

2021

ACTION PLAN

Empowering People to
Create A Bigger and
Stronger Internet



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1

Introduction



Empowering People to Create A Bigger and Stronger Internet

The year 2020 has brought its share of upheaval and transformation. Across the world, political uncertainty and the global pandemic have disrupted millions of lives. And at times the year has felt both never-ending and moving too fast, with new challenges being presented each day.

In a year of disruption and tumult, the Internet has been constant. 2020 shone a spotlight on the vital role it plays in keeping us connected and informed, and enriching our lives. Because of its underpinnings, it has remained reliable and resilient – a lifeline for many people throughout the world.

For those of us with access, the Internet has provided a sense of normalcy while the world feels anything but normal. We can continue with routines like school and work and hold onto a sense of stability. We can keep up with the latest information to stay healthy and safe. We can stay connected with friends and family. But those without access are not so fortunate.

The Internet's role as a place of opportunity and hope has never been more evident.

The Internet has been revolutionary. It has fueled economic growth, created millions of jobs, and allowed human progress through its adoption around the globe.

Everyone should have access to this transformative resource. Yet nearly half the world's population is unconnected, missing out on possibility and opportunity. The pandemic illustrates the urgency of our vision that the Internet is for everyone.

We are protecting the Internet, defending it against threats.

Many governments feel threatened by what the Internet enables. Almost every country in the world is now seeking to regulate and control the Internet in its own way.

The Internet's foundational cornerstones of open participation and open architecture underpin its success. They foster a distinct global culture of people collaborating "the Internet Way" with virtually infinite opportunities to work together for the collective good.

The Internet Society works to help ensure that proposed legislation and regulation do not compromise the Internet's underlying foundation.

Our mission remains more important than ever.

In 2019, we identified threats to and opportunities for the open, globally-connected, secure, and trustworthy Internet. In response, we organized projects and other activities that were designed to expand the reach of the Internet, and strengthen it against the threats it faces.

Through 2020, as we worked those efforts, we sought feedback and ideas from the diverse members of our global community to ensure we continue to focus on the right issues.

Our 2021 Action Plan reflects community input gathered through extensive consultative processes and outlines the steps we will take in the year ahead to build a bigger, stronger Internet and move us closer to achieving our vision: The Internet is for everyone.

A renewed sense of purpose and urgency.



2

Growing the Internet



Growing the Internet

Everyone should have access to the Internet. It is a life-changing resource, and as long as it remains necessary, we will not stop working to increase the Internet's reach and resilience. We are committed to closing the digital divide by bringing together the people and technology that are needed to give everyone the access they want.

This means fostering trust and collaboration among those who build and maintain the Internet. It means improving established Community Networks and Internet Exchange Points and deploying new ones too. It means supporting sound decisions and policy by providing a single platform to provide consolidated, reliable insights about Internet resilience, shutdowns, and the Internet Way of Networking.

Building Community Networks

Bridging the connectivity gap

There is still much to do to connect people who want to be connected. Nearly half of the global population remains without reliable access to the Internet. These unconnected communities and individuals — who live in rural, remote and urban communities — are on every continent. Each day without Internet connectivity is a day of lost opportunity.

The traditional and conventional approaches to Internet access usually work well, but they cannot solve every problem. Community Networks (CNs) are local complementary access solutions to bridge the connectivity gap by allowing anyone, anywhere, to connect to the Internet with the right tools and support. These are networks built by people to address their own needs in their own communities. The Internet Society has a long history of making a difference in this area. In 2021, we will continue to focus on developing and enabling CNs and the communities that support them.

The power of the human network

We believe anyone can build and sustain a Community Network with the right backing. From community development and policy advocacy to funding and technical capacity building, we work to aid people involved with new and existing CNs.

We know that building a strong human network is essential to the health and long-term success of a

CN. We do this by convening experts, partners, and policymakers and regulators.

Supporting new and existing CNs

In 2021, we will support a total of 10 new and existing CNs. For new ones, we will identify communities ready for network build-out and help them with deployment. For existing ones, we will help communities grow their coverage and technical capacity.

Scaling our work through new partnerships

We can achieve more by working together with our partners. That's why we will collaborate with five new partners who can help amplify our efforts in deploying and promoting CNs, expanding our advocacy efforts, and building a stronger baseline of supporters.

Building a global network of Community Networks champions

We will train 300 individuals on essential skills and knowledge in technical, community-building, and policy topics directly related to CNs through our online moderated and self-paced courses and regional capacity building activities.

