March 2023

Action Plan 2022 Results

Internet Society

# Full Results: AP 2022 Success Measures

Action Plan 2022 consists of 3 portfolios compromising of 18 projects total monitored by 56 success measures.

Growing the Internet	Strengthening the Internet	Empowering People
5 projects	5 projects	8 projects
17 success measures	16 success measures	23 success measures

Of the total 56 total success measures,
- 77% were achieved,
- 20% were not achieved, and
- 3% were canceled.

Achieved

Not achieved
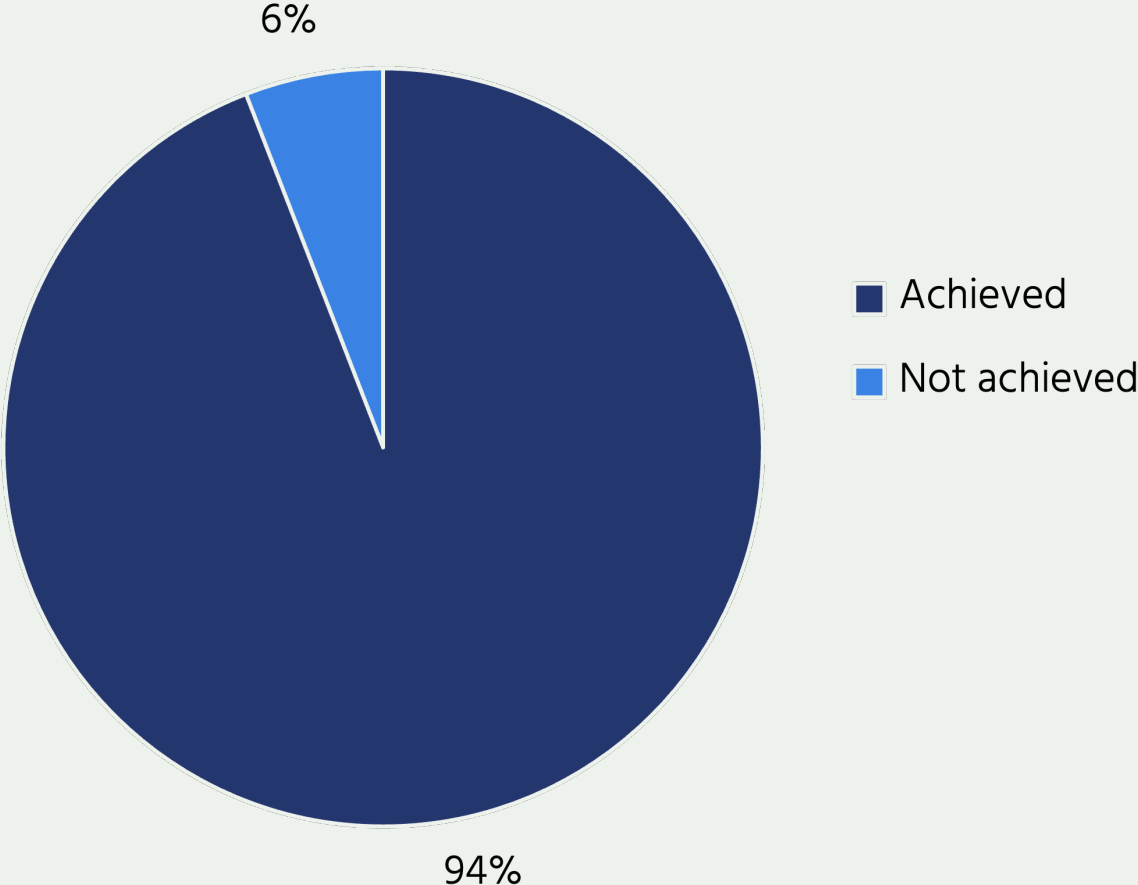
Canceled
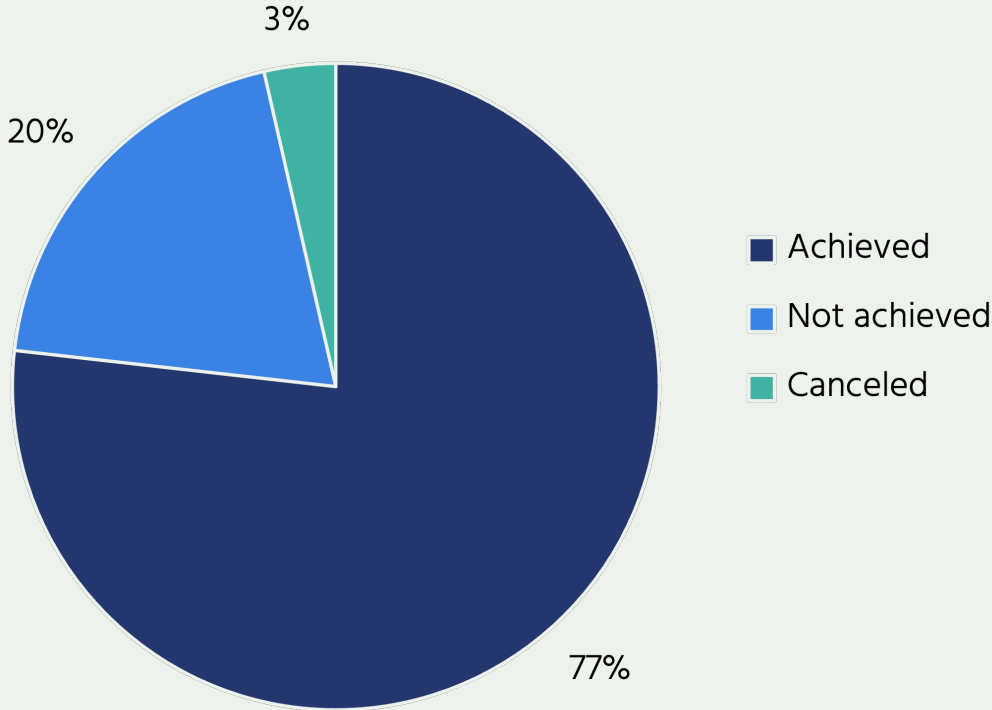
Growing the Internet

Grow Portfolio 2022 Results

Growing the Internet portfolio had 5 projects and a total of 17 success measures in 2022.

Of the total 17 success measures,
- 94% were achieved and
- 6% were not achieved.

