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WHY
The Future We See

VISION
A global, open, stable and secure Internet.

MISSION
To provide essential services as a Regional Internet Registry, and to support Internet development in the Asia Pacific region.

PURPOSE
To serve our community.

IDENTITY
A not-for-profit trusted authority on Internet infrastructure.
VALUES
Passion
Trust
Curiosity
Accountability
Inclusion

CREDO
We are APNIC.
One team dedicated to making a positive impact.
Our ambition will be achieved by working together.
Trust and respect for each other are not negotiable.
Inclusion and diversity really matter to us.
We take pride and excel in everything we do.
We are curious. We are accountable.
We are APNIC.
WHAT

Our Strategic Pillars

1. MEMBERSHIP
   Develop and deliver world-class products and services required by APNIC Members.
   Engage with Members in building a global, open, stable and secure Internet.
   Ensure accountable governance of APNIC as a membership organization.

2. REGISTRY
   Develop and deliver world class registry products and services required by the community.
   Ensure responsible stewardship of Internet number resources and deliver accurate registry services.

3. DEVELOPMENT
   Invest in sustainable development of the regional Internet community, industry and infrastructure.
   Build capacity for best-practice Internet operations across the Internet technical community.

4. INFORMATION
   Support Internet development with needed network information services, and research outcomes which are of demonstrated value to the community.

5. CAPABILITY
   Provide stable and secure technical infrastructure to support APNIC operations and services.
   Develop a strong service culture driven by people committed to APNIC’s vision and values.
   Sustain a healthy and resilient organization.
**Our Principles**

**'WHY'**

A global, open, stable, and secure Internet.

To provide essential services as a Regional Internet Registry, and to support Internet development in the Asia Pacific region.

**The Work We Do**

**'WHAT'**

1. **MEMBERSHIP**
2. **REGISTRY**
3. **DEVELOPMENT**
4. **INFORMATION**
5. **CAPABILITY**

**The Future We See**

**'HOW'**

Passion – Trust – Curiosity – Accountability – Inclusion

**WE ARE APNIC**
# Overview

**VISION**
A global, open, stable, and secure Internet.

**MISSION**
To provide essential services as a Regional Internet Registry, and to support Internet development in the Asia Pacific region.

**PURPOSE**
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**VALUES**
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<th>STRATEGIC PILLAR</th>
<th>WORKSTREAMS</th>
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<td><strong>1. MEMBERSHIP</strong></td>
<td>A. Member Services</td>
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<td>B. Membership Products</td>
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<td></td>
<td>C. Membership Reporting</td>
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<td><strong>2. REGISTRY</strong></td>
<td>A. Registration Services</td>
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<td></td>
<td>B. Registry Products</td>
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<td>C. Policy Development</td>
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<tr>
<td><strong>3. DEVELOPMENT</strong></td>
<td>A. APNIC Conferences</td>
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<td></td>
<td>B. Foundation Support</td>
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<td>D. Community Participation</td>
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<td>E. APNIC Academy</td>
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<td>F. Internet Infrastructure Support</td>
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<tr>
<td><strong>4. INFORMATION</strong></td>
<td>A. Information Products</td>
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<td></td>
<td>B. Research and Analysis</td>
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<tr>
<td><strong>5. CAPABILITY</strong></td>
<td>A. Internal Technical Infrastructure</td>
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<td>B. Finance and Business Services</td>
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<td>C. Employee Experience</td>
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<td>D. Governance</td>
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</tbody>
</table>
1. MEMBERSHIP

OBJECTIVES

Deliver world-class products and services required by APNIC Members.
Engage with Members in building a global, open, stable and secure Internet.
Ensure accountable governance of APNIC as a membership organization.

WORKSTREAMS

A. Member Services
B. Membership Products
C. Membership Reporting
## 1A. Member Services

### OBJECTIVE
To deliver excellence in service and value to Members through active and quality engagement.

### PURPOSE
To properly serve our Members.

With the right services from APNIC, Members will contribute positively to a global, open, stable and secure Internet.