In addition, we will deliver more advanced training to 15 motivated Community Network Leaders who have had hands-on experience building CNs in their own community or region. As a result of the training, this cohort of advanced CN champions can act as on-the-ground multipliers, advocating for the Internet Society

model for connectivity and building capacity at the local and regional level.

Focusing on local capacity

Sustainable networks are driven by the communities they support. Working with others who share our goals, we will continue to amplify, encourage, and advocate policies and regulations that are favorable to the development of CNs. We are confident that by the end of the year, at least five countries and organizations will update policies, regulations, rules, or projects in support of CNs.

As part of nurturing the human talent so important to CNs, we will continue to host Community Network Summits, shifting the format from in-person events to fully virtual. These regional events give participants the opportunity to discuss challenges unique to their environment, identify common issues, brainstorm solutions, expand their technical and policy knowledge, and celebrate successes. Most importantly, they create networks of networkers – groups of like-minded organizations and people who support the growth of CNs as a way to help bridge the digital divide.

Fostering Infrastructure and Community Development

Building the communities that build the Internet

There remain today many places where Internet access is marked by slow speeds, high costs, and unreliable service. Internet Exchange Points (IXPs) address this disparity and help grow the Internet by strengthening infrastructure, boosting availability, and creating shorter, more direct, and cheaper routes for local traffic.

Like Community Networks, IXP development is dependent on training local technical experts, cultivating interested communities, and working with policymakers and regulators to support their development. To this end, we remain committed to fostering strong technical and operational communities of supporters that can help plan, build, and sustain interconnection infrastructure.

Creating new and enhancing existing IXPs

We will continue to work with our partners to facilitate the development of new IXPs, upgrade existing ones, provide training, build local capacity, and advocate for policies that support the

creation and development of IXPs and the interconnection ecosystem.

In 2021, we will establish five new IXPs and improve 15 existing ones by providing technical, development, or policy or regulatory support to help them mature and progress. We will enlist the help of five partners to help us expand our efforts related to improving the Internet experience by making local and regional connections both denser and more varied. We will also engage policymakers and regulators in five countries by providing evidence-based technical advice and best practices to support IXP-promoting policy and regulatory decisions.

Building capacities and leadership

We can help create a more resilient and affordable Internet for everyone by equipping communities with technical expertise. To make sure people have the skills and knowledge they need to support new and existing IXPs, we will train 500 individuals on best practices for building, running, and maintaining Internet networks.

Measuring the Internet

The Internet, by the numbers

There are many people, projects and organizations collecting data on various facets of the Internet.

But until recently, there was no single site or tool to provide a curated set of insights into the health, availability, and evolution of the Internet. Insights, a

platform by the Internet Society with a planned launch in December 2020, provides meaningful, reliable, and understandable data by drawing from various trusted sources.

Data-driven insights for all

We'll use the data consolidated on the Insights platform to identify trends, generate reports, and tell data-driven stories about the Internet. As data can influence policy development and decisions related to Internet disruptions and investment in technologies and infrastructure, Insights will be a resource for policymakers, researchers, journalists, network operators, civil society groups, technologists, and Internet enthusiasts.

Possibilities through partnerships

Our focus in 2021 will be on promoting Insights as a useful resource for anyone interested in what Internet measurements can tell us about the state of the Internet. We will form three partnerships with measurement groups, data partners, economists, or all of these to incorporate figures and financial models into Insights and promote the platform to their networks and audiences.

The initial release of Insights is designed to measure Internet outages and the deployment of new technologies that help the Internet evolve. In 2021, we will further develop the platform by releasing Version 2, which will reflect improvements based on feedback from the initial release. Version 2 will expand the platform to encompass additional measurements of Internet resilience and to highlight examples of the Internet Way of Networking.

3

Strengthening the Internet



Strengthening the Internet

The Internet has radically transformed our lives for the better. In just a few decades, it has become a critical resource offering those with access virtually infinite opportunities to innovate and work together for the collective good. This didn't happen by accident. The Internet owes its strength, resilience, and success to its open architecture. It was literally built to be built upon.

But what makes it great also makes it vulnerable. Governments and businesses are increasingly making decisions that could affect the Internet in negative ways – and they might not even know it. If we don't consider how our actions could harm the Internet, we risk breaking the underlying foundation that makes it work for everyone.