6%

94%

■ Achieved

■ Not achieved

Growing the Internet
Portfolio Year-end Summary

- Community and collaboration is key. Over 40 organizations, chapters, individual members, and experts collaborated with us in support of Grow projects. Of note: we had high level of engagement during the LEOs policy development process, resulting in a comprehensive perspective on LEOs.

- Our vision to connect more people inspired us to make a pledge under the ITU's Partner2Connect initiative to build 100 new complementary access solutions and train 10,000 people by 2025. We are excited to have supported 34 infrastructure deployments to benefit communities needing a better, more resilient, and affordable Internet in 2022.

- We launched 5 new e-learning courses in 2022. These and other existing Grow-related courses enrolled 5,894 participants, a 136% increase from 2021.

- Measuring the Internet project provided meaningful analysis in the weeks/months following the start of the Ukraine war, putting Pulse on the map and also providing some of the data insights that led to the Fragmentation project.

- The Grow portfolio had a successful fundraising year in collaboration with the fundraising team, securing key grants from META, ICANN, NRC, and 48 Percent.

Deploying and Growing Community Networks (CN)
Year-end Summary

- Launched the [Community Network Readiness Assessment Handbook](#) and the [Community Network Readiness Assessment Training Course](#).

- Transitioned the [Indigenous Connectivity Summit](#) to the Indigenous Connectivity Institute.

- Released the report, [Financing Mechanisms for Locally Owned Internet Infrastructure](#), with partners.

- [Executed our extended partnership with Truist](#) that awarded US$1,000,000 grant funding to expand Internet access.

- [Partnered with the National Research Council of Canada](#) to grow the skills needed to bridge the digital divide in Ontario and Northwest Territories.

Deploying and Growing Community Networks

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of existing CNs improved, with expanded coverage, or added services	7	10	Achieved	In 2022, we strengthened 10 CNs: 1. Armenia (Shaghap) 2. Bolivia (NANUM) 3. Paraguay (NANUM) 4. St. Vincent & the Grenadines (Veryvine) 5. Canada (Ulukhaqtuk) 6. Hawaii (Waimanalo) 7. U.S (MocoNet - Truist) 8. U.S (Roanoke - Truist) 9. U.S (Connected Communities - Truist) 10. U.S (Sunnyside - Truist)
Number of new community networks with 15 or more users connected	3	4	Achieved	In 2022, we built 4 CNs: 1. India (Ziro) 2. Nepal (Khunde and Khumjung) 3. Malawi (Ekwendeni) 4. Pakistan (Lasbela)

Deploying and Growing Community Networks (cont., pg 2)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of unique users accessing resources and content on ISOC-supported CNs	1,000	21,882	Achieved	During Q4, we saw spikes on content focused on the Indigenous Connectivity Summit. The most accessed content of the year was an explainer piece on "What is the digital divide." This piece was responsible for over half of the traffic alone and is a strong indication of the type of content people are interested in.
Number of people trained	300	3,070	Achieved	In 2021, we had one course offering related to CNs. In 2022, we added 2 new courses, Building Wireless CNs and Community Network Readiness Assessment. The addition of these two courses helped significantly increase the number of people trained.

Deploying and Growing Community Networks (cont., pg 3)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Funds raised for additional CNs	US$100,000	US$158,200	Achieved	In Q4, we secured US$10,000 from one of our organization members—48 Percent—to support the Nepal CN expansion. We also secured nearly US$1,000 in our individual donations campaign for the same CN.

Fostering Sustainable Peering Infrastructure: Year-end Summary

- Launched 5 new IXPs in Georgia, Canary Islands, Suriname, Maldives, and Cape Verde.

- Assisted 15 existing IXPs level-up their operations and increase their long-term sustainability in Mexico, Canada, Guatemala, Angola, Pakistan, El Salvador, Rwanda, Burkina Faso, Democratic Republic of Congo, Morocco, Myanmar, Dominican Republic, and Bolivia.

- Helped secure grant funding from Meta and ICANN for IXP development, measurement, and technical communities.

- Worked with the community to develop our new "50/50 Vision", an ambitious plan to keep at least half of all Internet traffic in selected emerging economies local by 2025.

- Worked with 8 regional IXP development organizations that coordinate and deliver IXP development work at national, regional, and global levels, lessening the implementation burden on ISOC staff.

- Held our first hybrid AfPIF after a two-year break with over 500 people onsite and online, and 25 unique sponsors.

Fostering Sustainable Peering Infrastructure

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of new IXPs established in 2022	3	5	Achieved	Q1: Canary Islands and Georgia (2) Q3: Suriname (1) Q4: Maldives and Cape Verde (2)
Number of existing IXPs supported in 2022	10	15	Achieved	Q1: IXSY in Mexico (1) Q2: Guatemala, Angola, VANIX in Canada (3) Q3: Rwanda, El Salvador, Lahore IX in Pakistan (3) Q4: Burkina Faso, KINX in DRC, Morocco, Myanmar, Dominican Republic, CITI in Mexico, PIT Bolivia, MEX-IX serving McAllen, Mexico (8).

Fostering Sustainable Peering Infrastructure (cont., pg 2)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of IXP development organizations that organize and deliver IXP development work at national, regional, and global levels as a direct result of ISOC's support	8	8	Achieved	Q1: APIX, APNIC, APNIC Foundation, PeeringDB, Euro-IX (5) Q2: LAC-IX (1) Q3: IXP Database - IXPDB (1) Q4: Af-IX legal entity registration (1)
Number of regional IXP associations adopting our vision towards enabling 50% of Internet traffic locally accessible by 2025	3	4	Achieved	Q2: Euro-IX (1) Q4: AF-IX, APIX, LAC (3)

Enabling Sustainable Technical Communities: Year-end Summary

- 5 new communities were supported in South America, North America, and Africa.

- 2,411 people enrolled in courses related to this project.

- We supported local technical communities by helping them to identify and establish a community of practice and format that sustainably serves their local needs.

- We identified opportunities to improve how we support sustainable technical communities, specifically with regards to more effective stakeholder engagement and targeted impact measurement.

- When implemented in 2023, these improvements will allow us to better serve the specific needs of our allies and to track the positive difference ISOC's intervention made for these local communities.

Enabling Sustainable Technical Communities (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of participants in courses related to Network Operations and Local Area Networks	1,800	2,411	Achieved	The success measure was achieved and surpassed thanks to the popularity of the topics included in the courses. A more targeted approach will be pursued during 2023.
Number of new technical communities	5	5	Achieved	• NOG Colombia • Peering community in Mexico • IETF community in Palestine • IXP community in the southeast of Mexico • NOG Mali

Measuring the Internet: Year-end Summary

- Introduced new features and improved the [Pulse platform](#): developed a toolkit on Internet Resilience for Kingdom of Saudi Arabia and Africa Telecom Union (ATU) and developed the methodology for the economic cost of Internet shutdowns calculator.

