

2019/2020 activity plan

Summary

Our organisation is dedicated to helping New Zealanders harness the power of the Internet. We are the home and guardian of .nz – providing the infrastructure, security and support to keep it humming. We use the funding from the sale of .nz domain names to support the development of New Zealand's Internet through policy, community grants, research and events. Our mission is an Internet that is open, secure, and for all New Zealanders.

We have developed a new strategic framework that defines our purpose and sets out our work across three key areas - openness, security & trust, and Internet for all.

Within those areas, and within the types of work we do, we have set clear goals to guide us over the next twelve to eighteen months. This 2019/20 plan sets out how we will go about achieving those goals in the coming financial year.

The first section sets out the five key goals, what they mean, how we will measure them, and the key projects that InternetNZ will deliver in order to bring them about.

The second section of this Plan highlights some capability and capacity projects we will deliver in the coming year to change and grow our organisation.

The third section shares information about other important projects that support our work - more of a “business as usual” section.

This isn't a document that sets out all of the work that we do. Rather, it is designed to highlight the 'key' work we are doing.

Jamie Baddeley
President

Jordan Carter
Chief Executive

Section 1: Key goals

Goal 1: To fund increased public good investment, drive higher sustainable growth in registrations of .nz domain names.		
<p>Rationale</p> <p>InternetNZ's ability to do its work is financed by .nz. The use of .nz domain names is a key way we help New Zealanders harness the power of the Internet.</p> <p>Setting a goal about growth will focus our attention on understanding how to make .nz more valuable to more people, and work out how we can inspire our channel partners to encourage registrations.</p> <p>Sustainability means that we want incremental improvement in outcomes that is sustained over time, not a quick lift followed by a quick drop.</p> <p>Achieving this goal will grow income from our key product faster, allowing further public good investment sooner.</p>		<p>Measures</p> <ul style="list-style-type: none"> ● increased revenue from domain name registrations (4+% year on year) ● increased numbers of domain name creates ● increased proportion of domain names are renewed ● average registration and renewal terms increase
Priority projects	Explanation	Timeframe
.nz website	Initially this project will deliver a tactical 1-2 page marketing site for .nz to support .nz marketing campaigns. All .nz and registry content will eventually be folded into the larger website project for InternetNZ/.nz that will serve the needs of Registrars and Registrants.	Q1-Q2
Marketing	Two approaches - with the channel (registrars) and to the public (potential registrants). The goal is to influence increase in registrations of domains and market share in NZ. Adopt international best practice for registrar marketing engagement. Evidence- and experiment-based to learn what levers can be used to impact growth.	All year
Registry front end replacement	Replace the SRS frontend with a modern load balancer architecture, and replace our EPP system which is currently close to capacity. This project will improve the reliability of the registry service, and tackle capacity constraints with the existing EPP system which need to be addressed as we focus on growth.	Q2-Q3
Domain Sophistication Index	This project will collect a series of elements for a domain and build a score that will reflect the level of sophistication of use of the domain. This will enhance our understanding of sustainable domain name attributes and provide measures by which to assess marketing activity.	Q1-Q2

Goal 2: Modernise and improve the policy and security environment for .nz, consistent with our aim of being a globally excellent ccTLD.

<p>Rationale -</p> <p>This goal is about practical and necessary improvements to the .nz policy and security environment, continuing the ongoing evolution of the .nz domain name space.</p> <p>Our strategy process identified security and stability as a threat to realising our purpose and to our ccTLD responsibilities. A security improvement programme for InternetNZ and .nz flows from this.</p> <p>Refreshing the .nz policy framework through a community review process, and clearly separating policy from process, will improve its quality and usability and ensure it is responsive to the public's needs.</p>	<p>Measures</p> <ul style="list-style-type: none"> ● Progress to agreed milestones as documented in comprehensive review ● our cyber security investment and practice is improved on 18/19 baselines, consistent with our role and the threats posed by our environment ● all high priority risks identified in the 2019 risk register review are sufficiently mitigated ● work with registrars to develop and implement improved security covering <ul style="list-style-type: none"> ○ at least 80% of the market ○ registrars of high-profile domain names
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Priority Projects	Explanation	Timeframe
.nz Policy review	A comprehensive review to modernise the policy framework for the .nz domain name space has been signed off by Council and work will continue throughout the financial year.	Q1 2019/20 to Q2 2020/2021
.nz security assessment	Work with registrars to develop a shared understanding of the risks that .nz faces and how we can work together to mitigate these.	Q1-Q2
Risk review	Following a recently updated threat assessment, compile and respond to a new risk register for the group. This area is a major part of updating our approach to risk management across the Group.	Q1
Domain Abuse Detection	Joint work with DNCL to early detect signs that a domain is being registered or being used for some kind of abuse. Current scope is set around detection of potential phishing, Command and Control domains used for malware and fake web shops.	Q1
Security project implementation.	A set of projects to deliver enhanced security for .nz (inside InternetNZ), responding to the updated threat assessment and risk register.	All year

Goal 3. InternetNZ will have two new non-.nz services, validated through our new business processes, delivering annual recurring revenue and each on a path to profitability.

