August 1-2 2020

# CEO report
## Annual General Meeting 2020

Internet Society

Andrew Sullivan
President & CEO
sullivan@isoc.org

# Staff structure

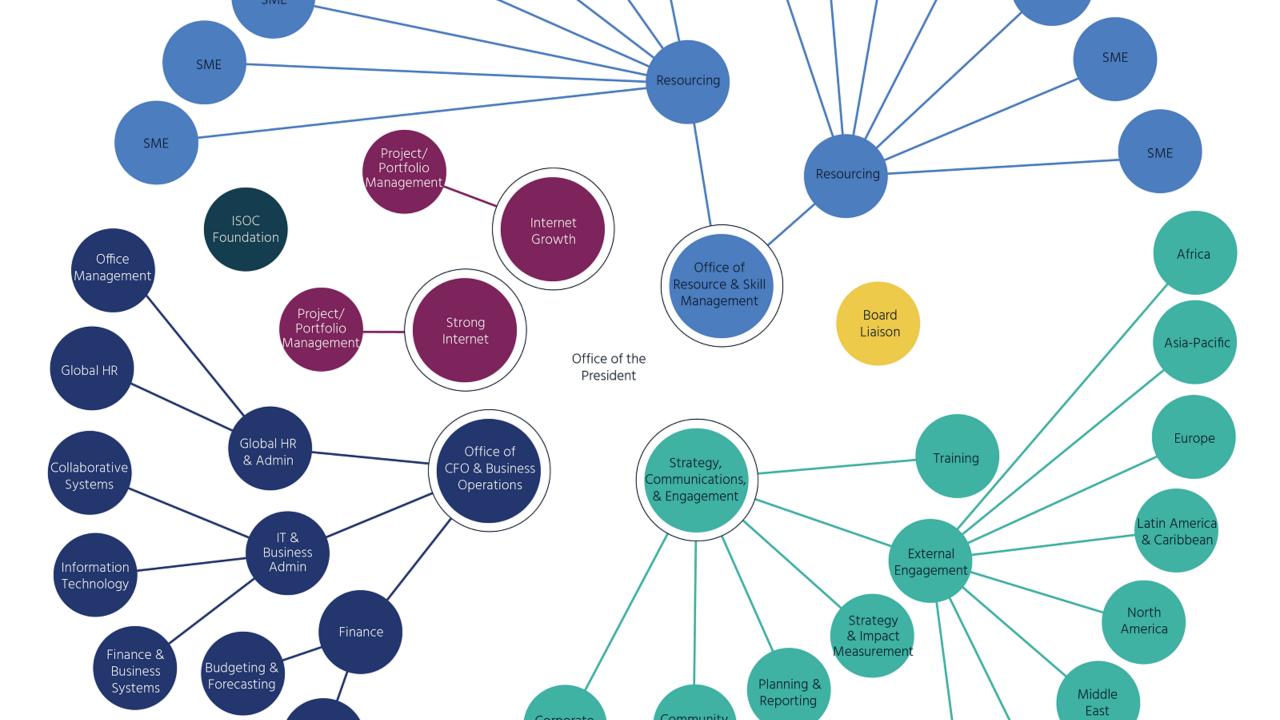On the changes introduced in December 2019

Generally positive assessment.

Some adjustments needed.

Office of the President

- SME
- SME
- SME
- Resourcing
- Resourcing
- SME
- SME
- Project/Portfolio Management
- Internet Growth
- Office of Resource & Skill Management
- ISOC Foundation
- Office Management
- Project/Portfolio Management
- Strong Internet
- Board Liaison
- Africa
- Global HR
- Asia-Pacific
- Global HR & Admin
- Office of CFO & Business Operations
- Strategy, Communications, & Engagement
- Training
- Europe
- Collaborative Systems
- External Engagement
- Latin America & Caribbean
- Information Technology
- IT & Business Admin
- Strategy & Impact Measurement
- North America
- Finance & Business Systems
- Finance
- Budgeting & Forecasting
- Corporate
- Community
- Planning & Reporting
- Middle East

# This evaluation

**Driven by Senior Executive Team**

- Provides answer to whether this meets the management needs
- Performance Orientation
- Dynamic Talent Model
- Organizational Flexibility
- Other "catchall" observations

**More objective criteria**

- Plan for staff survey late in the year
- Do we meet the commitments in the annual Action Plan?
- Do we meet our budget commitments?
- Can we respond effectively to changes forced on us by the world?

# Largely working (some examples)

Activities develop across the organization

- Ethiopia Internet Development Conference

Collaboration on measurement and evaluation

- 2019 Impact report

Flexibility in face of changed realities

- COVID-19 reorientation

Significant public successes

- Global Encryption Coalition

# Some challenges

PIR transaction timing could not have been worse

Some jobs are still an awkward fit, which suggests greater clarity is needed

Transparency in priorities and communication still sometimes needs to be improved

Old habits die hard, so work-and-influence patterns have not changed overnight

# Financial understanding

Better understanding of financial situation: mid-year forecast seems an improvement

On our way to link personnel expenses to work outcomes

Still work to do on understanding finance reporting among staff

Structure creates incentives for competition among cost centers to preserve funds

# Determine staff needs

Better understanding of what is needed where and when

Good identification of "hot spots" where we are short on skills to deliver

Some staff oversubscribed

Not everything fits org plan tidily

Get past "who do I ask?" to "how do I?"

