

Action Plan 2024

Global Internet, Opportunity for All

Delivering on the Internet's promise



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Introduction

Global Internet, Opportunity for All: Delivering on the Internet’s Promise.

The Internet has become an indispensable resource for information, communication, and human connection. It has fueled extraordinary economic growth and catalyzed human progress around the globe.

Yet, although the Internet uplifts people and enables communities to thrive, access to it remains limited. And some of those who have it are working to damage it.

It is painted as a dangerous, untrustworthy space where bad actors and misinformation lurk. It is compromised by industrial interests that want to own it all and by governments who want to control it, fragment it, or shut it down completely.

The Internet is not necessarily everlasting. It is not a given constant that we should take for granted. It is at risk, which puts everything we love about it at stake. It is up to us to secure its future.

Our 2024 efforts remain focused on bringing the Internet to those who need it while defending it from the forces that threaten it—so everyone has equal access to the opportunities the open, borderless Internet brings.

We Will Advocate to Defend the Internet



Countering Internet Threats



Defending the Internet in the United Nations



Extending Encryption



Guiding Constructive Internet Policy



Helping Shape Internet Legal Precedent



Sharing Cutting Edge Knowledge



Securing Global Routing



Countering Internet Threats

Threats to the global Internet are emerging in many countries around the globe. It is currently fashionable to blame the Internet for social problems—some that long predate the Internet, and some that are only more visible because of how the Internet enables people to communicate easily. The Internet needs an advocate. The Internet Society is poised to mobilize members, partners, and other supporters to raise our voices to protect the Internet.

There is every reason to suppose 2024 will bring as many threats to the Internet’s design and operation as we have seen in recent history. If this pattern is not stopped, it could have a ripple effect worldwide. We will combat these threats through sustained advocacy and education efforts in countries where we see important and influential threats emerging. Similarly, we will collaborate with allies across all regions to predict, flag, and respond to unanticipated threats with swift mobilization and advocacy tactics. This advocacy will work hand in hand with our efforts at the United Nations (UN) to preserve the Internet for generations to come.

Our resources are a drop in the ocean compared to those who want to attack the Internet, but we have a critical advantage: our community and partners. We’ll mobilize the Internet Society’s community and partners to help defend the Internet. We will strengthen and grow our base of like-minded advocates, including civil society partners, corporate allies, think tanks, and academic institutions, who will help amplify our message to stop fragmentation.

In 2024, we will:

- Combat five emerging threats to the Internet.
- Advocate against known threats to the Internet in five countries.
- Collaborate with community and partners on all advocacy efforts.



Defending the Internet in the United Nations

Governments are increasingly adopting misguided policies, whether they know it or not, that are slowly but surely making the Internet less open, less secure, and less accessible to all. While many of these policy decisions are made by individual nation-states, the UN is where governments come together to discuss policy matters of interest to us all. As policy threats to the Internet rise globally, it is no surprise we see these discussions becoming more acute in the UN. In 2024 and in years to come, several UN processes and negotiations have the potential to shape the international policy environment in favor of a more centralized approach to Internet policy.

As a trusted technical voice, we will collaborate with community and partners to make sure the Internet's best interests are well represented in UN processes and negotiations. Our strategy is to engage in carefully chosen preparatory meetings at both global and regional levels. We will join forces with experts and partners across the Internet technical community to form a powerful chorus of voices to remind everyone how valuable the Internet is. Together, we will advocate for the single, global Internet and against choices that could fragment it and its multistakeholder governance.

We will leverage our portfolio of tools and resources—like the [Internet Impact Assessment Toolkit](#) and the [Internet fragmentation explainer](#)—to inform policymakers, diplomats, and government officials how to make choices that do not harm the Internet but make sure it thrives. These efforts to defend the Internet in the UN will be strongly connected to our other ongoing efforts to advocate against Internet threats.

In 2024, we will:

- Leverage our tools and resources to inform delegations' positions at five regional preparatory meetings.
- Encourage 10 country delegations to adopt pro-Internet language in public documents.
- Mitigate 75% of critical fragmentation threats at key preparatory processes and ITU conferences.



Extending Encryption

Effective encryption is essential for keeping people safe and secure online. It is foundational to a trustworthy Internet.

