

Action Plan 2023

Our Internet, Our Future: Protecting the Internet for Today and Tomorrow



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Introduction

We demand a lot from the Internet.

It always rises to the challenge, whatever may be happening in the world around us.

We have learned to count on the Internet as a critical constant, and today it's hard to think of life without it.

But as much as we need the Internet, the Internet also needs us.

It needs all of us to help it grow, because at least 2.7 billion people still don't have access, and to protect it against the increasing number of threats it faces.

Some of these threats pose a serious risk to the very existence of the Internet in the future.

The Internet is fragmenting into separate networks dominated by governments and corporations, which control what people see and what services they use. It's called the splinternet, and this reality is closer than you think.

Internet shutdowns stifle human expression, threaten the Internet's resilience, and weaken our ability to weather global challenges. They're on the rise, at a time when our world cannot function without an open Internet.

When we use the Internet, we trust that our information is private and secure. Encryption makes this possible. But nearly everywhere, policymakers are coming up with proposals to undermine it, jeopardizing our security.

Fortunately, we know the solutions to these threats. We can protect the Internet way of networking—the open, collaborative model that has helped the Internet grow and flourish. We can persist in our work to connect the billions of people who remain unconnected. We can give decision-makers the information they need to make the right choices to support the Internet's growth and development, and we can empower new generations of Internet champions.

We all have a stake in the Internet's survival, and it needs our help. The Internet needs us to act now to protect its future. Our future.

This Action Plan shows us the way forward.



Strengthening the Internet

We're working every day to protect the Internet's open architecture. This means identifying and mitigating threats to ensure a secure and trustworthy Internet. Together with our partners, policy advocates, and the Internet Society community, we are committed to reducing risks so that people can be secure online, wherever they may be.



Extending
Encryption



Securing Global
Routing



Sharing Cutting
Edge Knowledge at
the NDSS Symposium

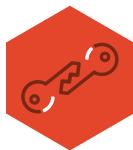


Protecting the
Internet from
Fragmentation



Helping Shape Legal
Precedent in Alignment
with Our mission

Extending Encryption



Strong encryption is vital in keeping online data and communications private and secure. It's essential for securing digital infrastructure, protecting freedom of expression, preventing theft of sensitive information, and safeguarding our daily online activity.

Despite the importance of strong encryption, it remains under threat around the world. Its opponents seek to undermine or ban strong encryption to gain access to encrypted communications, threatening devastating consequences for the Internet and its users.

In 2023, we will continue to mobilize in support of strong encryption, strengthen the voices of new and existing allies in the Global Encryption Coalition (GEC), and mitigate attempts to undermine or ban the use of strong encryption.

Since 2020, the Internet Society has helped build the GEC into a powerful advocacy group, whose membership has successfully countered encryption threats around the world. In 2023, we will deploy these resources to motivate government officials to make uncompromised pro-encryption statements by the end of the year.

While we are looking ahead to make the coalition self-sustaining, we will continue to grow the Internet Society's role as a thought leader in 2023 by securing references to Internet Society encryption-focused documents and statements by government and press.

To this end, we plan to introduce a "government use of encryption" course in 2023 to improve policymaker awareness about the importance of encryption. Likewise, we will introduce end-to-end encryption training for journalists. By helping journalists better understand encryption, we aim to improve the quality of objective reporting on encryption issues, which will work to hold governments accountable for decisions that undermine secure communication.

Lastly, through our work with the GEC and the Internet Society community, we expect to mobilize and empower our community in 2023 to engage in advocacy activities that increase awareness and promote and defend encryption. Our annual Global Encryption Day will emphasize mobilization and serve as a rallying point for the community to take action to address encryption threats worldwide.

In 2023, we will:

- Engage in at least 900 advocacy activities
- Urge government officials to make pro-encryption statements at least 10 times
- Encourage governments or press to reference Internet Society encryption-focused documents or statements at least 30 times

Securing Global Routing



The Mutually Agreed Norms for Routing Security (MANRS) initiative has close to 900 participants committed to global routing security best practice. MANRS participants—network operators, content providers, IXPs, equipment vendors, and enterprise networks—ensure the global Internet routing system is protected from leaks, errors, and attacks.

Building on recent progress like the election and establishment of the MANRS steering committee, we will continue to support MANRS in becoming a sustainable community-led effort. To ensure the path to self-sustainability is clear and strong, we will implement a plan that optimizes MANRS's financial and operational capacities. The plan will also incorporate higher levels of routing security conformance and auditing for MANRS participants.