### RISKS
Reduction in membership value after IPv4 depletion.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member Services</td>
<td>● Deliver a seamless experience in serving member needs</td>
<td>● Metrics on all service channels</td>
<td>● SLA above 99%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Member experience metrics</td>
<td>● Service satisfaction above 90%</td>
</tr>
<tr>
<td></td>
<td>● Proactively engage with Members at events, Member gatherings, and one-on-one</td>
<td>● Number of interactions with Member contacts</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>● Topic of discussion covered</td>
<td>All AP economies with active Members are visited, physically or remotely</td>
</tr>
<tr>
<td></td>
<td>● Ensure that Membership data is accurate and up to date</td>
<td>● Failure to contact Members</td>
<td>Initial contact success rate above 90%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Feedback satisfaction metrics</td>
<td>Feedback satisfaction above 90%</td>
</tr>
<tr>
<td></td>
<td>● Capture and analysis of Member feedback on APNIC products and services, for quality control and continuous improvement</td>
<td>● Follow up actions</td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>● Ensure that organizations needing APNIC products and services can discover and access them</td>
<td>● Membership growth</td>
<td>Annual new membership of 700/year</td>
</tr>
<tr>
<td>Development</td>
<td></td>
<td>● Usage of APNIC services</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Discoverability Metrics</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● Build partnerships to provide additional local support relevant to that economy</td>
<td>● Number of partners</td>
<td>Evidence that local needs are better served</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● APNIC Survey</td>
<td></td>
</tr>
<tr>
<td>APNIC Survey</td>
<td>● Undertake APNIC Survey every two years as the primary mechanism to gather information on current issues, and support strategic and operational planning</td>
<td>● APNIC Survey</td>
<td>Increased diversity and number of participants</td>
</tr>
<tr>
<td></td>
<td></td>
<td>● Quantity and quality of participation</td>
<td>Follow up actions taken</td>
</tr>
</tbody>
</table>
1B. Membership Products

OBJECTIVE
To apply best practice in development of membership products which meet Members’ needs and exceed their expectations.

PURPOSE
To properly serve our Members.

With the right products and services from APNIC, Members will contribute positively to a global, open, stable and secure Internet.

RISKS
Reduction in membership value after IPv4 depletion.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Product Management</td>
<td>⚡ Deliver the best possible online experience to Members and the community</td>
<td>⚡ Helpdesk queries  ⚡ GA metrics  ⚡ Member feedback  ⚡ Ticket resolution metrics  ⚡ Number of deployments</td>
<td>⚡ Reduce number of membership-related Helpdesk queries by 50%  ⚡ Reduced time taken to process membership service requests</td>
</tr>
<tr>
<td></td>
<td>⚡ Build and maintain Membership products, including MyAPNIC, Online Forms and platforms, to improve value and performance for Members.</td>
<td>⚡ Usability metrics  ⚡ User experience surveys</td>
<td>⚡ Increase number of MyAPNIC users  ⚡ Improved score on usability metrics  ⚡ Reduced mean time to deployment  ⚡ Average latency for membership-related services of less than 5 seconds</td>
</tr>
</tbody>
</table>
## 1C. Membership Reporting

### OBJECTIVE
To ensure that APNIC remains fully accountable to its Members, by providing timely and accurate information about APNIC operations.

### PURPOSE
APNIC, as a membership body, is committed to transparency and accountability to Members.

### RISKS
Reduction in accountability and trust.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
---|---|---|---
Planning and Reporting | • Develop and publish Activity Plan and Budget, Four Year Strategy, Annual Report, and reports to the community | • Delivery of reports | • Annual publication at AGM
 | | • Member satisfaction levels | • Publication of EC Minutes within 2 months of meetings
 | | | • Publication of Event Wraps within 1 month of applicable events
2. REGISTRY

OBJECTIVES

Develop and deliver world class registry products and services required by the community. Ensure responsible stewardship of Internet number resources and deliver accurate registry services.

WORKSTREAMS

A. Registration Services
B. Registry Products
C. Policy Development
## 2A. Registration Services

### OBJECTIVE
To provide delegation and registration services for Internet numbers (ASN, IPv4, IPv6) according to the community developed policies.

### PURPOSE
APNIC is the RIR responsible for managing Internet number resources in the Asia Pacific region.

### RISKS
- Change to current resource management model.
- Reduction in perceived value of membership.
- Fraudulent application of membership and resources.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
--- | --- | --- | ---
IPv4, IPv6 and ASN Delegation and Registration Services | Provide delegation and registration services for Internet numbers according to the current policies | Annual satisfactory policy compliance audits | SLA of 99%  Service satisfaction of 90%  80% of Members hold IPv6 address space 80% of Members hold IPv6 address space

Resource Quality Check (RQC) | Provide a service and tools to check the "quality" of delegated resources, with respect to routing status, whois and IRR registration, geolocation and blacklisting | Usage of this service  Resolved problems  Member feedback  Unauthorised resource usage | Service satisfaction of 90%

Maintain Correct and Current Registry Data | Support Members to maintain accurate and current number resource registration records | Incorrect information reports | 90% success rate of verifying Whois contacts

Reclaim Unused IPv4 Address Space | Identify and contact holders of unused resources to encourage return or transfer.  Provide a listing service for resources available for transfer | Amount of resources returned or transferred  Feedback throughout the process | 100% of resource holders with potentially unused IPv4 address are contacted  Significant amount of resources returned or transferred
2B. Registry Products

**OBJECTIVE**

To provide and maintain an accurate number registry and reliable registry services.

