

July 2026 Q2 2026 Organizational Update

Board of Trustees Memorandum

Executive Summary

- **Current Status:** Overall, the organization remains on track to deliver its 2026 Action Plan despite a volatile external operating environment. Approximately 88% of our success measures are progressing as planned. Detailed information about success measures may be found in the Annex to this report.
- **Financial Stewardship:** Budget and schedule variances remain manageable; however, we ended H1 with a notable budget underspend. Management is actively optimizing our forecasting process to ensure our financial performance metrics remain healthy and predictable.
- **Strategic Influence:** During the quarter, we advanced our mission in four key areas:
 - *Access:* Continued deploying community-centered networks and convening regional policy stakeholders.
 - *Security:* Successfully launched the Online Trust & Safety Hub and mapped out a long-term strategic path for the Network and Distributed System Security (NDSS) Symposium.
 - *Advocacy:* While H1 produced some strong advocacy outcomes, we are still struggling to fully elevate global advocacy to a top-tier strategic capability. We have taken structural steps to address this, including onboarding new leadership and building policy goals into our initiatives from the start, rather than treating advocacy as an afterthought.
 - *Operations:* Continued modernizing our internal technology platforms, security posture, and operating model.
- **Operational Accountability:** Launched targeted VP leadership training to support 2027 planning. This establishes clearer portfolio ownership and direct accountability across our executive team, laying a stronger operational foundation for the coming year.



- **Key Strategic Challenges:** Management is actively monitoring geopolitical uncertainties affecting global events, funding pressures across civil society, and legacy community metrics. While our legacy targets did not accurately capture the overall increase in active community engagement, none of these challenges threatens the delivery of the 2026 Action Plan.

Overall Assessment of the Quarter

Q2 demonstrated our operational resilience and ability to adapt to a rapidly shifting external environment. Rather than expanding our initiatives, management has focused heavily on execution and measurable outcomes. This discipline has allowed us to deliver mission impact despite travel uncertainties, regional conflicts, and resource pressures facing our global partners.

Strategic Progress

Advancing Community-Centered Connectivity

- **Local Empowerment:** Our women-led connectivity pilot in Pakistan continues to empower local women with digital skills and reliable Internet access while creating sustainable economic opportunities.
- **Regulatory Impact:** This pilot successfully influenced a local regulatory framework, enabling regional non-profits to build and expand community-centered networks.
- **Regional Convening:** Our presence at the West Africa Peering Forum strengthened collaboration among network operators, policymakers, and local infrastructure providers, bolstering regional traffic exchange.

Building a Safer and More Secure Internet

- **Online Trust & Safety Hub Launch:** We formally launched the community alpha phase of the Online Trust & Safety Hub, initiating collaborative testing of anti-scam educational tools. <https://onlinesafety.internetsociety.org>
- **NDSS Evolution:** We completed strategic planning to position NDSS as a broader cybersecurity innovation platform. This phased transformation preserves NDSS's academic prestige while expanding its long-term financial sustainability and



community reach. Additionally, we are pleased to confirm that NDSS 2027 will be hosted in South Korea, expanding our footprint in the Asia-Pacific region.

Strengthening ISOC's Global Influence

- **The Path to 'Elevating' Advocacy:** While our regional advocacy teams achieved strong local outcomes in H1, we must candidly recognize that the organization still struggles to fully “elevate” advocacy to its intended global strategic level. To address this, we established dedicated executive leadership, advanced key policy positions around WSIS+20, and began shifting to a collaborative model that will build policy goals into our initiatives from the start, rather than treating advocacy as an afterthought.
- Truly elevating this function remains a shared priority that both staff and the Executive Leadership Team (ELT) must actively own.

Strengthening Our Global Community

- **Charter Modernization:** We advanced negotiations on the new Chapter Charter Agreement, shifting our evaluation framework from administrative compliance to measurable local impact.
- **Community Tools & Policy:** To improve overall transparency and safety across our chapters, we updated the community Code of Conduct and rolled out modernized communication tools, including a dedicated Chapter Leader Newsletter.

Operational Health & Modernization

The Technology Solutions & Services team shifted focus from system stabilization to long-term modernization, though this deliberate phasing contributed to our Q2 budget underspend. Key progress areas include:

- **System Simplification:** We simplified our enterprise systems by consolidating legacy databases, retiring outdated web tools, and streamlining our primary Association Management System (AMS—our core platform for member data and chapter operations).



- **Data & Reporting:** We strengthened overall cybersecurity controls and rolled out modernized, unified operational reporting via Power BI, a Microsoft data visualization tool.
- **VP Leadership Training:** To support our 2027 planning, we launched targeted leadership training for our Vice Presidents, establishing clearer portfolio ownership and better organizational alignment.

