



# 2025 End of Year Report

APNIC Foundation delivering impact for the APIDT

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## End of Year 2025 Overview

- ▶ 93% of end of year targets met or exceeded
  - 60.9% of targets exceeded
- ▶ Organisational risks have decreased from 44 in June 2024 to 19 in December 2025, with no outstanding Very High or High risks.
- ▶ ISIF Asia received 211 applications, representing a 50% increase in the number of applications received, and offered grants to 29 applicants.
- ▶ Switch! enrolled 150 participants and achieved a 100% retention rate. 1869 courses and professional certifications were completed with a 96% completion rate.
- ▶ DLSA offered 468 professional development activities, with a completion rate of 100%.
- ▶ APNIC Academy's training content satisfaction remained high, with an average participant rating of 97.92%.
- ▶ APNIC's Training and Technical Assistance satisfaction stand at 99.05% and 94.44% respectively.
- ▶ SOI Asia's initiatives APIE and EBA engaged 16 of 24 partner institutions across 10 economies. Universities are increasingly capable of independently hosting programs.

## 2025 Highlights

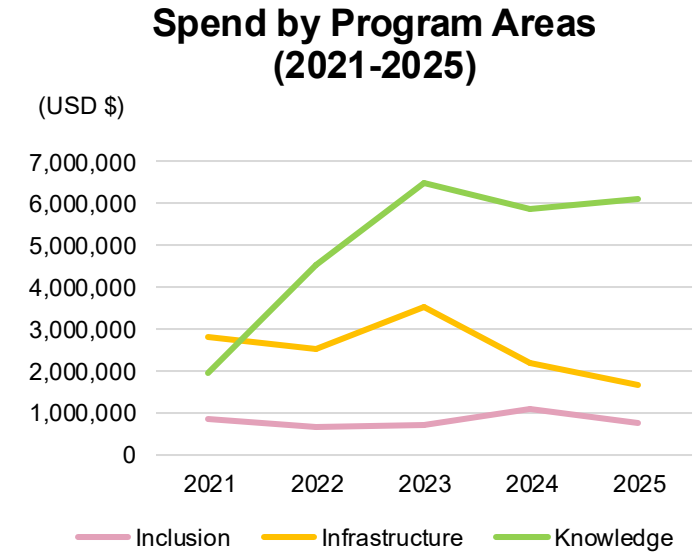
- The APNIC Foundation organised six national events, titled 'EmpowerTech', across Southeast Asia. These dialogues brought together governments, industry, and frontline implementors, bridging the gap between technical communities and policy implementation.
- The Foundation collaborated with ESCAP, KOICA, and Jeju National University to train government officials from five Pacific Island economies on harnessing digital technologies for addressing climate change impact in the Pacific, thus using technology to tackle real-world problems.
- The Foundation contributed to ESCAP's Asia Pacific Information Superhighway Action Plan 2027-2030, committing to several sub-regional collaborative initiatives to supplement national initiatives, thus plugging a critical gap within the plan.
- The Foundation offered its inaugural Research Fellowship, wherein five research fellows were supported to conduct original, innovative research on Internet infrastructure, operations, and AI readiness.
- Under the Foundation's FCA, rapid response funding was provided to assist with connectivity efforts following earthquakes in the Philippines.
- APNIC completed the modularisation of Network Security and IPv6 Deployment on its Academy platform.
- APNIC provided technical assistance to Fiji, Samoa, Vanuatu, Malaysia, and the Philippines. Vanuatu IXP has been upgraded, adding significant improvement and implementing ROV, and is now fully operational.
- APNIC offered capacity building for CERTs / CSIRTs in Kiribati, Tonga, Vanuatu, Fiji, and Bhutan.
- SOI Asia launched 3 new Community-Based Research (CBR) initiatives, including applied community deployments addressing local infrastructure and environmental monitoring needs. The introduction of CBR Seed further strengthened the SOI Asia learning pathway from student engagement to research application.

# APIDT Grant Expenditure



From 1 January 2025 to 31 December 2025  
(Reporting Currency: USD)

Managed and Implemented by	Project Names	2025 Full Year Overview				Explanations of Material Matters (>5%)
		Budget	Actual	Change (\$)	Change (%)	
APNIC	APNIC Academy Platform and Curriculum Development	842,226	862,471	20,245	2%	
	Training Delivery and Community Trainers	1,188,842	1,013,972	(174,870)	-15%	APNIC's realignment resulted in a reduction of training delivery scope.
	Cybersecurity: Honeynet and Threat Sharing	51,590	65,412	13,822	27%	Savings from Training Delivery project has been re-allocated to this project to support greater community impact.
	M-Root Deployment	412,138	368,498	(43,640)	-11%	Challenges from equipment procurement.
	Research and Internet Measurement	113,900	91,259	(22,641)	-20%	Project required less fund than initially budgeted, with no impact to project deliverables.
Foundation	ISIF Asia (incl. IPv6)	2,009,721	1,988,110	(21,611)	-1%	
	Foundation Community Assistance	310,132	321,621	11,489	4%	
	Switch!	993,634	1,063,131	69,497	7%	Additional fund provided to assist the project transition ahead of 2026.
	Digital Leap South Asia	269,232	259,199	(10,033)	-4%	
	Trust Discretionary Fund	243,368	232,500	(10,868)	-4%	
Keio University	SOI Asia	2,260,870	2,231,365	(29,505)	-1%	
	<b>Total</b>	<b>8,695,653</b>	<b>8,497,538</b>	<b>(198,115)</b>	<b>-2%</b>	



# Projects' Performance: 93% targets met



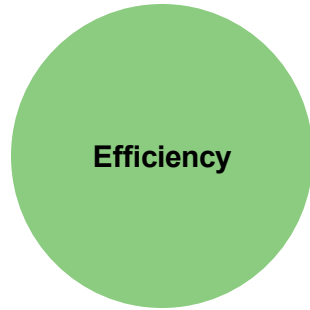
The table below summarises the performance of funded initiatives against targets.

Project name	Target status	If no, explanation
<b>APNIC: APNIC Academy</b>	All targets met.	
<b>APNIC: Cybersecurity and Honeynet Threat Sharing</b>	All targets met.	
<b>APNIC: M-Root Deployment</b>	Target around new deployments not met, with 4 out of 8 deployments completed. Sites are being identified and prepared at the targeted pace, but deployment is limited by external factors.	Geopolitical and electronic component (chip) market supply issues in 2025 caused shipping disruptions and hardware shortages Myanmar procurement remains stalled due to active international sanctions IFON Kolkata did not hold the required IX licence
<b>APNIC: Research and Internet Measurement</b>	All targets met.	
<b>APNIC: Training Delivery</b>	One target around supporting community events not met.	Three security community events were declined for sponsorship. SGNOG and CRC Mongolia did not submit sponsorship requests.
<b>APNIC Foundation: Digital Leap South Asia</b>	All targets exceeded.	
<b>APNIC Foundation: Foundation Community Assistance</b>	All targets exceeded.	
<b>APNIC Foundation: ISIF Asia</b>	All targets met. 211 applications received for 2025 grants, exceeding targets.	
<b>APNIC Foundation: Switch!</b>	All targets met, 16/20 exceeded.	
<b>APNIC Foundation: Trust Discretionary Fund</b>	Trust directed targets met.	
<b>Keio: SOI Asia</b>	Four targets not met. Two around deployment, one around student participation in fieldwork, and one around collaboration.	SOI Asia partners secured additional funding and as a result pushed hardware deployments to 2026, meaning they were not met in the 2025 reporting period. The postponement of one fieldwork activity and the introduction of stricter screening requirements reduced the number of participating students to improve the quality of fieldwork outcomes. One institution (ITC) withdrew from the collaboration during the reporting period.

