

Action Plan 2022

A Healthy Internet for Future Generations



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Introduction

Three decades ago, it was an ordinary object you'd find in a kitchen: a wok.

But through ingenuity and the desire to make the world a better place, it was repurposed as a Wi-Fi antenna, making Internet access possible for those hardest to reach.

Looking back through the Internet Society's 30-year history there are many stories like this. A van is no longer just a vehicle but a tool to help bridge the digital divide. An old shipping container is no longer simply for storage but a vibrant community network bringing Internet to more than 100,000 people. Encryption is no longer fodder for spy novels but now the key to protecting our privacy day in and day out.

There is no doubt about it: The Internet has unleashed human creativity, determination, and innovation—and since the Internet Society's founding, people have applied these qualities to address the world's biggest challenges.



The Internet needs these people.

Growing, protecting, and strengthening the Internet has been essential for decades, yet the next 30 years will be pivotal. Right now, we have the chance to shape how the world accesses and uses the Internet. We can build, promote, and defend the Internet so that it can benefit humankind for future generations by helping communities take the future into their own hands, with our support and encouragement.

The actions we take now are critical.

The Internet Society's Action Plan 2022 provides a roadmap to keep the Internet a resource for everyone, everywhere.

For decades to come.

Growing the Internet

Accelerating technological innovation and the digitization of essential services like healthcare and education are leading to a wider digital divide. Some countries, communities, and regions are benefitting from fast, affordable Internet connections, while others lack access altogether. This must change.

Closing this gap requires passionate people, creative solutions, and collaboration among our global community, government leaders, technicians, academics, researchers, philanthropists, global and regional organizations, and more. Together, we can build and maintain connections and advocate for policies that allow the Internet to grow.

In 2022, the Internet Society will grow the Internet by helping community networks succeed; developing local Internet ecosystems and strengthening cross-border interconnection; supporting new and established technical communities; measuring the health, availability, and evolution of the Internet; and exploring opportunities related to Low Earth Orbit satellites (LEOs).



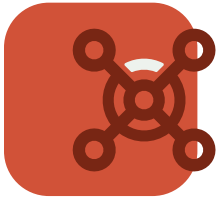
Deploying and Growing Community Networks

For nearly half the world—on every continent and in rural, remote, and even urban communities alike—there is no Internet at all. Each day without Internet access is a day of lost opportunity. Community networks are a way to help bridge this connectivity gap.

The Internet Society's support continues in 2022 with plans to deploy three new and improve seven existing community networks.

We will also deliver useful and relevant case studies, blogs, and other materials featuring community networks we've supported previously or are currently supporting. Our goal is for a minimum of 1,000 unique Internet Society website users to access these materials in 2022.

Finally, we will train a minimum of 300 people on technical, community-building, and policy topics directly related to community networks through our online moderated and self-paced courses and regional capacity-building activities.



Fostering Sustainable Peering Infrastructure

A considerable amount of money is spent every year to route Internet traffic through expensive international links. This circuitous route negatively impacts the user experience and increases local Internet costs, which can delay uptake and limit access. Reports and studies have shown that Internet exchange points (IXPs) are not only effective in improving the end-user experience and lowering cost of access, but they also prompt development of the local Internet ecosystem and cross-border interconnection.

The Internet Society remains committed to growing the peering ecosystem through the development of IXPs across the globe and to strengthening interconnection so that the Internet is cheaper, faster, and more resilient.

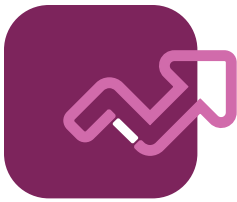
In 2022, we will work with our partners to develop three new IXPs. We will also help 10 existing IXPs mature and advance by providing technical, developmental, or policy and regulatory support. We will amplify the efforts of eight IXP development organizations by supporting their work at regional, national, and global levels. We will also get the support of three regional IXP associations to help advance our vision of 50% of Internet traffic being locally accessible by 2025.



Enabling Sustainable Technical Community

Technical communities—including Network Operator Groups, peering forums, National Research and Education Networks, Domain Name System Forums, and Regional Internet Registries—are at the heart of a sustainable local Internet ecosystem. They play a vital role in identifying communities in need, nurturing strong technical experts, and building relationships with local partners.

The Internet Society will continue to help both new and established technical communities become sustainable by providing technical expertise, training sessions, content, and best practices, ranging from governance to administrative operations. In 2022, we will establish five new technical communities and ensure that at least 1,800 people participate in our courses related to Network Operations and Local Area Networks.



