



# Internet Society: From 2025 Achievements to 2026 Priorities

Advancing Our 2030 Strategy  
Board of Trustees Meeting  
Yogesh Khanna, Executive Vice President and Managing Director

November 2025



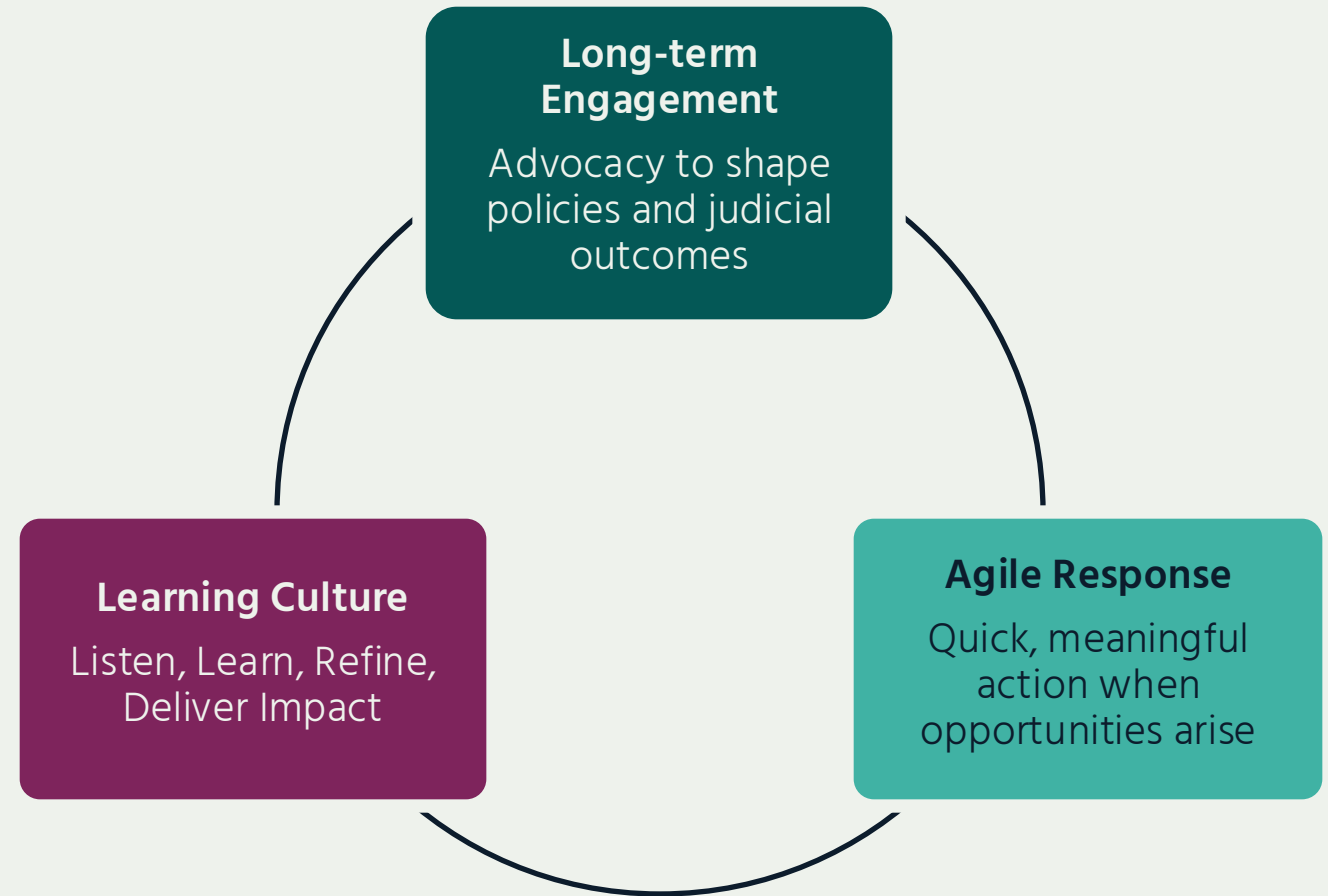
# Agenda

- 2025 in context: Building the foundations for scale, strengthening our learning culture, and adapting within a volatile geopolitical environment.
- Positioned to deliver impact across our programs: achievements, key outcomes, and learning in 2025.
- Technology solutions and services update.
- Transformation progress.
- What we learned & where we're headed.