# APNIC Foundation's Performance

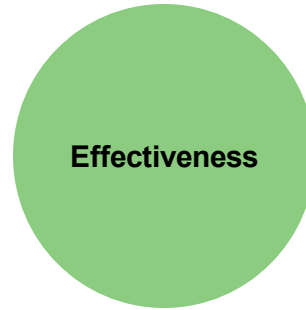


The APNIC Foundation aims to have a culture of excellence. In line with this, it monitors its own performance to ensure it is delivering services effectively, efficiently, and to a high standard. The summary below highlights the Foundation's efforts across its systems and processes to ensure we are impactful.



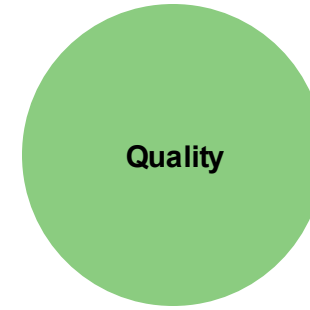
## Efficiency

- Most projects met or exceeded their planned activity delivery targets within the reporting period, such as Academy's instructor-led training hours, Switch! and DLSA's participant engagement and event execution, demonstrating effective resource and timeline management.
- DLSA implemented SOPs improving operational workflows and exam integrity.



## Effectiveness

- High participant engagement across multiple technical pathways including DLSA, Switch! and APNIC's Training, reinforcing effectiveness in building capacity in the region.
- Effective ISIF 2025 Grant application process, doubling applications received compared to 2024, indicating greater outreach.
- Community-building initiatives such as DLSA's alumni volunteer programs and mentoring; ISIF's alumni collaboration on new projects; and cross-border collaboration by Switch! enhanced program reach and sustained momentum beyond initial funding phases.



## Quality

- Continuous improvements are based on key learnings. DLSA introduced diagnostic assessments, differentiated learning tracks, and structured accountability measures to boost learner readiness and certification rates.
- ISIF Asia grants were offered following a strengthened review mechanism, including a technical review as well as an independent review by the Selection Committee, enhancing the quality of grantees selected.

# Impact in the Region: Highlights



## South Asia

- The 73 Digital Leap South Asia participants completed 190 professional exams with 175 professional certifications awarded.
- Increased focus on environmental projects in this region:
  - Pakistan:** [Flood mitigation](#)
  - Bangladesh:** [Cyclone alerts](#) and [solar microgrids for refugees](#)
  - India:** [Wildfire prevention](#) and education on the [environmental impacts of Internet infrastructure](#).

## Southeast Asia

- 150 women/gender-diverse professionals from 6 economies supported (Cambodia, Laos, Philippines, Thailand, Timor-Leste, Viet Nam) via Switch!
- New event series '[EmpowerTech](#)' established to deepen capacity building impact, advocacy and outreach. All six events successfully secured sponsors.
- [ORCID](#) funded adoption of ORC IDs among Southeast Asian researchers.



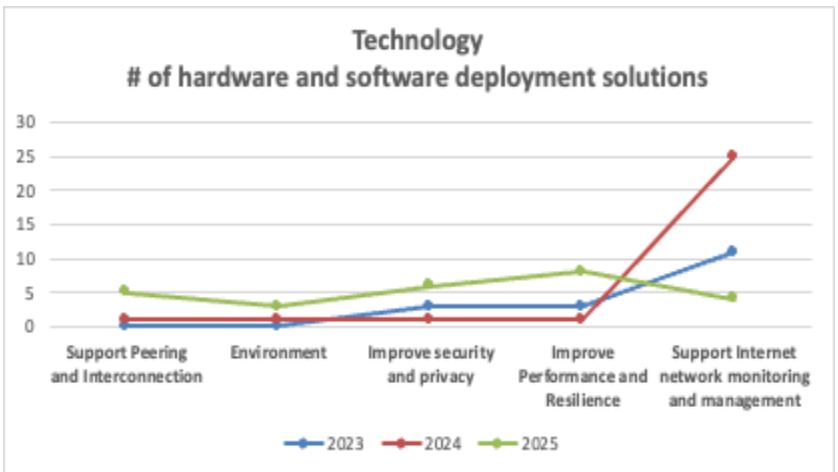
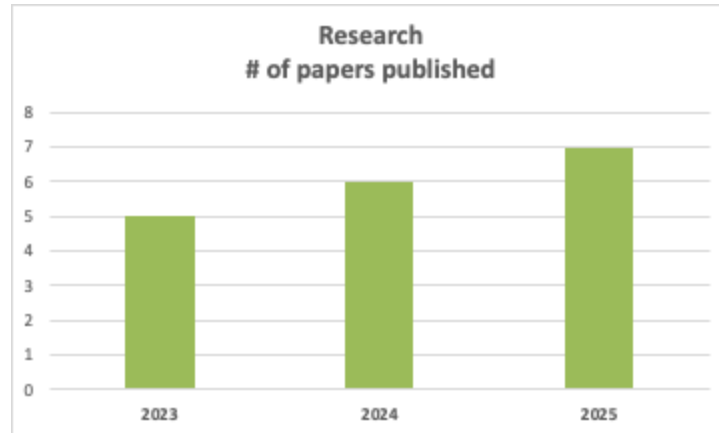
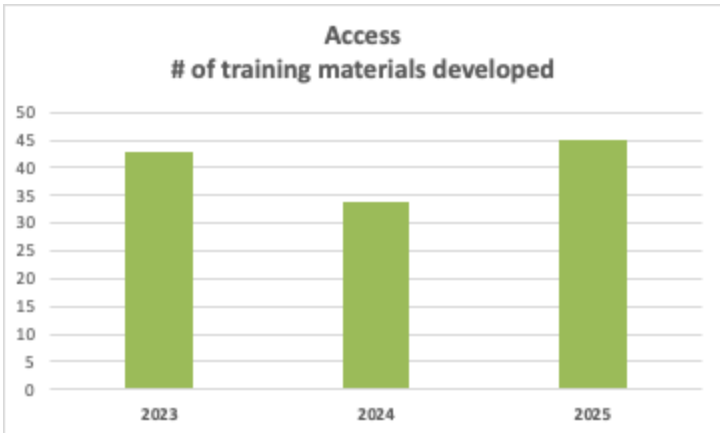
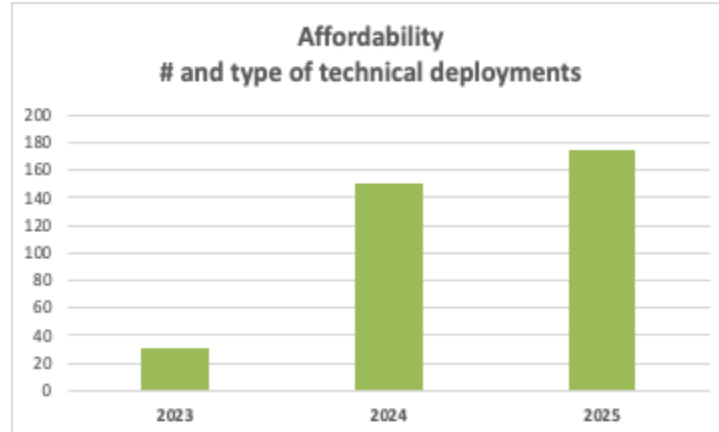
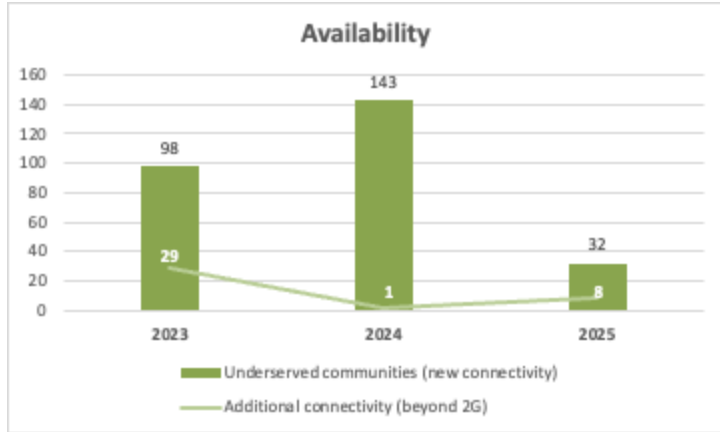
## East Asia

- SOI Asia partner institutions increasingly demonstrated the capacity to independently host and organise SOI Asia programs such as APIE Camps and EBA fieldwork activities in a crucial step towards scalability.
- Two significant IPv6 projects underway in Mongolia – [Unitel](#) and [National University of Mongolia](#). Unitel has been leading the push for IPv6 in Mongolia and the ongoing project aims to enable it for all Unitel users including mobile.

