

An abstract, colorful background image featuring a central figure of a person in a dark, textured suit, possibly a globe or a stylized human form, surrounded by vibrant, swirling colors of blue, green, and yellow. The overall effect is dynamic and futuristic.

RIPE NCC Member and Stakeholder Survey

Full Report

December 2002

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Introduction to the Full Report

During the course of this survey I met a large number of interesting and helpful people.

Many of them told me of their current work and time pressures. These pressures had been heightened by increasing technical changes and service demands. Unfortunately the changes had also been accompanied by a decline in resources of all kinds. For those in the commercial world, profit was almost a forgotten word.

"How can we fit everything into the limited time available?" was a question often asked.

For the majority of RIPE and RIPE NCC members English is a second language. For such members, apart from finding the time required, the actual reading of a large report presents another challenge in itself.

Having produced the report on the survey I suggested to the RIPE NCC Managing Director that a much shorter version might be helpful in addition to the Full Report.

He supported this approach, so I have produced another version entitled "Executive Reader Report" and I understand that both Reports will be made available to members.

The essential difference is that the Executive Reader Report (ERR) provides the conclusion and omits the wealth of member comment that is contained in the Full Report (FR) to support those conclusions. This reduces the number of pages significantly – as the comments were in a smaller font the effective reduction in material to be read is even greater.

I have used the same section numbers in each report. This means that an Executive Reader wishing to examine an individual question or issue in more detail can easily access same section of this Full Report for that question or issue.

I hope the Executive Reader report will make the issues easier to read and digest, since there are many important aspects to be debated by members. In both reports I have flagged the major points which have received general support from greater than 20 percent of the respondents (ie from 50+).

For many questions and issues this has meant that there is both a group who are satisfied - and a group who are not and want change. Some of the suggested changes put forward by groups of members are quite significant in their potential impact on RIPE NCC services.

There are also cost implications which are both positive and negative depending on the particular question or issue. After a period for general discussion, members may decide that there should be change in some cases.

This will present a major implementation challenge to RIPE NCC in making those changes in a way which does not, at the same time, disadvantage those who are currently satisfied with the services they receive.

In considering members as a market full of customers, it is obvious that there is considerable diversity of interest and need to be met if "market" satisfaction is to be achieved. Given resource limitations and many other variables this will never be entirely possible.

The RIPE NCC "market" is much more than ordinarily complex. Multi dimensional segmentation of the market to focus any change effort as effectively as possible will be difficult.

If members do decide on changes at the macro level then RIPE NCC staff will need to consider each individual comment in the Full Report at the micro level to ensure the best and fairest allocation of resources – as well as being able to understand and effectively communicate with those whose needs are NOT being met.



1. Background and Context

Many readers of this report will be familiar with the background, history and evolution of RIPE and RIPE NCC. Indeed, many will have been very active participants in the creation and development of what is now a very important part of the current Internet infrastructure.

However, there will also be many, including more recent members, who will be unaware of the early history in any detail. This is important because in considering the very broad range of comments – some full of praise for RIPE NCC and some more critical – a number of points need to be remembered:-

- There was no other organisation or model to copy when RIPE NCC was established. RIPE NCC is the RIR with the longest experience.
- The internal staffing proposal at commencement was for 3.5 staff to service a huge demand for rapid growth in services. In such a situation the question can reasonably be asked, "is the priority at the outset to meet the demand or to develop perfect administrative procedures?"
- The RIRs which emerged later have had the benefit of being able to learn from RIPE pioneers.

RIPE has been in existence since 1989. Initially, all work was undertaken by enthusiastic volunteers. However, the administrative tasks needing daily availability and continuity created the need for a more permanent structure.

At the outset the services were provided by revenue from voluntary contributions but as demand continued to grow rapidly, the decision was made to change to a "user-pays" model. While the current arrangements for cost recovery may be seen as less than perfect in today's environment – again there were no appropriate models which could be copied at the time.

When it began, RIPE NCC had 6 employees and 141 registries; today it has 100+ employees and 3000+ registries. Initially those receiving services were in relatively close proximity; now, more than a decade later, the members are far more widely spread.

RIPE NCC primarily provides services to members in Europe, the Middle East, Central Asia and Africa north of the Equator. Membership is open to any organisation or person using RIPE NCC services.

RIPE NCC conducted a previous survey three years ago. Since then, the organisation has not only grown rapidly, but in the last 1 – 2 years the global and local Internet and commercial environment in which the NCC and its members operate has changed significantly.

RIPE change has always been driven by open discussion and debate. To encourage such debate, the Managing Director of RIPE NCC, Axel Pawlik, commissioned this survey of "Members and Stakeholders" by KPMG.

Before proceeding further, some readers may find it helpful to read the document "Activity plan for the proposed RIPE Network Coordination Center". This document written by Rob Blokzijl, dated May 5 1991 (ripe – 35) is provided as an appendix.

Many comments and suggestions for change have been made by members in response to this survey – and these may well merit discussion and consideration since over a decade has elapsed since this original activity plan.

However, it should also be readily acknowledged that the objectives and plan set out in the document by Rob Blokzijl, written over a decade ago, have formed an important – indeed vital – role in the successful growth of the Internet within the RIPE region.



2. Methodology

The methodology and the survey instrument were developed in collaboration with RIPE NCC staff.

Broadly, the aim was to seek comment on two separate but related issues:

- Views on the current services offered by RIPE NCC
- Views on the services which RIPE NCC should offer in future and how this might affect issues such as its operating model, charging rates and relationships with members and other bodies.

In accordance with RIPE NCC's open communication policy, all material such as the explanatory information, the survey response forms etc. are available on the RIPE NCC website. In the interests of brevity, they are not duplicated here – but a few explanatory comments may be helpful.

2.1 MEMBERS AND STAKEHOLDERS

RIPE NCC is a not-for-profit association owned by its members but other people and entities can be viewed as stakeholders who have a constructive interest in RIPE NCC's successful operations. A range of possible stakeholder categories is set out in the website documentation.

The response forms for Members and Stakeholders are similar in structure but are not identical. In each, there are two main sections:

- Questions
- Issues for Consideration

For members, the questions focus on the services that members receive; their views on service standards; possible future services that members might see to be of value. Stakeholders are questioned on the role that RIPE NCC plays, and should play, in its own region, globally and in relationships with other bodies.

The Issues for Consideration have more commonality and allow some comparison between the two groups of respondents. However, again they are not identical.

2.2 CONFIDENTIALITY

KPMG gave an assurance of confidentiality of the source of response. Both in the emailed responses and in the face-to-face meetings, many members indicated that they considered anonymity to be important. Potential respondents sought confirmation of this assurance.

To maintain this on a consistent basis, the names of individuals, organisations or countries have been replaced with substitutes such as "xxxx" or "in our country" rather than stating the name of the organisation or country.

2.3 TRANSLATION

Respondents were given the option of responding in their own language. In practice, this option was only used by a few – but many expressed appreciation of this alternative.

2.4 MEETINGS

To enable in-depth discussion on the various issues, visits were made to a range of cities representative of RIPE NCC membership.

The meetings were usually appointments with 1 - 3 people, while the average attendance at open forums was 5 – 6 people with a range of 1 – 9. This excludes nil attendance at the Amsterdam open forum. Including the RIPE meeting at Rhodes, the number consulted in this way was 153.

Places visited were Amsterdam, Brussels, Frankfurt, Stockholm, Budapest, Dubai, Cairo, Paris, Madrid, London and Moscow. In addition, the opportunity was taken to visit 34 public Internet access points covering all locations except Moscow. Four of the thirty-four were members. These additional contacts were a useful adjunct to the main program.

Attendance at the RIPE Rhodes meeting provided many opportunities for discussions with individuals and small groups of members.

In the city visits, there were two types of meetings:

- An open forum which could be attended by any member who wished to participate in discussing the project, asking questions and raising local issues.
- Targeted appointments with individuals and entities selected by RIPE NCC.

By selection in this way it might be argued that there could be bias in a number of ways. In practice, KPMG is satisfied that this was not the case. The practical experience in all the meetings clearly demonstrated that those who participated were open and extremely frank in commending the RIPE NCC operational positives and equally frank in detailing the negatives – without any constraint.

Encouraging aspects were that:

- Those who were critical did so from a perspective that RIPE NCC was an important body that they wished to see prosper;
- They acknowledged that members had a responsibility to work constructively with RIPE NCC staff in introducing any changes which members might decide on as an outcome of this survey.

A good spread of RIPE member market segments covered

- Large, medium, small members
- Single service to multiple service users
- New members and those of long standing
- Members who were simple, single service providers and those who provided a range of services and/or were part of organisations providing other services eg. telcos
- Organisations who did not use some RIPE NCC services because they had the skill or knowledge "in house"
- Geographic representation.

Three or four of the people consulted at Rhodos were opposed to the survey. They considered that the decision had been taken inappropriately and that the money could have been better spent. With these very limited exceptions the response from the remaining participants (95%+) has been extremely positive about this RIPE NCC initiative; although some have wondered as to how RIPE NCC will use the information and what the long-term benefits will be.

The forums lasted 1.5 - 2 hours. The meetings were from 1 - 3 hours in duration with 1.5 – 2 hours being the average. Almost all the attendees at the forums came with a printed copy of the survey. Interestingly, no more than thirty percent of those attending meetings came with a survey response form, but most of those who did had drafted their initial replies.

Meetings and forums started in a somewhat neutral environment. It was necessary, in each case, to give a reasonable background of the evolution of the project and its aims and objectives. After this opening briefing had been considered by those attending, there was enthusiastic and very frank participation.

A range of issues were raised that were critical of RIPE NCC performance. However, these were made in the spirit that RIPE is a family and an important institution where members have been given an opportunity to state their views for the ultimate good. There was also high praise for the organisation's technical innovation. This was coupled with comments such as "there are massive global changes taking place impacting the RIPE NCC operations" and "when you actually eyeball a RIPE NCC staff member they are, without exception, friendly people" and "it must be remembered that when RIPE was started, there was no model to copy and they had to get stuck in and deal with rapidly growing demand."

While the numbers at the open forums were initially considered disappointing, in retrospect, the smaller the number, the more open the debate and the opportunity for all to input. Given the wide range of locations and the numbers involved, this appears to be an effective way to gather representative, in-depth qualitative information. Examination of the subsequent responses showed that many respondents had participated in one of the types of face-to-face discussion. These particular responses also tended to contain more detail and to offer suggested solutions.

KPMG would like to thank all who took the time and made the effort to respond – and in particular those who gave up considerable time to participate in the meetings and discussions.

2.5 EFFORTS TO MAXIMISE PARTICIPATION

The Managing Director of RIPE NCC made a preliminary announcement in regard to the survey in mid 2002.

A further announcement was made by him at the stage that all the relevant information was placed on the web page.

Announcements of, and encouragement to participate, were made at a number of meetings and other venues eg the RIPE Rhodos meeting.

A progressive series of mailing to lists was undertaken by RIPE NCC staff during the course of the consultation period.

A number of related organisations also undertook to post notices on their web site and to email their members – this additional assistance was much appreciated.



3. Response Range and Sources

TABLE 1 MEMBER RESPONDENTS ORDERED BY ISO-3166 COUNTRY CODE

CODE	COUNTRIES OF MEMBER RESPONDENTS	NUMBER
AE	<i>United Arab Emirates</i>	1
BH	<i>Bahrain</i>	1
CH	<i>Switzerland</i>	12
CZ	<i>Czech Republic</i>	8
DE	<i>Germany</i>	49
EG	<i>Egypt</i>	7
ES	<i>Spain</i>	18
FR	<i>France</i>	23
GB	<i>United Kingdom</i>	47
HU	<i>Hungary</i>	5
IE	<i>Ireland</i>	2
IT	<i>Italy</i>	18
NL	<i>Netherlands</i>	26
PL	<i>Poland</i>	8
PT	<i>Portugal</i>	3
RU	<i>Russian Federation</i>	8
SE	<i>Sweden</i>	13
SK	<i>Slovakia</i>	2
UA	<i>Ukraine</i>	8
	TOTAL	259

TABLE 2 STAKEHOLDER RESPONDENTS ORDERED BY ISO-3166 COUNTRY CODE

CODE	COUNTRIES OF STAKEHOLDER RESPONDENTS	NUMBER
DE	<i>Germany</i>	2
FR	<i>France</i>	2
GB	<i>United Kingdom</i>	4
IT	<i>Italy</i>	1
NL	<i>Netherlands</i>	3
SE	<i>Sweden</i>	2
-	<i>TOTAL Inside RIPE NCC Region</i>	14
-	<i>TOTAL Outside RIPE NCC Region</i>	12
	COMBINED TOTAL	26

GRAND TOTAL OF ALL RESPONDENTS = 285



4. Response Analysis – Guidelines and Comments

This analysis attempts to strike a balance between summarising the data as briefly as possible and providing sufficient quoted material to give a realistic picture of the weight and thrust of respondents' views.

It was agreed with the Managing Director of RIPE NCC that this should be a document which would allow members to discuss the major issues, so the approach has been to identify issues which have been raised or supported by at least twenty percent of respondents (in practical terms this means 50+). The aim has been to include all major points and, in this way, recognise that all members/readers are busy people with many pressures on their time and whose businesses function in a highly competitive environment.

Inevitably, there is overlap between some "questions" and some "issues". This has some advantages since it is evident that many respondents have been thinking about their responses in more depth during the process. They tended to become more expansive in the "issues" section and introduce new issues for consideration.

Some organisations, especially the larger ones, considered that they were both members AND stakeholders. They were given the option of deciding in which category they wished to respond. Some elected to respond as stakeholders but in their responses to make comments based in their service experiences as members.

In some cases, more than one individual replied from each organisation – this was particularly so from large organisations. Such multiple person responses were counted as a single response in the totals – but the actual comments from all individuals were considered and taken into account in the analysis.

Readers are advised that this inclusive approach has had the potential to increase some duplication where comments have been included in the text of the report.

In many of the meetings where more than one person attended from an organisation, there was some debate as to who would complete the survey. When multiple responses were subsequently received from a single organisation it appeared that where respondents agreed, the comments were almost identical, but there was often a single issue where they did not agree.

For many individual questions the consolidated responses for each one exceeded 100 pages to be analysed. For each question in the report a range of relevant comments were extracted. While every effort was made to reduce the number and avoid duplicates – this was not always possible.

In extracting and including members' comments in various sections of this report no attempt has been made to amend any perceived errors of a typographical, punctuation or other nature.

5. Member Response Analysis

5.1 SURVEY QUESTIONS

5.1.1 Q1: Please describe the services that you currently receive from RIPE NCC, in the order of their importance to you.

Members responded to this question in a number of different ways.

Some went to the Member Services web page which has five service categories and ranked these in order of importance. Those who used this format ranked them in the following order:

- Registration Services *top of all lists*
- Member Tools } *equal second*
- LIR Training Courses }
- General Member Services
- Test Traffic Measurement *clearly last*

The majority of respondents took a more detailed approach. The question had been given considerable thought. Many made useful comments and listed topics which were services to them although not listed as such on the RIPE NCC Member Services page.

