



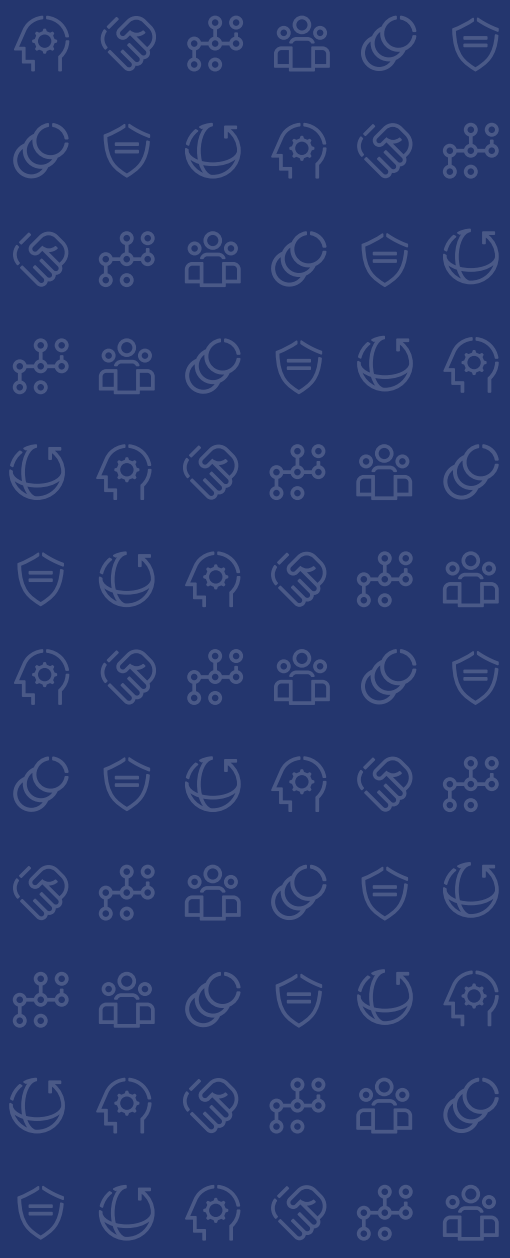
2026 Action Plan



Internet
Society

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From the CEO

When the Internet Society Haiti Chapter set out to expand Internet connectivity nationwide, they had more questions than answers. In 2019, a group of chapter volunteers attended the Haiti Internet Governance Forum (IGF) in search of those answers. It was the first step in a years-long journey to develop and implement sustainable connectivity solutions throughout the country.



Their journey culminated in helping regulators to create enabling policies, and training over 200 people to install networks. Today, the community networks they established provide Internet access to more than 9,000 people, connecting schools, fishermen, and families.

The Internet changes lives—but only when people can access it, trust it, and use it safely.

As we enter the second year of our Strategy 2030, we're building on the momentum of the bold commitments and measurable progress we made in 2025. But the stakes have never been higher. We face threats to global interoperability as governments seek to fragment the Internet along national lines. The multistakeholder model that has made the Internet a force for innovation and human progress is under pressure from those who would centralize control. And most critically, the digital divide continues to widen, leaving 2.6 billion people—one-third of humanity—without access to the opportunities the Internet provides.

These challenges demand our full engagement. We are deeply invested in defending open standards and protocols that keep the Internet globally connected. We champion multistakeholder governance because decisions about our shared digital future must include everyone affected by them. And we're racing to connect



the unconnected before advancing technologies like Artificial Intelligence leave them even further behind.

The stakes are high, but the Internet Society community is resilient and prepared. From Haiti to Mali to Nepal, Internet Society members, chapters, and partners are connecting people and working for a safer Internet in challenging environments. They understand that every encrypted connection protects someone's privacy, every Internet exchange point adds resilience to keep businesses online, and every community network unlocks opportunities for children and families.

This Action Plan, alongside the Internet Society Foundation's Action Plan, outlines how we'll advance our strategic goals in 2026. We can't do this alone—achieving an Internet for everyone requires all of us working together.

Sincerely,



Sally Wentworth
President and CEO



Preface

2026 marks the second year of our ambitious 2030 Strategy, a five-year plan to focus on two critical global challenges facing the Internet: global inequality and a lack of trust in the Internet.

