APNIC

addressing the Internet in the Asia Pacific

2024–2027

STRATEGIC PLAN

Contents

Our Vision

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 and expert authority on Internet infrastructure.

Our Principles

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.

APNIC By-laws Objects

a To provide the service of allocating and registering Internet resources for the purpose of enabling communications via open system network protocols and to assist in the development and growth of the Internet in the Asia and Pacific Rim region

b To assist the Asia and Pacific Rim Internet community in the development of procedures, mechanisms, and standards to efficiently allocate Internet resources as a service to the community as a whole

c To provide educational opportunities to further Members' technical and policy understanding of the industry

d To develop public policies and public positions in the best interest of the Members and to seek legislative and regulatory consideration of issues of general benefit to the Members, where and when appropriate

e To serve as the administrative, managerial and operations arm of APNIC Pty Ltd, and to transact all activities, functions and affairs on behalf, and in the name, of the corporation

References to the APNIC By-laws in the following pages in this document are noted with the letter you see next to each by-law object above.

* APNIC By-laws Part II.2

Strategy Overview

ENGAGEMENT

REGISTRY

DEVELOPMENT

CAPABILITY

VALUE
STREAMS

ENABLERS

Strategic Pillars

1. REGISTRY

Allocate and register Internet number resources in the Asia Pacific region.

2. DEVELOPMENT

Assist in the sustainable development and growth of the Internet in the Asia Pacific region.

3. ENGAGEMENT

Encourage and support diverse community cooperation in building an open and stable Internet.

4. CAPABILITY

Provide comprehensive organizational support to to increase APNIC Secretariat value to the community.

VALUE STREAMS

ENABLERS

⬛ Registry

PURPOSE

Allocate and register Internet number resources in the Asia Pacific region. **ⓐ**

- ● Provide registry users with highly responsive and proactive service

- ● Provide a sustainable, verifiable, current and complete registry for the region

- ● Ensure responsible resource stewardship in accordance with community developed policies **ⓑ**

- ● Strive to increase the value of registry services to the Internet

MOST IMPORTANT GOALS

- ● Transform registry services towards proactive, higher quality service.

  Lead Indicators
  - Demonstrated quality service levels
  - Increased service transaction automation
  - Increased attention to proactive vs reactive work

- ● Develop a framework to support authenticity and trust in registry data.

  Lead Indicators
  - Mechanisms supporting registry data integrity established and implemented
  - NIR consistency with APNIC standards and services

- ● Initiate and support activities of the NRO to provide and promote a joint Internet Numbers Registry.

  Lead Indicators
  - Agreed set of joint registry services
  - Joint registry services implemented

Development

PURPOSE

Assist in the sustainable development and growth of the Internet in the Asia Pacific region. (a)

● Build community capacity for sustainable and resilient Internet operations in the region (c)

● Support the APNIC Foundation in increasing investment in APNIC's development goals

● Undertake unique and relevant research, and provide information products to improve understanding of the Internet operational environment

MOST IMPORTANT GOALS

● Develop adaptable, cost-effective and scalable capacity building models beyond direct delivery.

Lead Indicators
- Increased adoption of Internet best practices
- Increased development of certified training courses
- Successful delivery of certified training courses by partners

● Evolve approach to cybersecurity advice and technical assistance support.

Lead Indicators
- Improved cybersecurity posture index and risk within Member networks
- Demonstrated satisfaction with security training content and delivery

⊗ Engagement

PURPOSE

Encourage and support diverse community cooperation in building an open and stable Internet. (a)

- Strengthen the depth and breadth of Member and community relationships to recognize and respond to their needs

- Encourage interest in Internet infrastructure and participation in the multistakeholder model of Internet governance (d)

- Encourage awareness, diversity, participation, and leadership in APNIC processes, events, and activities, with a focus on the next generation

MOST IMPORTANT GOALS

- Proactively engage at all relevant levels—from executives, government officials and policy decision makers through to aspiring network engineers—to increase Member and community involvement in important decisions.

  Lead Indicators
  - Demonstrated diversity of community contacts in engagements and participation
  - Increased participation in decision making, including governance and open policy development

- Improve feedback analysis and coordination to ensure APNIC remains responsive.

  Lead Indicators
  - Demonstrated action taken in response to feedback
  - APNIC Survey satisfaction results

Capability

PURPOSE

Provide comprehensive organizational support to increase APNIC's value to the community. (e)

● Breed a high-performance culture driven by APNIC's vision, mission, values and credo

● Leverage data, collaboration, innovation and knowledge sharing to enhance informed decision making

● Sustain a responsive and resilient organization and technical infrastructure

● Maintain integrity, quality, financial responsibility and accountability

MOST IMPORTANT GOALS

● Effective management of resources and expenditure to achieve financial and activity goals.
Lead Indicators
   • Robust, secure and cost-effective business operations and technical infrastructure
   • Deliver a balanced budget over the medium term

● Strengthened governance to increase accountability and reduce risk.
Lead Indicators
   • A transparent and robust governance structure
   • Increased participation in APNIC governance activities
   • Successful ISO and financial audits

● A highly engaged and productive workforce.
Lead indicators
   • Exceeding staff engagement benchmarks
   • Policies, rewards and benefits meet best practice and legal standards
   • Workplace physical and psychological safety ensured

APNIC

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