



2025

Annual Report

www.**lacnic**.net



LACNIC

Consolidating What We Have Built, Preparing for What Lies Ahead



*Alejandro Guzman,
President*

The year 2025 allowed us to look ahead to LACNIC's future, appreciating the strength of what we have built and taking on the responsibility of preparing for an increasingly dynamic and interconnected digital environment.

Over the years, we have consolidated a path grounded in core principles: **transparency, technical excellence, and participatory governance**. In the context of rapid change, these values not only remain relevant but serve as the anchor that allows the Internet to grow stronger through openness and collaboration.

Throughout the past year, our priority was to actively listen to our members and the community. This engagement enabled us to anticipate challenges and make decisions with a more responsible vision, reflected in our **Strategic Plan for 2026-2029**. More than an internal exercise, this roadmap reaffirms our commitment to Internet stability, security, and development in Latin America and the Caribbean.

At the global level, our voice was firm. We played an active role in the review of **ICP-2 (RIR Governance)**, contributing our region's experience to help ensure the long-term legitimacy of the registry system.

At the same time, our technical agenda continued to guide the sustainability of our work through key milestones:

- **Adoption of the IPv6-mostly model:** A decisive step toward a network in which IPv6 takes center stage.
- **Routing security:** Strengthening and deploying RPKI as a regional standard of trust.
- **Capacity building:** Ongoing support for technical training to help bridge the gaps in our community.

None of this would be possible without the community that gives meaning to LACNIC. Our members, the people who participate in technical and governance spaces, network operators, and the many other actors who contribute daily to this collective effort are an essential part of who we are and of what we can become.

This annual report also marks the conclusion of my five-year personal term as **Chair of the LACNIC Board**. It has been both an honor and a privilege to lead the organization, alongside my fellow Board members and with the support of LACNIC's highly capable staff, during a period marked by exceptional challenges ranging from **navigating the uncertainty of the pandemic** while ensuring operational continuity, to **defending the integrity of the RIR system** and the multistakeholder model amid external global pressures. It also brings me great satisfaction to have successfully contributed to the **transition to a new Executive Director**, ensuring that this leadership change preserves the excellence that defines our organization.

I am fully confident that, with Esteban Lescano as chairman, we will continue to move forward with the same spirit of service, institutional commitment, and dedication to the Latin American and Caribbean community.



About LACNIC

LACNIC is an international non-profit association incorporated in Uruguay in 2002. We are responsible for assigning and managing Internet number resources (IPv4, IPv6), Autonomous System Numbers and Reverse Resolution for the region.

We contribute to regional Internet development through an active cooperation policy, promoting and advocating for the interests of the regional Internet community, and helping create conditions for the Internet to become an effective instrument for social inclusion and economic development in Latin America and the Caribbean.

Vision

We are building a regional community committed to a better global Internet.

Our Mission

We manage Internet number resources for Latin America and the Caribbean, maintaining standards of excellence and transparency and promoting the participatory policy development model.

We lead the permanent construction of the regional community, strengthening technological capabilities and applied research for the development of a stable, open Internet.

LACNIC Board of Directors

<https://www.lacnic.net/web/lacnic/directorio>

LACNIC is managed by an honorary Board of eight directors who represent the organization and are responsible for managing resources. Directors are directly elected by the vote of the members.

In 2025, the LACNIC Board was made up as follows:

Who is Part of LACNIC?



Alejandro Guzman

President

Colombia

Term Ends:

12/2027



Evandro Varonil

Vice President

Brasil

Term Ends:

12/2027



Gabriel Adonaylo

Treasurer

Argentina

Term Ends:

12/2026



Wardner Maia

Deputy Treasurer

Brasil

Term Ends:

12/2025



Esteban Lescano

Secretary

Argentina

Term Ends:

12/2027



Carmen Denis

Deputy Secretary

México

Term Ends:

12/2026



Javier Salazar

Director

México

Term Ends:

12/2025



Rafael Lito Ibarra

Director

El Salvador

Term Ends:

12/2026



Ernesto Majó

Executive Director

Uruguay

Fiscal Commission

<https://www.lacnic.net/1202/1/lacnic/comision-fiscal>

The Fiscal Commission is LACNIC's oversight body. It is responsible for ensuring compliance with accounting and administrative standards and monitoring adherence to the organization's legal and statutory framework. In 2025, the Fiscal Commission was made up as follows:



Adriana Ibarra

México
Term:
2024 - 2027



Aristóteles Dantas

Brasil
Term:
2025 - 2028



Hernán Arcidiácono

Argentina
Term:
2023 - 2026

Ethics Committee

<https://www.lacnic.net/2358/1/lacnic/comite-etica>

The Ethics Committee is responsible for interpreting, applying, and updating the Code of Ethics and the LACNIC Community Code of Conduct. It also addresses cases that are beyond the scope of the organization's operational authority.

In 2025, the Ethics Committee was comprised as follows:

- Adriana Ibarra, Fiscal Commission
- Rafael Lito Ibarra, Board of Directors
- Florencia Bianchi, LACNIC Staff
- Nathalia Sautchuk, Community
- Ernesto Majó, Executive Director

Electoral Commission

<https://www.lacnic.net/1187/1/lacnic/comision-electoral>

The Electoral Commission oversees elections to guarantee the transparency of these processes. It also reviews candidate nominations based on the Regulations Regarding Incompatibilities, Capacities, and Suitability; addresses any issues that may arise during an election process; validates vote counts; and announces final results.



Ignacio Ribeiro

Argentina
Term:
2024 - 2027



Cristóbal Chapital

México
Term:
2023 - 2026



Carlos Guarisco

Brasil
Term:
2025 - 2027



María José Franco

Paraguay
Term:
2025 - 2028



Nancy Cordova

Perú
Term:
2023 - 2026

The Electoral Commission plays an essential role in the successful implementation of the Regulations on Candidate Competencies and Suitability for board election processes since these regulations were introduced in 2023.

Our Team

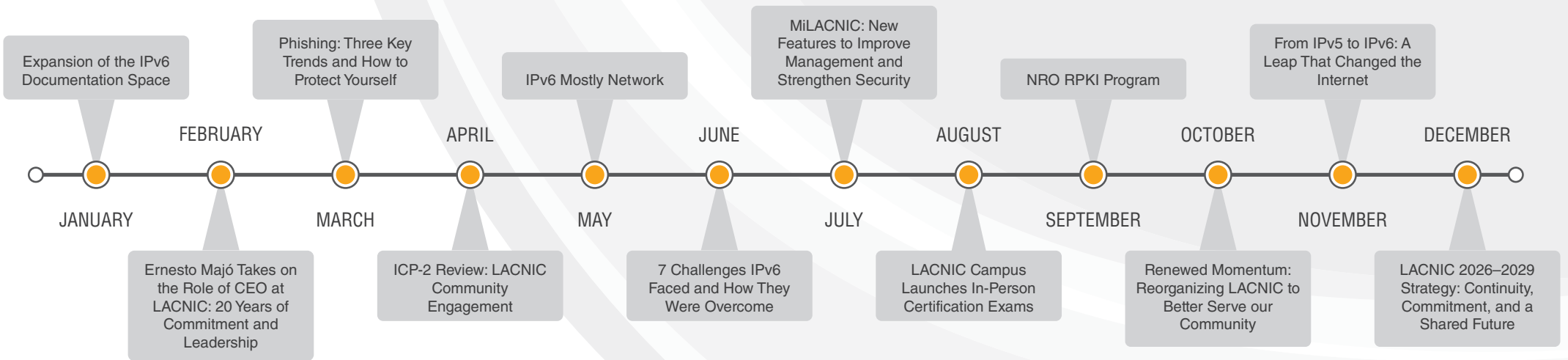
Teamwork, commitment, the pursuit of excellence, and a people-centered approach are the values that define LACNIC's organizational culture.

For the thirteenth year in a row, we were recognized as one of the best places to work in Uruguay in the category of up to 300 employees. This time, we ranked fourth in Uruguay and **55th in Latin America.**

We also ranked sixth among the Best Places to Work for Women in Uruguay. This ranking recognizes organizations that stand out for their efforts to reduce the gender divide between men and women.

These achievements reflect our collective commitment to building a workplace based on trust, inclusion, and professional growth.





2025 Highlights

Our Members

LACNIC members are organizations in Latin America and the Caribbean that have received IPv4, IPv6, and/or ASN resources from LACNIC.

Our more than 13,097 members include major Internet companies and organizations, as well as universities and organizations across the region that have received and are holders of number resources.

Improvements to Our Member Services

Continuously improving our members' experience is one of our core pillars, which we support through more efficient management, greater predictability, and better tracking tools.

Implementing our CRM allowed us to strengthen how we analyze and manage requests, **optimizing response times** and case tracking. In 2025, we handled **more than 6,000 tickets**, including requests for resources, transfers, and technical support.

As a result, **response times improved consistently**: 97.9% of requests received an initial response within two business days, and 96.6% of follow-up responses were resolved within five business days. The availability of more detailed information also allowed us to identify opportunities to improve complex processes such as transfers.