We look forward to growing the MANRS community by welcoming organization members and IXPs as new participants. We're also looking forward to educating our ambassadors and fellows about routing security conformance so they can more broadly promote best practice. And last, we intend for MANRS participants to deepen their commitment to a trustworthy and secure Internet by becoming organization members as well as providing grants and other types of support.

In 2023, we will:

- Increase conformance of MANRS participants by 10%
- Encourage 5 MANRS participants to join the Internet Society as organization members
- Grow the MANRS community with the addition of 10 organization members and 10 IXPs

Sharing Cutting Edge Knowledge at the NDSS Symposium



The Network and Distributed System Security (NDSS) Symposium convenes academic and industry researchers and security practitioners from all over the world. The NDSS Symposium is a dynamic event where security experts can build relationships; share the latest peer-reviewed research about network and distributed system security; and collaborate about cutting edge solutions to mitigate attacks and vulnerabilities.

Established in 1993 and held annually ever since, the NDSS Symposium will mark its 30th Anniversary in 2023. Going forward, the event will continue to offer in-person and remote participation while reinforcing our commitment to open access by making all presented papers, posters, and session videos available online for all to access.

As hosts for the 2023 conference, we aim to maintain the NDSS Symposium's position as one of the world's premier academic research symposium for computer and network security. To do this, we will facilitate valuable information exchange, provide meaningful networking opportunities, and develop the next generation of security experts. We will also facilitate collaboration between the NDSS Symposium research community and the open standards community, which helps ensure new technologies are published in an open, accessible manner. And last, through sponsorship and grants, we will seek the support of the NDSS Symposium community to make sure the NDSS Symposium remains a strong and sustainable event.

In 2023, we will:

- Expand funding through sponsorship and grants with a target of \$75,000 USD
- Facilitate at least 2 collaborations between the NDSS Symposium research community and the open standards community
- Secure 10 sponsors
- Maintain the NDSS Symposium as a top-5 premier academic research symposium for computer and network security in the world

Protecting the Internet from Fragmentation



Governments and businesses across the world are increasingly making risky decisions that have the potential to adversely impact the open, global Internet—and they may not even realize it.

Risks to the Internet's infrastructure can take many forms—regulation of internetworking, sanctions impacting the availability and trustworthiness of the Internet's infrastructure, dangers to data security, and centralization of control—and can lead to geographic, political, or empirical fragmentation of the Internet. In 2023, we will proactively counter such risks, thereby protecting the Internet from splintering into isolated networks that may not be able to interconnect or interoperate efficiently.

To do this, we will promote the Internet way of networking with our greatest amplifiers—our community. Together, we will map the most imminent threats against the Internet and work together to address them by advocating with policymakers; engaging in information-sharing and awareness-building; and collaborating on digital campaign to build public discourse on Internet fragmentation.

We encourage our community, partners, and decisionmakers to use the resources available in our [Internet Impact Assessment Toolkit \(IIAT\)](#) when analyzing forthcoming policies and the potential consequences to the Internet.

In 2023, we will expand the IIAT with new impact briefs developed or reviewed in collaboration with community partners. We will also add a new matrix designed to show users specific steps they can take to intercept threats. The matrix defines the fragmentation threat and identifies the likely routes through which the Internet may splinter. It also provides real-life examples of similar threats and resulting the impact on the Internet.

Our aim is for governments and media to reference language from our resources and documents and for government officials to make statements in favor of the Internet way of networking.

In 2023, we will:

- Expand resources designed to protect the Internet's infrastructure with the creation of an Internet fragmentation threat matrix
- Urge government or press to reference Internet Society documents or statements at least 8 times
- Encourage government officials to make IWN statements at least two times
- Author 6 new Internet impact briefs in collaboration with community partners
- Engage in at least 100 advocacy activities to protect or defend the Internet from fragmentation

Helping Shape Legal Precedent in Alignment with Our Mission



Established in 2022, our Amicus Program provides the Internet Society with an opportunity to scan important, precedential legal cases and file amicus curiae—Latin for “friend of the court”—briefs to help shape legal precedent.

Through this program, the Internet Society lends our subject matter and technical expertise to issues that provide value to courts, influence judicial decision-making, shape public perception, and build alliances with our organization members and other institutions.

In 2023, we plan to file briefs in significant cases for the Internet, especially to address threats to encryption or routing security, defend against fragmentation, or protect the Internet way of networking.