The leaders in ranked order of importance to respondents were:

- IP allocation
- AS Numbers
- Reverse Delegation
- Routing Information.

Training was seen as important by many who considered that it should not be ranked. Their proposition was that in its current form it was clearly important to new LIRs. Indeed many proposed that training should be a fee-based precursor to membership with the fee refundable on joining. It was thought that this would be valuable to those who received training, whether they joined or not, and also of benefit to NCC staff in dealing with initial membership allocation.

More training was seen to be highly desirable in new and advanced topics. If Training Services were expanded in this way, to be an ongoing service with new and advanced material, respondents indicated that it would then be given a high ranking in their service order of importance.

A number of respondents raised the issue of "importance" not simply being a matter of frequent and regular use of a service. It was argued that there was value

in having some services available which might only be used occasionally
eg. Reverse /16 Blacklist.

Any change in service availability should take this last point into account.

The following received a significant level of support from many respondents but are not ranked in any priority order:

- Documentation
- Database
- Statistics
- Encryption tools
- RIS Looking Glass
- Syntax Checker
- RIPE Meetings
- Working Groups
- Route objects
- Who-is look ups
- Members by country
- RIRs Comparative policy
- Mailing Lists
- European Operators Forum WG
- Liaison with ICANN and other RIRs
- Global address space distribution
- Policy
- Guidelines on mergers – this was seen as a service likely to grow in importance to both members and RIPE NCC and one requiring regular updating and case histories as models.

5.1.2 Q2: Please comment on whether the current services you receive meet your needs in terms of timeliness, quality or any other aspect.

A large number of respondents indicated that they were completely satisfied or were satisfied with only minor reservations.

However, a significant number raised a range of aspects which they considered to be in need of improvement:

- Process is unduly bureaucratic
 - Process takes far too long

- Website documentation is not customer focussed (especially when members tried to involve senior managers in their organisation)
- Language was a barrier to many since all material was only in English
- Opposition to service cross subsidisation
- Assignment window was considered to be too small
- Need for a much clearer policy and process for mergers, this should be regularly updated
- Need for account managers for each main language and / or country
- Second opinions take too long
- Need to include invalid objects in ASUSED
- Dispute resolution procedures weak or non-existent
- Access to WHOIS database too easy
- Monthly summaries required for the many (almost daily) changes
- Need for a friendly, people-manned telephone help service
- Services do not meet legal, contractual and/or security conditions required by law in some member countries
- Expansion of range of training desirable
- Need for an "urgent request" process.
- Opposition to technical development as a service
- Current documents considered to be too complex
- Lack of customer service focus
- Undue emphasis on address preservation
- Need for RIPE NCC to have top level staff with a responsibility for large sub-regions within the overall RIPE region
- Policies are perceived to be derived from processes – rather than the reverse

A range of specific comments are given below. These should be seen as an indicative sample of a very much larger number of responses.

Would like quicker responses, but it's not too bad



Everything basically meets our needs; it's always better if things are faster, specifically new LIR setup, but I understand the constraints, and RIPE is a billion times better than ARIN or APNIC.



Yes they meet our needs OK



Primary the relationship is good, sometimes there has been delays in handling issues.

RIPE NCC response times could be reduced. A maximum of 5 days will be acceptable. There has been occasions when the response has taken up to two working weeks.



Depending how long the case takes, several hostmasters look into a case and their answers are not consistent with the whole process. A standardization of their replies is needed so cases are speed up a bit more.



Even if the average time is lowered we need to have a mechanism that escalates delays. We have usually not a bad turn round experience but sometimes some seem to get badly delayed and there is no mechanism for dealing with this sort of thing eg we had a ticket open for 2 months recently and we finally discovered that the hostmaster dealing with it had gone on holiday.



NCC has become too much of a bureaucracy and much less of the service organisation it used to be; it has lost customer focus.



The industry is in a mess this needs a change of focus and renewal.



Beware of needing a second opinion – this takes far too long



RIPE NCC often behaves like a regulatory policeman rather than an organisation supplying customers with a service for which they pay.



RIPE NCC processes are too complex. There is no means of personal contact when you phone NCC; told to send an email, long delay, ring again – told to send another email – hopeless way to do business. If we did this to our customers we would lose them all NCC only gets away with this type of service because we have nowhere else to go.



Documents and procedures are really unstructured lists produced by the people using them. They are not end user friendly



Development is NOT a member service – it should be done elsewhere. We also need to focus clearly on core activities.



I consider that the present RIPE NCC dbase aids spamming



Documents are too complicated. I find the RFC's very hard to follow



Once you know how to be a hostmaster it is a very boring job. NCC needs to look at how this can be overcome. I am sure that this is one of the reasons for turnover of staff. We need to look at how other organisations deal with this issue.



The services meet our needs although the process at times can seem somewhat over bureaucratic.



NCC dbase will continue to grow and scaling will become increasingly important



Finding a clueful person in RIPE NCC is the big problem. You have to deal with robots, emails and hostmasters who are very process driven and do not have any flexibility in making decisions based on circumstances



We are working with RIPE since many years now. Basically, we feel positive about the various improvements that took place and the better communication. We would like to encourage RIPE to further invest in that direction.



NCC is not customer service oriented. I often feel that we are there to meet NCC needs rather than NCC there to meet our needs.



Legacy people are treated too strictly



There is an unreal emphasis on preservation. We need a more flexible model. Backing out of address space can be a very expensive task.



General reduction in timescale for the process (took something like 3 months to obtain allocation and ASN)



Co-ordination internally of documentation receipt (business plan was requested at least three times)



Real people to help instead of robots, I understand it is notoriously difficult to get to speak to a person. (Maybe some kind of new LIR helpdesk)



Website documentation seems to be written from an internal process perspective (eg how do you as a new LIR fit our procedures?)



Our country is introducing a new data security act and the way that the NCC dbase currently operates will be in breach of the new act. RIPE NCC should look at how its operations and contracts conform to the laws and practices of the member countries in which it is actually "selling" its services. A vehicle manufacturer would not come into our country and say, "this is the way we manufacture our vehicles – we do not meet your countries emission control or safety standards – but we expect you to buy them anyway". This will be a big and growing issue in many countries and RIPE NCC cannot continue to ignore it. A final question on this topic "What impact will the European parliament legislation have on RIPE NCC and the way it operates?"



Clarity as to how things should be submitted, in particular deployment plans, these seem to be requested and re-requested continually.



/22? minimum size could be unrealistic unless you have a dial-up offering. As most IX's joining rules need ASN & own IP block, this could restrict competitiveness for smaller networks (eg you cant have LIR status, therefore you cannot join an IX, and enjoy the benefits of peering)



I would like to take this opportunity and recommend to RIPE NCC to keep in mind other nations language barrier and in the HELP it would be more better if they can be given more sample. I have taken more time to complete our LIR registration because of this reason.



Many of RIPE members are from different places of this world and some time a language barrier becomes an obstacle to them for a better understanding of the rules and policy of RIPE when they go through those thousands of forms, documents etc. (and I am one of them). In this regards, I would highly recommend for RIPE to consider establishing a Help Desk with a telephone lines for members in needs for help to contact and answer their questions and provide them with the a proper guidance to complete any type of process, by this will reduce the number of emails back and forth between RIPE staff and members as well as the time consuming.



Each of the main areas of Ripe should be payed separately by its users. It should be avoided to have cross subsidization.



First line screening of documentation to identify errors, typically a week to be told what you submitted is wrong causes unnecessary delay.



The time delay in getting IP assignments approved prior to the raising of the Assignment Window (AW) can be restricting for a business, especially when AW=0 and one seeks a very small assignment. Whilst the AW concept helps in many respects, it would be useful to be able to pay for a faster service with respect to any IP address request outside the scope of one's AW so that urgent requests can be prioritised.

~~~~~

*The quality of service and the helpfulness of RIPE NCC has been very good both during the training session, by telephone and e-mails.*

~~~~~

Who-is, country lists and route objects meet my needs, however new LIR applications do not

~~~~~

*Q wait time is very important operationally to all xxx Registries and must be kept to below 3 days.*

*We would also like to see clearer guideline/policy on mergers/demergers since this is very much on the increase nowadays and Registry staff need better guidance with an eye to the big picture and constant change as a part of the business.*

*We want to have more communication by phone & personal contact between the LIR and RIPE NCC hostmasters.*

*An account manager for each country/language is an idea that needs to be thought out and probably introduced.*

*Dispute resolution procedures are weak/non existent.*

*Time for a second opinion between RIPE NCC staff takes too long.*

*Invalid Objects should be included in ASUSED. Most Registries run ASUSED at least once a month. ASUSED contains information about percentage usage, overlapping IPs, free ranges and much more. If it also contained INVALID OBJECTS, staff in Registries could sort many queries as they arise, i.e. before they grew to the extent that considerable resources have to be dedicated to their correction. We are sure that it would be helpful to the running of every large LIR if INVALID OBJECT information was more freely available. It seems strange that the only occasion on which such information is disclosed to an LIR is when they are allocated a new address block (which is not very often for large LIRs).*

~~~~~

Regarding the address space assignments, the time taken by the hostmasters to resolve a request for addresses is still long even though we have noticed some improvements.

As for the WHOIS Database, we are concerned about the easy access to all the information included in it, which is creating unreasonable abuses (spam, threats,) of the email addresses of the contact points. A password-protected access to the RIPE NCC Database would be our preference.

As a general remark, we consider that improvements are needed in the RIPE website. It is not at all easy to find the information needed except if the person is highly involved in the RIPE activities. As an example, managers and directors, not at all familiar with RIPE scope, usually need to find updated information on the availability of IPv4 addresses: after 10 minutes navigating on a website full of acronyms they do not understand, they give up. The same applies if they want to know how many addresses their LIR has got and so on. No "overall information for managers" is available in the RIPE website.

~~~~~

*All of them meet our needs properly but, sometimes, hostmaster's queue must be very long and he takes a long time to answer.*

~~~~~

In terms of time the quality is acceptable. In other terms, it is impossible for the members to be aware of all changes in documents, discussions ongoing and decisions made every month. A big effort of summarization should be done, in order to inform easily to people usually dedicated to others tasks in their companies. The "web-page" format in a PC screen is not friendly, readable, nor proper for this information.

In my opinion a good general report with a slide format should be given at a monthly base.

~~~~~

*The quality of services seems quite good to me, perhaps to describe that at times the relation with RIPE is a little "cold" given the robotic response to all requests.*

~~~~~

Sometimes the hostmaster queue is too long if I need to send some request and therefore I have to wait a lot. The Average Window (AW) is too little.

~~~~~

*Due to the shortage of IPv4 address space, it is too difficult to get new address blocks*



*Current services meet our needs.*



*Address Space Allocation and Assignments*

*- too long wait time*

*- often queries of facts already mentioned in the request email*

*Autonomous Systems - too long wait time*

*Reverse Delegation - ok*

*ASused Listing - good*

*Crypt CGI Interface - good*



*Some IP-requests were answered in an unapplicable manner, which caused delay and additional workload.*



*Automatically served requests (whois database entries etc.) are quickly served and have a good quality.*

*Questions and ip request forms, which are manually edited by the RIPE staff, have too long response times (sometimes a few weeks!).*



*The Address Space distribution is a very difficult thing, because IPv4 space is very rare. But the Ripe NCC Hostmasters are really exerted to support us new members.*



*I only used it once and it was quite a hassle to get the templates filled in correctly. Germany is well known for its bureaucracy. RIPE NCC did it even worse.*



*All services delivered via email based robots/tools offer great reliability and fast feedback. Services delivered by human hostmasters are mostly "ok" but several times the timeliness was very bad (waiting 4 weeks for feedback).*



*request for small address spaces ( up to 64 ): fast enough*

*other address space request: answer time should be faster (currently 1 to 2 weeks)*



*Sometimes it is not clear to the LIR how long it takes until an IP-request gets processed by a RIPE hostmaster. It would be very useful to have a kind of "urgent request" to get IPs in emergency circumstances. Examples for this are dead current providers of upcoming customers and other quick installations. Sometimes we got everything ready to meet the customers urgent needs for a quick installation but had to wait an awful long time for the IP approval.*

*Possibly a "fast lane" can be established at extra costs?*

*The other services provided by Ripe are not really critical to us so we do not have any need to get improvements there.*



*High quality and time effective support. Some problems with the autorespondant mechanism, due to a not so clear syntax (in some few cases).*



*The times of wait of the Registration Services are too long. There is not enough technical aid for the Traffic Measurements Test*



*In general terms, the RIPE services meet our needs; we had some problems in June, because of a late registration of reverse delegation and routing, during our change of connectivity Internet provider.*



*The registration of IP address space met my needs, but it took about 90 or more days to have the IP space I wanted. beside it took much effort to understand dealing with RIPE database and registration as the documents on the site are not clear and somehow difficult to understand.*

*Another point is that I lacked the support, there is no phone numbers or support to be given to us as customers, as during using the database, I needed help to clear how to deal, and the documents were not enough, so I needed badly to talk to someone to explain what we need to do.*

*The reply to the mails is too slow; that I forget what was the issue I was sending about.*



*IP blocks assignments need to be processed faster in some cases*

*The processing in some cases may not be reasonable at all. According to Internet business in our country and the changes in last two years; some customers may change its provider in few days. This few days may not be sufficient to fill the form and send it to wait in the queue.*

*This can be resolved by using (time limited object), which an object that can be assigned by LIR due to an urgent need and expires in certain time. If that object expires without sending the needed IP request form, it may be affect the LIR assignment window.*

*There should be region dedicated persons who understands and knows by time and requests all circumstances of that region or country which makes the decision process faster.*



*There is a lack of communication between me and RIPE as we take a lot of time to register IP's for my clients*



*in general - yes, however we've some problems with new-lir department, caused by strict verification procedure, which is applying to all of our customers (there're several per month); in our opinion it's not unreasonable to simplify registration procedure, to cancel setting the results of counting total addresses in different forms (deployment plan & topology map). Probably NCC has to take into consideration our experience as a consulting center.*



*Most services I receive are of appropriate quality. But the most needed service - IP assignments - has huge queue. Some from April to August there is sometimes 15 days delay of the first response from hostmaster. The requests should be rather formal, but there are several questions hostmasters like to ask with no regards if the answers are already in the request.*

*There are also problems with our language headers in e-mail messages (e-mail is the main point of doing business with RIPE). It not so easy to have 2 e-mails: one for internal use in our country (according to law we should have our services in our language), the other - for contacting RIPE.*

*I can also say about standard service agreement which our company can't use as business contract in our country. There are some statements in it which mustn't be there and some statements which must be added to it according the our country's law. The situation gives our company a lot of trouble every year when we pay for the service, because our country's banks refuse to pay by wrong contract. We tried several times to contact the RIPE's billing department, but with no use.*

*There are also some problems with security mechanisms which is used for protect objects in the database. I cannot easily understand the way of obtaining keys for the mechanisms and the relations of different options for security (especially if I wish to obey our country's law).*

*The last problem is acknowledgments in some situations. RIPE sometimes requests business documents (such as contracts, invoices and so on). It's not always so easy to send them; because there may be some non-understandings with other companies our company has relation with. We can understand RIPE policy, but the other companies may not know about RIPE (and don't want to know). There are also some points where the necessary for RIPE documents don't even exist in our country.*



*I always got quick response from the RIPE NCC.*

*And the service I need is correctly is correctly met*



*Delivery of IP addresses : the RIPE NCC should trust more the RIRs, and since one hostmaster has started to deal with a request, the same hostmaster should deal with it during all the process of the request: it should avoid useless iterations by mail between RIRs and RIPE. The delay to have an answer from a hostmaster is far too long (about one week), so for some requests it can take several weeks to have the requested addresses, because of several iterations. There is no escalation procedure when requests are stuck for unknown reasons, RIPE people only being reachable through the hostmaster emails: email and phone number of people responsible for hostmasters should be reachable.*

*Liaisons with ICANN and other RIRs*

*Thanks to RIPE meetings, easy to meet people but only when you have your connections to them.*

*This forum also helps exchanging information between RIRs to reach the global policy goal.*

*The NCC provides support to the Address Council which is very appreciated.*

*But may be needs an annual review of Working Groups to check if they are effective and useful, or need to be reshaped etc. to avoid some people sleeping in some sessions!!!*



*RIPE NCC very organized, with a qualified staff. The services I received meets and some time exceed my expectation.*



*Current services meet our need. Sometimes timeline of an IP v.4 request is too long, but only to first response, then it is very quick.*



*IPv6 is now essential – RIPE NCC need to be more proactive in encouraging, training, promoting and taking a positive position – being a leader in this area.*



*While technical issues will always be important there are other survival issues which are just as critical such as cost containment by members as well as NCC, training in new tools/areas, communications etc.*

*All the RIPE staff I have ever dealt with have been friendly and helpful – so I wish something could be done to stop them changing so often. Why does this happen?*



*Organisation is a monopoly so what is the point of raising issues.*



*We get a good service from RIPE NCC. We believe that if you do the justification properly and in a timely way, then you can get a good response. There are responsibilities for members to learn the procedures – it is not always delays caused by NCC.*



*While it is now possible to make some changes to database by the members, this needs to be extended to other fields.*



*RIPE NCC policies are not clear and logical. They confuse making them shorter with making them clearer. These are two things that are quite different.*



*We have a good relationship with RIPE NCC - although they are all very slow, we have never had a request refused.*



*It is very hard to keep up with all the minor changes they are constantly making. We are tired of all the effort we need to make to follow each small change in case we miss something. There should be a summary of changes with member focus.*



*There should be a procedure to enable urgent case assignment. We are under pressure from our customers which RIPE NCC does not seem to understand.*



*We have difficult problems when our customers move to another upstream provider who either offers bigger blocks (which are sometimes not necessary) or offers cheaper price. Different blocks cause confusion.*



*RIPE NCC fees are designed for prosperous EC countries – they do not take account of poor countries in Africa.*