Measuring the Internet

The Pulse platform is a valuable resource for policymakers, researchers, journalists, network operators, civil society groups, technologists, and Internet enthusiasts who rely on trusted data and insights to influence outcomes for an open, globally connected, trustworthy, and secure Internet.

Since its launch in 2020, Internet Society Pulse has provided meaningful, reliable, and understandable data about the health, availability, and evolution of the Internet. In 2022, we will increase visibility of the Pulse platform by driving page views and upping social media engagement by 50% compared to 2021. We will also closely monitor when the Pulse platform or Internet Society staff are mentioned in the media, with a target of at least 12 media mentions. And last, we will develop new partnerships with four data and research providers to ensure the underlying data is as diverse as the Internet.



Understanding Low Earth Orbit Satellites and Opportunities for the Internet

Today, companies such as SpaceX, Amazon, OneWeb, Telesat and others are racing to launch large systems of Low Earth Orbit satellites (LEOs) to provide Internet access. Could they help bridge the digital divide, particularly in rural regions, or will they create more challenges?

In 2022, we will explore the pros and cons of LEOs for addressing the digital divide and identify which factors policymakers and technologists should consider when examining them. Together with our community, we will develop a public position about LEOs and share it with community, staff, and public.

With a clear position on LEOs, we can advise policymakers on legislation or regulation in this area, work with our target audiences at the local, regional, and global levels, and provide thought leadership in this rapidly evolving area.

Strengthening the Internet

The Internet was built to be built upon. Its open architecture has made it a critical resource for people. Across vast distances, through time and space, people can come together to innovate for the greater good.

This open architecture, however, leaves the structure and regulation of the Internet vulnerable to powerful parties. In the 21st century, some governments and businesses seem to view the Internet as a tool to advance their wealth and power, with little thought to the rest of the population.

The Internet must continue to be a tool for bettering people's lives, and not an instrument that caters to the preferences of the powerful.

Every action we take in the coming years will shape the Internet for good or for bad. We must band together with our global community to protect it.

In 2022, the Internet Society will strengthen the Internet by equipping people to protect its foundation; advocating for strong encryption; securing global routing; facilitating knowledge exchange about network and distributed system security; and examining the many ways digital sovereignty is interpreted by those who seek to assert it.



Promoting Internet Way of Networking (IWN)

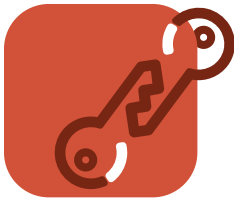
The Internet Society believes the Internet is for everyone. It's not just our privilege to use it, it's also our collective responsibility to protect it. Over decades, the Internet has become a critical resource offering those with access virtually infinite opportunities to innovate and work together for the collective good. To protect it, we must illustrate what the Internet needs in order to work for everyone, champion Internet impact assessments as a best practice in decision-making processes, and place community at the forefront of advocacy efforts to make sure policy and technology developments support the Internet way of networking.

In 2022, we will expand our existing IWN e-learning program with two new modules. One will introduce the key enablers the Internet needs to thrive as an open, globally connected, trustworthy, and secure resource for everyone. The other will teach people how to conduct an Internet impact assessment to analyze new policies or technologies and how these might impact the Internet.

We will also produce a public repository of community, crowdsourced Internet impact briefs. These will help us track global Internet threats and trends as well as help us learn from different approaches to advocacy. By the end of 2022, we will add at least 10 impact briefs to the global repository.

We want more people using our Internet Impact Assessment Tool (IIAT), a framework that analyzes the potential impact of a new policy, business decision, technology, or trend on the Internet. That's why we'll deliver in-depth training to a subset of Internet Society staff about how to conduct Internet impact assessments using the IIAT. These staff will then share their knowledge by training others to help amplify the importance of Internet impact assessments.

We will also develop an advocacy playbook to equip and inspire community-based advocates to make better decisions about the Internet. In 2022, we aim for at least 200 downloads of the playbook, which will be made available on the Internet Society's website.



Extending Encryption

We continue to observe governments around the world making policy choices that lead to undermining encryption, which puts people's personal security and privacy at risk, threatens economic development, and detracts from the Internet's global trustworthiness.

The Internet Society stands against policies or legislation that would encourage or force companies to weaken or limit the use of strong encryption. These threats may be direct, such as calling for law enforcement access to encrypted data, or indirect, such as changes to intermediary liability rules that force companies to monitor user content.

