



addressing the Internet in the Asia Pacific

2020-2023



**STRATEGIC PLAN**

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## 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.

# HOW

## 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.

# 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.



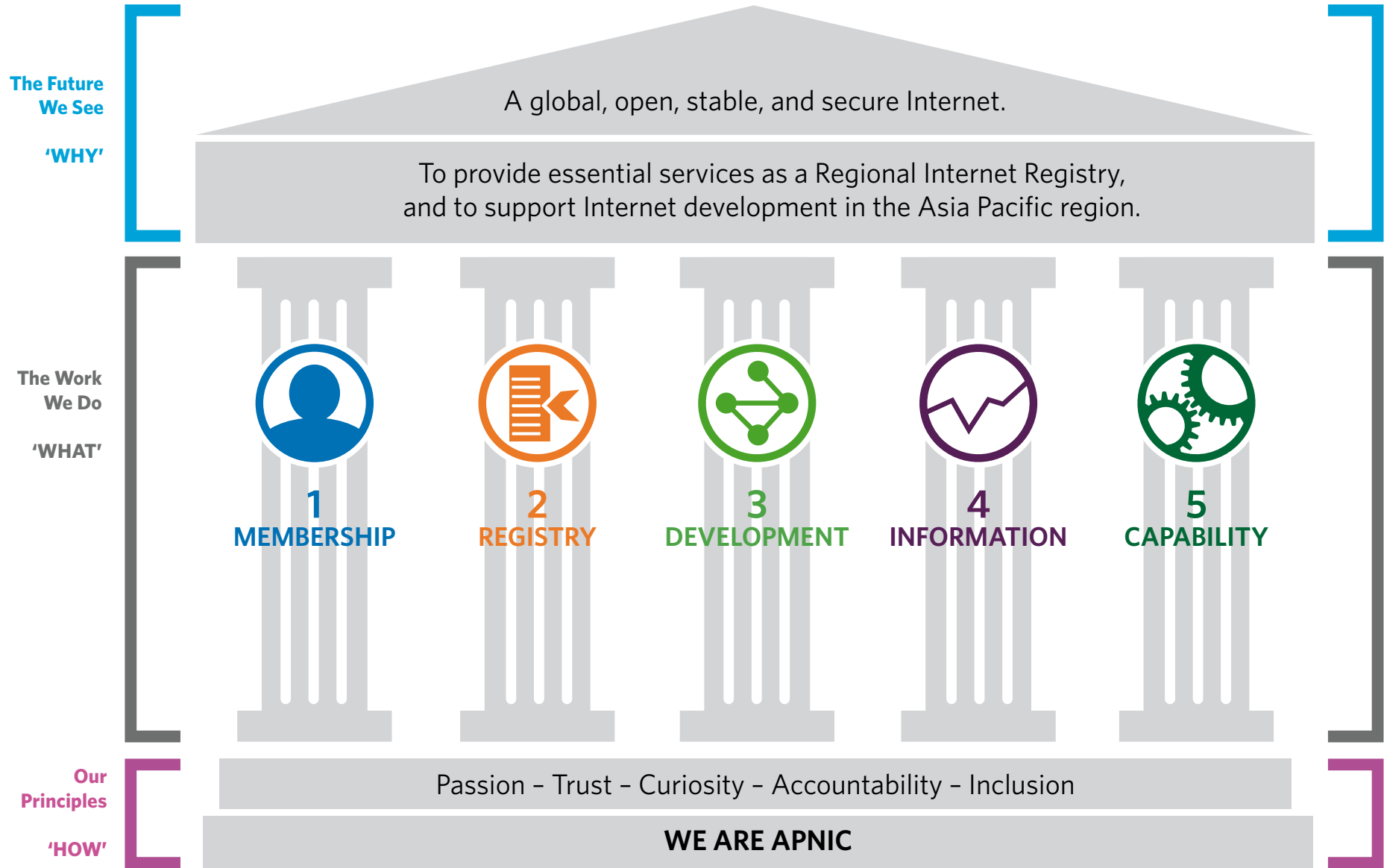
### 5. CAPABILITY

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.