~~~~~

RIPE is really for EC countries – not all European countries.

~~~~~

*RIPE NCC is really indifferent to our needs.*

~~~~~

When you actually meet a RIPE person, they are very nice and try to help, but it is not often that you meet. When you telephone, you are told to email. You email and nothing happens so you phone again after several days and you are told to email again.

~~~~~

*RIPE NCC processes are too complex. Often when I deal with Robot, the end is inconclusive and I do not know what to do.*

~~~~~

It is very hard to drill down in RIPE documents – so we give up. There is publication of every minor change, it is impossible to deal with and keep track.

~~~~~

*Documents and procedures are really lists produced by people using them. They are not friendly to users – especially those who do not speak good English*

~~~~~

Charges by NCC are only a small part of our business and NCC is a not for profit so we have never felt that charges were critical, nor have we ever felt ripped off – but we must have what we want WHEN we want it

~~~~~

### **5.1.3 Q3: Please list any other RIPE NCC services which you are aware of and do not use.**

A range of services were listed. Respondents divided these into two categories. Firstly, services which they did not use and where they made no comment as to whether they would use them in future ie. they might or might not use them in future. Secondly, services which they did not use but which they were definite that they would use in the future.

#### **Category 1 – Do not use currently – may use in future.**

- Test traffic measurement
- AS assignment
- Statistics
- Working Groups
- Training
- Routing related projects
- K - root server
- Backup DNS for ccTLDs
- RIS
- PGP Key Authentication
- DNS Services

*Category 2 – Services not currently used but which will definitely be used in future.*

- IPv6
- RIS
- DNS Services
- Training (if range expanded)
- PGP authentication
- Statistics

#### **5.1.4 Q4: Why does your organisation not use them? Because they are not relevant to your needs?**

Members offered a range of reasons for non-use. The main reasons were:

- No current IPv6 infrastructure
- Not aware of other services
- Not relevant to current needs
- Alternative services available in house
- Alternative services available more conveniently
- Alternative services available more cheaply
- Lack of time and resources to make sensible and effective use of other services
- Budget restraints within the member organisation
- Too complex to install

The most consistent reason put forward was the member's inability to understand the benefit of certain services to their own business. They argued that if they did not understand the benefits then they would not be in a position to put forward an adequate financial proposition to the key decision makers in their organisation. Test Traffic Measurement was the most regularly given example of this situation.

#### **5.1.5 Q5: Please describe, in priority order, any services that you need which should be provided by the RIPE NCC in the future. Please also indicate whether you would be prepared to pay increased fees to receive these services.**

While a number of services were suggested, many indicated that:

- No service expansion was sought, or
- No new services were appropriate in the current financial environment, or
- Before considering expansion more attention should be given to explaining the value to be gained from using existing services.

Where suggestions for new services were proposed by several respondents, they are covered by the following comments.

*I'd like RIPE to take a more active role in providing a technical perspective to European/EU governments which are implementing insane and counter-commercial policies with respect to the net; RIPE should not become political, but should act as a voice for technical requirements and realities.*



*I think the fees are already high enough and the increase in 2003 fee is very worrying.*



*Service quality review independently if that is what members want – members should decide.*



*Projects are started too readily. Any idea should have a plan, a sponsor, an initial grant, and a review.*



*Innovation is necessary but the costs could often be shared by collaboration with others.*



*Price is not an issue – if we get what we need, we will pay. Charges by RIPE NCC are only a very small part of our business.*



*Need to beef up the global harmonisation of Policies across the RIRs.*



*I would like RIPE develops some tool which provides information about peering/connections between autonomous systems.*



*If the fees increase is not very much I think we would accept it.*



*It would be very useful a monthly report that summarizes the main changes in RIPE documents. I do not really think that there a re new services that require bigger investments of the customers.*



*At the moment, my needs are covered. As for paying for new services, one would need to study its functionality and if it really is worth the effort.*



*More, better, more clearly information and support are needed for people interesting in membership.*

*The fee is acceptable now. Instead of increased fees I prefer a pricing per service.*



*The possibility to create SubLIRs*



*Routing information*



*Mainly we get all services weneed but we would like to have additional training possibilities (advanced/expert LIR, major changes of DB, RPSL)*



*Linking RIPE DB and the ARIN APNIC parts together would be a very useful improvement. Many times you search the Ripe DB you get these IANA Space answer but not a link to the ARIN DB.*

*May be it would be useful to have a kind of exchange-point register/list including some information and links related to them. This should be only a small thing which needs no further budget. Alternatively some kind of meta search could be implemented.*



*TLD domain name registrations (I will pay the increased fees)*



Associate (minimal charge, no LIR functionality) membership so we will not be dependent on one of our customers for IP address space or AS number allocations.



I think to increase the role of the RIPE in our country and other non-English speaking countries there should be documents and services in other languages available. I think new LIRs would be very glad to cover the costs. Existing LIR could afford less expensive staff for controlling their address space and so have some money to support the new services too.



A secure web interface to simply manage objects, address space requests



Our relations with RIPE NCC just recent. Our evaluation for more services will be needed from RIPE NCC will come later. If there is any need for a service which is not available, we will be ready to increase the fees in order to receive these services.



The only service we would like to see and be willing to pay, is regarding Ipv4 Multicast LIR and address allocation.



Enhancements of current services e.g.

- DNS root servers, more resilience
- TTM, also report delay variation
- host count, programme to enable zone transfers to counters

Basic registration fees should be kept as low as possible. Where appropriate, other services could be at a premium.



DNS database, it will be better than our local providers, Yes We are ready to pay for that



I don't think we need more services, especially for extra fee.

Projects are started far too easily. We are in favour of projects – but the must have a plan with all metrics for go, a sponsor, an initial fixed grant of money, a fixed date for review with objective criteria set at the outset



### 5.1.6 Q6: As a member, what do you consider the most appropriate ways for RIPE NCC to encourage and receive input from the RIPE community?

There was considerable support for the present methods. A range of suggestions were made as set out in the following member comments.

For RIPE NCC to publish documents and then receive comments from members



RIPE meetings

Mailing lists



Encourage people to post more ideas in the working group mail lists



For formal input (e.g. address requests) email with optional telephone input is sufficient. For general feedback input as many ways as possible is appropriate, in order to encourage peoples different preferences. E.g. Email, telephone, mailing lists.



Local meetings in 1-2 cities in each member country at a regular frequency (in a similar way to training sessions. Once every 6 months would be a good interval. These meetings should encourage RIPE members to comment on policies, problems, etc.



*I have been watching the mailing lists and I agree this is a good way to solicit input from a globally diverse membership (in so much as the RIPE NCC service area can be considered 'diverse'). They are however time-consuming for those members who just want RIPE NCC to provide the basic services they desire at the lowest possible cost.*

~~~~~

Canvass members at meetings, this questionnaire, maybe a feedback page on website, or questionnaire pop-up?

~~~~~

*As it does now – RIPE meetings and mailing lists. Also, could the Hostmasters "get out more"? i.e. Could they come to us instead of us visiting them?*

~~~~~

The meetings could clearly improve their productivity by getting a little bit more organised approach with numbered input documents where the relevant issues for discussion and decision were clearly identified.

~~~~~

*I think that RIPE should produce more attractive reports than he does now. RIPE has a very good capacity to receive the inputs of the new technologies use and development in the world. Usually people that work with RIPE have another tasks with higher priority in their jobs. So if you do not give very clear and attractive information, nobody will read neither, most important, remember.*

~~~~~

Despite a survey, like this one, is an acceptable way to get direct input from the RIPE community, this method can only be used exceptionally due to the involved costs and the usual low participation.

Open meetings such as the ones presently organised together with the setting up of email exploder lists to allow open debates are the methods used everywhere to get this kind of feedback. The meetings could clearly improve their productivity by getting a little bit more organised approach with numbered input documents where the relevant issues for discussion and decision were clearly identified.

~~~~~

*The methods used up to now seem to me to be the most appropriate.*

~~~~~

RIPE meetings, mailing lists. This does not really scale, unfortunately. Newcomers do not dare to express their views. External review in every five years might add another dimension.

If there is some criticism in the meeting then the policy documents should reflect this.

~~~~~

*The RIPE-meetings seem to be appropriate, if they were not so expensive to participants.*

*Otherwise I hope to place an email for less important input.*

~~~~~

A voting homepage in the member area on www.ripe.net. And surely open mailing lists!

~~~~~

*RIPE meetings with well prepared working groups and lively discussion in between via mailing lists*

~~~~~

I guess the official RIPE meetings are a good thing but I would suggest a kind of online forums where all the members could exchange ideas and actual issues. There could be organised live chats on some special dates, e.g. once a month; discussing an actual main topic (driven by demand or by schedule).

~~~~~

*A specific email address; maybe a forum on the web site, password protected*

~~~~~

Due to frequent changes in RIPE's policies and procedures, it is hard to track these changes by the members. The changes are contained in the web site but in many links and may be contained in a line in a document. A summary of all changes

should be included in a single page to make the tracking easier.

It should be a method to keep members informed about these changes or the proposed changes (e-mail notification)

~~~~~

*There should be a survey for new proposal or current service to be modified*

~~~~~

Held seminars in all the countries and invite all the service providers

~~~~~

*Such a survey as this one could enhance communication and provide inputs for RIPE NCC*

~~~~~

RIPE meetings: but they mustn't take place in exotic places where people cannot afford to go (time and money consuming)

Idea of changing place is a good one, once a year in a European easy reachable capital city.

Archives and Lists are also useful

Closer communication from NCC staff with members would be appreciated: to have one "human" instead of a robot. This would facilitate any kind of communication (customer care but also exchange of views, participation to small experts task forces etc.....)

~~~~~

*Direct contact and a survey method like this one.*

~~~~~

That's a quite complex question, for which we don't have a simple answer. Ripe-ncc should try to listen at all levels of it's community, and elaborate objectives upon them. The ripe meetings are paramount for this.

~~~~~

*RIPE meetings are a good forum for discussion and input. They should be easy and cheap to get to, and participation over the 'net should also be possible.*

~~~~~

increase the face to face meetings or interactions between the members and RIPE NCC

~~~~~

### **5.1.7 Q7: For the RIPE NCC to more effectively carry out its responsibilities, what do you feel is your role as a member of the RIPE NCC?**

In replying to Q7, many members indicated that they considered this to be a very relevant question. They believed that membership brought responsibilities. They also indicated that if/when RIPE NCC moved towards having a customer service agreement with members, then the suggestions that were being put forward here should be considered for inclusion in such an agreement.

Others who suggested a less formal arrangement, still stressed that if RIPE NCC operated in an extended family or collegiate manner, then within families, responsibilities should be shared and not one-sided.

The main suggestions were:

*To participate in any discussions and to let RIPE NCC know our opinions*

~~~~~

Paying dues

Participating at meetings

Allowing our staff own paid time to work on RIPE projects/meetings for reasons independent to our own



Provide as much helpful info as possible when making new IP requests etc.



Maintain consistent address assignments and keep full up-to-date documentation.



To enforce RIPE NCC policies and procedures in making IP assignments and passing AS requests, etc. to RIPE NCC.



To contribute to any debates on the list that affect my company, especially in the LIR WG (IPv4/6 Policy).



To communicate any problem found in the operations of RIPE NCC.

To know and follow the RIPE policies and documents.

To participate actively in the elaboration of the RIPE policies

To pay the RIPE NCC fees



A member must raise the problems and requirements he finds in their normal work with customers, other members, and providers...



My role is participating in the creation of a good Internet living environment. We must be able to use and provide the information, be informed of the changes in the business, and promote these changes when necessary.



To communicate any problem found in the operations of RIPE NCC.

To know and follow the RIPE policies and documents.



To administer the use of the company's assigned address following the standards and policy of RIPE.



The RIPE NCC provides services. The members exploit these services. If the latters have some requests, or if they are unhappy with any of the services (or with the lack of any reasonable services), they talk about them and they provide their suggestions. This is the most important role of the members.



To respect RIPE NCC rules and membership conditions.



