

Draft RIPE NCC Strategy 2027–2031

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Introduction

The RIPE NCC Strategy is our way of setting a clear direction for the years ahead. Every five years, we take a step back to look at the world around us, the challenges we face, and the needs of our members and community. From this, we decide on the main priorities that will guide the organisation, while leaving space for flexibility as circumstances change.

This is not a detailed action plan. The strategy gives the high-level direction — the “what” and the “why” — while the annual Activity Plan and Budget set out the “how” for each year. Alongside these documents, the Charging Scheme ensures the organisation is funded in a fair and stable way. Together, these documents form the governance cycle that keeps the RIPE NCC accountable and transparent.

The strategy also reflects the reality that the RIPE NCC does not work in isolation. Political changes, new technologies, economic pressures and social shifts all affect our members and community. That is why we used a PESTLE analysis to look at external factors, combined with input from RIPE NCC staff, the Management Team and the Executive Board, to shape the direction for the next five years.

This document brings all of that together. It explains who we are and our role in the Internet ecosystem, sets out our vision for 2031, and presents the strategic focus areas that will allow us to make that vision a reality. It also highlights the areas where we want guidance from our members and community, and it outlines the next steps in the consultation process.



1. The RIPE NCC and its Role in the Internet Ecosystem

The Internet is built on two core principles:

- Open standards that ensure devices can communicate seamlessly across networks with different underlying technologies worldwide, to guarantee interoperability.
- Registration of global Internet identifiers (names, numbers and ports), coordinated openly and without commercial control, to guarantee global uniqueness.

Together, they make the Internet a permissionless, global platform for innovation and communication.

The RIPE NCC is one of the five Regional Internet Registries (RIRs) that manage and distribute Internet number resources around the world. It is a not-for-profit membership organisation that provides services to more than 20,000 members across a service region covering Europe, the Middle East and Central Asia. Through its core activities, the RIPE NCC:

- **Supports scalability** by allocating, registering and promoting the adoption of IPv6, vastly expanding the available address space as demand grows
- **Strengthens resilience** by allocating and registering Autonomous System Numbers (ASNs), enabling redundancy through multihoming, peering and robust interconnection. This resilience is further reinforced by operating K-root, one of the Internet's root DNS services, ensuring continuity of critical global infrastructure
- **Enhances routing security** by operating the Resource Public Key Infrastructure (RPKI) for the resources of RIPE NCC members, which protects against route hijacks and misconfigurations
- **Improves transparency and stability** through measurement and data services that provide insight into Internet performance
- **Implements policies developed by the RIPE community** to distribute Internet number resources (IPv4, IPv6, ASNs)
- **Maintains accurate and up-to-date** registry data
- **Engages with our members and the wider community**, keeping them informed and involved through transparent communication, events and collaborative initiatives. We act as the secretariat to RIPE, supporting the RIPE Policy Development Process

Together, these efforts ensure the Internet remains globally interoperable, secure, and resilient, capable of evolving to meet the needs of a digital future built on continuous innovation.

To fulfil this role, the RIPE NCC needs to remain in full control of the data we hold and which we rely on to provide services on behalf of our members. At the same time, we work with trusted, independent partners to avoid single points of failure for critical services and be resilient beyond national borders.



2. Strategic Vision

The strategic vision of the RIPE NCC for the period 2027-2031 is based around four anchors that, together, will ensure we continue to carry out the core activities that contribute to the development of the Internet. We will do this hand in hand with our membership and community, ensuring we are a trusted partner that provides value for our stakeholders.

- **Guarantee uniqueness and build trust.** The RIPE NCC's legitimacy rests on ensuring the uniqueness of Internet number resources and by maintaining control of our data. Trust will continue to be demonstrated through neutrality, transparency, authoritative data and resilience in the face of external pressures.
- **Provide responsible stewardship.** We will contribute to the security, resilience, scalability and stability of the Internet by supporting the development of open standards, promoting best practices and through capacity building efforts. Our focus will remain on technical integrity - IPv6 deployment, RPKI, routing security and interconnection - rather than on matters related to the content layer.
- **Be a source of authoritative data.** We will continue to provide high-quality, neutral information and insights that are valued across our region and beyond through our measurement platforms and tools.
- **Engage members and continually renew our community.** We will foster inclusive participation across our diverse region in developing policies and invest in the next generation of leaders. Our governance model will remain open, transparent, and bottom-up ensuring it reflects the stakeholders' needs and allows us to effectively bring value for our members and community.

