GOALS, STRATEGIES, OBJECTIVES AND PROGRAMS

The following five goals will be achieved by APNIC over the next five years (2013 – 2017). These goals are mapped to APNIC's four core activity areas, as follows:

	Goals	Strategies	Objectives	Programs	Target year
SERVING MEMBERS	**Ensure that APNIC services are widely known and used by all who need them**	• Listen to community needs through surveys and other feedback mechanisms • Add value to APNIC membership through responsive service provision • Cultivate community support throughout the region through effective engagement programs	Build APNIC & NIR membership to include all who need our services	• Membership outreach • External relations • NIR liaison • Customer service improvements	2017
	Maintain and improve core registry services	• Adopt best current practices, technologies and standards • Continuous improvement of services in response to community feedback and anticipation of future needs	Deploy a new, highly reliable and adaptable registry system built on technologies that anticipate future demands	• Policy implementation • Software re-architecture • Virtualization • Monitoring • System redundancy • RIR technical collaboration • APNIC Survey • Registry improvements	2015

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	Goals	Strategies	Objectives	Programs	Target year
SUPPORTING THE AP REGION	**Develop cost effective and sustainable ways to support AP Internet infrastructure and human capacity development**	• Technical: strengthen the region's technical infrastructure robustness and develop technical skills and knowledge (as needed) • Policy: contribute uniquely to the development of the policy environment, which can maximize the value of the Internet to the AP region • Partnership: work with others in attracting resources and implementing development strategies	• Support establishment of Internet Exchanges, root servers, and other technical infrastructure as needed in the region • Develop and maintain a high quality training and technical assistance programs • Facilitate development and implementation of Internet number policies in the region • Develop and maintain strong relationship with like-minded organizations • Maintain effective grant and fellowship programs	• Training • Technical Assistance • Infrastructure deployment (root-servers, IX) • APRICOT/APNIC Conferences • Regional events • ISIF and grant programs • Labs	2017

	Goals	Strategies	Objectives	Programs	Target year
COLLABORATING WITH THE GLOBAL INTERNET COMMUNITY	**Promote and strengthen open, multi-stakeholder, bottom-up and transparent Internet governance model and policy development processes**	• Develop and maintain APNIC as a neutral and cooperative source of technical expertise • Engage with a wide stakeholder base e.g. governments, law enforcement agencies, civil society, Internet organizations, businesses, academic/research institutions etc.	• High level of community engagement and recognition • High level of support across different stakeholders for the APNIC policy development process	• External relations • Government engagement • LEA engagement • APNIC Survey • APRICOT/APNIC Conferences • Regional events • Labs	2017

	Goals	Strategies	Objectives	Programs	Target year
CORPORATE SUPPORT	**Create a resilient organization to meet APNIC's obligations**	• Maintain a sustainable business model for the organization	• Maintain a year after year operating surplus • Maintain revenues through membership growth and additional services • Maintain equity reserve as directed by the EC	• Membership outreach • Automation and systems integration • Business intelligence • Risk management • Investment management	2017
		• Motivate and align skilled people by providing a clear vision and optimal structure and enabling conditions to deliver tangible outcomes • Maintain and attract the right human resources to meet organizational needs	• Manage costs by increasing staff productivity and through the diligent use of technology • Recruit an maintain the right level of expertise	• Succession planning and corporate knowledge retention • Requisite organizational structure • KPI measurement	2017