First response

2 business days **97.9%**  **7%**
Regarding 2024

Subsequent responses

5 business days **96.6%**  **5%**
Regarding 2024

Another significant improvement was the introduction of tools members can use to **track the status and progress of their requests**, as this provides greater transparency and predictability. We also added **the option to schedule meetings directly** with our analysts, facilitating support throughout the process.

These actions had a very positive impact on member perception: in 2025, **100% of those who submitted a request rated the process as easy or very easy**.

100%  **PROCESO fácil / muy fácil**
Solicitantes

At the same time, we continued to improve and expand our services. Highlights include implementation of a configurable multi-channel notification module, a fee calculator on our website, and reinforcing the use of two-factor authentication (2FA) for MiLACNIC as we move toward making it mandatory for all organizations.

As part of our comprehensive improvement efforts, we strengthened cybersecurity support for our members through **LACNIC CSIRT**, integrating an alert system into **MiLACNIC** that enables early incident detection and proactive risk management. Based on security incident analyses, organizations receive notifications when their IP addresses are linked to malicious activities such as botnets, exposed vulnerable devices, or phishing campaigns, thus allowing a timely response to mitigate operational or reputational impacts. (See “Contributing to Cybersecurity and Internet Resilience.”)

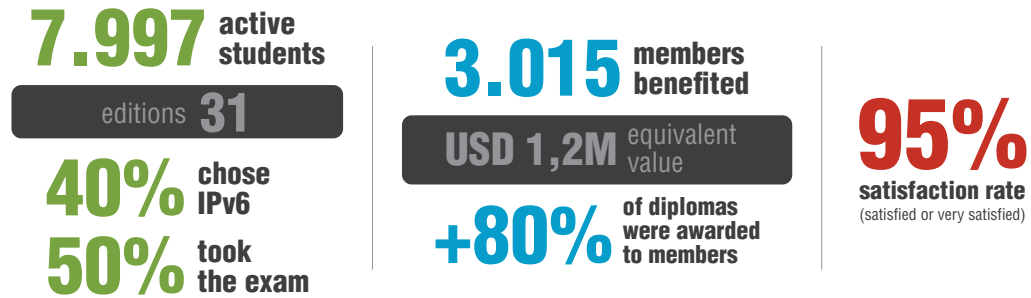
Together, these enhancements reflect our commitment to providing more efficient, transparent, and member-oriented services, strengthening service quality, and closely accompanying members in the key processes involved in managing their resources.

Training for LACNIC Members

Training is one of the main pillars of value for our members and a major focus of LACNIC's contribution to the region's technical development. Through the training options offered through the LACNIC Campus, we provide accessible and up-to-date learning opportunities that are in line with the needs of network operators and administrators in the region.

Throughout the year, **more than 7,997 students participated in 31 courses**, with a strong focus on topics that are key for the ecosystem: 40% of participants chose IPv6 courses and 50% completed their training, reflecting a high level of commitment.

The impact was particularly significant for our members. More than 80% of those who completed the courses were LACNIC members, who benefit from free access to intermediate- and advanced-level courses. In 2025, 3,015 members took advantage of this benefit, representing a direct contribution equivalent to USD 1.2 million in specialized training.

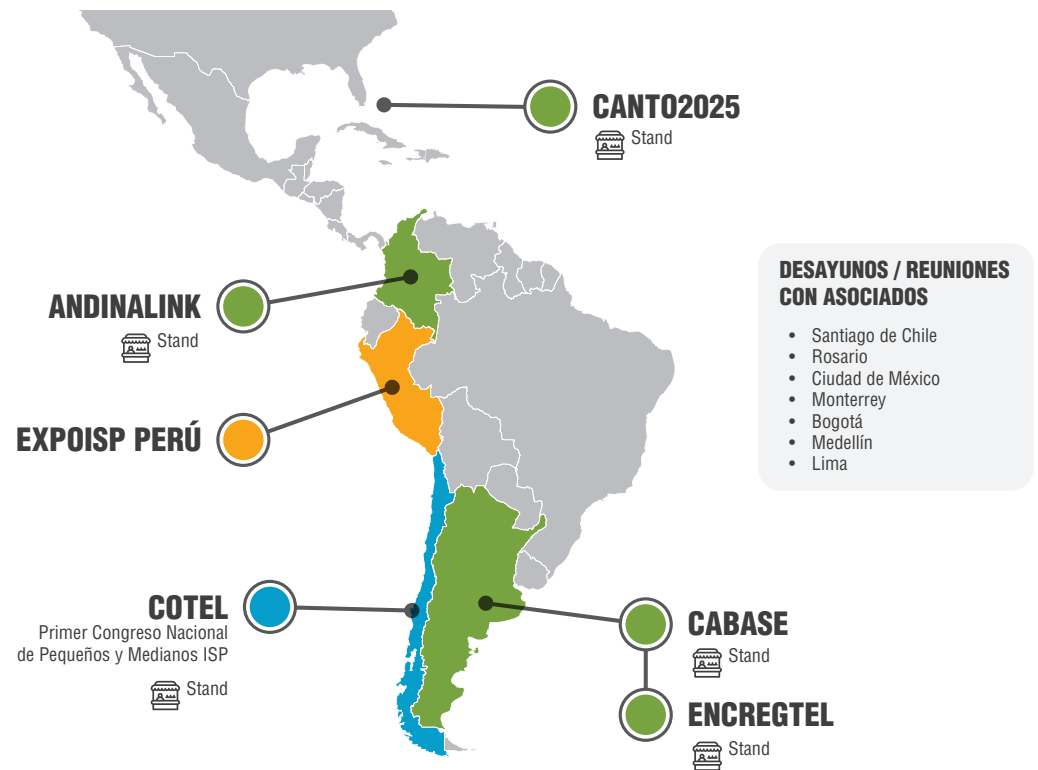


This value was also reflected in their learning experience: 95% of members who used the LACNIC Campus reported being satisfied or highly satisfied with the training they received, confirming its positive impact on network operation, security, and sustainability across the region.

Member Engagement

As part of our engagement program, we reinforced our direct contact with members to gather feedback, share up-to-date information on regional resources, and strengthen our ties with the community.

These actions also allow us to reach out to organizations that are not yet part of LACNIC, expanding the reach of our work and reinforcing our regional presence.



Participation in Third-Party Events

During 2025, we participated in six regional events, where we set up booths or delivered presentations. These platforms allowed us to interact with hundreds of current and potential members, explain resource assignment and allocation processes, answer questions, and highlight the benefits of becoming a LACNIC member.

We were present at the following events:

- ExpoISP Perú – a booth in Lima (PE)
- Andinalink – a booth in Cartagena (CO)
- CABASE – a presentation at the Technical Meeting in Buenos Aires (AR)
- Primer Congreso Nacional de Pequeños y Medianos ISP de COTEL – a booth and presentation in Santiago (CL)
- ENCREGTEL, Encuentro Regional de Telecomunicaciones - a booth in Rosario (AR)
- CANTO 2025 – a booth in Nassau (Bahamas)

Breakfasts and Meetings with LACNIC Members

Additionally, we held in-person meetings with members in five countries and seven cities. **More than 330 organizations or approximately 10% of our direct members** participated in these activities.

Reuniones con Asociados

7 Ciudades
en **5 países**

330
Organizaciones

98%
Satisfacción

60
120 USD
Inversión por organización

During these meetings, we addressed key topics such as IPv4 and address transfers, IPv6 deployment, MiLACNIC services, and benefits for LACNIC members. **Participant feedback was highly positive: 98%** of respondents reported the highest levels of satisfaction.

Election Processes

Within the framework of our participatory governance model, we held three regular elections for the LACNIC Board of Directors and Commissions, as well as an extraordinary election to fill a vacancy on the Electoral Commission in accordance with the Bylaws.

These processes allowed us to ensure continuity and renewal of the organization's participation and representation spaces and reflect the sustained interest of our members in engaging in LACNIC's governance bodies. Results will be reflected in the composition of these bodies for the next term.

Satisfaction Survey

In 2025, we conducted quarterly surveys that allowed us to continuously track the evolution of general satisfaction levels. Since their launch in 2020, these surveys have consistently maintained excellent results, with average satisfaction rates of 96%.