The focus of our work is designed to advance the strategic goals that underpin how we are executing our five-year plan:

People everywhere have access to affordable, reliable, and resilient Internet.

- We will reduce barriers to Internet access and make it a faster and affordable experience.
- We will empower communities to build and defend the Internet.
- We will defend the open, interoperable Internet so that people everywhere have equal opportunities to create, innovate, and build communities online.

People everywhere have an Internet experience that is safe, secure, and protects them online.

- We will vigorously defend the Internet against decisions that weaken online security.
- We will advocate for policy, technology, and commercial decisions that put people’s safety, security, and privacy first.
- We will empower people to make safe choices to protect themselves online.

Internet Society’s Growing Impact





Community-Centered Connectivity



Over 2 billion people have zero or insufficient Internet connectivity; these people are the hardest and most expensive to reach.

To address this, the Community-Centered Connectivity program seeks to support community-centered connectivity for marginalized and underserved populations by (a) providing easy, sustainable solutions and (b) advocating for policies that support community-centered connectivity.





2030 Direction



As part of our five-year plan, we:

- **Invest in local communities** so they can establish and sustain their own connectivity;
- **Bring connectivity** to vulnerable populations including Indigenous communities, women-led social enterprises, and refugees;
- **Advocate for policies and regulations** that enable community-based connectivity models to thrive;
- **Scale impact** through partnerships, community, fundraising, and philanthropy; and
- **Create positive and enduring impact**, including:
 - Meaningful connectivity for more people;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that promotes community-centered connectivity.

2026 Priorities

We will:

- **Scale grant making** by launching new Connectivity Co-funding Initiative and building pipeline of grantees who can expand connectivity.
- **Advocate for and promote** the interests and unique needs of unconnected communities.
- **Research and share** technical and policy solutions that support community-centered connectivity.
- **Expand our strategic partnerships** to grow the connectivity deployment.
- **Scale training capacity** and enhance learning resources and materials.





Measuring Success in 2026

50%

In countries and/or international fora where Internet Society advocates, **50% of activities** result in a favorable policy outcome.

6,400

At least **6,400 people trained** to support community-centered connectivity solutions.

2

Pilot 2 technical solutions to grow and scale community-centered connectivity.