Apply RIPE guidelines as best as possible (e.g. when assigning ip addresses)



To ensure that someone competent looks after the NCC



As a member we like the possibility to help defining roles and future development of RIPE. We would also like to give more feedback, not just via the RIPE meetings.



Our current major use of RIPE is getting IPs and AS numbers especially for our customers. Because of that we use RIPE as a big "number pool" and all other services are not really critical to us. This means we cannot spend too much time to the additional activities. In the end the assignment and request

part of the Ripe service is more or less a one-way street. Of course for future developments it is relevant to all LIR to cooperate with RIPE and create the future in their business. So every member will have to have an eye on what Ripe should do and what it does.



To participate to surveys and meetings, and above all to respect the rules that RIPE provides!



To participate in all ripe Events and send our feedback about the services



We've to provide our customers with information support, by making clear RIPE policies.



RIPE is for its members so we should be workers in it. Members should participate in any activities RIPE does. Then RIPE would improve faster.



Managing our address space



Not to hesitate to escalate problems and malfunctioning of the different RIPE databases and tools used



To understand well the mechanics/policy and to use the bottom up forum which are RIPE meetings to express our views. The voice of research networks is very important, because are those who experiment and have special needs in advance of the "market" : closer communication with the NCC staff might be useful.



As an LIR we will follow all the rules of RIPE NCC and provide the support for our clients whom they need the services of RIPE NCC through our organization.



To be present in all the services and projects that interest us, to pay for those services in a timely manner and to vote on the approval of yearly plans.



Again, RIPE meetings are a good point of contact between the NCC and members, and interaction here is to be commended and fostered. More participation in member meetings, such as the AGM, might be encouraged.



Create awareness of RIPE NCC among the local Internet community.



Taking part in the RIPE meetings and in RIPE distribution lists.



First of all, follow the rules and documents

Second, freely discuss all aspects of service (in 1997-1999, each my IP address delegation request raised into discussion:

I was very interested in complete understanding of each sentence of ripe-142, ripe-185 etc.)

Third, do what I'm asked for by RIPE NCC staff, especially if it's not hard (like this survey)

And Outstanding Fourth - bay the bills on time ;)



5.1.8 Q8: RIPE, a collaborative forum open to all parties, forms decisions by consensus through an open and transparent process. What are your views on the manner in which the organisation should make (and

be seen to make) decisions in appropriate ways – but at the same time, quickly enough to stay relevant?

There was widespread support for the present process. Consensus and discussion were considered to be easily the most appropriate ways. It was acknowledged that RIPE and RIPE NCC had a difficult task in operating in a rapidly changing technical and commercial environment. This was complicated further by the need to manage change and introduce new ideas across significant geographic, linguistic and legal barriers.

Responses are typified by the following samples:

I believe the current system is the best solution

~~~~~

*I think RIPE's current decision-making process is fine; it's certainly relatively slow and labor intensive (basically, it seems that the winners in any debate are those willing to spend the most time trying to resolve any outstanding disagreements); but this is as it should be in any government, vs. commercial concern. It's far worse for RIPE to act incorrectly than for it to delay making the correct action.*

~~~~~

Voting with timelines

~~~~~

*Present process is OK, it is open and transparent. Decisions are made quickly enough in general – the community needs time to think about many of these issues. I would hate to see a "pseudo-dynamic" regime that always makes rapid decisions as a matter of course, only to regret them later (thus confusing change with progress).*

~~~~~

"Consensus" is always the preferred method for the decision making process within this kind of open organisations. The present divergence of views between different players with different business models make consensus harder and harder to achieve. RIPE should already define a way to decide by votes in order to speed up the decision making process.

~~~~~

*I think RIPE could have a delegate in every country who would be in contact with the local LIRs, listening their problems and doubts, organizing frequent local meetings; decisions would be taken by all of these delegates.*

~~~~~

I think that the actual way is the only possible solution. But I insist on the idea that nobody can be in all working groups, and a lot of decisions are taken with the ignorance of a big part of people.

Ripe should put the accent in the easiness of information. And give a good summary with:

What are the current discussions: their origin and the actual situation

Current state of technologies: It should be more readable information, ordered by issues.

~~~~~

*All the people must be informed in order to participate and Ripe should put the accent in the easiness of information. And give a good web page that let the visitor know:*

~~~~~

I have no experience on how decision-making works within RIPE. In general I prefer the open and transparent style.

I am aware of the disadvantages of a complete open way as it is now and a more closed way, for example restricted to members only.

~~~~~

*Decisions made by RIPE are eminent and should be reached by consensus. If there is no quick enough decision than it is not relevant.*

~~~~~

The current process is fine. It's hard to find a compromise between being efficient and taking care about opinions of all parties.

~~~~~

*Maybe using more widely electronic tools, such votation or meeting participation via Internet*

~~~~~

This is fine for me. Perhaps RIPE should send the most relevant subjects, that will be discussed in the meeting, in advance to members? Or the members should propose their subjects and problems in a forum, in advance?

~~~~~

*Well, what is our view on this process: RIPE certainly is open forum which is quite appropriated for establishing registration's rules, but it's obvious that some rules and decisions shouldn't be applied (or implemented) easily due to different problems: national Internet features, RIPE management, e.t.c. In that case NCC has to raise the problem again, suggesting to modify rules. We do understand modern problems of Internet IP-space but faxing net topology and other network details to NCC through 2-3 months does solve the problem of LIR's growth very roughly.*

~~~~~

I like the current model. Increasingly, I see mailing lists of WGs being used to achieve consensus, and this is often better than waiting for a decision at the next RIPE meeting. More use of the net (mailing lists, web postings and input) could be tried.

~~~~~

### **5.1.9 Q9: RIPE holds regular meetings in different parts of its region Do you attend these meetings? Do they meet your needs?**

Almost all respondents had attended at least one meeting but the majority did not anticipate future attendance unless the meeting was in their immediate geographic location and / or there was a topic under discussion that was of immediate relevance to the operating needs of their organisation.

The responses to the question "Do they meet your needs?" overlap significantly with the answers to the next question (Q10). For ease of reading most of the negative reasons have been transferred to Q10 which addresses reasons for non-attendance.

Examples given were:-

*I have attended some RIPE meetings; I'm partial to those centrally located, in Amsterdam/Germany/Belgium/Northern France, as those areas have the best transportation infrastructure and lowest cost for most attendees.*

~~~~~

I acknowledge the contribution from working group chairs – but this whole process needs overhauling. While being a chair requires some technical knowledge of the matter in hand, the real skill is getting participation, summarising the inputs, leading the group, and looking at better ways to provide up to date, short reports to those who are not present. We need to look at ways of encouraging a wider range of input to topics. The whole process needs an overhaul which must be objective and not a defence of the past.

~~~~~

*In practice, meetings are really for those of long standing and a few very bold newcomers.*

*Tradition is equally important. RIPE meetings are looking glass for the development of the Internet.*

~~~~~

We went to Rhodos but we did not feel that its is a forum in which we could comfortably express our views – we felt overwhelmed by the fact that all who spoke seemed to know each other and many were silent

~~~~~

*When we request to go to meetings our bosses ask – what are the commercial benefits? How do I explain the commercial benefits of many RIPE things Ipv6, TTM? NCC need to help us with this type of question – not juts the technical aspects*



*The working group chairs out in a lot of time and are committed to their areas of technical interest – but I think that there needs to be some formal mechanism for retiring WG chairs and bringing in new blood*



*Yes, I attend the meetings. They are a good way to keep updated on the evolution of the policies, the different services available within RIPE NCC and the activities taking place in other RIRs.*

*The organization of the meetings can be improved from the documentation point of view. Presently, most of the contributions, if not all, are made verbally with little opportunities from the attendance to digest the proposals and to make their own contributions. An obligation to submit written papers where the proposals are properly presented and worded will help everybody to express their views in a more organised manner. The ways meetings run now give more chance to those who shout louder.*



*If the meeting is in my country, I always go but if not, for me it's difficult to justify such expenditure.*



*They are the best way to be informed right now, since in your daily agenda I do not have a time for these issues.*



*Yes, I attend the meetings. They are a good way to keep updated on the evolution of the policies, the different services available within RIPE NCC and the activities taking place in other RIRs.*



*I did not know that RIPE arranged these meetings.*



*Yes, 1-2 times a year. I attend the meetings, because I found them useful.*



*The Ripe 43 meeting in Rhodes is our first one.*



*We see these meetings as a more social event to get known to each other and to meet other ISPs. For that purpose they are great.*



*Sometimes we attend them but this is always a matter of time. Generally, yes they meet our needs but it would be nice to get a more detailed agenda.*



*Yes, I attend and they are absolutely respondant to my needs*



*We sometimes attend the seminars*



*In the past I attended two meetings; it's not easy for me go abroad because professional and familiar reasons.*



*No I did not attend it before but I am looking forward to attend it in the future*



*Yes we do attend*

*Do not (fully) meet our needs because:*

*Too much overlap:*



many relevant parallel working groups (e.g. IPV6 versus EIX)  
 much repetition of working groups in plenary (HS)  
 Inflexible working group meeting schedule.  
 Working group chairs are not always good discussion leaders  
 Locations are not always well connected and easily and cheaply reachable



Yes, I attend the meetings (not all, certainly). It's a very useful thing. But for our company it's rather expensive. Maybe I point also to difficulties in choosing where to go at the meeting, because sometimes there are 2 or 3 very interesting discussions at the same time in different rooms. And one more thing. Maybe it's better to have something like meeting room where new people meet RIPE staff. I know there is talk for newcomers, but at the talk there are only a few of the RIPE staff I'd like to meet.



Concerning needs: they are the place where you meet carriers, ISPs, manufactures.  
 Working groups are very useful to exchange views: for example EIX working group is really of high benefit to each IX in Europe because you can exchange experience/problems/etc.all together.  
 Other important improvement: it is very interesting to have feedback from other RIRs, and allocation statistics are useful.



Yes, we do participate in these meetings, since they are very important to get updated by the latest policies and also to meet with RIPE NCC staff.



I attend them about once a year. [Do they meet your needs?] Mostly yes.



**5.1.10 Q10: If you do not attend, are there any particular reasons for your non-attendance? What could be done to encourage your attendance?**

Reasons for non-attendance were:

- Cost, especially in the current environment.
- Inappropriate location in relation to where the member lived. This included not only distance, but in some cases route complexity.
- Lack of time – especially for smaller organisations with limited staff.
- Not provided with material about the benefits of the meetings which would allow justification to superior officers.

In answer to the second part of the question on what could be done to encourage your attendance, the points raised included:

- Lower cost or cost subsidy.
- Provide more information that demonstrated the relevance and benefits.
- Greater linkage with other bodies in joint activities (APRICOT / APNIC given as an example).
- Hold meetings in a wider range of countries. While this might produce smaller numbers in many locations, it was seen to be an opportunity to involve a wider range of senior management who would not normally attend. This would require some special workshops or briefings.

However, a number of respondents argued that the most important and fundamental issue was to try and increase reach and participation by using live webcast, audio conferences and other techniques. These were seen to be rapidly improving and declining in cost. It was further argued that this represented an area for sponsorship by industry suppliers, major telcos and government subsidies. It was also seen as an area for meaningful collaboration with educational institutions.

Examples of the range of responses (including those moved from Q9) are:

*Have not had the time to attend a meeting yet*



*I tend to pay for the meetings out of my own pocket, and I don't necessarily feel like paying for all meetings. They do tend to be held in very nice locations, perhaps by design; Amsterdam during Queensday, Rhodes, etc.*



*Perhaps combined with technical seminars where manufacturers are involved as it is a good opportunity for them to meet the right people in the RIPE member organisations.*



*Sales people are not popular*



*Can't get the expenses. Do they ever come to the U.K?*



*Those who do not attend may find difficult to justify the expenses associated with the attendance versus the output of the meeting. Good remote attendance methods (such live-webcast, audioconference.....) should be made available to increase the involvement of the community.*



*It is a financial reason. Perhaps, you could include the expenses of one of these meetings for one person in the annual fee.*



*I have not been able to attend simply because I did not know that RIPE organises these meetings. I do not believe that RIPE should do anything special to achieve my attendance at these meetings, only there has been a lack of information.*



*Simply I have been too busy as far. However, I would like attending these meetings because there are a lot of interesting presentations on important topics like ipv6. I hope that in the future I will be able to participate at least at some of them.*



*Nothing, there are restriction in the travel budget.*



*We are a small company. But the main reason is the lack of time and money.*



*Attending would cost too much. No fee or much less Registration Fee for members.*



*Can RIPE organize more meetings in my country? ;-)*



*Mostly because these meetings are held outside our country and we don't have the time to travel to attend these meetings, may be if one or more meetings are held in our country this would be better.*



*May be my company thinks that these meeting in not that important to it and we can't affect RIPE policies. Also it needs to travel to different regions, and it does not held in my country till now*



*We are a small team and meeting are often far from our location*



*As my country is on the "far" west of Europe, the location of meetings in Eastern Europe or even further East, poses some problems for us. Paris, Amsterdam, London are by far the most accessible locations for us.*



*Trying to attract more people to RIPE meetings is really counter-productive. The forums are too large for friendly discussions. A better structure for communication is necessary. Regional meetings, multicasting – whatever is necessary to increase non-threatening ways of participation. Have we looked outwards and laterally to how other organisations communicate?*



*RIPE NCC is not so popular organization to our managing staff.*

*More information about those meetings is needed to be sent to managing staff.*



### **5.1.11 Q11: Are there any particular individuals or organisations that we should invite to participate in this survey?**

This question produced a very limited number of responses. Those that did so, indicated that they either assumed or had verified that all key individuals or organisations would be, or had been, given an opportunity to participate.

Suggestions included:

- Sister organisations ARIN and APNIC
- Governments
- Research network and individuals
- Companies in the Internet industry.

It was believed by most that any individual or organisation whose views would be relevant would already be on a RIPE NCC mailing list.

## **5.2 ISSUES FOR CONSIDERATION**

As indicated earlier it was obvious that many members were thinking about questions and issues as they moved through their responses. Such thought is an essential part of conducting this type of study in a qualitative way. There is a deliberate overlap in some questions and issues. A combination of these two factors has meant that not all responses fit neatly into a specific question or answer. On top of this it has been necessary in the analysis to introduce a couple of additional issues to take proper account of responses that do not fit neatly elsewhere. Throughout both sections the points/issues which are raised consistently include:

- Members and the Internet community need a well functioning RIPE NCC
- The organisation's technical innovation is of a very high standard
- RIPE NCC fees are a relatively small cost in our (members') businesses, but we still want high service standards and quick response times

- While the main function should continue to be address allocation and management, RIPE NCC should continue to have some involvement in other issues
- Any other issues/services should be related to and relevant to members' businesses
- RIPE NCC should not be involved in activities where they compete with their own members or the service could be better provided elsewhere
- Projects get started too easily - especially in the current financial climate. There should be a model which sets out a clear technical brief, financial brief, desired outcomes, time line etc.
- Consideration should be given to collaboration with others in obtaining other funding (provided this does not compromise autonomy as a whole)
- While initial R and D is acceptable, there should not be ongoing subsidisation
- Consideration should automatically be given to spinning off viable developments and the non-viable should be wound up
- After members decide on the future services they want, having discussed the results if this survey, there needs to be structural changes and a review of staffing levels, skills and experience
- RIPE NCC were seen to assume that issues which are technically sound and logically presented will be readily accepted by everyone. Respondents believed that the NCC should realise that they function in a political, commercial environment where organisations and countries may have different views and objectives to RIPE and RIPE NCC. These differences are not always obvious or transparent and the organisation needs to develop much more proactive approaches to promote members' interests
- RIPE NCC is seen as a monopoly; whereas members believe that it needs to behave as if it is in a highly competitive environment to meet members' needs rather than its own. It should realise that, for any country where it is supplying a service, it must conform to the law, regulations, and financial practices eg. privacy legislation, contract requirements etc.

### 5.2.1 **ISSUE A: Should RIPE NCC be simply a registry or should it provide other services?**

The prevailing view was that RIPE NCC should be PRIMARILY, or PRINCIPALLY a registry. Any additional services should have a clear relevance to the primary mission, be cost effective and RIPE NCC should not provide any services which were its competition with its own members.

It was also argued that there needed to be a clearly understood separation between the registry role and any other activities eg. a role as a technical voice in European policy decisions and protocol development. Another respondent, in making a similar proposition, suggested that RIPE had three main roles described as "Registry" and "Watcher" and "Coordinator".

Examples of responses follow:

*RIPE should serve as a forum for apolitical technical debate and advice to prevent technically unworkable governments schemes being proposed and implemented.*

