

GOALS, STRATEGIES, OBJECTIVES AND PROGRAMS

The following five goals will be achieved by APNIC over the next four years (2016 – 2019). These goals are mapped to APNIC’s four core activity areas, as follows:

SERVING MEMBERS

Goals	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	- Develop services in response to Member needs - Develop and maintain service delivery systems that are easy to use and use the latest technologies	- A quality assured and certified number resources registry - Accurate, current and historical registry data - Member satisfaction in APNIC surveys	- APNIC survey - NIR liaison - MyAPNIC development - ARMS development
Strengthen Core Technical Focus (such as IPv6, RPKI and DNSSEC) and engage community to advance adoption and deployment	Ensure Members are aware of the need, and able to deploy IPv6, RPKI and DNSSEC	Increased number of Members adopting and deploying IPv6, RPKI and DNSSEC	- MyAPNIC development - Member training - Technical assistance - RPKI development - DNSSEC development
Sustainably support AP Internet infrastructure and human capacity development	- Understand Members’ skill development needs and respond with appropriate training service - Encourage interconnection among Members to strengthen Internet infrastructure	- Comprehensive Member training curriculum and delivery that matches the needs of the region - Interconnection discussed at Member gatherings	- Member training - Security outreach - External relations
Engage our community to strengthen open, multi-stakeholder, bottom-up and transparent policy development processes and Internet governance model	- Encourage Members to actively participate at APNIC policy development process - Encourage Members to engage in relevant Internet governance discussions	- Increased Member participation across all economies at Policy SIG - Increased Member participation at Cooperation SIG	Policy outreach
Maintain a strong organization to carry out APNIC’s mission	- Responsive adjustments of APNIC fees, balancing sustainability and affordability - Prioritise budget allocations to registry and Member service activities	- APNIC & NIR membership growth in line with Internet growth - Member satisfaction with APNIC services and financial performance	- Annual budgeting process - APNIC survey - Membership outreach

SUPPORTING THE AP REGION

Goals	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	Gather and disseminate information relevant to APNIC's role and activities	- APNIC's active and valued participation at every NOG in the AP region - Informed APNIC community through communication and outreach activities	- APNIC survey - External relations - Information services portal
Strengthen Core Technical Focus (such as IPv6, RPKI and DNSSEC) and engage community to advance adoption and deployment	- Support existing and new NOGs as a channel for network information and knowledge exchange - Support specific national/regional IPv6, RPKI and DNSSEC adoption and deployment as appropriate	Increased IPv6, RPKI and DNSSEC adoption and deployment in AP economies	- APNIC training - Technical assistance - External relations
Sustainably support AP Internet infrastructure and human capacity development	- Implement cost effective mechanisms to support development activities - Engage the donor community in building a robust technical infrastructure in the region	- Increased training, Internet exchanges, root servers, and other technical infrastructure support - Increased funding of ISIF Asia	- APNIC Foundation - APNIC training - Root server deployment - Network measurement
Engage our community to strengthen open, multi-stakeholder, bottom-up and transparent policy development processes and Internet governance model	- Facilitate development and implementation of Internet number and related policies in the region - Encourage wide, multi-stakeholder participation at APNIC events	- Active and successful policy development process in the region - Increased community engagement in APNIC activities - Increased number of community leaders	- APNIC conferences - Fellowship programme - SIG support - External relations
Maintain a strong organization to carry out APNIC's mission	- Attract other sources of development funds and resources - Establish the APNIC Foundation to provide structural separation, sustainability and scalability of development activities	- APNIC Foundation established and funded - Funds received from multiple donors as planned	APNIC Foundation

GLOBAL COOPERATION

Goals	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	Service and information exchange coordination with other RIRs and global Internet organisations	Globally coordinated registry and information services that benefits everyone	- Internet number research and statistics - External relations - Information services portal
Strengthen Core Technical Focus (such as IPv6, RPKI and DNSSEC) and engage community to advance adoption and deployment	- Take leadership role as appropriate in global IPv6, RPKI and DNSSEC coordination efforts - Monitor global IPv6, RPKI and DNSSEC deployment and share its success stories in AP region	- APNIC recognised as a neutral and cooperative source of IPv6, RPKI and DNSSEC expertise - Maintained network of global IPv6, RPKI and DNSSEC experts to contribute to AP region's Internet development	- IPv6 measurement - DNSSEC measurement - RPKI measurement
Sustainably support AP Internet infrastructure and human capacity development	Engage with ISOC, ICANN and other global agencies supporting regional Internet development	Increased global support for the APNIC development program	- Root server deployment - Network measurement - APNIC Foundation
Engage our community to strengthen open, multi-stakeholder, bottom-up and transparent policy development processes and Internet governance model	Facilitate a policy environment which maximises the accessibility and effectiveness of the Internet to the AP region	High level of community engagement and recognition	- RIR meeting coverage - Internet governance
Maintain a strong organization to carry out APNIC's mission	Collaborate with other RIRs on business continuity, infrastructure sharing, and staff development	Cross-support and skill sharing programs with other RIRs to produce mutually beneficial outcomes	- Risk management and business continuity planning - Staff exchange program

CORPORATE SUPPORT

Goals	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	Develop clear organisational priorities for APNIC's core activities as a registry and network information centre	Organisational priorities are understood through all levels of APNIC and activities are consistently aligned to these	- Strategic and operational planning - Staff development
Strengthen Core Technical Focus (such as IPv6, RPKI and DNSSEC) and engage community to advance adoption and deployment	Improve IPv6, RPKI and DNSSEC skills and usage in APNIC's own network, and share the knowledge widely	Skilled staff ready to support IPv6, RPKI and DNSSEC adoption and deployment in the AP region	Internal training on IPv6, RPKI and DNSSEC
Sustainably support AP Internet infrastructure and human capacity development	Establish the APNIC Foundation to provide structural separation, sustainability and scalability of development activities	- APNIC Foundation established and funded - Funds received from multiple donors as planned	APNIC Foundation
Engage our community to strengthen open, multi-stakeholder, bottom-up and transparent policy development processes and Internet governance model	Develop staff skills and knowledge to engage effectively with different stakeholders	Improved sharing of knowledge gathered from community engagement	- External relations - CRM implementation - Staff development
Maintain a strong organization to carry out APNIC's mission	- Maintain a sustainable business model for now and the future - Maintain an optimal organisational structure and culture to deliver tangible outcomes	- Annual operating surplus is maintained - Equity reserve maintained as directed by the EC - Engaged and enabled staff	- Quality management system - Risk management and business continuity planning - Investment management - Staff development