

2026 Action Plan



Preface

As we enter the second year of our Strategy 2030, we're building on the momentum of the bold commitments and progress we made in 2025.

This Action Plan, alongside the Internet Society Foundation's Action Plan, outlines how we'll advance our strategic goals in 2026. The stakes are high, but we are determined and equipped to ensure that the Internet remains a force for good for generations to come.



Internet Society's Growing Impact



Community-Centered
Connectivity



Affordable and
Reliable Access



Online Trust and
Safety



Open and
Trustworthy Internet



Internet Insights
and Innovation



Community and
Partner
Mobilization



Transformations





Community-Centered Connectivity



Photo © Angela Gzowski

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

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



2026 Priorities



- **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.



2026 Success Measures



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



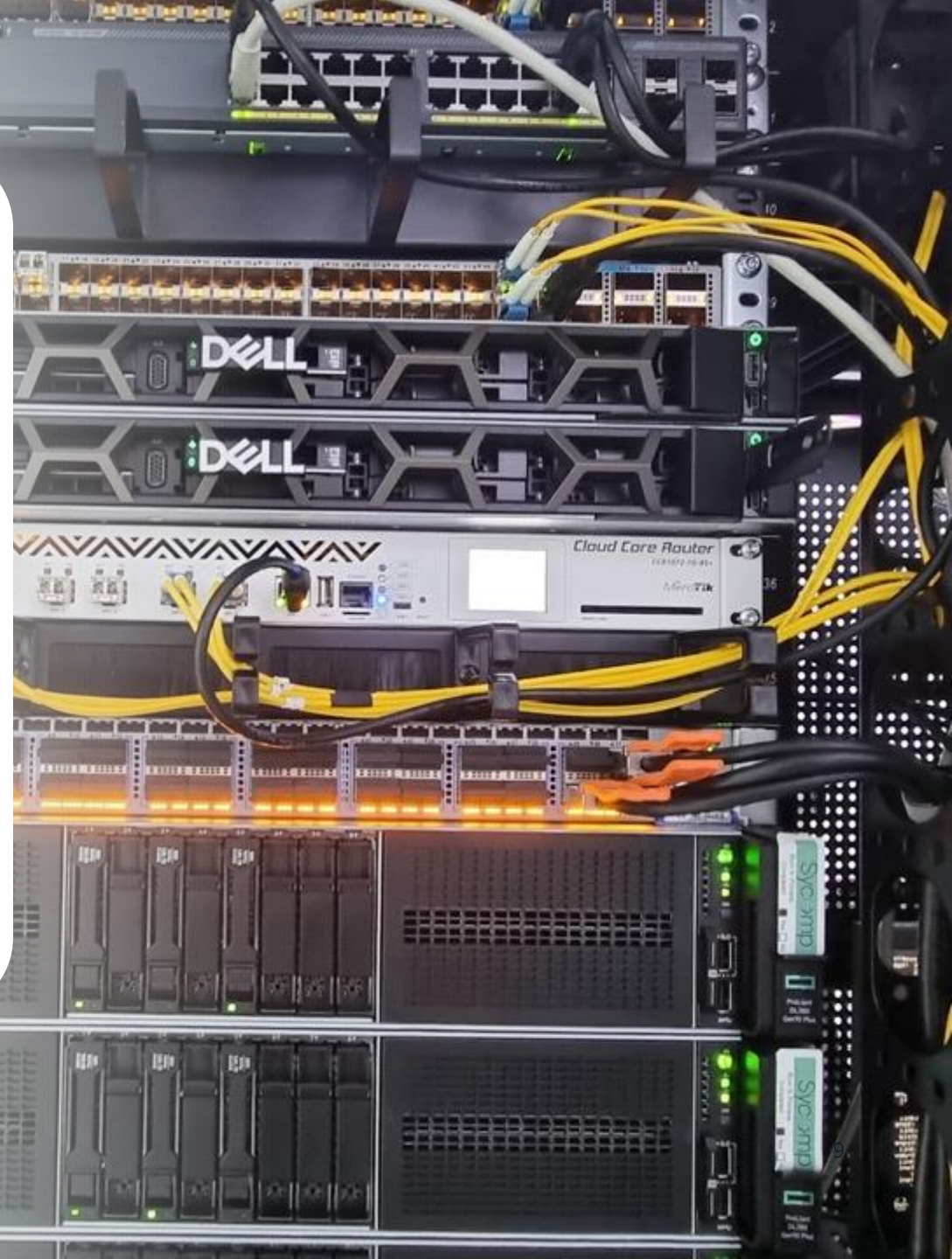
Photo © Internet Society / Naveed-ul Haq

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

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.



Photo © Internet Society / Naveed-ul Haq



2026 Priorities



- **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.



2026 Success Measures



10

10 grants distributed to build or improve Internet exchange points.

15

15 peering events that promote regional or localization of traffic.