Rationale -

By successfully developing new products and services aimed at making a profit, we can use the income to help more people harness the power of the Internet in new ways.

In so doing we can improve our financial resilience and devote further resources to public good investment.

A rigorous approach to product development will drive success in this goal.

Measures

- business processes that generate a pipeline of ideas, and develop these in reasonable timeframes, are established and operating
- two new services are planned, built, launched and have earned first sale revenue
- each new service has reached net profit within 24 months of first sale

Priority projects	Explanation	Timeframe
Innovation Pipeline	The innovation pipeline is how we filter and test business ideas. This iteratively proves a product is worth more investment of time as it proceeds through the pipeline, winnowing out ideas without a prospect of success.	Q1-Q4
New product 1 (TBC DNS F/W)	Business Case, Build, Marketing, Launch and operation of a new service.	Q1-Q2
New product 2	Business Case, Build, Marketing, Launch and operation of a new service.	Q2-Q4
ANZSIC Classification of the Register	This initiative aims to refresh at least once a month the industry classification of domain names. It will support a better understanding of the register to support product development thinking.	Q1-Q2

Goal 4: Support New Zealand’s online community safety, inclusion and wellbeing while ensuring that the essential openness of the Internet’s governance, technology and architecture is taken into account.

Rationale

The terrorist attacks on the Muslim community in Christchurch in March 2019 have brought into sharp focus how the Internet can be a force for harm. However, through this horrendous time, the Internet remained a force for good as well.

As the country responds to the attacks, there will be policy debates in several areas. In those that touch on the Internet, a clear understanding of those elements of Internet openness that matter most to the Internet’s potential will be a crucial aspect that InternetNZ must be a voice for.

No other organisation in Aotearoa understands what Internet openness means as well as us. We have a duty to the country to offer that expertise at this time, and to foster broad-based discussion on how we support community wellbeing in an online world.

Measures

- Post-Christchurch policy outcomes are consistent with essential aspects of Internet openness.
- InternetNZ is seen to appropriately contribute to policy debates in this area.
- Essential elements of Internet openness are defined and their dimensions explained.
- We convene broadly based discussion of how to support safety, inclusion and wellbeing online that takes account of the essential elements of the Internet’s openness.

Priority projects	Explanation	Timeframe
Christchurch terrorism response	<p>Following the Christchurch mosques terrorist attack, InternetNZ will engage in Internet policy debates that will be part of the country’s response to these events, and conduct or commission relevant research to assist with this. The topics this will include will develop over the coming months, but will include how essential Internet openness is preserved in any changes to regulatory requirements on Internet platforms. The broader impact of social media on the community will also be part of this work.</p> <p>We will seek to convene forums to help with the policy response, working with other stakeholders. We will also advance discussion of these matters in Internet Governance forums, including at least the U.N. Internet Governance Forum.</p>	All year
Define/Explain Internet Openness	Research, develop and release our understanding of the essential elements of Internet openness - how they are defined and what their dimensions are.	Q1-Q2
NetHui 2019	Openness and wellbeing as a theme of NetHui, and use this as a space to discuss and engage stakeholders.	Q3
Colmar Brunton Research 2019	Incorporate questions about Internet platforms, openness or other topics that arise from work in this area into our regular market research work.	Q3-Q4

International stream	Engage in preparatory processes for IGF and APriGF and AUIGF, as well as IGF national and regional initiatives work. Submit and work on sessions as appropriate. Attend. Supporting NZG Internet Governance work. Work with others to limit any ITU-based initiatives to become more involved in social media regulation.	Q2-Q3
Community funding	Grants funding on soliciting ideas and research on related topics.	TBA

Goal 5: InternetNZ will collaborate with others to identify, agree and effect significant progress on four interventions to bridge different digital divides (motivation, access, trust, skills)

Rationale

Significant digital divides block people from being able to realise their potential, given how much of life now happens online.

We want to influence significant action on closing digital divides by others, so that resources far greater than we can deploy are helping to meet the challenge.

We also understand that working out what will work best will take patient collaboration and shared understanding, so that will ground our approach.

Measures

- demonstrated collaboration with key stakeholders and these stakeholders acknowledge a leading role.
- progress through interventions cover a range of drivers of digital divides and of communities facing them.
- the impact is of an adequately extensive scale, which can be judged by, for example:
 - new funding of \$20m per year is being invested in digital divides initiatives
 - 50,000 people are on track to benefit each year from these new initiatives.