A significant part of our work this year will focus on strengthening the foundation that underpins the Internet's success – but we can't do it alone. We're going to grow, educate, and equip a movement of people across the globe to help protect and defend a strong foundation for the Internet, including strong encryption, the security and stability of Internet routing, and open standards. In doing so, we will bridge the gap between policymakers and the technical community, help keep data and privacy secure, and safeguard the critical properties that makes the Internet a remarkable resource. Together, we will make the Internet stronger.

Promoting the Internet Way of Networking

Keeping the Internet strong, resilient, and a place for infinite opportunities

To help people make smarter decisions about the Internet, the Internet Society worked through its members and chapters around the world in 2020 to define the foundation of critical properties that underpin the Internet's success. We call this the "Internet Way of Networking" (IWN). We also developed a tool to both educate and empower people to protect this foundation by using the Internet Impact Assessment Toolkit (IIAT) to help analyze the potential impact of a new policy, business decision, technology or trend on the Internet.

Protecting the Network of Networks

We'll continue our efforts to grow and empower a movement of people worldwide working to champion a healthy foundation for the Internet by focusing on three areas.

We aim to graduate 200 people through an IWN training course that will equip them to understand the critical properties of the Internet Way of Networking and how to examine policy and

technical proposals for their support of or damage to these properties. We will look to these alumni to promote and use the IIAT to advocate for policies and technology developments that will improve the network of networks. Our goal is to see the IIAT used to assess the impact of new or existing policies in at least four policymaking processes (including consultations, draft legislation, rulemakings, and similar activities), directly affecting the Internet.

We will continue to build a coalition of partners to promote IWN and Internet Impact Assessments, enlisting academics, governments, intergovernmental organizations, civil society, and companies to recognize and promote the IWN. We will also engage existing partners, chapters, and individual and organization members, placing particular emphasis on ensuring they can understand and use the IIAT.

While the critical properties of the IWN are unchanging, we will continue to enhance the IIAT to ensure its relevance. Like the Internet, it is intended to be an evolving tool. Based on feedback from our community and partners and our own

work and research, we will expand the toolkit through ongoing research and analysis of trends and proposals with our community, training alumni, and partners to assess the impact on the IWN. We

also expect to see five external entities producing additional IWN use cases and case studies used to educate and advocate in their regions.

Extending Encryption

The Internet is under threat

Every day, we rely on encryption to keep our data and our privacy secure. It protects us while we browse the Web, shop and bank online, use secure messaging apps, and more. Unfortunately, we are seeing a troubling trend: governments around the world are finding new ways to undermine the use of strong encryption, making its future uncertain.

At the Internet Society, we stand against the growing number of challenges that threaten encrypted data. These include legislation or changes to intermediary liability laws that would force companies to weaken or limit the use of strong encryption. Forcing companies to be less secure online is dangerous and counterproductive. It threatens economic development and undermines the Internet's global trustworthiness.

Addressing threats to protect and promote encryption through 2021 and beyond

Through our community, partners, and the newly formed Global Encryption Coalition, we are in a strong position to enable user-controlled encryption, including end-to-end (e2e) encryption, across the Internet. We will continue to mobilize this active network and create myriad materials to promote an undeniable truth: Strong encryption is vital to the Internet.

Our Global Encryption Coalition continues to grow since we first launched it with two founding partners in 2020: The Center for Democracy & Technology and Global Partners Digital. In less than one year, the coalition has expanded to include over 75 members from around the world. We will broaden its membership to include civil society, companies, organizations, chapters, and individual technology experts. Our goal, working in the Coalition, is to increase the adoption of e2e encryption by 10% globally in 2021. Further, we plan to mitigate at least three-fourths of government attacks on encryption in eight target countries in 2021. By working together, our voice and message are amplified at an exponential scale.

Supporting this effort, we will introduce Global Encryption Day as a focusing event to help people, companies, and governments take action to protect e2e encryption. This will be an opportunity to bring our entire community together to rally around the value of strong encryption. By shining a light on strong encryption, we expect this celebration to increase its use by companies and people around the world – by raising awareness, showing target audiences how encryption is critical to their daily lives, growing the Global Encryption Coalition, and mobilizing our existing community. Our goal is that at least one million people will participate in Global Encryption Day and Global Encryption Coalition events.

Securing Global Routing

There is no Internet without routing

When we conduct online transactions, send email,

or conduct business on the Internet, we expect our information to go where it is intended to

go. However, the global Internet routing system that ensures that correct paths are selected has vulnerabilities that allow manipulation of routing information (e.g., route hijacks and route leaks) and that permit spoofing source IP addresses. These can lead to misdirection of traffic and denial of service, and can result in reputational damage, lost revenue, and exposure of sensitive data.