**PURPOSE**

APNIC is the RIR responsible for managing Internet number resources in the Asia Pacific region.

Increasing demand for new registry-related services.

**RISKS**

Reputational damage and operational disruptions caused by inaccurate registry data.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet Number Registry Management</td>
<td>Operate and manage APNIC's Internet number registry, including identifying areas for improvement and development</td>
<td>Review and resolve identified issues and risks</td>
<td>Continuous ITHI improvements</td>
</tr>
<tr>
<td></td>
<td></td>
<td>NRO ITHI metrics</td>
<td>Accurate NIR data in delegated statistics file</td>
</tr>
<tr>
<td>Registry Product Management</td>
<td>Build and maintain Registry products, including Whois, RDAP, RPKI, RDNS and IRR, to improve functionality and performance for all stakeholders</td>
<td>Implementation of features required by new policies and community requests</td>
<td>Implement policies within 6 months of EC approval</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consistency between Whois and RDAP</td>
<td>Structural separation of IRR and Whois for a better consistency between Whois and RDAP</td>
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<td></td>
<td></td>
<td>Robustness for critical services such as RPKI publication points and signing systems</td>
<td>RDAP and RPKI repository cloud deployment</td>
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<td></td>
<td></td>
<td>UX review of resource management web services</td>
<td>Implement publication service for self-hosted RPKI and NIR</td>
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<td>Full coverage of all APNIC resources (including NIR) by RPKI services</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Implementation of UX improvements to resource management web services</td>
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</tbody>
</table>
## 2C. Policy Development

### OBJECTIVE
Facilitate the open Policy Development Process to ensure resource policies in the APNIC region are developed and implemented in a neutral manner consistent with agreed rules and community expectations.

### PURPOSE
To ensure Internet number resources are distributed and used according to the technical and operational needs of the network.

Good policy contributes to an open, stable and secure Internet.

### RISKS
Policies that don’t contribute to an open, stable and secure Internet.

Not enough diverse participation in the Policy process.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
---|---|---|---
Policy Development Process | Facilitate the open Policy Development Process to ensure that resource policies are developed in a manner consistent with agreed rules and community expectations | Policy SIG activity levels | Eight Policy SIG meetings held
| | | Exchange of policy-related information with other RIRs | Maintain a service quality rating of 5.75 for Policy Development
| | | Support of ASO Address Council Members from the APNIC region | |
| | Support the Policy Chairs in their execution of policy processes. | Annual review with Policy Chairs | High satisfaction rating from Policy Chairs in each annual review of policy support

Policy Implementation | Implement community-approved policies in a timely and effective manner. | Compliance with agreed implementation timelines | Meet 100% of agreed implementation timelines

Policy Analysis | Analyze impact of policy proposals and advise the community | Policy proposal analysis | Publish policy proposal analysis before every Policy SIG meeting
| Identify cases where policies may be required, or existing policies modified | Policy analysis presentation at each policy meeting | Delivery of eight policy analysis presentations
3. DEVELOPMENT

OBJECTIVES

Invest in sustainable development of the regional Internet community, industry and infrastructure. Build capacity for best-practice Internet operations across the Internet technical community.

WORKSTREAMS

A. APNIC Conferences
B. Foundation Support
C. Community Engagement
D. Community Participation
E. APNIC Academy
F. Infrastructure Support
3A. APNIC Conferences

**OBJECTIVE**
To deliver engaging and relevant APNIC conferences for learning, sharing ideas and experience, professional networking, and Internet policy development.

**PURPOSE**
APNIC Conferences are highly valued by the community. Conferences provide prime opportunity for engagement between APNIC community and staff and EC. Conferences provide a vehicle for APNIC Policy Development Process.