We will continue to focus on advocacy, with the aim of engaging policymakers who have the power to either endorse the use of strong encryption or undermine it. In 2022, we aim for two government entities (agencies or agency officials) to make statements using Internet Society language in support of end-to-end encryption and against undermining it.

To do so, we will equip the [Global Encryption Coalition](#) (GEC) and the Internet Society community with the tools they need to help increase awareness of the value of encryption in preempting threats and fighting back against efforts to undermine it. We expect that our support will result the GEC and Internet Society community participating in at least 750 advocacy activities, such as engaging in speaking opportunities, signing open letters, or organizing events. In parallel, we will also continue the GEC's rapid growth by reaching 400 members by the end of 2022.



Securing Global Routing

From sending email to streaming video to making financial transactions, information travels across the Internet constantly. The global Internet routing system ensures the information arrives at its intended destination. However, by virtue of being open, the Internet's global routing system is vulnerable to leaks, errors, and even attacks from nefarious actors. These can lead to misdirection of traffic and denial of service, resulting in reputational damage, lost revenue, and exposure of sensitive data.

In 2022, we will continue to promote routing security in general and aim for broader uptake by network operators in routing security measures with the following targets:

- 15% increase in ROA (Route Origin Authorization) creation by MANRS participants compared to 2021, showing participants support cryptographic validation of IP address ownership
- 5% increase in existing MANRS participants implementing ROV (Route Origin Validation) compared to 2021, showing they are checking that a given network is authorized to announce routes to a given IP address range
- 25% reduction in the number of MANRS participants that become non-conforming after joining

Also in 2022, we will continue providing ongoing support to transition MANRS to a community-designed and community-led effort. In 2021, we established a Steering Committee to help identify the most appropriate administrative structure of an independent MANRS initiative. In 2022, we will build on these efforts and implement this structure by beginning the transition process to a new independent legal entity.

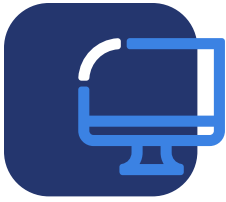


Sharing Cutting Edge Knowledge at NDSS

The Network and Distributed System Security Symposium (NDSS) unites academic and industry researchers and security practitioners from all over the world to share knowledge and the latest peer-reviewed research in network and distributed system security. In 2022, we will continue to facilitate knowledge sharing, information exchange, and development of future generations of security experts through hosting the annual symposium.

The symposium has been held continuously since 1995. In the last few years, it has grown and evolved substantially. The evolution of the NDSS symposium continues in 2022 as it strives to grow technical content and collaboration opportunities while exploring, we hope, the new possibilities of hybrid physical/virtual conference formats.

To ensure the event is cutting edge, dynamic, and meaningful, we will coordinate with supporters of the NDSS community to expand funding through sponsorship and grants with a target of US\$45,000. We will also facilitate at least two collaborations between the NDSS research community and the open standards community. We aim to maintain the NDSS position as a top-five premier academic research symposium for computer and network security in the world.



Exploring Digital Sovereignty and Opportunities for the Internet

The term “digital sovereignty” is increasingly being used to rationalize government measures and policies that target or impact the Internet. Some of these could have negative consequences on the way the Internet operates and its utility to the global community.

In 2022, we will examine the many ways digital sovereignty is interpreted by those who seek to assert it. In collaboration with our community, we will determine a position on digital sovereignty, taking into account the ways in which its various aspects might impact the Internet. This position will advance the way people think about digital sovereignty as it relates to the Internet way of building networks as well as provide a foundation to support future analysis on the topic.

Empowering People to Take Action

Change happens when people with different opinions, ideas, and expertise engage in collective action toward a common goal. Our community of energetic and committed individual members, organization members, chapters, and special interest groups bring positive change for the Internet by taking action in their own communities and regions. Through activities like volunteering, fundraising and advocacy, the Internet Society comes together to make the Internet bigger and stronger.

We will continue to empower Internet champions to take concerted action, focus on opportunities that support sustainable growth and greater impact, and amplify the positive impact we can achieve together.

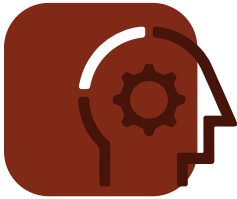
In 2022, our efforts will include: strengthening our community by equipping them with the knowledge and resources they need; growing our pool of Internet champions through learning and fellowship opportunities; implementing improved tools our community uses to connect with one another; pursuing partnership and funding opportunities to scale our efforts; and leveraging our subject matter expertise to shape legal precedent that aligns with our mission.