# Internet Society: Building a Learning Culture and Scaling Impact

- 2025 was a year of building foundations and strengthening a learning culture, positioning us to scale impact in 2026.
- The Internet Society is well positioned to navigate a shifting geopolitical and digital landscape.



# Internet Society: Building and Scaling Impact

2025 was also a year of **strong results** and early impact towards our **2030 goals**.

- **Built strong foundations:** Defined core program models and launched pilots.
- **Positioned to deliver impact at scale:** +6,000 people trained; IXPs and community networks supported; policy interventions; and Chapters actively engaged.
- **Strengthened trust and policy influence:** Advocacy fellowships, UN Leadership, and Online trust pilot.
- **Expanded Internet Society Pulse platform,** launched Internet Society Pulse Internet Measurements Forum, and advanced Open Fibre Data Strategy.
- **Mobilized community and partnerships:**
  - Deepened collaboration with our community and global actors.
  - Increased training for our chapters on sustainability and fundraising via NonProfit Builder.
  - Launched a new pilot program called PartnerUp, in which Internet Society staff supports chapter activities.
    - Both programs to continue in 2026.





# Program Updates





# Community-Centered Connectivity



# Community-Centered Connectivity

**9**  
community network  
grants distributed  
Target: 6

**57%**  
chapters engaged  
Target: 25%

**2589**  
people trained  
Target: 1400

## 2025 Accomplishments

- Defined and developed the Community Centered Connectivity model.
- Established partnerships.
- Delivered training.
- Provided grants for community network deployment.

## Building on Our 2025 Learnings

- We need to establish new partnerships with our emerging target audiences— a focus that will guide our outreach and collaboration.
- The new target demographics and their contexts are diverse worldwide —that will shape how we refine and adapt the CCC Grant Program.
- Developing internal capacity to engage and work effectively with our target demographics remains essential — we'll continue equipping staff with the training and tools.



Connecting Parara Puru

[Watch the Video](#)





# Affordable and Reliable Access



# Affordable and Reliable Access

**14 IXP  
grants and 23  
technical  
communities  
supported**

Target: 10 IXPs and 20  
STCs

**20  
peering events  
supported**

Target: 15

**2425  
people trained**

Target: 1250

**453  
ASNs represented at  
events**

Target: 600

## 2025 Accomplishments

- Defined and developed the Affordable & Reliable Access model.
- Provided grants to support IXPs and technical communities.
- Established partnerships to help scale our work.
- Conducted analysis of emerging trends in the peering ecosystem.
- Held peering workshops, training and a peering fellowship program to promote the ARA model.

## Building on Our 2025 Learnings

- Our internal capacity is limited, and partnering with others proved essential to scaling our work and impact — we'll continue establishing implementation partnerships to expand reach and effectiveness.
- Budgeting for peering roadshows and events was underestimated — the experience gained in 2025 will inform a more data-driven approach to planning, forecasting, and measuring success moving forward.



## South Sudan IXP (SS-IXP)

- Successful peering roadshow held in June 2025.
- Local Internet community rallied behind the Internet Society South Sudan Chapter.
- Chapter now leading implementation of the country's first IXP.
- External Technical Assistance to be provided in Q4 to fast-track progress.