# Architecture



# Overview

## VISION

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

# 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.

	ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
	Member Services	<ul style="list-style-type: none"> <li>Deliver a seamless experience in serving member needs</li> </ul>	<ul style="list-style-type: none"> <li>Metrics on all service channels</li> <li>Member experience metrics</li> </ul>	<ul style="list-style-type: none"> <li>SLA above 99%</li> <li>Service satisfaction above 90%</li> </ul>
		<ul style="list-style-type: none"> <li>Proactively engage with Members at events, Member gatherings, and one-on-one</li> </ul>	<ul style="list-style-type: none"> <li>Number of interactions with Member contacts</li> <li>Topic of discussion covered</li> </ul>	<ul style="list-style-type: none"> <li>All AP economies with active Members are visited, physically or remotely</li> </ul>
		<ul style="list-style-type: none"> <li>Ensure that Membership data is accurate and up to date</li> </ul>	<ul style="list-style-type: none"> <li>Failure to contact Members</li> </ul>	<ul style="list-style-type: none"> <li>Initial contact success rate above 90%</li> </ul>
	Member Experience	<ul style="list-style-type: none"> <li>Capture and analysis of Member feedback on APNIC products and services, for quality control and continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Feedback satisfaction metrics</li> <li>Follow up actions</li> </ul>	<ul style="list-style-type: none"> <li>Feedback satisfaction above 90%</li> </ul>
	Membership Development	<ul style="list-style-type: none"> <li>Ensure that organizations needing APNIC products and services can discover and access them</li> </ul>	<ul style="list-style-type: none"> <li>Membership growth</li> <li>Usage of APNIC services</li> <li>Discoverability Metrics</li> </ul>	<ul style="list-style-type: none"> <li>Annual new membership of 700/year</li> </ul>
		<ul style="list-style-type: none"> <li>Build partnerships to provide additional local support relevant to that economy</li> </ul>	<ul style="list-style-type: none"> <li>Number of partners</li> <li>APNIC Survey</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that local needs are better served</li> </ul>
	APNIC Survey	<ul style="list-style-type: none"> <li>Undertake APNIC Survey every two years as the primary mechanism to gather information on current issues, and support strategic and operational planning</li> </ul>	<ul style="list-style-type: none"> <li>APNIC Survey</li> <li>Quantity and quality of participation</li> </ul>	<ul style="list-style-type: none"> <li>Increased diversity and number of participants</li> <li>Follow up actions taken</li> </ul>

# 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
<ul style="list-style-type: none"> <li>Membership Product Management</li> </ul>	<ul style="list-style-type: none"> <li>Deliver the best possible online experience to Members and the community</li> <li>Build and maintain Membership products, including MyAPNIC, Online Forms and platforms, to improve value and performance for Members.</li> </ul>	<ul style="list-style-type: none"> <li>Helpdesk queries</li> <li>GA metrics</li> <li>Member feedback</li> <li>Ticket resolution metrics</li> <li>Number of deployments</li> <li>Usability metrics</li> <li>User experience surveys</li> </ul>	<ul style="list-style-type: none"> <li>Reduce number of membership-related Helpdesk queries by 50%</li> <li>Reduced time taken to process membership service requests</li> <li>Increase number of MyAPNIC users</li> <li>Improved score on usability metrics</li> <li>Reduced mean time to deployment</li> <li>Average latency for membership-related services of less than 5 seconds</li> </ul>

# 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
<ul style="list-style-type: none"> <li>• Planning and Reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and publish Activity Plan and Budget, Four Year Strategy, Annual Report, and reports to the community</li> </ul>	<ul style="list-style-type: none"> <li>• Delivery of reports</li> <li>• Member satisfaction levels</li> </ul>	<ul style="list-style-type: none"> <li>• Annual publication at AGM</li> <li>• Publication of EC Minutes within 2 months of meetings</li> <li>• Publication of Event Wraps within 1 month of applicable events</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Provide delegation and registration services for Internet numbers according to the current policies</li> </ul>	<ul style="list-style-type: none"> <li>Annual satisfactory policy compliance audits</li> <li>Member feedback</li> </ul>	<ul style="list-style-type: none"> <li>SLA of 99%</li> <li>Service satisfaction of 90%</li> <li>80% of Members hold IPv6 address space</li> </ul>
Resource Quality Check (RQC)	<ul style="list-style-type: none"> <li>Provide a service and tools to check the "quality" of delegated resources, with respect to routing status, whois and IRR registration, geolocation and blacklisting</li> </ul>	<ul style="list-style-type: none"> <li>Usage of this service</li> <li>Resolved problems</li> <li>Member feedback</li> <li>Unauthorised resource usage</li> </ul>	<ul style="list-style-type: none"> <li>Service satisfaction of 90%</li> </ul>
Maintain Correct and Current Registry Data	<ul style="list-style-type: none"> <li>Support Members to maintain accurate and current number resource registration records</li> </ul>	<ul style="list-style-type: none"> <li>Incorrect information reports</li> </ul>	<ul style="list-style-type: none"> <li>90% success rate of verifying Whois contacts</li> </ul>
Reclaim Unused IPv4 Address Space	<ul style="list-style-type: none"> <li>Identify and contact holders of unused resources to encourage return or transfer.</li> <li>Provide a listing service for resources available for transfer</li> </ul>	<ul style="list-style-type: none"> <li>Amount of resources returned or transferred</li> <li>Feedback throughout the process</li> </ul>	<ul style="list-style-type: none"> <li>100% of resource holders with potentially unused IPv4 address are contacted</li> <li>Significant amount of resources returned or transferred</li> </ul>

