



Draft RIPE NCC Strategy 2027–2031

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Introduction

The RIPE NCC Strategy sets the long-term direction for the organisation. Every five years, we take a step back to assess the environment in which we operate, the challenges we face, and the needs of our members and the wider Internet community. Based on this assessment, we identify the priorities that will guide the organisation during the strategy period.

The strategy is structured around six strategic focus areas that describe the organisation's priorities for the period 2027–2031.

It describes the main outcomes the RIPE NCC aims to achieve from 2027 to 2031. It focuses on the role of the RIPE NCC as the Regional Internet Registry serving Europe, the Middle East and Central Asia, and on how we will continue to support the stability, resilience and development of the Internet in our service region.

The strategy provides the high-level direction for the organisation. The RIPE NCC Activity Plan and Budget translates this direction into concrete activities and operational priorities each year. The RIPE NCC Charging Scheme ensures that the organisation is funded in a fair and sustainable way. Together, these three governance documents provide the framework through which the RIPE NCC plans its work and remains accountable to its members.



RIPE NCC Vision, Mission and Values

Vision: Together, let's shape the future of the Internet

Mission

- As an authority on unique Internet number resources, we enable people to operate and develop the Internet
- As the Secretariat for the RIPE community, we are a trusted steward of the open, inclusive, collaborative Internet model, engaging and connecting people and communities.
- As a neutral source of information and knowledge, we actively contribute to the stability and evolution of the Internet.

Values

We are trustworthy

We build trust and confidence through our competence, reliability, integrity and empathy.

We are open

We work in an open and transparent way. We communicate our plans, actions and results in a clear and direct way. We give feedback honestly and constructively.

We are inclusive

We value diversity in our people and community and treat them fairly, respectfully and equally. We seek out and respect differences and variety in ideas and opinions.

We are caring

We care about each other, we care about our members and community, and we care about doing a good job.



How the Strategy Works

At the foundation of our strategy is the role of the RIPE NCC as the Regional Internet Registry serving Europe, the Middle East and Central Asia. This role defines the core responsibilities of the organisation and the services it provides to members and the wider Internet community.

Strategy 2027-31: The RIPE NCC Strategy provides the long-term direction for the organisation. It provides the vision that will guide the RIPE NCC's work over a five-year period while allowing flexibility to respond to changes in the external environment.

Strategic Focus Areas: The strategic focus areas describe the priorities for the period 2027–2031. They identify where the RIPE NCC will concentrate its efforts in order to fulfil its role and strengthen the organisation over the coming years.

Service-level Objectives: A set of service-level objectives will guide the development and operation of RIPE NCC services over the coming strategic cycle in each year's annual Activity Plan and Budget.

Activity Plan and Budget: The RIPE NCC Activity Plan and Budget translates the strategy into concrete activities each year and allocates the resources required to deliver them.

Measuring Progress: Progress against the strategy will be reported regularly to members and the wider Internet community through the RIPE NCC Annual Report and other regular updates such as presentations at the RIPE NCC Services Working Group at RIPE Meetings and the RIPE NCC General Meeting. Progress in each strategic focus area is monitored through the actions undertaken as listed in the annual Activity Plan and Budget, results of those actions and associated key metrics as reported in the Annual Report .

Together, these elements form the framework through which the RIPE NCC plans its work and reports on its progress to members and the wider Internet community.



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.

Our Role

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 operations** 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

To fulfil this role, we need 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.



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.

Our Enduring Responsibilities

As a Regional Internet Registry (RIR), the RIPE NCC has enduring responsibilities that remain constant across strategic cycles. They provide continuity for the organisation and stem from the role that RIRs play in the Internet ecosystem.

Guaranteeing Uniqueness: The RIPE NCC's legitimacy rests on ensuring the uniqueness of Internet number resources and maintaining authoritative registry data. Trust in the organisation depends on neutrality, transparency and consistent application of policies. By safeguarding the integrity of registry data and the processes used to manage it, the RIPE NCC will continue to provide a trusted foundation for Internet operations across its service region.