3. Strategic Focus Areas

Success in this strategy period will not come from adding more activities, but from focusing on what matters most: protecting our core role, using emerging technologies responsibly, and strengthening our culture of execution. By 2031, the RIPE NCC will remain a trusted, neutral and resilient organisation, recognised as a model of good governance and a critical steward of Internet infrastructure.

Our six interlinked strategic focus areas are essential pillars that will contribute towards delivering our strategic vision. This framework provides a high-level direction. Specific objectives and deliverables will be set out in the Activity Plan and Budgets, allowing flexibility to adapt as circumstances change.



Strategic Focus Area

Direction 2027–2031

Registry Accuracy

Further automate registry processes. Modernise supporting technology. Strengthen fraud detection. Enhance self-service options for improved member support. Have compliance in line with best practices and global standards.

Internet Resilience, Scalability, and Routing Security

Through the distribution of Internet number resources, the operation of K-root and other infrastructure, and the promotion of IPv6, routing security and RPKI, ensure the Internet remains stable, resilient, secure and scalable for the future.

Data and Insights

Maintain control of our data. Use automation carefully and responsibly to improve efficiency and support members. Continue to provide high-quality insights.

Community Partnership & Trust

Renew and diversify community participation. Uphold openness and inclusivity, ensuring that all voices are heard and consensus continues to guide our decisions. Build trust by acting responsibly within the Internet community and by investing in capacity building, training and knowledge sharing so that the community is equipped to contribute effectively to the continuous evolution of the Internet.

Good Governance

Demonstrate good governance that is transparent, representative, neutral and resilient. Ensure a fit-for-purpose governance and membership model that brings value to members and the community.

Agility and Execution Culture

Foster an organisational culture of delivery and accountability with stronger follow-through by being more focused and adaptive, with fewer high-level goals.



4. Consulting with our Members and Community

The RIPE NCC can only succeed with clear guidance from our members and community. We invite your input to help shape our direction for the coming five years.

If you have input on the strategic direction we should take in the coming years, please let us know if you have input on our strategy or specifically on the following areas:

- What you want to see from the RIPE NCC in the coming years
- Membership and Governance Structures
- Role of governments and competent authorities
- Delivery of Services and Activities
- Principles to Apply in Use of Technologies

5. Next Steps

The publication of this draft marks the start of the membership and community consultation phase. Your feedback is essential in shaping the final strategy.

- **September 2025** – Draft strategy published for comment.
- Until the end of October 2025 – Feedback invited via the RIPE Discussion List, the Membership Discussion List and the member survey.
- **October 2025** – Online Open House to discuss the draft; further discussion at the RIPE 91 Meeting in Bucharest and online.
- **November 2025** – The RIPE NCC will incorporate input from members and the community; work will begin with teams to develop service-level strategies.
- **January-March 2026** – Supporting documents will be prepared:
 - A Five-Year Budget aligned with the strategy.
 - An Executing the Five-Year Strategy document explaining what we will do operationally to execute on this strategy.

We encourage all members and community members to take part in this process. Your input will ensure that the RIPE NCC remains trusted, resilient and representative of the entire service region.



Appendices

Appendix 1. Methodology

We developed the RIPE NCC Strategy 2027–2031 using the “Diagnose, Decide, Deliver” model:

- **Diagnose:** We examined the external environment through a PESTLE analysis and gathered input from staff across the organisation on operational challenges and opportunities.
- **Decide:** The Management Team held a retreat to create a strategic SWOT and an initial direction for the RIPE NCC. The Executive Board then reviewed this direction and provided guidance on key issues such as membership structure, government engagement, resilience, and the cautious use of AI.
- **Deliver:** The draft strategy was then prepared for consultation with our members and the RIPE community. Following this consultation, we will refine the strategy and develop supporting documents, including a five-year budget and Executing the Five-Year Strategy document.