This is why the Mutually Agreed Norms for Routing Security (MANRS) work is vital to an Internet we can all trust: MANRS participants implement the crucial fixes needed to reduce the most common routing threats. By adopting the core set of MANRS Actions as norms to guide their operations, network operators can help improve the security and stability of Internet routing for everyone.

In 2021, we will continue to promote MANRS as the baseline of secure routing even as we develop a sustainable governance model for the vibrant MANRS community.

Reducing global routing incidents

As of November 2020, MANRS has over 500 participants, and we are proactively working to steadily increase this number in 2021. As the number of MANRS participants increases, the number of networks adopting best routing practices increases, and the likelihood that routing incidents occur should decrease. While we cannot claim direct causation, we can attribute fewer routing incidents to the simple fact that more and more network operators are implementing basic routing security. By the end of 2021, we expect a 10% decrease in the number of routing incidents.

Increasing uptake in routing security measures

MANRS is not just about asking operators to join the initiative. We promote Routing Security in general and would like to see operators implementing Routing Security measures. We will target the following as evidence of broader uptake in routing security:

- A 10% increase in ROA (Route Origin Authorization) creation by the existing MANRS participants, which shows they support cryptographic validation of IP address ownership;
- 5% of existing MANRS participants implementing ROV (Route Origin Validation), which shows they are actually checking that a given network is authorized to announce routes to a given IP address range; and,
- 30% improvement in MANRS participants' conformance from 3 months before joining MANRS and 3 months after, showing that MANRS participants and the MANRS governance structure work well to keep networks clean over time, and not just when they apply and first join.

Assessing community readiness

We are committed to providing ongoing support to MANRS as a community-designed and, ultimately, a community-led initiative. The goal is for MANRS itself to be a self-governed community in coming years. In 2021, we will work with an advisory group to determine definitively whether the community is ready to receive, cultivate, own, and govern MANRS and the MANRS Observatory moving forward.

Preserving the Open Internet Model at the WTSA

Promoting openness, transparency, and collaboration

Open standards provide a "common language" for the more than 70,000 interconnected networks that comprise the global Internet to communicate with

each other. Developed through open, bottom-up, and consensus-based processes at various Standards Development Organizations, open standards underpin the open Internet model. This model has been crucial to the Internet's success to date, having

brought more than half of the world's population online in just a few decades.

As we work together to bring everyone online, open standards are as critical now as they were in the early development of the Internet and will remain so for the future growth and evolution of the Internet.

Because of this, the Internet Society takes a proactive approach to the World Telecommunication Standardization Assembly (WTSA), an event within the International Telecommunication Union (ITU). The event defines the senior leadership team, work program, working methods, and structure of Study Groups for the ITU's Telecommunication Standardization Sector (ITU-T).

Working with our community and partners to preserve the open Internet model, we will advocate for greater openness and transparency in ITU standards development processes. We will also work to ensure that the standards activities undertaken respond to technology and market demands as opposed to policy or regulatory needs.

Our goal is to ensure forthcoming initiatives within the ITU-T, including proposals related to so-called "New IP", do not duplicate work of other Internet standards bodies, including the Internet Engineering Task Force (IETF). In the lead-up to or during WTSA, we aim to have four governments or governmental agencies express support for our positions.

Getting the message out

The ITU's membership is comprised of government delegations (Member States), private industry, and other approved organizations; however, Member States are the only voting parties at WTSA.

As a trusted source for technical and policy advice, we will provide Member States with accurate, timely information to enable thoughtful decision-making, especially where we are actively engaged with their governments through our work. We will also provide information to regional organizations on key Internet-related topics that will be debated at the WTSA.

Internet Society Chapters and Organizational Members are often in the best position to reach out to their government and local stakeholders in preparation for the WTSA. We will provide them with useful and relevant information to strengthen their local advocacy. We will publish a matrix of proposals, thought pieces and other materials that position the Internet Society as a go-to source of information about the WTSA and a premier advocate for the Internet in this forum.

4

Empowering People to Take Action



Empowering People to Take Action

People who champion the Internet are at the heart of what we do. The Internet Society's strength comes from our Individual Members, Organizational Members, Chapters, and Special Interest Groups (SIGs) that constitute us. We work together with other communities of interest, partners, and allies to ensure the Internet thrives and meets the needs of all people. Thanks to that collaboration – volunteerism, funding, and policy and technical support – we can more effectively promote a bigger, stronger Internet.