# Online Trust and Safety



# Online Trust and Safety

35%

chapters, SIGs, and  
SGs engaged

Target: 25%

3

pilot trainings held

Target: 4

1283

people trained

Target: 1200

9

outreach activities  
to the community

Target: 10

## 2025 Accomplishments

- Engaged the community through outreach activities to co-create the Online Trust and Safety program.
- Collaborated with chapters, SIGs, and SGs on the development of program resources and training.
- Developed and delivered pilot trainings to equip people with essential online safety skills.

## Building on Our 2025 Learnings

- Fragmented online safety resources revealed the need for a central hub — we'll launch the hub to curate vetted materials for at-risk communities.
- Generic content proved ineffective — we'll adapt the Hub resource to better serve local languages and cultures.
- Rapidly evolving threats demand agility — we'll establish a quarterly review process to develop timely “response playbooks” with community input.



Pilot Trainings in Brazil





# Open and Trustworthy Internet



# Open and Trustworthy Internet

30

policy makers  
attending  
policy makers  
program

Target: 20

3

new or updated  
policy briefs

Target: 9

77%

chapters that  
participate in  
advocacy

Target: 70%

2

community  
advocacy  
workshops held

Target: 2

## 2025 Accomplishments

- Recalibrated our advocacy strategy.
- Positioned the Internet Society as a key voice in global Internet governance through high-intensity engagement in major UN processes.
- Launched the new Community Advocacy Fellowship, training an inaugural cohort of 56 fellows at two regional workshops.
- Delivered the Policymakers Program alongside IETF meetings to educate key government officials.
- Filed a key amicus brief in a U.S. Supreme Court case.
- Executed the NDSS Symposium and launched the first-ever NDSS Fellowship cohort.

## Lessons Learned

- Educating policymakers and courts on how the Internet works remains a high-impact way to inform sound governance — we'll expand this engagement and strengthen our presence in diplomatic arenas like the UN.
- Fellows and alumni are powerful advocates for our mission — we'll create structured pathways to mobilize and connect them beyond the initial training.