1,500

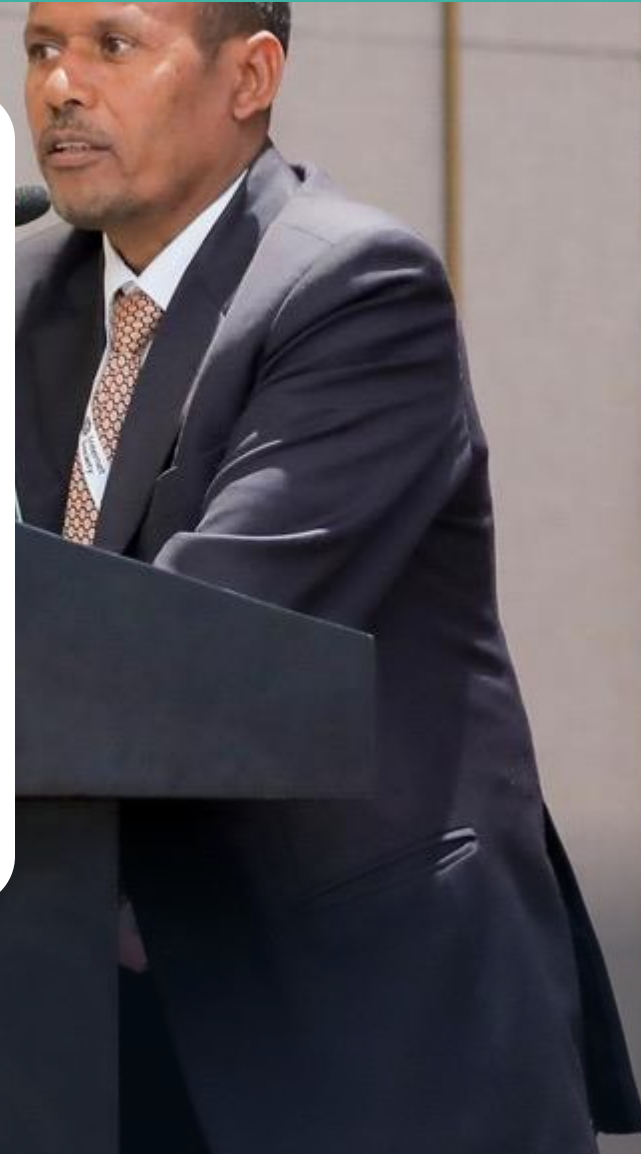
At least 1,500 people trained to support affordable and reliable access.