Sharing Knowledge Globally to Inspire Action Locally

Our chapter leaders are a key to building local communities that thrive. We will support them with training, networking opportunities, and fundamental knowledge about Internet Society projects to ensure they have the tools they need to build local solutions to global Internet challenges.

In 2022, we will train 500 chapter members on topics fundamental to our mission. We anticipate that 20% of training participants will apply their knowledge and implement an activity such as training, awareness raising, or advocacy in their local community.



Building Structure and Strength in Special Interest Groups

The Internet Society community is made up of people everywhere who care about the Internet. Working together, we apply our diverse experiences, knowledge, and passion so humankind can benefit from the Internet. One of the ways for Internet Society members to get involved is by joining a special interest or standing group, which focus on shared topics of interest - topics that might not be directly covered by our current projects but support our overall vision and mission.

Working in close collaboration with our global community in 2021, we established a stronger and more effective model and selected five topics: Internet for Education, Online Safety, Internet of Things, Affordable Internet Access, and Cybersecurity. We also established three standing groups on broader themes related to accessibility, gender, and youth.

In 2022, our focus shifts to helping these special interest groups/standing groups by supporting the development of their goals and work plans. Further, we will gain a better understanding of what members think of the new structure by asking them if they would recommend their special interest or standing group to friends and colleagues.



Mobilizing Individual Members

Last year, our members told us they value having opportunities to connect with other members. With this feedback in mind, we will audit and enhance our core communication channels so that members can network, share knowledge, and problem solve together.

In 2022, we will deliver more pragmatic content in the form of newsletters, toolkits, and case studies. We will continue delivering our membership newsletter, which provides our members with the latest updates from around the whole of the Internet Society. We expect interest in the membership newsletter to continue in 2022 and anticipate an average open rate of at least 26%, above the nonprofit sector average open rate of 22% to 25%.

In addition, we will add a new subscription-based newsletter to our portfolio, offering tailored, curated information to members on topics they want to see, including things like Internet Society job listings and events as well as answers to member questions about the Internet. We expect these tailored newsletters to maintain an open rate of at least 28% in 2022, indicating that our members find the content useful and relevant.



Securing Resources for Growth and Greater Impact

We will continue reaching out to a broader, more diverse range of partners and potential funders, including private foundations, corporations, individuals, development banks, multilateral and international governmental organizations, and nonprofit organizations.

In doing so, we ensure sustainable growth, public support, and active participation of our partners that, in turn, will advance and protect our ability to deliver on our mission and vision for years to come.

In 2022, we will focus on securing funds through a mix of sponsorship and grants with targets of US\$390,000 and US\$600,000, respectively. We will also secure 16 new sources of funding and 25 additional partners.



Driving Action through Knowledge

When people are trained on the technical, economic, social, and policy aspects of growing and strengthening the Internet, they can more effectively build, promote, and defend it.

Through Learning @ Internet Society, our training and development program, we build the expertise of those who share our mission, so they are equipped with the knowledge they need to champion the Internet.

In 2022, we will enroll at least 10,000 people in our e-learning courses and monitor the number of enrollees who fully complete our courses. We aim to achieve at least a 92% satisfaction rating among those who have completed our courses. In addition, we will establish a baseline of how people many intend to apply their new knowledge and skills to grow and/or strengthen the Internet.



Empowering Internet Advocates

Our impact is amplified when we equip the Internet champions of the future and empower the Internet champions of today.

To develop and equip our network of Internet champions, we will continue to offer the Early Career Fellowship, the Internet Governance Forum Youth Ambassador Program, and Internet Engineering Task Force Policy Program. We will also launch the Mid Career Fellowship, which is designed for Internet leaders who seek to advance their Internet-related careers by leveling up their skills and expertise. In total, these programs will empower 85 fellows, who along with our alumni, pave the way for a diverse generation of Internet champions.

In 2022, we will build a global alumni network and identify opportunities for meaningful participation in activities that advance an open, globally connected, trustworthy, and secure Internet. We will also gain a clearer understanding of how many alumni are involved in our work by establishing a baseline participation rate.



Strengthening Our Community Connections and Participation

Our community of dedicated individuals, organizations, and volunteers rely on software systems to stay connected to fellow community members and to engage with our efforts to make the Internet bigger and stronger.

We will continue efforts to modernize our platforms, including our association management and relationship management systems. We will ensure these platforms meet the needs of our community and provide the support they need to bring about global change in favor of an open, globally connected, trustworthy and secure Internet.