Engaging Members and Renewing the Community: The RIPE NCC works closely with its members and the RIPE community to ensure open participation and effective coordination across its service region. By supporting inclusive participation, transparent governance and the development of future community leaders, the organisation helps sustain the collaborative model that underpins the Internet registry system.

Providing Responsible Stewardship: The RIPE NCC contributes to the resilience, security and scalability of the Internet by supporting the responsible management of Internet number resources and promoting best operational practices. Through activities such as supporting IPv6 deployment, routing security and technical coordination, the organisation helps ensure that the Internet can continue to evolve while remaining stable, secure and interoperable.

Being a Source of Authoritative Data: The RIPE NCC provides trusted Internet data and insights that help network operators, researchers and policymakers understand how the Internet functions and evolves. Through its measurement platforms and research activities, the organisation will continue to provide high-quality, neutral information that supports operational decision-making and public understanding of the Internet.



Strategic Vision for 2031

By 2031, the RIPE NCC will remain a trusted steward of Internet number resources and a central contributor to the stability and resilience of the Internet across its service region.

In order to remain in control of our data and to ensure we are resilient in the face of a changing geopolitical landscape, the RIPE NCC will focus on investment in our own IT infrastructure and reduce our reliance on third-party services.

We will continue to guarantee the uniqueness and integrity of Internet number resources through accurate registry data, neutral governance and transparent decision-making. Our registry services will remain reliable, resilient and trusted by members, operators and other stakeholders.

The organisation will play a key role in supporting a secure and scalable Internet by promoting the adoption of technologies such as IPv6 and routing security mechanisms, and by operating critical infrastructure that contributes to the resilience of the global Internet.

We will also be recognised as a trusted source of Internet data and operational insight. Through our measurement platforms, research and technical expertise, the organisation will provide information that helps network operators, policymakers and the broader Internet community understand how the Internet is evolving.

At the same time, we will continue to support an open and collaborative community. Participation in the RIPE community will remain diverse and inclusive across its service region, and the governance model will remain transparent, bottom-up and responsive to the needs of members and the wider Internet ecosystem. We will strengthen relationships with governments, standardisation bodies and competent authorities across our service regions.

The strategy is designed to be delivered within a stable financial framework. This will require a continued focus on cost efficiency and strategic prioritisation. The financial framework assumes modest inflation and ongoing operational efficiencies that enable targeted investment where it delivers the greatest value for members and the community.

Through strong governance, a culture of execution and responsible use of new technologies, the RIPE NCC will remain a resilient organisation capable of adapting to change while maintaining the trust of the community it serves.



Strategic Focus Areas

During the strategy period, the RIPE NCC will deliver these six strategic priorities within a stable financial framework. These focus areas provide direction for the organisation while allowing flexibility in how priorities are implemented through the RIPE NCC Activity Plan and Budget. Together, they ensure that the RIPE NCC continues to fulfil its enduring responsibilities while strengthening its ability to adapt to a changing environment.

Registry Accuracy

Accurate and reliable registry data is fundamental to the RIPE NCC's role as a Regional Internet Registry. During this strategy period, the RIPE NCC will continue to strengthen the accuracy, integrity and resilience of its registry services. This includes modernising supporting technology, increasing automation where appropriate, improving self-service capabilities for members and strengthening mechanisms that prevent misuse or fraud.

Key Metrics:

- Registry accuracy
- Member satisfaction

Internet Resilience, Scalability and Routing Security

The RIPE NCC contributes to the resilience and stability of the Internet through the allocation of Internet number resources, the operation of critical infrastructure and the promotion of operational best practices. The organisation will continue to support the adoption of IPv6, routing security mechanisms and robust interconnection practices to ensure that the Internet remains scalable, secure and resilient.

Key Metrics:

- Service availability and recovery time following incidents and in testing exercises
- Internet Number Resources covered by ROAs and ASPA
- IPv6 take-up

Data and Insights

The RIPE NCC will continue to provide trusted data and insights that support understanding of the Internet's development and operation. Through its measurement platforms, research activities and data services, the organisation will provide information to help network operators, researchers and policymakers make informed decisions.