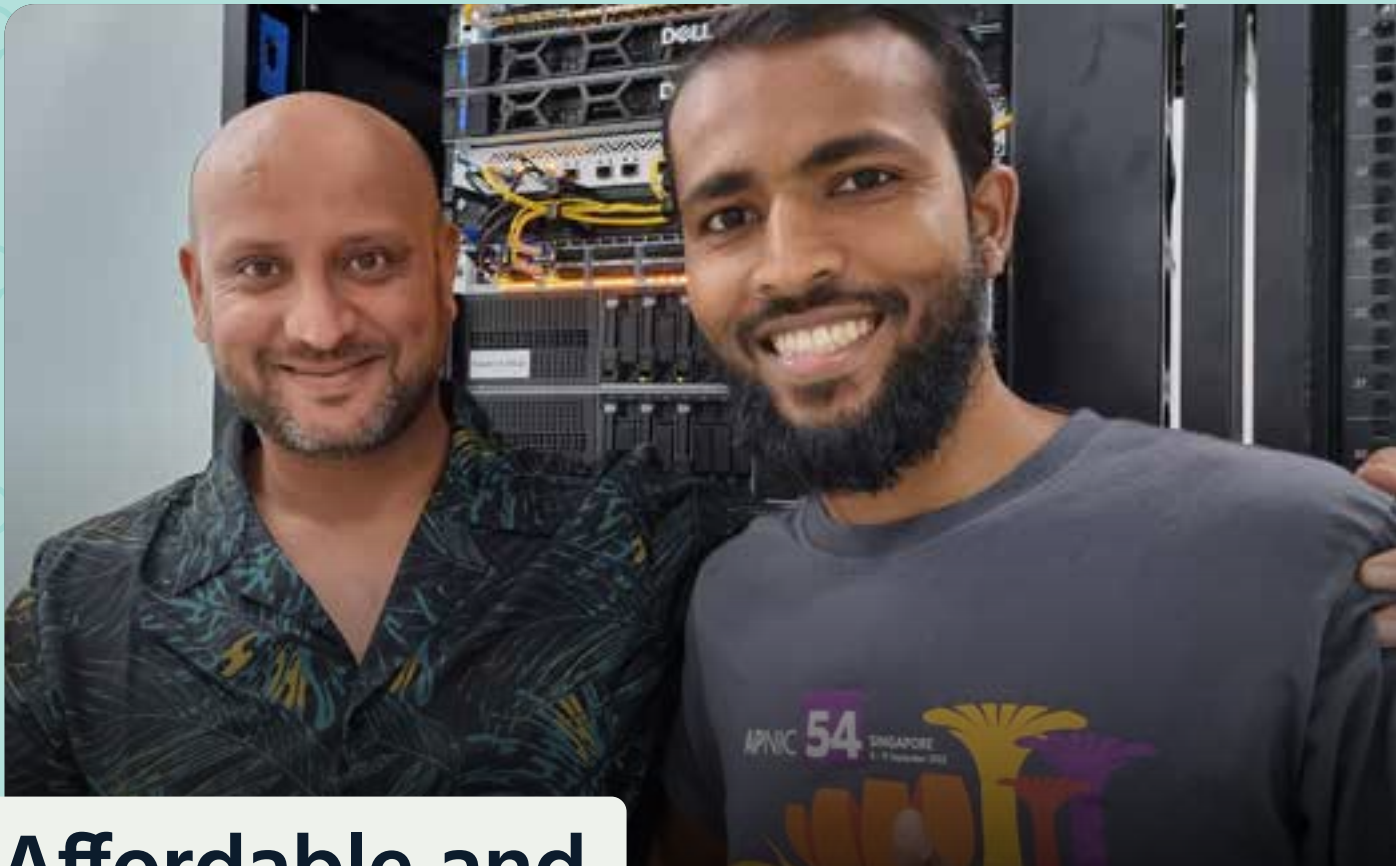
25

25 deployments funded to build or expand community-centered connectivity solutions.

50%

50% of chapters deliver training, develop infrastructure, advocate, and other activities to advance community-centered connectivity.





Affordable and Reliable Access



Access is more expensive and unreliable where Internet interconnection infrastructure is weak or lacking.

To address this, the Affordable and Reliable Access program seeks to make access affordable and resilient for marginalized and underserved populations by (a) improving local Internet interconnection infrastructure and (b) advocating for an enabling policy environment that supports a thriving digital ecosystem.





2030 Direction

As part of our five-year plan, we:

- **Provide equipment and training** to support the development of sustainable community-led Internet Exchange Points in least developed countries and small island developing states;
- **Demonstrate with evidence** that local traffic contributes to more reliable and affordable Internet;
- **Advocate for policies and regulations** that enables community-led infrastructure to thrive;
- **Scale our impact** through partnerships, community, fundraising, and impactful giving; and
- **Create positive and enduring impact**, including:
 - More affordable Internet;
 - More reliable Internet;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that advances the Internet’s resilience and affordability.

2026 Priorities

We will:

- **Increase support for local peering** infrastructure focused on small island developing states and least developed countries.
- **Strengthen local peering** infrastructure through training, grantmaking, co-funding, advocacy, educational resources, and empowering local technical communities.
- **Research and share** emerging trends and provide insights, data-driven analysis and thought leadership on key issues that enhance the growth of the local digital ecosystem.
- **Scale training capacity** and enhance learning resources and materials.





Measuring Success in 2026

10

10 grants distributed to build or improve Internet exchange points.

20%

20% of chapters deliver training, develop infrastructure, advocate, and other activities to advance affordable and reliable access.

15

15 peering events that promote regional or localization of traffic.

60%

In countries and/or international fora where Internet Society advocates, **60% of activities** result in a favorable policy outcome.

1,500

At least **1,500 people trained** to support affordable and reliable access.





Online Trust and Safety

Without access to knowledge and resources, newly connected people—especially marginalized and underserved populations—face a higher risk of safety and security threats during their online experiences.