96%
SATISFACTION



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Resource Management

IPv4 Address Exhaustion

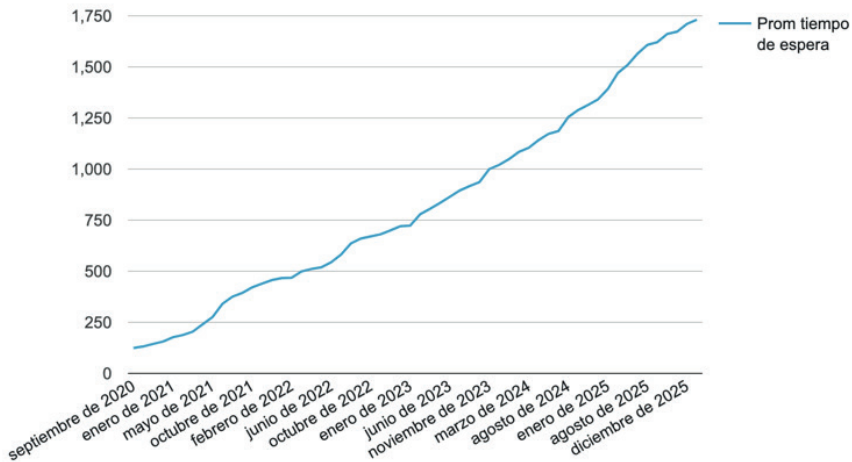
We continued to adjust our processes in response to a scenario of high demand and extremely limited availability of IPv4 space.

The waitlist for IPv4 addresses increased by 18%, with the estimated wait time for new applicants now approximately ten years.

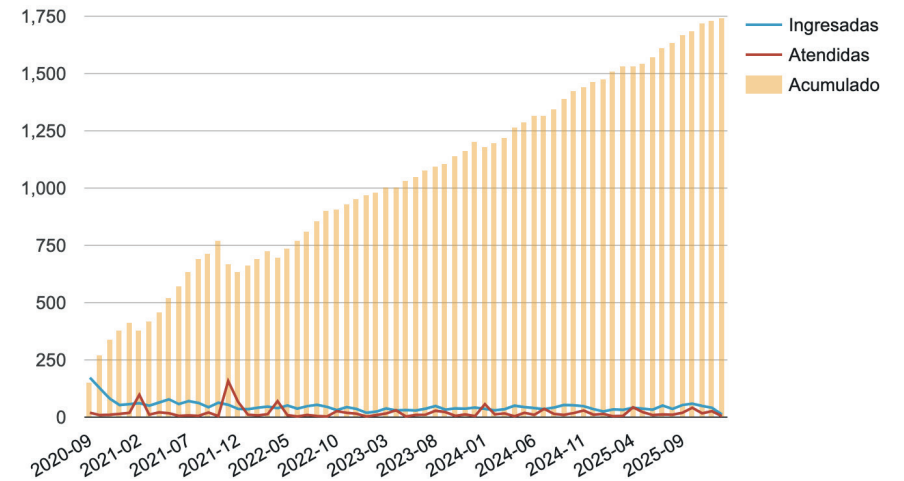
<https://www.lacnic.net/6334/1/lacnic/lista-de-espera-para-recibir-direcciones-ipv4>

We continuously work to optimize resource assignments and ensure a transparent and efficient service in this challenging context.

Evolucion del tiempo de permanencia en la lista de espera para las organizaciones que han recibido recursos



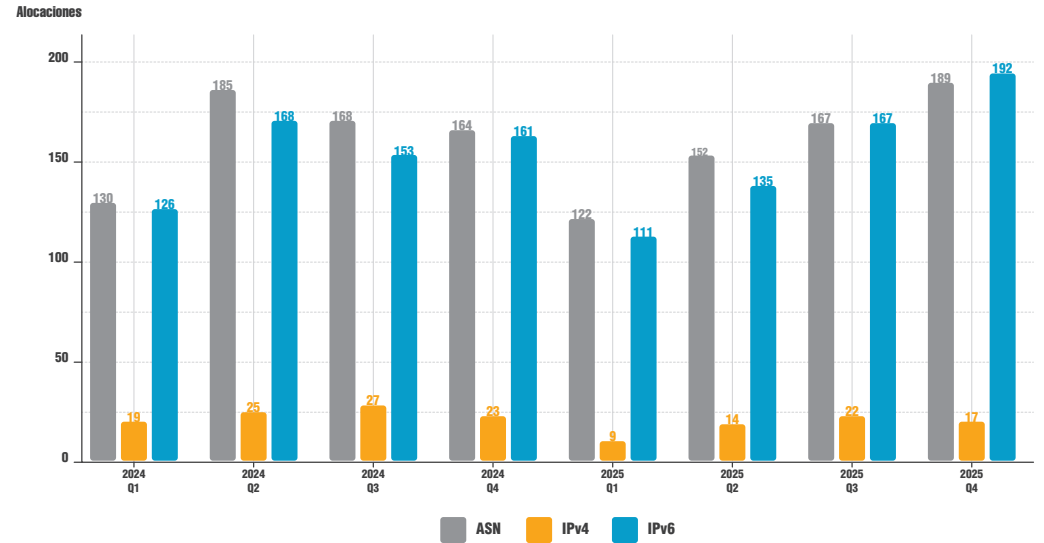
Evolución de cantidad de solicitudes que existen en la lista de espera



Assignment Statistics

In 2025, the number of resource requests remained consistent with those observed during the years before IPv4 exhaustion. **We processed a total of 1,700 requests** and, together with the NIRs, made a total of **1,263 assignments**.

The distribution of these assignments clearly shows the current demand profile: IPv6 and Autonomous System Numbers accounted for virtually all assignments, with 608 IPv6 assignments ($\approx 48\%$) and 593 ASNs ($\approx 47\%$), while IPv4 accounted for 62 blocks ($\approx 5\%$). This distribution reflects the continued progress of IPv6 adoption in the region and the growing importance of ASNs for network development and operation.

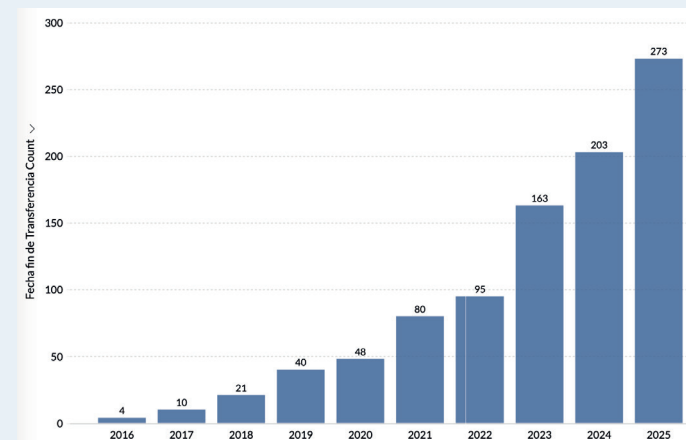


Inter- and Intra-RIR IPv4 Address Transfers

In 2025, the number of IPv4 transfers continued to increase. A total of 273 transfers were recorded, a number that represents a 34.5% increase compared to 2024 (70+ operations).

In recent years, this trend has accelerated significantly (95 in 2022; 163 in 2023; 203 in 2024; 273 in 2025). This confirms that, in the context of resource exhaustion, transfers have become a key mechanism for reorganizing and obtaining IPv4 resources. Transfers complement new assignments and require increasingly active coordination for both intra- and inter-RIR operations.

Number of transfers per year



In addition to assigning and managing resources, LACNIC promotes secure and responsible operation by providing complementary services to strengthen routing and reduce operational risks. Tools such as IRR and RPKI help operators document and validate route advertisements, improving coordination between networks and contributing to a more stable and reliable Internet.

+18%
Lista de espera
estimada **10 años**

1.700
Solicitudes
atendidas

1263
Asignaciones
(IPv6 608 | ASN 593 | IPv4 62)

273 Transferencias
IPv4 **↑ 34,5%**
Respecto
a 2024



LACNIC Community Participation

We reinforced our community building efforts through a strategy that combined **in-person events, training, strengthening technical communities, and institutional partnerships** with the goal of creating spaces for sharing and expanding participation across the region.

The LACNIC community includes **more than 13,000 member entities**, along with an extended community of individuals and organizations committed to regional Internet development in Latin America and the Caribbean.

One indicator of this progress is **sustained participation: 42% of participants** took part in two or more activities, reflecting the value they place on continued education and active participation.

Through the [LACNIC Blog](#), we shared content and discussions written by community leaders, highlighting news and trends related to the Internet in the region.

Community Building 2025

eventos presenciales
Alianzas FORTALECIMIENTO
comunidades técnicas
42%
Participación en dos
o más actividades
Capacitaciones

Our Events

Our annual events continue to serve as a **central meeting point and coordination space** for the Latin American and Caribbean Internet community. Through these spaces, we promote the exchange of technical information, discussions on current issues, the creation of synergies, and capacity building across the region by bringing together stakeholders from the technical community, academia, governments, and the private sector.



