondents**

The total number of respondents was 58. These ranged from individuals who completed the survey and returned it by email to interviews with small groups of individuals for up to two hours of discussion. Approximately 75%–80% of the responses came from members while almost all the remainder came from key members of other AP\* entities who saw APNIC as having an important role to play in Asia Pacific internet developments. A few responses came from individuals who were APNIC members but who wished also to speak on behalf of a related organisation or who had been APNIC members while they were directly involved in an ISP but who now fulfilled some other role, again in a related organisation.

## **4 Responses to the survey questions in section B of the survey**

### **4.1 Question 1a - Please describe the services you currently receive as a member of APNIC in order of importance to you.**

Some respondents indicated a favourable view of the service in answer to this question rather than listing the services which they actually received.

4.1.1 Address allocation.

4.1.2 Routing and database update queries.

4.1.3 AS number requests.

4.1.4 'Who Is' database.

4.1.5 Reverse DNS delegation.

4.1.6 Contact details of other regional internet organisations.

### **4.2 Question 1b - Please comment on whether they meet your needs in terms of timeliness, quality or any other aspect.**

The very large majority of responses were uniformly favourable with statements such as "good"; "very satisfactory"; "meets my needs"; "no problems"; "yes they meet our needs"; "very efficient".

The type of comment given above covered over 90% of the returns to this question.

Other comments in response to this question included:

- "The first allocation required much time and disclosure of confidential information far beyond what we expected, which was legally risky and also time consuming."
- "Too strict (which is probably good), but not enough written policies and examples for confederations. More tools need to be provided."
- "Spent one year without any result. This left our members and users very angry."
- "The 'Who Is' database was just talked about without providing us with any real help."
- "Just now our primary and secondary schools are going to the implementation stages of connecting to the internet, there are several thousand schools, as we cannot get the IP addresses we are forced to use an alternative solution."
- "Our initial application for membership was first refused for three months. Our investment plan needed IP address guarantees as investors could not wait. The response was not in time for our investment."

### **4.3 Question 2a – Please described in priority order any services which you need which should be provided by APNIC in future.**

The responses are listed in two groupings, the first covers services that were proposed by a number of respondents and the second services proposed by a single respondent:

#### *4.3.1 Multiple respondents*

- Aggregation advice.
- Establish a routing registry.
- IPv6 allocation.
- GTLD expansion/allocation.
- Additional 'Who Is' services.
- More tutorials.
- Consultancy and expert services for ISPs at the start-up stage.
- Technical assistance on a per economy basis rather like running mini Apricots per economy, particularly assisting the development of local organising committees in each economy.
- Advice on operational issues.

#### *4.3.2 Single respondents*

- Support for DNS secretariat.
- A faster general response to most issues.
- The provision of a weekly news bulletin.
- Provide an open mailing list for members to pose questions where not only APNIC hostmasters or technical people respond but other members who have had similar issues can help solve or throw in ideas.
- More information which allowed members to understand how the APNIC system worked.
- APNIC should be an information source covering technical, financial, products, legal issues and where to find related information in the above categories which would be relevant to ISP members.



#### **4.4 Question 2b – Please indicate whether you would be prepared to pay increased membership fees in order to receive these services**

(It should be noted that a small number of respondents interpreted this to mean that they should pay more for existing services whereas the question is framed to establish whether individuals would pay more for **increased** or **new** services).

A small number indicated that they were not prepared to incur any further increased costs or charges.

The majority indicated that it would depend on the service and to some extent on their ability to pay. The general view was that they would be prepared to pay some, but not necessarily all, of the cost of either new services or expanded services.

Many indicated in responses to this question that the payment of fees in US dollars made even the present payment levels extremely difficult due to the decline in value of their own currency against the US dollar. In addition it was pointed out on a number of occasions that the general deterioration in Asian economies had seriously curtailed the profitability of many ISPs.

Some members expressed the view that even if the current membership fee structure remained, additional or new services should be provided on a fee for service basis.

#### **4.5 Question 3 – For APNIC to more effectively carry out its responsibilities in the Asia Pacific region what do you feel is your role as a member of APNIC?**

Members raised a number of common points in response to this question. These were:

- Not only to meet regularly but ideally to have an open discussion on a web site for internet/APNIC related issues in which members accepted the responsibilities of active participation.
- To accept the responsibility as a member to regularly update the existing 'Who Is' database.
- To keep their individual requests for allocation to a strict needs basis.
- To provide input and advice and support to APNIC of both a political and financial nature. It was considered important that APNIC's position was recognised by regional governments in association with ICANN work.
- Play an active and involved role in the APNIC decision making process.
- To pay my dues to APNIC and participate in the operation of the organisation.
- Reduce and aid the APNIC workload by better management of our confederation members.

