



**RIPE NCC**  
RIPE NETWORK COORDINATION CENTRE

# RIPE NCC STRATEGY

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2022 - 2026





# Introduction

In 1990, the RIPE community established the RIPE NCC, its task to support all those activities that could not be effectively performed by volunteers from the organisations participating in RIPE. Our main task is to act as the Regional Internet Registry (RIR) for Europe, the Middle East and parts of Central Asia. As such, we are an important part of the global Internet ecosystem, ensuring accurate registration of Internet number resources within our service region. As the Secretariat for the RIPE community, we help to ensure the administrative and technical coordination necessary to maintain and develop the Internet. The community also develops policies that determine how we carry out our registry function. It is from the RIPE community that we receive our mandate to carry out work on behalf of the Internet community.

We are set up as a membership association in the Netherlands since 1997. The members pay the contributions that sustain us. In return, members can request, allocate and assign Internet number resources and access further services such as training courses. The members elect our Executive Board and vote to approve our Charging Scheme, our Annual Report and decide on other important issues at annual general meetings. In this way, it is the membership that determines the governance of the RIPE NCC.

We also carry out a range of activities that are funded by the membership but that are available for everyone to access. These functions provide value to the entire Internet community and include: maintaining the RIPE Database (whois); operating one of the roots of the Internet (K-root); providing DNS services; RPKI; developing tools that allow measurement and analysis of the Internet; running online and physical events where the community and members can meet; providing platforms and communication tools that allow the community and members to coordinate and share research and ideas; and representing the interests of the membership in the Internet governance arena and with governments, law enforcement and regulators.

We are committed to engaging with both the community and the membership on our activities and other issues that can have impact on their work and on the functioning of the Internet within our mandate. This draft five-year strategy is one such matter. We believe that having a strategy that will inform our work and that will make clear to our members and community the direction that the RIPE NCC will take in the coming years is essential if we are to strengthen our position within the Internet ecosystem and provide the services and activities our members and community depend on for their own operations and for the overall well-being of the Internet.

Our strategic focus until 2022 was to deliver world-class services while engaging to connect people to maintain the resiliency and stability of the Internet. We called this our True North, which helped guide us to this strategy that provides much more strategic depth and allows us to be even more focused on the objectives that will help the RIPE NCC to achieve its mission.



# Terms Used in this Strategy Document

## Vision

Our vision statement is both an aspiration and depicts a journey we should constantly travel on with our members and community.

## Mission

Our mission statement sets out our purpose and what we are constantly striving for as an organisation.

## Values

Our values statement defines who we are, guides us in our actions, and it informs our decision-making.

## Strategic Objectives

Our strategic focus was to deliver world-class services while engaging to connect people to maintain the resiliency and stability of the Internet. This strategy builds on that statement, provides much more strategic depth and allows us to be even more focused on the objectives that will help the RIPE NCC to achieve its mission.

## Strategic Goals

Directly connected to our objectives, we have developed goals that we need to pursue to hold true to our mission and meet our objectives.

## Strategy Implementation

### RIPE NCC Strategy 2022 - 2026

Objectives and high-level strategy

Input from members and community  
at Autumn RIPE Meeting



### RIPE NCC Activity Plans 2022 - 2026

Specific activities and initiatives based on strategy

Input from members and community  
at Autumn RIPE Meeting



### Annual Reports 2022 - 2026

Reporting progress on strategy

Input from members and community  
at Spring RIPE Meeting

# 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.



## Factors Driving the RIPE NCC Strategy

The strategy that we will pursue in the next five years cannot be created in a vacuum. There are a wide range of issues that will affect us and our members and community, and any strategy must consider those issues if it is to be effective. The issues listed below are ones that we see our strategy needing to accommodate to a lesser or greater extent in the coming years.

- Political issues including conflict among countries within and outside our service region. This has the potential to affect us in the following areas: Sanctions; Our ability to engage effectively; Impact on our due diligence efforts; Financial impact due to impact on banks.
- Legislative and regulatory issues at the EU level and within other countries in our service region can impact how the RIPE NCC is run and how our members operate.
- The effect of consolidation in the market on membership growth and income.
- The development of the market for Internet number resources
- Our ability to hire and retain talented people from across our service region
- Lack of ability to meet face-to-face, making coordination more difficult to achieve
- Economic uncertainty in the post-COVID economy
- Potential regulation regarding digital taxation
- The impact of providing services to members outside our service region
- Divergence and conflicting interests of various groups in membership and community
- Efforts to destabilise the RIPE NCC or the RIR system
- Ability to balance due diligence requirements with the need to provide excellent services and member experience
- The need to ensure diversity in the community and participation from the next generation
- Ensuring the PDP serves the interests of the community and matches the governance of the RIPE NCC
- The need to find a good balance between community expectations and our need to provide technical services in an effective way
- Security of our technical environment and security of member resources
- The growing importance of IPv6 and RPKI requiring new mindsets and working practices

## RIPE NCC Strengths

As we move into the period that this five-year strategy will cover, it is worthwhile to look at the strengths that we currently have that give us confidence that we can meet our strategic goals.