**RISKS**
Aging community and lack of newcomers. Failure to maintain value and quality. Competing events.

<table>
<thead>
<tr>
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<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences</td>
<td>Deliver well-organized, high-quality events for the APNIC community</td>
<td>Participation numbers</td>
<td>Delivery of eight conferences, two in each sub-region</td>
</tr>
<tr>
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<td></td>
<td>Conference participant evaluation</td>
<td>Maintain a conference quality rating of 6.0</td>
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<tr>
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<td>APNIC Survey feedback</td>
<td>Achieve average conference participant satisfaction of 90%</td>
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<td></td>
<td>Average attendance of 500 delegates per conference</td>
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<td>16,000 remote conference session views</td>
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<td></td>
<td>Deliver consistently interesting and relevant program content to maintain value of conference to participants</td>
<td>Participation numbers</td>
<td>Achieve average satisfaction of 85% for speakers</td>
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<tr>
<td></td>
<td></td>
<td>Conference participant evaluation</td>
<td>Average attendance of 500 delegates per conference</td>
</tr>
<tr>
<td>Fellowship</td>
<td>Support participation in conferences and workshops via Fellowships, with continued focus on diversity.</td>
<td>Diversity of fellows</td>
<td>Support 200+ fellows to attend APNIC conferences</td>
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<tr>
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<td></td>
<td>Number of fellowships offered</td>
<td>Achieve 50:50 fellowship gender ratio</td>
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<tr>
<td></td>
<td></td>
<td>Fellowship participant evaluation</td>
<td></td>
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</tbody>
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### 3B. Foundation Support

**OBJECTIVE**
To provide financial and operational support to ensure the success of the APNIC Foundation.

**PURPOSE**
The mission of the APNIC Foundation is to increase investment in the development activities of APNIC.

APNIC is underwriting and supporting the activities of the APNIC Foundation for up to 10 years.

**RISKS**
The capacity of APNIC to expand its capacity to support Foundation projects.

The ability to sustain projects and activities once funding has stopped.

<table>
<thead>
<tr>
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<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Management and</strong></td>
<td>Support the implementation of well-organized and</td>
<td>Individual Project KPIs</td>
<td>Growing blog and communication impact (4 each year) by community members and</td>
</tr>
<tr>
<td><strong>Implementation Support</strong></td>
<td>impactful projects</td>
<td>Level of community participation in Foundation projects and activities</td>
<td>project participants</td>
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<td></td>
<td>30% of ISIF Asia projects share content at APNIC conferences and other fora</td>
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<tr>
<td><strong>Operational and</strong></td>
<td>Support for reporting and documentation of projects</td>
<td>Regular and satisfactory donor reports, Blog posts and web site updates on</td>
<td>All donor reports accepted</td>
</tr>
<tr>
<td><strong>Administrative Support</strong></td>
<td></td>
<td>all projects and activities</td>
<td>All projects have blog or other communications coverage</td>
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</tr>
<tr>
<td><strong>ISIF Asia Funding</strong></td>
<td>Contribute financially to ISIF as a partner</td>
<td>Individual KPIs of projects supported</td>
<td>Demonstrated success of projects supported</td>
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<td></td>
<td>Participate as a partner in grant selection process</td>
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|                                |                                                      |                                                                           |                                                                                  |
## 3C. Community Engagement

### OBJECTIVE
To build and maintain close and meaningful relationships between APNIC and its various communities.

### PURPOSE
A strong Internet relies on the cooperative efforts of a diverse community.

To provide a mechanism to encourage active participation.

### RISKS
Challenges to the open, stable and secure Internet model.

Challenges to the registry management model.

Reduction of perceived value of APNIC membership.

Political sensitivities in a diverse region.

### ACTIVITIES

<table>
<thead>
<tr>
<th>Technical Community Support</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support NOGs as best current practice for effective Internet community development</td>
<td>Number of NOG events supported, Number of NOG events attended, Annual investment per NOG</td>
<td>Sponsor/participate in 32 technical community events per year (NOGs, Peering Forums and R&amp;E events)</td>
<td>Facilitate and support new/revived NOGs where needed</td>
</tr>
<tr>
<td>Support regional Internet interconnection IXPs, Peering Forums and similar channels</td>
<td>Number of events supported and attended</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support R&amp;E networks and community, as key to regional Internet development</td>
<td>Number of R&amp;E events supported, Number of R&amp;E engagements</td>
<td>Sponsor/participate in 10 security community events per year</td>
<td>Support targeted development of 3 new/existing CERTs/CSIRTs per year</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Security Community support</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with security organizations (eg APCERT/FIRST, local CSIRTs) to promote best practice among Members</td>
<td>Number of security events supported, Number of security events attended, Number of CERTs/CSIRTs supported</td>
<td>Sponsor/participate in 10 security community events per year</td>
<td>Support targeted development of 3 new/existing CERTs/CSIRTs per year</td>
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</table>