Yet, we see governments call encryption a barrier to law enforcement and public safety. We see some companies resist end-to-end encryption in the interests of business models that depend on financial gain for information about their own users. Encryption continues to face threats, both old and new, and in 2024, we will continue the fight to protect it.

We will show policymakers and businesses that encryption is vital for online safety—especially for children. In countries where hazardous rules or legislation are being considered, we will engage governments and inform them of how their decisions could undermine encryption and make the Internet less secure.

Policies to watch in 2024: EARN IT, STOP CSAM (Child Sexual Abuse Material), and the Cooper Davis Acts in the USA; implementation of the Online Safety Bill in the UK; the Online Harms Act in Canada; Australia's e-Safety codes; India's anti-encryption stance as a policy and legislation leader in the region; the EU pursuing CSAM regulations; and Brazil's judiciary decision on the use of encryption in personal messaging apps.

We will also mobilize our established network of members, partners, and supporters, including the [Global Encryption Coalition \(GEC\)](#), to amplify our pro-encryption message. Our advocacy efforts will include high-visibility moments, like [Global Encryption Day](#), and awareness campaigns throughout the year to get the attention of new supporters—specifically, child safety-related organizations who we hope will join us in promoting strong end-to-end encryption. We will continue our campaign in the media to spotlight encryption as a digital safety tool.

The GEC is central to effective advocacy, and we are committed to its long-term sustainability. In 2024, we will enable GEC members to increasingly take the lead on advocacy campaigns and day-to-day coordination of the coalition. We will also work to improve its diversity of funding and resources.

In 2024, we will:

- Mitigate 75% of encryption threats.
- Encourage two child safety-related organizations to promote strong end-to-end encryption as a digital safety tool.
- Urge policymakers to make six voluntary public statements and/or favorable policies in support of strong encryption.



Guiding Constructive Internet Policy

Government efforts to regulate different aspects of the Internet are accelerating and intensifying across the world. Many focus on making online services liable for the content that users produce and share—burdens that could prompt large and small Internet intermediaries to monitor, restrict, and censor our interactions online. These regulatory proposals often reach far beyond major commercial platforms to include infrastructure providers and small or non-profit service providers. While the Internet Society probably cannot halt the flow of this regulatory river, we can channel its course.

In 2024, we will produce a modern policy framework for protecting Internet intermediaries that will preserve the open, globally connected, trustworthy, and secure Internet. To do this, we'll draw from real-world policies and best practices to develop approaches that harm neither the Internet nor the ability of people around the world to use the Internet fully and securely. We will also consult with our community through our Policy Development Process and seek input from national and legal experts.

Once complete, the framework can be used by governments and other stakeholders to review and revise national or regional policies and laws on intermediary liability.

In 2024, we will:

- Launch a modern policy framework for protecting Internet intermediaries.



Helping Shape Internet Legal Precedent

Courts of law play a decisive role in shaping the Internet and the rules and technologies that govern it, especially in the United States. Our aim is to educate judges about how their decisions may affect the Internet. In this way, we give the Internet and all users who count on it a voice in the courts.

For important Internet cases, we will provide US courts with technically accurate and non-partisan expertise via amicus curiae—Latin for “friend of the court”—briefs. We will also look for and take advantage of opportunities to intervene in courts in countries other than the US in 2024.

We will leverage each brief to drive awareness of our position on specific cases and why they matter for the Internet among our member community and

broader legal and policy communities. Through increased awareness, we aim to attract new advocates who will represent the Internet in legal proceedings in the future.

In 2024, we will:

- File at least two amicus briefs in important Internet-relevant legal cases and controversies.
- Raise awareness about briefs among the tech policy community, impacted industry stakeholders, and academic/legal thought leaders.



Sharing Cutting Edge Knowledge

The Network and Distributed System Security (NDSS) Symposium is an international academic security conference focused on the latest in network and distributed system security.

For 30 years, the NDSS Symposium has brought together academic and industry researchers and security practitioners from all over the world to share knowledge and discuss top-tier, peer-reviewed research. It allows the Internet Society to connect with the next generation of Internet security champions.

In 2024, we will host a high-quality event that remains one of the top-ranked cybersecurity conferences in the world.

In 2024, we will:

- Maintain the NDSS Symposium’s ranking as a top five computer security research conference.