## 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.

	ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
	<ul style="list-style-type: none"> <li>Internet Number Registry Management</li> </ul>	<ul style="list-style-type: none"> <li>Operate and manage APNIC's Internet number registry, including identifying areas for improvement and development</li> </ul>	<ul style="list-style-type: none"> <li>Review and resolve identified issues and risks</li> <li>NRO ITHI metrics</li> <li>NIR data accuracy reflected in delegated statistics</li> </ul>	<ul style="list-style-type: none"> <li>Continuous ITHI improvements</li> <li>Accurate NIR data in delegated statistics file</li> </ul>
	<ul style="list-style-type: none"> <li>Registry Product Management</li> </ul>	<ul style="list-style-type: none"> <li>Build and maintain Registry products, including Whois, RDAP, RPKI, RDNS and IRR, to improve functionality and performance for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of features required by new policies and community requests</li> <li>Consistency between Whois and RDAP</li> <li>Robustness for critical services such as RPKI publication points and signing systems</li> <li>UX review of resource management web services</li> </ul>	<ul style="list-style-type: none"> <li>Implement policies within 6 months of EC approval</li> <li>Structural separation of IRR and Whois for a better consistency between Whois and RDAP</li> <li>RDAP and RPKI repository cloud deployment</li> <li>Implement publication service for self-hosted RPKI and NIR</li> <li>Full coverage of all APNIC resources (including NIR) by RPKI services</li> <li>Implementation of UX improvements to resource management web services</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Facilitate the open Policy Development Process to ensure that resource policies are developed in a manner consistent with agreed rules and community expectations</li> </ul>	<ul style="list-style-type: none"> <li>Policy SIG activity levels</li> <li>Exchange of policy-related information with other RIRs</li> <li>Support of ASO Address Council Members from the APNIC region</li> </ul>	<ul style="list-style-type: none"> <li>Eight Policy SIG meetings held</li> <li>Maintain a service quality rating of 5.75 for Policy Development</li> </ul>
	<ul style="list-style-type: none"> <li>Support the Policy Chairs in their execution of policy processes.</li> </ul>	<ul style="list-style-type: none"> <li>Annual review with Policy Chairs</li> </ul>	<ul style="list-style-type: none"> <li>High satisfaction rating from Policy Chairs in each annual review of policy support</li> </ul>
Policy Implementation	<ul style="list-style-type: none"> <li>Implement community-approved policies in a timely and effective manner.</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with agreed implementation timelines</li> </ul>	<ul style="list-style-type: none"> <li>Meet 100% of agreed implementation timelines</li> </ul>
Policy Analysis	<ul style="list-style-type: none"> <li>Analyze impact of policy proposals and advise the community</li> </ul>	<ul style="list-style-type: none"> <li>Policy proposal analysis</li> </ul>	<ul style="list-style-type: none"> <li>Publish policy proposal analysis before every Policy SIG meeting</li> </ul>
	<ul style="list-style-type: none"> <li>Identify cases where policies may be required, or existing policies modified</li> </ul>	<ul style="list-style-type: none"> <li>Policy analysis presentation at each policy meeting</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of eight policy analysis presentations</li> </ul>

# 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Conferences	<ul style="list-style-type: none"> <li>Deliver well-organized, high-quality events for the APNIC community</li> </ul>	<ul style="list-style-type: none"> <li>Participation numbers</li> <li>Conference participant evaluation</li> <li>APNIC Survey feedback</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of eight conferences, two in each sub-region</li> <li>Maintain a conference quality rating of 6.0</li> <li>Achieve average conference participant satisfaction of 90%</li> <li>Average attendance of 500 delegates per conference</li> <li>16,000 remote conference session views</li> </ul>
	<ul style="list-style-type: none"> <li>Deliver consistently interesting and relevant program content to maintain value of conference to participants</li> </ul>	<ul style="list-style-type: none"> <li>Participation numbers</li> <li>Conference participant evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Achieve average satisfaction of 85% for speakers</li> <li>Average attendance of 500 delegates per conference</li> </ul>
Fellowship	<ul style="list-style-type: none"> <li>Support participation in conferences and workshops via Fellowships, with continued focus on diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Diversity of fellows</li> <li>Number of fellowships offered</li> <li>Fellowship participant evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Support 200+ fellows to attend APNIC conferences</li> <li>Achieve 50:50 fellowship gender ratio</li> </ul>