## The Pacific

- Strong cybersecurity and Internet safety focus in the Pacific in 2025:
  - FCA funded a [SOC for Vanuatu](#) and a [SOC for Tonga](#).
  - ISIF Asia project [supporting Pacific senior citizens](#) on safe Internet usage.
- [KOICA-UNESCAP-funded project](#) brought Pacific government officials to Australia for training on digital technologies to address climate change.
- IPv6 projects in both [Solomon Islands](#) and [Cook Islands](#).

# Year-on-Year Trends (Non-Financial)



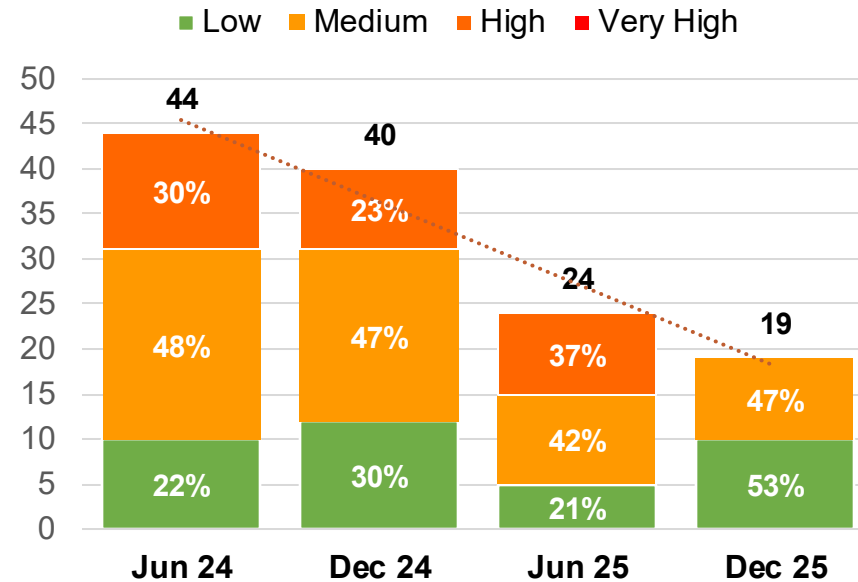
# Year-on-Year Trends (Non-Financial)



Over the two-year period from 2024 to 2025:

- **Total risks identified** across all projects have decreased significantly, falling from 44 to 19.
- **High / Very High Risk categories:** Risks within these categories have been effectively managed, with issues either fully resolved or appropriately downgraded to the Medium or Low Risk levels.
- **Low / Medium Risk categories:** Increase in these categories, attributed to the downgrading of some high risks.
- The results reflect effective mitigation measures and proactive risk management, with continuous monitoring contributing to ongoing improvements in risk outcomes.

## Numbers of Risk Identified and Rating Distribution



Risk Category	No. of Risks	Notes
Project Delivery	5	Potential issues and uncertainties related to the successful execution of planned tasks or projects and the achievement of desired outcomes.
Financial	3	Currency exchange rates fluctuation impacted project funding; terrorism financing risks which have been mitigated by appropriate risk framework and guidelines.
Legal and Compliance	3	Potential compliance issues with Australian sanction laws; counter-terrorism law and data privacy law.

# Key Learnings



Project (if relevant)	Key Learning	Action	Action Status
ISIF Asia	The spotlight events were very well received and improved cross-networking engagement opportunities. However, it requires additional resourcing, facilitation and follow up actions that extend beyond the grants portfolio resourcing.	Look at broader Foundation activities and integrate into (or join) alumni activities or connect with other partners' work where appropriate. Provide speaker recommendations from grantees pool to other events (including external) as relevant.	ISIF Asia grantees presented at key EmpowerTech events in 2025 as well held sessions at events such as APriGF.
Digital Leap South Asia and Switch!	Professional Development: The wide variety of career tracks, vendors, and desired certifications created challenges in verifying the validity of all certifications achieved.	For vendors that provide direct links to issued certifications, this method is preferred as it enables quick and reliable verification. For other cases, manual checking of uploaded certificates was conducted to confirm authenticity.	The number of tracks will be specified, with a focus on professional certifications from a smaller set of established vendors. Verification will be strengthened through a tagging mechanism such as Inxignia.
APNIC: APNIC Academy	The cloud hosted virtual lab environment, while highly popular with learners, is not financially sustainable at scale. The review process also showed that redesigning labs for on-premises infrastructure improves reliability, reduced latency, and long-term maintainability.	Transition virtual labs to an on-premises platform <ul style="list-style-type: none"> <li>• Designing and deploying on-prem training lab infrastructure</li> <li>• Redesigning labs for on-prem compatibility</li> <li>• Prioritising high-impact labs</li> </ul>	<ul style="list-style-type: none"> <li>• On-prem hardware purchased, installed, and configured.</li> <li>• Training lab deployed at two sites (Brisbane and Singapore).</li> <li>• 12 labs redesigned and migrated.</li> <li>• Remaining labs scheduled for transition in 2026.</li> </ul>
APNIC: Training delivery	A review of the Community Trainer (CT) program confirmed that Retained Community Trainer (RCT) usage rates were low and the retained model was not delivering value relative to its cost. Transitioning to a fully volunteer Community Trainer program ensures that future training capacity is scalable, cost-efficient and better matched to actual delivery requirements.	<ul style="list-style-type: none"> <li>• Community Trainer Program will shift back to fully voluntary in 2026 and continue to support operational capacity.</li> <li>• Transition several Retained CTs to volunteer CTs.</li> </ul>	<ul style="list-style-type: none"> <li>• RCT program concluded November 2025.</li> </ul>



6 Cordelia Street,  
South Brisbane, QLD 4101  
Australia

Telephone 61 7 3858 3100  
Facsimile 61 7 3858 3199

[info@apnic.foundation](mailto:info@apnic.foundation)  
[www.apnic.foundation](http://www.apnic.foundation)

# APIIDTT 2025 End of Year Report

## Appendix 1: Tables of detailed project status indicators

This file provides additional background information on the End of Year Report for the 2025 Grant Agreement between the Asia Pacific Internet Development Trust (APIIDTT) and the APNIC Foundation.

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3.1	SOI Asia	21

Project	Exceeded	Met	Below	Significantly below	Total
APNIC Academy	3	1	0	0	4
Training Delivery and Community Trainers	6	2	1	0	9
Cybersecurity: HoneyNet	0	2	0	0	2
M-Root Deployment	0	1	1	0	2
Research and Internet Measurement	3	3	0	0	6
ISIF Asia	8	2	0	0	10
Foundation Community Assistance	3	0	0	0	3
Trust Discretionary Fund	0	4	0	0	4
Switch!	16	4	0	0	20
Digital Leap South Asia	7	0	0	0	7
SOI Asia	7	9	4	0	20
<b>Total</b>	<b>53 (60.9%)</b>	<b>28 (32.18%) 81 (93.1%) met or exceeded</b>	<b>6 (6.9%)</b>	<b>0 (0%)</b>	<b>87</b>

# 1 APNIC-led projects

## 1.1 APNIC Academy Platform and Curriculum Development

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Provide high quality, advanced training content, curriculum and certification.	Modularise at least two courses, covering at least 10 days of content	2 courses, covering at least 10 days of content	Two courses—the Network Security Workshop and IPv6 Deployment Workshop—have been modularised, covering 10 days of content.  Additionally, 12 training labs have been redesigned and migrated to the on-premises environment as part of the lab transition.	Exceeded
	Achieve average satisfaction survey rating of 85% on training content	85% on average	97.92%	Exceeded
Output 2: Develop and maintain the APNIC Academy as a cohesive platform that serves the training needs of the technical community in Internet-related	Maintain Academy Platform availability of at least 99.95%	99.95%	99.99%	Exceeded
	Complete all goals for Academy Products as	Ongoing	Ongoing	

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
technologies and best practices.	outlined in the APNIC Product Roadmap		The development phase is progressing on schedule.	