First Africa Cybersecurity (Encryption)  
Advocacy Workshop



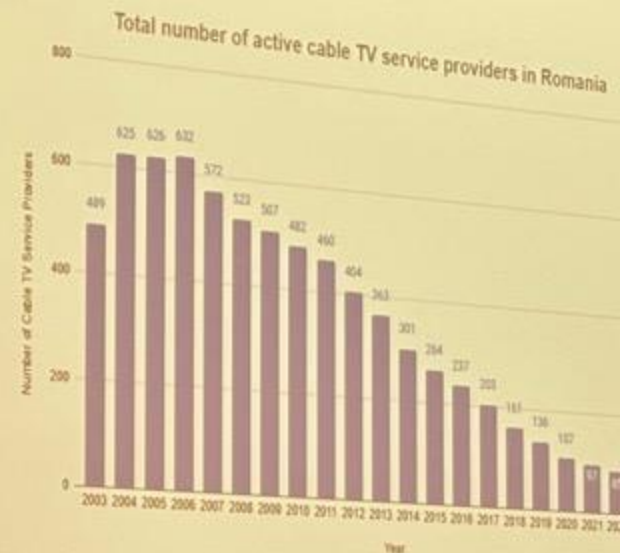


# Internet Insights and Innovation



Internet  
Society

Trends in the Number of CableTV Pr  
2023–2024, ANCOM data



Andrei Băleanu | May Romanian Telecom Market Trend Be Reversed? | 29 May 2025

# Internet Insights and Innovation

163

Pulse references

Target: 120

3

Internet  
Measurement  
events

Target: 5

13

Pulse fellows

Target: 7

3

OFDS workshops

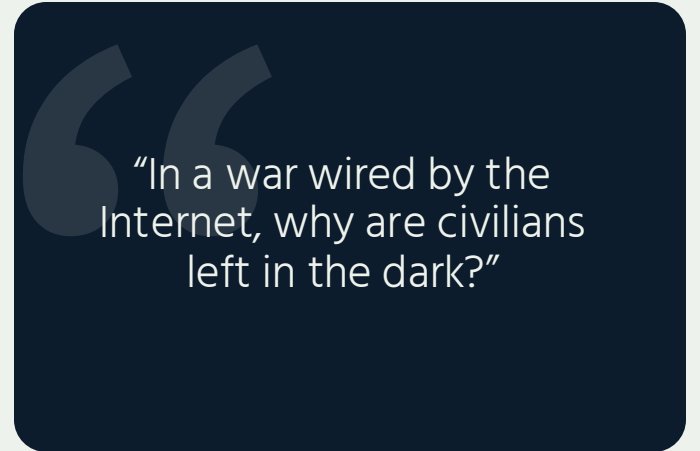
Target: 5

## 2025 Accomplishments

- Enhanced the Internet Society Pulse Website access, including accessibility features (WCAG 2.0).
- Established Internet Society Pulse Supporters program, which includes the Pulse Internet Measurements Forums and fellowship program.
- Developed the Open Fibre Data Strategy.

## Building on Our 2025 Learnings

- Developing practical, relevant measurements with an intuitive user experience drives engagement — we'll leverage the Internet Society Pulse and Internet measurement ecosystem to introduce new features.
- We learned that sharing web stats without context can be misleading — we'll adopt retrospectives to strengthen analysis and improve operational efficiency.



“In a war wired by the Internet, why are civilians left in the dark?”

Pulse article by Saadia Azim from Kolkata Chapter – [Why shutting down the Internet during wartime is a humanitarian Failure](#)





# Community and Partner Mobilization



# Community & Partner Mobilization

**30**  
advocacy outreach  
activities  
Target: 20

**36%**  
of OMs participating  
in advocacy  
Target: 30%

**9**  
community events  
Target: 10

**97%**  
of OMs retained  
Target: 90%

## 2025 Accomplishments

- Increased levels of support to our Community.
- Collaborated with our Community to amplify impact.
- Growth in Organization Members.
- Inducted a new Internet Hall of Fame cohort.
- Expanded regional engagement activities.

## Building on Our 2025 Learnings

- We've worked across programs and with the Foundation to increase our collective impact — we'll continue to support connectivity and security advocacy projects through community and partner mobilization.
- A strong community, properly equipped and supported, amplifies our work — we'll continue building capacity through collaboration, training, and funding.
- We'll keep focusing on opportunities that scale our impact across regions and initiatives.



IXP technical training by our Guinea Chapter





# Technology Solutions and Services



Projects / Fonteva-SalesForce

FSS 2-To Do Board 88 ...

Summary Timeline Backlog Kanban board Calendar Reports List Forms Goals All work Components

Search board

IT CO EG HW +7

Epic

Type

Label

Quick filters

TO DO 56

FSS-2250 Salesforce Migration Data Preparation

BUG - Fix sync to remove deleted records

FSS-4171

EG

Member ID Card [Sdocs]

ROADMAP PLANNING ITEMS

FSS-2915

Docebo Sync - IsMember, Company, and Chapter Data

ROADMAP PLANNING ITEMS

FSS-3321

FSS-3322 CG Logic automation (FS 77059)

Development - DVLP

FSS-3324

CO

Delete ISOC\_DVUpdateUser + Test apex classes

ROADMAP PLANNING ITEMS

FSS-3336

TM

Documentation: Registration Process & DV Updates

ROADMAP PLANNING ITEMS

FSS-3338

TM

Targeted footers for specified chapters, SIGs, SGs, staff, etc

MARKETING CLOUD / DISTRIBUTED MARKETING

FSS-3460

Create a Related Contact quick link in the Contact object

ROADMAP PLANNING ITEMS

FSS-3473

No available option to indicate 'preference' for comms - email or phone or text or mailing address

CONTACT MANAGEMENT

IN PROGRESS 57

Manual Sync - Logic Based CG

KEEPING THE LIGHTS ON

FSS-3315

CO

Remove Migration Message from Azure B2C (PWD Reset)