In 2021, we will focus on attracting, engaging, and strengthening our whole community – Individual

Members, Organizational Members, Chapters, and SIGs. We will build people up through learning and fellowship opportunities. We will facilitate knowledge sharing in support of our mission, improve the tools our community uses to connect with one another, and pursue more partners and funding opportunities to support sustainable growth and greater impact.

Collectively, these steps will empower the champions of the Internet to take concerted action and amplify the positive impact we can achieve together.

Supporting Community Participation

Attracting and engaging Individual Members

We will bring renewed commitment to our Individual Members, who extend our reach to every corner of the world. As we target increasing by 5,000 the number of individuals who actively participate in Internet Society activities by the end of 2021, we will ensure prospective new members have an engaging experience along every step of their journey. We will nurture all Individual Members by giving them the organizational support they need to be successful. We will foster collaboration with Individual Members through regular information and knowledge sharing, training, and two-way engagement.

Providing fundamental information to our Chapters

Through regular feedback, we know that our Chapter members desire greater participation in our projects. To better engage our Chapters in 2021, we will help them more effectively communicate, advocate, and raise awareness about efforts related to growing and strengthening the Internet. We will achieve this by equipping 500 Chapter members with essential information related to our 2021 projects.

Improving the function of Special Interest Groups

SIGs offer a different way for members to engage. They are a global platform for Internet Society

members to join and discuss shared topics of interest to our community - topics that might not be directly covered by our current projects but support our overall vision and mission. Yet, historically, SIGs have not always functioned as smoothly as the community would like. In 2020, a working group of SIG leaders suggested a new approach to how SIGs are structured and operate. Their proposal includes recommendations to expand global participation and community support in SIGs, and to improve how their work is communicated to the Internet Society and wider community.

Relying upon the current SIG leaders and the working group that developed the proposal, we will create a strong-functioning SIG structure. This new structure will have the support of Internet Society members globally, ensure collaboration with Chapters, and will constitute a clear added value to the community. As part of this, we will establish five topics for 2022 as identified through SIG Community Consultations. We anticipate the successful transition to the new SIG structure by January 2022.

Strengthening our community connections and participation

Our community is made up of thousands of energetic, enthusiastic, and committed individuals,

organizations, and volunteers. It's important that they are engaged, informed, and connected as they bring about global change.

To better support our community, we will make improvements to software systems they rely on, including our association management and relationship management systems. These improvements will provide a better overall experience for the user, allow for more targeted communications, and enhance virtual and in-person events for all participants.

As we implement these upgrades, we will be mindful of our future needs, including the ability to reach further in our work.

Focusing on content to support participation

Our outward communications remain a vital part of our work. We have an opportunity to build value for our mission from the inside out by maximizing the strength of Internet Society content, and by building stronger connections between this content and our channels of communications.

Our content – what we say and publish – is one of the greatest tools we have to help us achieve our goals. It is how we put across our ideas and engage people in our mission. The way we create and manage content has a huge bearing on our efficiency as an organization and community, and our effectiveness in driving the change and support that is needed to grow the Internet and make it stronger.

In 2021 we will implement a Content Plan – a roadmap for improving the way we plan, create, and distribute Internet Society content to those who can help us achieve our mission. We will gain a better view of our audience interests in order to inform our content, and to target those who can make a difference in the most effective way. We will build it for them and distribute methodically and with purpose. We will enhance user journeys through Internet Society content, ensuring that our outputs are compelling, relevant, and creative. Through this effort, our community and followers will have a clearer view of the actions they can take to help grow and strengthen the Internet, and why the Internet needs everyone's support.

Building Expertise and Capacity

Driving action through knowledge

Learning @ Internet Society, our training and professional development program, is designed to enhance people's proficiency so they can become future Internet leaders. More than training and educational resources, it is a way to bring people together in support of our mission and equip them with the knowledge they need to take action.

In 2021, we will offer more learning opportunities than ever with 30 e-learning courses, which will have a combined reach of 10,000 community members and supporters. These courses will reflect feedback we received from our community in 2020 about their learning needs. Course topics will include Encryption, Routing Security, Internet Governance, Privacy, and Network Operations.

In addition, Learning @ Internet Society uniquely represents exciting accreditation opportunities leading to increased participation, revenue generation, and collaboration with academic institutions. In 2021, we will explore this further and seek to secure two partners who can support us with course accreditation. Initially, we will look at offering micro-credentials, which are widely recognized by organizations and academics as validating an individual's mastery of specific skills.