## 1.2 Training Delivery and Community Trainers

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Academy Training Delivery Relevant, best practice instructor-led technical training delivered at the community level, with a focus on deployment and operations of Internet infrastructure technologies	Conduct at least 1,200 hours of instructor-led training with at least 100 courses for at least 3,000 attendees, leveraging Community Trainers (CTs)	1,200 hours 100 courses 3,000 attendees	1,672.5 hours 122 courses / training events 3,676 attendees	Exceeded
	Achieve at least 15,000 hours of usage in self-paced online courses and virtual labs in 2025	15,000 hours	33,284 hours	Exceeded
	Achieve an average training satisfaction of 85% on instructor-led training delivery	85% on average	99.05%	Exceeded
	Deliver at least four open access Train the Trainer workshops	4/4	4/4	

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 2: Technical Assistance and Deployment Support – 2025  Provide technical assistance and advice on deployment and operations of Internet infrastructure technologies on an individual, operator /community basis	Engage in at least four capacity building activities for IXP development	4/4	5/4 Vanuatu, Samoa, Fiji, Malaysia, and the Philippines	Exceeded
	Engage in at least four capacity building activities for CERTs / CSIRTs	4/4	5/4 Kiribati, Tonga, Vanuatu, Fiji, and Bhutan	Exceeded
	Overall satisfaction rating of at least 80% for technical assistance	80% average satisfaction rate	94.44%	Exceeded
Output 3: Technical Engagement  Sponsor and participate in technical community activities	Support at least 38 technical and security community events	38 technical / security community events supported	33 technical / security community events supported	Three security community events were declined for sponsorship. SGNOG and CRC Mongolia did not submit sponsorship requests.
	Support at least two new/revived community events (opportunity permitting)	Two new / revived community events in two subregions	None	There were no opportunities to support.
Output 4: Develop and maintain a sustainable, scalable model to support	Evolve the Community Trainer (CT) program,	CT Review completed and recommendations implemented	Review completed and recommendations implemented	

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
the delivery of blended-learning training model	including evaluating the program			
	Develop a training partner program	Training partner program plan developed	The activity was shelved due to a change in organisational strategy.	This activity did not progress in H2 due to changes in organisational strategy.

### 1.3 Cybersecurity: Honeynet and Threat Sharing

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Enhance cybersecurity knowledge and capability in the Asia Pacific	Increase the number of honeypot sensors from 400 to 500 (+25% on 2024)	500	500	
	Organise quarterly honeynet and threat sharing community events	4	4	

### 1.4 M-Root Deployment

Project outputs	Indicators	Annual target	Annual Actual	Variations to planned proposal
Output 1: M-Root Instances	Complete at least eight M-Root server deployments by end of 2025	8	4	Geopolitical and electronic component (chip) market supply issues in 2025 caused shipping

Faster and more reliable DNS service in the APNIC region and beyond.				<p>disruptions and hardware shortages.</p> <p>Myanmar procurement remains stalled due to active international sanctions.</p> <p>IFON Kolkata did not hold the required IX licence.</p>
	Identify and prepare at least six additional M-Root server sites	6	9	

### 1.5 Research and Internet Measurement

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Accurate measurements of IPv6 uptake, IPv6 performance, IPv6 fragmentation, DNSSEC validation, DNS resolver use, use and stability of RPKI route origin validation (ROV)	A minimum of 10M individual measurements conducted each day	10 million / day	40 million / day	Exceeded
	Measurements conducted to cover all national communities with a national population in excess of 10,000	Minimum scope of population 10k+	Minimum scope of population 10k+	
	All measurement data processed and openly published on a daily basis within 24 hours of the data collection	Daily publishing	Daily publishing	

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	Measurements conducted to cover the deployment of: a) IPv6, b) DNSSEC Validation c) DNS Resolver use	Deployment measurements on IPv6, DNSSEC, DNS	Deployment measurements on IPv6, DNSSEC, DNS	
Output 2: Positive community feedback and citation of published measurements	Positive blog analytics	10,000 views of Labs posts	21,496 views	Exceeded
Output 3: Reference to measurements in policy-making forums	# of presentations made	12	32	Exceeded

## 2 APNIC Foundation-led projects

### 2.1 Information Society Innovation Fund (ISIF Asia)

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Deliver strong and efficient grant application, selection and	Minimum of 100 grant proposals received	100 Applications	211 Applications Received	Exceeded 50% increase from 2024 – significantly higher than anticipated.

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
implementation processes	Selection process completed in time for announcement at APNIC 60	Application Review Process	On track	Announced 13 October. ISIF Asia at APNIC 60 removed from scope.
	Up to 20 projects selected for funding across the three program areas seeking diversity across stakeholder groups and economies	20 grants	29 grants	Exceeded 35% increase
	At least 5 projects clearly targeting underserved or marginalised communities	5 projects	6 initiatives targeting underserved communities 14 grants offered in priority economies	Exceeded 14 grants (from 29) are in the Foundation's priority economies for support.
	At least 90% of grants and awards budget utilised	90%	98%	Exceeded
	Three site visits (ideally one per program area)	3 Sites	4 Sites	Exceeded Timor Leste; Solomon Islands; Cambodia; Thailand
Output 2: Strengthen the alumni network and contribute to community development	2025 Awards at APNIC 60 on a topic of relevance selected based on projects performance	N/A for this period	Removed from scope	

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	At least 3 ISIF alumni presenting or speaking about their work at relevant events	3	14	Exceeded  EmpowerTech events provided opportunities to share ISIF Asia insights with 6 presentations
	At least 3 collaborative engagements between alumni (e.g. doing a joint proposal, engaging to discuss cooperation / collaboration opportunities, supporting or complementing each other's work, etc.)	2 (1 Collaboration Q1 & Q2)	5	Exceeded  Telco2 + Fundacao Maria de Nazare  Distant Curve + PNG Unitech  Pranava + ODC  Spotlight on disability and accessibility online with 4 projects  Spotlight battery management, 4 projects
Output 3: Highlight the need for continued investment in Internet and digital development	At least 4 opportunities to speak about, present or highlight the Foundation's work with existing and prospective partners and stakeholders from a	4 (1 Per Quarter)	4	WAFFLE 2025, PITA 2025, UNESCAP-KOICA event, and PowerWells field trip.