## 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Project Management and Implementation Support	<ul style="list-style-type: none"> <li>Support the implementation of well-organized and impactful projects</li> </ul>	<ul style="list-style-type: none"> <li>Individual Project KPIs</li> <li>Level of community participation in Foundation projects and activities</li> </ul>	<ul style="list-style-type: none"> <li>Growing blog and communication impact (4 each year) by community members and project participants</li> <li>30% of ISIF Asia projects share content at APNIC conferences and other fora</li> </ul>
	<ul style="list-style-type: none"> <li>Support for reporting and documentation of projects</li> </ul>	<ul style="list-style-type: none"> <li>Regular and satisfactory donor reports,</li> <li>Blog posts and web site updates on all projects and activities</li> </ul>	<ul style="list-style-type: none"> <li>All donor reports accepted</li> <li>All projects have blog or other communications coverage</li> </ul>
Operational and Administrative Support	<ul style="list-style-type: none"> <li>Provide finance, operational, technical and legal support</li> </ul>	<ul style="list-style-type: none"> <li>Successful project implementation</li> <li>Operational excellence</li> <li>Governance</li> </ul>	<ul style="list-style-type: none"> <li>Annual audited financial statements</li> <li>Annual reports</li> <li>Annual Board meetings</li> </ul>
ISIF Asia Funding	<ul style="list-style-type: none"> <li>Contribute financially to ISIF as a partner</li> <li>Participate as a partner in grant selection process</li> </ul>	<ul style="list-style-type: none"> <li>Individual KPIs of projects supported</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrated success of projects supported</li> </ul>