Preparing future Internet advocates

With the growing importance of Internet issues across international agendas, it has become critical to strengthen our community of advocates around the world. In 2021, we will focus on two fellowship programs to equip decision-makers, technical

experts, and influencers with the knowledge they need to be stronger advocates for an open, globally-connected, secure, and trustworthy Internet.

The Early Career Fellowship program is designed for talented Internet champions who recently started in their profession and have a demonstrated interest and impressive potential across a range of Internet-related topics. In 2021, we will launch the Early Career Fellowship program and secure four key partners to help support it through financial sponsorship, contribution to the program's curriculum, or mentoring and training the fellows.

The Mid Career Fellowship program – ideal for professionals further along in their Internet-related career – will start to take shape in 2021 thanks to initial planning and development already under way. With an anticipated launch in 2022, the Mid Career Fellowship program will serve as a training progression for working professionals, helping them to amplify their potential impact.

Sharing cutting-edge knowledge

We will continue to organize and host the Network and Distributed System Security Symposium (NDSS), a top academic conference focused on the latest in network and distributed system security. The NDSS is an incubator of ideas and aims to nurture future generations of security experts. At this symposium, academic and industry researchers and security practitioners from all over the world come together to exchange information and share knowledge.

For the first time ever, NDSS will be a virtual conference in 2021. To ensure it remains dynamic and meaningful, we will coordinate with the NDSS community to ensure its impact is felt well past the event itself. We will facilitate at least one collaboration between the NDSS research community and the open standards community. Through these efforts and others, we aim to maintain the NDSS position as a top-five premier academic research symposium for computer and network security in the world.

Securing Resources for Growth and Greater Impact

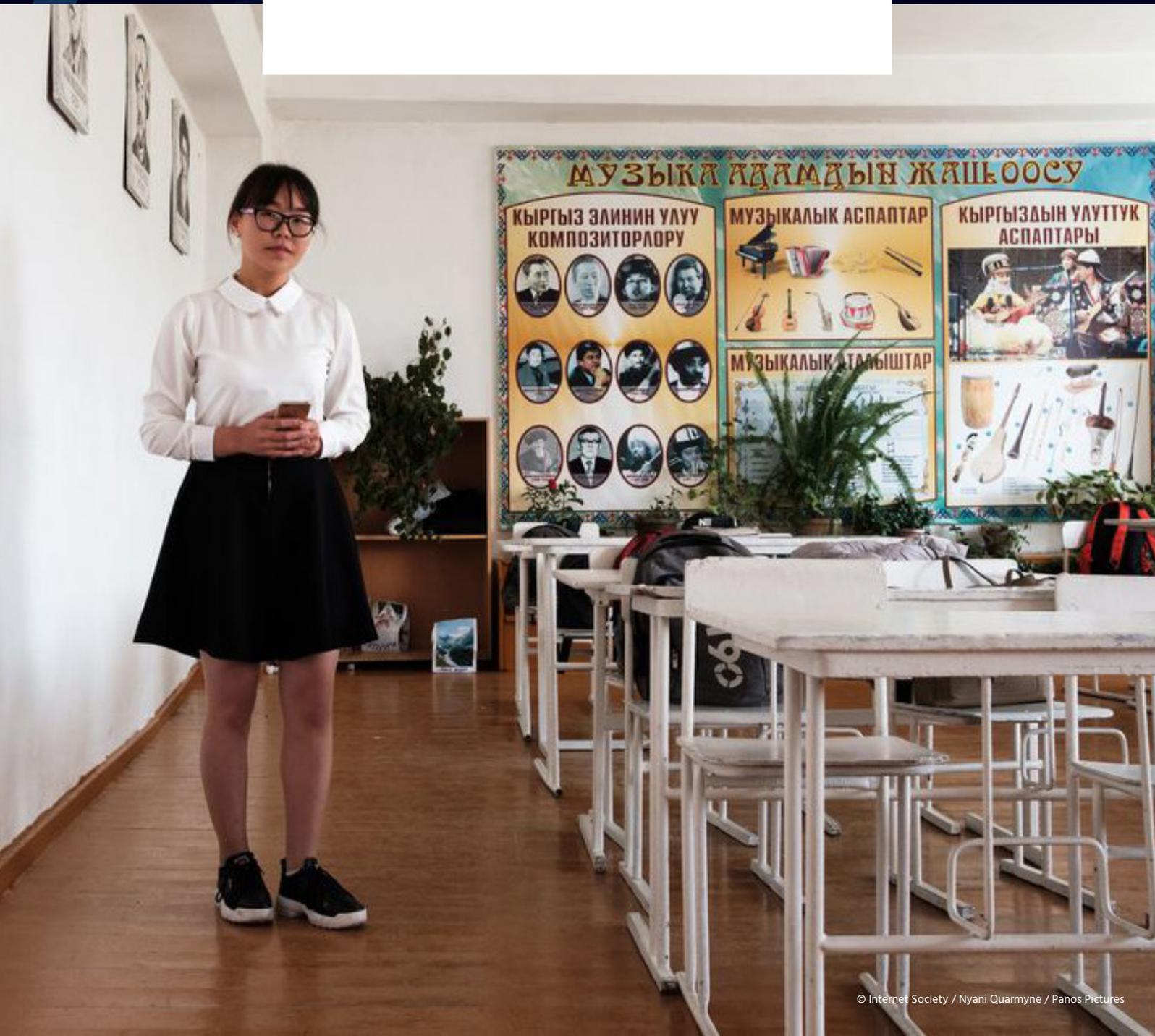
Targeting outreach for new, diversified funding and partnership

