



APAC Community Day Bonus session

Internet Society 2030 Strategy

May 16 2024

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Sarah Lake: Good morning, good afternoon, good evening, everyone. Welcome to the Internet Society Board Open Forum on the 2030 Strategy. Previously, the Internet Society Board of Trustees have held open forums with the community to engage on specific topics. And based on your community feedback, there's interest in reviving the practice and offering open forums on the 2030 strategy.

So we welcome our Internet Society community here to participate and connect with the board throughout the session. Leading today's session, I'd like to welcome Ted Hardie, Chair of the Internet Society Board of Trustees. We'll also hear from Sally Wentworth, currently the Internet Society's Managing Director and our upcoming CEO at the Internet Society.

Sally will present on the 2030 Strategy Framework and evolution of our current strategy for building, promoting, and defending the Internet. Now I'll give the floor to Ted Hardie for our opening remarks. Thank you, Ted.

Ted Hardie: Thanks very much to everybody for joining. I was just able to catch the last few minutes of the previous session.

It was certainly a great conversation. Thanks very much, Charles, for raising the point of how people can cooperate with the Internet Society and contribute. I really appreciate it. Your interventions as well as those of the other folks during that. This is a little bit different because this is meant to be a session where the board is primarily trying to get information from the community on your reaction to the 2030 strategy.

For those of you who may not remember this, in the closing parts of last year, the board went out to the community with a set of global challenges and a set of potential actions, to get feedback, and we took that feedback along with information from staff and our own discussions and generated the strategy which Sally will present in just a few minutes.

What we're doing now is coming back to you with a presentation of that strategy, and starting to work with you on how this will go over the five years to come. Obviously a strategy like this isn't sort of a one and done thing, it has to be instantiated in a set of action plans and we're looking for feedback from the community both on the strategy itself and how we can take it forward through the period in which we'll be at.

Sally will take over at this point to go through the framework. And after that we'll start the discussion.

Sally?

Sally Wentworth: Thank you, Ted, and hello, everybody. It's wonderful to see so many great participants in this meeting, and I, too, was able to join the part of the session before, and it's excellent to see all of the energy and activity in the Asia Pacific region in support of a global Internet, so thank you for that.

As Ted said, I am going to present the 2030 Strategy for the Internet Society as adopted by the Internet Society Board of Trustees. This is the strategy that will guide our work over the next five year period. And together, we believe that this strategy will enable the Internet Society to act towards its mission, that the Internet truly is for everyone.

So if I could have the slides, please, I will walk you through it. So our 2030 strategy has three basic components that come together to provide this high level framework that then we will fill out through our annual plans, as Ted said.

The first is global challenges, and many of you responded to some surveys and interaction, as Ted said, over late last year, and helping us think about what are the most pressing issues that are happening in the world that affect ISOC's mission. There are many pressing issues, I think, as we heard on the last call, but what did the

community and the board think were the most important things that would affect the Internet Society's mission going forward?

Next, we have strategic goals, which are basically what we think the Internet Society's responses to those global challenges should be.

And then, finally, the transformations. What are the actions that we need to take inside the Internet Society in order to achieve these strategic goals and to remain strong and sustainable as an organization?

So, first up, what are the global challenges? The two global challenges that we identified were global inequality. Of course, many of us understand that the Internet is a tool of opportunity, that it enables people to interact across the globe. It opens doors for economic and social opportunity and cultural exchange and all those things that we love about the Internet, but, if you don't have access to it, you can be left behind, and so this notion of the Internet as a tool that contributes to equality around the world is really important to us, but we also know that there is a rise of global inequality that we need to respond to.

And then, second, the lack of trust in the Internet. For me, and I don't know, maybe perhaps many of you, we grew up in an era where people wanted more of the Internet, and we know that is still true around the world. We also know that people increasingly are worried. They're worried about safety, they're worried about security, and that can sometimes translate into a lack of trust in the Internet.

And so, we, as the Internet Society, who believe in the power of the Internet, must also address this concern about a lack of trust in the Internet if we are to achieve an Internet that is for everyone.

So, what do we do about these global challenges? What can the Internet Society, and by that I mean our global community, this is not just about staff, this is about all of the parts of the Internet society that make us a society.

