

Strategic Direction 2027-31

Our compass for the next five years

The RIPE NCC and Its Role in the Internet Ecosystem



The RIPE NCC is:

- **One of five Regional Internet Registries (RIRs)** that manage and distribute Internet number resources.
- **A not-for-profit membership organisation** serving **20,000+ members** across 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**.
- **Strengthens resilience** through ASN allocation and operation of **K-root**.
- **Enhances routing security** through **RPKI**.
- **Improves transparency and stability** through measurement and data services.
- **Implements policies developed by the Community** to distribute Internet number resources.
- **Maintains an accurate registry**.
- **Engages with our members and the community**, through transparent communication, collaboration and events.
- **Acts as the secretariat to RIPE**, supporting the **Policy Development Process**.



Four anchors that ensure we continue to carry out our core activities and support the development of the Internet together with our membership and community:

- 1. Guarantee uniqueness and build trust** - Ensure the uniqueness of Internet number resources and maintain control of our data. Demonstrate trust through neutrality, transparency, authoritative data and resilience under pressure.
- 2. Provide responsible stewardship** - Contribute to the Internet's security, resilience, scalability and stability by supporting open standards, promoting best practices and capacity-building efforts. Focus on technical integrity: IPv6 deployment, RPKI, routing security and interconnection.
- 3. Be a source of authoritative data** - Provide high-quality, neutral information and insights through our measurement platforms and tools.
- 4. Engage members and renew our community** - Foster inclusive participation, invest in the next generation of leaders, and maintain open, transparent, bottom-up governance, ensuring it reflects stakeholder needs and brings value to our members and community.



What Should Guide Us for the Next 5 Years?

1. **Registry Accuracy** - Automate registry processes, modernise technology, strengthen fraud detection and enhance self-service. Ensure compliance with global best practices and standards.
2. **Internet Resilience, Scalability & Routing Security** - Through Internet number resource distribution, K-root operations, and promotion of IPv6, routing security and RPKI, ensure the Internet remains stable, resilient, secure and scalable.
3. **Data and Insights** - Maintain control of data and use automation responsibly to improve efficiency and support members, while continuing to provide high-quality, neutral insights.
4. **Community Partnership & Trust** - Renew and diversify participation, uphold openness and inclusivity, and build trust through responsible action, training and knowledge sharing.
5. **Good Governance** - Demonstrate transparent, representative, neutral and resilient governance. Maintain a fit-for-purpose membership model that brings value to members and the community.
6. **Agility & Execution Culture** - Foster a culture of delivery and accountability with strong follow-through by being focused, adaptive and goal-oriented.



STRATEGY PROCESS 2027-31



Work takes place in three main phases:

Diagnose (Q1-Q2 2025) - Completed

- Examined the landscape and key trends to understand where we stand.
- Mapped external factors, the operating environment, resources, and capabilities.
- Gathered input from internal stakeholders through the PESTLE analysis and staff workshops.

Decide (Q3-Q4 2025) - In progress

- Used this analysis to set the general direction for the next five years.
- Reviewed mission and vision alignment and tested the relevance of current objectives.
- Defined a high-level draft strategy and gathering input from external stakeholders.

Deliver (Q4 2025 - Q2 2026) - Next phase

- Develop detailed service-level strategies aligned with the overarching framework.
- Integrate community feedback and finalise the RIPE NCC Strategy 2027–2031 by March 2026.

What We Will Do (Next Steps)



What's Next (Q4 2025 – Q2 2026):

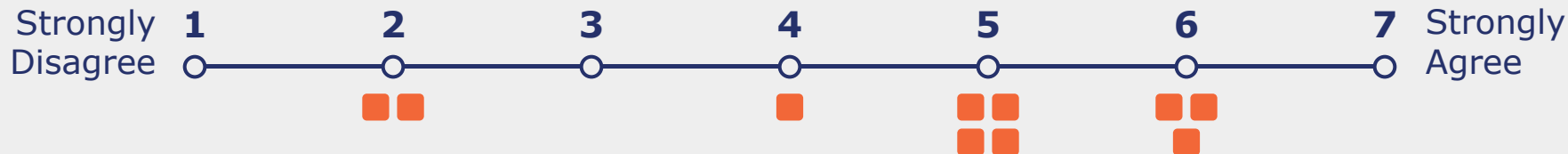
- Continue gathering community feedback through this Open House, a Survey, and at the BoF session at RIPE 91.
- Refine the draft strategy based on all input.
- Develop service-level strategies aligned with the overarching plan
 - Defining strategic objectives for services in line with the overarching strategy
 - Developing more detailed strategies for services through further analysis as needed
- Use the bottom-up feedback from internal service owners and external stakeholders to refine the draft strategy
- Create a budget to match the five-year strategy period
- Final draft RIPE NCC Strategy 2027–2031 by March 2026, final approval in May. Present at the General Meeting in May 2026.