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	funding and/or digital development perspective			
	Maintain a regular publication schedule on Foundation social media and/or blog to promote ISIF Asia reports, events, publications, presentations, awards, etc (minimum of 24 posts)	24	29	Exceeded

## 2.2 Foundation Community Assistance

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Support Internet and digital development activities in the Asia Pacific	<p>A minimum of 10 initiatives supported</p> <ul style="list-style-type: none"> <li>At least 1 initiative supported in each of the 4 APAC sub-regions (SEA, S Asia, NE Asia, Oceania)</li> <li>At least 1 initiative supported that</li> </ul>	10 Grants	23 Grants	<p>Exceeded</p> <p>All sub-regions covered</p> <p>Three initiatives tackling diversity and inclusion: DRAPAC, CTU, and CNX/DCX</p> <p>APCERT tackling cybersecurity</p>

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	<p>addresses diversity and inclusion</p> <ul style="list-style-type: none"> <li>• At least 1 initiative supported that addresses cybersecurity issues</li> <li>• At least 1 initiative supported that addresses Internet governance issues</li> </ul>			<p>APrIGF, Cambodia IGF addressing Internet governance</p>
<p>Output 2: Position the Foundation as a key player in Internet and digital development activities in the Asia Pacific</p>	<p>Speaking opportunities on Internet and digital development issues at events supported (minimum 2)</p>	<p>2</p>	<p>4</p>	<p>Exceeded DRAPAC CTU judge Cambodia IGF CNX / DCS</p>
	<p>Social media posts that position the Foundation as a key player in Internet and digital development issues (minimum 4)</p>	<p>4</p>	<p>8</p>	<p>Exceeded Example posts: <a href="#">1</a>, <a href="#">2</a>, <a href="#">3</a>, <a href="#">4</a>, <a href="#">5</a>, <a href="#">6</a>, <a href="#">7</a>, <a href="#">8</a>,</p>

### 2.3 Trust Discretionary Fund

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Fund and support activities that advance Internet knowledge and education in the Asia Pacific in a timely manner	# of activities funded.	As advised by the Trust	7 activities funded (1 publication, 5 information service sponsor, 1 event)	This is a reduction from mid-year report as 1 TDF removed for AINTEC.
	6-week processing time from confirmation from the Trust for a specific initiative to the execution of funding agreement.	6-week processing	Differs	As majority of the TDFs were approved in the earlier part of the year, this indicator has become irrelevant as some were not due to be proceed until the latter half of the year.
Output 2: Promote outcomes of sponsorships on relevant outlets such as Foundation social media accounts, or blog where appropriate	# of times APNIC Foundation logo included as a sponsor / supporter.	As required	7	APNIC Foundation logo displayed as sponsor / patron on 7 publications / websites / events.
	# of social media or blogs posts where appropriate.	0	7	A project page for each TDF was created on the Foundation website, this is updated annually.

### 2.4 Switch!

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Project management:	Quantitative and qualitative evidence	80% project team satisfaction reported	100% project team satisfaction reported	Exceeded

<p>Foundation staff and National Coordinators strengthened project management and M&amp;E, design and planned project activities effectively, and review project strategy based on lessons learned</p>	<p>that the project team strengthened project management, and collaborated and supported each other across project activities</p>		<p>(86% Very Satisfied, 14% Somewhat Satisfied)</p>	
	<p>Evidence that the project team strengthened consistent data collection and analysis and used monitoring and evaluation mechanisms to improve project outcomes</p>	<p>100% of participants record outcomes against approved PDPs</p>	<p>100% of participants record outcomes against approved PDPs</p>	
	<p>At least two meetings conducted to review risk matrix during the year, focusing on identifying risks and suggesting possible mitigation strategies</p>	<p>Analysis of surveys conducted is used for decision making and planning</p>	<p>Four meetings (one each quarter) conducted to review risk matrix during the year, focusing on identifying risks and suggesting possible mitigation strategies</p>	
	<p>Increased capacity of relevant staff and NCs to manage project activities that are gender-responsive and inclusive (based on GESI review recommendations)</p>	<p>Switch! project team delivers GESI training at National Events and reports increased confidence to do so</p>	<p>Due to the redesigned concept for National events, the Gender Equality and Social Inclusion (GESI) training were not conducted during the National events. Instead, a GESI Empowerment training was conducted and</p>	<p>Variation was due to changes in priorities.</p>

			99% of attendees reported satisfaction with the training content.	
Output 2: Participant recruitment: Project participants sign agreements to join the project and submit their Professional Development Plans	The project team implemented improved outreach strategies to recruit participants and analysis of expressions of interest for selection.	Participants recruitment initiated in Q4 2024.	Participant recruitment was completed in Q1.	
	Evidence individual professional development plans are developed and approved, with participants goals linked to project objectives (SDG 4 and SDG 5), and participants enrolled in relevant coursework	100% of participants structure their PDPs and submit for approval	100% participants structure their PDPs and submit for approval	
	Evidence participants attended the welcome event and that the onboarding for the project was clear	At least 60% of the confirmed participants attend the national welcome events and report at least 80% satisfaction in the welcome event survey	93% attendance from confirmed participants at the welcome event and 99% were satisfied in the welcome event survey	Exceeded
Output 3: Professional development:	Quantitative and qualitative evidence of the participants showing greater	70% of participants report greater confidence in their abilities related to the	99% (86% Strongly Agree, 13% Somewhat Agree) of participants report greater	Exceeded

Project participants make progress against the PD Plans (training/certification and coaching)	confidence and skills (research, plan, deploy and maintain a stable, reliable and secure Internet)	technical subjects they chose for their PDPs	confidence in their abilities related to the technical subjects they chose for their PDPs	
		80% of Most Significant Change stories analysed include reports of increased confidence	94% (117 out of 124) of Most Significant Change stories analysed include reports of increased confidence	Exceeded
	Evidence of professional development plans progress	70% of participants reported monthly progress in the PDPs	98% (147 out of 150) participants reported at least one monthly progress	Exceeded
		70% participants completed 65% or more of all courses/activities in their plan (certificate of achievement)	98% (147 out of 150) participants completed 65% or more of all courses/activities in their plan)	Exceeded
	Evidence of fit for purpose coaching	65% completion of coaching program	96% (24 out of 25) participants completed attending the coaching program.	Exceeded
	Evidence of positive changes in their roles	10% of participants report positive changes in their roles as a result of the support received	68% (90 out of 132) of participants report positive changes in their roles as a result of the support received	Exceeded
	Evidence of empowerment to take control of their	70% of participants recognise the importance of defining	100% (73% Strongly Agree and 27% Somewhat Agree) of	Exceeded

	professional development	and undertaking a PDP and engaging in professional development opportunities	participants recognise the importance of defining and undertaking a PDP and engaging in professional development opportunities	
Output 4: Visibility & Networking: Project participants are better prepared to share their technical knowledge and expertise with the community	Evidence of participants speaking, sharing or applying knowledge within their areas of influence	15% of participants report improved communication skills (including English proficiency, public speaking)	100% (68% Strongly Agree and 32% Somewhat Agree) of participants report improved communication skills (including English proficiency, public speaking)	Exceeded
		25% of participants report engagement with community activities	100% (86% Strongly Agree and 14% Somewhat Agree) of participants report engagement with community activities	Exceeded
		90% of participants who attended national events report they are satisfied with activities conducted	100% of participants who attended national events report they are satisfied with the activities conducted (EmpowerTech feedback survey, 64%	Exceeded

	<p>Evidence of participants using platforms and online tools to support each other, collaborating and advancing their professional development</p>	<p>80% of participants signed up for designated online forums and lists with at least 30% contributing online</p>	<p>Excellent, 31% Very Good, and 5% Good)</p> <p>100% of participants signed up 31% contributing online</p>	<p>Exceeded</p>
<p>Output 5: Partnerships &amp; Collaborations: National Coordinators identify, engage and liaise with new and existing partners and other stakeholders to strengthen or develop partnerships and collaboration</p>	<p>Evidence of National Coordinators meeting, presenting or supporting proposals for partnerships and/or collaboration in support of the project and APNIC Foundation's work</p>	<p>At least 2 meetings, presentations or proposals are undertaken in each economy, with new or existing stakeholders</p>	<p>16 meetings attended:</p> <ul style="list-style-type: none"> <li>• 2 KH (KHNOG, Cambodia IGF)</li> <li>• 1 LA (Lao Digital Week)</li> <li>• 3 PH (PhNOG, ISOC CCCI, ISEA CCCI Convening)</li> <li>• 4 TH (BKNIX, ThaiNOG, WUNCA 44, DRAPAC Digital Rights National Meet-up)</li> <li>• 1 TL (TLNOG)</li> <li>• 5 VN (ICANN UN Day 2025, VNNIC Internet Conference 2025, APNIC 60 conference, Vietnam Security Bootcamp, Vietnam Internet)</li> </ul>	<p>Exceeded</p>