20%

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

60%

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



Ethiopia
Peering D

Hosted by



Internet
Society

Sponsored by



winguru
africa
Data Ecosystem





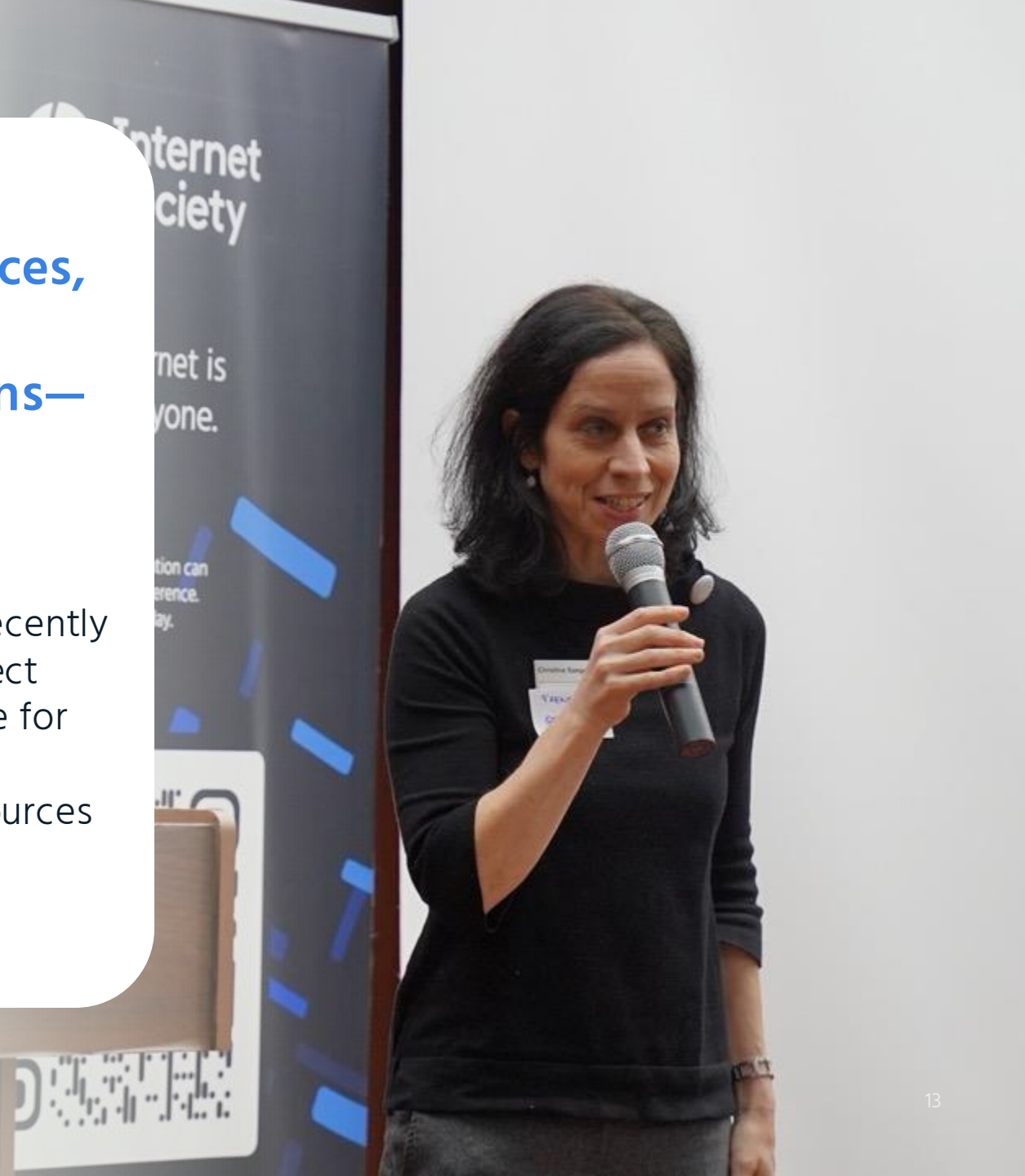
Online Trust and Safety



Photo © Internet Society / João Paulo de Vasconcelos Aguiar

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

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 policies and practices that prioritize safety, security, and privacy; and (c) to equip our chapters with tools and resources to promote online safety in their local communities.



2026 Priorities



- **Support the new Safer Internet Fund** by cultivating high-impact applicant pipeline.
- **Publish trusted online safety resources** specific to Internet Society Chapters and at-risk communities: women-led social enterprises, refugees, 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.



2026 Success Measures



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.

2

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

1,600

At least 1,600 people trained to better protect themselves online.

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



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16
16

Governments, courts, and commercial entities all make decisions that shape the Internet.

The Open and Trustworthy Internet program seeks to empower decision-makers with the knowledge and awareness to facilitate change. We advocate for policies and practices that defend the Internet as an open and accessible, safeguarding fundamental rights and fostering trust in digital technologies.



2026 Priorities



- **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.



2026 Success Measures



1,200

At least 1,200 people trained to advocate for an open and trustworthy Internet.

21

21 policymakers participate in the Policymaker Program.

70%

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

10%

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

2

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

60%

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





Internet Insights and Innovation

We've covered how, but
now lets look at why the
Internet has been so
successful.



Without accurate data and cohesive standards, Internet stakeholders cannot make informed decisions, leaving the Internet vulnerable to fragmentation and threats.

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.



**Pulse Internet
Measurement
Forum** 

2026 Priorities



- 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 peering 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 Insights and Innovation Success Measures



10

10 organizations adopt Open Fibre Data Strategy (OFDS).

20

20 countries where stakeholders are referencing Internet Society Pulse.

35%

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

goals.

100%

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

5

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





Community and Partner Mobilization



Photo © Internet Society / Victor Ndonnang

The Internet is a human technology that enriches our lives. It's up to all us 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 provide vital resources, comprehensive support, and targeted capacity building while creating dynamic collaboration opportunities.



2026 Priorities



- **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.



Success Measures



90%

90% of chapters with strong performance evaluation results.

70%

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

20

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

80%

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

90%

Retain 90% of organization members.





Organizational Transformations



Photo © Internet Society / Hana Sabbagh

The
Internet
is for
Everyone

In addition to our programmatic work, we are committed to improving *how* we work. 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.



Internet
Society

+



Internet Society
Foundation



Photo © Colnodo



2030 Direction



1

Powerful Advocacy

2

Cultivation of Future
Internet Leaders

3

Impactful Giving

4

Financial Health
& Sustainability

5

Strong Ethics
& Governance
Framework

6

Recognized
Global Brand

7

Talented Workforce
Committed to
Innovation &
Inclusion

8

Inspired & Mobilized
Global Community

9

Data-Driven
Decision Making



2026 Priorities



Strong Ethics and Governance Framework

We will implement a framework that accounts for the interconnection of risks and their impact on the organization. These efforts will reduce operational disruptions, increase stakeholder confidence, and improve risk preparedness and agility.

Talented Workforce Committed to Innovation and Inclusion

We will foster a culture of excellence, in which 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 developing our philanthropic processes to support a wider range of grantees and increased capital. We will improve our reporting processes to support our partners' needs.

Inspired and Mobilized Global Community

We will enhance chapter communications features, improve user experience, and ensure community members have access to all that the Account Management System (AMS) tool has to offer.

Data-Driven Decision Making

We will simplify our resource management systems and processes for Finance, People and Culture, Legal, Procurement, and Project Management functions. Streamlining and integrating the tools we use will lower costs and improve agility.

Globally Recognized Brand

We will unify our global communications with a single strategy focused on key audiences: community and advocacy audiences. We will improve how we report on the impact and return on investment of our communications by using stronger evidence and data.



Thank you.



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