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Internet Society
Action Plan 2017

Internet
Society

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Introduction

The Internet Society community around the world is united by the conviction that a ubiquitous and trusted Internet is a unique force for good. We are guided by the vision of an Internet of Opportunity that is open, globally connected, and governed by its users from "the bottom up". The Internet of Opportunity allows us to tackle our most pressing challenges: ending poverty and hunger, improving healthcare, increasing access to education, and promoting innovation. And, we understand that our collective potential increases as more of us connect with each other.

Yet, even as half the people in the world are expected to have access to the Internet in the coming year, emerging challenges threaten progress towards an Internet for everyone. First among these is ensuring the Internet is a trusted platform for communication that people seek to use. At the same time, we must continue to extend the opportunity to connect to the half of the world who are not yet online.

Conversations about the Internet are increasingly focused on uncertainty, insecurity, and fear of online interaction. We believe that to ensure people take advantage of the capabilities Internet access provides, a multi-faceted effort to strengthen online trust is required. In 2016, the Internet Society set strong foundations for a coordinated approach to addressing the policy, technical, and operational aspects of this challenge. The increasing importance of this issue compels us to redouble our efforts in 2017.

People who want to connect must have the opportunity to do so. Therefore ensuring those yet unconnected gain access to the Internet becomes more important, yet more difficult as they often are in locations that present greater challenges. We know that providing infrastructure is required but insufficient. Building regional communities of technical and policy expertise is a key component of ensuring strong and sustained connectivity. This has been a core of the Internet Society's work over the past 25 years, so we approach this effort with an understanding gained through past successes, and with an urgency imparted by its importance for addressing the broader challenges in the world.

Our accomplishments over the past 25 years provide knowledge and confidence. In 2017 we strive for even greater effectiveness, seeking to be a stronger force for change in the world. We aim to build and deepen engagement across our community and organization. We embrace our technical roots, planted in the Internet Engineering Task Force. We remain inspired by our mission, and look forward to setting the stage for the next 25 years of success.

2017 Objectives

For 2017 we have set four main Objectives. Two Objectives continue themes established last year around trust and access, and two focus on strengthening the Internet Society and the Internet Engineering Task Force (IETF). Our Objectives for 2017 are to:

1. **Increase trust in the Internet to deliver its full benefit;**
2. **Connect the unconnected to enable economic, social, and human development;**
3. **Strengthen the Internet Society to become a more effective voice in the world; and**
4. **Strengthen the IETF to sustain a core element of the Internet's foundation and future.**

Both trust and access are necessary components for realizing an Internet of opportunity for everyone. Our success also depends on increasing the influence of the Internet Society organization and community. Likewise, we are committed to ensuring the Internet Engineering Task Force (IETF) remains a vibrant and sustained source of the open standards that form a foundation of the Internet. We also understand that to achieve our vision, our approach must reflect the principles of collaboration, inclusion, transparency, and partnership embedded in how the Internet itself works.

The following section summarizes these Objectives, outlines the key initiatives that define how we will approach each of them, and provides examples of the tangible outcomes we expect to result from the cross-organizational projects we will undertake.

1. Increase trust in the Internet
Without trust, the Internet cannot deliver its potential benefit to the whole world. Users must view the Internet as a safe and reliable means to communicate. They must be willing to use online services for commerce, government, and social interaction. Four key components of increased trust in the Internet are:

- **User trust**,
- **Trust technologies**,
- **Trusted networks**, and
- **Trust in the ecosystem** that encompasses all stakeholders affecting how the Internet is operated and governed.

These components correspond to **four** interrelated initiatives we will undertake in 2017 to:

- **Identify and advocate for best practices** in privacy, security, and ethical data handling;
- **Collaborate with and support partners** to make more pervasive and usable the technologies that underpin digital identity, confidentiality of communications, and data privacy;
- **Strengthen and expand practices by network operators** that increase the security and resilience of routing mechanisms and protocols; and
- **Advocate for policies** that enhance security and privacy, and promote the ecosystem of transparent, multistakeholder Internet governance.

A concrete example of our work includes continuing to promote the adoption of a collaborative approach to improving security by network operators and Internet Exchange Points (IXPs). To accomplish this, we will **extend the Mutually Agreed Norms for Routing Security (MANRS) project** beyond the more than 40 companies and organizations around the world currently committed to the effort. We will **create and promote workshops and guides** that both identify privacy issues and make it easier to put solutions into practice. We will engage in policy fora, such as the UN Special Rapporteur on Privacy, to **shape mandates and policy approaches for dealing with issues such as the ethical handling of user data**.

