

LACNIC 2026-2029 Strategy

Continuity, Commitment, and a Shared Future

Introduction

For more than two decades, LACNIC has evolved alongside its community, strengthening its technical role, its institutional structure, and its commitment to transparency, participation, and excellence. This planning process reflects this organizational maturity and our determination to continue improving together.

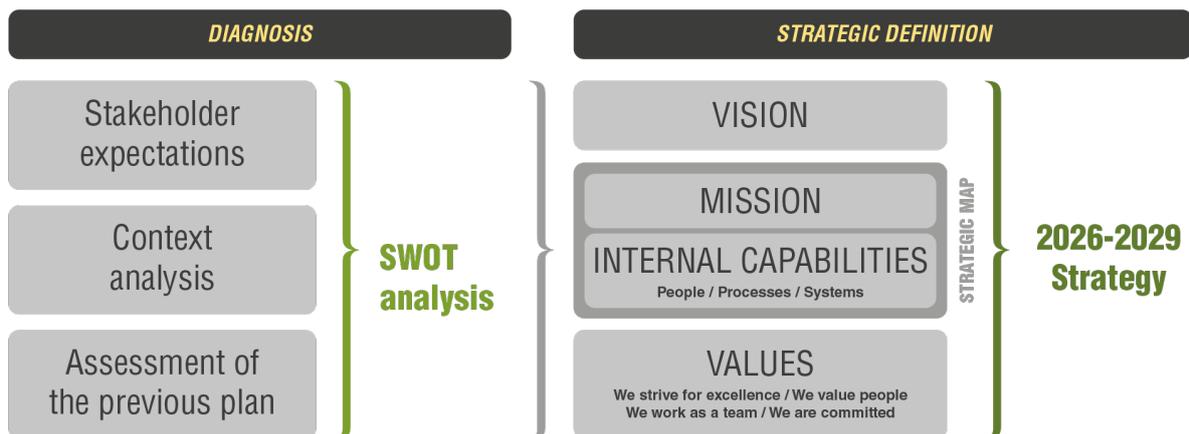
Strategic planning is an essential part of how LACNIC approaches its work and reaffirms its commitment to the Internet community of Latin America and the Caribbean. Our 2026-2029 strategy reaffirms the continuity of a path driven by a common purpose: to serve our community and contribute to the development of a global, open, stable, and secure Internet.

This strategy is framed by the three axes that have historically guided our actions:

- **Ensuring the accuracy and integrity of the Registry**, managing number resources with precision and transparency, and delivering excellent services to our members.
- **Strengthening the community** by fostering integration, technical training, and regional collaboration.
- **Promoting a sustainable Internet** by promoting open standards and an open and participatory governance model.

These axes continue to position LACNIC as a resilient and efficient organization, one that is prepared for future challenges, committed to generating value and strengthening the Internet ecosystem in the region.

How Did We Develop Our Strategy?



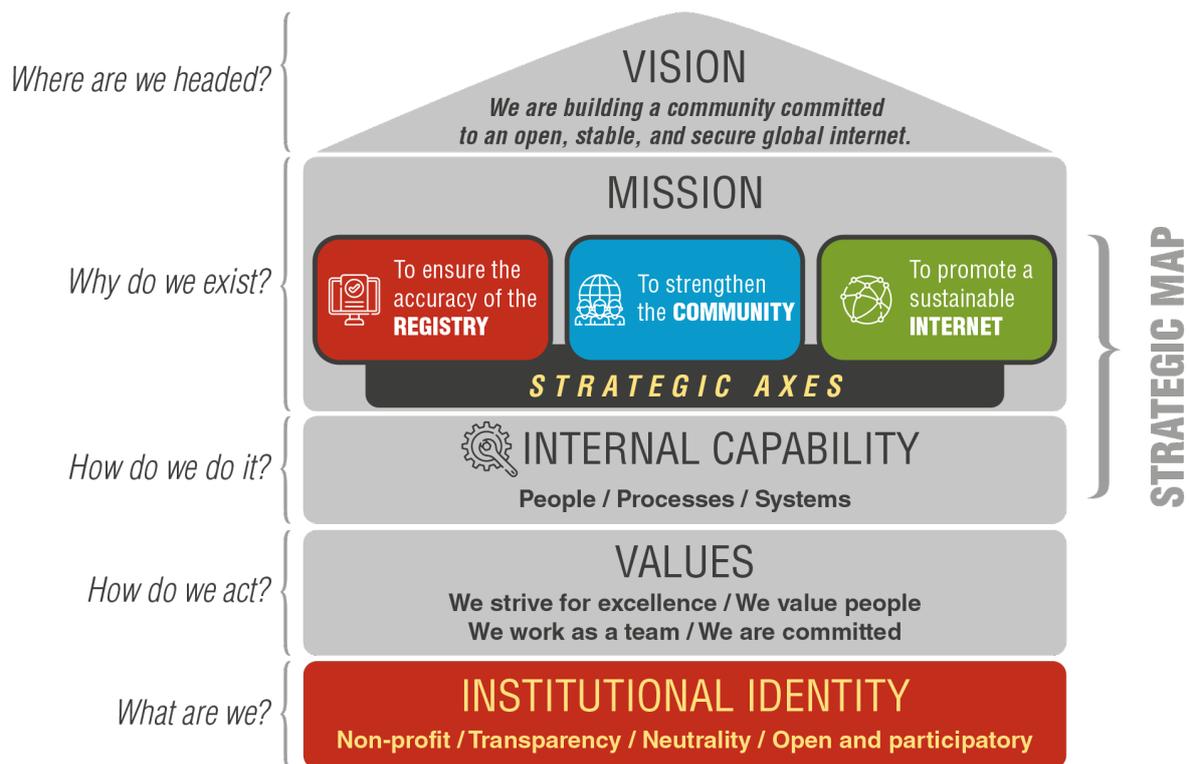
The 2026-2029 Strategy is the result of a planning process based on continuous improvement, participation, and transparency. It was not developed internally, but through collective work that integrated diverse perspectives and experiences within the LACNIC ecosystem and the regional Internet community.