# 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	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Technical Community Support	<ul style="list-style-type: none"> <li>Support NOGs as best current practice for effective Internet community development</li> </ul>	<ul style="list-style-type: none"> <li>Number of NOG events supported</li> <li>Number of NOG events attended</li> <li>Annual investment per NOG</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor/participate in 32 technical community events per year (NOGs, Peering Forums and R&amp;E events)</li> <li>Facilitate and support new/revived NOGs where needed</li> </ul>
	<ul style="list-style-type: none"> <li>Support regional Internet interconnection IXPs, Peering Forums and similar channels</li> </ul>	<ul style="list-style-type: none"> <li>Number of events supported and attended</li> </ul>	
	<ul style="list-style-type: none"> <li>Support R&amp;E networks and community, as key to regional Internet development</li> </ul>	<ul style="list-style-type: none"> <li>Number of R&amp;E events supported</li> <li>Number of R&amp;E engagements</li> </ul>	
Security Community support	<ul style="list-style-type: none"> <li>Work with security organizations (eg APCERT/FIRST, local CSIRTs) to promote best practice among Members</li> </ul>	<ul style="list-style-type: none"> <li>Number of security events supported</li> <li>Number of security events attended</li> <li>Number of CERTs/CSIRTs supported</li> </ul>	<ul style="list-style-type: none"> <li>Sponsor/participate in 10 security community events per year</li> <li>Support targeted development of 3 new/existing CERTs/CSIRTs per year</li> </ul>
Internet Organization Cooperation	<ul style="list-style-type: none"> <li>Support globally co-ordinated registry services, in coordination with other RIRs and NRO</li> </ul>	<ul style="list-style-type: none"> <li>Participation in NRO CGs</li> <li>Number of RIR engagements</li> <li>Number of staff exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Participate in all RIR meetings (8 per year)</li> <li>Contribute to all NRO CGs</li> </ul>
	<ul style="list-style-type: none"> <li>Engage productively with Internet technical organizations (I* etc)</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagements</li> </ul>	<ul style="list-style-type: none"> <li>Participate in all ICANN meetings (3 per year)</li> <li>Maintain participation in I*</li> </ul>
Internet Governance Participation	<ul style="list-style-type: none"> <li>Engage the community to strengthen open, multi-stakeholder, bottom-up and transparent Internet governance</li> </ul>	<ul style="list-style-type: none"> <li>Number and diversity of community participants in IG discussions</li> <li>Number and quality of IGF, NRIs, SIGs etc</li> </ul>	<ul style="list-style-type: none"> <li>Participate in 3 Internet governance "schools" per year</li> <li>Participate in annual APRIGF and global IGF events, and NRIs</li> </ul>
Government Engagement	<ul style="list-style-type: none"> <li>Monitor government activities, build engagements and partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagements and partnerships with Govts and IGOs</li> </ul>	<ul style="list-style-type: none"> <li>Maintain engagements in major ITU events and preparatory processes</li> <li>Maintain engagements in IGO and multilateral arena</li> </ul>
	<ul style="list-style-type: none"> <li>Promote the work of APNIC with the Public Safety community in the Asia-Pacific</li> </ul>	<ul style="list-style-type: none"> <li>Number of Public Safety training sessions, workshops and engagements</li> </ul>	<ul style="list-style-type: none"> <li>Maintain public safety engagements</li> <li>Increase engagements with external funding</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Increase awareness of and participation in APNIC community processes including the PDP, Special Interest Groups, and BOFs</li> </ul>	<ul style="list-style-type: none"> <li>SIG meeting participation (online and face-face)</li> <li>SIG mailing list metrics</li> <li>Metrics specific to other community processes that may emerge (consultations, WGs etc)</li> </ul>	<ul style="list-style-type: none"> <li>1,200 in-person participants at SIG sessions</li> <li>3,200 online SIG participants</li> <li>1,500 SIG mailing list subscribers</li> </ul>
Online Participation	<ul style="list-style-type: none"> <li>Promote online participation mechanisms, so Members and the community can benefit more efficiently from APNIC products, services and activities</li> <li>Develop new mechanisms including an online collaboration platform and web-based mailing list access</li> </ul>	<ul style="list-style-type: none"> <li>Website metrics</li> <li>Online service usage metrics</li> <li>Conference remote participation</li> <li>Academy metrics</li> <li>Blog metrics</li> <li>Social media metrics</li> </ul>	<ul style="list-style-type: none"> <li>Reach 4 million Blog views (all-time)</li> <li>16,000 remote conference session views</li> <li>4,000 conference delegates over four years</li> <li>15k Twitter followers</li> <li>Facebook reach of 8 million</li> </ul>
Encouraging Newcomers	<ul style="list-style-type: none"> <li>Encourage new participants in the APNIC community particularly the next generation of network engineers</li> </ul>	<ul style="list-style-type: none"> <li>New participants</li> <li>Repeat participants (online and face-face)</li> </ul>	<ul style="list-style-type: none"> <li>1,400 newcomers at APNIC conferences</li> <li>300 new Blog subscribers</li> <li>3,600 new Twitter followers</li> </ul>
Community Diversity	<ul style="list-style-type: none"> <li>Improve diversity (including gender, age, language) of community participation in APNIC events and activities</li> </ul>	<ul style="list-style-type: none"> <li>Diversity metrics</li> </ul>	<ul style="list-style-type: none"> <li>Improved diversity of community participation</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Continued development of online and face-to-face courses for the Academy</li> </ul>	<ul style="list-style-type: none"> <li>Number of training modules and courses developed</li> </ul>	<ul style="list-style-type: none"> <li>Full curriculum for rounded Internet engineers</li> </ul>
Face-to-Face Training	<ul style="list-style-type: none"> <li>Implement scalable delivery of high-quality face-face training</li> </ul>	<ul style="list-style-type: none"> <li>Training days/hours supported</li> <li>Demographic indicators</li> <li>Participant feedback</li> </ul>	<ul style="list-style-type: none"> <li>Conduct 65 face-to-face trainings per year</li> </ul>
Online Training	<ul style="list-style-type: none"> <li>Implement scalable, versatile platform for online blended learning</li> </ul>	<ul style="list-style-type: none"> <li>Training service metrics</li> <li>Participant feedback</li> </ul>	<ul style="list-style-type: none"> <li>Continual increase in online training delivery</li> <li>High satisfaction ratings</li> </ul>
Community Trainers	<ul style="list-style-type: none"> <li>Recruitment and development of community trainers to improve reach and efficiency of APNIC Academy training</li> </ul>	<ul style="list-style-type: none"> <li>Community trainer numbers and activity metrics</li> <li>Participant feedback</li> </ul>	<ul style="list-style-type: none"> <li>Grow total pool of active accredited Community Trainers by 10 per year</li> </ul>
Technical Assistance	<ul style="list-style-type: none"> <li>Respond wherever possible to requests from Members for technical assistance, on a cost-recovery basis</li> </ul>	<ul style="list-style-type: none"> <li>Number of TA contact hours (online and face-to-face)</li> <li>Demographic indicators</li> </ul>	<ul style="list-style-type: none"> <li>90% TA requests responded through face-to-face or online delivery</li> </ul>
RPKI and IPv6 Promotion and Support	<ul style="list-style-type: none"> <li>Increase adoption of RPKI and routing security, and deployment of RPKI ROV</li> <li>Increase deployment of IPv6 through training and technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>Deployment metrics</li> <li>Promotional activity metrics and feedback</li> </ul>	<ul style="list-style-type: none"> <li>Publish new 16 IPv6 deployment case studies</li> <li>Support all IXPs in the region to deploy RPKI</li> </ul>
Sustainable Training Models	<ul style="list-style-type: none"> <li>Scale up APNIC Academy through external Training Partners</li> <li>Develop financial and business models to support increased training activities</li> </ul>	<ul style="list-style-type: none"> <li>Number of external partners</li> <li>Training delivered through external training partners</li> <li>Efficiency/Quality metrics</li> </ul>	<ul style="list-style-type: none"> <li>Training partners program established</li> <li>Training Partners recruited: at least one in each sub-region</li> </ul>