To address this, the Online Trust and Safety program seeks to (a) equip recently connected people with the knowledge and skills to protect themselves and their communities online; (b) to advocate for choices made by commercial and government decision-makers that prioritize safety, security, and privacy; and (c) to equip our chapters with tools and resources to promote online safety in their local communities.





2030 Direction

As part of our five-year plan, we:

- **Co-create an online safety program** with the Internet Society community that responds to local needs, challenges, and opportunities;
- **Curate and exchange** online safety knowledge and resources with our community and partners;
- **Integrate practical online safety skills** resourcing and training into all Internet Society programs targeting the newly connected, particularly Indigenous groups, refugees, and women-led social enterprise populations; and
- **Create positive and enduring impact**, including:
 - Safer online experience;
 - Favorable policy outcomes; and
 - An empowered and mobilized community that supports people's online safety, security, and privacy.

2026 Priorities

We will:

- **Support the new Safer Internet Fund** by cultivating high-impact applicant pipeline.
- **Publish trusted online safety resources** specific to Internet Society Chapters and to at-risk communities: women-led social enterprises, refugees, and Indigenous peoples.
- **Develop a community trainer toolkit** for existing trainers to independently use for local trainings.
- **Launch a hub** designed to link people with vetted online trust and safety resources.
- **Initiate anti-scam initiative** designed to strengthen digital resilience and expand access to online safety education to address disproportionately impacted vulnerable communities.





Measuring Success in 2026

2,625,000

USD \$2,625,000 of grant funds distributed to high-impact community and partner grantees that advance online trust and safety efforts.

1,700

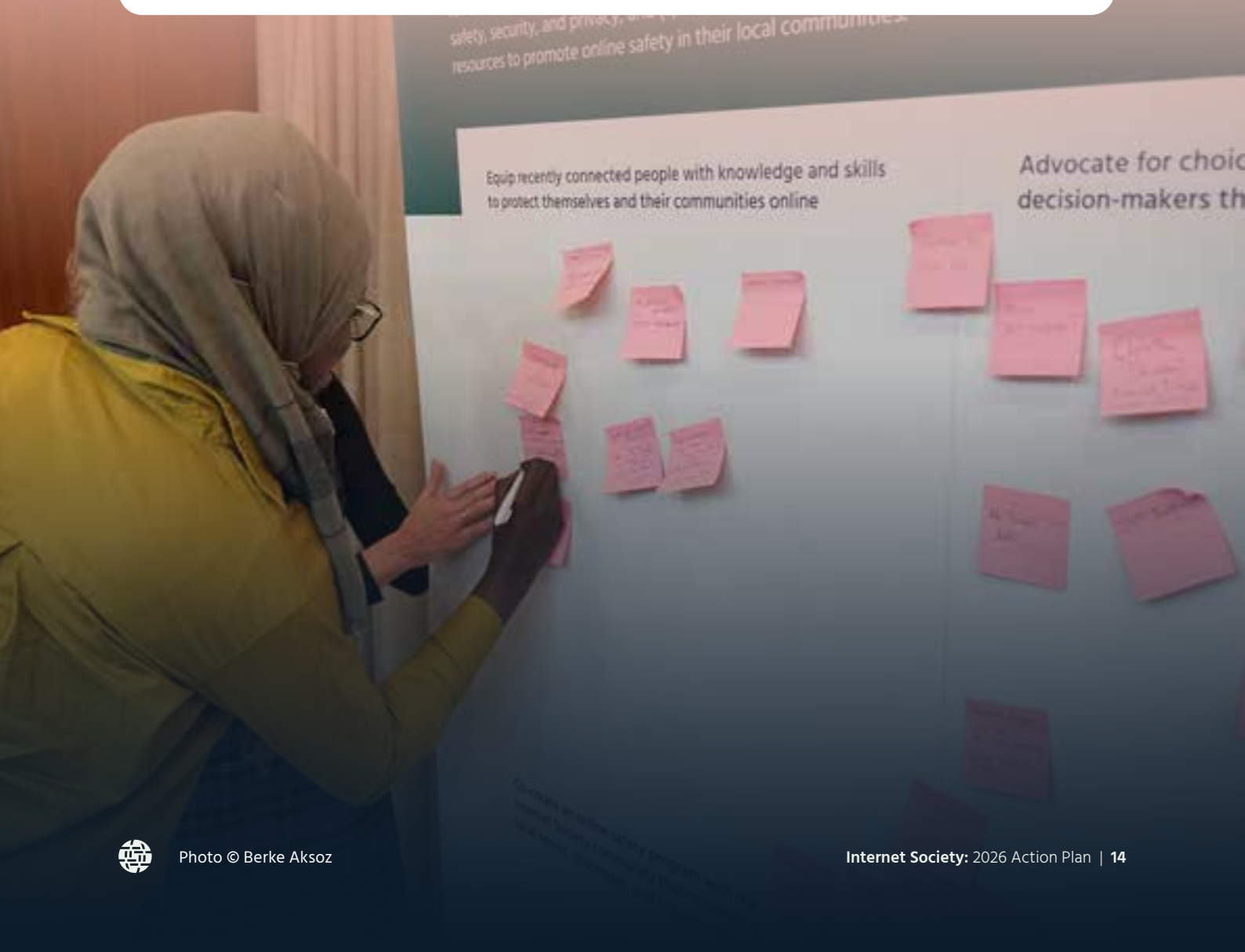
At least 1,700 people trained to better protect themselves online.