- Assisted to secure grant funding from Meta to support project activities.

- Published 34 blog posts, distributed 12 newsletters, gained 3,444 new Twitter followers, and got 23 media mentions.

- Held a virtual panel on 'Internet shutdowns during school exams' in collaboration with SMEX.

- ISOC Pulse was quoted in the [UN Report on Internet shutdowns](#).

- Partnered with the University of West Indies (UWI), Carnegie Mellon University Africa (CMU), and ATU.

- Coordinated the [Technical Multistakeholder Report on Internet Shutdowns in Iran](#).

- Prioritized emerging opportunities (Kingdom of Saudi Arabia) that came along during the year; as a result, other tasks were deprioritized.

Measuring the Internet

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Percent increase in total number of Pulse.internetsociety.org page views	50% increase compared to 2021	137%	Achieved	The 137% is an increase in page views in 2022 compared to 2021. We surpassed this success measure due to the kick-off of an in-depth, targeted communications and social media strategy, coupled with some high-profile events and publications.
Percent increase in overall engagement of Pulse-related social media channels	50% increase compared to 2021	217%	Achieved	The 217% is an increase in overall engagement in 2022 compared to 2021. Through the execution of a robust social media strategy, which included paid campaigns, as well as organic ones, we saw a massive increase in engagement on the Pulse Twitter feed.

Measuring the Internet (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of media mentions	12	23	Achieved	We almost doubled the success measure target due to a robust communications strategy, proactive outreach to the media, and close collaboration with the Director, Media Relations and the Public Relations agency of record, FINN.
Number of new partnerships developed with data and research collaborators	4	3	Not achieved	Not met due to our fourth partner of the year not being able to sign the GSA. We did however partner with University of West Indies (UWI), Carnegie Mellon University Africa (CMU), and Africa Telecom Union (ATU).

Understanding Low Earth Orbit Satellites (LEOs) and Opportunities for the Internet: Year-end Summary

- LEO Project team successfully developed and published [“Perspectives on LEO Satellites: Using Low Earth Orbit Satellites for Internet Access”,](#) providing an Internet Society view on the opportunities and challenges in this exciting new form of Internet access.

- In the process, we developed a substantial amount of internal expertise through our interviews and presentations with companies and researchers active in the space, including multiple organization members.

- Over 120 people provided 125 comments during the project's Policy Development Process, including Internet Society chapter leaders, organization members, individual members, board members, staff, and invited external subject matter experts.

- Two new organization members (Space X, Intelsat) joined in part because the Internet Society was undertaking this project.

- We successfully experimented with new forms of promotion such as podcast advertising that provided useful insight for potential future usage.

Understanding Low Earth Orbit Satellites (LEOs) and Opportunities for the Internet (cont.)

| Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
All segments of Internet Society community contribute to/participate in the Policy Development Process (PDP)	Achieved	Achieved	Achieved	We had over 120 comments during the PDP process, which we are told may be the highest amount ever. Comments were from all segments of our community, including chapters, organization members, individuals, staff, Board, and IETF participants, as well as from subject matter experts outside our community.
LEO position statement is communicated to the Internet Society community, staff, and public	Achieved	Achieved	Achieved	The LEO "Perspectives" document was widely communicated throughout the Internet Society community including chapters, organization members, Board, and staff. It was promoted publicly through social media, mentions in mainstream media, and interviews on podcasts. Additionally, we successfully used advertising on multiple podcasts to drive over 400 visits to LEO landing pages on our site.

Strengthening the Internet

Strong Portfolio Results

Strengthening the Internet portfolio has 5 projects and a total of 16 success measures.

Of the 16 total success measures in the Strong portfolio,
- 81% were achieved and
- 19% were not achieved.

19%

81%

■ Achieved

■ Not achieved
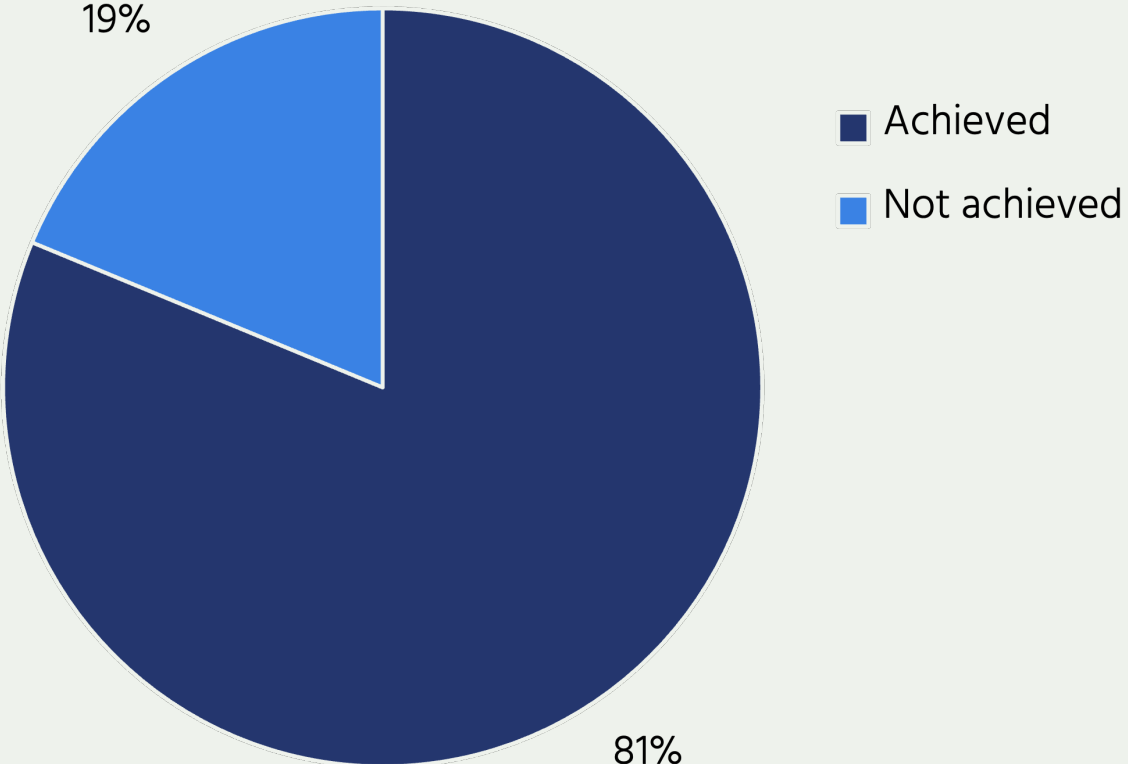
Strengthening the Internet
Portfolio Year-end Summary

- Although we met 81% of our success measures, in many cases we greatly exceeded our targets. For example, we produced 24 Internet Impact Briefs for IWN, well beyond our target of 10. We saw 12 government entities making pro-encryption statements, exceeding out target of 2. And NDSS doubled its sponsorship revenue.