In 2022, our focus will be on the implementation of updated systems and tools. We will also streamline our portfolio of systems and tools by decommissioning any that are outdated or no longer being used.



Shaping Legal Precedent in Alignment with Our Mission

As an expert voice for a bigger, stronger Internet, the Internet Society is positioned to offer subject-matter and technical expertise to courts. The new amicus curiae “friend of the court” initiative will help shape legal precedent in favor of an open, globally connected, trustworthy and secure Internet. It will also create avenues for strengthening collaboration with our organization members and building alliances with other organizations.

In 2022, the initiative will start by identifying up to six important, precedential cases and controversies, then we will pursue two by filing briefs at appropriate U.S. courts of law.

We will also leverage amicus briefs as a way for others to collaborate with the Internet Society. In 2022, we anticipate four other organizations to seek our support in the coordination or signing of their briefs.

Financial Plan

Summary Statement of Activities

Our work in 2022 is supported by a financial plan that will ensure the Internet Society remains fiscally strong and operates effectively as a charitable, not-for-profit entity. The financial plan allocates resources so the Internet Society can continue to deliver on its mission to support and promote the development of the Internet as a global technical infrastructure, a resource to enrich people's lives, and a force for good in society. The tables below provide further details of this year's financial plan.

| 2022 Budget (All amounts in US \$000's) | |
|--|-----------------|
| UNRESTRICTED REVENUE | |
| Memberships, Sponsorships, & Registrations | \$1,727 |
| Grants & Contributions | 3,217 |
| Public Interest Registry Contribution | 35,000 |
| Total Unrestricted Revenue | \$39,944 |
| EXPENSES | |
| Action Plan Projects | |
| Deploying and Growing Community Networks | \$1,872 |
| Sustainable Peering Infrastructure | 720 |
| Sustainable Technical Community | 290 |
| Measuring the Internet | 360 |
| Low Earth Orbit (LEO) satellite systems | 30 |
| Mutually Agreed Norms for Routing Security (MANRS) | 320 |
| The Internet Way of Networking | 200 |
| Encryption | 640 |
| NDSS Symposium 2022 | 400 |
| Digital Sovereignty | 16 |
| Empowering People to Take Actions & Other Initiatives | |
| Community Engagement | 865 |
| External Engagement | 842 |
| Empowerment | 1,578 |
| Other Initiatives | 723 |
| Personnel & Operating Costs | 30,763 |
| Board Governance | 325 |
| Total Expenses | \$39,944 |
| NET SURPLUS/(DEFICIT) | \$0 |

| Board Designated Funds | 2022 Budget (All amounts in US \$000's) |
|-------------------------------------|---|
| Data Transformation | \$676 |
| Enhancing Technology | 323 |
| Content Strategy Implementation | 167 |
| Tribal Priority Window | 159 |
| Individual Membership | 93 |
| Internet Society Amicus Program | 336 |
| Compliance Program | 85 |
| Opportunity Fund | 250 |
| TOTAL BOARD DESIGNATED FUNDS | \$2,089 |

Conclusion

Through the Internet Society's 30 years, the Internet has evolved to have a profound impact on our society, changing the way many of us live. Fittingly, the very nature of this growth—rapid and exponential—has led us to a tipping point. As the Internet has shaped much of what our world looks like now, society has begun to shape the Internet in profound ways, too. For good and bad.

Whether natural or human-made, barriers exist that keep billions of people on the wrong side of the digital divide—and as you read these words, policies are being debated that could harm the Internet as we know it.

Where society lands on these issues will resonate for decades to come. Imagine a world in which every single person who wants to can access the Internet, enjoying all its benefits free of interference from those who wish to control it.

We have a chance to make this vision a reality now. To create an equitable and accessible Internet for everyone. This Action Plan shows us how.

By working alongside our global community, we will ensure the Internet is for everyone. [Join us.](#)

About the Internet Society

The Internet Society works for an open, globally connected, secure, and trustworthy Internet for everyone.

We are the world's trusted independent source of leadership for Internet policy, technology standards, and future development. More than simply advancing technology, we work to ensure the Internet continues to grow and evolve as a platform for innovation, economic development, and social progress for people around the world.

Learn More About the Internet Society
internetsociety.org

With offices around the world, we work to ensure that the Internet and the web that is built on it:

- Continues to develop as an open platform that empowers people to share ideas and connect in new and innovative ways.
- Serves the economic, social, and educational needs of individuals throughout the world—today and in the future.

Join the Internet Society and Get Involved
internetsociety.org/get-involved