	Evidence of new partnerships or collaborative stakeholders for the project and the APNIC Foundation's work	2 new partnerships or collaborations are identified	12 new partners sponsored the EmpowerTech events.	Exceeded
	Evidence that National Events are fit for purpose and organised in a collaborative manner to leverage partnership opportunities	National Events are organised in a collaborative manner leveraging stakeholder partnerships	6 EmpowerTech events were organised with expanded engagement beyond existing participants and alumni, successfully involving community members, industry, government, and other partners.	Exceeded in rebrand to EmpowerTech

## 2.5 Digital Leap South Asia

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Increased awareness about Internet technical operations, role of technical community, and initiative and resource available.	Number of information sessions and events held per economy that discuss Internet technical operations and related information	6	18 Afghanistan: 9 Pakistan: 6 Other: 3	Exceeded
	Number of participants per economy in each information sessions / event	60 (total)	668 (total) Afghanistan: 225 Maldives: 14	Exceeded

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
			Pakistan: 123 General events: 306	
	Number of blog posts and/or social media posts that highlight participant and alumni achievements and stories	6	24  FAQ comprised of 44 questions published on the Foundation website 8 social media posts by the Foundation 17 social media posts by the stakeholders on achievements and stories.	Exceeded
Output 2: Building participants technical knowledge and skills	Number of participants recruited and enrolled in online professional development activities (training courses) disaggregated by gender	55	73  Afghanistan: 33 Maldives: 8 Pakistan: 32	Exceeded
	Progress rates reported by participants	100% PD plans submitted 65% progress reported	100% PD plans submitted 100% progress reported	Exceeded
Output 3: Cross-border interactive dialogue, initiatives and engagement	Number of participants / alumni engagement activities to introduce them to forum, webinars,	3	8  IGF - 3 APrIGF - 1 PKSIG - 1	Exceeded

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	panels, and sessions for regional dialogue		APRICOT - 1 AfNOG - 1 KPNOG - 1	
	Number of participants / alumni who have been seeking roles at relevant national, regional or global events / number of community-led initiatives, events, and discussions on Internet governance supported	3	6	Exceeded

### 3 Keio-led projects

#### 3.1 SOI Asia

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
Output 1: Development of a Non-Terrestrial Network (NTN) in the Asia Pacific	3 hardware and software deployment solutions (Foundation Metric)	3	0	During the year, partners secured complementary funding and proposed expanding the initiative to additional economies. As a result, planning and coordination were conducted in late 2025,

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
				with implementation beginning in early 2026.
Output 2: Development of inclusion, emergency-ready, disaster response network	2 emergency systems for Internet network operations deployed (Foundation Metric)	2	1 (UB-UNSRAT)	Deployment of the second emergency-ready system was postponed due to the delayed implementation described in Output 1. Deployment is expected once NTN activities begin in 2026.
Output 3: Promotion of Internet emergency readiness to REN communities and strategic partners	2 disaster network drills conducted	2	2 (JP, ID)	
	3 presentations in REN meetings	3	3	APAN 59 (Mar), SOI Asia 60 (Oct), IDREN (Nov)
Output 4: Facilitate the development of inclusive network among poorly served institutions	1 site (TL) provided with additional connectivity (beyond 2G) to underserved communities (poor neighbourhood rural) (Foundation Metric - Inclusion)	1	1	
Output 5: Support Research and Education Network (REN) technology development	2 new CBRs started in 2025	2	3	Exceeded Three CBR initiatives were launched in 2025, exceeding the planned target. The introduction of

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
and research collaboration				the CBR Seed initiative encouraged additional research proposals from participants.
	3 installed IoT nodes	3	3	
	4 internal collaboration meetings with research and education partners	4	4	SOI Asia 59, ITB, SOI Asia 60, IDREN
Output 6: EBA program redesigned, implemented and operationalized among SOI Asia community	4 EBA engagement activities (fieldwork program, partners meeting)	4 (1 EBA meeting, 3 fieldworks)	7 (EBA Meeting, EBA Symposium, 2 Fieldworks – ID and JP, 2 Online courses, 1 Internship)	Exceeded One fieldwork activity was rescheduled to Q1 2026 due to adjustments in the academic calendar.
	48 students from SOI Asia partner universities participating in the program	48	30 (FW), 41 (online courses), 1 (internship)	The postponement of one fieldwork activity and the introduction of stricter screening requirements reduced the number of participating students to improve the quality of fieldwork outcomes.
Output 7: APIE (Asia Pacific Internet Engineer) program developed and implemented in the SOI Asia community	APIE engagement activities (online course run, e-Workshop, camps and internships,	12 (1 Camp in ID, 1 Core Course run, 1 public version course, 3 Internship, 1 Meeting the Internet Engineers)	21 (3 Camps (ID, MY), 2 Core Course run, 1 public version course, 2 Advanced Camp, 9 Internships, 1 Onboarding Workshop in TL, 3	Exceeded APIE engagement activities exceeded the planned target due to increased participation

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	committee meetings, partner meetings)		Meeting the Internet Engineers)	from partner institutions and the expansion of program activities.
	9 - students from SOI Asia partner universities participating in the program (in economies served) (BD, ID, JP, MY, NP, PH, VN, TH, KH)	9	9 (BD, ID, JP, MY, NP, PH, VN, KH, TL)	TL: Core Course run (Q1) and Onboarding workshop (Q2)  LA, TH, BT: expected to join Core Course run in 2026 Q1.
	12+ SOI Asia universities and research institutions served (UNSRAT, BUET, HUST, TU, UB, UNHAS, KEIO, USC, USK, ITB, USM, CHULA, ICT)	12+	15 (UNSRAT, BUET, HUST, TU, UB, UNHAS, KEIO, USC, USK, ITB, USM, ICT, UNTL, VJU, VNNIC)	Exceeded  Participation exceeded the expected level due to stronger engagement from partners in Vietnam (VJU and VNNIC) and the participation of UNTL following improved connectivity in Timor-Leste.
Output 8: collaborative promotion of Open Science with UNESCO within the SOI Asia community	17 research engagements  (3 site visits, 12 online meetings, 2 conferences, etc)	17 (3 site visits, 12 online meetings, 2 conferences, etc)	22 (2 site visits (NL, ID), 16 online meetings, 2 meetings (JP, TH), 2 conferences (TW, NZ))	Exceeded  Engagements exceeded the planned target due to increased collaboration and participation in regional dialogues and related activities.

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	4+ SOI Asia universities contributing to the activities (ITC, UB, USK, TU)	4	3	One institution (ITC) withdrew from the collaboration during the reporting period.
Output 9: Development of a common blended learning platform	1000 badges issued	1000	905	905 badges were issued in 2025 (90% of the target). Some badges earned by participants remain pending issuance due to temporary platform system issues and are expected to be issued in early 2026.
	23+ courses that adopted the E-portfolio system	23	28	Exceeded The number of courses exceeded the target due to expanded program activities.
	12+ SOI Asia universities which accessed and had e-platform's micro-credentials issued	12	14 (UNSRAT, BUET, HUST, TU, UB, UNHAS, KEIO, UNTL, USC, USK, ITB, USM, ICT, VJU)	Exceeded 14 SOI Asia partner institutions issued micro-credentials through the platform, exceeding the expected level of participation and reflecting growing institutional adoption.

Project outputs	Indicators	Annual target	Annual actual	Variations to planned proposal
	6 institutions and enterprises adopted or recognised the e-portfolio system	6	6	Six institutions recognised the e-portfolio system, including APNIC Fellowship and partner universities (UB, UNHAS, USK, USM), while adoption preparations began for APRICOT activities.
Output 10: Internship programs	10 internship programs / courses that adopted the E-portfolio system	10	10	(9 APIE, 1 CBR)



6 Cordelia Street,  
South Brisbane, QLD 4101  
Australia

Telephone 61 7 3858 3100  
Facsimile 61 7 3858 3199

info@apnic.foundation  
www.apnic.foundation

# APIIDTT 2025 End of Year Report

## Appendix 2: Tables of Learnings

This file provides additional background information on the End of Year Report for the 2025 Grant Agreement between the Asia Pacific Internet Development Trust (APIIDTT, the Trust) and the APNIC Foundation.