- Our work on the Internet Way of Networking and Digital Sovereignty and our advocacy collaborations with the community laid the foundation for our 2023 work on Fragmentation.

- The MANRS community continues to grow and self organize.   We see increased interest by policymakers in routing security and recognition of MANRS as a successful, industry-led approach.

- Global Encryption Day continues to be a key moment when Encryption advocates join together to champion strong encryption.   In 2022, more than 60 events were held worldwide by the community and our campaign engaged 11.2 million people.

Promoting the Internet Way of Networking: Year-end Summary

- Worked in consultation with our global community to produce the FAST advocacy playbook and organizational advocacy strategy.

- Developed 3 new Training and eLearning courses to equip people to help protect and defend the Internet: Enablers of an open, globally connected, secure, and trustworthy (OGST) Internet, and How to Produce an Internet Impact Brief.

- Delivered 24 Internet Impact Briefs, 9 of which were collaborations with ISOC community members and partners, indicating this advocacy tool is valued by global community to expand our advocacy impact.

- The Internet Impact Assessment Toolkit (IIAT) is proving a valuable tool for both advocates and decision makers:

  - Internet Impact Briefs (IIB) helped lead to direct policy impact and strategic objective wins: Helped successfully modify and push back the number of proposals that threaten encryption in 2022- US Kids Online Safety Act (KOSA), EARNIT, UK Online Safety, etc.; Helped prevent sanctions from G7 countries on Russia from hindering Internet access options.

  - IIBs helped position ISOC as a leading organization protecting and defending the Internet, especially among influential countries, with increasing news coverage and use of IIBs in policy-making processes.

Promoting the Internet Way of Networking

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of internal analysts who complete IIAT training	15	26	Achieved	Internal staff are a critical stakeholder for carrying this work forward. This training positions us for advocacy work in future years.
Number of new training courses developed	2	3	Achieved	New courses developed: 1. Internet Way of Networking 2. Enablers of a Thriving Internet 3. How to write an Internet Impact Brief

Promoting the Internet Way of Networking (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of Internet Impact Briefs added to Repository	10	24	Achieved	EARN It IIB published; US Kids Online Safety Act (KOSA) IIB produced -but not published- due to advocacy strategy to share unpublished version with a select group of influential decision makers (bill's key sponsor, and two other Senators' offices). The latter had the impact of amendments to reduce harm in a new draft of KOSA, and also helping to prevent KOSA pass into law in 2022.
Number of downloads of the IWN advocacy playbook	200	361	Achieved	361 unique page views by end of 2022 across English, French, and Spanish pages.

Securing Global Routing (MANRS): Year-end Summary

- MANRS increased to 1023 participants (+169) and 20 partners (+2).
  - 886 Network Operators (+137) representing 945 ASNs,
  - 108 IXPs (+20),
  - 23 CDN/Cloud Providers (+11), and
  - 6 Vendors (+1).
- RPKI implementation increased by 9% amongst MANRS network operators (compared to 4% globally).
- 93% of MANRS participants were consistently conformant with the MANRS Actions (an increase of 15%).
- MANRS+ development kicked-off with 30+ stakeholders who require enhanced levels of assurance.
- 9 Steering Committee meetings were held. MANRS participants (re-)elected 3 members (2 existing, 1 new) in November 2022.
- RKPI Week was held 4-7 July 2022. Two Community Meetings were also held in April (online) and October (@RIPE 85) 2022.
- Discovered 80% of bogons are prefixes temporarily marked by RIRs (mostly ARIN) for admin reasons. Currently discussing a fix with RIRs and investigating technical solution.

Securing Global Routing (MANRS)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Begin transition to 501(c)(6) or equivalent	Achieved	Achieved	Achieved	Proposal was developed but ISOC Management decided to keep MANRS as an ISOC activity for the time being and asked for a 3-5 year strategy that includes a community vision for ongoing provisioning and funding of the initiative. MANRS Charter and governance process already in-situ.
Percent increase in ROA (Route Origin Authorization) creation by MANRS participants compared to 2021	15%	9%	Not achieved	2% increase in ROA from Q3 to Q4 amongst MANRS participants. 10% increase in ROA from 31 December 2021 to 31 December 2022. This should be taken in the context that there has been a general slowdown in ROA creation, and ROA creation only increased by 4% over the same period. 67% of the prefixes belonging to MANRS participants have ROAs compared to just 42% for the Internet as a whole.

Securing Global Routing (MANRS) (cont., pg 2)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Percent increase in ROV (Route Origin Validation) by MANRS participants compared to 2021	5%	24%	Achieved	97 out of 886 Networks are implementing ROV as per APNIC ROV measurement data. Some networks have dropped some percentage of blocking invalids. There seems to be some irregularities in the APNIC data, but we have only selected network with more than 95% confirmation. Also, to keep it consistent, this does not include IXPs route servers.

Securing Global Routing (MANRS) (cont., pg 3)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Percent reduction in the number of MANRS participants subsequently becoming non-conformant after joining.	25%	15%	Not achieved	8.4% of MANRS networks (63 out of 749) were non-conformant on 31 Dec 2021. One year later, this decreased to 7.2% (64 out of 886). The percentage reduction was 15% for the year (this accounts for the overall increase in participants during 2022, i.e., using a figure of 75 for the 2021 figure adjusted to a basis of 886 participants, it is (75-64)/75 = 15%).

Extending Encryption: Year-end Summary

- We mitigated 100% of policy and legislative threats to encryption in priority countries in 2022. Examples include the US Kids Online Safety Act (US) and EARN IT Act (US). Several legislative threats failed to pass in 2022, such as the EU Child Sexual Abuse proposal (EU), India Draft Telecom Bill 2022 (IN), and Online Safety Bill (UK), though they persist into 2023.