- Actively participate in APNIC's programs.
- We believe and hope that APNIC can help the regional development of the internet. As a member our role is to pay our fees, ensure the maintenance of the database with accurate information and be willing to exchange our experiences with others.
- Provide feedback to APNIC on a regular basis so that it knows where it stands and participate in APNIC technical activities.

#### **4.6 Question 4 – Please provide any other comments you would like to make by way of contribution to APNIC's business planning process.**

This question elicited probably the greatest response. A wide range of comments were provided. In some cases individuals made detailed presentations on issues which they saw to be of considerable importance to their own organisations, APNIC and the development of the internet in the Asia Pacific region.

In light of the significant response the answers to this question have been presented slightly differently. Initial sections set out the briefer responses. These have been grouped under a number of headings – although in some cases items could have been placed under more than one heading they have only been included once.

The brief responses as subsets of Section 4.6 are followed by two different types of section. Section 5 covers issues which APNIC needs to be aware of in any planning process as viewed by respondents and Section 6 contains some significant issues that APNIC is asked to consider for implementation in any future business plan and strategy which is developed.

##### *4.6.1 Information Dissemination*

- APNIC must be proactive and responsive to changes in the global environment which impact on its members and it must act as a conduit to provide information on such changes and interpret the impacts to its members.
- APNIC should provide case examples suggestions and guidelines on strategies which have been successful in different economies in dealing with telephone companies. Cost comparisons and strategies which would allow ISPs to improve their cost and pricing differentials would be of considerable value.
- APNIC should provide more explanatory material for us to pass on to our customers.
- APNIC needs to be aware that as internet penetration expands the role of APNIC will change. Many new or potential ISPs who are prospective members do not know how to reach or where to find APNIC. APNIC requires more active promotion and publicity to show new internet companies that it exists and the services which it offers.

#### *4.6.2 Operations*

- It is recognised that usage rate is important but APNIC always appear to be seeking a “mission impossible” goal.
- APNIC should be aware that it is not a practical policy to require large global companies to receive address allocations from a single registry.
- APNIC must recognise that some organisations have problems in showing utilisation of consolidation especially where allocation boundaries spill in to private company areas which are not under the control of a particular ISP.
- APNIC needs to pick the best procedures and methods of operation selectively from both RIPE and ARIN. These organisations do not do things in exactly the same way and APNIC needs to monitor and select the best from both.
- Communication between APNIC’s executive council, secretariat and members is too infrequent and requires to be improved. This makes future planning for members difficult. APNIC requires to provide more information, provide it early and create a system which stimulates interaction between APNIC and members and between members and members.
- Improve and make more open the allocation procedure, also provide case models as examples.
- APNIC required to have properly structured legal and accounting standards; effective system and equipment; and continuity in its office and administrative operations.

#### *4.6.3 Fees and Charges*

- APNIC must never forget that it is a member driven organisation and any changes it introduces must be in harmony with members’ current needs and ability to pay for services.
- There requires to be consistency between APNIC charging arrangements and confederation charging arrangements.
- Fee scales should be different between economies considered “developed” and developing economies. Developed economies should pay a standard fee and developing economies should receive a discount. If necessary there should be a number of structure discounts depending on the state of the individual economy as determined by the World Bank.

- The current charging arrangements are based on commercial entities and the internet in general is commercially biased. There should be some differential for organisations which are either educational or not for profit or both. However, in putting forward this proposal it is recognised there are dangers in having charges or membership fees which are too complicated.
- APNIC should accept the responsibility for acquiring special funding for specific programs especially for developing economies. Such programs should target entities such as the World Bank, nations who funded developing economy programs (this should be a global program and not simply related to attracting funding within the Asia Pacific region); attempts should also be made to target large foundations especially in the United States who provided specific funding for educational programs for people or nations who suffered some disadvantage.