2

Ensure new hub meets the needs of users by hosting at least 2 focus groups to gather feedback from target audiences.

40%

40% of chapters, special interest groups, and standing groups contribute to the development of online trust and safety resources and training.





Open and Trustworthy

Internet



Governments, courts, and commercial entities make decisions that weaken the Internet, which limit the potential of the Internet as a global public resource for social and economic opportunities.

To address this, the Open and Trustworthy Internet program seeks to empower policymakers, courts, decision-makers, and commercial entities with the knowledge and awareness to facilitate change. We advocate for policies and practices that defend the Internet as an open and accessible platform for free expression and the exchange of ideas, safeguarding fundamental rights, ensuring the well-being of users, and fostering trust in digital technologies.





2030 Direction

As part of our five-year plan, we:

- **Enhance the influence** of technical communities and expertise in Internet governance, using our ability to bring people together, and diplomacy to strengthen the collective voice of our community on important Internet matters and Internet governance;
- **Support policies**, regulations, legal, and commercial decisions that promote an open and trustworthy Internet;
- **Oppose policies**, regulations, legal, and commercial decisions that endanger the Internet and individual participation online;
- **Provide support for our community** to mobilize and advocate for issues that promote an open and trustworthy Internet; and
- **Create positive and enduring impact**, including:
 - Favorable policy outcomes and
 - An empowered and mobilized community that protects and defends an open and trustworthy Internet.

2026 Priorities

We will:

- **Build powerful Internet technical communities** and together advocate for open and trustworthy Internet policies around the world.
- **Position the Internet Society** as the leading advocate in policy arenas at national, regional, and global levels.
- **Engage and influence governments** to advance forward-looking Internet policy.
- **Inform courts** about the broader impact of legal rulings on the Internet.
- **Foster information exchange** and collaboration by hosting the Network and Distributed Systems Security Symposium.
- **Develop advocacy skills** of our community members with in-person workshops.
- **Utilize the skills of participants** from previous community workshops, encryption workshops, and policymaker programs to strengthen our advocacy efforts.



Measuring Success in 2026

1,300

At least 1,300 people trained to advocate for an open and trustworthy Internet.

2

Deliver 2 community workshops to enhance knowledge and hands-on skills for attendees to successfully advocate.

10%

At least 10% of attendees of 2025 workshops and policymaker programs participate in Internet Society advocacy activities.

70%

70% of chapters participate in our advocacy efforts for an open and trustworthy Internet.