- 12 policymakers or government entities made pro-encryption statements, including the Austrian Parliament, German Justice Minister, and Czech digital minister. 16 elected officials made pro-encryption statements, including members of UK, US, and EU legislatures.

- The Internet Society, alongside its chapters, organization members, and the Global Encryption Coalition engaged in 964 advocacy activities.

- 81 chapters and 7 organization members were engaged in our work, including co-authoring an Internet Impact Brief, signing open letters, engaging in direct joint advocacy to governments, holding encryption events and regular encryption trainings, and performing media outreach.

- On Global Encryption Day, more than 60 events were held worldwide by the community and our campaign engaged 11.2 million people.

Extending Encryption

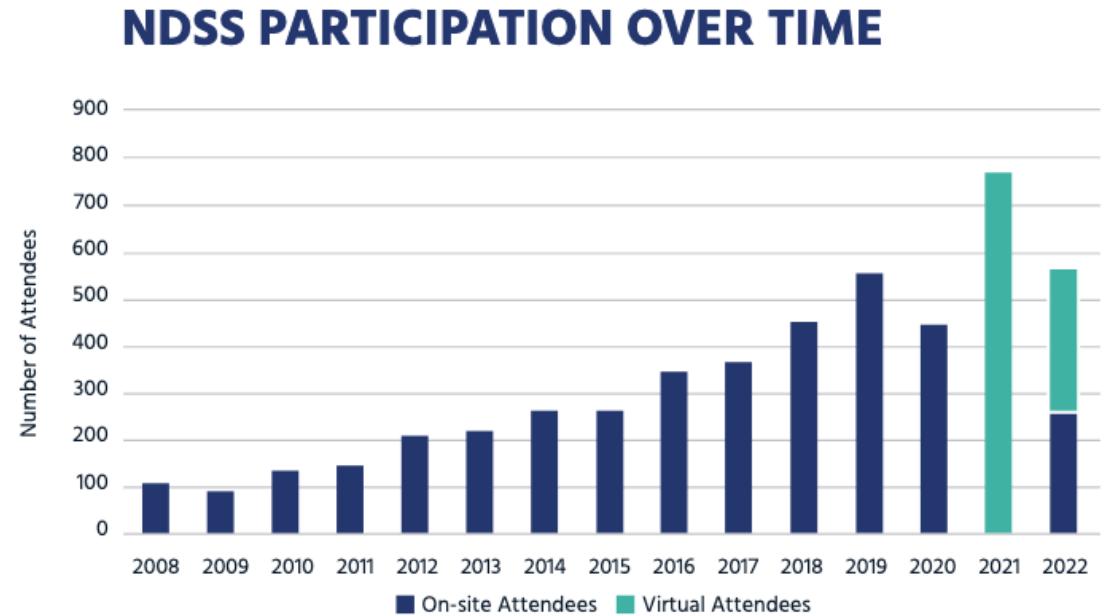| Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Growth in number of Global Encryption Coalition (GEC) members	400	335	Not achieved	In the second half of 2022, emphasis shifted from growing the GEC to effectively mobilizing it for advocacy around the world. We are still seeing steady, modest growth and will continue to solicit new members in certain geographies, focus areas, and industry, but with quality and impact as the top priority.

Extending Encryption (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of advocacy activities* by the GEC/ISOC community *e.g., organizations or individuals hosting/speaking at event, signing open letters, etc.	750	964	Achieved	Q4 had a big surge in advocacy activity led by the Global Encryption Day open letter (131) and events (~60), followed by open letters and related advocacy against the UK Online Safety Bill (67), draft India Telecommunications Bill 2022 (48), US Kids Online Safety Act (16) and EU Child Sexual Abuse Material proposal (14).
Number of government entities that make statement in support of end-to-end encryption and against undermining it (e.g., by agencies or agency officials)	2	12	Achieved	Many pro-encryption government statements happened in Q4 (mainly around Global Encryption Day), including from the US's Cybersecurity and Infrastructure Security Agency/ Federal Trade Commission/ National Telecommunications and Information Administration, US state Attorney General's (CA, DC, NY), Germany's Justice Minister and Bundestag legal experts, and Austria's Parliament.

Sharing Cutting Edge Knowledge at NDSS: Year-end Summary

- Delivered first hybrid NDSS hosted on 24-28 April 2022.
  - Five days of content including the main symposium and 6 co-located events.
  - Total attendance: 563 (47% in person, 42% students, 36% non-US based).
  - 83 peer-reviewed papers
  - 21 sessions
  - 34 posters
  - 19 sponsors

- Began preparing for NDSS 2023 (Q3 & Q4)
  - Updated and refreshed website (ndss-symposium.org).
  - Venue and event planner contracts executed.
  - Planning for the 30th anniversary of NDSS.

NDSS PARTICIPATION OVER TIME

Sharing Cutting Edge Knowledge at NDSS (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Ranking in the top five academic research symposium for computer and network security	Achieved	Achieved	Achieved	NDSS 2022, by one measure, has moved up to third in the ranking of top security conferences.
Number of collaborations between NDSS research community and the open standards community	2	2	Achieved	2 NDSS papers were mentioned in the IAB workshop on Management Techniques in Encrypted Networks (M-TEN) in October 2022.
Funds from sponsors and grants	US$45,000	US$93,650	Achieved	

Exploring Digital Sovereignty and Opportunities for the Internet: Year-end Summary

- Produced "Navigating Digital Sovereignty and its Impact on the Internet" report.

- Developed a pioneering framework to assess impact of digital sovereignty public policies on the Internet.

- Developed with the community — report informed by engagements with Internet Society members over a nine-month period.

- Drew insights from roundtables, one-on-one chats, group discussions, survey responses, and a four-week Policy Development Process (PDP).

- 48 individuals participated in the PDP and we received 16 comments.

- Time-bound, tightly focused projects need a small core team with clearly defined roles, and ability to pull in experts as needed.

- Allow at least 8 weeks to address and incorporate community input.

Exploring Digital Sovereignty and Opportunities for the Internet (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
All segments of Internet Society community contribute to/participate in the Policy Development Process (PDP)	Achieved	Achieved	Achieved	
Number of speaking opportunities secured	1	1	Achieved	Presented Digital Sovereignty paper at IGF 2022.