Evento LACNIC 43

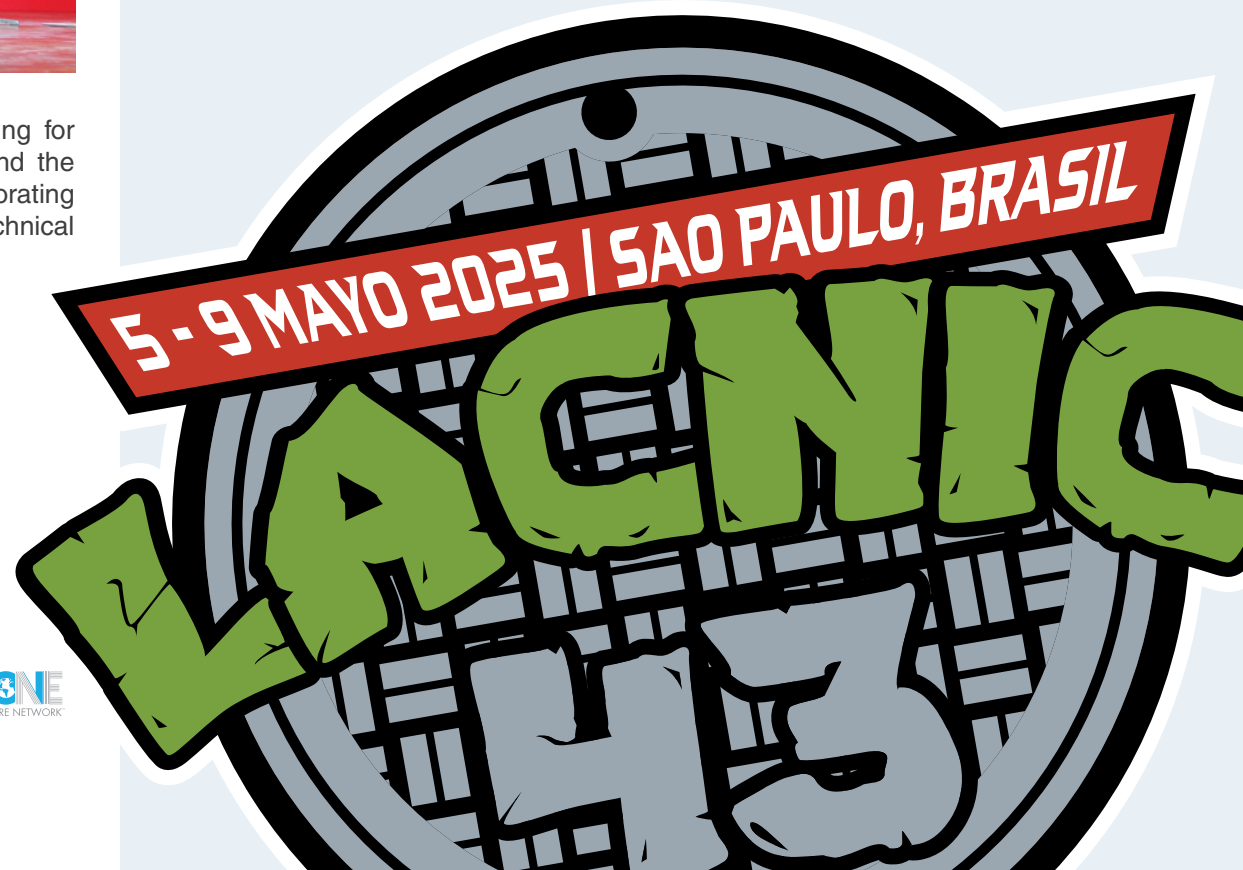
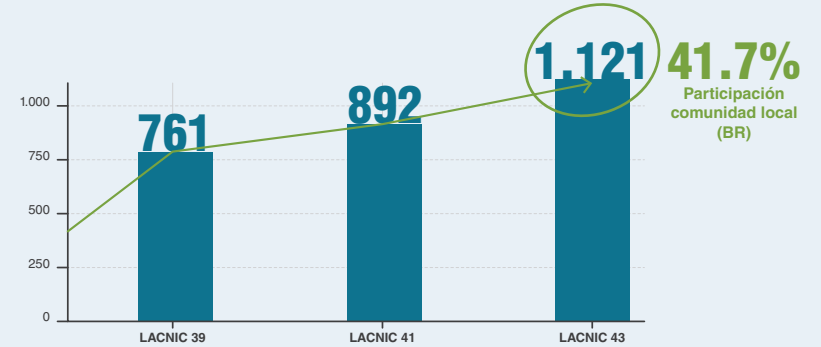
<https://lacnic43.lacnic.net/>

LACNIC 43 took place in São Paulo, Brazil, in the month of May. This event was held within the framework of a **strategic alliance with Abrint** which allowed us to bring both communities closer together and increase the synergies made possible by a joint event. The meeting brought together **1,121 in-person participants from 47 countries**, confirming its international reach and its relevance as a space for technical dialogue and collaborative development in the region.



Participation from the **Brazilian ecosystem** was particularly strong, accounting for **41.7% of attendees**, including a strong presence of operators, academia, and the private sector. This high level of local participation highlights the value of collaborating with national stakeholders and prior efforts to integrate with the country's technical community.

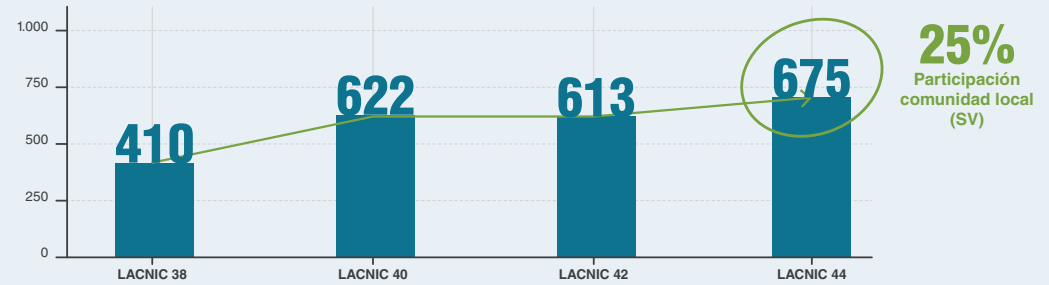
The event consolidated LACNIC as a key meeting place for technical exchange, capacity building, and networking among the various actors that are part of the Internet ecosystem. It also reaffirmed the value of in-person events as a driver of regional participation and collaboration.



Evento LACNIC 44 – LACNOG 2025

<https://lacnic44.lacnic.net/>

LACNIC 44 – LACNOG 2025 was held in El Salvador and marked our **first event in this country**. The meeting brought together **675 in-person attendees** and over 900 total participants including those who joined the event online, reinforcing its position as a relevant space for sharing technical and community knowledge in the region.



Local participation was particularly noteworthy: **25% of attendees were Salvadoran**, reflecting the integration work we carried out in advance with the country's community. During the months leading up to the event, we strengthened ties with local stakeholders, invited national leaders to participate in various sessions, and expanded our outreach to universities, operators, and key organizations within the digital ecosystem.

The event achieved a **92% loyalty rating** related to local collaboration efforts and the return to the traditional format, which strengthened networking opportunities and interaction among participants.



Community Code of Conduct

The [LACNIC Community Code of Conduct](#) is one of the multiple activities implemented by the organization to establish standards of behavior for everyone involved in our participation spaces, both in-person and virtual.

Highlights of 2025 included the expansion and new configuration of the group of Trusted Representatives, a group comprised of staff and community members appointed by the LACNIC Board. Trusted Representatives are available to provide members of the community with their support as well as information about the Code of Conduct. In 2025, this group was comprised of three members of the community (Henri Alves de Godoy, Ricardo Patara, and Silvia Chávez), along with four members of the LACNIC Staff (Adriana Rivero, Alejandro Acosta, Paula Mancini, and Ximena Garreta).



Henri Alves de Godoy



Ricardo Patara



Silvia Chávez



Adriana Rivero



Alejandro Acosta



Paula Mancini



Ximena Garreta

Lifetime Achievement Award



With more than three decades dedicated to advancing telecommunications and the Internet ecosystem in Latin America and the Caribbean, Oscar Messano received the 2025 Lifetime Achievement Award, presented by LACNIC to leaders who have made sustained and significant contributions to Internet development in Latin America and the Caribbean.

The award was presented by LACNIC CEO Ernesto Majó during LACNIC 44 – LACNOG 2025, in recognition of a career marked by institutional leadership, capacity building, and the promotion of regional cooperation. Messano played a key role in consolidating the organizations and processes that now support the Internet ecosystem in Latin America and the Caribbean, leaving a lasting mark on LACNIC's history and community.

More information: <https://blog.lacnic.net/oscar-messano-premio-trayectoria-2025/>

Capacity Building

*Strengthening technical capabilities remains a **central focus of our work with the community**. Through various training initiatives aimed at network operators, educators, regulators, and governments across the region, we provided ongoing support for the development of knowledge and skills related to LACNIC's areas of responsibility.*

Webinars

<https://www.lacnic.net/webinars>

As a complement to our training offerings, we organized **eight webinars** on priority topics such as IPv6 and cybersecurity that reached a total of 612 participants. To ensure accessibility, simultaneous interpretation services were provided for more than 80% of these webinars.

LACNIC Campus: Technical Training for the Community

<https://campus.lacnic.net>

The LACNIC Campus continued to consolidate its position as the leading technical training platform for the community. Over the course of the year, we delivered **31 editions of our courses**. A total of 10,122 participants registered for these courses, and 7,997 of them became active students.