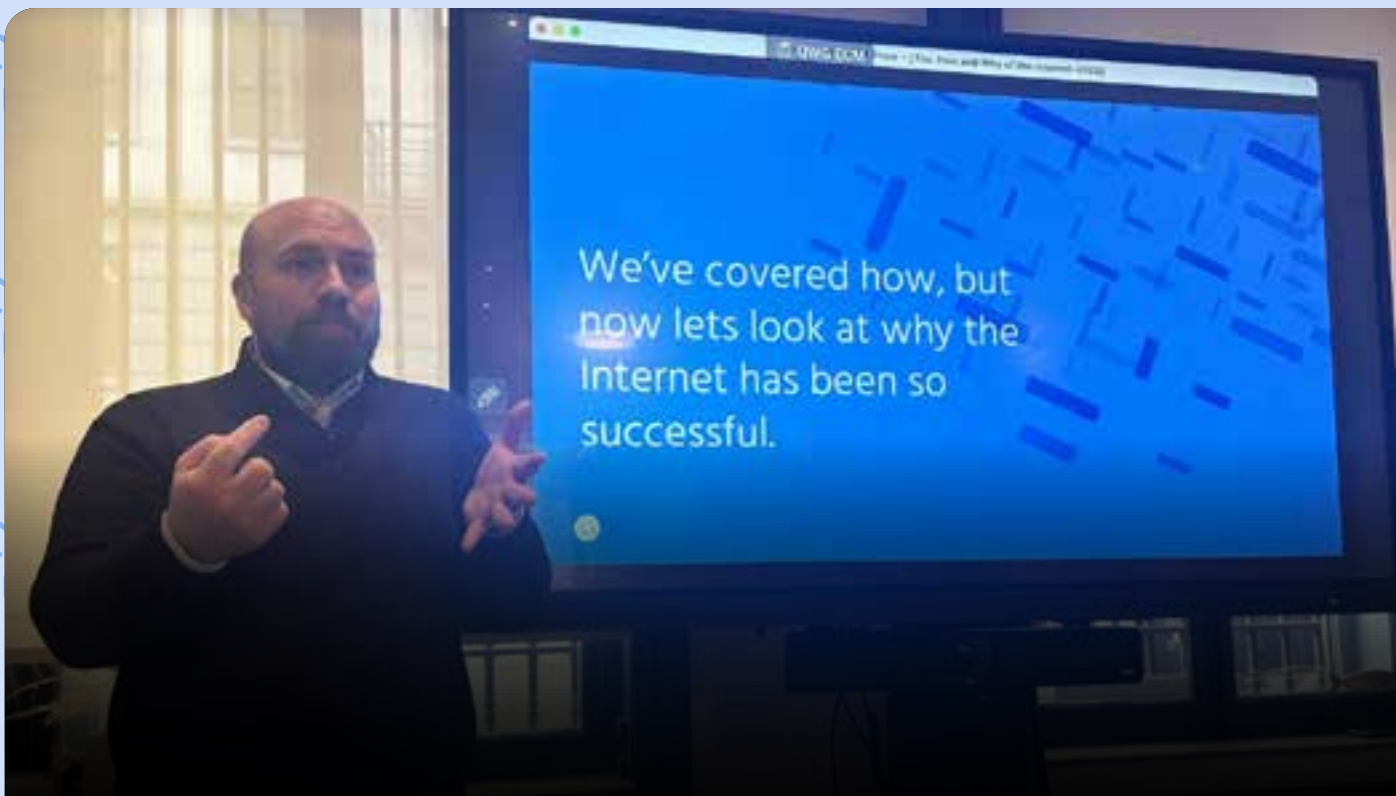
21

21 policymakers participate in the Policymaker Program.

60%

In countries and/or international fora where Internet Society advocates, 60% of activities result in a favorable policy outcome.





Internet Insights and Innovation



A thriving Internet ecosystem requires reliable data and clear standards to understand the forces shaping it. Without accurate data and cohesive standards, stakeholders cannot make informed decisions, leaving the Internet vulnerable to fragmentation and threats.

To address this, the Internet Insights and Innovation program is focused on providing trusted, actionable data about the health, availability, and evolution of the Internet. It will also focus on standardizing information about terrestrial fiber optic networks to encourage widespread use of the standard.





2030 Direction

As part of our five-year plan, we:

- **Improve and expand** the Internet Society Pulse platform;
- **Provide tailored, and actionable data**, research, analysis, and insights;
- **Map** terrestrial fiber optic infrastructure;
- **Embed data insights** within all Internet Society programs as well as advocacy, community mobilization, and fundraising efforts; and
- **Create positive and enduring impact**, including an empowered and mobilized community committed to evidence-based advocacy.