Empowering People to Take Action

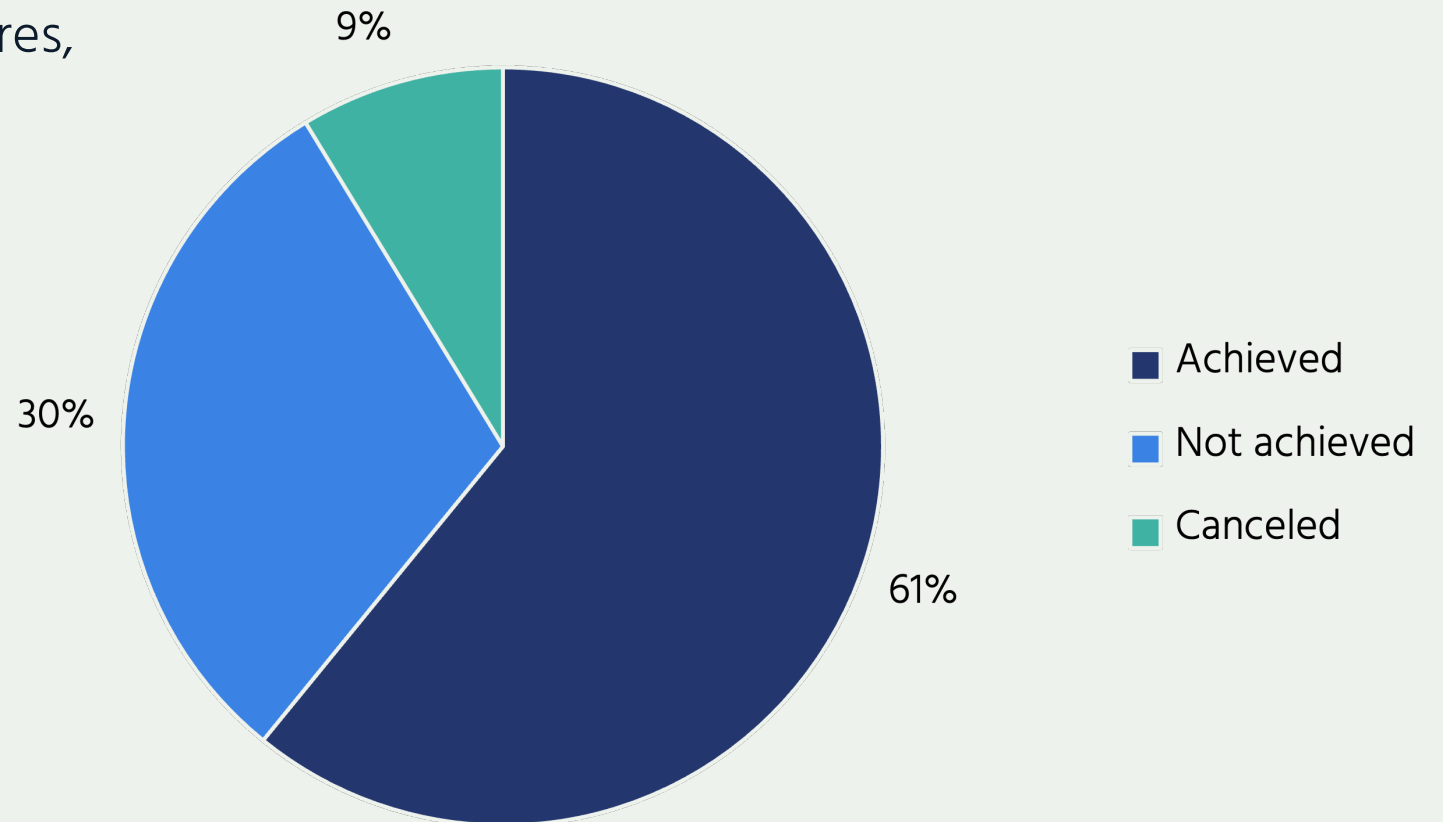# Empowering People to Take Action Portfolio Results

Empowering People portfolio has 8 projects and a total of 23 success measures.

Of the total 23 total success measures,
- 61% were achieved,
- 30% were not achieved, and
- 9% were canceled*.

*As a result of delay in delivery of AMS, the following measures were canceled:
- Percentage of total membership that have an engagement score
- Baseline established for alumni participation rate

Legend:
- Achieved
- Not achieved
- Canceled

(Pie chart values: 9%, 30%, 61%)

Empowering People to Take Action
Portfolio Year-end Summary

- We launched the Mid-Career Fellowship and implemented the Early Career Fellowship and Youth Ambassador Program, creating 98 alumni advocates to defend the Internet

- Training initiatives continued to be in demand. We reached over 13,000 people with our courses. Our niche continues to be the practical skills between academic studies and what industry needs. Learning@ISOC achieved 96% satisfaction rates and above industry average completion rates.

- 770 community members enrolled in the Fundamentals program, with approximately 70% of members being from Africa and LAC. Although only a small part of the member implemented local projects, 78% of chapter participated in projects, showing a high level of support for the action plan.

- Internet Society proved capable of providing the voice of the Internet in influential legal disputes based on its expertise.

- In 2022, we observed many active partnerships (85), the highest achieved in 3 years.

Sharing Knowledge Globally to Inspire Action Locally: Year-end Summary

- A new format was introduced for the Fundamentals training program in 2022. Ten short (5-10 min) videos were produced to introduce the "fundamentals" of our 2022 Action Plan projects, including concrete ideas to implement local activities.

- 770 community members enrolled in the program, with approximately 70% of members being from Africa and LAC.

- There was hesitation among chapter members to register for the 2022 program as they felt they already took it, and some project topics from 2021 remained the same in 2022.

- Very few learners implemented a local activity following the training (1.4% instead of our goal of 20% of learners).

- Chapter participation in projects reached a high of 78% in 2022. A dedicated training on project fundamentals for the chapter community may no longer be needed. There are sufficient relevant training opportunities available via the learning platform and the fellowship programs. In 2023, we will encourage them to join the existing learning offers and work on strengthening the incentives.

Sharing Knowledge Globally to Inspire Action Locally (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of Chapter members trained to support our mission	500	770	Achieved	
Percent of Fundamentals training participants that implement an activity locally as a result of the training	20%	1.4% (11 local activities)	Not achieved	• The fundamentals program was originally created in 2020 to educate community members about our work so that they would then independently build, promote, and/or defend the Internet in their local community. • Ultimately, this target was missed because community members (volunteers) did not independently take action, mostly because it proved to be too time consuming. • However, we did observe that 78% of chapters participated in our projects in 2022, indicating that although they did not independently take action, our community did support our work.