Securing Global Routing

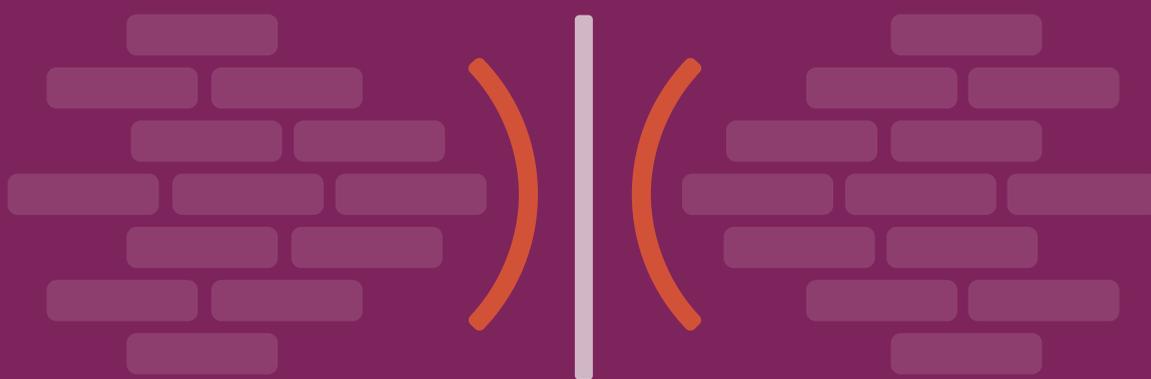
A decade ago, the Internet Society started incubating a project about routing security: [Mutually Agreed Norms for Routing Security \(MANRS\)](#). The Internet Society is ideally poised to incubate complex, multi-year projects like this.

After 10 years, MANRS is a mature effort steered by a robust and active community. Therefore, starting in 2024, the Internet Society will collaborate with a partner organization, Global Cyber Alliance, which works on collective action problems in Internet security, to hand off the secretariat function that the Internet Society has performed since MANRS started. Through the Internet Society Foundation, the transition of the secretariat will be supported with more than USD \$5 million in funding over five years. We will also continue our advocacy of increased routing security and will continue to operate the training programs that emerged from the MANRS project.

In 2024, we will:

- Successfully transition the secretariat and MANRS Observatory to the Global Cyber Alliance.

We Will Build the Internet and Improve Its Resilience



Connecting the Unconnected



Fostering Sustainable Peering Infrastructure



Measuring the Internet



Connecting the Unconnected

Connectivity is core to education, economic development, and social engagement. The Internet Society has long championed inclusive, community-centered ways to bridge the digital divide in areas unserved or underserved by traditional Internet providers.

In 2024, we will scale our efforts so that any community with Internet access challenges can independently create and sustain local connectivity solutions. To do this, we will promote our existing instructional resources, which include the [Do-It-Yourself \(DIY\) toolkit](#), [Community Network Readiness Assessment](#), and [online training about building wireless networks](#). We will also introduce a new policy and advocacy toolkit that communities can use to effectively advocate for policies and regulations that support community networks.

To ensure that community connectivity solutions are viable, we will engage with policymakers and intergovernmental organizations to promote more favorable policies on licensing, spectrum, and public funding for community networks. Finally, we will work with partners to identify and leverage funding opportunities for local infrastructure, so communities have the financial resources they need to build community networks.

In 2024, we will:

- Build or improve six community networks.
- Publish a policy and advocacy toolkit to equip communities with the resources needed to advocate for community networks.
- Monitor usefulness of our instructional resources.



Fostering Sustainable Peering Infrastructure

The Internet Society helps people get more reliable and affordable Internet access and makes the Internet more resilient.

We achieve this by working together with our valued partners to improve peering infrastructure through Internet Exchange Points (IXPs) development. IXPs create a vibrant local Internet ecosystem by allowing traffic to remain local rather than traveling over expensive international links.

In 2024, we will establish or level up a minimum of six IXPs with the possibility to support more based on our success in attracting additional funding for this work. We will share our knowledge, experience, and instructional resources so these communities can sustainably grow and maintain IXP infrastructure.

We will also take on a more substantial advocacy role in 2024, favoring policies that promote a thriving and open connectivity market, peering and data center infrastructure, and local traffic and content through fiber deployment.