Key Metrics:

- Reports produced and citations of RIPE NCC data
- Data and measurement service use



Community Partnership and Trust

The RIPE NCC works in close partnership with the RIPE community, governments, competent authorities, standardisation bodies and the broader Internet ecosystem. During this strategy period, the organisation will continue to support open participation, strengthen collaboration across its service region, and invest in capacity building and knowledge sharing. These efforts will help sustain trust and ensure that the RIPE model remains inclusive and effective.

Key Metrics:

- Participation in RIPE NCC-organised events and trainings and participant satisfaction
- Establishment of strong relationships with governments, competent authorities and relevant organisations across our service region

RIPE NCC Governance

Transparent, accountable and effective governance is essential for maintaining the trust of members and the wider Internet community. The RIPE NCC will continue to strengthen its governance structures, ensure meaningful member participation, and maintain a governance model that remains resilient and representative of its diverse membership.

As part of this commitment, the organisation will continue to manage its resources responsibly and ensure that members receive clear value from the services they fund. The strategy assumes a stable financial framework over the five-year period, combining inflation adjustments with ongoing cost efficiencies that allow the RIPE NCC to invest in priority areas.

Key Metrics:

- Member participation in RIPE NCC governance processes
- Member confidence in governance transparency and accountability

Agility and Execution Culture

The RIPE NCC must remain capable of adapting to changes in its operating environment while continuing to deliver reliable services. The organisation will strengthen its culture of execution by improving organisational focus, supporting collaboration across teams and ensuring that new technologies are adopted responsibly.

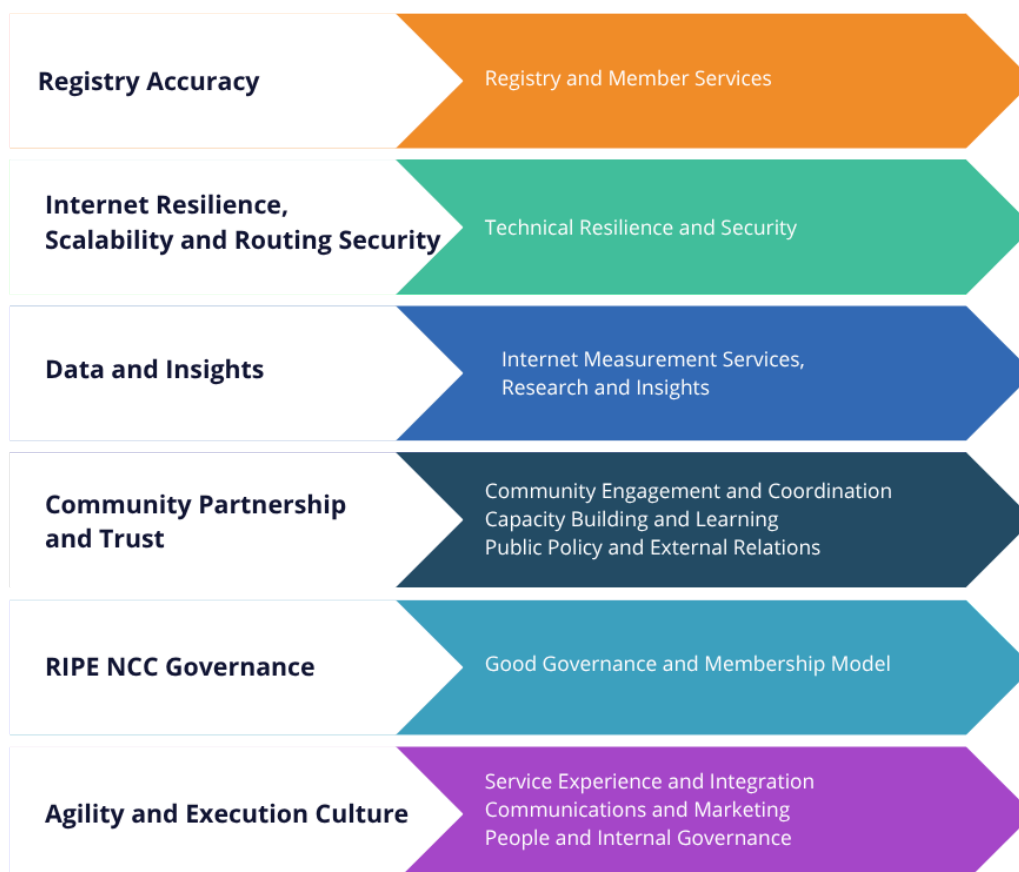
Key Metrics:

- Delivery on commitments in the annual Activity Plan
- User experience ratings across services
- Staff satisfaction and engagement levels



Appendix 1: Translating the Strategy into Action

The strategic focus areas describe the priorities for the RIPE NCC during the strategy period. These focus areas are delivered through a set of service-level objectives that guide the development and operation of specific areas of the organisation’s work. Each set of service-level objectives contributes to one or more strategic focus areas.



The table below illustrates how the service-level objectives support the strategic focus areas and relevant key metrics.

Strategic Focus Area	Service-Level Objectives	Key Metrics
Registry Accuracy	Registry Accuracy and Member Services	Registry accuracy Member satisfaction (NPS)
Internet Resilience, Scalability and Routing Security	Technical Resilience and Security	Service availability and recovery time following incidents and in testing exercises Internet Number Resources covered by ROAs and ASPA IPv6 take-up



Data and Insights	Internet Measurement Services, Research and Insights	Reports produced and citations of RIPE NCC data Data and measurement service use
Community Partnership and Trust	Community Engagement and Coordination Capacity Building and Learning Public Policy and External Relations	Participation in RIPE NCC-organised events and trainings and participant satisfaction Engagement across our service region Establishment of strong relationships with governments, competent authorities and relevant organisations across our service region
Good Governance	Good Governance and Membership Model	Member participation in RIPE NCC governance processes Member confidence in governance transparency and accountability
Agility and Execution Culture	Service Experience and Integration Communications and Marketing People and Internal Governance	Delivery on commitments in the annual Activity Plan User experience ratings across services Staff satisfaction and engagement levels



Appendix 2: Service-Level Objectives

Registry and Member Services

- **Guarantee Uniqueness**
Apply consistent rules, clear decision-making processes, and strong compliance with legal and RIPE policy requirements while coordinating with the wider global registry.
 - **Service Quality and Customer Experience**
Deliver services that are reliable, timely, and easy to use, placing customer needs at the centre while maintaining high standards of accuracy, security and compliance.
 - **Automation and Operational Resilience**
Improve efficiency to enhance customer experience and address growing workload by expanding automation, professionalising risk management, strengthening fraud detection, handling sanctions requirements effectively and maintaining business continuity.
 - **Transparency and Understanding**
Increase transparency and clarity for stakeholders by clearly explaining our role, limitations and processes, without compromising neutrality or trust.
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Technical Resilience and Security

- **Resilience**
Keep services in the areas of global routing, IP addresses and AS Numbers, and global DNS running or recoverable under severe disruptions such as outages, disasters or geopolitical events.
- **Independence**
Avoid reliance on single vendors, countries or platforms to protect the RIPE NCC's neutrality.
- **Security**
Build and operate auditable and trustworthy services by embedding security by design, conditional access governance, and continuous monitoring and risk-driven assurance. Enhance coordination among RIRs on security threat intelligence.
- **Maintainability**
Build a clear overall architecture that accommodates diverse services and which teams can understand easily and operate or upgrade effectively.



- **Modernisation**

Invest time and resources in technical maintenance across services to ensure sustainable infrastructure and applications.

Internet Measurement Services, Research and Insights

- **Sustainable Services**

Ensure that Internet measurement services can be delivered in a financially sustainable manner for the long term, streamlining service delivery to focus on value, clarify service lifecycles and enable sunseting where appropriate.

- **Targeted Value**

Provide neutral data and insights for defined audiences, focusing on specific areas of interest providing high value rather than trying to cover all topics.

- **Smooth Data to Insight Processes**

Maintain high-quality data workflows and effective data engineering practices that support efficient external insight delivery.

Community Engagement and Coordination

- **Being a Super Connector That Enables Communities**

Serve as “a super-connector” to facilitate sharing of knowledge and insights with and among local and pan-regional technical communities. Have engagement models that enable communities to operate, grow and renew themselves with appropriate RIPE NCC support.