Building Structure and Strength in Special Interest Groups: Year-end Summary

- 2022 was about building a solid foundation for the [special interest groups and standing groups.](#) Leadership groups built trust amongst themselves and formed into functioning leadership teams.

- Community Week was a highlight overall for the special interest groups and standing groups, with many holding individual workshops and lounges and participating in the opening session.

- Several special interest groups conducted activities that engaged members, including seminars on accessibility, youth programs, and online safety webinars.

- We met or exceeded all targets for the groups this year except for the Net Promotor Score.

- The biggest challenge was getting the leadership teams to gel and start performing. They needed time to build rapport, trust, and attainable plans. As a result, most teams began executing projects in Q3 and Q4. This was reflected in the budget as much was unspent.

- It takes time for leadership to build trust and get organized to develop and execute plans. This information will help reduce this latency at the onset of the next special interest group cycle.

- Several budgeted activities in their plans were executed using existing ISOC resources or other means that did not require funds, thus leaving a further surplus of budget.

Building Structure and Strength in Special Interest Groups

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of special interest groups that have implemented more than 70% of work plan deliverables by end-of-year	5	5	Achieved	• 5 of the 8 groups met the criteria of achieving their deliverable goals for the year. • As the groups mostly became active in Q3 and Q4 of this year, 3 groups, who did not achieve the target, ran out of runway to accomplish all their activities or go beyond the 70% point.

Building Structure and Strength in Special Interest Groups (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment

Net promoter score (NPS)	50	46	Not achieved	• A survey was sent to all 6617 special interest group and standing group members in early December 2022.
				• 460 responses were collected with a breakdown as follows:
				  • Detractors: 14.5% or 67
				  • Passives: 25.22% or 116
				  • Promoters: 60.22% or 27
				
				NPS is calculated by subtracting the percent of detractors from the percent of promoters.

Mobilizing Individual Members: Year-end Summary

- Improved targeted communications: We started member outreach via email based on their interests. This allowed us to tailor content more effectively and adjust our newsletters to achieve open rates far above industry standards.

- New initiatives to drive members' engagement: we started informal 'coffee chats' as a platform for members to meet and rally around our projects. We also launched a beta volunteer portal on Connect to bring in the spirit of volunteering and giving, which resulted in over 783 members signing up for alerts and receiving over 310 applicants across seven opportunities.

- Individual member donations: members participated by donating and by becoming fundraisers. Thank to members, we grew our donor base by almost 200%. We had a goal of US$10,000, and we raised US$14,128.70.

- Lack of overall organizing structure: to capitalize on our success, we still need to build organizing structures that help build a membership movement.

- Members have shown interest in being part of our movement. However, structures must be in place and tools designed to support them.

Mobilizing Individual Members (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Percentage of total membership that have an engagement score	10%	Canceled	Canceled	Decision by management to cancel this success measure because measuring engagement scores will not be possible in 2022 due to a delay in the AMS tool launch.
Global Newsletter open rate	26%	32%	Achieved	Subject lines with "Splinternet" ranked the lowest. Subject lines with "Protect the Internet" or "Thank You" ranked highest.
Tailored Newsletter open rate	28%	50%	Achieved	Digital Sovereignty, LEOs, and IWN using email to reach their dedicated audience groups.

Empowering Internet Advocates: Year-end Summary

- Launch of the Mid Career Fellowship: We partnered with seven globally respected institutions and experts to empower 15 mid-career Internet champions from 14 countries. The fellows presented their case studies at the virtual symposium attended by 219 individuals; baseline satisfaction rate = 90.33%.

- High Impact of our Alumni: In just 3 months since launch, our alumni defended the Internet all around the world with impressive impact in our community. They ran a global event at Community Week, led a promotional campaign to launch the 2023 Action Plan, hosted Coffee chats to engage our community, authored ISOC newsletters, ran highly successful social media campaigns, contributed to the white paper on the impact of Digital Sovereignty, spoke at over 26 IGF sessions, and hosted your very first hybrid "huddle"!

- Successful Delivery of the Early Career Fellowship and the Youth Ambassador Program: The Early Career Fellows developed impactful projects that support our mission and attracted many people at the final Symposium. The IGF Youth Ambassadors were speakers at 4 different IGF sessions, a total of 10 initiatives were successfully developed, and the Collaborative Leadership Exchange got 70+ onsite attendees and 53+ online attendees!

Empowering Internet Advocates (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Total number of Fellowship Program Participants	70	70	Achieved	15 mid career, 15 early career, 10 MANRS fellows selected, and 30 IGF Youth Ambassadors selected.

The original target was 85, that included 15 participants from the IETF Policy Program. A decision was made to pause the program as effective delivery required a face-to-face setting that was not possible in 2022. |
| Baseline established for alumni participation rate | Achieved | Canceled | Canceled | Decision by management to cancel this success measure because establishing a baseline for the alumni participation rate will not be possible in 2022 due to a delay in the AMS tool launch. In 2022, 98 out of 332 fellows and learners joined the Alumni Network (30%). |

Securing Resources for Growth and Greater Impact: Year-end Summary

- The Partnerships and Fundraising Team surpassed our targets for revenue generation.

- The culture of philanthropy and getting the structure and streamlined processes in place to meet and exceed our fundraising targets is still a work in progress; albeit we've seen a lot of improvement this year. There was improvement in some, not all processes, to help streamline our workflow (ex HighQ has improved). There is increased coordination with projects.

- We achieved our overall sponsorship and grant totals. Empowerment fundraising was low as we did not yet have compelling case statements for ISOC's niche vis-à-vis other training and fellowship providers.

- New sources of funding fell slightly short, because we could not travel and make new connections. We are tapping into the same people/networks without the chance to meet those persons face-to-face, deepen connections, and find new ways of collaborating.

- It will take a sustained, collaborative effort to keep seeking new sources of funding and new partners. The Internet Society and Internet Society Foundation Board of Trustees, staff, and community – those who know ISOC best – will need to join us in our shared urgency to keep the Internet open, free, and secure for everyone.