# On time & on budget

Positive indicators

Evaluation tough in face of COVID-19 disruption

Time tracking and estimation a skill that needs developing

# Staff satisfaction

Some have very much embraced the new structure

Uncovered talents that were partly hidden

Training and career path clearer & some are taking advantage of that

Fewer opportunities for traditional management path (some staff want that)

Not everyone has accepted the new structure and it shows

Oversubscribed people are tired and harried

# Faith in information flow

Better reporting

Better ability to describe efforts

Regular sharing of info creates a virtuous circle

Collaboration *can* encourage "involve everyone"

Information tools still inadequate

New structures present a risk of becoming new silos

# Reputation for effectiveness

Some positive developments in actual collaborations

Good feedback on Action Plan

Modest gain in Org Member numbers (though lower revenue)

Hard to be sure in such early days

Reputation still clouded by controversy over PIR transaction

Generally positive assessment.

Some adjustments needed.

# State of Action Plan 2020

Mid year report on activities

Complete half-year report is part of Board materials.
This is just to highlight selected achievements.

Please note: this is about activities with targets outside the staff. Other organization activity is in the full Board report.

Many thanks to our dedicated Strategy & Impact Measurement and Planning & Reporting staff for their help.

# Internet Growth

# Community Networks

Still working despite travel restrictions! Assistance to 6 CNs in Q2 & improved connectivity in Argentina because of press attention

Effective engagement with governments and regulators
- Numerous online events with high participation
- ANATEL (Brazil's regulator) adopted a policy change

Chapters and Organizational Members involved with this work
- Several sessions with community
- Some directly involved in deployment
- Some directly involved in advocacy

# Infrastructure & Community Development

Expanded Facebook IXP partnership to include Asia and Eastern Europe (Africa and Latin America were already in scope)

Many outreach events, including virtual once travel restrictions started.  More than 1000 people were beneficiaries or trainees

Direct IXP development support in 12 countries (Africa, Asia-Pacific, Latin America, Carribean)

Impact review report over 8 years attracted international media attention:
https://www.internetsociety.org/issues/ixps/ixpreport2020/

# Measuring the Internet

Developed the use cases

RFP, bids, and selection

Work started with Frontwerks

Signed agreements with CAIDA, Measurement Lab

# Strong Internet

# Encryption

Launched Global Encryption Coalition with partners

Getting quite a lot of media placements & attention

Direct training of 120 people from 80 chapters in 3 languages

Regional workshops plus APAC "Keep kids safe online" webinar (2.8M views!)

# Internet Way of Networking

Largely staff work preparing use cases and framework document

A lot of writing

Framework and some use cases delivered to community as part of PDP

"Section 230" debate in US has drawn on resources to understand consequences

# Mutually Agreed Norms for Routing Security (MANRS)

Effort is starting to produce a lot of attention

- 450 members/500 Autonomous Systems in all programs!

Advisory group established

WEF cited the effort

Ambassador & Fellowship programs launched

Training converted to fully online to meet COVID challenge

# Open Standards Everywhere

Original technical targets completed under budget (better design) in Q1
- Linked to an internal IT systems refresh

Documentation (major deliverable) in finished state

Expanded scope to include hosted systems to address community-identified gap

70 chapters trained, with significant improvements on technical compliance scores
- Kolkata Chapter went from 32% to 100%!

Internet Society servers improving
- Gaps largely the result of service providers

# Time Security

External Advisory Group established

Kickoff meeting

Implementation status evaluations for vendors

# Other "outward" activities

# Community

Improved attention to Individual Members

Engagement and growth in Organizational Members
- 1st contested OMAC chair election in some time!

Chapters community active and engaged
- 80 Chapters applied and qualified for admin funds
- 4 different Chapter training programs with projects
  - 400 trainees
  - Positive feedback

SIG strategy working group started

Significant efforts (from Collaborative Systems) to get improved requirements for AMS

# External Engagement

3 additional new partnerships signed:
- Tac International
- SEEDIG
- WebFoundation/Alliance for Affordable Internet

Hired Director of Partnerships

Revamped (and virtual) IETF Policy Fellowship

Postel Award process redesigned and recipient selected

# Training & eLearning

Totally refreshed department to address training needs

New strategy

Internet Governance course redesigned

Helped build Chapters training efforts (mentioned earlier)

# Thank you.

Andrew Sullivan
President and CEO
sullivan@isoc.org

Rue Vallin 2
CH-1201 Geneva
Switzerland

Rambla Republica de Mexico 6125
11000 Montevideo,
Uruguay

Science Park 400
1098 XH Amsterdam
Netherlands

11710 Plaza America Drive
Suite 400
Reston, VA 20190, USA

66 Centrepoint Drive
Nepean, Ontario, K2G 6J5
Canada

3 Temasek Avenue, Level 21
Centennial Tower
Singapore 039190

internetsociety.org
@internetsociety