Interest in strategic content remained strong: **40% of students chose IPv6 courses and more than 50% completed their training**. Additionally, **over 80% of those who completed the courses were LACNIC members**, reinforcing the direct value of these offerings for our membership base.

During this period, we developed **four new courses** —LACNIC Policy Development Process, IPv6 on Campus, Introductory Wireless LAN, and Advanced Wireless LAN— and completely revamped the course on IPv6 in Massive Networks to ensure that the content remains aligned with the needs of the ecosystem.

Interest in pursuing comprehensive learning pathways was reflected in the fact that we awarded **761 badges**, corresponding to the basic (393), intermediate (231), and advanced (137) levels, demonstrating sustained commitment to the technical specialization tracks.



LACNIC Campus specializations structure technical training into progressive, level-based pathways focused on network operation and allow students to access our certification exams.

In the case of the **LACNIC Campus, satisfaction levels** once again exceeded 90% and **reached 95%** among both the community in general and LACNIC members, confirming the impact and quality of our training programs.

40%
eligió cursos
de IPv6

+50%
completó la
capacitación

+80%
asociados
de LACNIC

Certification Exams

Certifications are formal assessment processes that validate the knowledge and technical skills acquired after completing LACNIC's learning pathways, providing participants with clear and verifiable recognition of their professional capabilities.



In 2025, we took a significant step in strengthening this system by introducing **in-person examinations** for the first time. These in-person examinations were conducted as part of LACNIC 44, together with the online option. Certifications were offered for two specializations: Data Center Network Operation and ISP Network Operation. A total of 22 students took the exams and 13 obtained their certification, thus reinforcing the formal recognition of technical capabilities in the region.

More information: <https://campus.lacnic.net/certificacion/>

In-Person Training During Our Events

Capacity building also takes place within the in-person learning spaces we offer within the framework of our regional events. During LACNIC 43 and LACNIC 44, we offered technical tutorials on network operation, interconnection, security, and IPv6, as well as special activities designed for our members, NOG members, and local technical teams.

These events represent one of LACNIC's most visible contributions to the development of technical skills across the region and underscore the value we provide to our members through hands-on training, direct interaction, and continuous professional development to strengthen their operational and professional capabilities.

Policy Development

LACNIC operates under a **participatory governance model** through which the **regional community** develops the policies based on which Internet resources are managed. This process is **open, transparent, and consensus-based**, and is accessible to anyone interested in the issues addressed by LACNIC.

Policy Development Process Chairs

During this period, a new election process was organized to appoint a co-chair for the Policy Development Process (PDP). As a result, **Tomás Lynch** was elected PDP co-chair and joined **Sergio Rojas**, who had been appointed the previous year. Both are currently serving as co-chairs of the PDP.

Marcela Orbiscay concluded her participation as co-chair, and we extend our gratitude for her contribution and dedication to the process.



Policy Development Process Activities

In 2025, five new proposals were submitted to the [Policy Development Process](#). One of these proposals (LAC-2025-3) did not advance to the initial discussion phase, as it involved a modification to the LACNIC website and was therefore outside the scope of the PDP.



Discussion of the four remaining proposals began on the mailing list, where they joined those that had begun their journey through the PDP in previous years. In addition, policy proposal LAC-2024-4 was implemented, culminating several months of development and coordination with the community.

The status of the proposals currently in the PDP is as follows:

Year	Proposal	Status
2025	LAC-2025-5: Sub-Assignment of IPv4 Resources to Third Parties	<i>Did not reach consensus</i>
2025	LAC-2025-4: Priority on the IPv4 Waiting List for Those Who Have Already Deployed IPv6	<i>Did not reach consensus</i>
2025	LAC-2025-2: Definition of 'Organization'	<i>Did not reach consensus</i>
2025	LAC-2025-1: Distribution of Resources to Natural Persons	<i>Did not reach consensus</i>
2024	LAC-2024-4: Logging Allocations from the Special Reserve of IPv4 Addresses for Critical Infrastructure	<i>Implemented</i>
2023	LAC-2023-7: Temporary Transfers	<i>Did not reach consensus</i>
2023	LAC-2023-4: Legacy Resources Management	<i>Did not reach consensus</i>

Additionally, two proposals that had not reached consensus were withdrawn from the PDP by their authors and two were abandoned (12 months of inactivity):

Year	Proposal	Status
2024	LAC-2024-2: Appeals Procedure	<i>Withdrawn</i>
2024	LAC-2024-1: Introducing Proposals to the PDP	<i>Withdrawn</i>
2023	LAC-2023-5: Delete ROAs for Recovered Resources	<i>Abandoned</i>
2024	LAC-2024-3: Use of the resources by third parties authorized by recipients	<i>Abandoned</i>

Technical Forums

Technical forums continue to serve as central spaces for exchanging knowledge, experiences, and best practices, helping strengthen the Internet technical community in Latin America and the Caribbean. Through these spaces, we promote technical debate, peer collaboration, and ongoing updates on key technologies for network operations.

LACNIC Technical Forum

The LACNIC Technical Forum is a discussion space focused on Internet technologies and implementations. It is held in person during LACNIC's first event of each year. This forum promotes the exchange of knowledge among specialists in the region and the dissemination of relevant technical experiences.



In 2025, the Program Committee received 68 proposals. After careful consideration, **21 presentations** were selected related to topics such as IPv6, DNS, RPKI, BGP, and cybersecurity. The selection process was led by the **Program Committee**, with support from technical reviewers summoned for each topic to ensure the quality and relevance of the content presented.

During this period, the Program Committee was composed of **Mauricio Oviedo, Alejandra Stolk, Jorge Villa, Mariela Rocha, Graciela Martínez, Elisa Peirano, and Alessia Zucchetti**.



Mauricio Oviedo

Alejandra Stolk

Jorge Villa

Mariela Rocha

Graciela Martínez

Elisa Peirano

Alessia Zucchetti

LACNOG - Latin American and Caribbean Network Operators Group

As in previous years, LACNIC's second annual event was held jointly with LACNOG, the Latin American and Caribbean Network Operators Group. This forum brings together operators and technical teams from across the region to share operational experiences, discuss common challenges, and strengthen collaboration among the different networks.

LACNOG sessions continue to solidify its role as a key platform for hands-on learning, peer interaction, and strengthening technical capabilities, complementing the other training and community building spaces promoted by LACNIC.

The presentations and videos of all the sessions presented at LACNOG are available at the following link:

<https://lacnic44.lacnic.net/es/programa/presentaciones-y-videos>



An abstract graphic consisting of several thick, curved lines in shades of red, orange, and white, set against a dark red background. The lines curve from the top left towards the bottom right, creating a sense of motion and depth.

An Open, Stable, and Secure Internet

Strengthening Internet Infrastructure

1. Support for IXPs and Collaboration on Routing Stability Research

We strengthened our collaboration with the [research team at the Federal University of Rio Grande do Sul \(FURG\)](#) through two lines of work aimed at improving interconnection infrastructure and advancing the analysis of Internet routing stability.

First, we participated in “Investigate Internet Routing Stability,” a project aimed at understanding the causes of global routing instability and how it can affect Internet operations. To support this work, we analyzed routing data obtained from RouteViews, RIPE RIS, and PCH.

In parallel, we contributed to the development of the IXPert platform, a tool designed to strengthen the operation and monitoring of Internet Exchange Points (IXPs) in the region. This collaboration allowed the implementation of technical features that facilitate observation of traffic behavior and improve interconnection efficiency.

The presentation given during the LACNIC 43 Peering Forum is available at the following link: [IXPert: A platform to analyze and visualize the performance benefits of connecting a network to an IXP, Pedro de Botelho Marcos \(FURG\)](#).

2. Installation of BGP Collectors at IXPs

We are advancing in the standardization of configurations for BGP collectors deployed at various Internet Exchange Points across the region. The goal is to ensure the quality and public availability of the data collected. This initiative is part of our ongoing efforts to strengthen routing measurement and monitoring infrastructure across Latin America and the Caribbean.

As part of the process, we have agreed with each IXP to make the data publicly available, thus promoting transparent access to information that is critical for the operation and analysis of the regional interconnection ecosystem. Currently, operational collectors are available at the following locations:



Operational regional collectors

The collected data is publicly available at : <https://ixpdata.labs.lacnic.net/>

Forging Ties with the Technical Community

R&D Ambassadors Program

We continued to strengthen the [R&D Ambassadors Program](#), an initiative designed to structure collaboration between the region's technical leaders and LACNIC, aligning these efforts with our strategic objectives for the development of Internet infrastructure in Latin America and the Caribbean.

Through an open call for candidates, we invite professionals interested in implementing research and development (R&D) projects related to the technical activities and infrastructure we promote.