Sustainable growth remains a top priority as we explore opportunities for diversified revenue sources and grant funding. Increased funding is not merely the way to unlock our potential to do more. By cultivating broader financial support for the work of the Internet Society, we demonstrate our commitment to inclusiveness and ensure that our work responds to the needs that others perceive. In 2021, we will expand our outreach to a broader, more diverse range of potential funders, as well as diversify the channels through which we raise funds. We will pursue revenue through Organizational Membership, sponsorships, foundation and corporate grants, individual donations, corporate matching programs, and Learning @ Internet Society. Through this outreach, which complements

our member contributions, we will secure 10 new funding sources and 50 new partners who actively participate in our work.

5

Financial Plan



Financial Plan

Summary Statement of Activities

Our work in 2021 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.

2021 BUDGET	
(All amounts in US \$000's)	
UNRESTRICTIVE REVENUE:	
Memberships, Sponsorships, & Registrations	\$1,479
Grants & Contributions	3,046
Public Interest Registry Contribution	35,000
TOTAL UNRESTRICTIVE REVENUE:	\$39,525
EXPENSES:	
Action Plan Projects	
Building Community Networks	\$2,011
Fostering Infrastructure and Community Development	1,868
Measuring the Internet	475
Promoting the internet Way of Networking	490
Extending Encryption	1,020
Securing Global Routing	470
Preserving the Open Internet Model	45
Initiatives for Empowering People	3,490
Personel & Operating Costs	29,357
Board Governance	300
Total Expenses	\$39,525
Net Surplus/(Deficit)	-

BOARD DESIGNATED FUNDS

(All amounts in US \$000's)