2026 Priorities

We will:

- **Increase adoption of Open Fibre Data Strategy (OFDS)** through community engagement.
- **Complete enhancement of the Internet Society Pulse website** to offer a better user experience.
- **Enhance the Internet Society Pulse fellowship** to directly support our programmatic work and strategic objectives.
- **Expand Internet Society Pulse supporters' program** of Internet measurement experts.
- **Develop the Internet data trust framework** to expand data sources and deliver quality reports and analysis.



Internet
Society
Pulse





Measuring Success in 2026

10

10 organizations adopt the Open Fibre Data Strategy (OFDS).

100%

100% of Internet Society Pulse fellows develop and publish initial research findings and insights about the Internet's health, evolution, and availability.

20

20 countries where stakeholders are referencing Internet Society Pulse.

5

Host 5 Internet Society Pulse Internet Measurement Forums to convene Internet measurement experts and stakeholders for collaboration and innovation.

35%

35% of chapters use the Internet Society Pulse Insights and data to support their local advocacy goals.



Ameesh Phokeer
Internet Measurement and Data Expert
phokeer@isoc.org





Community and

Partner Mobilization



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. Keeping the Internet protected as the people’s resource doesn’t happen by itself. It’s up to all of the Internet Society to act to keep the Internet trustworthy, reliable, and secure for decades to come.

The Community and Partner Mobilization program is dedicated to empowering and uniting our global community and partners to amplify the collective impact of the Internet Society. We achieve this by providing vital resources, comprehensive support, and targeted capacity building while creating dynamic opportunities for collaboration. By fostering a vibrant, engaged community and equipping our partners with the tools and knowledge they need, we aim to drive meaningful change and advance our shared vision of an open, accessible, and resilient Internet for all.





2030 Direction

As part of our five-year plan, we:

- **Enable meaningful participation** to ensure that our community and partners are equipped with the necessary tools and resources to support our mission;
- **Scale and improve** the quality of engagement with our diverse community and partners by creating more opportunities for collaboration, capacity building, and collective advocacy;
- **Celebrate the contributions** of Internet pioneers and innovators through our awards programs;
- **Collaborate with the global Internet technical community** to uphold and protect the multistakeholder model of Internet governance; and
- **Create positive and enduring impact**, including a mobilized community that is ready to act in support of our mission.

2026 Priorities

We will:

- **Strengthen chapter capacity** through training, collaboration, and funding opportunities to ensure their continued compliance and effectiveness.
- **Engage closely with our community** to align and advance advocacy goals related to Internet connectivity and online trust and safety (OTS).
- **Position the Internet Society** as a leading voice for an open Internet across all regions.
- **Enhance the organization member experience** through richer engagement and meaningful opportunities to contribute to our mission.



Measuring Success in 2026

90%

90% of chapters with strong performance evaluation results.

80%

Achieve at least 80% satisfaction rate among organization members as measured through the annual membership survey.

70%

70% of chapters and 40% of organization members advocate with us for favorable policy outcomes.

90%

Retain 90% of organization members.

20

20 senior level engagement meetings with government or regulatory bodies on program priority issues.

100

At least 100 community members trained to lead chapters and projects.





Organizational

Transformations



In addition to our programmatic work, we are committed to improving *how* we work. As we enter the second year of our five-year strategy, our organizational transformation work is already improving our ability to be more agile and impactful.



Internet
Society



Internet Society
Foundation





2030 Direction

As part of our five-year strategy, we are prioritizing:

1. Powerful advocacy
2. Cultivation of future Internet leaders
3. Impactful giving*
4. Financial health and sustainability
5. Strong ethics and governance framework*
6. Recognized global brand*
7. Talented workforce committed to innovation and inclusion*
8. Inspired and mobilized global community*
9. Data-driven decision making*

Impact

By focusing on these transformations over the course of five years, we are creating positive and enduring improvements to both Internet Society operations and the support the Internet Society Foundation provides.

*Priorities for 2026





2026 Priorities

In 2026, the Internet Society will focus on:

- **Strong Ethics and Governance Framework**

We will strengthen our approach to enterprise risk management with a more proactive approach. We will prioritize addressing risks that may impose barriers to our ability to achieve our strategic objectives. We will implement a framework that accounts for the interconnection of risks and their impact on the organization as a whole. These efforts will result in fewer operational disruptions, improved stakeholder confidence, and better risk preparedness and agility.