#### *4.6.4 APNIC's Role in AP and Globally*

- APNIC should realise that they have a social responsibility and public welfare issues require to be given consideration. ISPs in different economies operate under differing legislation and regulation. APNIC has a responsibility to make itself aware of local restraints under which its members operate and interpret their policy and regulations with sufficient flexibility to take account of "local" needs.
- APNIC must realise that it operates in a very rapidly changing environment and therefore there is an ongoing need for APNIC to regularly redefine its mission as the circumstances affecting its own and its members' operation changes rapidly.
- When the two new global NICs are established for Africa and Latin America APNIC needs to be proactive in offering them assistance. While RIPE and ARIN may be larger and with greater resources, APNIC will be much more relevant to these regions in terms of diversity of cultures, languages etc. and thus more relevant in an ability to offer assistance. External development funding should be sought as a contribution to providing such assistance.
- As the internet grew in the Asia Pacific region it was important that APNIC used intermediate structures and organisations to devolve workload and authority. However such delegation needed to be implemented consistently across economies within the APNIC family.
- Aim to make APNIC the No. 1 regional registry in the world in terms of quality as well as types of service offered to the internet community of the Asia Pacific region.
- APNIC should take an active role in promoting the establishment of regional and single economies NICs in Asia.

#### *4.6.5 Decision Making*

- APNIC must develop consistent guidelines for the initial production or change to any policy paper, procedure or regulation. This should set out timelines for the publication of the draft, modification responses and final publication of the draft. There should be a public mailing list where comments are shared and discussion is possible.
- Economy NICs need to be actively encouraged by APNIC where it is demonstrated that the number of ISPs justifies such a process in the interest of the economy concerned and APNIC itself.
- APNIC needed to have clearly documented procedures for communicating with its members in regard to change; these needed to be workable, understandable and flexible and based on clear principles. All members should have ready access to such procedures and an opportunity to learn of impending changes, a period for consideration and discussion and an opportunity to express their views. However, all policies should be implemented with sensible flexibility.
- APNIC should consider the introduction of schemes which encouraged member participation in new issues and any form of change – this should include electronic voting once the time for debate had elapsed.
- The Executive Council should have specific procedures for how it dealt with all issues so that this was clearly understood by all APNIC members; furthermore there should be a code of conduct developed for members of the Executive Council.

#### *4.6.6 Services*

- More web based interfaces for APNIC services.
- Release of software to support registry allocation and database management to members to assist with their record keeping and registry interaction.
- APNIC should introduce a program which certified “APNIC approved hostmasters” at particular levels of competence. Hostmasters so certified should be up for periodic training and renewal to ensure maintenance of their skills. The degree of delegation to a national NIC should be significantly influenced by the level and number of certified hostmasters employed, related to the volume of transactions to be processed.

- In developing future training programs APNIC should move as quickly as possible to a system whereby it published 6-12 months in advance the provisional locations for specific courses spread throughout the Asia Pacific region. In doing so APNIC should have the right to mandate that such courses would be subject to a minimum number of firm and pre-paid attendees nominated one month prior to the conduct of the course.
- For valid reasons it is recognised that APNIC staff tend to have a sound technical basis, however they need to realise that the majority of their members are dependent on commercial realities as well as technical skills. APNIC need to provide support in both areas and consider these issues in their future staffing skill base.

#### *4.6.7 Miscellaneous*

- APNIC must recognise that “local” conflicts exist between ISPs who are Telcos and ISPs who are not. APNIC must ensure that those ISPs who are not Telco owned receive a fair deal.
- There is too much dominance by Telcos not only of ISPs but of all of AP\* organisations.

## **5 APNIC present and future operational environment**

In addressing their view of their needs members raised a number of points in regard to their requirement for APNIC to be fully aware of the present and future environment in which the organisation and its members operate. All of these points were raised on several occasions and they have been consolidated in the following list.

### **5.1 Internet service providers – the commercial reality**

Internet service providers are in many cases commercial entities. If they do not operate profitably then they go out of business. They operate in a commercial environment which is also subject to a very rapid amount of technical change – probably more so than many other businesses.

Due to the rapidity of commercial change ISPs must therefore focus on maintaining profitability in the short term; if they do not do so there is no medium or long term. So APNIC must be aware of the short term and continually changing needs of its member ISPs.

However, APNIC, on behalf of its members, needs to take a longer term view of the situation. APNIC needs to be aware of technical, engineering, regulatory issues which are in the conceptual or developmental stage. Where necessary it needs to advise and stimulate discussion among its members on these rapid changes – while at the same time realising that the members capacity to participate in discussion is secondary to their short term profitable operation.