By the end of 2017, we expect the Internet Society will be seen as a leader—both globally and regionally—in framing dialogues around issues such as cybersecurity policy. Beyond positioning, we will undertake a coordinated campaign to have our vision and approach adopted by and reflected in the technical and policy activities of our communities, civil society, industry, and governments. We will intervene when needed to confront policies and challenge practices that threaten trust in the Internet. And, we will highlight accomplishments that improve it.

2. Connect the unconnected

We believe **Internet access** is a key enabler for economic, social, and human development. But only half the world is connected and the rate of Internet access growth is decreasing. What's more, issues such as trust in the Internet have joined cost and availability as barriers to access. Therefore, one of our key Objectives for 2017 is to extend Internet access by not only increasing the availability of the Internet infrastructure around the world, but also by addressing the underlying obstacles to its sustained use. Integrating the physical and intellectual capital requirements for increasing Internet access, we will undertake **four** initiatives to:

- **Provide more network infrastructure development**, including wireless community networks and Internet Exchange Points (IXPs);
- **Empower communities to translate Internet access into opportunities** for development;
- **Invest in the next generation of leaders across technology, policy, and business** that will make the right decisions for the future of the Internet; and

- **Equip existing leaders in government and industry** with frameworks that adopt global policy approaches to local and regional conditions and requirements.

Our efforts in this Objective build on the Internet Society's long history and deep experience in promoting Internet access and use. We believe the Internet Society has a critical role as a catalyst that, if not continued, will result in slower infrastructure deployment in some regions. Similarly, we will continue to promote the development of future Internet leaders in policy and technical arenas. We will extend our community project funding approach to promote the empowerment of women and educational opportunities for all that Internet access affords. We understand that even the same issues are not addressed identically in different places around the world, so we will convene regional dialogues that adapt and inform our global policy work.

We have high expectations for results. By the end of the year our outcomes will include **accelerating at least two additional community network projects in each region**, **providing wireless connectivity to ten more locations**, and **developing five new IXPs**. We will have **brought together an active cohort of Internet leaders** in key policy and technical fora, such as the IETF and ITU. And, we expect to have established concrete recommendations that **tangibly contribute to policies spurring Internet access in key countries** around the world.

3. Strengthen the Internet Society

To achieve our goals the Internet Society must become a stronger, more effective force for change in the world. Especially on the issues we believe are most critical to the Internet's success, we must be more influential and visible. To this end, we will continue to build a strong global community and a world-class organization with operational strength, financial stability, and increased external presence. And we will continue to use the Internet to connect, communicate, and collaborate.

Our efforts in this Objective are organized into **five** initiatives spanning information technology, communications, partnership development, stakeholder relations and human resources. Working in concert, these initiatives aim to:

- **Drive communications and strengthen our identity** to position ISOC as a powerful voice and influencer on Internet issues, including through a reinvigorated Web presence;
- **Improve the management of information, systems, and processes** to better know and serve our communities;
- **Grow our fundraising efforts** to support financial sustainability;
- **Strengthen our knowledge of, and engagement with, current and potential members, chapters, and stakeholders** to advance our mutual goals; and
- **Advance our dynamic working culture** that supports staff.

A central pillar of our efforts across these initiatives will be embedding our strengthened identity into everything we do. A **redesigned and redeployed website** will be central to this effort. Our identity will **infuse thought**

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Shine the Light
Featured on BBC and generating visibility for Internet users around the world, the Internet Society developed **Shine the Light** as an international campaign to boost the profile of incredible women around the world who are pushing boundaries using tech. Who do you want to #ShineTheLight

www.internetsociety.org/ shinethelight

leadership campaigns around our objectives of connecting the unconnected and strengthening trust in the Internet. Internally, we will continue to build our ability to use of the Internet itself, **employing modern collaboration capabilities**, and information management systems and processes, that allow our communities to communicate, share, and engage with each other better. We will deepen engagement with organization members, **sustain and grow collaborations with grant partners**, and implement an effective giving **program that increases engagement with individual donors**.