- **Talented Workforce Committed to Innovation and Inclusion**

We will foster a culture of excellence, in which excellence is expected, accountability is shared, and success is celebrated. To do this, we will prioritize improving leadership accountability and performance-based goal setting throughout the year.

- **Impactful Giving**

As part of our new co-fund, we will focus on the development of our philanthropic giving processes to support a wider range of grantees and increased capital. We will consistently deliver reports on impact and allocation of grants to external co-donors. We will implement process to improve our capability to report detailed spend of co-funds to support partners reporting needs.

- **Inspired and Mobilized Global Community**

Our community is at the heart of everything we do. It's important that they have tools that meet their needs, provide them with a positive user experience, and fully support communication with other members and the Internet Society. We will enhance chapter communications features, improve user experience, and ensure community members are utilizing all that the Account Management System (AMS) tool has to offer.

- **Data-Driven Decision Making**

Our goal is to simplify and modernize our Enterprise Resource Management environment, reducing the number of disparate systems that currently support Finance, People and Culture, Legal, Procurement, and Project Management functions. In 2026, we will begin to streamline and integrate these tools to work more seamlessly together, thereby reducing complexity and costs. These efforts will also improve our ability to integrate, centralize, and analyze data to inform business decisions.

- **Globally Recognized Brand**

In 2026, we will unify our global communications with a single strategy focused on key audiences—our community and our advocacy audiences—cohesive narratives, and targeted messaging. We will improve how we report on the impact and return on investment of our communications efforts by using stronger evidence and data.



The Internet Society Foundation is also leading several efforts related to the transformations.

For more information, [read their 2026 Action Plan.](#)

2026 Budget

Revenue	2026 Budget (in 000's)
Organizational Membership	800
Donations	1,400
Grants & Co-Funding	6,054
Event Sponsorships	200
Registration & Fee Revenue	745
PIR Contribution to ISOC	32,000
Total Revenue	\$41,199

Expenses	
Community-Centered Connectivity	1,120
Affordable and Reliable Access	1,503
Online Trust and Safety	446
New Grants/Safer Internet	2,735
Open and Trustworthy Internet	2,582
Internet Insights and Innovation	1,637
Community and Partner Mobilization	1,685
Personnel	21,500
Program and Corporate Operations	4,663
Board of Trustees	329
Total Expenses	\$38,199
Net Surplus/(Deficit)	\$3,000
Foundation Grant Programs	\$3,000

Board Fund Balance at 1/1/2026	
627-Digital Transformation	478,500
660-Enhancing Technology	25,000
633-ESG Initiatives	200,000
657-Human Capital Management System	626,000
658-Accessibility	100,000
Total Expenses	\$1,729,500



Conclusion

At the Internet Society, we witness the transformative power of the Internet every day. In every person finally able to afford Internet access thanks to a new Internet exchange point. In every previously unconnected community able to go online thanks to a community network. And in the safety and peace of mind brought about by laws that put our privacy first.

Behind each of these technical and policy achievements lies our global society made up of people from all walks of life, united by a shared vision for the Internet we want: accessible, reliable, and safe. The goals in this report are our roadmap for 2026, and they help ensure transparency and accountability for the promises we make.

As we embark on the second year of our ambitious 2030 Strategy, we have our community to thank for the progress and impact we've made so far towards ensuring people everywhere have affordable access and are protected online.

2026 will challenge us with unprecedented headwinds, from the ever-evolving global geopolitical landscape to threats to interoperability and the multistakeholder model for Internet governance.

The stakes are high, but the Internet Society remains agile, ready, and determined to ensure the Internet remains a force for good for generations to come.





Internet Society

@internetsociety

The Internet Society is a U.S. 501(c)(3) charity (EIN 54-1650477) with a multi-year top 4-star ranking from Charity Navigator. Alongside our Foundation, we work with decision-makers, advocates, donors, and our community to connect the remaining 2.6 billion people who are offline, and to ensure that the Internet is trustworthy and safe for all.

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