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<thead>
<tr>
<th>Internet Organization Cooperation</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support globally co-ordinated registry services, in coordination with other RIRs and NRO</td>
<td>Participation in NRO CGs, Number of RIR engagements, Number of staff exchanges</td>
<td>Participate in all RIR meetings (8 per year)</td>
<td>Contribute to all NRO CGs</td>
</tr>
<tr>
<td>Engage productively with Internet technical organizations (I* etc)</td>
<td>Number of engagements</td>
<td>Participate in all ICANN meetings (3 per year)</td>
<td>Maintain participation in I*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Internet Governance Participation</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engage the community to strengthen open, multi-stakeholder, bottom-up and transparent Internet governance</td>
<td>Number and diversity of community participants in IG discussions, Number and quality of IGF, NRIs, SIGs etc</td>
<td>Participate in 3 Internet governance “school” per year</td>
<td>Participate in annual APriGF and global IGF events, and NRIs</td>
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<table>
<thead>
<tr>
<th>Government Engagement</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor government activities, build engagements and partnerships</td>
<td>Number of engagements and partnerships with Govts and IGOs</td>
<td>Maintain engagements in major ITU events and preparatory processes</td>
<td>Maintain engagements in IGO and multilateral arena</td>
</tr>
<tr>
<td>Promote the work of APNIC with the Public Safety community in the Asia-Pacific</td>
<td>Number of Public Safety training sessions, workshops and engagements</td>
<td>Maintain public safety engagements</td>
<td>Increase engagements with external funding</td>
</tr>
</tbody>
</table>
## 3D. Community Participation

### OBJECTIVE
Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities.

### PURPOSE
The Internet relies on cooperative efforts of a diverse community.

Greater awareness of APNIC activities allows more of the community to benefit from APNIC’s services and resources.

Encourage APNIC community engagement activities.

### RISKS
Community generational change.

Diversity and newcomers.

Perceived value of APNIC services and initiatives.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
--- | --- | --- | ---
Community-led Processes | Increase awareness of and participation in APNIC community processes including the PDP, Special Interest Groups, and BOFs | SIG meeting participation (online and face-face) | 1,200 in-person participants at SIG sessions
|  |  | SIG mailing list metrics | 3,200 online SIG participants
|  |  | Metrics specific to other community processes that may emerge (consultations, WGs etc) | 1,500 SIG mailing list subscribers
Online Participation | Promote online participation mechanisms, so Members and the community can benefit more efficiently from APNIC products, services and activities | Website metrics | Reach 4 million Blog views (all-time)
|  |  | Online service usage metrics | 16,000 remote conference session views
|  |  | Conference remote participation | 4,000 conference delegates over four years
|  |  | Academy metrics | 15k Twitter followers
|  |  | Blog metrics | Facebook reach of 8 million
|  |  | Social media metrics | |
Encouraging Newcomers | Encourage new participants in the APNIC community particularly the next generation of network engineers | New participants | 1,400 newcomers at APNIC conferences
|  |  | Repeat participants (online and face-face) | 300 new Blog subscribers
|  |  | | 3,600 new Twitter followers
Community Diversity | Improve diversity (including gender, age, language) of community participation in APNIC events and activities | Diversity metrics | Improved diversity of community participation
### 3E. APNIC Academy

#### OBJECTIVE
Develop APNIC Academy as a cohesive platform for face-to-face and online delivery.

To scale up training and technical assistance with high-quality training content, curriculum and expertise.

#### PURPOSE
Responding to the community’s high demand for capacity building assistance is vital for regional Internet development.

#### RISKS
Skills gap in the region translates into security risks for the whole Internet.

Lack of adoption of IPv6, RPKI, DNSSEC.

Insufficient funding support.

#### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
--- | --- | --- | ---
Curriculum Development | Continued development of online and face-to-face courses for the Academy | Number of training modules and courses developed | Full curriculum for rounded Internet engineers

Face-to-Face Training | Implement scalable delivery of high-quality face-to-face training | Training days/hours supported | Conduct 65 face-to-face trainings per year

Online Training | Implement scalable, versatile platform for online blended learning | Training service metrics | Continual increase in online training delivery
|  |  | Participant feedback | High satisfaction ratings

Community Trainers | Recruitment and development of community trainers to improve reach and efficiency of APNIC Academy training | Community trainer numbers and activity metrics | Grow total pool of active accredited Community Trainers by 10 per year

Technical Assistance | Respond wherever possible to requests from Members for technical assistance, on a cost-recovery basis | Number of TA contact hours (online and face-to-face) | 90% TA requests responded through face-to-face or online delivery

RPKI and IPv6 Promotion and Support | Increase adoption of RPKI and routing security, and deployment of RPKI ROV | Deployment metrics | Publish new 16 IPv6 deployment case studies

| Increase deployment of IPv6 through training and technical assistance | Promotional activity metrics and feedback | Support all IXPs in the region to deploy RPKI

Sustainable Training Models | Scale up APNIC Academy through external Training Partners | Number of external partners | Training partners program established

| Develop financial and business models to support increased training activities | Training delivered through external training partners | Training Partners recruited: at least one in each sub-region

| Efficiency/Quality metrics | Training Partners recruited: at least one in each sub-region | Efficiency/Quality metrics | Training Partners recruited: at least one in each sub-region

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### 3F. Internet Infrastructure Support

**OBJECTIVE**
To promote and support the deployment of Internet infrastructure and deploy tools for operational infrastructure monitoring.

**PURPOSE**
For a more resilient Internet in the AP region.

**RISKS**
Maintaining neutrality in these deployments.

Unpredictability of demand.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet Infrastructure Deploy</td>
<td>- Support improvement of Internet interconnection, to keep local traffic local reduce cost and latency</td>
<td>- Richness of domestic interconnection</td>
<td>- IXPs in major cities of the region (as defined)</td>
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<tr>
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<td>- Number of IXPs supported</td>
<td>- IXPs in other locations as needed (e.g., Island capitals)</td>
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<td>- Support DNS deployment (root and other) for better resilience of Internet domain name infrastructure</td>
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<td></td>
<td></td>
<td>- Development of multi-purpose server platform and deployment model</td>
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<tr>
<td>Infrastructure Monitoring</td>
<td>- Maintain and grow the APNIC Community Honeynet to help network operators maintain network security</td>
<td>- Number of honeypots deployed</td>
<td>- Honeypots in most economies in the region</td>
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<tr>
<td></td>
<td></td>
<td>- Number of Community Honeynet partners</td>
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<td></td>
<td></td>
<td></td>
<td>- Increasing use of Honeynet data</td>
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<td></td>
<td></td>
<td>- Support RIPE Atlas deployment to support more comprehensive Internet measurement globally</td>
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<td></td>
<td></td>
<td>- Number of RIPE Atlas anchors and probes supported</td>
<td>- Increasing total deployment of active anchors and probes</td>
</tr>
</tbody>
</table>
4. INFORMATION

OBJECTIVE

Support Internet development with needed network information services, and research outcomes which are of demonstrated value to the community.

WORKSTREAMS

A. Information Products
B. Research and Analysis
## 4A. Information Products

### OBJECTIVE
To provide meaningful information services to the communities APNIC serves.

### PURPOSE
Having relevant information enables the community to support a global, open, stable and secure Internet.

### RISKS
The ability to provide a sustainable service, within available budget.

<table>
<thead>
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</table>
| APNIC Blog                     | Maintain the APNIC Blog as the Internet the leading daily news and opinion portal for Internet operations in the Asia Pacific                                                                   | ◦ Audience growth metrics  
 ◦ Community contributor metrics  
 ◦ APNIC Survey evaluation                                                                                                                      | 4m Blog views (all-time)  
 Achieve 50k+ views per month (ave) by 2023  
 Guest Post ratio of 50%  
 Survey rating of 5.75                                                                                                                            |
| Information Product Management | Build and maintain Information products, including Internet Directory, NetOX and DASH to improve relevance and value to all stakeholders                                                                   | ◦ Users/month (new and current)  
 ◦ User feedback/ratings  
 ◦ GA metrics  
 ◦ Net Promoter Score                                                                                                                              | Increased discoverability, usability and value offered – as measured.  
 Average latency less than 200ms, uptime of 99.99%                                                                                                 |
| New Product Development        | Apply product management methodology to building the Information product portfolio                                                                                                                          | ◦ Newly-developed related products                                                                                                             |                                                                                                                                                   |
## 4B. Research and Analysis

### OBJECTIVE
To analyze the pressures shaping the evolution and future demands of Internet names and numbers infrastructure, and their impacts.

### PURPOSE
To influence the evolution of the Internet in a manner consistent with the open and accessible use of communications infrastructure as a social good.

To support the PDP with relevant research data.