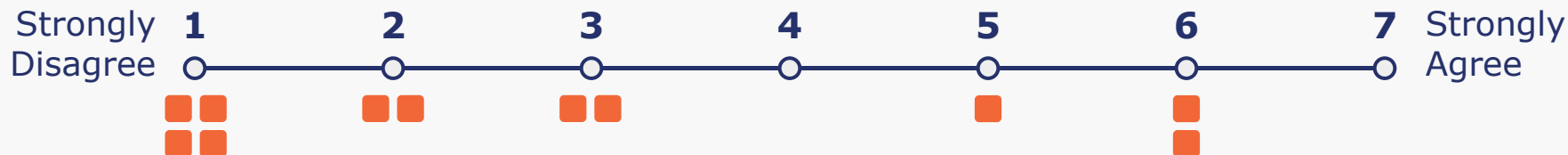
EARLY SURVEY RESPONSES (10 ppl)



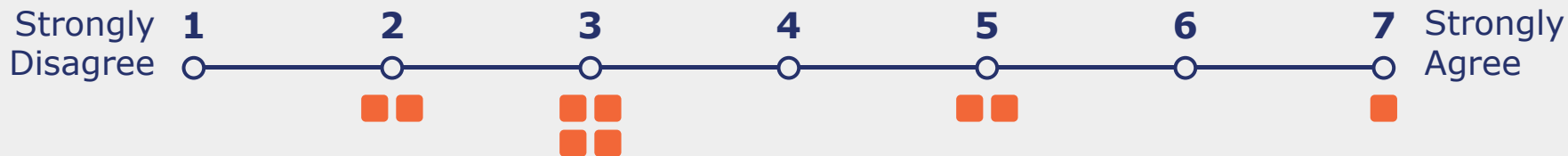
To what extent do you agree that this is a good **strategic direction** for the RIPE NCC?



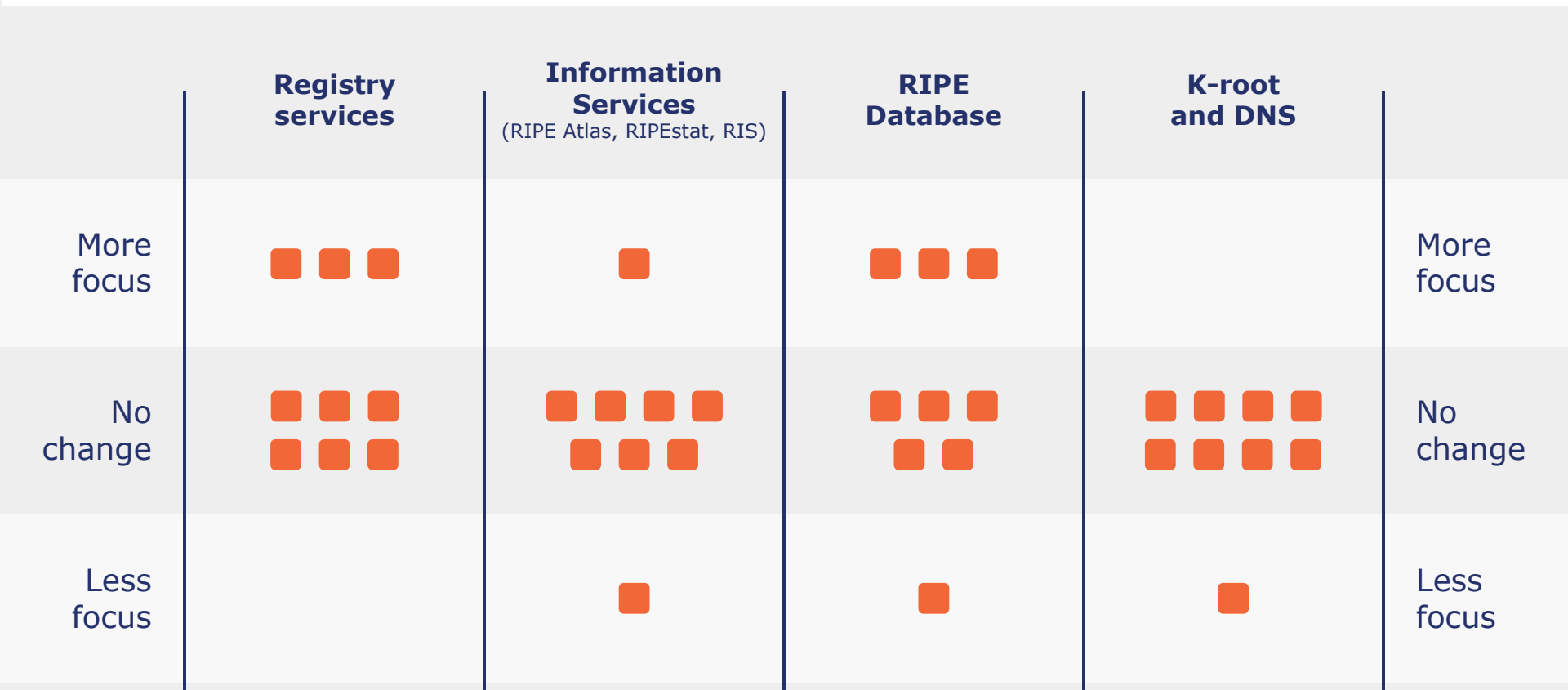
Should the RIPE NCC change the way it provides its **Registry services** for members?



Should the RIPE NCC change the way it provides **activities**?



Survey: Services and Activities



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	Learning and development (training, webinars, RIPE NCC Academy)	Exams and certifications (Certified Professionals)	Research and analysis	Community coordination (meetings and events)	Internet governance activities (working with govts, law enforcement, regulators...)	
More focus						More focus
No change						No change
Less focus						Less focus

Selection of Comments Received



- Focus appears to be on **scalability, resilience, security, transparency, stability, policies** and **DB reliability**, which is appreciated.
- Increase **Inter-RIR cooperation** to reduce development costs and improve processes for multi-RIR operators.
- Preserve **neutrality** and authoritative role.
- Keep **costs low**.
- Focus on core **Registry** functions, reduce other services. Introduce more **automation** in Registry services.
- Increase focus on “**research and analysis**” (helps maintain stable Internet) and “**Internet governance activities**” (to protect against over-regulation).
- Be prepared for **extra costs around regulation**.
- Don't worry too much about **environmental** issues.
- Don't rush into **AI** adoption. Concern about using LLMs for policy interpretation.



Questions & Comments



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