The process began with an **assessment of the previous plan** aimed at identifying lessons learned and opportunities for improvement. The next step was to advance in **gathering the expectations of the various stakeholders**—members, NIRs, the technical community, the Board of Directors, the staff, and other actors in the ecosystem—complemented by a **situational analysis** of the internal and external contexts.

Building on this, the LACNIC team and its Board of Directors collaboratively developed a **SWOT analysis** which helped identify and summarize our main strengths, opportunities, weaknesses, and threats for the purpose of guiding the definition of strategic priorities.

The outcome of this process is a strategy that integrates our institutional identity (who we are), our mission (why we exist), our vision (where we are headed), and our internal capabilities (how we do it), forming a strategic map that will guide the organization's actions toward 2029.

Identity, Values, and Strategic Purpose



The Starting Point: Our Identity

Before defining where we want to go, it was essential to review who we are.

Since its inception, LACNIC has been guided by a strong institutional identity based on transparency, equity, participation, and community service.

Enshrined in [our Bylaws](#), these principles underpin an open and participatory governance model that promotes cooperation, independence, and commitment to the public interest.

This identity is expressed in an organizational culture that **values** people, fosters teamwork, promotes excellence, and reinforces the commitment of every member of LACNIC to the development of an open, stable, and secure Internet in the region.

From Values to Capabilities

Our [values](#) are not merely statements — they shape how we work each and every day. These values are the origin of the internal capabilities that allow us to fulfill our mission and sustain our vision for the future:

- **People** who contribute their knowledge, commitment, and technical leadership.
- **Processes** that guarantee efficiency, transparency, and continuous improvement.
- **Systems** that provide technological support, security, and institutional resilience.

The development and balance of these three dimensions strengthen LACNIC's ability to generate long-term value and respond with agility to the challenges presented by the environment.

Vision and Mission: Toward the Future

During the participatory development of the 2026-2029 Strategy, we collectively analyzed and compared LACNIC's mission and vision, reaffirming their coherence and relevance to our institutional identity and the challenges of the current environment.

These definitions reflect a consensus on who we are, what we do, and where we want to direct our development as an organization.

VISION

We are building a community committed to an open, stable, and secure global internet.

MISSION

To manage Internet number resources for Latin America and the Caribbean, ensuring the accuracy of the registry, excellence in the services to our members, and transparency in our management, while promoting the participatory policy development model.

To drive the development and sustained growth of the regional community by strengthening technical capabilities and applied research.

To promote the adoption of open standards that contribute to the future of a sustainable and global Internet, in collaboration with other actors in the ecosystem.

Strategic Vision for 2029

Our 2026-2029 Strategy reaffirms the continuity of the work that LACNIC has carried out since its inception.

Together with the recent [update to our organizational structure](#), this strategy provides a roadmap that builds on the priorities that have historically guided our work, strengthening our ability to adapt, innovate, and respond to the challenges of a constantly evolving environment.

To achieve our objectives, we will continue to reinforce the internal capabilities that distinguish us:

- **Technical leadership**, which drives the region's contribution to global Internet development.
- **Organizational transparency and efficiency**, which strengthen trust, accountability, and informed community participation.
- **Information security**, which guarantees the integrity and resilience of our processes and systems.
- **Coordinated cross-team work**, which reinforces collaboration, efficiency, and institutional coherence.

The ongoing development of these capabilities will ensure that LACNIC continues to project itself as a solid, collaborative, and forward-looking organization, committed to generating sustained value and a positive impact for its members and regional Internet community