In 2023, we will:

- Identify at least 12 important, precedential cases and controversies
- Pursue up to 3 filing briefs at appropriate U.S. courts of law
- Leverage at least 4 amicus briefs as a mechanism for new allies to collaborate with the Internet Society

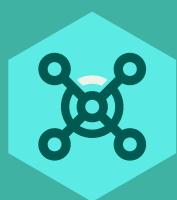


Growing the Internet

Greater possibilities exist for people with Internet access. And with nearly 3 billion people throughout the world unconnected, much work remains to be done. We must develop the Internet's infrastructure to bring us closer towards universal connectivity and to help the Internet flourish as the robust, resilient resource it is designed to be.



Connecting the Unconnected



Fostering Sustainable Peering Infrastructure



Enabling Sustainable Technical Communities



Measuring the Internet

Connecting the Unconnected



We remain committed to empowering unserved and underserved communities to build and maintain their own Internet connections.

In 2023, we'll continue to build new community networks (CNs) and improve existing ones to connect the unconnected. That's why we'll empower communities to also consider alternative solutions like municipal networks and cooperatives. To ensure these communities can sustain Internet access, we will help them secure local support from technology partners, Internet champions, and the community itself—including schools, libraries, hospitals, and government facilities. To ensure CNs and other access solutions can thrive, we will advocate alongside our community and allies for enabling policies that favor the growth of independent networks.

We want to make it possible for any community in any part of the world to independently grow the Internet. That's why in 2023 we will make additional resources available, such as a do-it-yourself toolkit that provides essential guidance about how to build and sustain CNs and other access solutions. We'll also share an interactive map featuring CNs we've supported and their state of development. When complete, we'll make the toolkit and the map publicly available so that anyone who wants to grow the Internet in their community has access to reliable resources and real-life success stories.

Connecting communities with local, secure, and trustworthy Internet service is, in large part, thanks to the generous support of financial contributors. In 2023, we look forward to deepening relationships with funders and securing additional support through a mix of sponsorships, grants, and donations.

In 2023, we will:

- Build or improve 30 CNs or other access solutions
- Create useful resources, including a do-it-yourself toolkit and interactive map
- Raise \$1,000,000 USD so we can help more communities gain access

Fostering Sustainable Peering Infrastructure



We envision a resilient Internet anchored by a vibrant peering ecosystem, where networks can freely exchange traffic through Internet Exchange Points (IXPs). This approach is key to building protection against intentional and unintentional network disruptions that can impede the growth of a strong local Internet ecosystem.

Our efforts in 2023 will expand the reach and types of networks that exchange traffic locally, especially beyond geographic borders, and move us closer to this ideal peering ecosystem. We'll focus on emerging economies and help ensure that at least half of their Internet traffic is exchanged locally through peering and interconnection. We will select key emerging economies and either build or enhance IXPs in those areas. To further improve the resilience and security of their peering relationships, we'll ensure these IXPs we support in 2023 commit to routing security best practice.

We'll also take stock of existing IXPs by facilitating self-assessments related to their development status and priorities. These assessments will highlight opportunities where we, along with our community, partners, and other allies, can intervene to help IXPs reach their full potential.

Regional IXP associations and community-led project teams are critical partners in providing tools and value-added services to bolster technical communities and strengthen peering ecosystems. In 2023, we will continue our work to encourage these partnerships and, together, we will deliver technical training; educate about IXP best practice and sustainability; and provide useful tools and instructional resources. Equally important, in collaboration with the regional technical organizations and with sponsorship support from partner organizations, we will convene peering and technical community events where local and regional attendees can establish peering agreements and share ideas.

Our efforts in 2023 will also include advocating for an open, globally connected Internet. We'll rely on data from our Pulse platform to strengthen our promotion of cross-border connectivity and its critical role in shielding the Internet against shutdowns. We will also continue to advocate alongside our community and other allies for policies that favor IXPs and the growth of independent networks.

In 2023, we will:

- Increase local traffic in select emerging economies by 20%
- Provide support to 6 IXPs and ensure they conform to routing security best practice
- Build local capacity in collaboration with 4 regional entities

Enabling Sustainable Technical Communities



Local Internet ecosystems are healthier and more sustainable when they are backed by strong technical communities—groups of people who collaboratively participate in building, maintaining, and protecting the Internet at a local level. Beyond strengthening the Internet’s local infrastructure, strong technical communities bring much needed insight into policy discussions and help defend the Internet model of networking.

Without strong technical communities, providers of local Internet ecosystems are at risk of adopting policies that may undermine or splinter their local network from the global Internet. In 2023, our efforts will build up strong technical communities, capable of protecting the Internet.