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# 1 APNIC-led projects

## 1.1 APNIC Academy Platform and Curriculum Development

Outcome Area	Key Learning	Action	Action Status
<p>Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods</p>	<p>The cloud hosted virtual lab environment, while highly popular with learners, is not financially sustainable at scale. This sustainability challenge highlighted the need for a more cost-effective, controllable, and scalable solution. The review process also showed that redesigning labs for on-premises infrastructure improves reliability, reduces latency, and long-term maintainability.</p>	<p>Transition virtual labs to an on-premises platform by:</p> <ul style="list-style-type: none"> <li>• Designing and deploying on-prem training lab infrastructure;</li> <li>• Redesigning labs for on-prem compatibility;</li> <li>• Ensuring required features and realistic hands-on functionality;</li> <li>• Prioritising high-impact labs.</li> </ul>	<ul style="list-style-type: none"> <li>• On-prem hardware purchased, installed, and configured.</li> <li>• Training lab deployed at two sites (Brisbane and Singapore).</li> <li>• 12 labs redesigned and migrated.</li> <li>• Standardised redesign process in place and documented.</li> <li>• Remaining labs scheduled for transition in 2026.</li> </ul>
<p>Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods</p>	<p>The original plan to fully modularise courses proved resource intensive, slow, and unnecessary for the Academy’s needs. A review of the Content Modularisation Process showed that full course redesign is not required to support Academy 3.0. Instead, the essential requirement is the transition of existing courses into curriculum ready, module level components (overviews, learning objectives, slides, quizzes), while still allowing</p>	<p>Accelerate delivery by shifting from full modularisation to deliver required module-level content only, focusing on producing required course level and module level assets for Academy 3.0.</p>	<ul style="list-style-type: none"> <li>• Strategic shift approved and implemented.</li> <li>• Curriculum components preparation for Academy 3.0 is ongoing.</li> <li>• Regular content updates ongoing.</li> </ul>

	regular content updates to continue as required.		
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## 1.2 Training Delivery and Community Trainers

Outcome Area	Key Learning	Action	Action Status
Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods	<p>The Retained Community Trainer (RCT) cohort did not meet the expected performance levels. A review of the Community Trainer (CT) program confirmed that RCT usage rates were low, and the retained model was not delivering value relative to its cost.</p> <p>Transitioning to a fully volunteer Community Trainer program ensures that future training capacity is scalable, cost-efficient and better matched to actual delivery requirements.</p>	<p>Following the review, these key actions were taken to ensure the model remains sustainable and scalable:</p> <ul style="list-style-type: none"> <li>• Conclude the RCT program by November 2025;</li> <li>• Community Trainer Program will shift back to fully voluntary in 2026 and continue to support operational capacity;</li> <li>• Transition several Retained CTs to volunteer CTs.</li> </ul>	Completed

## 1.3 Cybersecurity: Honeynet and Threat Sharing

Outcome Area	Key Learning	Action	Action Status
Outcome 1.1 Internet users have reliable, safe and meaningful access to the Internet	Based on feedback, there are opportunities to engage with the NOG and REN community especially on using honeypots	Seek opportunities to present at NOG and REN related events.	Identifying NOG, REN and related community events for engagements in 2026.

	to enhance an organisation's cyber security posture.		
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## 1.4 M-Root Deployment

Outcome area	Key Learning	Action	Action Status
Outcome 1.1: Internet users have reliable, safe, and meaningful access to the Internet	The Philippines ASTI site faced prolonged delays but became operational on 22 January 2026 after persistent follow-ups. Relationship support from APNIC staff was crucial in progressing operations since 2021.	With consistent follow-ups and support from our local host, the IP address allocation issue was successfully resolved.	Completed
Outcome 1.1: Internet users have reliable, safe, and meaningful access to the Internet	Geopolitical and electronic component (chip) market supply issues in 2025 caused shipping disruptions and hardware shortages, delaying equipment delivery (e.g., Dell units for the Philippines). Vendors were required to source equipment from alternative countries, leading to delays and unexpected cost increases.	Work closely with vendors to identify reliable alternative supply routes early and negotiate price impact mitigation strategies.	In Progress
Outcome 1.1: Internet users have reliable, safe, and meaningful access to the Internet	Myanmar procurement remains stalled due to active international sanctions. JPRS is reviewing legal implications to determine if procurement can proceed under current laws.	Await JPRS legal advice and prepare contingency plans for alternative deployment options if procurement is deemed non-compliant.	In Progress

<p>Outcome 1.1: Internet users have reliable, safe, and meaningful access to the Internet</p>	<p>As IFON Kolkata did not hold the required IX licence, the M-Root deployment experienced significant delays. Ultimately, the Kolkata instance had to be shut down and transferred to Balaji-IX Kolkata.</p>	<p>Ensure that all prospective local hosts have the necessary licences and regulatory approvals in place before initiating any deployment activities. This will reduce delays, prevent non-compliance, and support smoother operational transitions.</p>	<p>In Progress</p>
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## 1.5 Research and Internet Measurement

None to add.

## 2 APNIC Foundation-led projects

### 2.1 Information Society Innovation Fund (ISIF Asia)

Outcome Area	Key Learning	Action	Action Status
<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice</p> <p>Outcome 2.1: New and evolving Internet and digital technologies responsibly further socio-economic outcomes</p> <p>Outcome 3.3: Establish leadership for collective impact for digital development</p>	<p>The spotlight events were well received and improved cross-networking engagement opportunities. However, it requires additional follow up actions that extend beyond the Grants portfolio.</p>	<p>Look at broader Foundation activities and integrate into (or join) alumni activities or connect with other partners' work where appropriate. Provide speaker recommendations from grantees' pool to other internal as well as external events as relevant.</p>	<p>Complete</p>

<p>Outcome 4.2: Organisational culture of operational excellence</p>	<p>The Foundation Metrics App was introduced and trialled with ISIF Asia grantees. However, the app design and functionality had limitations and did not align with the new strategy moving forward. Use of the app was discontinued.</p> <p>Project-related achievements continue to be captured within the technical reports on the grants management platform.</p>	<p>The ISIF Asia program will adopt the new MEL framework and process.</p>	<p>In progress</p>
<p>Outcome 4.2: Organisational culture of operational excellence</p>	<p>The trial of Technical Reviewers and an applicant Q&amp;A step significantly improved proposal quality and alignment with strategic priorities, but slightly extended the selection timeline.</p>	<p>Future review cycles should incorporate dedicated resourcing and timeline adjustments if technical review and feedback loops are maintained. The availability of the Technical Reviewers also needs to be considered as they undertake this responsibility in a low-bono capacity.</p>	<p>Complete</p>
<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.</p> <p>Outcome 3.3: Establish leadership for collective impact for digital development</p>	<p>High-touch engagement (virtual touchpoints, field visits, coaching) substantially increased grantee trust, collaboration, and ongoing engagement with the Foundation, contributing directly to program effectiveness, as well as future</p>	<p>Consider shared facilitation roles across the Foundation team to mitigate key person risk. Look to prioritise which projects require high-touch support and/or have high value in long-term partnerships.</p>	<p>Complete</p>

	engagement and advocacy opportunities.		
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## 2.2 Foundation Community Assistance

Outcome Area	Key Learning	Action	Action Status
Outcome 4.2: Organisational culture of operational excellence	The shift to new Foundation priorities, funding guidelines, and identifying and expanding partnership opportunities all occurred alongside multiple active grants and short-notice requests for funding help. The changes in priorities and some delays in identification of funding recipients resulted in some process and administrative delays.	Look to identify priority partnerships and majority of funding commitments before mid-year.	In progress
Outcome 4.2: Organisational culture of operational excellence	Individual Research Fellowships were granted through FCA. This required a new grant template and system requirements.	Formalise the process to accommodate individual research grants on the new system.	Complete

## 2.3 Trust Discretionary Fund

Outcome Area	Key Learning	Action	Action Status
Outcome 4.2: Organisational culture of operational excellence	Having all TDFs pre-approved by the Trust earlier in the year instead of case-by-case, made processing more efficient.	Pre-approval of all TDFs early in the year.	Follow process going forward.

