

2026 Action Plan



Internet Society
Foundation

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From the CEO

When the Internet Society Haiti Chapter set out to expand Internet connectivity nationwide, they had more questions than answers. In 2019, a group of chapter volunteers attended the Haiti Internet Governance Forum (IGF) in search of those answers. It was the first step in a years-long journey to develop and implement sustainable connectivity solutions throughout the country.



Their journey culminated in helping regulators to create enabling policies, and training over 200 people to install networks. Today, the community networks they established provide Internet access to more than 9,000 people, connecting schools, fishermen, and families.

The Internet changes lives—but only when people can access it, trust it, and use it safely.

As we enter the second year of our Strategy 2030, we're building on the momentum of the bold commitments and measurable progress we made in 2025. But the stakes have never been higher. We face threats to global interoperability as governments seek to fragment the Internet along national lines. The multistakeholder model that has made the Internet a force for innovation and human progress is under pressure from those who would centralize control. And most critically, the digital divide continues to widen, leaving 2.6 billion people—one-third of humanity—without access to the opportunities the Internet provides.

These challenges demand our full engagement. We are deeply invested in defending open standards and protocols that keep





the Internet globally connected. We champion multistakeholder governance because decisions about our shared digital future must include everyone affected by them. And we're racing to connect the unconnected before advancing technologies like Artificial Intelligence leave them even further behind.

The stakes are high, but the Internet Society community is resilient and prepared. From Haiti to Mali to Nepal, Internet Society members, chapters, and partners are connecting people and working for a safer Internet in challenging environments. They understand that every encrypted connection protects someone's privacy, every Internet exchange point adds resilience to keep businesses online, and every community network unlocks opportunities for children and families.

This Action Plan, alongside the Internet Society's Action Plan, outlines how we'll advance our strategic goals in 2026. We can't do this alone—achieving an Internet for everyone requires all of us working together.

Sincerely,



Sally Wentworth
President and CEO





Supporting the Internet Society's 2030 Strategy



The Internet Society Foundation believes in the transformative power of the Internet as a resource to enrich lives, strengthen communities, and unlock opportunities.

We champion the use of the network and its ability to provide communities with better education, healthcare, and economic opportunities. We believe that by working together, we can harness the Internet's potential to create a better future for everyone.





In 2026, we mark the second year of the [Internet Society 2030 Strategy](#). Our objective is to remain a strong supporting organization that helps grow the Internet Society and its global community's impact while contributing to the achievement of its strategic goals: ensuring that people everywhere have access to an affordable, reliable, and resilient Internet and that their Internet experience is safe, secure, and protective of their rights online.

The Foundation contributes to the 2030 strategic goals by:

- Cultivating future Internet leaders
- Creating impact by funding mission-aligned initiatives
- Ensuring financial health and sustainability through revenue generation
- Building a recognized global brand
- Supporting the Internet Society's core programs: Community-Centered Connectivity, Affordable and Reliable Access, Online Trust and Safety, Open and Trustworthy Internet, Internet Insights and Innovation, and Community and Partner Mobilization

The 2026 Action Plan marks another step forward in our journey as we keep investing in a future where everyone, everywhere, can access an open, globally connected, secure, and trustworthy Internet.





How the Internet Society Foundation Supports the Internet Society's Programs



Cultivating future Internet leaders

	1	2	3	4	5	6
	Community-Centered Connectivity	Affordable and Reliable Access	Online Trust and Safety	Open and Trustworthy Internet	Internet Insights and Innovation	Community and Partner Mobilization
Fellowships >	Early Career Fellowship					
	Youth Ambassador Program					
	Mid Career Fellowship					
		Peering Fellowship		NDSS Fellowship	Pulse Fellowship	
				Community Fellowship		
				IETF Policy Makers Program		
Alumni >	Alumni network					
Training and eLearning courses >	Fundamentals of Designing and Deploying Computer Networks	Introduction to Network Operations 1.0	Digital Footprints	Internet Governance		Internet Society Chapter Management Essentials
	Community Networks Readiness Assessment	Advanced Network Operations 2.0	Privacy	Internet Security		Grant Application and Implementation
	Building Wireless Community Networks	Internet Exchange Point (IXP) 2.0	Encryption	What the Internet Needs to Exist		
				What the Internet Needs to Thrive		
				How to Develop an Internet Impact Brief		
				MANRS ¹		
				DLTIGDR ²		

