










Core Competency:		Core Values (CV):			Measures of Success
Positioning & Communications / Relationships & Networks / Pioneering Innovations		Asia at Heart (CV.A)	Economically Successful (CV.E)	Community Driven (CV.C)	
 Internet Governance & Community Engagement (IG)	<ul style="list-style-type: none"> Facilitating & amplifying voices from APAC, especially in support of youth, at the global Internet Governance discussions - DotAsia thrives on enhanced APAC participation in IG, especially at ICANN, and youth engagement is a foundation for sustainable participation Expand income source and scaling DotAsia community projects (e.g. APriGF.Asia, NetMission.Asia and Ajitora.Asia) - diversification, scaling up and development of DotAsia flagship community projects Respond to and serve global Internet Governance community needs as they arise and where aligned with DotAsia vision & mission - secretariat services and support to regional and global IG initiatives 				IG.1 Successful advocacy of DotAsia Positions into expressed community perspectives and documents IG.2 Increased participation and collaboration at DotAsia supported community activities – expanded audience, sponsorship and collocated events IG.3 Enhanced DotAsia Team participation in Internet Governance activities – expanded DotAsia presence & opportunity to present DotAsia works
	 .Asia Registry (RY)				RY.1 Year-on-year increase in Domains Under Management (DUM) – increase in registration volume and revenue base for .Asia RY.2 Increase in Return-on-Investment (ROI) in Registrar collaboration – extend co-market activities with Registrars and improve on effectiveness of market development campaigns RY.3 Development of DotAsia event(s) relevant for the APAC domain market
	 Other DotAsia Works (CM)				CM.1 Better featuring of DotAsia works to reinforce .Asia branding (increased communication output, e.g. social media posts, reports, presentations, etc., driving awareness of .Asia and DotAsia works) CM.2 Improved reporting of explorations and collaborations with APAC community organizations and activities
	 DotAsia Organisation & Governance (GO)				GO.1 Evolve DotAsia Member engagement GO.2 Successful implementation of an updated DotAsia Articles of Association GO.3 Delivery of risk management and business continuity plans – improved internal controls and delegation of authority
Measures of Success		CV.A1 Increase in youth leadership in the IG ecosystem from APAC CV.A2 Enhanced relationship with APAC government representatives (through IDN/UA, EII, .Asia, etc.) CV.A3 Expanded engagement with APAC stakeholders and prominent Asian entities	CV.E1 Expansion of grants/sponsorship supporting DotAsia works CV.E2 Return to financial surplus (upon resolution of lawsuits) and restructure baseline operational expenses	CV.C1 Continued collaboration with and trust of community in DotAsia works CV.C2 Scaling up of DotAsia community projects and contributions	Overarching Priorities <ul style="list-style-type: none"> Expanding revenue base by sparking growth in .Asia Increased effectiveness of financial resources (higher % allocable to community contributions) Resolving the future of Namesphere Enhancing voice to support the global multistakeholder Internet governance ecosystems through APriGF and presence at IGF Strengthening organizational governance to protect against capture

DotAsia Works	Measures of Success	Progress Tracking & Reporting
 Internet Governance & Community Engagement (IG)	IG.1 Successful advocacy of DotAsia Positions into expressed community perspectives and documents	<p>IG.1.1 Community documents including DotAsia positions:</p> <ul style="list-style-type: none">○ Total count: 18○ Public consultation documents that includes DotAsia position paper positions, publicly posted community/coalition statements and open letters, public comment documents, e.g.:<ul style="list-style-type: none">▪ IGF process inputs (3)▪ Netmundial+10 (1)▪ CSTD (1)▪ GDC process documents (4)▪ TCCM statements (4)▪ ICANN CP summit statement (1)▪ APriGF synthesis document (1)▪ ICANN public comments(3) <p>IG.1.2 Evidence of DotAsia positions adopted by community:</p> <ul style="list-style-type: none">○ Universe of relevant (to be finalized) sessions at 87 (APriGF and IGF, 2024 YIGF did not have captioning). Methodology to be used would be AI tools or script to parse through relevant highlighted key phrasing from the DotAsia Strategic positions. Review relevant IGF, APriGF, yIGF transcripts for DotAsia strategic position keywords* may be difficult to assess "adopted/repeated by community members"
