STRATEGY DOCUMENT

2016-2020

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2 Foreword

This document is defined with the key objective of AFRINIC's growth in mind, aligning its goal and mission with the very fast evolving environment in which it operates globally. As a self funded, membership and community driven organisation, AFRINIC has the unique challenge to always balance its capacity to growth sustainably with the expectation of its community (regional and global). Effective management of its resources in order to sustain that balance while continuing to be relevant will be key in the upcoming stage of its evolution.

This document is derived from the outcome of a strategic retreat held in Mauritius in 2014, by the Executive Board, Council of Elders, the Executive Team, the Managers and the staff. It was revised by the Board in 2015 and 2016.

It is our hope that the execution of this strategy will ensure a sustainable future for AFRINIC by grounding the organisation in a cycle of performance at each and every aspect of its oversight and operations.

As any document of such importance, the outcome of this strategy process will be open for regular evaluation and review by the Board so as to ensure its alignment and relevance in the regional and global context. Although AFRINIC is a regional Registry, the scope of its mission and activities is global and that will be a key element of its sustainability.

3 ABOUT AFRINIC

AFRINIC is the Internet number registry accredited in 2005 to manage the Internet number registry for Africa region.

AFRINIC's service region covers many economies, organised in 6 sub-regions:

- Northern Africa   - Western Africa   - Central Africa
- Eastern Africa   - Southern Africa   - Indian Ocean

AFRINIC currently operates from Mauritius where it has incorporated its Headquarters. Our Offices are located at:

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3.1 VISION, MISSION & VALUE

OUR VISION

To be the leading force in growing the Internet for Africa's sustainable development

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.

4 Strategy Matrix

	Effective Registration & Added Value Services	Financial Sustainability	Agile and Resilient IT Infrastructure	Community Development	Global Infrastructure Development
Strategic Objectives	• Improve speed and simplicity of resource allocation process. • Improve WHOIS accuracy • Improve published statistics • Encourage use of AFRINIC routing registry • Ensure understanding of relevant market dynamics	• Exercise financial prudence • Have a reserve to cover two years of operational budget. • Optimal management of HR costs • Optimal management of travel costs • Obtain funding for relevant projects. • Diversify revenue • Target an annual membership growth.	• Have Infrastructure that favours quick deployment of new services that ensure quality management processes and provide an acceptable up time for all critical services. • Adhere to best technical and operational practices. • Ensure critical service continuity in case of disaster or critical failure. • Adhere to a business continuity plan	• Encourage participation and diversity in policy development discussions and meetings. • Promote good relationships with governments and other stakeholders • Encourage continent-wide development programs. • Provide training in relevant IP related services.	• Participate in cyber-security forums. • Encourage awareness of IPv6. • Collaborate with other RIRs where appropriate. • Collaborate with other Internet-related organisations where appropriate.

Strategic Projects	**Effective Registration & Added Value Services**	**Financial Sustainability**	**Agile and Resilient IT Infrastructure**	**Community Development**	**Global Infrastructure Development**
	• Improve online resource request tools. • Improve AFRINIC Registration Services back end. • Enhance MyAFRINIC portal capability • Secured Routing training course. • AIRRS: Africa Internet Routing and Registration Statistics. • Strategic partnerships on routing analysis. • Assess and improve AFRINIC's commitment to Business Excellence and Quality Management.	• Improve internal control mechanisms. • Project based budgeting process. • Enhance Financial Reporting Tool. • Project driven resource provisioning. • Develop paid training activities • Revise fee structure to adapt to service evolution. • Improve compliance with fee payment terms.	• Virtualisation of infrastructure • Design and implement a Disaster Recovery Plan • Ensure regular quality and security compliance audit • Develop AFRINICs PKI infrastructure	• Improve corporate governance transparency. • Support relevant meetings within the region. • Review and improve the AfGWG framework. • Support network operators' groups in the region • Engage legacy resource holders	• Engage in IXP support and development through the region • Encourage root server deployment in Africa. • Encourage the use of AFRINIC's DNS Anycast service. • Continue collaboration with RIPE NCC on measurement and data collection projects. • Develop a better partnership with AfricaCERT. • Assist with dissemination of technical information.