We will evaluate the current landscape of technical communities to identify gaps where they do not yet exist and to gauge capacity of existing technical communities. Thanks to this assessment, we'll be able to better prioritize areas that urgently need our help to create new technical communities. In addition, the assessment will give us a stronger understanding of the current needs of existing communities and allow us to provide more targeted support to improve their institutional, funding, and technical capacities.

Finally, we want to see technical communities organically form and independently sustain themselves. In support of this, we will equip local leaders with the tools and knowledge needed to spearhead the creation of a new technical community. We will also share public instructional resources about how to create and maintain a local technical community so that anyone anywhere can take steps to grow the Internet where they live.

In 2023, we will:

- Identify gaps where technical communities do not yet exist
- Gauge capacity of existing technical communities
- Provide support to 6 technical communities
- Train a minimum of 2,000 people in courses related to Network Operations and Local Area Networks
- Create instructional guidance and tools and make publicly available

Measuring the Internet



The Internet Society Pulse platform is an online destination for journalists, researchers, policymakers, analysts, civil society organizations, and other Internet users to access trusted data about the health and evolution of the Internet.

Based on feedback, we learned Pulse users want to see a simple snapshot of what's happening with the Internet in their country. In 2023, we'll improve user experience by adding country reports, which show country-level status of the Internet's health and evolution. These reports will include data about Internet shutdowns, enabling technologies, market concentration, Internet resilience, and traffic flow.

We will expand the Internet Resilience Index (IRI), which currently tracks Internet connectivity and reliability for countries in Africa, to the Caribbean, with the support of our new in-region partner the University of the West Indies. We will prepare for future expansion of the Index by identifying local partners who can effectively host and manage the IRI pods used to collect regional network data.

We will also launch a new model to estimate economic and social costs of Internet shutdowns. This data can be used by policymakers, civil society, journalists, and others as evidence to demonstrate the societal, economic, and infrastructure harm caused by Internet shutdowns.

To support this work, we will develop and deliver a new training program dedicated for journalists, to help them better understand the technical concepts behind Internet shutdowns. In turn, journalists can improve, and potentially increase, coverage of this important issue.

We also see an opportunity to stimulate the development of academic research that would further enhance Pulse's current utility. In 2023, we will pilot an academic measurement research residency program focused on defending the Internet.

And last, we will build on the solid foundation established over the past three years by looking to the future of Pulse. In 2023, we will finalize a strategy that sets Pulse on a path to become a trusted resource that the entire Internet community can rely on to aid various advocacy and policy work around the globe.

In 2023, we will:

- Develop and launch country reports and a new economic model to calculate the cost of shutdowns
- Expand the Internet Resiliency Index to include new region
- Train a minimum of 30 journalists and increase awareness of Pulse platform with 30 media mentions
- Pilot an academic measurement research residency program on defending the Internet



Empowering People to Take Action

We are thankful for our global network of organizations, champions, and partners who provide us with the reach and influence to grow, strengthen, and protect the Internet. Supported by our community of remarkable individual members, organization members, chapters, and special interest groups, our collective work has led to a powerful global movement defending an open, globally connected, secure, and trustworthy Internet.



Empowering Internet
Champions to Defend
the Internet



Securing Resources
for Growth and
Greater Impact



Recognizing Internet
Champions

Empowering Internet Champions to Defend the Internet



Our fellowship programs and online learning tools ensure Internet champions are equipped with policy and technical expertise critical to protecting the future of the Internet.

In 2023, we will continue our fellowship programs: Early Career Fellowship, Mid Career Fellowship, Youth Ambassador Program, Internet Engineering Task Force Policy Program, MANRS Ambassador Program, and Pulse Academic Fellowship.

We will build on the recent launch of our Alumni Network, which connects fellows and learners and enables opportunities for skills development, collaboration, and continued engagement. In 2023, we will foster the Alumni Network by hosting events, leading networking activities, and developing opportunities for alumni to protect the Internet's future.

We will also refresh existing content and develop new original courses on [Learning @ Internet Society](#) and take steps to make our online content accessible to a broader range of people with disabilities.

In parallel, we will improve and more intentionally shape the learner journey with curated educational tracks. In 2023, we will encourage participation in a learning track dedicated to defending the Internet, which will include topics related to the Internet way of networking, designing and deploying community networks, digital footprints, privacy, and encryption.

It's our goal to provide Internet champions with the experience, skills, knowledge, and connections they need to make the biggest possible impact for the Internet. To better understand if we are meeting the needs of our learners and fellows, we will gather feedback and use it to make future improvements.