1 Mutually Agreed Norms for Routing Security

2 Disability Leadership Training in Internet Governance and Digital Rights





Impactful giving

1	2	3	4	5	6
Community-Centered Connectivity	Affordable and Reliable Access	Online Trust and Safety	Open and Trustworthy Internet	Internet Insights and Innovation	Community and Partner Mobilization
Research					
Beyond the Net					Beyond the Net
SCILLS ¹	SPI ²	Common Good Cyber Fund			IGF/SIG ³
Community Centered Connectivity ⁴	Resiliency	SCILLS	IGF/SIG		Chapter Admin Fund
Resiliency			Global Encryption Day		SPI
		Restricted Safety			

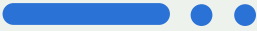
1 Strengthening Communities/Improving Lives and Livelihoods Grant Program

2 Sustainable Peering Infrastructure Grant Program

3 Internet Governance Forum / School of Internet Governance Grant Program

4 Including existing BOLT and CTU grantees





Read the Internet Society
2026 Action Plan at

[www.internetsociety.org/
action-plan/2026/](http://www.internetsociety.org/action-plan/2026/)



Recognized global brand



1	2	3	4	5	6
Community-Centered Connectivity	Affordable and Reliable Access	Online Trust and Safety	Open and Trustworthy Internet	Internet Insights and Innovation	Community and Partner Mobilization

Cross-cutting support across all programs



Revenue generation for financial health and sustainability



1	2	3	4	5	6
Community-Centered Connectivity	Affordable and Reliable Access	Online Trust and Safety	Open and Trustworthy Internet	Internet Insights and Innovation	Community and Partner Mobilization

Cross-cutting support across all programs





Cultivating future Internet leaders



We cultivate future Internet leaders who are equipped with knowledge, competencies, and skills to advance the Internet Society strategy.





2030 Direction

As part of our five-year plan, we:

- **Create and activate** a vibrant community of Internet Leaders to support the Internet Society's strategic goals
- **Provide** people with the skills, knowledge, and competencies needed to support the Internet Society 2030 strategic goals
- **Deliver** scalable programs through partners and chapters

2026 Priorities

In 2026, we will:

- Strengthen alumni engagement by identifying and mobilizing alumni who align with our goals, and by nurturing the next generation of Internet leaders through mentorship and capacity-building initiatives
- Broaden our portfolio of Fellowship programs with the addition of new programs to our current portfolio, increasing to 8 Fellowship Programs across the Internet Society
- Reach new audiences and geographies by refining application and selection criteria of our Fellowship programs.
- Scale training initiatives by introducing more engaging and flexible formats, strengthening strategic partnerships, increasing collaboration with chapters, and expanding the tutor database
- Adapt training content and delivery methods to address the specific needs of key target groups, including women-led social enterprises, refugees, indigenous communities, and populations in Least Developed Countries (LDCs) and Small Island Developing States (SIDS)
- Build sustainable local training capacity by investing in technical trainer development and fostering local and regional partnerships





IGF 2025
NORWAY



Measuring success in 2026

11,000

people trained online
and in person

3,400

people trained by
partners and chapters
using the Internet Society
platform and materials

100

tutors and trainers
deliver training

50%

of alumni supporting
at least one Internet
Society program

60%

of fellows that
actively participate
in the alumni network





Impactful giving



We fund initiatives that improve the Internet's function, expand its reach, and ensure it remains secure and protective for users—so it can effectively serve all people.





2030 Direction

As part of our five-year plan, we:

- **Advance** the Internet Society 2030 strategy through key partnerships and impactful philanthropic grantmaking
- **Highlight** our grantee partners' work, expertise, and experience, and advocate for trust-based philanthropy in our grantmaking
- **Foster** strong internal and external collaboration by maintaining effective communication with Internet Society colleagues and all key stakeholders
- **Leverage** data collection and analysis to measure grantees' impact and adjust funding strategies as needed

2026 Priorities

In 2026, we will:

- Introduce new co-funded initiatives on connectivity and safer Internet as well as continue to deliver existing programs with excellence and in alignment with the Internet Society 2030 strategy
- Launch full grantmaking process for the new Common Good Cyber Fund
- Ensure high quality, consistent data collection and reporting for existing and new co-funded programs
- Provide capacity building support for our grantees through trainings, consultations, and gatherings so that our grantee partners can strengthen their operations, resilience, and ability to deliver impact
- Run learning sessions that leverage high quality data for evidence-based decision-making during implementation of existing and new programs





Measuring success in 2026

\$13 million

committed for
the Internet Society
and Foundation
grant programs

\$4 million

committed for new
co-fund initiatives

90%

of grantees reporting
positive feedback
following capacity
development support





Recognized global brand



We focus on positioning Internet Society as a trusted and inspirational leading brand, recognized worldwide for uniting passionate and knowledgeable people who build and defend the Internet.