- **Renewing and Broadening Community Participation**

Ensure that engagement is inclusive, geographically balanced and adaptable to political, economic and generational change. Make the RIPE community and RIPE NCC ecosystem easier to navigate and engage with.

- **Organising Cost-Effective and Valued Events**

Ensure evolution of RIPE NCC-organised events by providing relevant content, a greater sense of community ownership, and opportunities for hybrid participation and safe, inclusive networking.

- **Advancing the Internet**

Engage with emerging technologies and support adoption of technologies for the scalability, security and resilience of the Internet and reliable data.



Capacity Building and Learning

- **High Quality**
Offer services that are on par or higher with commercial offerings in terms of quality.
 - **Scalability**
Find ways to amplify reach through partnerships.
 - **Relevant**
Focus on delivering the most relevant material within our area of operations to build recognition and credibility. Adjust the training portfolio to evolve with the changing needs of the industry.
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Public Policy and External Relations

- **Protect the Neutrality and Legitimacy of the RIPE NCC**
Ensure that engagement with governments, regulators, competent authorities and other stakeholders strengthens trust in the RIR system without compromising policy neutrality, community-driven governance or consistent treatment of members.
 - **Standardise External Engagement**
Formalise existing approaches to competent authority engagement.
 - **Improve Mutual Understanding and Expectations**
Clearly articulate the RIPE NCC's role, values, data stewardship responsibilities and limitations to non-technical audiences.
 - **Increase Organisational Readiness and Resilience**
Make sure the RIPE NCC has the awareness, insights and information it needs to respond consistently and credibly to regulatory pressure, an evolving geopolitical environment and crisis situations across the service region.
 - **Strengthen Coordination Within the Internet Governance Ecosystem**
Work coherently with other RIRs and key Internet governance organisations to address shared challenges and defend the global Internet registry system.
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Good Governance and Membership Model

- **Strengthen RIPE NCC governance:** Ensure governance structures are fit for purpose, resistant to capture, and capable of making informed decisions in a volatile external environment.



- **Maintain an inclusive membership model:** Preserve the open membership association model, while addressing challenges related to scale, engagement imbalance, geopolitics and perception.
- **Enhance meaningful membership participation:** Enable members to engage meaningfully in governance by improving clarity, information and processes.
- **Support long-term planning and member oversight:** Ensure financial and organisational resilience through alignment of strategy, budgeting and accountability.

Service Experience and Integration

- **Develop a Connected Service Ecosystem**
Ensure services are experienced as a connected ecosystem, presenting clear value for users and clear rationale for where there are access limitations and openness.
- **Improve User Experience**
Align services around common user journeys, identities and interactions, while respecting differing user needs and risk profiles.
- **Enable High-Quality Service Delivery**
Deliver services with high levels of quality, security and support
- **Strengthen Organisational Alignment**
Ensure excellent internal coordination, ownership and collaboration so services evolve coherently.

Communications and Marketing

- **Consistency and Simplicity**
Build trust and enable easy engagement across all RIPE NCC service areas through straightforward communication of information needed by members and the wider Internet community.
- **Recognition**
Focus on the value provided by unique services and in-house expertise in order to position the RIPE NCC as a leading authority on Internet-related matters.
- **Modernisation**
Ensure our communications, marketing and content platforms are able to meet the demands of a very diverse membership and community that is accustomed to being engaged with in a wide variety of ways.



People and Internal Governance

- **Strengthen Governance Maturity**
Incrementally refine internal governance, controls and decision-making to improve clarity, consistency and accountability while preserving the current management model.
- **Enable Organisational Efficiency**
Standardise processes, improve system integration and increase automation, allowing staff to focus on value-added work.
- **Build Skills**
Ensure the organisation has the right internal capabilities in areas such as security, architecture, project delivery, vendor management and other areas that emerge as necessary for the delivery of our promises.
- **Reinforce Delivery-on-Promise Capabilities**
Develop planning and performance management mechanisms so that delivery on promise becomes an integrated and consistent organisational behaviour.
- **Position the RIPE NCC as an Excellent Place to Work**
Retain and attract high-quality employees by maintaining a workplace and culture focused on allowing staff to fulfil their potential in a safe and productive environment.