Securing Resources for Growth and Greater Impact

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of new Memorandums of Understanding (MoUs)	25	15	Not achieved	85 total MoUs Q1: (Multi-party agreement) APNIC (Multi-party agreement) APNIC Foundation (Multi-party agreement) Asia Pacific Internet Exchange Association (APIX) Digital Opportunity Trust (DOT) Internet Exchange Services Yucatán (IXSY) (Renewal) AFRINIC Q2: Inter-American Telecommunication Commission (CITEL) University of the West Indies (UWI) Cyber Security Agency of Singapore (CSA) Asociación de Red Avanzada Guatemalteca para la Investigación y la Educación (IXP GT) Suriname Internet Exchange (SUR-IX) Q3: SVNet (IXSal) Tides Center Q4: African Telecommunications Union Code BGP Carnegie Mellon University - Africa

Securing Resources for Growth and Greater Impact (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Grants Fundraising: Revenue amount secured	US$600,000 total (US$230,000 from Empowerment activities)	US$4,623,800	Achieved	US$4,623,800 = US$10,487 Empowerment + US$4,612,953 non-Empowerment
Sponsorship Fundraising: Revenue amount secured	US$390,000 total (US$160,000 from Empowerment activities)	US$508,151	Achieved	US$508,151 = US$42,000 Empowerment + US$466,151 non-Empowerment
Number of sources of funding (sponsorships and grants) secured in support of revenue diversification target	16	13	Not achieved	Q1: Homelight, TII, Workonline, Resecurity, NAMEX, Twitter, 48% Q2: National Research Council Canada, Futurewei (Huawei) Q3: Tespok, BSC, Africa Data Centre Q4: BlockSec

Driving Action through Knowledge: Year-end Summary

- 5 new courses, total of 15 available in English, French. and Spanish, (except one developed jointly with IEEE). 2 courses are also in Arabic. The 2023 course catalog is available now.

- Enrollment and Certification: More than 13,000 Learners showed interest in our courses with 18% of these completing and getting a certification. Note: industry average* is 5-10%.

- Opportunity for "real-time" support: Most of our learners (more than 80% in the Global South) are more connected on mobile apps and less on laptops and computers. We need to consider the use of instant messaging tools that are widely available and provide anonymity for users to support learners in real-time.

- Face-to-Face training: This was very impactful with graduates in Kenya and Zimbabwe, resulting in a 100% completion rate. Those in Kenya (80% female and 20% male) have increasingly attained gainful employment after completing their college and university education with practical skills offered through the Learning @ ISOC courses.

- The niche that ISOC should focus on is its delivery of Learning to provide the practical skills needed between academia and industry demands.

*MOOCS, (2022), "Massive open online course adoption amongst newly graduated health care providers", Access at https://link.springer.com/article/10.1007/s10459-022-10113-x

Driving Action through Knowledge (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of community course attendees enrolled annually	10,000	13,889	Achieved	
Percent satisfaction expressed towards our courses	92%	96%	Achieved	
Baseline for completion rate established	Achieved	17%	Achieved	
Baseline established for percent of people who have completed a course that intend to apply the knowledge and skills gained on our courses to grow and/or strengthen the Internet	Achieved	90%	Achieved	

2022 Empower Portfolio

Strengthening Our Community Connections and Participation: Year-end Summary

Since 1 June 2022, we've been on track and completed the following:

- In June, Power User training with 22 Staff members was completed.
- July – October: Discovery by our Implementation Partner was completed. This was necessary to inform how long the project will take.
- November: The Delivery stage project plan was finalized to identify the steps we need to take and when our system(s) will Go-Live.
- December: Delivery started! The new systems were "turned on" and they have started to be configured to our requirements.

We encountered a delay at the beginning of 2022, January – May, while the Legal/Contractual and Information Security assessments of our 2 new vendors were conducted. This took a bit longer than expected, so we started the system implementation stage five months later than planned.

Strengthening Our Community Connections and Participation (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Development of an Implementation plan for the new systems/tools that were selected in 2021	Achieved	100% complete	Achieved	
Implementation of new systems/tools, as applicable, according to the Implementation plan	Achieved	5% complete	Not achieved	The legal and security review process took much longer than anticipated and pushed this work to 2023.
Decommission of legacy systems/tools, as applicable, according to the Implementation plan	Achieved	0% complete	Not achieved	The legal and security review process took much longer than anticipated and pushed this work to 2023.

Sharing Legal Precedent in Alignment with Our Mission
Year-end Summary

- 2022 was the first year of the Amicus program. We learned that there is a distinct need for the voice of the Internet in legal disputes and that the Internet Society can quite capably provide that voice.

- With the support of external counsel and volunteer law students, we identified 17 important court cases potentially relevant to the Internet Society, and of these, we decided to file 2 amicus briefs in *Hunley v. Instagram* (US 9th Circuit) and *Gonzalez v. Google* (US Supreme Court). We filed our first brief in *Hunley v. Instagram* in October 2022.

- We were asked by other parties to sign on to 7 briefs throughout the year, exceeding our target of 4. This indicates that our Amicus Program is increasingly becoming known as an important contribution in cases and controversies around high technology and the Internet.

- We did not meet our target to file at least 2 Amicus briefs. We were on track to meet this target by filing our second brief in December 2022 for *Gonzalez v. Google*, but due to US Supreme Court scheduling changes—completely out of our control—the filing deadline for our second brief was moved into January. We filed this amicus brief on 19 January 2023. Next year, our target is structured as 'up to 3 briefs' which better reflects the fact that we will only file in cases that are a good fit for our mission.

Sharing Legal Precedent in Alignment with Our Mission (cont.)

Success Measures	2022 Targets	2022 Actuals	2022 Results	Comment
Number of important, precedential opportunities for amicus briefs identified by Internet Society amicus counsel	6	17	Achieved	Our outside amicus counsel and students from University of Pennsylvania Law School have helped us identify several important cases this year, in which we moved to file briefs in two cases (one brief was technically filed in 2023, as noted in the below comment).
Number of amicus briefs filed at appropriate courts of law	At least 2	1	Not achieved	We filed our first brief in *Hunley v. Instagram* in October 2022. We were on track to meet this target by filing our second brief in December 2022, but due to US Supreme Court scheduling changes—completely out of our control—the filing deadline for our second brief was moved from 27 December 2022 to 19 January 2023. Note that our 2023 target is structured as 'up to three briefs' which better reflects the fact that we will only file in cases that are a good fit for our mission.
Number of other amici THAT solicit our sign-on to their briefs or reach out to coordinate briefs	4	7	Achieved	We were contacted by PIR to ask if we could help with the Internet Infrastructure Coalition brief in substance or potentially funding, and we had to politely decline as we were working on our own brief.

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Thank you.

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