	IG.2 Increased participation and collaboration at DotAsia supported community activities – expanded audience, sponsorship and collocated events	<p>IG.2.3 Participation at DotAsia supported activities:</p> <ul style="list-style-type: none">○ APriGF 2024<ul style="list-style-type: none">▪ 1060 Registration, from 63 economies▪ <i>Speakers</i>: 190, 57 sessions▪ <i>Fellows</i>: 32 (Female: 16 / Male: 16)<ul style="list-style-type: none">● <i>Stakeholder Balance</i>:<ul style="list-style-type: none">○ Academia: 6○ Civil Society: 9○ Government / Inter-governmental : 4○ Private Sector: 3○ Youth / Students: 8○ Technical Community: 2● <i>Sub-Region Distributions</i>:<ul style="list-style-type: none">○ Eastern Asia: 4○ Southeastern Asia: 11○ Southern Asia: 12○ Central Asia: 2○ Australia and New Zealand: 1○ Pacific Ocean: 2● Applications: 586 (Female: 215 / Male: 371)○ NetMission 2024 (Sep 2023-Aug 2024)<ul style="list-style-type: none">▪ 104 received applications, 97 eligible applications (34 female, 61 male, 2 non-binary)

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		<ul style="list-style-type: none">▪ 40 candidates admitted to the Academy: 23 female, 15 male, 2 non-binary▪ Since the target audience of the Academy is student, they usually belong to civil society; as we started considering young profession for the Academy in 2025 and expanding our associated initiatives like APPO, we started to see participants, attendees or candidates from private sector and technical community, as well as young professionals who work for government agencies.▪ NetMission: 10 External events / initiatives / projects involved, including:<ul style="list-style-type: none">• USAID Protecting Children and Youth from Digital Harm Symposium Session (PCYDH)• ISOC webinar - Online Safety, Meet with ISOC ambassadors• EngageMedia / APPO - Blog post• HKyIGF 2024• EngageMedia / DRAPAC24• CYRILLA Global Policy Advocacy Workshop• IGF 2024 DC Journalism Annual Report• UNESCO's Global Online CSO Repository▪ Leadership/ influential roles in 7 initiatives in the IG community, including;<ul style="list-style-type: none">• IOID RAP (Data Governance)• CAIDP - AI Policy Clinic• The UN IGF Youth Track• APNG 2024 Organizing Committee• APriGF 2024 Drafting Committee• IGF MAG WG Youth Engagement• UNU AI Network) <p>IG.2.4 Sponsorships, Grants and other Support Leveraged:</p> <ul style="list-style-type: none">○ APriGF Sponsorships/Grants<ul style="list-style-type: none">▪ Continued international sponsorships received for APriGF 2024▪ Additional accommodation support for Fellowship from TWNIC (Host budget not included)○ NetMission Sponsorships/Grants<ul style="list-style-type: none">▪ 2 NetMission members, were directly commissioned by EngageMedia to write blog posts on their election research with APPO.▪ 26 alumni received fellowships across 8 fellowship programs (e.g. MEAC-SIG 2023, APNG 2024 Fellowship, APIGA 2024, APriGF 2024, APSIG 2024, ICANN81 NextGen, ICANN81 Fellowship)○ Other Sponsorships/Grants<ul style="list-style-type: none">▪ Asia Pacific yIGF 2024 venue, expenses on the A/V setup, accommodations for 4 NetMission members + 14 alumni were covered by sponsorship.
	<p>IG.3 Enhanced DotAsia Team participation in Internet Governance activities – expanded DotAsia presence & opportunity to present DotAsia works</p>	<p>IG.3.5 DotAsia team participation in IG Works</p> <ul style="list-style-type: none">○ Participation in policy development or organizational meetings increase from 2023-2024 (368/765).○ Team members as representative with decision making roles increased by 208% <p>IG.3.6 Speaking opportunities for DotAsia team:</p> <ul style="list-style-type: none">○ Team total: 108○ Arising from speaking opportunities, usually a few of the DotAsia works are touched on, some opportunities allow for all works to be introduced, other opportunities only one or two. Usually APriGF and yIGF are paired. NetMission has many standalone occurrences.