This structured approach ensures the strategy is grounded in both a clear view of the external environment and the internal capacity of the RIPE NCC.

Appendix 2. PESTLE Analysis (Summary)

To understand the environment in which we will operate in the years ahead, we carried out a PESTLE analysis. This examined political, economic, social, technological, legal and environmental factors that are likely to shape the RIPE NCC’s work.

Political

- Geopolitical instability, wars and sanctions create uncertainty and may affect our ability to serve all parts of our service region.
- Governments are becoming more active in Internet governance discussions, including the governance and management of Internet number resources.
- Engagement with governments will become more important, but we must preserve our neutrality.

Economic

- Inflation, higher energy and hardware costs, and broader economic instability will affect our operations.



- Members may become more sensitive to fees, with smaller members particularly affected.
- The monetary value attached to IPv4 resources places additional pressure on registry accuracy and security.

Social

- The RIPE community needs continuous renewal and needs to ensure new and diverse voices are heard.
- The sense of shared purpose is under pressure as the membership grows and diversifies.
- Other organisations provide similar events, meetings and training, so the RIPE NCC must clearly demonstrate its unique value.

Technological

- Artificial intelligence offers efficiency gains but also introduces new risks.
- The transition to IPv6 and deployment of routing security mechanisms remain critical.
- Cybersecurity threats, including those related to quantum computing, will increase the need for resilience and compliance.

Legal

- Expanding and sometimes conflicting regulations will raise compliance costs.
- The legitimacy of the RIR system is under scrutiny, making strong governance more important.
- Demands from competent authorities are likely to grow.

Environmental

- Climate change brings risks to infrastructure and engagement possibilities.
- Members increasingly expect sustainable practices, including eco-friendly meetings and Environmental, Social, and Governance (ESG) reporting.
- Rising sea levels pose a long-term risk for Amsterdam, our main base of operations.

This analysis highlights that the RIPE NCC will need to remain resilient, adaptable, and trusted in order to navigate a more volatile and complex environment.

Appendix 3. Strategic SWOT Analysis

Our strategic SWOT highlights the main factors that will influence our ability to achieve our goals in the coming years.



Strengths

- Neutral and authoritative role as Registry.
- Accuracy and uniqueness of Internet number resources.
- Mandate and legitimacy from the RIPE community.
- Skilled, motivated staff and strong engineering expertise.
- Established governance model and transparency.

Weaknesses

- Technical debt in some systems and tools.
- Too many priorities and limited ability to adapt services and activities.
- Limited agility in adapting to fast-changing environments.
- Compliance with the legal frame of a single jurisdiction may constrain neutrality.

Opportunities

- Responsible use of automation and AI to improve efficiency and fraud detection.
- Greater use of RIPE NCC Information Services and other data as trusted insights.
- Bringing new generations and voices into the community and ensuring broader participation from across our diverse region.
- Strengthening role as a model for good governance and transparency.
- Building credibility through sustainability and ESG commitments.

Threats

- Geopolitical instability, sanctions and national pressures for control.
- Economic downturns leading to fee sensitivity and financial strain.
- IPv4 addresses as a resource having monetary value.
- Growing regulatory complexity across multiple jurisdictions.
- Erosion of trust in global Internet governance institutions.
- Fragmentation of the Internet and development of competing approaches to number resource management.

Appendix 4: Benefits Provided by the RIPE NCC for Members and Community

RIPE NCC members and the RIPE community benefit from:

- Fair and transparent access to IP addresses and ASNs.
- Training and capacity building on IPv6, routing security and Internet operations.
- Operational tools and data services (LIR Portal, RPKI, K-root, RIPEstat, RIPE Atlas, RIS).
- Advocacy and representation in international regulatory discussions.
- Networking and knowledge exchange at RIPE Meetings and regional events.