Clearly defined outcomes anchor the work under this Objective. Awareness of the Internet Society, and especially its work towards increasing Internet access and trust, will have demonstrably increased among key audiences around the world. Key groups, including media, will see the Internet Society as a critical point of reference for important and emerging Internet issues. We will have established deeper relationships with partners and stakeholders through measurably increased and improved interactions. Our individual and organizational fundraising programs will have met the specific goals set for each of them.

4. Strengthen the IETF

Since the beginning, a foundational strength of the Internet has been the open standards developed by the IETF. Similarly, the Internet Society's history is entwined with the IETF, and ISOC remains profoundly committed to ensuring the IETF's continued success. In 2017 we will focus on a compact set of projects organized around **two** initiatives to:

• **Enhance IETF financial sustainability**; and
• **Promote of diverse participation** in the IETF.

We will continue to engage in the operational support of **securing sponsorship for the IETF.** These sponsorships provide critical ongoing funding of IETF activities, and underscore support from key companies and organizations that rely on the standards produced by the IETF. In addition, **the IETF Endowment project will continue momentum** established in 2016

towards the U$20 million initial funding goal through a well-positioned campaign, leveraging important milestones for the IETF, such as the 100th IETF meeting.

By end of 2017 we will have **functional regional programs that support the IETF in implementing its own diversification objectives**. These include **increasing regional diversity**, as well as **broadening diversity of participation** across industry, and deepening engagement with sectors such as academia and open source communities. As part of these efforts, we will continue to implement existing technical fellowship and policy guest programs, and to support programs such as the Applied Network Research Prize that build bridges with various communities.

These four Objectives, taken together, organize our efforts around the key challenges facing the Internet today, and strengthen our ability to address those challenges in the future. They advance Internet Society's vision and mission and they strengthen the Internet Society and the IETF. We believe they are critical to the continued growth and evolution of the global Internet.

Understanding how well we accomplished what we set out to do is critical to setting a course for the future. Did we reach the goals we set for ourselves? Did we connect with the individuals we needed to reach to be most effective? Have we effected the change in the world we sought to make? To that end, an integral part of our plan in 2017 will be to evaluate our efforts. This will include conducting a study on the diversity of people and communities our efforts included and affected.

Plans are put into action through the application of effort and resources. Our plans for these Objectives will only be realized because they are accompanied by a complementary financial plan. The next section sets out that plan in further detail.

2017 Financial Plan

Our 2017 Action Plan is supported by a Financial Plan that ensures the Internet Society remains fiscally strong and operates in the most effective manner as a charitable not-for-profit entity. The Action Plan ensures that available resources are dedicated to achieving the greatest impact while the Financial Plan allows us to clearly execute, stay aligned with our resources, and chart a roadmap for future opportunities.

Summary Statement of Activities

(amounts in US$000s)

Unrestricted Internet Society Revenues	2016 Budget	2017 Budget
Memberships, Sponsorships, Grants	$5,511	$5,555
IETF Meeting Registrations, Hosts, Sponsors	4,336	4,869
Public Interest Registry Contribution	29,500	29,500
Total Unrestricted Internet Society Revenues	**39,347**	**39,924**
Internet Society Expenses		
Functional Group Expenses (excluding IETF)	32,491	32,555
Board Governance	300	300
IETF Expenses (excluding Capital)	6,556	7,069
Total Internet Society Expenses	**39,347**	**39,924**
NET SURPLUS Before Interest	**0**	**0**
Interest and Currency	500	500
NET UNRESTRICTED SURPLUS	**$500**	**$500**

2017 Financial Plan

2017 Revenue Plan

Our 2017 Revenue Plan totals US$39.9 million with the annual contribution from Public Interest Registry (PIR) remaining consistent with the contribution levels of the past two years. ISOC-generated (non-PIR) revenues of US$10.4 million are based on readily identifiable sources from members, sponsors, grantors, contributors, and meeting registrations. Based on this conservative method for our Revenue Plan, we are showing a slight increase in funding sources in 2017.

While our 2017 revenue focuses on supporting our mission through ISOC memberships, sponsors, event registration, and partnerships, equally important is raising Internet Engineering Task Force (IETF) sponsorship and registration funds to support the IETF's critical work. The Revenue Plan reflects this focus with an increase in planned 2017 IETF fundraising. We see this Revenue Plan as a benchmark to maintain our level of expense and will implement stretch goals again this year.