~~~~~

NCC should concentrate on what they have been established for – address allocation. I say concentrate but I accept that there are related activities which can be considered if they have real benefits for members, cannot be done any other way and are not subsidised by members at large



I have no objection to the consideration of other services. However the process is flawed. We need to have a process that clearly identifies a need which is not met elsewhere and where a solution really adds value to members businesses. Then we need a project plan with objectives, timelines and a fixed level of investment



More needs to be done to help new members or those who are potential members



I think it is important to keep RIPE's role as a registry independent from RIPE's role as a technical voice in European policy decisions, technical protocol development, etc. However, RIPE is one of the most effective organizations in the technical world, and many of the tasks (technical policy assistance, political work, protocol standardization, etc.) are very important; it may be the "lesser evil" that RIPE take an active role.



I think it should simply be a registry to keep it simple.



Its prime function should be as a registry with supporting services although we are open to suggestions.



It should be as focused as possible and be simply a Registry, educating of its members.



In my opinion, it should just be a registry, keep the relationship with the other RIRs and provide professional secretariat services to RIPE. It could also play the role of facilitating the contact between the European IP industry players within the context of the RIPE meetings.



Another services should be provided. RIPE has the chance to gather a lot of information from all operators in Europe and Worldwide. All the aggregated information that could be provided, to express the current state of new technologies would be very interesting. From my point of view, RIPE should be:

- a registry
- a "watcher": This is, it must follow and inform the community about the situation of the technologies world, providing accurate information about the current status of traffic, limited resources like addresses, new technologies development...
- a coordinator: RIPE should provide the means for the communication between members.



RIPE NCC should organise some more technical trainings for LIRs – not only about completing ipv4 and as request forms.



Primary a registry



It should be simply a registry and regulator.



Should also provide other services like Test traffic and Routing tools



Basically RIPE should be the RIR for EMEA. That also includes communication with governments to ensure a stable position to operate. RIPE should also be a forum to discuss & promote new technologies. Since QoS becomes more important we like to see the TTM project to be extended to help ISPs improving the Internet.



We think RIPE should be focused on the registry service but this includes usually some additional things like e.g. the RIPE Route-Server. If RIPE wants to add more other services this should be proven very carefully especially because of budget requirement and possible competition. Getting more services on a higher cost would especially harm the smaller LIRs. RIPE should stay away from services which members offer to customers. Otherwise RIPE would be a competitor to them instead of a partner.

~~~~~

*I think it could also supply many other services, always focused on the main target of the RIPE NCC (for example technical support, also on site, other courses on networking issues)*

~~~~~

I think RIPE NCC is a fine organization as is! In my mind other organizations should provide services for Internet users, not RIPE NCC; it should be a 'super partes' organization.

~~~~~

*I think RIPE should provide some services.*

*Because RIPE has a lot of members around the world, it can arrange to provide some services to help the growth of the Internet and testing the new technologies and providing new ones.*

~~~~~

RIPE NCC priority should be a registry and be involved in policy decision making on IP address allocations and assignments (RIPE meetings, IETF, ICAN etc etc).

No problem with other services as long as there is no conflict with primary task.

~~~~~

*It's better to have related services at the same place, so I answer: RIPE should provide other services too.*

~~~~~

It should be also provide other services by developing an expertise and becoming consultant

~~~~~

*Training services are important to help new LIRs*

*Should also provide information in several languages*

~~~~~

We believe RIPE NCC should add more services beside Registry. Being an important sector to all Internet related services, we should see more services to be one stop shop as possible.

~~~~~

*Ripe-ncc should seek to provide other services, always in accordance with its role as an effective central point to gather consensus over technical issues. In a fragmented Europe, it makes no sense to also fragment the number of entities that have central coordination role in networking.*

~~~~~

5.2.2 ISSUE B: Should the RIPE NCC provide leadership in areas of emerging new technology related to the RIPE NCC members? If so, what areas should it specialise in?

The majority of members believed that RIPE NCC should provide leadership. The divergence was on what form that leadership should take. A distinction was made between

- Leadership in communication on new technology issues of relevance to members
- Leadership in undertaking new technology development
- Leadership in educating and training on new technology relevant to the operation of members' enterprises.

All of these were supported by different groups of respondents.

The main areas where it was proposed that RIPE NCC should provide leadership were:

- IPv6 policy, distribution and training
- Uses of multicasting, mobile IP wireless and multimedia networks
- Best practice deployment rather than development
- Telecommunications areas which are likely to have a growing impact on members.

5.2.3 ISSUE C: The RIPE NCC spends significant resources training LIRs. Are you aware of these programmes? Do you consider this effort to be worthwhile and effective?

Almost all respondents were aware of the training programs which were highly regarded by a very large majority.

Courses were clearly seen to be of great value to newcomers and there were requests for more training in new topics and at a more advanced level.

Other issues raised were:

- Should courses be on a cost recovery basis?
- it would be of value to both parties if courses were offered to prospective members at cost with a rebate if they joined
- is training fairly allocated across the region?
- Consideration should be given to innovation in training delivery techniques, especially technologies, to make it more widely available.

5.2.4 ISSUE D: Should the RIPE NCC regularly seek members' views on the standards of existing services provided? If so, what are the most effective means for seeking member input?

There was unanimous support for RIPE NCC to seek views on both service standards and new services.

A range of means of seeking input were suggested. The main ones were:

- Surveys
- Proactively requesting feedback by email rather than just having a policy people could do it if they wished
- Questionnaires
- Online web-based feedback similar to that used by CISCO and others

- Mailing lists
- RIPE meetings
- A post LIR initial establishment approval questionnaire
- Invitation to comment on RFCs
- Interactive posting on RIPE website as a "customer satisfaction" measurement
- Web forum
- Online voting boxes
- A feedback forum or mechanism at the end of each RIPE NCC service
- A mechanism that allowed individuals to respond in their own language
- Open a chat room
- Appointing a person who is dedicated to service each area or country
- At least once a year meeting with a RIPE NCC staff / head to review performance.

A range of responses follows.

I believe you should ask for our views and surveys are the best way to do this.

~~~~~

*I think email is the most effective way to solicit feedback, and feedback should be requested actively, vs. just accepting it as a general policy.*

~~~~~

Yes I think that RIPE should seek feedback and perhaps the most appropriate method is online web based feedback similar to how Cisco request feedback.

~~~~~

*You should seek constant feedback, a post LIR approval questionnaire would be highly effective for this part of your role. Invitation to comment on RFC's would seem effective ?*

~~~~~

Yes. Existing mailing lists, communications with the hostmasters and the ongoing series of RIPE meetings.

~~~~~

*I do not think it is necessary to make surveys like this one every year and certainly LIRs will not invest the time needed to fill up the questionnaire more than once in a long period of time.*

~~~~~

Something like an interactive posting of complaints and/or proposals in the RIPE website could be made available as a "customer satisfaction" measurement.

~~~~~

*RIPE should travel and visit operators, asking for a summary of the operators services and feelings about each technology. After that, provide the results to members. The best way is having personal interviews. People never find a while to fill surveys, they are so hard to do ;-).*

~~~~~

The RIPE meetings are the most effective way to seek member's views.

A Web Forum should be another option.

~~~~~

*The best way to know the needs of members of the community to arrange, for example, this type of meetings in a regular manner.*

~~~~~

I think the survey like this is a good form if it is not held too oftentimes

~~~~~

*A survey by questionnaire every 2 years. Urgent change-requests will find their own way.*

~~~~~

Online voting boxes and surveys like this.

~~~~~

*Yes! Don't know how to do it. Some of the RIPE services are quite complex. Like registration or applying for a new block. Each request is closed formally. Perhaps you could ask at the end whether the service was satisfying.*

~~~~~

It would be great to give feedback via a dedicated email account or web based voting.

~~~~~

*Yes of course, at email. It could be a good idea to use the member's country language.*

~~~~~

We would like to have that, may be like news or chat room

~~~~~

*Yes; I think surveys can be helpful; statistics on services usage too; moreover promotion of e-mail from users, to notify faults and difficulties.*

~~~~~

Yes it will be great, and can be done using a survey like this one, or a customer service office that takes the customer's views on the services provided.

~~~~~

*I think that each area or country should have a dedicated contact person or group from RIPE. This person or group by time will be aware of that area needs and circumstances and have good relationships with the members of that area and can get inputs easily by many means such as surveys or e-mails,...*

~~~~~

Yes And I think a newsletter will be effective to inform members with RIPE news and new developed services

~~~~~

*Of course dialogue with members is very important : it would be nice to meet face to face at least once a year NCC staff/head in order to explain need and to review any problems that might have occurred.*

~~~~~

Direct contact and keep members well informed about other views for better understanding and gain.

~~~~~

*Yes, RIPE should seek their members view on anything new, because at the, members who will decide to whether use these services or just not need them.*

*To us RIPE NCC is a very remote body run by a robot. We are pleased that you came to see us. We were worried about your visit as we thought you come to check that we do things according to the rules*

~~~~~

Why do you ask fro input? You must know that many of your procedures are very difficult and you are not helpful. You check our work like a teacher and return it as unsatisfactory – but when we phone you will not speak to us. When I queried this I was told by you that helping us on the phone was not fair to other members.

~~~~~

*Doing so much registration work as RIPE NCC does, how can you feel you don't have enough input from members????*

~~~~~

To RIPE NCC am I a person or a database object?

~~~~~

## 5.2.5 **ISSUE E:** In addition to views about services, what are the best ways for RIPE NCC to regularly receive input and comments from its members? Do you feel that your views and needs are adequately represented under the present structure?

Many of the responses to this question overlap with the previous questions. Most respondents felt that the current structure allowed them to adequately express their views – but also respondents believed that more could be done by RIPE NCC to encourage and seek input, rather than leaving the input initiative to the members

Points which were raised included:

- That services were unduly bureaucratic and therefore time consuming
- The difficulties facing a newcomer in using Working Groups and their related mailing lists where all others participating appeared to be old friends
- The need for discussion groups to provide a *clear* web summary for non-participants
- A private forum for LIRs
- A suggestion box.

A representative range of responses follows.

*E-mail to a comments mailbox sounds like a good idea. I feel our needs are adequately represented currently*

~~~~~

I would prefer a quarterly or yearly questionnaire to LIRs via email.

~~~~~

*I think a help email works well such as the lir-help. I find this works well with any problems I have.*

~~~~~

Our organisations' needs are met by the IP address assignment process, we have no real views other than the process is a little bureaucratic and hence time consuming, especially for smaller organisations who do not have individuals who specialise in RIPE administration.

~~~~~

*Conduct regular surveys and act upon them, and invite criticism and act upon it*

~~~~~

There is no much exchange of comments between us and RIPE NCC except for the specific request of addresses. Then, of course, it is the personal contact with the RIPE NCC staff at the RIPE meetings. When needed, we have used this direct channel to express our views.

~~~~~

*Working groups based on mailing list are probably the only possible way, but it is not easy for a new person to join these groups, they look like a friend's group that are talking about the same issues for years. You are not sure about how long will it take to reach the discussions level, and, more important, your boss does not care about the time you spend in these groups, since he is thinking about daily work. Discussion groups should be able to put on the web a clear summary for non participants.*

~~~~~

Probably the RIPE NCC get a lot of questions of members. These questions reflect members' problems and opinions. So evaluation of this agenda is a natural way to receive input and comments.

~~~~~

*As before, via email. With the present structure we are quite unhappy. We want to have to possibility to phone our hostmaster or meet her/him to be able to discuss more complex topics.*

~~~~~

At your first question e.g. www forms, email.

For the second question: there are no needs for changing.

~~~~~

*Yes, but some other instruments could be better (example: a private forum for the LIRs)*

~~~~~

Area or region contact group will be the point of collecting these inputs and comments.

My views and needs are not adequately represented under the present structure.

~~~~~

*RIPE doesn't need to be a meeting room. I think the input means problems. If I have a problem I contact RIPE. It's not necessary to get somebody to contact RIPE just for contact.*

~~~~~

Meet them, and establish a contact person. People are fed up to discuss with robots when there is a problem.

~~~~~

*There needs to be a more effective dialogue between NCC and the community. I really feel that we tend to be presented with things when the decisions have already been made – rather than our views being sought during the process*

~~~~~

The ripe meetings and distribution lists are a good way to receive comments. It could be a good idea to create a WG or session at some of the meeting just to provide such forum of discussion.

~~~~~

*The current structure of RIPE and its WGs is useful here and should continue to be used. Perhaps more support for WG chairs in communicating with their groups and being proactive in getting their input.*

~~~~~

5.2.6 ISSUE F: Compared to other essential service which you receive such as gas, electricity, telephone and car registration, how would you rate the RIPE NCC service standards?

There were a significant number of complimentary responses. For those who used a 10-point rating scale, the mean was 6 – 7.

Once again, the main negatives were wait time, bureaucracy and problems with documents – but on the other hand, one respondent's description was "RIPE is the best possible solution to its market segment".

A representative range of comments follows.