DotAsia Works	Measures of Success	Progress Tracking & Reporting
 .Asia Registry (RY)	RY.1 Year-on-year increase in Domains Under Management (DUM) – increase in registration volume and revenue base for .Asia	RY.1.7 Domains Under Management (DUM) <ul style="list-style-type: none">.Asia<ul style="list-style-type: none">Total DUM as at Sept 30 2023: 307,564Total DUM as at Sept 30 2024: 370,174 (↑20.4%).Kids<ul style="list-style-type: none">Total DUM as at Sept 30 2023: 4,143Total DUM as at Sept 30 2024: 4,967 (↑19.9%) RY.1.8 Gross Revenues (DotAsia) <ul style="list-style-type: none">Gross Revenue for year ending Sep 2023 = \$2,111,151Gross Revenue for year ending Sep 2024 = \$2,435,200 (↑15.3%) RY.1.9 New Creates <ul style="list-style-type: none">.Asia<ul style="list-style-type: none">January to December 2023: 173,933January to December 2024: 203,534 (↑17.0%)
	RY.2 Increase in Return-on-Investment (ROI) in Registrar collaboration – extend co-market activities with Registrars and improve on effectiveness of market development campaigns	RY.2.10 Quantifiable return on market development support to registrars <ul style="list-style-type: none">Collaboration with Registrars drove additional new creates RY.2.11 Other tangible achievements from market development support <ul style="list-style-type: none">With newer and more nimble registrars, DotAsia mainly approach collaborations on a relationship building basis to drive reach promotions and awareness to end registrants. DotAsia provides flexibility in terms of rebates and flash promotions.Results may be difficult to quantify however, when such promotions are implemented, participating Registrars feature .Asia on their homepage, and this presence often results in a 10-15% increase in new creates.
	RY.3 Development of DotAsia event(s) relevant for the APAC domain market	RY.3.12 Domain Market Events <ul style="list-style-type: none">Vietnam Internet Day 2024 in Hanoi<ul style="list-style-type: none">.Asia was the sole gTLD registry at the event with PA Vietnam  RY.3.13 Benefits to .Asia / DotAsia <ul style="list-style-type: none">DotAsia logo featured prominently on backdrop and promotional materials

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		<ul style="list-style-type: none">.Asia landing page QR code: 14 visitors staying for an average of 42sDotAsia giveaways: 210 webcam covers (and brochures given outPre-event social media post: 200 impressions, 195 views, 17 engagementsPost-event social media post: 348 impressions, 342 views, 65 engagements
 Other DotAsia Works (CT)	CM.1 Better featuring of DotAsia works to reinforce .Asia branding (increased communication output, e.g. social media posts, reports, presentations, etc., driving awareness of .Asia and DotAsia works)	CM.1.14 Social Media Engagement <ul style="list-style-type: none">Instagram:<ul style="list-style-type: none">Reach: 5.6millionInteractions: 4.4KLink Clicks: 30.9KVisits: 31.2KViews: 41.9millionFacebook:<ul style="list-style-type: none">Reach: 10.1KInteractions: 546Link Clicks: 11Views: 1.9millionVisits: 1.9K CM.1.15 Linkbacks to DotAsia managed websites: <ul style="list-style-type: none"><i>NetMission.Asia</i>: 2023-2024 blog posts on various IG issues attracted 128 incoming links across 40 websites<i>APrIGF.asia</i>: mainly conference information and no opinion or subject matter pieces. Notable resources with linkbacks: 2023 Brisbane Conference Report (17 linkbacks from 1 website), 2023 & 2024 Synthesis documents attracted(8 links across 5 websites)<i>Ajitara.Asia</i>: hosts the EcolInternet Index (EII) minisite. (redirected from EcolInternet.Asia). The EII webpage which was published in 2023 attracted 20 linkbacks across 8 external websites)<i>Dot.Asia & Dot.Kids</i>: publishes mainly registry policy and community support pages. Industry opinion and subject pieces not typical and no relevant linkback stats to report.<i>Get.Asia</i>: purpose to connect with the Western geographic audience. As such resource pages and evergreen content published in the past to attract visitors looking for various cultural and Internet industry content with the goal to convert those visitors to domain registrations. No posts were produced in 2023, 2024. No relevant linkback stats to report. <ul style="list-style-type: none">NOTE: External linkbacks may include DotAsia's other operated websites but that traffic does not skew the report results. Source Data: Google Search Console – Links inspection tool: Reporting on all-time top linked pages of our core websites