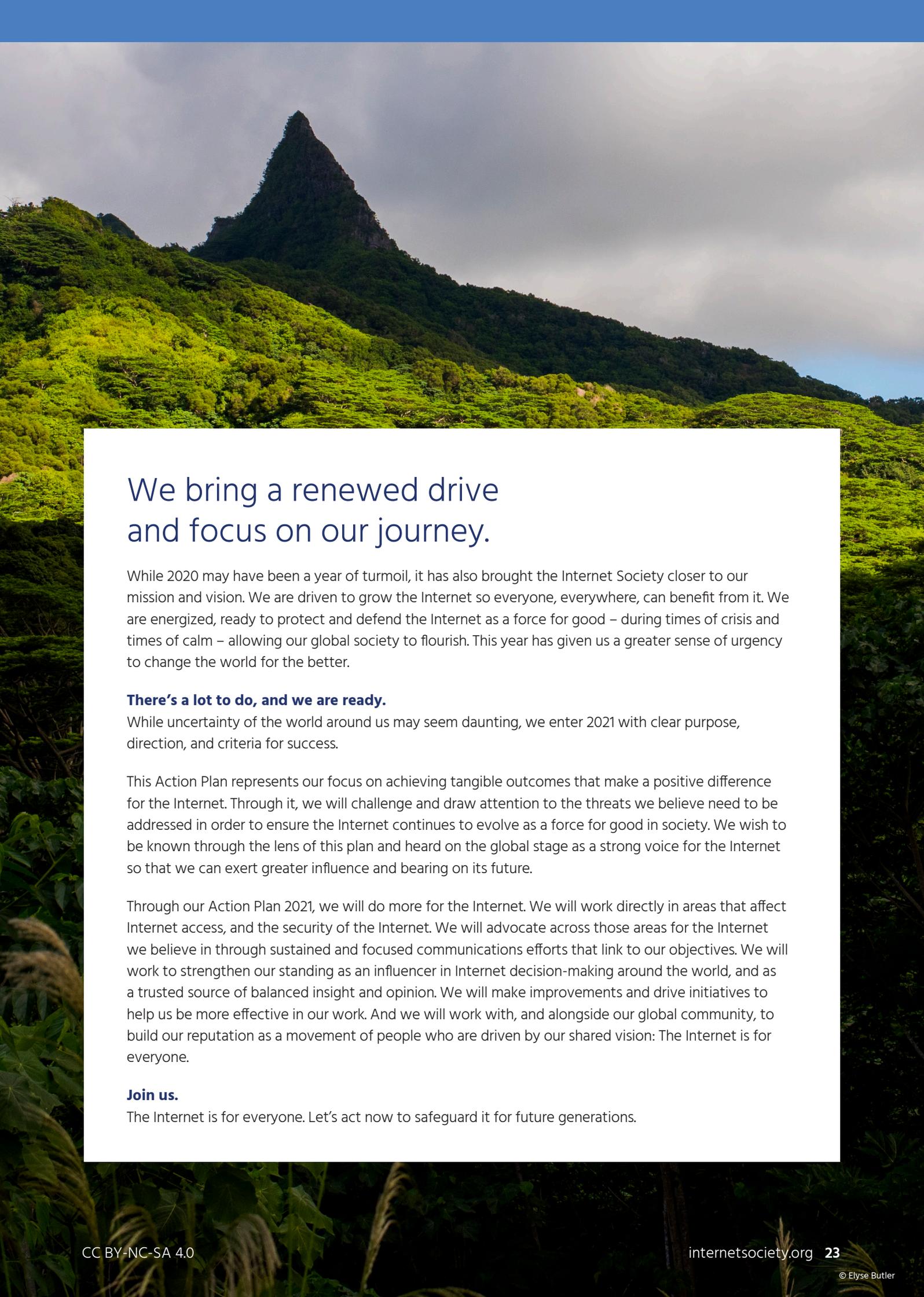
2021 BUDGET

Enhancing Technologies	\$1,420
Learning @ Internet Society	760
Early & Mid-Career Fellowship Programs	260
Individual Membership	200
Content Strategy Implementation	143
Board Governance	300
Total Board Designated Funds	\$2,782

6

Conclusion





We bring a renewed drive and focus on our journey.

While 2020 may have been a year of turmoil, it has also brought the Internet Society closer to our mission and vision. We are driven to grow the Internet so everyone, everywhere, can benefit from it. We are energized, ready to protect and defend the Internet as a force for good – during times of crisis and times of calm – allowing our global society to flourish. This year has given us a greater sense of urgency to change the world for the better.

There's a lot to do, and we are ready.

While uncertainty of the world around us may seem daunting, we enter 2021 with clear purpose, direction, and criteria for success.

This Action Plan represents our focus on achieving tangible outcomes that make a positive difference for the Internet. Through it, we will challenge and draw attention to the threats we believe need to be addressed in order to ensure the Internet continues to evolve as a force for good in society. We wish to be known through the lens of this plan and heard on the global stage as a strong voice for the Internet so that we can exert greater influence and bearing on its future.

Through our Action Plan 2021, we will do more for the Internet. We will work directly in areas that affect Internet access, and the security of the Internet. We will advocate across those areas for the Internet we believe in through sustained and focused communications efforts that link to our objectives. We will work to strengthen our standing as an influencer in Internet decision-making around the world, and as a trusted source of balanced insight and opinion. We will make improvements and drive initiatives to help us be more effective in our work. And we will work with, and alongside our global community, to build our reputation as a movement of people who are driven by our shared vision: The Internet is for everyone.

Join us.

The Internet is for everyone. Let's act now to safeguard it for future generations.



About the Internet Society

The Internet Society works for an open, globally-connected, secure, and trustworthy Internet for everyone.

We are the world's trusted independent source of leadership for Internet policy, technology standards, and future development. More than simply advancing technology, we work to ensure the Internet continues to grow and evolve as a platform for innovation, economic development, and social progress for people around the world.

With offices around the world, we work to ensure that the Internet and the web that is built on it:

- **Continues to develop as an open platform that empowers people** to share ideas and connect in new and innovative ways
- **Serves the economic, social, and educational needs** of individuals throughout the world — today and in the future

Learn More About the Internet Society
internetsociety.org

Join the Internet Society and get involved
internetsociety.org/get-involved