Strategic Risks & Mitigation

- **Geopolitical Volatility & Staff Safety:** Rising geopolitical instability directly impacts our global footprint. In addition to operational hurdles, the physical safety and mental well-being of our staff remain our absolute priority as they travel and support regional projects under volatile conditions.
- **RightsCon Cancellation & Resource Recalibration:** The sudden cancellation of RightsCon, originally a marquee event for ISOC to showcase our global grantees, required us to rapidly recalibrate. We shifted project milestones and redirected travel and event funding to localized community workshops to prevent a loss of momentum.
- **Civil Society Funding Pressures:** Funding challenges across the non-profit sector remain severe. In response, we are diversifying our funding partnerships and actively participating in joint resilience efforts, such as the Common Good Cyber Initiative, to bolster resource pooling.

Looking Ahead

Our focus for H2 2026 remains disciplined execution over expansion. Key operational priorities include:

- Scaling the newly launched Online Trust & Safety Hub.
- Onboarding our new Head of Advocacy to lead our global elevation efforts.
- Advancing the NDSS South Korea planning and phased transformation.
- Deepening strategic engagement with chapters, organizational members, and our broader global community.
- Finalizing a prioritized 2027 Action Plan aligned with our long-term financial parameters.



Conclusion

The Internet Society enters H2 2026 with organizational strength. Our strategic goals are sound, our operational execution is disciplined, and the leadership team is fully aligned on driving global impact rather than tracking isolated initiatives. By acknowledging our challenges, particularly in scaling advocacy, we are well-positioned to adapt thoughtfully and transparently.



Annex: Year-to-Date Success Measures

✓	Met/Exceed	+	On Track	—	Likely On Track, Needs Focus	X	At Risk
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Success Measures	Target	Year-to-Date	Status
Program 1: Community-Centered Connectivity			
Percent of advocacy activities that result in a favorable policy outcome	50%	100%	✓
Number of people trained to support community-centered solutions	6400	2087	+
Number of pilot technical solutions to grow and scale community-centered connectivity	2	0 – On Track	+
Number of deployments funded to build or expand community-centered connectivity solutions	25	0 – On Track	+
Number of chapters mobilized in support of Community-Centered Connectivity	50%	17%	+
Program 2: Affordable & Reliable Access			
Number of grants distributed to build or improve IXPs	10	0 – On Track	+
Percent of chapters mobilized in support of Affordable and Reliable Access	20%	0%	X
Number of peering events that promote regional or localization of traffic	15	6	+
Percent of advocacy activities that result in a favorable policy outcome	60%	0 – On Track	+
Number of people trained to support affordable and reliable access	1500	1588	✓
Program 3: Online Trust & Safety			
Number of grant funds distributed to high-impact community and partner grantees that advance online trust and safety efforts	US\$2,625,000	0 – On Track	+



Number of people trained to better protect themselves online	1700	2941	✓
Number of focus groups hosted to gather feedback from target audiences	2	0 – On Track	+
Percent of chapters, special interest groups, and standing groups mobilized in support of Online Trust and Safety	40%	11%	—
Program 4: Open & Trustworthy Internet			
Number of people trained to advocate for an open and trustworthy Internet	1300	11360	✓
Number of community workshops delivered	2	0 – On Track	+
Percent of attendees of 2025 workshops and policymaker programs who participate in Internet Society advocacy activities	10%	43%	✓
Percent of chapters that participate in our advocacy efforts for an open and trustworthy Internet	70%	38%	+
Number of policymakers who participate in the Policymaker Program	21	31	✓
Percent of advocacy activities that result in a favorable policy outcome	60%	100%	✓
Program 5: Internet Insights & Innovation			
Number of organizations that adopt the Open Fibre Data Strategy (OFDS)	10	5	+
Number of Internet Society Pulse fellows who develop and publish initial research findings and insights	100%	0 – On Track	+
Number of countries where stakeholders are referencing Internet Society Pulse	20	27	✓
Percent of chapters mobilized in support of Internet Insights and Innovation	35%	6%	—
Number of Internet Society Pulse Internet Measurement Forums (PIMF) hosted	5	3	+
Program 6: Community & Partner Mobilization			



Percent of chapters with strong performance evaluation results	90%	Starts in Q3	+
Satisfaction rate among organization members as measured through the annual membership survey	80%	86%	✓
Percent of chapters advocate with the Internet Society	70%	47%	+
Percent of organization members advocate with the Internet Society	40%	24%	+
Percentage of organization members retained	90%	99%	✓
Number of senior level engagement meetings with government or regulatory bodies on program priority issues	20	10	+
Number of community members trained to lead chapters and projects	100	319	✓