However, members must be informed and have the opportunity to comment – whether such an opportunity is taken up in all cases or not is a matter for the individual ISPs.

As an example of the issue which APNIC should be developing is the implicit question imposed by Professor Farber, “What is the model of operation to serve a situation where the issue of address space, domain names etc. is 2-3 orders of magnitude larger than the present situation?”

### **5.2 The rapid and continuing evolution of the internet**

Members and respondents pointed to the continuing evolution of the internet and stressed the importance of successfully managing its rapid expansion and increasing complexity. If the operational issues of such items as address space allocation did not function effectively then the situation could arise where other groups and organisations, of and with influence, would wish to acquire a role of control and direction. Therefore APNIC and its sister organisations had to ensure that the following functions, at a minimum, operated effectively:

- operations;
- documentation and application processing;
- assignment; and
- dispute resolution.

### **5.3 APNIC's proactive role on behalf of members**

There are many global issues and rapid changes taking place which impact on APNIC members. APNIC must take a proactive role in protecting issues of potential concern to members. A good example is that ICANN must succeed and in succeeding it must serve APNIC members' needs. APNIC are the body which should take charge of ensuring this goal. Another example is that APNIC must lead and help ISPs follow the approach of "the egalitarian use of computers within the internet".

### **5.4 APNIC's unique circumstances**

The uniqueness of APNIC's circumstances was a key issue. A range of respondents raised two points in particular in regard to the uniqueness of APNIC's circumstances.

The first point was that, of all the AP\* members, APNIC was the only one which was both legally incorporated and had a continual cash flow. Members saw that this particular status gave it an added responsibility in terms of sponsorship of common interests. Its incorporation gave it the protection and status to undertake activities on behalf of the internet community and its cashflow gave it the resources to carry this out. Members suggested that it should not shoulder this entire burden either in terms of administration or resources but it was certainly seen to have a key role to play.

A second point which was stressed was the diversity which existed within APNIC members. While all might have common goals in a need for address allocation, registry etc., they did so from a widely differing set of interests. These interests depended on such factors as size, location, language differences, governmental structures, economic circumstances, skill sets and technical competence. It was believed that this diversity was very much wider than existed within the other two global registries. In preparing any business plan APNIC should take this diversity very much into account.



## **6 Issues likely to have a major impact on policy and strategy**

While all the issues which were raised were obviously important to those who raised them there were probably five which require special mention.

### **6.1 Language translation**

Many respondents raised the issue of the need for translation of APNIC policies and procedures into languages in addition to English, which were just as important to members within the Asia Pacific region. However, the suggestions as to how this might be implemented varied considerably. Alternatives put forward were:

- That APNIC's role should be to ensure a good version in English which facilitate translation.
- That APNIC should have the responsibility for translation into a number of key languages and that these translations should be available at the same time as the English version.
- That APNIC should provide the English version to different economies and/or NICs who would accept the responsibility for translation but that these economies should have a period of time in which to carry out the translation so that all the versions were posted simultaneously.
- That the preceding proposal be implemented but that APNIC should meet the cost while the local economy or NIC carried out the translation.
- That some form of quality assurance should be built into the process to ensure that the translation accurately reflected the intent of any policy change etc.
- That the translation be carried out by volunteer translators in individual economies and at no cost to either APNIC or the local economy members.

### **6.2 Training**

Training was seen as a particularly important role for APNIC to fulfil. This request was common to the majority of respondents. Any training should be delivered as close to the end user as was sensibly practical. However this should be within a comprehensive program which addressed different levels of need and competence. Different views were expressed as to who should bear the cost and whether there should be different charging policies for "essential" courses and "desirable" courses.

### **6.3 The special circumstances of China**

Many members stressed the fact that the development of the internet in China presented a very special challenge and opportunity. No other economy within the region presented issues of similar size or scale. It was pointed out that if the Chinese government made a decision for national implementation of the internet then their resource implications within a very short time would be absolutely massive. It was stressed that all members of the internet, not just those within the region, had a vested interest in achieving a smooth assimilation of China into the global community as had the users within that economy itself.

### **6.4 APNIC's strategic role**

Many members stressed that they saw APNIC's role at two levels.

There was the practical level of providing and meeting such essential needs as addresses, registry services and training. Such services needed to be highly flexible to meet members' needs in terms of capacity to pay, tolerant interpretation of rules for new or under resourced ISPs and a flexibility in program and training delivery.