For the 2025 edition, the program's second iteration, we received **21 applications from 10 countries**, reflecting a high level of interest and commitment. Following the evaluation process, three new ambassadors were selected who will support our initiatives throughout the year:

2025 R&D Ambassadors



David Macmahon
Colombia



Fernando Tipiani
Perú



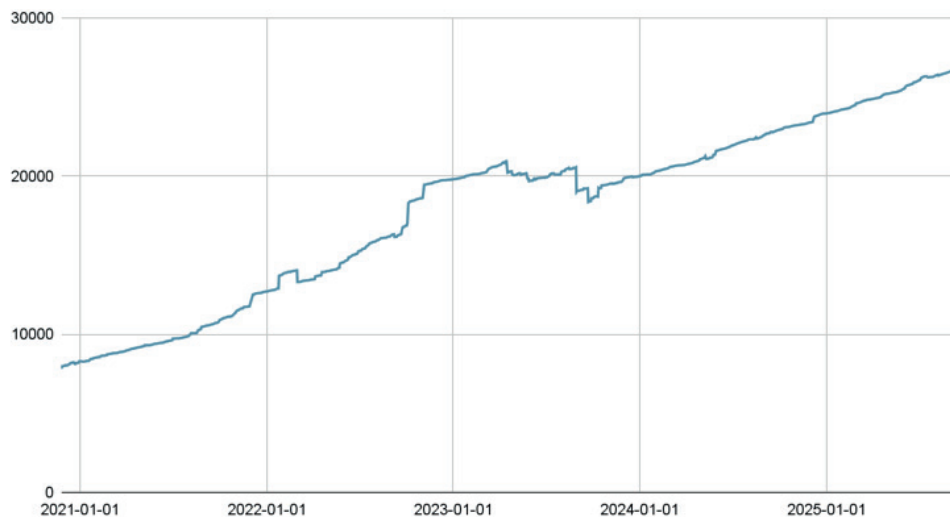
José Augusto Canul
México

3. Adoption of the LACNIC Internet Routing Registry (IRR)

The LACNIC Internet Routing Registry (IRR) is a public service that allows operators to document their routing policies and publish which prefixes and autonomous systems they are authorized to advertise. Its use facilitates coordination between networks and contributes to a more stable and reliable routing system, as it supports the development of filters and operational validations.

In 2025, LACNIC's IRR **marked five years of operation**. Its adoption in the region has become firmly established: as of November 2025, members had created more than 27,000 objects, reflecting the use of the IRR to document routing policies.

Total de objetos en el IRR de LACNIC



In November 2025, LACNIC's IRR contained more than 27,000 objects created by resource holders, demonstrating sustained adoption across the region.

Technical Training

Routing security is critical to Internet stability and resilience. As the Regional Internet Registry for Latin America and the Caribbean, we are responsible for ensuring the proper use of the number resources we manage. Like the other RIRs, we operate the **RPKI system**, which makes us a key player in protecting global routing and disseminating best practices in BGP, interconnection, and security standards.

Likewise, the **widespread adoption of IPv6** is essential to the growth of the Internet in the region and the countless services that rely on it. This is why we support our partners and community members by actively collaborating to facilitate IPv6 deployment. We also play a significant role in the **DNS ecosystem**, managing the in-addr.arpa and ip6.arpa reverse DNS zones under our responsibility.

With this in mind, we implemented a comprehensive program of technical training and support activities in collaboration with network operators and organizations throughout the region, both within the framework of our annual events and at local meetings.

Strengthening National Technical Communities

In 2025, we completed the four-year cycle of the Support for NOGs Program developed jointly with LACNOG, a process during which more than **250 operators across the region received training and technical support**. In addition to these training initiatives, we continued our operational support for national communities by maintaining their websites, providing Zoom licenses, and offering financial and logistical support for their meetings.

In 2025, we organized in-person meetings in Panama, Colombia, and Venezuela, as well as activities during LACNIC 43 (São Paulo, Brazil) and LACNIC 44 (El Salvador), where we organized workshops, tutorials, and technical labs on DNS/DNSSEC, routing security, peering, network operations, and IPv6. These activities were carried out in coordination with NOG Colombia, NAP Colombia, PANOG, Intered, and other local technical communities.

This cycle **reinforced our role as facilitators of the regional technical ecosystem**, promoting the exchange of experiences, capacity building, and the development of local operator communities in Latin America and the Caribbean.

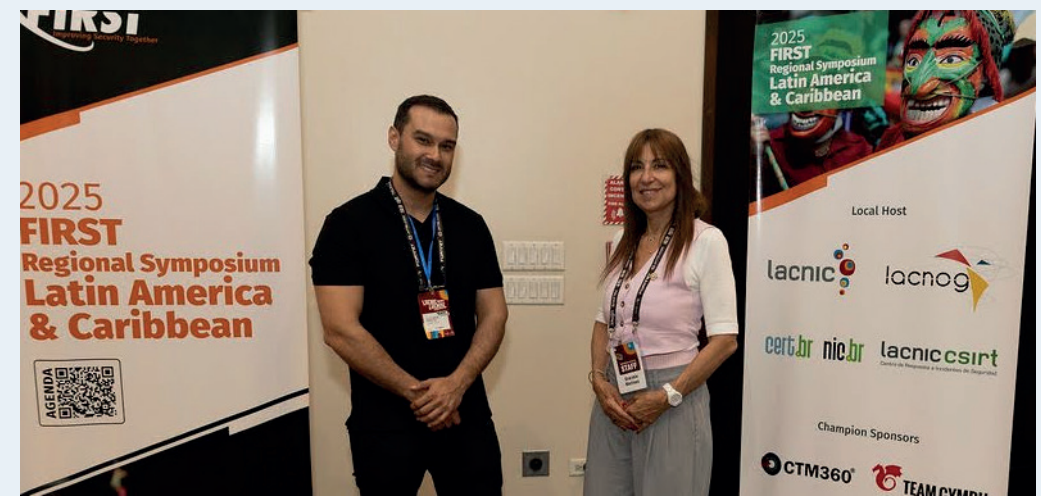
Contributing to Cybersecurity and Internet Resilience

Cybersecurity is a key component of Internet stability and resilience in Latin America and the Caribbean. Within this framework, LACNIC implements a series of actions aimed at strengthening incident prevention, detection, and response capabilities, promoting cooperation among CSIRTs, operators, and technical communities across the region.

LAC-CSIRT Meetings

LAC-CSIRT meetings were held during LACNIC 43 and LACNIC 44. These gatherings are essential for **strengthening trust, information sharing, and operational collaboration** among the region's CSIRTs, including both established teams and those currently being created.

These spaces promote **dialogue among peers**, networking, and the exchange of experiences in security incident handling and therefore contribute to improving regional **prevention and response** capabilities. During LACNIC 43, the meeting was held in a hybrid format and brought together 204 participants. During LACNIC 44, the meeting was entirely in-person and was attended by 72 participants.



FIRST Symposium

As part of LACNIC 44, we organized the [FIRST Symposium for Latin America and the Caribbean](#) in collaboration with FIRST. The event featured a day of keynote presentations followed by a second day of training focused on MISP configuration and sharing indicators of compromise between servers.



Participants had the opportunity to acquire hands-on experience in the use of collaborative security tools, strengthening response capabilities and cooperation among CSIRTs and technical teams in the region.

Active Cyber Resilience Program

We implemented Cyber Resilience: Strengthening Regional Incident Response, a program developed with local support from IXSY and the LAC Digital Academy. This 15-week program was designed to increase incident response capabilities in Mexico and the region with the goal of responding to cybersecurity incidents in a coordinated, efficient, and proactive manner.



The training combined virtual and in-person components and included technical training sessions, webinars presented by specialists, participation in cybersecurity forums, and hands-on activities focused on incident management.

A total of 23 professionals representing governments, academia, the private sector, LACNIC, and IXSY Fellows completed the program. In closing the event, 45 participants came together for three days at Anáhuac Mayab University, consolidating the knowledge they acquired and promoting cooperation networks to enhance regional resilience against security incidents.

Security Incident Alerts for LACNIC Members

As part of our commitment to **supporting our members**, we reinforced the security alert system of the MiLACNIC module with a focus on early incident detection and proactive risk management.

This mechanism notifies organizations when their IP addresses are associated with malicious activities detected by LACNIC CSIRT, allowing them to act quickly to mitigate risks and avoid operational or reputational impacts. Reported events include compromised IP addresses in the Gamut botnet, network devices with vulnerable web interfaces exposed to the internet, and phishing attacks involving an organization's resources.

During this period, we analyzed nearly **2.3 million security events**, most of them involving botnets, vulnerable devices, or phishing campaigns. The countries with the highest number of incidents were Mexico, Chile, Peru, Colombia, and Argentina, which allows us to identify regional trends and better target prevention efforts.

Monitoring Infrastructure: CSIRT HoneyNet

To improve the quality of our alerts and strengthen our analytical capabilities, we expanded the regional HoneyNet, which currently operates with **37 sensors in 16 countries**. This infrastructure detects malicious activities such as unauthorized access attempts, malware installation, and vulnerability scanning.