## 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Internet Infrastructure Deployment	<ul style="list-style-type: none"> <li>Support improvement of Internet interconnection, to keep local traffic local reduce cost and latency</li> </ul>	<ul style="list-style-type: none"> <li>Richness of domestic interconnection</li> <li>Number of IXPs supported</li> </ul>	<ul style="list-style-type: none"> <li>IXPs in major cities of the region (as defined)</li> <li>IXPs in other locations as needed (eg Island capitals)</li> </ul>
	<ul style="list-style-type: none"> <li>Support DNS deployment (root and other) for better resilience of Internet domain name infrastructure</li> <li>Development of multi-purpose server platform and deployment model</li> </ul>	<ul style="list-style-type: none"> <li>Number of servers, and server instances, supported</li> <li>Number of new servers, and server instances, deployed</li> </ul>	<ul style="list-style-type: none"> <li>Server platform at most IXPs in the region</li> <li>Adoption of server platform by Members</li> </ul>
Infrastructure Monitoring	<ul style="list-style-type: none"> <li>Maintain and grow the APNIC Community Honeynet to help network operators maintain network security</li> </ul>	<ul style="list-style-type: none"> <li>Number of honeypots deployed</li> <li>Number of Community Honeynet partners</li> </ul>	<ul style="list-style-type: none"> <li>Honeypots in most economies in the region</li> <li>Increasing use of Honeynet data</li> </ul>
	<ul style="list-style-type: none"> <li>Support RIPE Atlas deployment to support more comprehensive Internet measurement globally</li> </ul>	<ul style="list-style-type: none"> <li>Number of RIPE Atlas anchors and probes supported</li> </ul>	<ul style="list-style-type: none"> <li>Increasing total deployment of active anchors and probes</li> </ul>

# 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.

	ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
	APNIC Blog	<ul style="list-style-type: none"> <li>Maintain the APNIC Blog as the Internet the leading daily news and opinion portal for Internet operations in the Asia Pacific</li> </ul>	<ul style="list-style-type: none"> <li>Audience growth metrics</li> <li>Community contributor metrics</li> <li>APNIC Survey evaluation</li> </ul>	<ul style="list-style-type: none"> <li>4m Blog views (all-time)</li> <li>Achieve 50k+ views per month (ave) by 2023</li> <li>Guest Post ratio of 50%</li> <li>Survey rating of 5.75</li> </ul>
	Information Product Management	<ul style="list-style-type: none"> <li>Build and maintain Information products, including Internet Directory, NetOX and DASH to improve relevance and value to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Users/month (new and current)</li> <li>User feedback/ratings</li> <li>GA metrics</li> <li>Net Promoter Score</li> </ul>	<ul style="list-style-type: none"> <li>Increased discoverability, usability and value offered – as measured.</li> <li>Average latency less than 200ms, uptime of 99.99%</li> </ul>
	New Product Development	<ul style="list-style-type: none"> <li>Apply product management methodology to building the Information product portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Newly-developed related products</li> </ul>	



## 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.

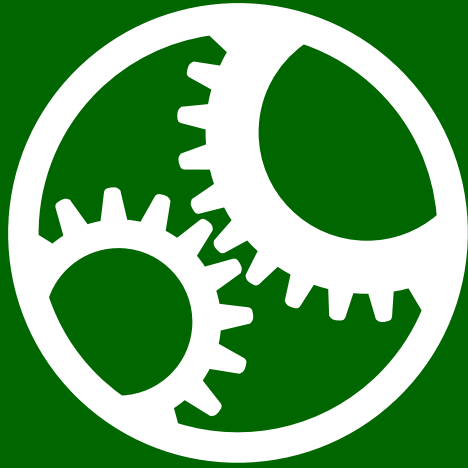
To support the PDP with relevant research data.

### RISKS

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

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Research and Measurement	<ul style="list-style-type: none"> <li>Conduct research experiments on topics including IP addressing, routing, DNS and other critical Internet infrastructure matters</li> </ul>	<ul style="list-style-type: none"> <li>Published articles and reports</li> </ul>	<ul style="list-style-type: none"> <li>50 articles and reports published</li> </ul>
Sharing Outcomes	<ul style="list-style-type: none"> <li>Share research insights online and at selected events to raise awareness of issues and trends which may impact Internet operations and assist policy discussions</li> </ul>	<ul style="list-style-type: none"> <li>Presentations at chosen events</li> </ul>	<ul style="list-style-type: none"> <li>40 presentations delivered</li> </ul>
	<ul style="list-style-type: none"> <li>Provide information to APNIC Policy SIG to assist policy discussion</li> </ul>	<ul style="list-style-type: none"> <li>Informational presentations at Policy SIG</li> </ul>	<ul style="list-style-type: none"> <li>Eight presentations to Policy SIG</li> </ul>
Research Cooperation	<ul style="list-style-type: none"> <li>Engage in research partnerships with other organizations</li> </ul>	<ul style="list-style-type: none"> <li>Co-published articles and reports</li> </ul>	<ul style="list-style-type: none"> <li>10% of research expenditure covered via sponsorship</li> </ul>