2030 Direction

As part of our five-year plan, we:

- Adopt an audience-first approach to our communications and recognized channels
- Implement a unified communications strategy
- Lead with compelling stories that showcase the impact of our work
- Adapt the brand and narrative to be more clear, compelling, and easy to communicate

2026 Priorities

In 2026, we will:

- **Develop and execute** a unified communications plan that strengthens community relations, delivers trusted and insightful content to Internet policy advocates, and showcases impact to donors
- **Advance** the Internet Society as a recognized global brand through integrated Internet Society and Foundation communication narratives, and our branded content on the most critical issues affecting the Internet shows up in places where Internet policy advocates frequent
- **Unify** the Internet Society communications team and communications strategy to deliver a more focused message and to reduce costs





Measuring success in 2026

Creating a strong, unified communications team and brand architecture that will



Deliver the key messages for the Internet Society



Grow the Internet Society brand recognition and sentiment amongst our global community and Internet policy advocates



Increase the reach of the most critical Internet policies, positioning all of ISOC as a trusted global resource in support of growing and keeping the Internet secure and globally-connected



Amplify the impact of our community and our collective body of work





Revenue generation for financial health and sustainability



We diversify and increase the Internet Society's funding partnerships to support the Internet Society's financial health and stability and deliver increased programmatic impact.





2030 Direction

As part of our five-year plan, we:

- **Co-create an online safety program** with the Internet Society community that responds to local needs, challenges, and opportunities
- **Increase and diversify** funding through a focus on building relationships with individual, corporate, and institutional donors
- **Develop a resilient, data-driven fundraising** program that adapts to economic changes and shifting donor behavior
- **Establish and implement a co-funding mechanism** for Internet Society to collaborate with donor organizations on impactful programs

2026 Priorities

In 2026, we will:

- Expand corporate funding by cultivating long-term partnerships that span multiple years and enable corporate partners to support areas of our work that are meaningful to them
- Diversify Organizational Membership through engagement across industry segments and underrepresented geographic regions
- Strengthen institutional engagement by leveraging our significant grant-making capabilities, global community and technical expertise to partner with others who align with our vision of the Internet
- Conduct individual engagement by creating meaningful opportunities for people to participate in our work through their giving
- Build employee giving by partnering with corporate supporters to launch programs that platform new donors and strengthen strategic relationships





Measuring success in 2026

Grow the amount of funding

and number of funding partners to the Community-Centered Connectivity Initiative and Common Good Cyber Fund

15

new organization members and Corporate Funding Partners

2

new corporate employee giving partnerships



2026 Budget

Unrestricted	2026 Budget (000's)
Revenue	
PIR Contribution to ISOC	28,000
Total Revenue	\$ 28,000
Expenses	
Program Services & Operations	1,768
Personnel	14,100
Management & Corporate Operations	2,507
Revenue Generation	543
Governance	193
Total Expenses	\$ 19,112
Net Surplus/(Deficit)	\$ 8,888
Board Designated Funds	
Grants & Other Funding Commitments (Net of ISOC)	10,150,000
IETF Funding	7,600,000
GCA-MANRS	750,000
Total Board Funds	\$ 18,500,000



Conclusion

2026 marks an ongoing evolution for the Internet Society Foundation as we expand our initiatives that make the Internet more accessible, secure, and inclusive for communities worldwide. Built on our core belief that the Internet is a force for good, we remain committed to supporting bold ideas and local leadership that promote meaningful connectivity and digital opportunity.

In a rapidly evolving digital world, we are committed to ensuring that the Internet stays a powerful resource for opportunity and inclusion.

Collaboration stays at the heart of our mission. By harnessing the collective strength of our grantee partners and communities, we will amplify our impact and keep championing an Internet for everyone.

2026 will also be the year we continue to play a significant role as a donor in the industry, partnering with other donors on granting strategies and co-funds, and working to ensure there is sufficient funding available to support the essential ecosystem of non-profits who make up the Internet ecosystem and continue to make it available and secure for everyone.

Looking ahead, we are inspired by what can be achieved when people have the tools and access they need to succeed online. With purpose and shared intent, we will continue to work to create an open, globally connected, secure, and trustworthy Internet.



**Read the Internet Society
2026 Action Plan at**

[www.internetsociety.org/
action-plan/2026/](https://www.internetsociety.org/action-plan/2026/)



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