ROADMAP PLANNING ITEMS

FSS-3316

Weekly review to make sure there are no active positions for deactivated CGM

KEEPING THE LIGHTS ON

FSS-3317

TM

CG Logic automation (FS 77059)

ROADMAP PLANNING ITEMS

FSS-3322

CO

Remove Is Global Member field from User Object

ROADMAP PLANNING ITEMS

FSS-3337

Weekly review to make sure there are no partially downgraded leaders

KEEPING THE LIGHTS ON

FSS-3381

TM

Fonteva Events ISOC Customisation for Event Registration

CREATE EVENTS TEMPLATES TO MEET LATEST REQUIREMENTS

31 Dec 2025

FSS-3446

HW

Color and font handling as per ISOC's visual identity

FSS-4134

HW

Technical Documentation Update

2024 CHAPTER EVALUATION - COMPLETE IMPLEMENTATION REVIEW

© Internet Society India Chennai Chapter

# Technology Solutions and Services

## AMS Backlog Reduction

98% 2022/23\*  
64% 2024/25\*

\* year requirement identified

## 2025 Accomplishments

- Inventoried and mapped business and operational functions to systems and tools in use across the enterprise.
- Assessed the health of ISOC Technology investments, organization, and methods resulting in a redefined support organization (TSS) and an updated and elevated operating framework.
- Continued prioritization of AMS deployment (Fonteva/Salesforce) with emphasis on community comms and tools' ease of use.

## Building on Our 2025 Learnings

- The Technology group has not been fully embedded across functions — completing the AMS backlog will reduce friction for chapter leaders and improve alignment with organizational needs.
- Our systems generate valuable data that often remains siloed — we'll strengthen data governance, integration, and staff proficiency to make it more accessible and useful.
- All systems would benefit from a "health check" — we'll accelerate tool rationalization to reduce redundancy, optimize performance, and generate cost savings.



# Transformation Progress



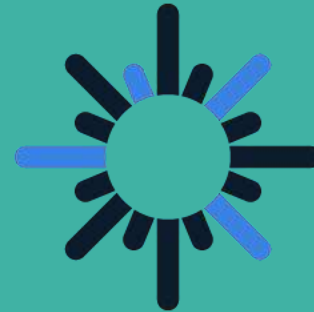
# Transformation Progress



Fostering  
Governance and  
Ethical Best Practice



Empowering a Talented  
Workforce Driven by  
Innovation and  
Committed to Inclusion



Connecting an  
Inspired  
Community



Embracing a Data-  
driven Culture and  
Decision-Making



# Key Lessons Learned in 2025, Looking Ahead at 2026

## **Partnerships are the cornerstone of scale**

→ 2026 Priority: Expand partnerships, scale advocacy, and adapt training/resources for specific demographics (e.g., women-led enterprises, refugees, indigenous peoples).

## **Our systems generate valuable data that often remains siloed**

→ 2026 Priority: Centralized systems enable clarity, speed, and better governance. Consolidate tools and democratize access to data.

## **Agility and evidence strengthen advocacy**

→ 2026 Priority: Institutionalize agile advocacy, real-time data (Pulse, research), situational awareness reporting, invest in training policymakers, leverage fellows and alumni, and reinforce Internet Society's thought leadership in global processes.

## **Empowered communities multiply results**

→ 2026 Priority: Strengthen capacity-building, co-creation tools (e.g., OTS Hub), and clearer pathways for chapters and fellows to sustain initiatives.



## Recap: Advancing the 2030 Strategy

- A strong first year of our five-year strategy — we're on track to meet our 2025 goals.
- We continue to learn, adapt, and refine our approaches for greater impact.
- Stronger global partnerships and community engagement are driving progress.
- Capacity building and better data remain key enablers of our success.
- Early results validate our strategy and reinforce our priorities for next year.

**With the Board's continued support,  
we will deliver on our 2030 vision.**





Thank you.