LIR is the best "monopoly/utility" I've ever dealt with, on or off the net. It's also the most effective voluntary association. Certain features may be better provided by competing commercial concerns, but the LIR structure allows end-users to realize most of that benefit. RIPE is basically the best possible solution to its market segment.

~~~~~

*I think it's much better because of the automation of db entries and syntax and error checks before being sent to a hostmaster for example*

~~~~~

I would rate the services as very poor because they are not a service. They do not recognise that service means meeting the needs of the people that you deal with. Their contracts do not meet the laws of our country. There are many aspects to this and I wish to raise the principle here because there are many matters of detail which I will not go into here because I do not think that RIPE NCC are willing to address our problems. The economic and legal are the tip of the iceberg we need RIPE NCC, who charge us for services to adjust to our needs and provide the service we need and pay for



If obtaining IP block and AS number was a utility service I would be very disappointed



They compare very well, but the Q waiting time must be kept below 3 days as a major service metric.



We find it just correct. In a range from 0 to 10 it would get a 6



From 0 to 10 I would give a 6.5.



From 0 to 10 I would give a 7.



The RIPE services are perfectly comparable in quantity and quality to those of other companies.



Same level of annoyances.



The RIPE NCC services are very specific services so they are incomparable with this essential services. The most essential RIPE service for us is IP address space.



A jungle of long documents to fight with before obtaining services successfully.

But the documents are objective and well formulated.



stability: good

support queries and ip request forms are handled with too much delay.



The standards at Ripe NCC are more modern compared with a car registration, but it has also the touch of a civil service authority!



Best to compare with might be car registration. Compared to that RIPE registrations are quite complex.



The email robot based services are great (fast and reliable). Human based services are quite often poor (long response times, problems in understanding what we want). This is similar to a telephone carrier.



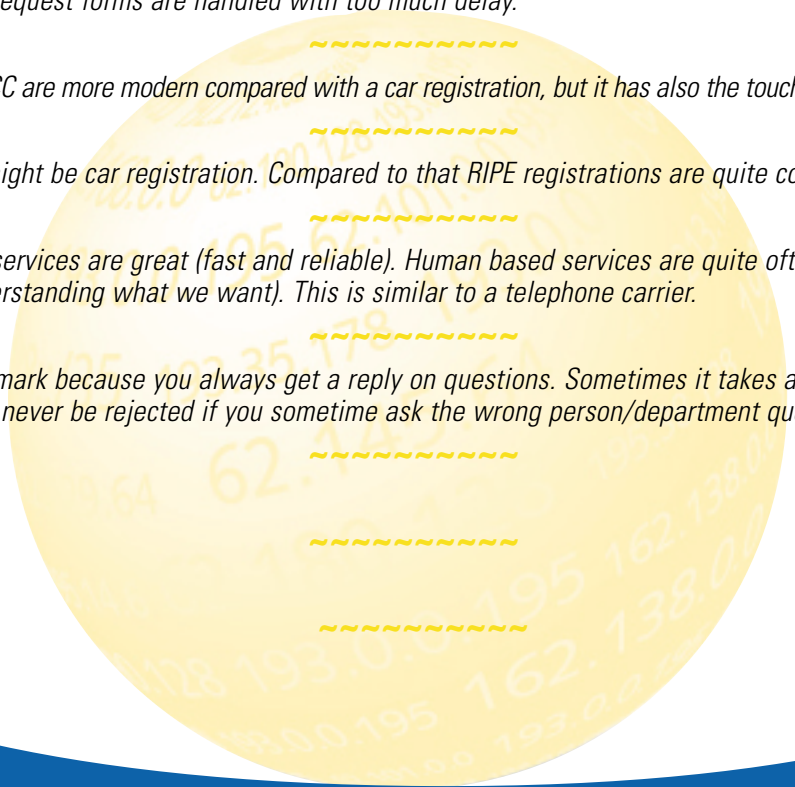
RIPE gets a quite good mark because you always get a reply on questions. Sometimes it takes a while but altogether it is ok. Fortunately you will never be rejected if you sometime ask the wrong person/department questions.



Somewhat bureaucratic



I think 4 of 5.



High, but very complicated to communicate with (forms ...)

~~~~~

*Clearly above standard.*

~~~~~

Just as essential, as far as Internet connectivity is concerned.

~~~~~

*Those are best IT standards, well developed and organized.*

~~~~~

Reliable enough. A bit bureaucratic ;)

~~~~~

## 5.2.7 **ISSUE G: If you had to identify your top service provider of any type of service you receive, what is it that makes them stand out?**

Readers of this section should bear in mind that respondents are not talking about RIPE NCC here. They are giving examples of the reasons why their best service provider of any type of service impresses them. Of course, in doing so, they implicitly hope that these will become features of RIPE NCC services in the future. Examples from these other service providers include the following examples:

*excellent customer relations*

~~~~~

The best service comes from a competing marketplace of providers with a fundamentally commodity product, where the providers can differentiate themselves primarily by customer service, and where there are low barriers to entry for new providers; standards-based web server implementations, ISPs, etc. are good examples.

~~~~~

*Swift response to a request. i.e. immediate email response, or phone call answer.*

~~~~~

Services which stand out are those where the provider makes it as easy as possible for the buyer to purchase the service and provide feedback where that service is not as expected.

~~~~~

*Optician : Specsavers, friendly and welcoming, conduct post sale survey. Always put their customer first*

~~~~~

To be "on time", cheap and friendly.

~~~~~

*-The transparency of the information I receive*

*-The price/quality of service rate*

*-The easiness of use and contact*

*-A personal treatment*

~~~~~

Availability, reliability, dependability, fast response.

~~~~~

*User oriented (as the old RIPE NCC used to be)*

~~~~~

Competence; unintrusive; short delays; fast and tidy web-page; friendly hint to consult the documents if a FAQ arise; friendly support, if the documents will not help, even if the subject is very clear to the service-provider



Customer driven!



Reliable, fast, fair pricing & understanding our needs.



- fast reaction / good service*
- provide the service near my company, serving my "interfaces" (technical, language, etc)*
- good price/service ratio*



They give me exactly what I need, when I need it. They know my needs!



Customer services, Good communication channels, Quality of services, credibility



Foundry network Systems (switch vendor): much personal attention.



Customer service



- Quality of service*
- Quick delivery of the service*
- Possible dialogue and escalation*



Well organized, informed, and keeps in upgrading their standards.



Price, expertise, quality and communication.



High levels of trust and confidence.



From my point of view, taking the opinion of their clients



Reliability, performance, cost.



Organization. Quality.

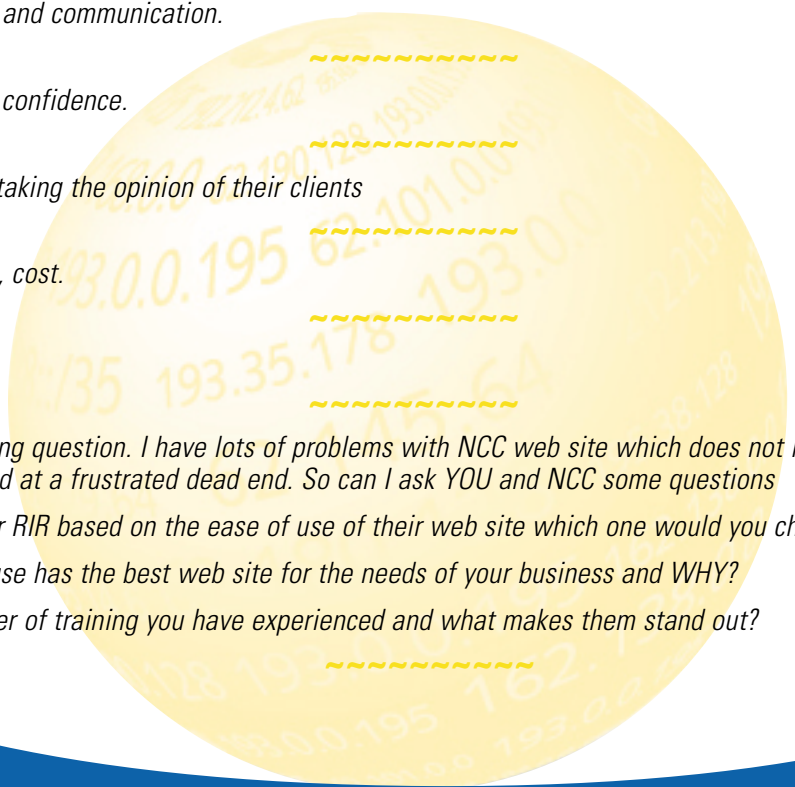


This is a really interesting question. I have lots of problems with NCC web site which does not lead me to the answers I need easily – often I end at a frustrated dead end. So can I ask YOU and NCC some questions

If you could choose your RIR based on the ease of use of their web site which one would you choose and WHY?

What service that you use has the best web site for the needs of your business and WHY?

Who is the best provider of training you have experienced and what makes them stand out?



OTHER ISSUES

Members were given the opportunity to raise any other matters they considered to be important. On examination, these could be broadly considered to fall into two categories which are analysed separately:

- RIPE NCC future structure and operation
- External relationships.

To aid comparison, the additional responses in the Stakeholders' section have been analysed under the same issue headings.

5.2.8 **ISSUE H: RIPE NCC future structure and operation.**

Members were of the view that while RIPE NCC had functioned successfully, the environment in which it operated had changed significantly.

Members faced much greater financial pressures. RIPE NCC as a service organisation needed to have a much greater customer service focus. This would determine which services it should be offering and the manner in which they should be delivered. Once this was decided then structural changes would be necessary.

If such a review of service and structure is considered desirable, then following the open debate model espoused by RIPE, the consideration of the points raised by respondents' needs to be open to all members.

To avoid any prejudgement, no summary or ranking is provided here.

Specific comments made by members covering the range of topics follow:-

NCC is biased towards technical issues, standards and conservation which means that its approach is unduly driven by rigid rules. The Internet is for strategy and commerce not just only for technical and academics

RIPE NCC should assign a person to every country/operator, as it happens in other RIRs, in order to provide a more personalized service?

As the use expands and organisations as providers consolidate, then the NCC focus must be on the realities which face their members and customers and not on what they would like the world to be

NCC policy formulation seems to be a post action rationalisation of procedures that they have already put in place

RIPE is a struggle between the founding people and the NCC – we are captive spectators only because we need addresses.

We would prefer to be in an AFRINIC that covered all Africa or a Mid East NIC that was open to all Arabic speaking peoples.

ISPs will decline in numbers so the present business model is not sustainable.

There will be a need for fewer staff in allocating addresses not only because of the decline in numbers of ISPs but also because the process should be simpler, quicker and more automated. This does not necessarily mean fewer staff (but it may) because there will be more content in the database, there will be a need for more training and there will certainly be a need for more proactive outreach. So numbers of ISPs will fall, cost per member may rise, staff numbers may be similar, but tasks must change.



Many members feel that they do not really control what the NCC is doing.



The industry is really in a crisis. This is not the RIPE NCC's fault. There are things they need to improve and they need a better strategic plan – but all the problems should not be seen as their fault. They have done many good things while other global institutions have done much worse – and often failed. However the NCC must address the new environment in which they must operate.



There needs to be a quite separate forum which allows the discussion of technical issues which are of interest to many but this needs to be quite separate from an entity which runs the distribution of address space and directly related activities run under a cooperative structure on a COMMERCIAL basis with customer service standards.



RIPE NCC is in a period of transition. If they are open with members about this and communicate well, they are much more likely to receive support for the changes which are necessary.



RIPE has serious problems with its size. The people who started it are comfortable because they have grown with it but newer people are apprehensive to comment in a forum where there is so much experience. They feel that their views do not count.



The organisation of RIPE NCC is too large and unwieldy.



Member numbers will decline so a different way of operating will be necessary in future.



Multicasting will become essential, but remote voices will be reluctant to speak. What can be done to make these voices heard?



RIPE is biased towards IETF technical standards and conservation which means that its approach is industry driven by rigid rules.



RIPE NCC must take into account the realities that their members now face to survive commercially.



The size of the NCC should not be higher than 1/10-s of the number of the people participating at the RIPE meeting. (this reached 400, and probably won't grow further)



5.2.8 ISSUE J: External relationships

Among the responses to questions, members considered that a more proactive relationship was necessary with governments and other agencies. This was seen by many to be a service. This point was raised again as an additional "issue".

As this was the second time of this topic's introduction, only a small number of examples are given.

Far more inter RIR collaboration is necessary. It was good on ICANN, good on Ipv6. This should be the way to go. Maybe a hard slog- but we need combined policies for RIRs to face a hostile world.



The NCC assumes that governments are well informed and neutral. Neither is true. Where they are not well informed, it is important that RIPE NCC are proactive in ensuring that they are given a positive and balanced picture.



Governments have different strategies to expand networks and issues in their different countries. RIPE NCC needs to be aware of these different plans and be constructively supportive.



NCC are too nice – assume rationale facts will be accepted by everyone; not so – a higher, more proactive profile is necessary.



Government are very keen to expand internet use through the educational community. This will impact use of address space and many other issues. RIPE NCC needs to know what is happening and help where they can.



6. Stakeholder Response Analysis

6.1 THE MOST IMPORTANT QUESTION

In considering the responses from "stakeholders", there are some points that need to be borne in mind.

1. Quite a large number of respondents considered that they were both members and stakeholders. They were given the option of deciding for themselves as to the category in which to respond.

As a consequence between 35 – 40 percent of the responses in the "Stakeholder" category come from respondents who are also members.

2. Since it was assumed that most stakeholders would not be members, the "Survey Questions" section for stakeholders contains fewer and quite different questions so no direct comparison is valid.

The most important question in the stakeholder survey is split into four parts, as follows:

"What do you consider the most effective way for RIPE NCC to play its role? ...

- **within the RIPE NCC service region?**
 - **within the global Internet community?**
 - **with other organisations who provide services to RIPE NCC members?**
 - **with government or other regulatory bodies?"**
3. Unlike the section on questions, the section on "Issues for Consideration" provided for stakeholders' comment was almost identical to that provided to members. Comparison between members' and stakeholders' views is therefore possible to some extent – constrained by the point made earlier that a significant percentage of stakeholders are also members.

6.1.1 What do you consider the most effective way for RIPE NCC to play its role within the RIPE NCC service region?

A number of suggestions were made:

- Focus on the primary function of address distribution
 - Improve oversight by the Board of RIPE NCC management operations

- Have some "member only" meetings
- A clearer policy making process
- Greater distinction between policy making and policy application responsibilities.

Examples of comments made are:

The RIPE NCC is primarily the Internet Resource Registry for the European, Middle East, and Northern African region. It distributes Internet Resources (Ipv4 addresses, Ipv6 addresses, and ASNs). That is it's primary function that should be its focus.



I have heard it said many times that the RIPE meetings do not provide an effective means for RIPE NCC to access its membership body, due to the relatively small number of attendees, the majority of whom are "old-timers" at the meetings. It seems necessary for RIPE NCC to either broaden participation in RIPE meetings, or adopt some other mechanisms for receiving and acting on the inputs of its membership. This survey is certainly a good initiative in this regard.