### RISKS
A sustainable revenue model that permits longer-term investments into analyzing the future Internet.

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</tr>
</thead>
<tbody>
<tr>
<td>Research and Measurement</td>
<td>Conduct research experiments on topics including IP addressing, routing, DNS and other critical Internet infrastructure matters</td>
<td>Published articles and reports</td>
<td>50 articles and reports published</td>
</tr>
<tr>
<td>Sharing Outcomes</td>
<td>Share research insights online and at selected events to raise awareness of issues and trends which may impact Internet operations and assist policy discussions</td>
<td>Presentations at chosen events</td>
<td>40 presentations delivered</td>
</tr>
<tr>
<td></td>
<td>Provide information to APNIC Policy SIG to assist policy discussion</td>
<td>Informational presentations at Policy SIG</td>
<td>Eight presentations to Policy SIG</td>
</tr>
<tr>
<td>Research Cooperation</td>
<td>Engage in research partnerships with other organizations</td>
<td>Co-published articles and reports</td>
<td>10% of research expenditure covered via sponsorship</td>
</tr>
</tbody>
</table>
5. CAPABILITY

OBJECTIVES:

Sustain a healthy and resilient organization.
Develop a strong service culture driven by people committed to APNIC’s vision and values.
Provide stable and secure technical infrastructure to support APNIC operations and services.

WORKSTREAMS:

A. Internal Technical Infrastructure
B. Finance and Business Services
C. Employee Experience
D. Governance
## 5A. Internal Technical Infrastructure

### OBJECTIVE
To provide stable and secure technical infrastructure to support APNIC operations and services.

### PURPOSE
APNIC operations and services rely heavily on technology.

### RISKS
- Operations and service disruption.
- Cyberthreats and other attacks.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
--- | --- | --- | ---
**Information Architecture**  
- Management of information architecture and governance for better integration and coordination  
- Management framework for inter-system dependencies  
- Comprehensive visibility of inter-system communications for developers and operations  
- Data governance to manage roles and responsibilities regarding APNIC’s data sets  
- Products and systems exclusively communicate via managed APIs  
- Complete inter-system dependency graph  
- Active processes to maintain IA documentation

**Network and Infrastructure Operations**  
- Management of APNIC data centre presence, interconnections and peering relationships, 24x7 Incident Response Team  
- Availability of network and services  
- Network performance metrics  
- System metrics  
- Achieve fewer hops away from all members and relying parties  
- Achieve yearly availability of 99.9% for critical APNIC services

**System and Platform Operations**  
- IT Asset Lifecycle Management  
- Asset auditing and compliance  
- Complete annual audit of all IT hardware, 100% of assets accounted for  
- Virtualisation deployment ratio  
- Cloud deployment ratio  
- Achieve 90% virtualisation/cloud ratio overall

**CSIRT Operations**  
- Maintaining CSIRT to strengthen security incident response and handling within APNIC (relating to APNIC systems and services)  
- Security incident metrics  
- Response/resolution time  
- Adherence to best practice  
- Action within 2 hours, containment within 4 hours for security incidents  
- Minimised operational impact from security incidents

**Enterprise Application Management**  
- Management and ongoing improvement of all enterprise applications underpinning APNIC operations  
- User experience  
- Efficiency in business processes  
- All critical applications access secured  
- 100% archiving of legacy systems and data
### 5B. Finance and Business Services

#### OBJECTIVE
To provide efficient and robust finance and business services and facilities to support APNIC’s operations.

#### PURPOSE
APNIC’s operations must be effectively managed to provide efficient use of Member funds in carrying out APNIC’s mission.

#### RISKS
Reputational damage and/or legal or financial penalties.

Loss of “mutuality status” for tax purposes.