These are the strategic goals that our board has identified for us, and one thing that I really want to highlight here is that our strategic goals are articulated in terms of the impact on people. We are not here just to deploy the Internet for the sake of the Internet, we care about the impact in people's lives. We believe in an Internet that is a tool of empowerment and of opportunity, and so the strategic goals are framed in terms of articulating what we're going to do that will make lives better.

The first strategic goal is that people everywhere will have access to affordable, reliable, and resilient Internet.

What should we do to achieve that?

Three things.

First, we will reduce barriers to Internet access, and make it a faster and affordable experience. This is work that ISOC has been doing for many years, and this is an opportunity to think afresh about that work, but to continue ISOC's commitment to ensuring that Internet is faster and affordable for everyone.

Second, we will empower communities to build and defend the Internet. As new communities come on, and they can connect themselves to the Internet, they should be at the forefront of efforts to defend the Internet across the globe, and how can we create those opportunities?

Third, we will defend the open, interoperable Internet so that people everywhere have equal opportunities to create, innovate, and build communities online.

If you were in the last session, you will have heard Neeti speaking about advocacy, and the ways in which we can join together to advocate for a global Internet, and that is work that will fall within the strategic goal.

The next strategic goal is that people everywhere will have an Internet experience that is safe, secure, and protects them online. This is responding to that concern that people are lacking trust in the Internet or losing trust in the Internet. The Internet Society will vigorously defend the Internet against decisions that weaken online security. If we can't trust the Internet because measures are being taken that actually weaken security, that hurts our overall trust in the Internet. We will advocate for policy, technology, and commercial decisions that put people's safety, security, and privacy first. Again, this is part of that advocacy work that Neeti spoke about so well previously.

Finally, we will empower people to make safe choices to protect themselves online. We know that many of our chapters already are doing this kind of work, Safer Internet Days, other kinds of activities that are happening at the local level. I think for Internet Society Global, so to speak, our question here is how do we support that work? It's really important.

And finally, these are the important things that we need to do, as the Internet Society, in order to achieve those strategic goals, and there are a number of things here that you might recognize.

First, as we've seen throughout the strategy, the Internet Society and our global community need to be powerful advocates for a global, interoperable Internet for everyone. The Internet Society has a role to play in cultivating future Internet leaders, so that the next generation of Internet entrepreneurs and advocates and community members can build and take forward this vision of the Internet into the future.

The Internet Society is also an organization that is able to give funds to support the growth of the Internet around the world, and we want to ensure that those funds are impactful in the communities that they serve.

As you heard Charles speak earlier, the financial health and sustainability of the Internet Society continues to be important, that we all join together to support the organization that we care about, and we at the Internet Society will work very hard on that.

Next, we must work within a strong ethics and governance framework, and in the Internet Society, Global, and staff, we work very hard on that.

We need to be a recognized global brand, we need to bring new people into this mission, and, to do that, we have, we think, some work to do to ensure that the Internet Society and these principles, and the organization itself, can reach new communities and new members, while also ensuring that the community that is already part of the Internet Society resonates with the messages and activities that we do.

For Internet Society staff, we want to ensure that we have a talented workforce that's committed to innovation and inclusion. This is part of making the Internet Society a great place to work.

And the second to last one, and these are not in any particular order of priority, is we need to ensure that all of you are inspired and mobilized to take action in the world. We have, as staff, a responsibility to provide you with the tools, the information, the resources you need to do that.

And finally, for us data-driven decision making, understanding the impact, being able to measure what we do, be able to tell you what we're doing -- what we say we're going to do, did we do it? Did it have impact in the world?

This is really important in any well run organization. It's also important to you, as community members, to understand what it is the Internet Society is doing, and also to help guide our future work. If we understand the impact we're having, if we can learn lessons from areas that didn't work as well, that can guide our future work.

I think that's it.

Yes, thank you.

So this is, combined, the strategy. We walked through the global challenges that this strategy responds to, the strategic goals that we will execute on, and the more operational pieces that need to be in place in order for this strategy to be successful.

This will guide us over the next five years, and, as Ted said, we're very interested in hearing from all of you and working with all of you to ensure that we can execute on the mission and the vision of the Internet Society.

With that, I will hand it back to Ted and open it up for conversation.