	CT.2 Improved reporting of explorations and collaborations with APAC community organizations and activities	CM.2.16 Articles and/or posts featuring other organizations: <ul style="list-style-type: none">25 organizations/ initiatives were featured in 35 social media post:<ul style="list-style-type: none">Academy live webinar highlight, workshop promotions (e.g. DotAsia, APNIC, ICANN, IGF Secretariat, IGF, APRALO, Ghana Youth IGF, DigTech, UN Women, EPAC International, EngageMedia, Pranava Institute, GIZ Indonesia,USAID, OHCHR, UN Secretary-General's AI Advisory Body, Youth IGF Macao, APNG Camp, APIGA 2024, UASG, NETmundial+10, WSIS+20, DRAPAC24, APrIGF 2024, Google, Bolo Bhi were featured as we recap some online sessions/ events we did for the Academy or collaborated

DotAsia Works		Measures of Success	Progress Tracking & Reporting
			<p>with these organizations and/or participated in; or public comments we submitted to the consultation conducted by those organizations)</p> <p>CM.2.17 Joint statements and/or posts with other organizations:</p> <ul style="list-style-type: none">○ NetMission Ambassadors were featured by EngageMedia as we collaborated for a blog post series (2 essays)○ Technical Community Coalition on Multistakeholderism (TCCM):<ul style="list-style-type: none">▪ 2 joint statements▪ 1 joint announcement
 DotAsia Organisation & Governance (GO)		GO.1 Evolve DotAsia Member engagement	<p>GO.1.18 A Member Engagement Survey was circulated to members on Nov 8, 2024 and closed on Dec 13, 2024 (5 weeks). The data is being analysed by the Board (at the Board Community-Projects Committee – BCC) and further actions will be taken based on the feedback received.</p> <p>GO.1.19 Collaborations with DotAsia Members:</p> <ul style="list-style-type: none">○ APIGA (.KR) – Annual week long youth Internet Governance camp since 2016. In 2024, expansion of APIGA to local APIGAs were held in Taipei, Nepal and Melbourne.○ TCCM – A Technical Community Coalition for Multistakeholderism - increased engagement with auDA and InternetNZ, 2 of 4 founders of TCCM, joined as core Secretariat group, increased engagement with TWNIC (TCCM member), encouraged KISA to formally join as TCCM member - signing onto Statement of Purpose, increase interaction with JPRS and JPNIC in TCCM work○ APriGF (.TW) – TWNIC hosted APriGF 2024
		GO.2 Successful implementation of an updated DotAsia Articles of Association	<p>GO.2.20 Amendments to Articles of Association adopted by DotAsia Members on Feb 28 at APRICOT 2024 (https://www.dot.asia/dotasia-members-adopt-new-articles-of-association/). First Board Elections post-amendment successfully held between March and May 2024 (https://www.dot.asia/dotasia-board-seated-at-agm-2024-and-strategic-plan-2024-2027-published/).</p>
		GO.3 Delivery of risk management and business continuity plans – improved internal controls and delegation of authority	<p>GO.3.21 Board Governance developments:</p> <ul style="list-style-type: none">○ DotAsia Code of Conduct (BGC-002): The updated Code of Conduct expands the scope to include Members and participants at DotAsia activities as well as online spaces, and includes details of various types of harassment as well as more explicit duties of care against corruption, especially regarding the Board Elections processes. (Approved: 2024.05.15, Effective: 2024.05.23. URL: https://dot.asia/BGC-002)○ Board Code & Consensus Process (BGC-006): This document provides a framework for considering Board actions, interactions and Resolutions, reflecting the Board's ethos of a consensus-driven and collegial approach. (Approved: 2024.10.30 , Effective: 2024.10.30. URL: https://dot.asia/BGC-006/)○ Risk Management Plan (Under development): The document is to establish risk management as well as contingency and business continuity plans in consideration of geopolitical dynamics as well as legal threats.