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Management</td>
<td>● Maintaining effective methods, structures and tools to retain and retrieve corporate information within APNIC</td>
<td>● Use of enterprise-wide knowledge management tools</td>
<td>● Stable, cost-effective and well-used systems</td>
</tr>
<tr>
<td>Financial Services</td>
<td>● Industry-standard financial management and reporting through compliance with relevant accounting standards</td>
<td>● Annual financial audit</td>
<td>● Unremarkable financial audit report every year</td>
</tr>
<tr>
<td></td>
<td>● Proper stewardship of APNIC’s financial and taxation status</td>
<td>● APNIC’s mutuality tax status</td>
<td>● Successful renewal of mutuality status</td>
</tr>
<tr>
<td></td>
<td>● Effective stewardship of APNIC financial resources</td>
<td>● Meeting the financial targets set by the EC</td>
<td>● Approved budget outcome exceeded each year</td>
</tr>
<tr>
<td>Business Services</td>
<td>● Provide administrative services to support APNIC operations</td>
<td>● Staff feedback</td>
<td>● High satisfaction with administrative support</td>
</tr>
<tr>
<td></td>
<td>● Manage risks affecting business stability and continuity</td>
<td>● Business Continuity Plan in place</td>
<td>● Undertake quarterly BCP scenario testing</td>
</tr>
<tr>
<td></td>
<td>● Maintain a globally-recognized Quality Management System</td>
<td>● ISO 9001 audit and recertification</td>
<td>● Successful annual ISO audit</td>
</tr>
<tr>
<td>Business Intelligence</td>
<td>● Integrate data from all critical systems for better analysis and reporting</td>
<td>● Cross-organizational KPIs.</td>
<td>● Stable, cost-effective and well-used systems</td>
</tr>
</tbody>
</table>
## 5C. Employee Experience

### OBJECTIVE

To attract, develop and retain talented, service-oriented people to deliver APNIC’s mission and exceed organization and community expectations.

### PURPOSE

APNIC’s mission to serve its community requires a human-centred approach delivered by competent, responsive teams.

### RISKS

Loss of key talent.

Our ability to compete in the talent market.

### ACTIVITIES | OBJECTIVES | INDICATORS | FOUR YEAR TARGETS
--- | --- | --- | ---
**Organizational Development**
- Optimize organizational structure for the achievement of APNIC goals
- Optimize overall staff performance, promoting APNIC values and culture
- Extend APNIC’s workforce regionally, to adequately resource the work needed

- Staff Engagement Survey
- Resource utilization
- Staff Engagement Survey
- Staff exit interviews
- Staffing levels
- Staff performance

- Meet staff engagement benchmarks
- Maintain high-performing, benchmarked engagement levels
- Match benchmarks for distributed and HQ staff

**Physical Work Environment Management**
- Ensure that all places of work for APNIC staff, are fit for purpose and safe
- Manage travel safety and wellbeing, and risk to people and the organization

- WHS audit
- Travel incident reports

- Zero WHS incidents due to fault of APNIC
- Zero WHS incidents due to fault of APNIC

**Talent Attraction and Retention**
- Recruit and retain the right skills and fit to best achieve APNIC objectives
- Manage individual staff performance to ensure high organizational performance
- Develop staff skills and knowledge to meet business needs and staff personal goals

- Voluntary turnover stats
- Recruitment metrics
- Performance metrics
- Staff retention
- Training metrics
- Exit interviews

- Maintain benchmarked turnover level
- Recruitment within three months of approval
- Individual performance aligned with APNIC’s strategic and operational goals
- Delivery of training plans within budget
- Zero attrition for reasons of training/professional development

**Policies and Benefits Management**
- Provide policies and benefits which attract and retain staff

- Benchmarking
- Staff survey results

- Policies benchmarked against leading organizations
## 5D. Governance

### OBJECTIVE
To provide the legal, economic and governance framework and professional services to support APNIC’s operations to minimise risk and ensure compliance and continuity.

### PURPOSE
EC and APNIC have a requirement for transparency and accountability and must comply with all organizational, domestic and international obligations.

### RISKS
- Reputational damage.
- Legal or financial penalties.

<table>
<thead>
<tr>
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<th>OBJECTIVES</th>
<th>INDICATORS</th>
<th>FOUR YEAR TARGETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Council (EC) Support</td>
<td>● Provide logistical and administrative support to enable the EC to discharge their duties&lt;br&gt;● Ensure that the EC is adequately informed on all matters as required</td>
<td>● EC meeting processes and timelines, for travel, meetings etc&lt;br&gt;● EC performance and satisfaction metrics</td>
<td>● Meeting agreed timelines for all processes and activities&lt;br&gt;● Maintaining satisfaction levels</td>
</tr>
<tr>
<td>Corporate Governance and Legal</td>
<td>● Ensure that APNIC continues to have a culture of legal and regulatory compliance and commitment to recognized professional standards&lt;br&gt;● Ensure that organizational risks are effectively managed</td>
<td>● Fair Work Standards Compliance&lt;br&gt;● Risk Registry Compliance</td>
<td>● No adverse actions against APNIC&lt;br&gt;● Revised Risk Registry implemented&lt;br&gt;● Risk Register review undertaken at each EC meeting</td>
</tr>
</tbody>
</table>
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