In 2023, we will:

- Develop and improve 6 training programs
- Collaborate with at least 5 partners to deliver training
- Maintain at least a 92% satisfaction rating from learners and fellows
- Double the number of people in our Alumni Network
- Empower alumni to support our Action Plan and defend the Internet

Securing Resources for Growth and Greater Impact



Advancing the Internet for everyone is no small task. It will take all of the Internet Society, including our staff and global community, working together and applying our passion and expertise, and we will need the appropriate resources to do so.

Creating a culture of fundraising and philanthropy [giving] within the Internet Society continues as a top priority in 2023. Through these efforts, in 2023 we aim to secure a total of 10 million dollars through a mix of organization member contributions, individual donations, sponsorship, and grants.

Additionally, in 2023, we will complete the step of moving all grant management to the Internet Society Foundation, giving the community an improved and more efficient experience when applying for funding.

In 2023, we will:

- Nurture a culture of fundraising and philanthropy
- Increase and diversify the number of people and organizations that support our mission so that we can meet our fundraising goals:
 - \$1,000,000 USD in sponsorships
 - \$5,000,000 USD in grants
 - \$1,200,000 USD in membership fees
 - \$2,800,000 USD in individual donations

Recognizing Internet Champions



We delight in recognizing significant contributors to the development, growth, and defense of the Internet. While award scheduling is typically staggered, 2023 is special—all three of the following awards will occur within the same year.

- **The Internet Hall of Fame** honors some of the world's most influential engineers, evangelists, and entrepreneurs who create, value, and safeguard the forces and principles that make the Internet possible.
- **The Jonathan B. Postel Service Award** recognizes leaders in the development of the Internet. The award is named for Dr. Jonathan B. Postel to recognize and commemorate the extraordinary stewardship he exercised over the course of a 30-year career in Internet networking.
- **The Itojun Service Award** recognizes an individual who has made outstanding contributions to IPv6 development through sustained and substantial technical contributions, service to the community, and leadership. The award honors the memory of Dr. Jun-ichiro "Itojun" Hagino, who had many prominent technology roles, including "IPv6 samurai."

We look forward to celebrating those who champion an open, globally connected, trustworthy, and secure Internet. In 2023, we will also evaluate our portfolio of recognition programs and identify opportunities for future improvement.

We are equally thrilled to host our third annual Community Week in 2023. Launched in 2021, this two-day event is a moment to recognize our global community—individuals, organizations, chapters, special interest groups, and standing groups from across all regions—and celebrate our collective efforts to grow and strengthen the Internet.

In 2023, we will:

- Increase award applicants by 10%
- Evaluate and improve our awards portfolio in consultation with the Awards Advisory Board
- Increase year-over-year Community Week participation by 10%

Conclusion

The Internet is powered by people, for people. It's a human technology that enriches our lives, and it falls on all of us to help safeguard this vital resource—to shelter it against policies and regulations that could undermine its reliability or safety. This Action Plan outlines what we'll do in 2023 toward our overall mission. And how you can help.

Keeping the Internet protected as the people's resource doesn't happen by itself. It's up to all of us to act. You can make a difference today that will drive real results. Join us in making the Internet more trustworthy, reliable, and secure in the decades to come. Join us in shaping the future.

Financial Plan

Summary Statement of Activities

Our work in 2023 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.

2023 Budget

(All amounts in \$000's USD)

Unrestricted Revenue

Memberships, Sponsorships, and Registrations.....	\$2,250
Grants and Contributions.....	7,750
Public Interest Registry Contribution.....	28,009
Total Unrestricted Revenue.....	\$38,009

Expenses

Action Plan Projects

Connecting the Unconnected.....	\$1,590
Sustainable Peering Infrastructure.....	\$982
Sustainable Technical Community.....	\$107
Measuring the Internet.....	\$464
MANRS – Mutually Agreed Norms for Routing Security	\$245
Encryption.....	\$500
NDSS Symposium 2023.....	\$495
Protecting the Internet from Fragmentation.....	\$240

Initiatives

Community Engagement.....	\$602
External Engagement.....	\$825
Other Initiatives.....	\$1,250
Grant Programs.....	\$3,000
Personnel & Operating Costs.....	\$27,384
Board Governance.....	\$325
Total Expenses	\$38,009
Net Surplus/(Deficit).....	\$0

Board Designated Funds2023 Budget (All amounts in \$000's USD)

Data Transformation.....	\$345
Enhancing Technology.....	\$259
Individual Membership	\$67
Internet Society Amicus Program.....	\$385
Compliance Program.....	\$210
Opportunity Fund.....	\$250
Corporate Structure Review.....	\$250
Total Board Designated Funds	\$1,766