We will continue to support peering events across the globe to showcase best practices in Internet interconnection and peering and encourage their adoption. Additionally, we will take steps to transition our role as organizer of the annual African Peering and Interconnection Forum (AFPIF) to the African IXP Association (AF-IX) by 2025.

In 2024, we will:

- Build or improve six IXPs.
- Monitor traffic in two select countries to determine whether the majority of Internet traffic is local in those locations.
- Sign a transition agreement with AF-IX.
- Maintain or grow participation of Autonomous System Number representatives at Internet Society peering events.



Measuring the Internet

Through the [Pulse platform](#), the Internet Society measures and analyzes the health, availability, and evolution of the Internet. This information provides key stakeholders—like members, partners, journalists, policymakers, academia, and civil society—with valuable, actionable data and insights they need to promote and defend the Internet effectively.

Through capacity building and promotional efforts, we will drive the awareness of Pulse among key audiences and encourage the use of Pulse’s data and insights. We will continue to focus on training journalists on the technical concepts behind Internet shutdowns for more informed and data-driven reporting.

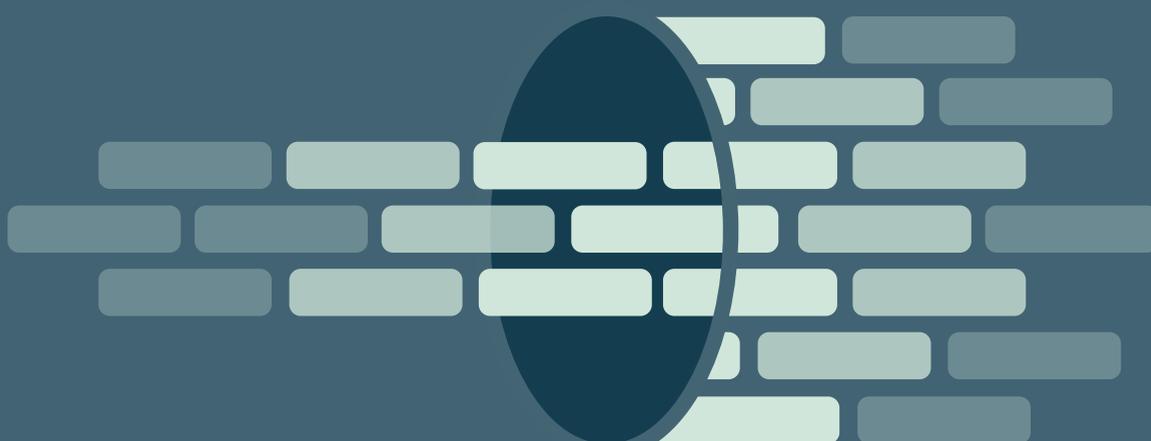
In countries where the Internet’s resilience is especially threatened, we will advise decision-makers about shortcomings in their country’s Internet resilience and the adverse economic and human impact of Internet shutdowns.

Lastly, we will improve the interface and user experience of the Pulse website so visitors can fully take advantage of all that Pulse has to offer.

In 2024, we will:

- Publish research on Pulse’s focus areas from two fellows.
- Increase awareness of Pulse platform with 120 references in media, advocacy, and research.
- Improve the user experience of the Pulse platform.

We Will Scale Impact through Mobilization and Capacity Building



Mobilizing a Strong Community to Protect the Internet



Recognizing Internet Pioneers



Developing Internet Leaders to Protect the Internet



Equipping Policymakers with Internet Technology Insight



Mobilizing a Strong Community to Protect the Internet

The Internet Society's strength and scale come from our dedicated community of members. We will continue to empower our chapters, special interest groups, and organization members to take concerted action, focus on opportunities that support sustainable growth, and work together to amplify greater impact. When our community is engaged and equipped with the right tools, opportunities, and knowledge, they can more effectively advocate to protect the Internet globally and locally.

To start, we'll help members make the most out of our new association management software so they can connect with other community members and engage with our efforts to protect the Internet. We'll also retain organization members by engaging in a more structured and targeted way to reinforce the value of membership.

We will also create opportunities, like the new Regional Internet Days, for consistent engagement with and among chapters, special interest groups, and organization members.