- Unique services, activities and expertise underpinned by our unique position as an RIR
- Experienced staff with industry/community experience and understanding of what we do and why
- Position as a neutral party that allows people to come together and coordinate freely
- Diverse network encompassing people and organisations from across the entire industry
- Healthy financial position
- Community and member events that allow members and community to come together
- Strong reputation within the industry



# Strategic Objectives

1	<b>Support an open, inclusive and engaged RIPE community</b>
2	<b>Operate a trusted, efficient, accurate and resilient Registry</b>
3	<b>Enable our members and community to operate one secure, stable and resilient global Internet</b>
4	<b>Maintain a stable organisation with a robust governance structure</b>
5	<b>Attract engaged, competent and diverse staff</b>

## 1 Support an open, inclusive and engaged RIPE community

*The well-being of the RIPE community is essential to ensure the development of the Internet in our service region and beyond. It is from the community that we receive our mandate and it must thrive, evolve and function adequately. We are committed to supporting the RIPE community.*

### Strategic Goals

- 1.1 Support the community in being recognised as inclusive and diverse and one that sees participation from all relevant groups
- 1.2 Create and foster environments and dialogues throughout the service region to maintain a highly engaged community
- 1.3 Support the RIPE community's open, bottom-up process of consensus-based decision-making.
- 1.4 Maintain excellent relationships with technical, governmental and standards bodies
- 1.5 Increase community knowledge through learning and development activities.



## 2 Operate a trusted, efficient, accurate and resilient Registry

*The Registry is our key function. As a Regional Internet Registry, we allocate and register Internet number resources to Internet service providers (ISPs) and other organisations in our geographical service region. These Internet number resources are mainly in the form of IPv4 and IPv6 address space and Autonomous System Numbers (ASNs).*

### Strategic Goals

- 2.1 Ensure that the Registry and RIPE Database have the appropriate levels of accuracy, compliance, resiliency, and security
- 2.2 Allow updates to the Registry to be done by automated processes with legally accepted digital means
- 2.3 Improve Registry processes, service delivery and interfaces that allow members to carry out their operations with us quickly and effectively

## 3 Enable our members and community to operate one secure, stable and resilient global Internet

*Our role in helping to shape the Internet is to ensure that the technologies, systems and protocols we have responsibility for are professionally maintained and promoted in our community.*

### Strategic Goals

- 3.1 Secure internet number resources by developing and operating a resilient, externally auditable, and secure resource certification Trust Anchor
- 3.2 Support the global naming system by operating K-root and DNS services
- 3.3 Support the growth of the Internet through promoting the use of best practices for Internet Resources and standards such as IPv6 and RPKI
- 3.4 Be a centre of excellence for data, measurements and tools that provide insight on the Internet and its operations.
- 3.5 Support the innovation and evolution of the Internet through contributing to initiatives meant for the good of the Internet



## 4 Maintain a stable organisation with a robust governance structure

*Ensuring a governance structure that is robust in accommodating external factors as well as those from within the membership will be important if the RIPE NCC is to be successful.*

### Strategic Goals

- 4.1 Ensure the organisation's stability and financial strength
- 4.2 Be resilient in the face of political, legislative and regulatory changes that have the potential to affect our operations
- 4.3 Protect the Joint Internet Number Registry as developed by the Internet community.
- 4.4 Maintain necessary levels of security and compliance with best practices and applicable regulations

## 5 Employ engaged, competent and diverse staff

*Experienced and engaged staff who have an understanding of the role we play are essential if we are to meet our objectives. Our organisation must be stable and provide the right environment for staff to carry out their work.*

### Strategic Goals

- 5.1 Attract, develop and retain talented people from across the service region
- 5.2 Maintain a healthy organisational culture with engaged staff aligned with the organisational values.
- 5.3 Offer working mobility within the service region to support staff and our vision, mission, and strategic objectives



**Thank you**