Core Values (CV)	Asia at Heart (A)	CV.A1 Increase in youth leadership in the IG ecosystem from APAC	<p>CV.A1.22 NetMission alumni took up 17 leadership/ influential roles in 7 initiatives in the regional and global IG community:</p> <ul style="list-style-type: none">○ IGF Youth Track Organizing Team Members (4)○ IGF MAG WG on Youth Co-facilitator (1)○ APNG 2024 Organizing Committee (2)○ APriGF MSG Member 2024 (1)○ APriGF MSG Observer 2024 (2)○ APriGF 2024 Drafting Committee (3)○ SEA Youth IGF (4)

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			CV.A1.23 NetMission+ alumni network activities highlights: <ul style="list-style-type: none">Alumni organized, moderated and facilitated workshops at regional and global IGFsEngaged in local or national IGF/ Youth IGF as organizer/ Organizing committee memberProduced inputs to different public consultationsOrganized side event bilateral meeting at IGF (https://www.elysee.fr/en/sommet-pour-l-action-sur-l-ia)
		CV.A2 Enhanced relationship with APAC government representatives (through IDN/UA, EII, .Asia, etc.)	CV.A2.24 APAC GAC representatives and other government contacts established (63 contacts across 34 governments / IGOs): <ul style="list-style-type: none">APAC (22 contacts across 12 governments)Other governments (25 contacts across 11 governments)IGOs (16 contacts across 11 bodies) CV.A2.25 Active Correspondence with 31 contacts across 11 governments/IGOs CV.A2.26 Collaboration and engagement activities highlights: <ul style="list-style-type: none">AU – active strategic engagement on WSIS+20, APAC outreach & ICANN APAC GAC engagementUK/US/AU – active engagement in IGF activities (NRI, DC-DNSI, other IGF intersessional work & IGFSa)CN – active engagement in IGF, MAG and NRI activities, ICANN related activities, APAC GAC engagementKR – partners in APIGA and local APIGA activitiesLB – engagement in NRI activitiesUS/UK/EG – active engagement in Universal Acceptance and IDN effortsCA – engagement in ICANN GNSO council work and Latin Diacritics IDN.CH – strategic engagement on IGF work, WSIS+20, ITU-WSIS workIGF secretariat - engagement with IGF work, NRI work, regional parliamentary track work
		CV.A3 Expanded engagement with APAC stakeholders and prominent Asian entities	CV.A3.27 Invited Speaking Opportunities: <ul style="list-style-type: none">Global total (incl.): 92APAC total: 60 CV.A3.28 Engagement activities highlights: <ul style="list-style-type: none">Industry, Start-up, DNS related, UA/IDN related events or topical speaking invitations. Global, regional, sub-regional, national, youth initiatives. ICANN policy-related expertise speaking invitations. Moderator/Interviewer role with expertise on topic.
	Economically Successful (E)	CV.E1 Expansion of Grants/Sponsorships supporting DotAsia works	CV.E1.29 Grants and sponsorships received by DotAsia for community projects: <ul style="list-style-type: none">APrIGF \$44,000 (2024) & \$43,000 (2023)EII \$20,400 (2024) & \$47,454.77 (2023) CV.E1.30 Project achievements utilizing grants and sponsorships <ul style="list-style-type: none">Sponsorship for APrIGF supporting live scribesSponsorship for AP* Retreat Secretariat workGrants supporting EIIGrants obtained supporting NetMission APPO
		CV.E2 Return to financial surplus (upon resolution of lawsuits) and restructure baseline operational expenses	CV.E2.31 Net Domain Income: <ul style="list-style-type: none">2023: US\$1,074,1912024: US\$1,251,536 (↑16.5%)

DotAsia Works		Measures of Success	Progress Tracking & Reporting
Community Drive (C)			<p>CV.E2.32 Progress on resolving litigation</p> <ul style="list-style-type: none">Completed discovery process preparationsCompleting Service Agreement between DotAsia and Namesphere <p>CV.E2.33 Community Contributions as a % of Administrative Expenses</p> <ul style="list-style-type: none">2023: 12.9%2024: 17.7% (↑37.2%)