In 2024, we will:

- Encourage 25% of organization members and 60% of chapters to advocate to protect the Internet.
- Retain 80% of organization member revenue.
- Ensure 90% of chapters are engaged, effective, and have strong performance.



Recognizing Internet Pioneers

The Internet is the most significant invention in the past 50 years thanks to the visionaries who made it what it is today. We proudly offer several awards programs as a way of recognizing these extraordinary people. By honoring their work, we inspire the next generation of Internet leaders and champions.

In 2024, we will combine these honors—the [Internet Hall of Fame](#), the [Jonathan B. Postel Service Award](#), the [Applied Networking Research Prize](#), and the [Itojun Service Award](#)—into a more cohesive approach, in consultation with key partners. Award winners and Internet Hall of Fame inductees will continue to inspire future Internet leaders thanks to the mentorship and guidance they will provide alumni, ambassadors, and fellows.

In 2024, we will:

- Support five former awardees and inductees to mentor future Internet leaders.
- Increase the year-over-year number of valid and complete nominations to the 2024 Postel Award by 10%.



Developing Internet Leaders to Protect the Internet

Future Internet leaders are developed today. We equip professionals and learners with the experience, skills, knowledge, and connections they need to make the biggest possible impact for the Internet.

Our youth ambassador program, early career fellowship, and mid career fellowship are key to identifying and developing Internet leaders. In 2024, we will deliver these programs with better efficiency while strengthening our engagement with ambassadors and fellows as they implement projects that grow and strengthen the Internet.

Our training and e-learning offerings will provide advanced education to specific audiences, including government officials, journalists, and technical communities. We will scale sustainable local capacity through in-person training deliveries in partnership with local education institutions and chapters. We'll support our pool of trainers to deliver training virtually or in person using Internet Society materials and resources.

The prior program participants are an important and growing part of our alumni network. A healthy community needs the knowledge and enthusiasm of these new leaders to help lead Internet-related projects, engage in fundraising efforts, and identify and implement actionable advocacy activities to protect and defend the Internet.

In 2024, we will:

- Maintain at least a 95% satisfaction rating from learners.
- Ensure 30% of learners complete Learning@ISOC courses.
- Expand local capacity building by local partner institutions and chapters training at least 500 learners.
- Monitor Internet Society alumni participation.



Equipping Policymakers with Internet Technology Insight

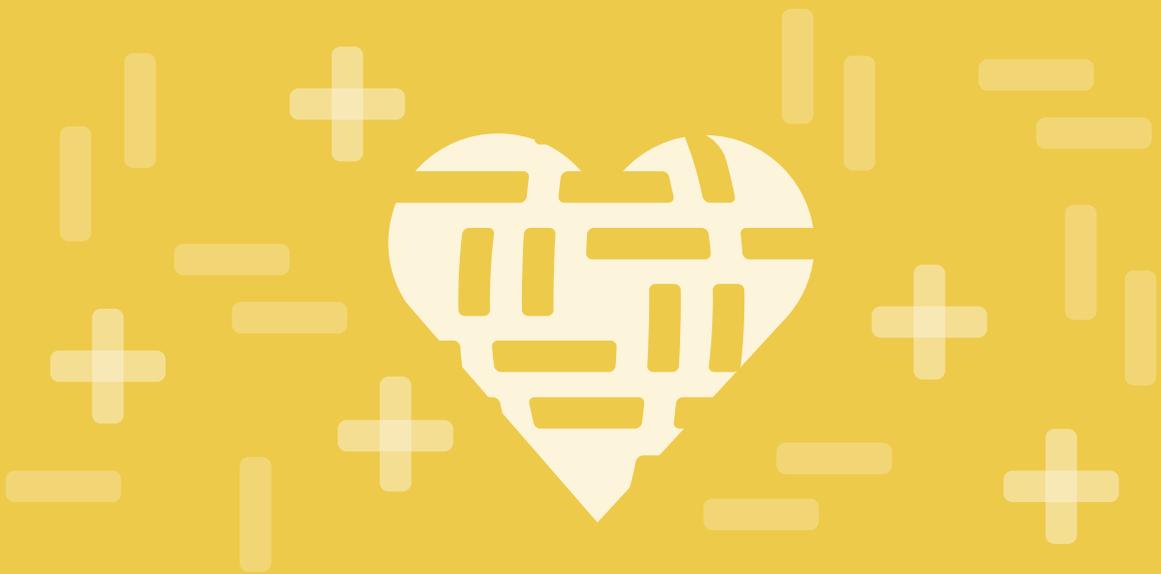
Educating and building trusted relationships with policymakers has become a crucial aspect of our advocacy strategy, especially as we increasingly see governing bodies making decisions or promoting policies that could fragment the Internet or harm its design and operation.