Priority projects	Explanation	Timeframe
Government Engagement	Exercise influence with officials and politicians, through public and private means, to help secure the overall goal.	Q1-Q3
Outcomes and Evaluation Framework	Review the Government outcomes and evaluation framework when it is released, and take action as appropriate to influence better approach. Also clarify our own approach to monitoring and evaluation for this goal related to this.	Q1-Q2
Collaboration with community organisations	Create 'architecture of collaboration' with community organisations - link with impact BaU work in O&E.	Q1-Q2
Community access collaboration	Working with network providers to support and collaborate on their initiatives for lower socioeconomic groups (Spark Jump, Chorus/Housing, N4L conversations).	Q1-Q2

Community Funding / strategic philanthropy	Devote a share of community funding resources to this goal.	Q3-Q4
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Capability

This section sets out projects and people changes that will reinforce our capability.

Projects

To work effectively as an organisation, InternetNZ retains and grows the capability of outstanding people. The domains in which we do this are set out in the Strategic Framework. In 2019/20, there are some projects we will complete to improve our capability.

Project	Explanation/deliverable
Website Redevelopment	Develop a new single web platform (common infrastructure for our websites) and launch our sites on it.
Community Funding Changes	Bed in the changes made to community funding in the previous FY (aligning funding with our strategic framework). \$895k is set aside for funding in 2019/20.
Partnership Slate	Building and maintaining a slate of organisations with which we have partnerships and agreed projects - funding can be involved.
NetHui 2019	NetHui will be proceeding in 2019, with the approach to be checked against post-Christchurch requirements.
Project Support Resourcing	The project is based on supporting the organisation to develop Project methodologies that will allow efficiency in projects, clear reporting and measurement of success.
Office Refurbishment	This project is to ensure we have an environment that is fit for purpose for our new organisation and will allow us to work and grow effectively over the coming years.
Instrumentation implementation	Replacement for Cacti and monitoring dashboard augmentation for key IT systems.
Skills Transfer Programme	Show-and-tell presentations to introduce concepts and ideas to the staff about "Numerical Literacy and Descriptive Statistics", "Data Visualization good practices" and "Text Analysis."

Maori Internet Community engagement	Building on the Council's work last year, identifying and developing relationships with key organisations and individuals in the Māori Internet Community to inform shared objectives and understanding of our work in relation to Te Ao Māori.
Te Ao Maori	Building on Council's work last year, and the outcomes of the Engagement work in the previous goal, a new staged plan for changing and developing how InternetNZ works in relation to Te Ao Maori will be developed, with implementation beginning immediately.
Te Reo Maori	Analyse and select some content to be translated and presented on line in Te Reo.

People

As set out in the high level budget summary, we are proposing some personnel increases that will either see us more adequately resource existing work, or introduce expanded capability to do new things.

The main areas are:

Area	Info
Security	Create new security-focused roles to provide focused leadership on security practice in the group, and to be a more capable advocate for security issues in community discussion.
Technology Services	Create two new roles - a new sysadmin and a new tester - to respond to existing demand and ensure that new product development demands can be catered for.
Outreach and Engagement	Budgets already include resource for a membership-focused role, but that has not yet been filled. It will be in 2019/20. In addition, an additional 0.5 FTE in communications staffing is proposed.
Commercial	New capacity will be required in the commercial team to manage our portfolio of products and to sell them.
Research	Add a Data Engineer to help build solid data collections and workflows that will provide evidence to support the strategic goals.

Other changes within existing resources are assessed during the year as the organisation and our environment evolve. A current organisational chart is published from time to time.

Ongoing Business Projects

This section sets out elements of our ongoing work, sometimes called “business as usual.”

Project	Explanation/Deliverable
Broadband Map Ongoing Product Development	Development of current service offering to maintain relevance and grow revenue. Consists of site rebuild, process improvement, new layers, deepening and widen map data for a range of stakeholders.
Risk Review and Register Update	Fresh view of the risk profile of INZ Group based on the new organisation and the changing environment.
Audit Tender Process	Project Manage the RFP and selection process of new Auditors.
Public Policy Engagement	Ongoing engagement in public policy which relates to our new strategic framework.
Emerging Issues Scanning and Analysis	Ongoing scanning and analysis on emerging Internet issues which relate to our strategic framework.
International Coordination	Implementing processes and information sharing to maximise impact of international engagement.
Government Relations	Programme of meetings and events to engage parliamentarians and government officials.
Hadoop Cluster Review	The Hadoop cluster is over 5 years old and it's running on the last year of maintenance contract. We will review provision and replace it or develop an alternative solution.
Improvements to zone scan collection	Extend the existing zone scan to add new features.
Hardware Replacement	As part of our hardware refresh and replacement cycle a router (ic-gw (iconz-gw) and possibly 2 switches are due to be replaced this year. A number of monitoring servers (AMP) also need to be replaced.
Opensssec upgrade	Upgrade the DNSSEC software to the latest version.
Backup Implementation	Replacement for current SRS tape backup systems.