		<p>CV.C1 Continued Collaboration with the trust of community in DotAsia works</p>	<p>CV.C1.34 Community projects supported by DotAsia:</p> <ul style="list-style-type: none">Digital Intellectual Properties Coalition of China (DIPCC)Internet Governance Forum Support Association (IGFSA)Asia Pacific School on Internet Governance (APSIG)Afghanistan IGF – AfIGF (IGFA)Asia Pacific Regional Internet Governance Forum (APrIGF)Asia Pacific Networking Group (APNG)Technical Community Coalition on Multistakeholderism (TCCM)Asia Pacific Internet Governance Academy (APIGA)Asia Pacific yIGFInformation Society Innovations Fund – ISIF (APNIC Foundation)South East Asia (SEA) yIGFAP* RetreatAsia Pacific Regional At-Large Organization (APRALO)Asia Pacific Alliance for Schools & Academies of Internet Governance (APASA)APAC SpaceIANA Stewardship Transition Coordination Group (ICG)Coalition on Digital Inclusion CODI (CODI.GROUP) <p>CV.C1.35 Highlights on nature of support:</p> <ul style="list-style-type: none">DIPCC: Secretariat since inception in 2019IGFSA: Secretariat since (supported founding in 20)APSIG: Financial secretariat since inception inAfIGF (IGFA): Financial secretariat since 2024APrIGF: Secretariat since inception in 2010APNG: Active contribution to event organizingTCCM: Joint secretariat since inception in 2024APIGA: Supported since the inauguration of this program. Usually 3 DotAsia staff and 3 NetMission will be sent to South Korea every year as speaker/mentor and youth facilitators respectively.Asia Pacific yIGF: Supported since inception in 2010. Annual flagship youth event in APAC.ISIF (APNIC Foundation): Supported as evaluatorsSEA yIGF: Supported zoom roomsAP* Retreat: DotAsia AGM held at AP* Retreat, and Joint dinner supported by DotAsia. Supporting as Secretariat beginning 2024.APRALO: Staff supporting secretariat since inception in 2008APASA: Founding member and coordinator since inception in 2018APAC Space: cofounded with ICANN in 2014 and supporting mailing list since 2017ICG: supporting the continual archiving of website (staff served as secretariat during IANA transition discussions 2014-2016)CODI: supporting mailing list since 2024

DotAsia Works		Measures of Success	Progress Tracking & Reporting
			CV.C1.36 Funds managed through DotAsia for APAC Internet community projects: <ul style="list-style-type: none">○ APSIG○ APNG
		CV.C2 Scaling up of DotAsia community projects and contributions	CV.C2.37 NetMission Alumni Network: <ul style="list-style-type: none">○ Total graduates of year 2023-2024: 38○ Total alumni as of 2009-2018 (~80), 2019-2024 (172)○ Total active alumni as of 2024-09-30: 86 (in all working groups including alumni of programs other than NetMission Academy) CV.C2.38 APriGF Participation: <ul style="list-style-type: none">○ Participants: 1060○ Sessions: 57 (APriGF Sessions: 32, TWIGF Sessions: 14, Joint Sessions: 3, Side Events: 8)○ MSG members:○ Hours of MSG Meeting + Committee meetings: CV.C2.39 Highlights of growth in projects: <ul style="list-style-type: none">○ Side events of APriGF: 8 (DRAPAC, APSIG, TWIGF, Stanford, EngageMedia)○ NetMission APPO: First report of 2024 was published in May 2024, second report will be published in Jan 2025○ .KiDS: Steady growth in DUM and reaching operational breakeven○ Expansion of APIG to Local APIGAs

Overarching Priorities	
● Expanding revenue base by sparking growth in .Asia	● See: RY.1.7, RY.1.8, RY.1.9 and RY.2.10
● Increased effectiveness of financial resources (higher % allocable to community contributions)	● See: CV.E1.29, CV.E2.31 and CV.E2.33
● Resolving the future of Namesphere	● See: CV.E2.31 and CV.E2.32
● Enhancing voice to support the global multistakeholder Internet governance ecosystems through APriGF and presence at IGF	● See: IG.1.1, IG.3.5, IG.3.6, CV.A3.27, CV.C1.34 and CV.C1.36
● Strengthening organizational governance to protect against capture	● See: GO.1.18, GO.2.20 & GO.2.21