I have been dismayed at the ongoing problems of the RIPE NCC in managing its "wait queue", which I believe has seriously damaged the NCC's public image in recent years. As a large and wealthy organisation which relies heavily on its stability and long-term experience for credibility, the NCC seems to be deeply undermined by this problem. Whatever the causes, there must be some serious questions raised in many minds regarding RIPE NCC management and board oversight, which has allowed the problem to endure (or at least to resurface several times). The same can be said for the fee increase which has recently been proposed by the NCC – such a dramatic increase calls into question the executive management of NCC, and must raise doubts about the NCC's financial stability.



Have some members only meetings. Clear separation between the role of RIPE-NCC as manager and distributor of IP addresses and AS numbers in Europe and involvement in some research activities, or others activities needed.

Some RIPE meetings open to any individual and entity. Necessity to continue these activities in order to increase awareness and exchanges with the broader Internet Community, and to have feed back from this community

Policy decisions process needs review:

A clear distinction is needed between making policies and applying policies.

Policies making process should follow a bottom up transparent process.



RIPE-NCC has to apply policies and cannot be the appropriate body to decide on those policies.

Discussions must occur during open meeting as well as during members only meetings.

Following these principles RIPE-NCC staff cannot be the decision body approving a new policy.



I think it is impossible for a working group chairman to decide if consensus is achieved or not

A decision body (elected representatives from RIPE-NCC members and from RIPE members (not LIR) is needed to decide on those policies implemented by RIPE-NCC.



We can also stress that a significant difference in addressing policies between two Regional Registries could create a competition distortion. IP addresses are allocated to you by your regional registry can be assigned by a LIR worldwide.



Continue the open and transparent consultative processes with the community.



6.1.2 What do you consider the most effective way for RIPE NCC to play its role within the global Internet community?

A number of suggestions were made –

- More effective representation at policy and standards bodies meetings
- More effective collaboration with other RIRs; much of it is currently seen as unstructured and without management knowledge
- In the absence of Mirjam Kuehne, ensure that an adequate stand-in replacement is available to fill the role which she has performed so well
- Review RIPE NCC's R & D functions. If these continue, the costs should be borne by those who benefit – or if done as a community service, the cost should be borne by their larger members with capacity to pay.

A range of examples are provided.

It should be well represented at the Internet Standards bodies (IETF etc), the Internet policy bodies (ICANN, RIR meetings), and other relevant Internet coordination events. In the last 6-12 months RIPE NCC has been practically invisible on the world stage – an unacceptable position, given the political issues surrounding ICANN reform etc.

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*RIPE NCC and APNIC share a set of basic responsibilities and associated activities which they carry out as RIRs. Due to the need for global consistency in our activities and in particular in our development and implementation of address management policies, and the need to work together formally in certain international areas such as ICANN, it is essential that we collaborate closely in many areas. Because of the similar nature of our activities it is also very useful in general for us to choose to collaborate, share experiences and exchange information across all common areas (including for example technical development, operational and administrative systems, organisational development, joint reporting activities, and promotional, outreach and liaison activities, etc).*

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RIPE NCC and the other RIRs undertake a wide range of activities optionally and completely independently of each other. Some of these activities may be of mutual interest and may be the subject of information sharing, while others may be of no interest.

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*RIR needs are many and varied, and of a range of priorities, so this question cannot be answered easily.*

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In terms of our formal areas of cooperation, the "quality" of our collaboration has diminished over the past 12 months, due mainly to the absence of Mirjam Kuehne and the lack of any stand in replacement

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*RIPE meeting is provided by the RIPE NCC and has been a critical institution in facilitating industry self-governance in Europe. However it is poorly attended, especially considering the RIPE NCC service region that includes North Africa, Middle East and central Asia.*

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RIPE NCC's participation with the other RIRs in numerous international liaison activities, not least with IETF and ICANN, has been essential and needs to continue more strongly than before.

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*Some R&D services provided by RIPE NCC have global reach; a very strong reputation has been built around some of these activities. It is not clear whether any of these should or could contribute financially to RIPE NCC, or whether they should continue to be provided on a community service basis. If they are provided as community services, then again the larger organisations among the membership are the ones with the capacity to pay for that, and the most to gain in terms of goodwill, publicity etc*

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ICANN Staff and IANA have to apply policies and are not the appropriate body to decide on those policies. RIRs staff members are in the same situation.

We need a decision body at this level with elected representatives from regional registries members and addressing community. The ASO is a step to build this structure.

Management of IP addresses must remain



RIPE NCC could be more effective in the global Internet community if it provided a clear avenue for the global Internet community to direct some of its activities. RIRs currently make best guesses as to what information or research is of value to the Internet community and generally work on projects of personal interest which do little to address the needs of the broader community or in general challenge the status quo. Ideally ICANN would be a vehicle to deliver such guidance but that is in reality impractical.



Interaction with the other two major organisations APNIC and ARIN seems to be quite good. To strength those links should be a major aim of RIPE.



Pursue the RIR's Blueprint for Reform - this is a major leadership stance.



6.1.3 What do you consider the most effective way for RIPE NCC to play its role with other organisations who provide services to RIPE NCC members?

There were a limited number of responses to this question.

Two main points were made:

- RIPE NCC should adopt a neutral position in regard to the provision of services to members by other organisations, especially commercial suppliers
- The relationship between RIPE and other organisations such ASO, CENTR, IANA, ICANN and IETF were important but very ill-defined. These needed to be clearly set out, explained to members and the actual functions of each of these organisations communicated to RIPE NCC members.

6.1.4 What do you consider the most effective way for RIPE NCC to play its role with government or other regulatory bodies?

Communication and representation in this area was seen as an important role for RIPE NCC. In cases where it would allow opportunities for RIRs to represent members' interests, then some form of regulatory body and/or similar memberships should be actively taken up by RIPE NCC and other RIRs.

Representative comments follow.

Very important – as a key member of the Internet community RIPE NCC needs to be involved, needs to be visible, like ARIN and APNIC are.



a great deal of liaison with EU has occurred but this is not often or widely reported, even within the RIR community.



Government activities are political and conflict badly with the agenda of efficient resource usage. Regulatory body membership should be mandatory for RIRs to ensure they have a financial and legal obligation to ensure both parties are aware of each other's legal and technical constraints.



To offer neutral and expert advice and comment, and to endorse the comments of networking practitioners from the RIPE community.



Enhancement and co-ordination with government organizations or higher-level group as European Union in terms of legislation and legal authority over RIPE issues must be an aim of RIPE.



Education of government and others is a key role for RIPE NCC



It would be possible for RIPE to be the focus for Incident Response Team cooperation in Europe (at present the nearest we have is TERENA whose constituency is more limited). This would be a clear extension of present core activities, and I'm not clear how good an idea it is.



Build links with the Government Advisory Committee of ICANN - strengthens pressure on ICANN and may well be most profitable course anyway. See ccTLD progress in this regard, and GAC support of "narrow technical function" for ICANN as per MOU.



6.2 ISSUES FOR CONSIDERATION

6.2.1 **ISSUE A:** Do you believe that the RIPE NCC should simply function as a Regional Internet Registry (RIR) or do you think they should provide other services to their members or the Internet community?

The suggestions made include:

- Concentration on the prime mission of IP operational management with service agreements for members who should be considered as customers
- Improve the means whereby members actually participate in the development and approval of the activity plan
- Adopt a more commercially oriented approach and only become involved in projects where there are clear benefits to the majority (or a large number) of members
- Divestment of non-core R&D functions to research organisations.

A range of comments follows:

RIPE-NCC have to concentrate on their prime mission: operational IP management, for the benefice of their members.



RIPE-NCC members must be considered as RIPE-NCC customers.



The availability of IP addresses is now a critical point for commercial entities (ISPs, network operators, commercial entities involved in e-commerce activities and for their customers).

Those entities have contracts or must conclude contracts with their consumers, with time constraints.

Delays from RIPE-NCC are critical for them.

In such a situation, level service agreements between RIPE-NCC and members are absolutely needed.

RIPE-NCC must serve all categories of members, but all of these members have not the same need.



Its PRIMARY function is the RIR function. It should be doing this before it attempts to do anything else. Unfortunately I believe that the NCC has become SERIOUSLY sidetracked from its major role, to the extreme detriment to the Internet community it serves. It lives in a world completely detached from reality. It holds a member meeting which very few members attend, mostly due to awkward timing and inconvenient travel. It follows an activity plan agreed by this poorly attended meeting, an activity plan which clearly gives priority to fanciful and unnecessary projects to the detriment of their main reason to exist.



The RIPE NCC has no proven commercial management experience, and this shows in the current organisation's scant regard for their membership's needs.

Examples:

The RIS project is a fun project, but consumes money and staff resources. It's not a core activity, but in the times of crisis which the NCC is currently in, staff working in the RIS are not being redeployed to assist with the core services.

The Test Traffic project is obviously consuming a lot of money and resource, but the benefit to the membership is completely unclear.

The NCC board are meant to be the oversight board of the NCC activities but I've seen little public activity on their part. If they are doing something, it would be worth making it more publicly visible.



RIPE NCC should continue to provide a wider set of services than core RIR services. Its history in this area has been extremely strong, and the benefits it has produced have been enormous. However the specific activities undertaken, the quality of their products, and the models by which they are provided (including funding by RIPE NCC, and the possibility of "spinning off" some services into independent companies) need to be considered more rigorously and professionally.



Additional services to their members make sense only if the RIPE NCC clearly provides a cost-benefit analysis for this activity. Currently the RIRs pursue activities out of interest and justify by success of the project. No fixed economic or timetable deliverables are established, so success is always likely. This is inappropriate use of members' resources. Members need financial insight into RIR activities.



I think RIPE should extend only very cautiously from its present core activities. Good quality technical work (such as the name server project, database development and the test traffic service) with which to lead the RIR community is a good idea. Active participation and leadership in ICANN are also distinctive capabilities.



These should be the priorities

- 1. 24 hour max wait-queue. NCC's primary function is distribution of Internet Resources.*
- 2. Introduction of commercial reality into the NCC leadership*
- 3. Divesting of non-core functions to appropriate research institutions*



RIPE has proved to be efficient as a Regional Internet Registry, however other services will need to be discussed with the Internet Community or members before been provided. The issue of overlap is essential to be addressed.



RIPE NCC priority should be a registry and be involved in policy decision-making on IP address allocations and assignments (RIPE meetings, IETF, ICANN etc etc).

No problem with other services as long as there is no conflict with primary task (time and or financial)



Others services can be provided only if those services have no impacts on the RIR prime activity, and on a cost recovery basis for these activities.

Example: ENUM activities are not in the scope of RIR activities and budget for these activities have to be separate from RIR budget. Example: Test traffic.



6.2.2 ISSUE B: Assuming that RIPE NCC should regularly seek members' views on services and service standards, from your experience with other organisations, what is the most effective way(s) to carry this out?

No additional suggestions were made in this section which would increase the range of suggestions already made by members.

6.2.3 ISSUE C: In addition to views about services, what are the best ways for organisations such as the RIPE NCC to receive input from members and the Internet community? From what you may know, do you feel that the present structure facilitates input, especially from other interested stakeholders?

A number of respondents indicated that they believed changes in this area were necessary.

Examples of responses were:

Unfortunately the RIPE NCC management and hierarchy (with a few exceptions) treat any feedback as criticism of their actions, People are afraid to comment – I especially see this at meetings – for fear of retribution. The same is true for membership – a few members are vocal about the problems they see, and this is brushed off as "no one else is complaining". No one else complains, they tell me, because they are afraid that the RIPE NCC will take revenge on the complaint by deprioritising their already long queued request. The trust between the NCC and its membership is perhaps at a long term low – even though it may not appear so at the surface.



Quite often the RIPE meetings are held in completely inappropriate locations (Rhodes this September), making attendance either difficult or undesirable, or appearing to membership organisations as nothing more than junkets. RIPE meeting location should be open to membership input (they are), but without interference from personal desires of RIPE and RIPE NCC



The work of Daniel Karrenberg, which contributes so much to the Internet community, is more appropriate inside a research institution – and his entire team and responsibilities should be transferred as soon as feasible.



RIPE NCC has an image of being rather set in its ways, and my own experience does confirm this. This is a "systemic" issue which may require fundamental staff and structural changes, and under the circumstances, very strong and firm leadership.



A monopoly should never be in a position of authority over its economical or legal environment. All input should pass this mandate.



The present communication structure works, but sometimes the information is too overwhelming or difficult to find within the many list and groups RIPE runs. A more concise structure might be needed to facilitate the sharing information process.



Don't know how RIPE NCC works. However, clear that both pro-active (the Executive and/or staff) and re-active (the members and stakeholders) identification of issues for consultation are necessary. The Internet association in our country finds it valuable to hold national "Summits" periodically to ensure all views are heard, to

establish mandate for representation at ICANN. These meetings are usually audio-cast as well, allowing those not physically in attendance to provide feedback by email. Summaries of the Summit are then sent to wider stakeholder community for feedback and sign off.

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#### **6.2.4 ISSUE D: Should the RIPE NCC regularly seek members' view on new services and their views on the standards of existing services provided? If so, what are the most effective means?**

Once again, respondents raised no ideas which had not already been raised by members. Issues which each received support from a number of respondents were:

- Service level agreements with members
- More resources given to, and a better structure for, working groups
- Telephone access to hostmasters in languages other than English, including a hotline service in the most common RIPE NCC region languages.

#### **6.2.5 ISSUE E: This issue is deliberately left blank in the Stakeholder analysis as Issue E invited members to indicate whether their views were adequately represented under the current structure.**

Blank – not applicable

#### **6.2.6 ISSUE F: Compared to other essential services that you receive such as gas, electricity, telephone and car registration, from what you know of the RIPE NCC, how would you rate their service standards?**

This question is perhaps somewhat unfair. Stakeholder respondents are not directly in receipt of RIPE NCC services; therefore their knowledge is obviously gained at venues such as RIPE meetings where members make critical comments and good services rarely receive equal mention.

#### **6.2.7 ISSUE G: If you had to identify your own or your organisation's top service provider of any type of service you receive, what is it that makes them stand out?**

The main features mentioned were that outstanding service providers had:-

- customer service focus
- professional, competent staff who understand customer needs
- simple interfaces
- invisible internal rules and structures
- a willingness to listen to and act on customer feedback

- responsiveness in a timely, friendly and relevant fashion
- willingness to make obligations a legal and financial commitment.

Examples of responses were:

*Customer service. NCC is a customer service organisation – any organisation that can't handle its customer service, regardless of the quality of its product, is doomed to failure. Many indifferent companies and products have made it simply due to customer service being outstanding. Many excellent products have failed simply because the company's customer service was non-existent.*

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I am looking for in an organisation of excellence Such organisations have highly engaged and professional staff, who clearly anticipate and understand customer needs, and provide prompt and reliable service. They have simple interfaces involving the minimum necessary complexity and bureaucracy. Internal rules, systems and structures are totally invisible, except where of direct relevance (and preferably benefit) to the customer.

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*They demonstrate an active developmental approach to their services and themselves, and a willingness to take seriously, listen to and act on customer feedback.*

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Willingness to make a financial and legal commitment to their obligations.