However, it was also stressed that APNIC had an important strategic role to play in protecting and ensuring the development of the global internet within the Asia Pacific region. While it was accepted that they needs of the region were similar in some cases to other regions it was argued that in many cases the Asia Pacific region represented its own unique needs, problems and issues. As has been highlighted earlier APNIC was seen as being an incorporated body which had reasonable cash reserves and was therefore in a "resource comfortable" position to represent the interests of the region within the global internet change environment.

It was also argued that not all economies within the region necessarily agreed on every new idea for the application of every new piece of technology. APNIC had an important role to play in facilitating discussion in an attempt to arrive at a common regional position and as a spreader of information in consistent and timely fashion throughout the region. A range of examples such as ICANN developments, the introduction of IPv6 and other examples were given to support these views.

Many of the points put forward by members are, in fact, interdependent, e.g. the issue of dissemination in a range of languages would be an important part of any information dissemination role.

## **6.5 The need for a steering committee or advisory board**

The representatives of a significant number of APNIC members proposed that the Executive Council appoint a steering committee or advisory board.

They argued that many important issues arose on a regular basis which required investigation, discussion and expert input. The Executive Council, by definition, had to guide and steer the organisation between members' meetings and make executive decisions. It was believed that the Executive Council should delegate the administrative and operational conduct of APNIC to the Director General and staff and consideration of important strategic and policy issues to a steering committee.

The steering committee would not have an open remit, it would only be charged with addressing issues which were formally referred to it by the Executive Council. They would be required to report on their deliberations to the Executive Council within a specific timeframe related to each referral. It was suggested that the steering committee should be made up of 10-12 people who were appointed as individuals. The majority of the committee should be APNIC members, but the Executive Council should use this opportunity to appoint experts in any areas where their skills were seen to be valuable in the future strategic development and operation of APNIC. The steering committee should be given a specific charge in its mandate that they protected and considered the interests of small members or those economies, NICs or ISPs who did not have members on the Executive Council. They were appointed to ensure equality among the diversity of interest represented within APNIC and provide objective and disinterested advice on important issues.

APNIC should meet only the expenses incurred by the members of this committee and pay no fee or remuneration. The committee should meet face to face at least three times per year. The meetings should be rotated to cover APNIC areas of operation with one meeting per year held at the APNIC headquarters in Brisbane, Australia.

In addition to face to face meetings a closed list should be established for steering committee members to discuss and comment on the issues which had been referred to it. It was believed that the conduct of these meetings should, wherever possible, not be combined with other meetings. The proposers of the project believed that indepth discussion was necessary when committee members meet and that these discussions should not be distracted by the diversion of other concurrent activities run by AP\* members.

The steering committee was not seen as a decision making body but a body which would investigate issues referred to it, form a view as to the best interests of APNIC on that particular issue and to make their report to the Executive Council. Decision on any issue would rest with the Executive Council or members at large. Examples of topics which were given as matters which might be referred to the committee were:

- The periodic review of IP address allocation policy.
- The most effective structure for APNIC operation having regard to legal, financial and tax constraints.

The group proposing the establishment of this committee believed it to be sufficiently important that they were prepared to make a separate contribution to the costs of its operation.

Those involved also believed that specific procedures required to be developed and implemented on the minimum time for circulation of items on which members were expected to vote and that all information on which members were expected to vote should be available with a minimum time (which should be known and stated) in advance to allow adequate and informed debate before any decisions or voting took place.

## **7 Conclusion**

This has been a most useful exercise. It is not an end in itself; its value is as an initial input into the next stage of the strategic planning process. It has allowed members to express concerns but at the same time put forward a whole range of constructive suggestions. The very large majority of these merit serious consideration and implementation in some form.

However consideration of all the input by all members should be the first priority. The next stage should be to distribute this report to members, allow them time to consider, discuss and express a view as to their preferences. At the same time members must realise that resource limitations will not allow the implementation of all requests. The question is “which investments of time and money will be of the greatest value to the greatest number of members.” This will be a question for detailed work by the Director General and his staff – who must at the same time ensure the maintenance of satisfactory current operations.

It would undoubtedly assist members if, soon after the dissemination of this report, the Secretariat provided a Commentary on any matters already in the course of implementation which have been raised by members in the course of this survey