The information collected by the HoneyNet feeds directly into the MiLACNIC notification system, allowing us to provide more accurate, relevant, and timely alerts to our members. In 2025, the HoneyNet **recorded more than 27,000 malicious events, primarily originating from Venezuela, Argentina, Mexico, and Colombia**. This data allows us to identify attack patterns, support investigations, and alert the community to new threats.

HoneyNet LACNIC CSIRT 2025

37 | **16** | **27.000** Eventos maliciosos
Sensores | Países | registrados

Promoting IPv6 Deployment

LACNIC continued to actively promote **IPv6 adoption** and support the region's technical community in the design and deployment of sustainable networks. To further enrich the knowledge base of our community, we brought experiences and lessons learned closer to the community through content created by various experts.

During LACNIC 43 and LACNIC 44, we organized two tutorials focused on the IPv6 protocol and the road towards IPv6-only networks. These tutorials allowed us to provide operators with practical tools to plan and advance in the transition to the IPv6 protocol.

[Towards IPv6-Only Networks Tutorial](#) and [On the Road Towards IPv6-Only Networks Tutorial](#).

To continue supporting IPv6 deployment and reach operators that have not yet implemented the protocol in their networks, we participated in various regional initiatives, including the Andina Link fair and WALC 2025.

Through the **LACNIC Campus**, we continued to offer online courses on IPv6, expanding access to technical training across the region. In 2025, **40% of Campus students opted for courses related to IPv6**, reflecting growing interest in the adoption of the protocol.

More information about our courses: <https://campus.lacnic.net/cursos/>

Webinars continue to play a key role in keeping the community up to date with the latest technical developments. In this context, we held two webinars open to the community, one of them focused on [implementing the protocol in data centers](#), the other titled [Zabbix: Essentials of Network Monitoring while Transitioning to IPv6](#).

To complement these efforts, we increased the dissemination of content through the LACNIC Blog, which features a [dedicated IPv6 section](#) that brings together articles, technical analyses, best practices, and relevant data, including presentations and statistics to support decision-making and the deployment of the protocol in the region. We also maintained the IPv6 Only page, a centralized platform for [practical resources and tools](#) to facilitate IPv6 implementation in networks across the region, thus strengthening our technical support to the community.

Contributing to Internet Measurements

Deployathons and Installation of Measurement Probes and Anchors

We continued to promote the deployment of measurement infrastructure in the region by implementing hands-on training activities, installation sessions, and webinars aimed at the technical community. These initiatives are part of our efforts to strengthen the distributed measurement network in the region and promote the use of tools such as **RIPE Atlas**, which are essential for improving Internet performance observation and diagnosing potential issues.

We organized in-person and virtual deployment activities in several countries. In **Guanacaste, Costa Rica**, we held a deployathon that resulted in the installation of **9 new probes** and allowed the province to transition from having no infrastructure to becoming actively integrated into the national network, which grew from **5 to 14 probes**. In **Peru**, a deployment event accompanied by the distribution of installation materials allowed **adding 8 probes**, increasing the country's total **from 15 to 23**.



We also organized virtual training sessions, including the **Atlas Mexico and Atlas Peru webinars** aimed at facilitating the adoption and use of the platform.

A significant milestone was observed following LACNIC 44 in **El Salvador**, where the number of connected probes **increased from 4 to 13**, proving the impact and multiplier effect of training and installation activities.

Probes 2025



In 2025, **285 probes were installed** in the regional network, distributed across 19 countries, including Curaçao, which installed its first probe. Of this total, 202 remain active.

The distribution of probes during our events and the support provided by our R&D Ambassadors facilitated new installations and training activities in Bolivia, Chile, Colombia, Costa Rica, Ecuador, Mexico, Peru, and Venezuela, as well as new installations in Curaçao, El Salvador, Panama, Paraguay, Guatemala, Uruguay, and Honduras. These efforts helped expand regional coverage and accelerate the adoption of measurement infrastructure in different countries.

As for anchors, **33 new nodes were connected in the region**. Unlike individual probes, anchors are designed to operate as stable devices in highly available networks, allowing the generation of more robust data series and improving the quality of latency, routes, and routing stability analyses.

These new nodes were distributed across **13 countries**, with new anchors deployed in Argentina (4), Bolivia (1), Brazil (3), Chile (1), Colombia (4), Costa Rica (3), Ecuador (3), Guatemala (1), Mexico (1), Peru (1), El Salvador (3), Uruguay (1), and Venezuela (7), significantly expanding the coverage and increasing the representativeness of the measurement infrastructure.

Software Development and Strengthening of Our Systems

In parallel with the improvements to our member-oriented services, we also strengthened the technological foundation that supports LACNIC's operation, focusing on **security, operational continuity, and the resilience of critical systems**.

Within this framework, MiLACNIC continued to consolidate its position as the central resource management platform for LACNIC members and centralize the main processes related to resource management, communications, security, and request tracking. Enhancing its architecture and supporting systems was key to ensuring a reliable, predictable, and scalable experience for our members.

We also advanced in modernizing our technological infrastructure and consolidating secure development practices, preparing our platforms so that they will be able to support the organization's growth and respond to new technical and operational challenges.

For critical services such as RPKI, we reinforced availability and reliability by implementing backup systems and disaster recovery plans to ensure service continuity even in failure scenarios. In this context, we launched **FORT 2.0**, a new version of our RPKI validator with a more robust and flexible architecture. FORT 2.0 enhances performance and facilitates the addition of new functionalities in line with the evolution of the ecosystem and the needs of the technical community.

In accordance with our commitment to open-source development, we released **new open-source RPKI projects** designed to facilitate testing, research, and interoperability between validators. These efforts contributed to stronger routing security at both regional and global levels.

We also strengthened the systems supporting our events and the processes required by the LACNIC Bylaws, increasing their stability and laying the groundwork for their future evolution.



Research and Development Studies

We published studies on connectivity and routing security to support informed decision-making and reinforce regional Internet infrastructure.

Highlights of these studies included:

- **Analysis of Paths from Each Country to the Rest of the Region**, which examines latencies and traffic paths to identify the degree of regional interconnection and existing challenges for maintaining traffic within Latin America and the Caribbean.
- **Global and Regional Evolution of RPKI Adoption**, a study that analyzes the evolution of RPKI adoption based on data collected between 2019 and 2025 distinguishing between IPv4 and IPv6 prefixes, and provides a technical reference for understanding advances and challenges in routing security.

These studies provide **key technical evidence** to improve connectivity, interconnection, and Internet routing security in Latin America and the Caribbean and strengthen the knowledge base available for decision-making in the region.

Effective Collaboration for Applied Research

We continued to foster **closer ties between academia, the technical community, and industry**, strengthening a shared space that generates applied knowledge and contributes to the improvement of regional networks. Our efforts focused both on supporting university research in areas such as interconnection, automation, and exploration of the use of artificial intelligence in networking, as well as on organizing forums to facilitate dialogue on existing industry challenges and opportunities for collaboration with academia.

This collaborative approach helps bridge the gap between theory and practice and promotes innovative solutions to problems faced by operators and the regional digital ecosystem.



FRIDA Program

<https://programafrida.net/>

Since 2004, the FRIDA Program supports Latin American and Caribbean projects, initiatives, and solutions that contribute to the consolidation of a global, open, stable, and secure Internet.

Following its 2025 call for proposals, FRIDA received a total of 184 applications, including 160 grant and 24 award submissions. These applications were distributed across four thematic categories: Internet Stability and Security; Connectivity and Internet Access; Open and Free Internet; and Artificial Intelligence Applied to the Internet and Networks. The Selection Committee was composed of Andrés Lombana-Bermúdez, Antonio M. Moreiras, Arturo Servin, Carolina Cofré, and Ilán Meléndez.

After a thorough evaluation, **the Selection Committee selected six projects from four countries in the region (Brazil, Colombia, Ecuador, and Mexico). Five received support in the form of grants, while one was recognized with an award. Of these projects, four were submitted by academic institutions and two by civil society organizations.**

IT Women Mentoring Program

The [IT Women Mentoring Program](#) seeks to promote the participation and leadership of women within the LACNIC community and the Internet ecosystem.

In 2025, we organized the sixth and final edition of the program. This time, we expanded the program's scope to include professional women in the early stages of their careers in technology as well as advanced students in fields such as Telecommunications, IT, and Computer Science. This initiative is supported by experts from the technical and academic communities, who offer guidance and advice to these women throughout the duration of their participation.

Additionally, participants received training in project development, design thinking, leadership, and public speaking. They also had access to the courses offered through the LACNIC Campus.

As a result of this edition, participants presented their work in poster format during the LACNIC 44 - LACNOG 2025 event held in El Salvador. For more information on the [2025 edition's participants and their work](#), go to the IT Women Mentoring Program website.

The logo for FRIDA lacnic is displayed in white text on an orange background. The word "frida" is written in a lowercase, rounded, sans-serif font. Below it, the word "lacnic" is written in a smaller, lowercase, sans-serif font. The background features a large, stylized orange shape that resembles a lowercase letter 'a' or a similar abstract form.