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*Responsiveness in a timely, friendly and relevant fashion.*

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Fast response – can get in technical answers with one call.

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## 6.2.8 **ISSUE H: RIPE NCC Future structure and operation.**

A range of suggestions were made which respondents believed would improve RIPE NCC operations. The main ones were:

- Investment in improving the customer service focus
- Hiving off the technical research function
- A clearer separation between RIPE and RIPE NCC with different names
- Introducing a service contract for customers which adequately took account of commercial and legislative requirements in the countries where members operated
- Basing charges in proportion to IP resources held
- Staff rotation within NCC and to other relevant organisations
- Having a "policy" subtrack at meetings
- Establishing three "desks" reporting directly to CEO for the Middle East, Eastern Europe and Western Europe. Appointees to be based at NCC HQ, travel frequently in their respective areas and be fluent in the main area language.

Representative comments were:

*RIPE NCC is diverted from its core business by technical research which I admit is interesting but it is a costly, expensive diversion from its real function. This means that there is lack of attention and investment in customer service. This technical research function needs to be hived off from the core business.*



*While RIPE NCC grew out of RIPE the present model is quite inappropriate. Nothing that a member of RIPE raises is ever rejected; RIPE itself lacks focus and has been able to operate this way in the past because the resources have been available and there has been no financial constraint. ISPs are facing the realities the hard way – RIPE needs to do the same.*



*There needs to be clear distance between the NCC and RIPE. RIPE can be a venue for discussion on IETF matters – but RIPE NCC must not be a combination of NCC, NANOG and the IETF. NCC now needs some entrepreneurial, commercial sound leadership to provide proper customer services.*



*I acknowledge the huge contribution of many people but there needs to be a maximum limit of two consecutive terms on ALL positions in RIPE and the Board of NCC.*



*I am concerned at the lack of process in the way policy is developed and documented within RIPE NCC. It seems to happen in a haphazard and unstructured way – almost back to front. This means that it ends as very hard to understand especially by people who are not fluent in English.*



*I am also concerned about the financial viability of RIPE NCC's operating model. While it may have worked in times of growth it will not work in the present circumstances. They are effectively SELLING IP and depending on a continuing flow of new members.*



*The provenance of the address pool is extremely dubious if ICANN fails. The failure of ICANN represents the greatest threat to RIR and Internet stability.*



*There needs to be a much better service contract between NCC and ISPs and others which recognises that these organisations are CUSTOMERS. The contract must take into account the commercial and legislative realities in each country where customers operate.*



*It seems advisable for RIPE NCC to more clearly separate its core RIR service functions from its very substantial number of additional services and R&D activities. The latter appears to have been heavily subsidized by the former, and while this is a conscious decision on the part of the NCC (and one which has produced many positive community benefits) it may need to be re-examined to determine the appropriate level of cross subsidy. The subsidised areas of the centre may benefit by being asked to obtain at least some part of their funding from other sources. The level of such funding which can be found would provide NCC management with a realistic measure of the perceived value of those activities within the wider community.*

*On the other hand it may be that the primary beneficiaries of RIPE NCC R&D activities is the RIPE membership (i.e. the ISP community) itself, in which case it is arguably not appropriate to find other funding sources. In this case it seems that the RIPE NCC fee structure does not provide an appropriate distribution mechanism for the recover of costs. The problem is that ISPs should derive benefits from those services in proportion to their size, and yet the largest of RIPENCC members pay relatively little compared with the smallest. The fee structure is extremely flat when considered against the relative size and financial means of the membership, which seems to place an unfair burden on the smaller members. A fee structure more like that of APNIC or ARIN would seem much more appropriate in reflecting the value of the RIRs services'*



*Charges by NCC should be based proportionally to the IP resources held. I realise that some large telcos would not favour such an approach but the reality is that they can afford it, it is fairer to all and provides a much more stable platform for the continuity of the NCC.*



*The technical research functions that the NCC staff undertake should be hived off to a research foundation.*



*More rotation of the staff within NCC and to other RIRs would provide more interesting jobs and perhaps avoid the staff losses which are a drain on performance*



*Policies should be a sub track at RIPE meetings and there should be consideration to joint RIPE and NANOG meetings. This would benefit all parties and also improve the position of NCC. To reinforce the new model RIPE NCC should have a new name which did not include the word RIPE in its title. The divorcing of RIPE and NCC would send a powerful message to ISPs that NCC was going to concentrate seriously on customer service.*



*NCC has a significant area of territory to cover. It is not only large but also extremely diverse. While policies may be common at the highest level the strategies for implementation need to take account of the quite different local needs. The question then is "How do you cover the region and provide outstanding services?" It is quite unrealistic to expect the CEO to personally give each local area the attention it needs. One way to address this would be to have three "desks" reporting to the CEO. The Middle Eastern desk, the Eastern European desk and the Western European desk. These would each be headed up by an individual who reported directly to the CEO and with maximum delegated authority. Each would require fluency in the major language(s) relevant to the desk. Eg Arabic. The person should be based at NCC HQ but spend a significant amount of time in the "desk" location. They should not be in the location as it is essential that each desk head interact regularly with his/her peers to ensure consistency of policy interpretation and service levels.*



## 6.2.9 ISSUE I: External Relationships

Stakeholders reinforced members' views on the importance of a proactive policy on external relationships but did not raise any new topics.

Examples of the comments were:

*(1) the collaboration among three rir's is very important. I feel at some stage, the three rir's (apnic, arin and ripe-ncc) will compete for the ip addresses. we have to prepare for this.*

*(2) apnic and ripe-ncc should promote the ipv6 and allocate large blocks to their members. otherwise it is not easy to make ipv6 popular.*



*It is critical for the future success of the internet and all RIRs that the level of cooperation between RIRs increases. There is really no formal model for this. It depends on individuals and tends to take place only when a crisis is imminent or really important activity is obvious eg the introduction of ipv6. A proper process needs to be put in place for this to function regularly and smoothly.*



*Yes a relationship with the RIPE NCC would be of value. Issues on coordinating global activities for the effective management of the DNS space pertaining to internet resource allocations. In particular coordinating education and best current practise information to the members of the RIRs would be of value*



*The two present layers are membership, for which there is a fee and specific services; and participation (meetings and mailing lists) which is open and free. I guess that meetings are cost-neutral, though it would not be unreasonable to regard the existence of the open meetings as a benefit to paying members in which case some subsidy (perhaps of staff costs) would be justified. I am quite satisfied with this arrangement.*

*The organisation that I work for does not like the Internet. It is seen as an American govt and American telco controlled organisation. So they will support any moves by other parties to "get the situation under control". While this is not good, what is worse is that RIPE NCC does not see that this is a fundamental strategic communication situation which they have to be proactive in addressing.*



# Appendix 1.

## RIPE NCC Activity Plan 1991

R. Blokzijl

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ref.: ripe-35

### INTRODUCTION

This document describes the activity plan for the proposed RIPE Network Co-ordination Center (NCC). As such it must be regarded as a technical annex to the document proposing the installation of an NCC (ripe-19).

In the NCC proposal it is recommended to have a separate organisation that is responsible for the execution of a certain number of tasks that are indispensable for the proper management of IP networks on a European scale.

The nature of these tasks is such that it has proven to be extremely difficult to execute them as a voluntary effort on an ongoing, regular basis. Also the efficiency of the work would be greatly improved with a centralised execution of the tasks.

The individual work items are described below. It should be stressed that regular reporting (weekly, monthly and yearly) on the progress of the work is foreseen for all work items.

## 1 TECHNICAL – COORDINATION ACTIVITIES

Maintain a database of European IP networks and their management information. The database to be maintained will contain several classes of objects. These objects are described in detail in ripe-13.

At the moment the following object classes have been defined:

- (a) Networks
- (b) Responsible persons
- (c) Domains
- (d) Routers
- (e) International lines
- (f) Name Servers

The NCC will be responsible for the database entries; this includes

- (a) Collection of database entries
- (b) Checking of individual entries
- (c) Checking of consistency and integrity of the database

Weekly reports on changes in the contents of the database will be produced, together with statistics about the number of database entries.

## 2. DISTRIBUTION OF THE DATABASE.

Secondary copies of the database can be installed at other sites upon request. It is the responsibility of the NCC to keep track of such secondaries, and to keep the contents consistent.

An up to date record of secondary sites will be maintained on line.

## 3. COORDINATION OF DATABASE EXCHANGE WITH OTHER ORGANISATIONS.

The NCC will coordinate and execute the exchange of database information with NCC's outside Europe. The result will be that for the end user of the database one uniform set of global information will be available.

## 4. KEEP A RECORD OF EXISTING IP CONNECTIVITY IN EUROPE, AND BETWEEN EUROPE AND OTHER CONTINENTS.

The record shall consist of a set of maps that catalogue the existing connectivity in Europe. These maps fall into three main categories:

- (a) International connectivity inside Europe
- (b) Connectivity between Europe and other continents
- (c) Connectivity inside European countries and or networks

The last category depends heavily on cooperation with individual NOC's.

The maps to be produced will be made available on line in the form of a set of PostScript files for remote retrieval and reproduction. Adequate tools for providing the maps (both hardware and software) must be available.

The updated maps will be published on a monthly basis.

## 5. KEEP AN INVENTORY OF IP INFRASTRUCTURES NOT YET INTERCONNECTED.

This information will be kept in the same format as the maps of the interconnected networks. The collection and integration of the information depends heavily on the cooperation of individual NOC's.

The updated maps will be published on a monthly basis.

## 6. KEEP A RECORD OF OPERATIONAL CONTACT POINTS.

This will consist of a list of NOC's and responsible people that will be used as a reference list for the individual NOC's to be used in case of network related incidents, including security incidents.

Individual NOC's will be able to subscribe to a weekly update service.

## 7. MAINTAIN A LIST OF RECOMMENDED DNS SOFTWARE AND KNOWN BUGS.

The result will be available on a server in the form of software and reports of known bugs, recommendations, etc.

A subscription service for change and update reports will be maintained.

## 8. PLACEMENT OF NAME SERVERS AND BACKUP SERVERS IN EUROPE, AND BEYOND.

On a regular basis the interworking between the DNS name servers in Europe, and their connections to name servers outside Europe, must be checked. Detected errors and inconsistencies must be reported to the responsible persons; corrective actions must be followed. The result will be a consistent set of name servers.

## 9. GATHER TRAFFIC STATISTICS AND NETWORK PERFORMANCE DATA.

Traffic statistics will be gathered in an orderly way from a set of well defined routers. The result will be regular reports on traffic volumes and network performance.

# 2 TECHNICAL – DEVELOPMENT ACTIVITIES

NICs and NOCs and the NCC need special purpose software tools for their work. While some of these tools are available commercially others will have to either be obtained from the public domain or specially developed to suit local needs. The NCC will collect, develop, document and test such tools in order to make them available to the RIPE community. While some basic support will be given the NCC will not provide full support for these tools.

### 1. DATABASE MANAGEMENT TOOLS.

Tools for management of the database and their maintenance are an important work item for the NCC. The result will be the availability of a consistent database.

### 2. DATABASE QUERYING TOOLS.

Development and maintenance of the whois utility. The result will be a program, available from a file server, that permits remote interrogation of the database.

### **3. TOOLS FOR GATHERING AND PRESENTING NETWORK USAGE STATISTICS AND PERFORMANCE DATA.**

Software has to be collected, developed and maintained for gathering statistical data. The result will be a set of tools, available from a file-server, together with documentation and recommendations for use. This will enable the RIPE community to gather and present statistics in a uniform way.

### **4. DNS QUALITY CONTROL TOOLS.**

Utilities for quality control of the interworking of the DNS name servers will be developed and maintained. The result will be a set of software and documentation, available from a server.

### **5. TOOLS FOR DRAWING NETWORK DIAGRAMS.**

Network diagrams have become complicated objects nowadays, and the amount of work needed to draw them is no longer negligible. Some effort should be dedicated to study the possibility to generate them in a more automatic way from existing databases. The result will be more up to date and more accurate network diagrams.

## **3 ADMINISTRATIVE – RIPE ACTIVITY SUPPORT**

The NCC will give the following support to the RIPE activities:

### **1. KEEPING THE RIPE DOCUMENT STORE.**

The NCC will keep RIPE documents online and easily accessible to the RIPE community.

### **2. TECHNICAL AND SECRETARIAL SUPPORT FOR STUDIES UNDERTAKEN BY RIPE. THE NCC WILL PROVIDE TECHNICAL AND CLERICAL SUPPORT FOR RIPE STUDIES AND TASK FORCES IN ORDER TO ENHANCE CONTINUITY AND COORDINATION OF THE WORK BETWEEN RIPE MEETINGS.**

### **3. ORGANISATIONAL SUPPORT FOR RIPE MEETINGS. RIPE MEETING ATTENDANCE IS EXPECTED TO BE ON THE ORDER OF 40 PERSONS IN THE NEAR FUTURE. THE NCC WILL PROVIDE CLERICAL SUPPORT TO ORGANISE THESE MEETINGS IN ORDER TO KEEP THEM PRODUCTIVE.**

### **4. ADMINISTRATIVE – REPORTING**

The NCC will follow the following general reporting procedures:

1. Quarterly reports on all activities will be produced for the RIPE participating organisations and the RARE CoA.
2. Quarterly reports on outstanding problems will be produced for the RIPE participating organisations and the RARE CoA.
3. The NCC reports on its ongoing work and outstanding problems also to each RIPE meeting. These meetings take currently place three times a year.
4. The NCC will produce annual reports. These will be available on the 31st of January following the year to be reported on.

## 5 REQUIREMENTS FOR AN NCC

The following requirements for the running of the RIPE NCC have been identified:

### ● *staff*

- 1.0 FTE NCC manager with proven skills in:
  - \*Internet network technology, applied to large scale networks
  - \*Management and communication
  - \*Working in an international environment

The NCC manager must be willing to take the position for a period of at least 3 years.

- 1.0 FTE NCC technical staff with proven skills in:
  - \*Internet network technology, applied to large scale networks
  - \*Working in an international environment

The NCC technical officer must be willing to take the position for a period of at least 1 year.

- 1.5 FTE Administrative staff, with proven skills in:
  - \*Administrative work
  - \*Using advanced computing equipment
  - \*Working in an international environment

The NCC administrative officer must be willing to take the position for a period of at least 2 years.

### ● *equipment:*

- work-stations with X-windows capability for staff
- an adequate minicomputer to support the work-stations and to house the data bases
  - excellent IP networking access, both European and intercontinental

- excellent mail connectivity
- support for OSI based services
- ***office space:***
  - 2 offices with the normal operational overheads
  - communication costs allocation
- ***location:***

It is essential that the actual place where the NCC is located, is close to an operating NOC and other RIPE activities. This will make it possible to keep the number of NCC staff limited, while still providing fertile grounds where NCC activities will flourish.

- ***travel budget***

It is foreseen that NCC staff will have to make at least the following travels on a yearly basis:

- attend all RIPE meetings
- attend 6 meetings in Europe
- attend 4 meetings outside Europe

