Internet Society Foundation

Q2 2026 Organizational Update
Board of Trustees Memorandum
July 2026

1. Executive Summary

Internet Society Foundation is on track to deliver its 2026 Action Plan, reflected in the success measures progress (see annex). Performance remains strong, with 94% of success measures achieved or on track and highly likely to be met or exceeded by year-end. Leadership is monitoring progress, proactively addressing emerging risks, and remaining agile in adapting plans to capitalize on new opportunities as they arise. We are broadly within budget ranges across the Foundation as of Q2, with some reductions in spend which were primarily driven by events (the removal of Rightscon meant we were refunded significant travel expenses for ourselves and community members/fellows) and our ongoing plan to reduce overall Communications spending whilst improving results, as we're able to leverage the efficiencies of a unified ISOC communications team.

During the first half of the year, we have seen notable overperformance in training and revenue generation success measures.

The Empowerment team has significantly exceeded our training target ahead of schedule, driven by strong uptake of self-paced online learning and a deliberate effort to embed core Internet knowledge across Internet Society's programs. With nearly 18k trainees already we have far exceeded our original target.

The Revenue Generation team increased contributions from both new and existing partners, including Germany's €1 million commitment to the Common Good Cyber Fund and Google.org's expanded investment in our anti-scam work, have increased both the amount of money raised (now close to $2m for the year, meeting the annual target) and have increased the diversity of donors.

As we move into the second half of the year, we are using the mid-year review process to reassess targets, resources, and opportunities. Where performance has already exceeded expectations, we will consider appropriate stretch targets, while also determining whether resources can be reallocated to accelerate progress in other priority areas or position the organization ahead of planned 2027 activities.

2. Highlights

2.1 Focus on Unified Communications

Communications made significant progress in its first year as a unified function, bringing teams together around a shared strategic vision and shifting from project-focused messaging to a more cohesive "whole of ISOC" narrative. While navigating the expected challenges of integration, the team has increased efficiency and reduced duplication, with communications operating costs forecasted to finish 8% below budget. This new approach is already delivering results, including the first unified 2025

Annual Report, stronger audience engagement, industry recognition through multiple communications awards, growing visibility for organizational leadership, and positive feedback from across the Internet ecosystem.

As an example, the after the RightsCon event cancellation we were able to reinforce the importance of the multistakeholder model, generating strong engagement and further elevating the Internet Society's visibility and leadership in global Internet governance discussions. Importantly, we have been able to support the rescheduling of events for RightsCon and demonstrate how ISOC is a dependable ally in a crisis for our community.

2.2 Training – beating targets on self-driven online training

Training significantly exceeded expectations in the first half of the year, with more than 18,000 people trained against an annual target of 11,000. This strong performance was driven by the rapid and unexpected growth of self-paced online learning and the integration of core Internet knowledge modules across our training portfolio.

Guided and in-person training programs have already reached more than 5,000 participants and remain on track to achieve the annual target of 11,000, which represented a 50% increase over the prior year's target.

2.3 Revising Internet Society Fellowship strategy for 2027

As part of our strategy to cultivate future Internet leaders, in H2 2026 we have redesigned the Fellowship portfolio for 2027 to address longstanding challenges around fragmentation, scalability, and impact. The new model brings previously separate fellowship programs into a single, unified structure with one entry point and thematic tracks aligned to the Internet Society's strategic priorities. It creates a clearer pathway from training to fellowship to alumni engagement, with a stronger emphasis on mentored, real-world projects and measurable outcomes. Ultimately, this redesign will enable us to develop a larger and more diverse pipeline of deployment-ready leaders whose skills, expertise, and contributions are closely aligned with the Internet Society's mission and long-term goals.

Revenue generation

Revenue Generation is on track to deliver our revenue targets for the year and has delivered several notable achievements in Q2: (1) secured a €1 million contribution from the German Federal Foreign Office for the Common Good Cyber Fund, representing a significant expansion of government support for the Fund; (2) built on adding significant APAC new org members in Q1 by welcoming in Q2 more new Organization Members: Akamai (USA), Netnod (Sweden) and have signed up Ukama (USA), and IPinfo (USA) who will begin their contracts in July - strengthening ISOC's engagement with leading organizations across Internet infrastructure, connectivity, cloud, cybersecurity, and network intelligence sectors; (3) raised $29,850 in sponsorships for the West Africa Peering Forum, reflecting strong industry support for ISOC's regional convening and IXP work and (4) secured $275,000 in contributions from Apple and Google to advance encryption-related work that promotes secure, private, and trusted Internet communications.