Internet Governance

Strengthening Internet Governance

We continued to strengthen our **support for local and regional Internet Governance initiatives**, as well as for training programs aimed at youth and emerging communities. Our goal is to expand participation opportunities and contribute to a more inclusive, diverse, and representative governance ecosystem in Latin America and the Caribbean.

Through this program, we supported **national and regional forums**, youth initiatives, and training spaces aimed at **promoting multistakeholder dialogue**, capacity building, and collaboration among the various sectors that make up the Internet ecosystem. These included LACIGF and Youth LACIGF, IGF Caribbean and Youth IGF Caribbean, as well as numerous national and youth IGFs in different countries of the region.

We also supported **Internet Governance schools and training programs**, both in-person and online, aimed at increasing knowledge and informed participation of new stakeholders. These included the South School of Internet Governance, the Virtual School of Internet Governance, Chile's School of Internet Governance, and specialized academic programs.



These initiatives allowed us to accompany local development processes, contribute to the emergence of new leaders, and promote capacity building in the key debates shaping Internet governance in the region.

The Líderes Program

Through the Líderes Program, we supported **16 researchers** from Argentina, Bolivia, Brazil, Colombia, Ecuador, Haiti, Mexico, Panama, Peru, and the Dominican Republic, strengthening the generation of knowledge in and for the region.

Their studies address key issues for the digital ecosystem, including meaningful access and human rights in digital environments, emerging technologies, sustainable innovation and artificial intelligence, cybersecurity and digital trust, multistakeholder governance, digital cooperation, and Internet policy.

This program helps promote local analytical capabilities, encourages diverse perspectives, and enriches regional debates on Internet development and governance in Latin America and the Caribbean.



Policy Shapers Program

Eight leading professionals from Argentina, Brazil, Colombia, Chile, and Trinidad and Tobago participated in the 2025 edition of the Policy Shapers Program. These participants had previously been part of the 2024 Leaders Program.

The Policy Shapers Program provided them with a training journey that included participation as fellows at LACNIC 44, specialized courses, and completing the Diploma in Internet Governance developed jointly by the Catholic University of Montevideo and the University of San Andrés in Argentina.

As part of this experience, they also attended a full day of talks and discussions about the Internet at our offices, strengthening their connection with the LACNIC team and furthering their understanding of the regional ecosystem.



Engagement with Governments and Policy Makers

We continued to strengthen our relationships with policymakers, actively participating in multilateral and regional forums such as CITELE, COMTELCA, ECLAC, eLAC, and CTU, among others, with the aim of bringing a technical perspective to the debate on Internet development in the region.



As part of our activities at the CITELE/OAS CCPI, we organized a workshop titled **“The Essential Role of IPv6 in the Evolution of ICT in the Americas,”** a technical and strategic dialogue space that allowed us to analyze, together with various governments, the status of IPv6 adoption in the region, its main advances and challenges, as well as its impact on the expansion of connectivity and the creation of new digital services. We also shared success stories and experiences from countries in the region that have actively promoted the implementation of this protocol, highlighting best practices and lessons learned to accelerate its deployment.



In collaboration with ECLAC and other organizations representing the regional technical community, we organized new editions of the Digital Transformation and Innovation Schools for Latin America and the Caribbean aimed at ministry officials and legislators. These sessions allowed us to explain how the Internet works and share the main challenges identified from a technical point of view, promoting informed dialogue among different sectors.

We also launched a new edition of our Policy Fellows program at our event in São Paulo, where we invited representatives from regulators in Costa Rica, Uruguay, and the Dominican Republic to introduce them to LACNIC and explain how our policy development process works.



Additionally, we held valuable bilateral meetings with authorities from countries such as Chile and Colombia, as well as with regional organizations like ECLAC, where we exchanged views on the main challenges and opportunities facing the regional Internet ecosystem. These conversations allowed in-depth discussions on topics such as meaningful connectivity, digital transformation, Internet governance, and infrastructure deployment. They also helped identify synergies and areas for collaboration to strengthen cooperation and advance the regional digital agenda in a coordinated manner.



Engagement with Law Enforcement Agencies

We strengthened our engagement with law enforcement agencies (LEAs) and government officials through training activities aimed at improving their understanding of how the Internet works, managing the digital information associated with number resources, and enhancing incident response capabilities.

Highlights included Workshops for an Open, Secure, and Reliable Internet (TIASC), a collaborative effort by organizations that are part of the technical community, held in São Paulo and San Salvador during the annual LACNIC events.

Together with the course on Digital Information Management for Investigation Purposes offered through the LACNIC Campus, the TIASC Workshops allowed us to train **more than 250 officials across the region**. Together, these initiatives contributed to strengthening the technical and operational capabilities of the organizations responsible for security and compliance.



We also participated in the **ICANN Near You event in Ecuador**, expanding the reach of our awareness and training efforts on how the Internet works and how it is governed.

Regulatory Monitoring

Regulatory monitoring provides early access to information on proposed legislation and policy initiatives that may potentially have an impact on the functioning of the Internet. It facilitates their timely analysis and the definition of actions that will contribute to technical, informed, and constructive participation in public debates.

In 2025, we strengthened our regulatory monitoring efforts in various countries across the region. This year, we included **Mexico and Brazil**, the latter through collaboration with [CGI.br](#).

ICP-2 Update and Strengthening of the RIR System

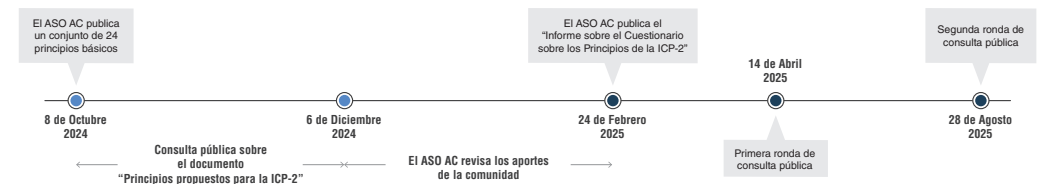
We actively participated in the [global process for the review of ICP-2](#), a document that defines the principles for the recognition and operation of **Regional Internet Registries (RIRs)** and is essential for the global stability and consistency of the Internet resource management system.



LACNIC supported this process by promoting informed participation from the Latin American and Caribbean community and contributing to the analysis and discussion of a document with long-term implications for the governance of the RIR system. We also collaborated with the [ASO AC](#) to **strengthen the consultation and promote the active and informed participation of the global Internet community**.

These efforts reflect LACNIC's commitment to transparent and collaborative governance and to the active participation of the region, in coordination with the other RIRs, in strategic ongoing processes that will impact the future of the Internet.

More information: <https://www.lacnic.net/icp-2>



2026-2029 Strategic Plan

We conducted a **comprehensive strategic planning process** that allowed us to define LACNIC's institutional roadmap for [2026-2029](#). With a long-term perspective and based on participation and transparency, the goal of this work was to align the evolution of the organization with the needs of our members, the technical community, and the emerging challenges of the Internet ecosystem.

The process began with an evaluation of the previous strategic plan and the identification of key learnings to improve the effectiveness of the planning. We then gathered expectations and input from our primary stakeholders —LACNIC members, NIRs, the technical community, Board of Directors, staff, and other members of the ecosystem— along with an analysis of the internal and external context. Through close collaboration between the LACNIC team and the Board of Directors, these inputs allowed us to develop a SWOT analysis to guide our strategic priorities in the coming years.



The outcome is a [strategy](#) that reaffirms the essential pillars guiding our institutional work —accuracy and integrity of the Registry, strengthening the regional community, and the promotion of an open, stable, and sustainable Internet based on standards— while incorporating an updated perspective in response to a constantly evolving technological and organizational environment.



The 2026-2029 Strategy is structured in the form of a **strategic map** with four perspectives —Members-Community, Processes and Infrastructure, Internal Capital, and Organizational Resilience— which articulate clear objectives and performance indicators to systematically track progress and results. This strategic framework will guide the work that LACNIC will undertake in the coming years and provides consistency to the initiatives, projects, and actions presented throughout this report.

Key milestones of the process include the validation and update of the institutional mission and vision, a review of the Quality Policy, and the definition of strategic objectives and indicators, along with the integration of key internal capabilities such as technical leadership, transparency, information security, risk management, and cross-functional collaboration which are essential to the organization's sustainability.

This process consolidates a shared vision for the future of LACNIC and provides clear guidance to inform decision-making, prioritize actions, and strengthen our organization's capacity to generate value. The [2026-2029 Strategy](#) positions LACNIC as an organization prepared to continue driving the development of an open, stable, and secure Internet for Latin America and the Caribbean.



Appendixes

Appendixes

- External Auditor's Report

https://www.lacnic.net/innovaportal/file/759/1/lacnic-reporte_auditor_2025-en.pdf

- LACNIC Fiscal Commission Report

https://www.lacnic.net/innovaportal/file/760/1/lacnic-dictamen_comisionfiscal_2025-en.pdf



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