# 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	<ul style="list-style-type: none"> <li>Management of information architecture and governance for better integration and coordination</li> </ul>	<ul style="list-style-type: none"> <li>Management framework for inter-system dependencies</li> <li>Comprehensive visibility of inter-system communications for developers and operations</li> <li>Data governance to manage roles and responsibilities regarding APNIC's data sets</li> </ul>	<ul style="list-style-type: none"> <li>Products and systems exclusively communicate via managed APIs</li> <li>Complete inter-system dependency graph</li> <li>Active processes to maintain IA documentation</li> </ul>
Network and Infrastructure Operations	<ul style="list-style-type: none"> <li>Management of APNIC data centre presence, interconnections and peering relationships, 24x7 Incident Response Team</li> </ul>	<ul style="list-style-type: none"> <li>Availability of network and services</li> <li>Network performance metrics</li> <li>System metrics</li> </ul>	<ul style="list-style-type: none"> <li>Achieve fewer hops away from all members and relying parties</li> <li>Achieve yearly availability of 99.9% for critical APNIC services</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain high availability of all public services including whois, RDNS, RPKI and RDAP</li> </ul>	<ul style="list-style-type: none"> <li>Availability of network and services</li> </ul>	
System and Platform Operations	<ul style="list-style-type: none"> <li>IT Asset Lifecycle Management</li> </ul>	<ul style="list-style-type: none"> <li>Asset auditing and compliance</li> </ul>	<ul style="list-style-type: none"> <li>Complete annual audit of all IT hardware, 100% of assets accounted for</li> </ul>
	<ul style="list-style-type: none"> <li>Migration of services to virtualised and 'cloud' infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Virtualisation deployment ratio</li> <li>Cloud deployment ratio</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 90% virtualisation/cloud ratio overall</li> </ul>
CSIRT Operations	<ul style="list-style-type: none"> <li>Maintaining CSIRT to strengthen security incident response and handling within APNIC (relating to APNIC systems and services)</li> </ul>	<ul style="list-style-type: none"> <li>Security incident metrics</li> <li>Response/resolution time</li> <li>Adherence to best practice</li> </ul>	<ul style="list-style-type: none"> <li>Action within 2 hours, containment within 4 hours for security incidents</li> <li>Minimised operational impact from security incidents</li> </ul>
Enterprise Application Management	<ul style="list-style-type: none"> <li>Management and ongoing improvement of all enterprise applications underpinning APNIC operations</li> </ul>	<ul style="list-style-type: none"> <li>User experience</li> <li>Efficiency in business processes</li> </ul>	<ul style="list-style-type: none"> <li>All critical applications access secured</li> <li>100% archiving of legacy systems and data</li> </ul>

## 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Knowledge Management	<ul style="list-style-type: none"> <li>Maintaining effective methods, structures and tools to retain and retrieve corporate information within APNIC</li> </ul>	<ul style="list-style-type: none"> <li>Use of enterprise-wide knowledge management tools</li> </ul>	<ul style="list-style-type: none"> <li>Stable, cost-effective and well-used systems</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>Industry-standard financial management and reporting through compliance with relevant accounting standards</li> </ul>	<ul style="list-style-type: none"> <li>Annual financial audit</li> </ul>	<ul style="list-style-type: none"> <li>Unremarkable financial audit report every year</li> </ul>
	<ul style="list-style-type: none"> <li>Proper stewardship of APNIC's financial and taxation status</li> </ul>	<ul style="list-style-type: none"> <li>APNIC's mutuality tax status</li> </ul>	<ul style="list-style-type: none"> <li>Successful renewal of mutuality status</li> </ul>
	<ul style="list-style-type: none"> <li>Effective stewardship of APNIC financial resources</li> </ul>	<ul style="list-style-type: none"> <li>Meeting the financial targets set by the EC</li> </ul>	<ul style="list-style-type: none"> <li>Approved budget outcome exceeded each year</li> </ul>
Business Services	<ul style="list-style-type: none"> <li>Provide administrative services to support APNIC operations</li> </ul>	<ul style="list-style-type: none"> <li>Staff feedback</li> </ul>	<ul style="list-style-type: none"> <li>High satisfaction with administrative support</li> </ul>
	<ul style="list-style-type: none"> <li>Manage risks affecting business stability and continuity</li> </ul>	<ul style="list-style-type: none"> <li>Business Continuity Plan in place</li> </ul>	<ul style="list-style-type: none"> <li>Undertake quarterly BCP scenario testing</li> </ul>
	<ul style="list-style-type: none"> <li>Maintain a globally-recognized Quality Management System</li> </ul>	<ul style="list-style-type: none"> <li>ISO 9001 audit and recertification</li> </ul>	<ul style="list-style-type: none"> <li>Successful annual ISO audit</li> </ul>
Business Intelligence	<ul style="list-style-type: none"> <li>Integrate data from all critical systems for better analysis and reporting</li> </ul>	<ul style="list-style-type: none"> <li>Cross-organizational KPIs.</li> <li>External information reporting e.g. EC report</li> <li>Internal information reporting e.g. ad-hoc metrics</li> </ul>	<ul style="list-style-type: none"> <li>Stable, cost-effective and well-used systems</li> </ul>

