

FOUR YEAR STRATEGIC DIRECTION (2016-2019)

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

SERVING MEMBERS

Directions	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	<ul style="list-style-type: none"> • Develop services in response to Member needs • Develop and maintain service delivery systems that are easy to use and use the latest technologies 	<ul style="list-style-type: none"> • A quality assured and certified number resources registry • Accurate, current and historical registry data • Member satisfaction in APNIC surveys 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Ensure Members are aware of the need, and able to deploy IPv6, RPKI and DNSSEC 	<ul style="list-style-type: none"> • Increased number of Members adopting and deploying IPv6, RPKI and DNSSEC 	<ul style="list-style-type: none"> • MyAPNIC development • Member training • Technical assistance • RPKI development • DNSSEC development
Sustainably support AP Internet infrastructure growth and security, and human capacity development	<ul style="list-style-type: none"> • Understand Members’ skill development needs and respond with appropriate training service • Encourage interconnection among Members to strengthen Internet infrastructure 	<ul style="list-style-type: none"> • Comprehensive Member training curriculum and delivery that matches the needs of the region • Interconnection discussed at Member gatherings 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Encourage Members to actively participate at APNIC policy development process • Encourage Members to engage in relevant Internet governance discussions 	<ul style="list-style-type: none"> • Increased Member participation across all economies at Policy SIG • Increased Member participation at Cooperation SIG 	<ul style="list-style-type: none"> • Policy outreach
Maintain a strong organization to carry out APNIC’s mission	<ul style="list-style-type: none"> • Responsive adjustments of APNIC fees, balancing sustainability and affordability • Prioritise budget allocations to registry and Member service activities 	<ul style="list-style-type: none"> • APNIC & NIR membership growth in line with Internet growth • Member satisfaction with APNIC services and financial performance 	<ul style="list-style-type: none"> • Annual budgeting process • APNIC survey • Membership outreach

**SUPPORTING
THE AP REGION**

Directions	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	<ul style="list-style-type: none"> Gather and disseminate information relevant to APNIC's role and activities 	<ul style="list-style-type: none"> APNIC's active and valued participation at every NOG in the AP region Informed APNIC community through communication and outreach activities 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Increased IPv6, RPKI and DNSSEC adoption and deployment in AP economies 	<ul style="list-style-type: none"> APNIC training Technical assistance External relations
Sustainably support AP Internet infrastructure growth and security, and human capacity development	<ul style="list-style-type: none"> Implement cost effective mechanisms to support development activities Engage the donor community in building a robust technical infrastructure in the region 	<ul style="list-style-type: none"> Increased training, Internet exchanges, root servers, and other technical infrastructure support Increased funding of ISIF Asia 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Facilitate development and implementation of Internet number and related policies in the region Encourage wide, multi-stakeholder participation at APNIC events 	<ul style="list-style-type: none"> Active and successful policy development process in the region Increased community engagement in APNIC activities Increased number of community leaders 	<ul style="list-style-type: none"> APNIC conferences Fellowship programme SIG support External relations
Maintain a strong organization to carry out APNIC's mission	<ul style="list-style-type: none"> Attract other sources of development funds and resources Establish the APNIC Foundation to provide structural separation, sustainability and scalability of development activities 	<ul style="list-style-type: none"> APNIC Foundation established and funded Funds received from multiple donors as planned 	<ul style="list-style-type: none"> APNIC Foundation

GLOBAL COOPERATION

Directions	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	<ul style="list-style-type: none"> Service and information exchange coordination with other RIRs and global Internet organisations 	<ul style="list-style-type: none"> Globally coordinated registry and information services that benefits everyone 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> IPv6 measurement DNSSEC measurement RPKI measurement
Sustainably support AP Internet infrastructure growth and security, and human capacity development	<ul style="list-style-type: none"> Engage with ISOC, ICANN and other global agencies supporting regional Internet development 	<ul style="list-style-type: none"> Increased global support for the APNIC development program 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Facilitate a policy environment which maximises the accessibility and effectiveness of the Internet to the AP region 	<ul style="list-style-type: none"> High level of community engagement and recognition 	<ul style="list-style-type: none"> RIR meeting coverage Internet governance
Maintain a strong organization to carry out APNIC's mission	<ul style="list-style-type: none"> Collaborate with other RIRs on business continuity, infrastructure sharing, and staff development 	<ul style="list-style-type: none"> Cross-support and skill sharing programs with other RIRs to produce mutually beneficial outcomes 	<ul style="list-style-type: none"> Risk management and business continuity planning Staff exchange program

**CORPORATE
SUPPORT**

Directions	Strategies	Objectives	Programs
Deliver advanced number registry and Member information services	<ul style="list-style-type: none"> Develop clear organisational priorities for APNIC's core activities as a registry and network information centre 	<ul style="list-style-type: none"> Organisational priorities are understood through all levels of APNIC and activities are consistently aligned to these 	<ul style="list-style-type: none"> Strategic and operational planning Staff development
Strengthen Core Technical Focus (such as IPv6, RPKI and DNSSEC) and engage community to advance adoption and deployment	<ul style="list-style-type: none"> Improve IPv6, RPKI and DNSSEC skills and usage in APNIC's own network, and share the knowledge widely 	<ul style="list-style-type: none"> Skilled staff ready to support IPv6, RPKI and DNSSEC adoption and deployment in the AP region 	<ul style="list-style-type: none"> Internal training on IPv6, RPKI and DNSSEC
Sustainably support AP Internet infrastructure growth and security, and human capacity development	<ul style="list-style-type: none"> Establish the APNIC Foundation to provide structural separation, sustainability and scalability of development activities 	<ul style="list-style-type: none"> APNIC Foundation established and funded Funds received from multiple donors as planned 	<ul style="list-style-type: none"> APNIC Foundation
Engage our community to strengthen open, multi-stakeholder, bottom-up and transparent policy development processes and Internet governance model	<ul style="list-style-type: none"> Develop staff skills and knowledge to engage effectively with different stakeholders 	<ul style="list-style-type: none"> Improved sharing of knowledge gathered from community engagement 	<ul style="list-style-type: none"> External relations CRM implementation Staff development
Maintain a strong organization to carry out APNIC's mission	<ul style="list-style-type: none"> Maintain a sustainable business model for now and the future Maintain an optimal organisational structure and culture to deliver tangible outcomes 	<ul style="list-style-type: none"> Annual operating surplus is maintained Equity reserve maintained as directed by the EC Engaged and enabled staff 	<ul style="list-style-type: none"> Quality management system Risk management and business continuity planning Investment management Staff development