Projected Revenue By Source

(amounts in US$000s)

	2016 Revenue Plan	2017 Revenue Plan
Foundation & Government Grants and Corporate Contributions	$3,161	$3,135
Organization Membership & Individual Donors	1,660	1,753
ISOC Event Sponsorships	525	447
Event Registration Fees	165	220
IETF Meeting Registrations, Hosts, Sponsors, Other	4,336	4,869
Total ISOC Generated Revenue	**9,847**	**10,424**
Public Interest Registry Contribution	29,500	29,500
Total Revenue by Source	**$39,347**	**$39,924**

2017 Expense Budgets and Headcount by Functional Group

The Internet Society's 2017 expense plan of US$32.8 million plus US$7.1 million in IETF expenses aligns our resources with our organizational Objectives, and reflects our continued effort to streamline costs and functions within our funding sources. In 2017 we continue to manage our personnel costs and keep our headcount at current levels.

Expense Budgets and Headcount by Functional Group

(amounts in US$000's)

Functional Group	2016 Budget	2016 Year-End FTE	2017 Budget	2017 Year-End Budgeted FTE
Office of the President	$1,928	4.0	$1,878	4.0
Global Engagement	9,864	28.0	10,822	28.0
Global Policy Development	3,415	10.0	2,996	10.0
Internet Technology	3,268	11.0	3,500	11.0
Stakeholder Relations	2,608	6.5	2,478	6.5
Strategic Communications	3,335	9.5	3,382	9.5
Information Technology	1,773	7.0	1,708	7.0
Chief Administration Office	459	1.0	630	1.0
Partnership Development and Fundraising	1,611	7.0	1,383	7.0
Human Resources and Administration	1,675	5.0	1,644	5.0
Finance and Accounting	2,555	5.0	2,134	5.0
Subtotal Expenses and FTE by Functional Group	**32,491**	**94.0**	**32,555**	**94.0**
Strategic Planning and Board Support	300	-	300	-
IETF Expenses	6,556	1.0	7,069	1.0
Total Expenses/FTE Under Management	**$39,347**	**95.0**	**$39,924**	**95.0**

Within our Financial Plan, we have taken a cross-organizational programmatic approach for each of the projects within the Objectives, while continuing to manage spending by functional group for management accountability. The 2017 Action Plan represents functional spending (excluding IETF) that is in line with the previous year.

Board Directed Programs and Funding

Starting in 2014, the Board of Trustees authorized four programs to help build the Internet Society's infrastructure and capacity to grow over years to come. Each of these programs is a multi-year endeavor, with plans spanning into 2017.

Board Designated Funds

(amounts in US$000's)

Designated Projects	Initial Funding	2016 Beginning Balance	Projected 2016 Use	2017 Funds Available
Three Year Technology Improvement Plan	$1,477	$1,375	$298	$1,077
Branding Project	1,696	1,240	875	365
Content Curation Project	300	176	77	99
Community Grants	200	200	200	-
Designated Funds Ending Balance	**$3,673**	**$2,991**	**$1,450**	**$1,541**

Internet Engineering Task Force

The 2017 Financial Plan provides significant support to the Internet Engineering Task Force (IETF), which reflects the Internet Society's commitment to the IETF's importance as the premiere Internet standards organization. The work of the IETF, including the emphasis on improving the technical underpinnings for security and online privacy, is central to sustaining the Internet's openness and innovation. The 2017 budget for the IETF has been approved by the IETF Administrative Oversight Committee, and is incorporated within ISOC's Action Plan.

Summary of Activities: IETF 2017 Budget

(amounts in US$000's)

IETF Revenues	
Hosts & Sponsors	$2,071
Registration Fees & Other	2,798
Total IETF Revenues	**4,869**
Operation Expenses	7,069
ISOC Direct Contribution (excluding Capitalized Development)	**(2,200)**
Capitalized Tools Development	135
Total ISOC Direct Contribution	**$(2,335)**

Conclusion

We remain united by and committed to an Internet that everyone can access and trusts. We firmly believe that the Internet, by connecting us to each other, allows us to realize our individual potential, extend our collective abilities and address our shared challenges. Our plan for 2017, through our four Objectives, charts our course towards our goal of an Internet of opportunity. As we enter the Internet Society's 25th year, we look back on our past accomplishments and gather renewed confidence for our work ahead.