In response to changing economic conditions, we shifted our employee giving strategy from launching new programs with mid-sized companies to expanding participation through established workplace giving programs at larger companies, where near-term fundraising opportunities are stronger.

2.4 Philanthropy dealing with increased demand and ecosystem fund

The Philanthropy team remains on track to execute all its programs this year. The team is in the middle of "high season," when many of the programs (Research, CCC, Beyond the Net, SCILLS) are reviewing applications and finalizing decisions for Q3 grant disbursements. Due to increased pressure on non-profit organizations amid continued declines in donor funding, and the rise in the use of AI to apply for grants, the team has received a record number of applications across all programs. This has resulted in an augmented workload as they evaluate proposals and work through the grantmaking lifecycle. The team is working to develop new ways of processing this increased workload with existing resources, whilst continuing to be fair and equitable in our assessment of all applications.

3. Strategic risks

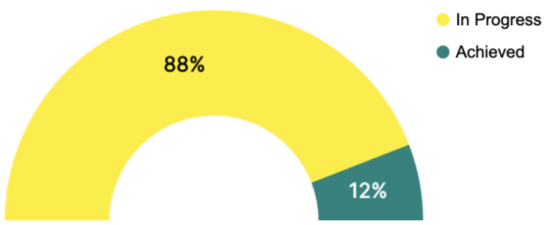
Travel and event planning continue to be a significant strategic risk given the volatile nature of the global political world at the moment. We are managing our H2 2026 travel plans accordingly, and where we have meetings and events are considering what back up plans, locations or online instances could be.

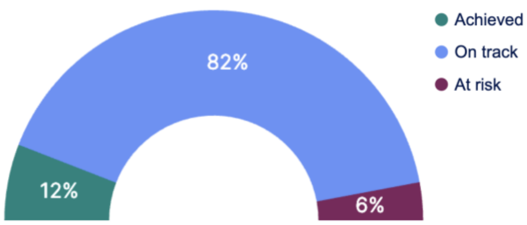
4. Looking ahead

As we enter the second half of the year we finalise plans for 2027. Alongside the new approach to fellowships mentioned above, another big new activity in 2027 will be partnering with other orgs to offer 'blended finance' options to our community connectivity grantees. Whilst ISOC will remain focused on grant giving not commercial financing, some of our funded projects are reaching the point where commercial financing is needed for the next stage of their evolution. We are spending the second half of the year assessing our options and building partnerships to enable us to be part of a blended finance connectivity funding pipeline. We will also look to develop new funding partners for our connectivity work to support more grantees and more capacity building training.

Priority activities include implementing the redesigned Fellowship Program to strengthen the pathway from learning to impact; advancing the development of the Anti-Scam and Ecosystem Resilience funds; expanding anti-scam initiatives in the MENA and Latin America and Caribbean regions; and finalizing the 2027 planning and budgeting to prepare for next year. Management will continue to balance disciplined execution with the flexibility to capitalize on emerging opportunities that advance our mission and strategic objectives.

Annex: Year-to-Date Success Measures





Success Measure	Target	Year-to-Date	At Risk
Empowerment			
Number of people trained online and in person	11,000	18,434	
Number of people trained by partners and chapters using the ISOC platform and materials	3,400	4,347	
Number of tutors and trainers that deliver training	100	59	
Percentage of alumni supporting at least one ISOC program	50%	17%	
Percentage of fellowship alumni who actively participate in the alumni network	60%	42%	
Philanthropy			
Amount committed for ISOC and Foundation grant programs	$13,000,000	$1,270,634	
Amount committed for new co-fund initiatives	$4,000,000	$0	
Percentage of grantees reporting positive feedback following capacity development support	90%	78%	
Revenue Generation			
Grow the amount of funding to the CCC initiative and CGC Fund	$2,000,000	$1,135,935.00	
Grow the number of funding partners to the CCC initiative and CGC Fund	2	1	
Number of new organization members and Corporate Funding partners	15	6	
Number of new corporate employee giving partnerships	2	0	x
Strategic Communications			
Percentage growth in branded searched terms	10%	Impressions: 72,279 Clicks: 10,860 Average click-through rate (CTR): 15%	
Number of non-member new subscribers	Set baseline	49,870	
Percentage variation in budget	-20%	Projecting 15% under 2026 forecasted budget	

Percentage of communications requests that align with communications narratives (pillars) and functional requirements	Set baseline	81%	
Number of requests	Set baseline	364	