In 2024, we'll continue our Policymakers Program at [Internet Engineering Task Force \(IETF\) meetings](#). Program participants will gain a more robust understanding of how the open standards process at the IETF works, the technical basics of the Internet, and an appreciation of the open, globally connected, trustworthy, and secure Internet. It's also an opportunity for in-person networking where program participants can build trusting relationships with other policymakers, Internet Society staff, our member community, and IETF and Internet Architecture Board (IAB) members.

In 2024, we will:

- Deliver our Policymakers Programs three times in conjunction with IETF with a total of 21 participants.
- Achieve a 90% satisfaction rate from program participants.

We Will Sustain the Health of Our Organization and Programs



Securing Resources
for Growth and
Greater Impact



Securing Resources for Growth and Greater Impact

The Internet Society is a global charity that relies on the continued backing of our supporters. In 2024, we seek funding relationships with public and private foundations, companies and multinational corporations, other nonprofit organizations, funding institutions, and individual donors. These contributions will help us keep the Internet a place of opportunity for everyone.

We will also expand and diversify funding sources while improving general awareness about our status as a global charitable organization. We will also guide the organization and community to participate in our collective fundraising efforts.

In 2024, we will:

- Develop and implement a cohesive, multi-strand fundraising strategy to support the organization's fundraising goal of USD \$6.2 million.
- Increase new donors by 20%.
- Increase the number of new corporate donors and individual prospects to 145 and 500, respectively.

Conclusion

When We Connect to the Internet, Anything Is Possible

The Internet puts us closer to what we care about the most. It transforms our lives and our society for the better. It gives the gift of opportunity.

But it doesn't belong to a single person, government, or corporation—it's a global resource made valuable by its borderless nature, vast and far-reaching. It is powered by many people, for many people.

It is our collective responsibility to preserve and care for the Internet because it is a resource to enrich people's lives and a force for good in society.

It's up to us to prevent the Internet from becoming a casualty of local politics or the concerns of any one economic sector. That way, we can be sure that the Internet remains a sound infrastructure and transformative resource that we can all continue to count on for years to come.

You, too, can deliver on the Internet's promise and help secure its future. Donate today.

Financial Plan

Summary Statement of Activities

Our work in 2024 is supported by a financial plan that will ensure the Internet Society remains fiscally strong and operates effectively as a charitable, not-for-profit entity. The financial plan allocates resources so the Internet Society can continue to

deliver on its mission to support and promote the development of the Internet as a global technical infrastructure, a resource to enrich people's lives, and a force for good in society. The tables below provide further details of this year's financial plan.

2024 Budget

(All amounts in US \$000's)

Unrestricted Revenue

Contribution, Grant, and Membership.....	\$4,908
Sponsorships and Registration.....	\$1,300
Public Interest Registry Contribution.....	\$29,000
Total Unrestricted Revenue.....	\$35,208

Expenses

Action Plan Projects	
Defending the Internet.....	\$1,564
Growing the Internet.....	\$3,811
Mobilization and Capacity Building.....	\$1,935
Other Initiatives.....	\$900
Personnel.....	\$18,526
Program & Business Operating Costs.....	\$5,172
Board Governance.....	\$300
Funding Programs.....	\$3,000
Total Expenses.....	\$35,208
Net Surplus/(Deficit).....	\$0

Board Designated Funds 2024 Budget (All amounts in US \$000's)

Data Transformation.....	\$455
Enhancing Technology.....	\$168
Internet Society Amicus Program.....	\$300
Compliance Program.....	\$99
Opportunity Fund.....	\$250
Corporate Structure Review.....	\$250
Environmental, Social, and Governance Initiatives.....	\$500
Total Board Designated Funds.....	\$2,022