## 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	<ul style="list-style-type: none"> <li>Optimize organizational structure for the achievement of APNIC goals</li> </ul>	<ul style="list-style-type: none"> <li>Staff Engagement Survey</li> <li>Resource utilization</li> </ul>	<ul style="list-style-type: none"> <li>Meet staff engagement benchmarks</li> </ul>
	<ul style="list-style-type: none"> <li>Optimize overall staff performance, promoting APNIC values and culture</li> </ul>	<ul style="list-style-type: none"> <li>Staff Engagement Survey</li> <li>Staff exit interviews</li> </ul>	<ul style="list-style-type: none"> <li>Maintain high-performing, benchmarked engagement levels</li> </ul>
	<ul style="list-style-type: none"> <li>Extend APNIC's workforce regionally, to adequately resource the work needed</li> </ul>	<ul style="list-style-type: none"> <li>Staffing levels</li> <li>Staff performance</li> </ul>	<ul style="list-style-type: none"> <li>Match benchmarks for distributed and HQ staff</li> </ul>
Physical Work Environment Management	<ul style="list-style-type: none"> <li>Ensure that all places of work for APNIC staff, are fit for purpose and safe</li> </ul>	<ul style="list-style-type: none"> <li>WHS audit</li> </ul>	<ul style="list-style-type: none"> <li>Zero WHS incidents due to fault of APNIC</li> </ul>
	<ul style="list-style-type: none"> <li>Manage travel safety and wellbeing, and risk to people and the organization</li> </ul>	<ul style="list-style-type: none"> <li>Travel incident reports</li> </ul>	<ul style="list-style-type: none"> <li>Zero WHS incidents due to fault of APNIC</li> </ul>
Talent Attraction and Retention	<ul style="list-style-type: none"> <li>Recruit and retain the right skills and fit to best achieve APNIC objectives</li> </ul>	<ul style="list-style-type: none"> <li>Voluntary turnover stats</li> <li>Recruitment metrics</li> </ul>	<ul style="list-style-type: none"> <li>Maintain benchmarked turnover level</li> <li>Recruitment within three months of approval</li> </ul>
	<ul style="list-style-type: none"> <li>Manage individual staff performance to ensure high organizational performance</li> </ul>	<ul style="list-style-type: none"> <li>Performance metrics</li> </ul>	<ul style="list-style-type: none"> <li>Individual performance aligned with APNIC's strategic and operational goals</li> </ul>
	<ul style="list-style-type: none"> <li>Develop staff skills and knowledge to meet business needs and staff personal goals</li> </ul>	<ul style="list-style-type: none"> <li>Staff retention</li> <li>Training metrics</li> <li>Exit interviews</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of training plans within budget</li> <li>Zero attrition for reasons of training/professional development</li> </ul>
Policies and Benefits Management	<ul style="list-style-type: none"> <li>Provide policies and benefits which attract and retain staff</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking</li> <li>Staff survey results</li> </ul>	<ul style="list-style-type: none"> <li>Policies benchmarked against leading organizations</li> </ul>

## 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.

ACTIVITIES	OBJECTIVES	INDICATORS	FOUR YEAR TARGETS
Executive Council (EC) Support	<ul style="list-style-type: none"> <li>Provide logistical and administrative support to enable the EC to discharge their duties</li> <li>Ensure that the EC is adequately informed on all matters as required</li> </ul>	<ul style="list-style-type: none"> <li>EC meeting processes and timelines, for travel, meetings etc</li> <li>EC performance and satisfaction metrics</li> </ul>	<ul style="list-style-type: none"> <li>Meeting agreed timelines for all processes and activities</li> <li>Maintaining satisfaction levels</li> </ul>
Corporate Governance and Legal	<ul style="list-style-type: none"> <li>Ensure that APNIC continues to have a culture of legal and regulatory compliance and commitment to recognized professional standards</li> <li>Ensure that organizational risks are effectively managed</li> </ul>	<ul style="list-style-type: none"> <li>Fair Work Standards Compliance</li> <li>Risk Registry Compliance</li> </ul>	<ul style="list-style-type: none"> <li>No adverse actions against APNIC</li> <li>Revised Risk Registry implemented</li> <li>Risk Register review undertaken at each EC meeting</li> </ul>

**Helpdesk**

Monday–Friday 09:00–21:00 (UTC +10)

**Postal address**

PO Box 3646  
South Brisbane, QLD 4101,  
Australia

**Email**

[helpdesk@apnic.net](mailto:helpdesk@apnic.net)

**Phone**

+61 7 3858 3188

**SIP**

[helpdesk@voip.apnic.net](mailto:helpdesk@voip.apnic.net)

**Skype**

apnic-helpdesk

**[www.apnic.net](http://www.apnic.net)**

ABN 42 081 528 010