Outcome 4.2: Organisational culture of operational excellence	Impact reporting from TDF grantees has proven difficult due to the historical grant-giving arrangement, or direct sponsorship arrangement. Reporting requirements need to be streamlined.	Reporting due date has been set for mid-February for each year to follow up on narrative of how the Foundation's support is contributing to a global, stable Internet ecosystem.	
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## 2.4 Switch!

Outcome Area	Key Learning	Action	Action Status
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.	Management: Monthly follow-up sessions with participants helped ensure they stayed aligned with the project timeline and maintained steady progress.	NCs organised monthly catch-ups to track learning progress, verify updates to PD progress records, and address project needs or participant requests promptly.	Currently exploring scalable approaches to extend the benefits of monthly follow-up sessions to a larger group of participants.
Outcome 4.2: Organisational culture of operational excellence	Management: End-of-year underspending was observed in the Professional Development budget line, highlighting the need for proactive monitoring and utilisation planning.	Finance suggested ways to utilise the budget i.e., allow two participants per economy to attend the upcoming APRICOT 2026.	Plans are underway to establish recurring meetings with Finance to review deliverables and monitor budget usage more systematically.
Outcome 4.2: Organisational culture of operational excellence	MEL: Consolidating surveys helps maintain high response and quality while reducing participant fatigue.	NCs reviewed all surveys and eliminated non-essential questionnaires. The team schedules distribution to ease the respondent load and improve completion rates.	Ongoing review of surveys will be conducted to ensure alignment with strategic priorities and confirm they remain fit for purpose.
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge	Professional Development: The wide variety of career tracks, vendors, and desired	For vendors that provide direct links to issued certifications, this method is preferred as it	The number of tracks will be specified, with a focus on professional certifications from

<p>sharing by inclusive communities of practice.</p>	<p>certifications created challenges in verifying the validity of all certifications achieved.</p>	<p>enables quick and reliable verification. For other cases, manual checking of uploaded certificates was conducted to confirm authenticity.</p>	<p>a smaller set of established vendors. Verification will be strengthened through a tagging mechanism such as Inxignia.</p>
<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.</p>	<p>Participant Engagement: The EmpowerTech event expanded engagement beyond existing participants and alumni, successfully involving Internet community members, industry, government, and other partners.</p>	<p>Clear objectives and a shared planning framework outlined in the proposal served as effective guidelines for each economy, ensuring consistency and alignment across diverse contexts.</p>	<p>The established proposal will be applied in future events, enabling customisation and localisation to align with the specific needs and context of each economy or region.</p>
<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.</p>	<p>Participant Engagement: Effective participant engagement requires planning events well in advance, with adequate spacing to allow sufficient lead time for communications, logistics, staff participation, and other essential functions.</p>	<p>NCs collaborated more closely with Foundation teams such as Communications and Partnerships to prepare the necessary resources and ensure smooth event delivery.</p>	<p>EmpowerTech events for the coming year have been scheduled across different quarters, providing balanced timing and adequate preparation between each event.</p>
<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.</p>	<p>Alumni Network: Switch! alumni played a valuable role in securing event sponsorships, identifying potential speakers, organising, and moderating the event, demonstrating the importance of sustained alumni engagement.</p>	<p>Relationships with alumni were maintained through economy chat groups and mailing list, ensuring continued collaboration and involvement in event activities. Open opportunities for alumni and participants to organise, lead, and moderate activities i.e. event sessions, alumni mentorship opportunities.</p>	<p>The alumni engagement list and contact database (CRM) are being kept up to date to strengthen connections and support future events and collaborations.</p>

<p>Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and knowledge sharing by inclusive communities of practice.</p>	<p>Alumni Network: Alumni provided valuable support to current participants in professional development (PD) planning and preparation for certification exams. Structured mentoring, whether through local experts or alumni, proved effective in helping current participants build their PD plans.</p>	<p>NCs engaged alumni, particularly those who had successfully completed the same certifications, to mentor current participants. This peer-to-peer approach strengthened guidance and increased participant confidence.</p>	<p>The mentoring model will be sustained and expanded through the alumni network. Plans include engaging alumni members to voluntarily act as Foundation ambassadors, coordinate working groups within the alumni network, and offer mentoring support to future Foundation projects' participants and cohorts.</p>
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## 2.5 Digital Leap South Asia

Outcome Area	Key Learning	Action	Action Status
<p>Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods</p>	<p>Participant readiness varies widely. Technical skills and digital fluency differ significantly among participants.</p>	<p>Introduce assessments pre-enrolment and continue demand-driven learning via beginner, intermediate and advanced tracks for better skill building.</p>	<p>Completed and recommended for upcoming years.</p>
<p>Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods</p>	<p>Certification motivation and completion require ongoing support. While interest is high, completion rates can lag without structured accountability.</p>	<p>Expand mentorship pairing, regular check-ins, and introduce milestone recognition to sustain momentum.</p>	<p>Completed and recommended for future years.</p>
<p>Outcome 1.3 Communities gain better access to knowledge and have more opportunities for better livelihoods</p>	<p>Stakeholder communication builds trust and visibility. Regular updates boost engagement and showcase transparency.</p>	<p>Maintain consistent publishing of news and updates and explore including alumni Interviews and blogs.</p>	<p>Completed and recommended for post-project period.</p>

### 3 Keio-led projects

#### 3.1 SOI Asia

Outcome Area	Key Learning	Action	Action Status
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and inclusive communities of practice	Differences in digital readiness and familiarity with online tools can affect participation.	Introduce clearer onboarding processes, preparatory briefings, and participation guidelines to support equitable engagement across institutions with different readiness levels.	Partially implemented in APIE and EBA in 2025; further standardisation planned for 2026.
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and inclusive communities of practice	Institutional visits, MoUs, and formal leadership engagement significantly accelerate trust-building and deepen long-term collaboration.	Maintain structured institutional engagement strategy, including strategic visits, MoUs, and participation in regional forums to strengthen partner ownership.	Actively implemented in 2025 (e.g., APAN, VNNIC engagements); expansion planned for 2026.
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and inclusive communities of practice Outcome 3.3: Establish leadership for collective impact for digital development	Alumni who transition into teaching, mentoring, and advocacy roles become multipliers within their institutions, strengthening distributed leadership across the network.	Expand structured opportunities for alumni engagement (TA roles, NOC teams, mentorship tracks) and formalise an alumni pathway framework.	Actively implemented across APIE camps and internships; formal framework to be consolidated in 2026.
Outcome 1.2: A robust Internet ecosystem is nurtured through collaboration and inclusive communities of practice Outcome 1.3: Communities gain better access to knowledge and have more	Consistent dialogue on diversity and visible female participation.	Embed inclusive outreach, balanced role assignments, and visible representation in program design and facilitation.	Positive sustained trend observed, with gender participation in APIE Camps stabilised around 40% compared to no female participation in early cohorts.

opportunities for better livelihoods.			
Cross-cutting (Program Sustainability & Delivery Quality)	Overlap between reporting and proposal preparation cycles creates staff workload pressure and may affect pacing of program refinement.	Recommend improved alignment of reporting and proposal timelines to ensure sustainable program delivery quality.	Recommendation submitted for consideration in future planning cycles.