Ted Hardie: Thanks very much, Sally, and I wanted to highlight two things that Sally said, one in the final transformations slide and one during global challenges. And the first is that we really do see these transformations are something that involves the full global community. The staff organization is an important, but not all encompassing, part of the society as a whole, and we see the global challenges, and their impact on the Internet, to be sufficiently great that we believe the whole society has to come together in order to achieve the goals we've set out. So, we really see one of the main transformations here as the society beginning to recognize that we need to work together in new ways to achieve the goals that we've set out.

Clearly we have different constituent elements of the Internet Society. We have chapter leaders here today. I can see Cheryl Langdon-Orr on the call and several of the chapter-related folks. We have folks from the IETF and we have folks involved from OMAC. I think we all need to recognize that some of what we're doing needs to work together a little bit more tightly than it has in the past, in order to tackle some of the particular issues around trust in the Internet.

The IETF has a role to play in making sure that the protocols that the Internet uses are trustworthy. OMAC, as a set of organizations, need to make sure that their actions on the Internet continue to foster the kind of view of the Internet that we require in order to make sure it's a global force for good.

And, the chapters have a tremendous role to play in what I see behind so many people's faces, the idea that we must think globally and act locally. The chapters are the act locally of that in almost all cases, and we need to make sure that we can all work together. So I'd like to throw the the floor open at this point.

Please raise your hand if you'd like to be called on and to give feedback on this or to make your own adjustments. Thanks very much. Cheryl.

Cheryl Langdon-Orr: Okay, Ted, I'll start it off nicely if you like. Cheryl Langdon-Orr for the record. Firstly, can I just thank you all, most sincerely, for taking all of the information we plugged into this process and contributed and the excellent work that you and the Board of Trustees have done, giving us something concise, in simple language that from my perspective at least, and English is my first language, from my perspective at least, I believe chapters will be able to read and look at and work out where they fit into the picture.

It's not a 32 page document, and thank you very much for that, I mean less is more, and I really am looking forward to working, as at least the Australian chapter, and I suspect other chapters may very well be as well, working with ISOC Global to see exactly where our particular chapter may fit in better, or to a greater or lesser extent, in some of these particular objectives.

I don't think it's universally applicable to everywhere, everybody, every how, there's still going to be a little tweaking involved, and there might be some capacity building and resourcing required, but I actually think this is one of those pleasantly achievable plans, and just, you know, hey, I don't say it often, but thank you very much.

Ted Hardie: Thank you, and I will say that the Australian chapter has been one of those that's been particularly good at reaching across different parts of society. I know that the IAB worked with the Australian chapter in some interventions in Canberra when there was a need to express concern over some proposals that came out of the previous government, and I know that you've worked with the staff organization for similar reasons in the past.

So, I think It's a great example of being able to work across different parts of the society to tackle a set of issues that are always there, how do we balance the trustworthiness of the protocol stack, for day to day use, with the government's needs and concerns, and so I think that's obviously going to be a continuing focus, we're going to see more of that as we go forward, and I look forward to us continuing to work together, both with the Australian chapter and with the other chapters for whom this would be a similar set of concerns.

Any other folks? that would like to give feedback or make an intervention.

Roland Turner: Hi, I'm the chapter president in Singapore. We are, I admit, a bit inactive at present, although we are working on returning to activity. I'd like to put forward an idea that's sort of been bothering me for a number of years, and I'm intrigued. It was I who advocated that the word trustworthy be inserted in the mission statement some years ago. I don't know whether to be gratified or horrified that lack of trust now turns up as one of the top two issues that ISOC is faced with.

Some of the time, the approach taken by ISOC Global, and/or the sort of polar positions put forward, overlook that almost all of security and safety for human beings is provided by states, and it's often by states that we don't like very much whose values we don't share. China, Iran, and Russia are obvious examples, but they're not the only ones.

So, my thinking is to sort of encourage you to remember that is the case, and that to make sure that when we address or even refer to states by name, that we ensure that we're always doing so from the standpoint of their interests and the interests of their people. Never, ever scapegoat.

And, I'm thinking in particular of the recent, last couple of days a post turned up on Iran, which unintentionally makes the case for Iran's Internet shutdowns, and it's commenting on Iran without first looking at it from the standpoint of Iran's situation and values.

I'm not in any way arguing against the mission that the society has adopted, I support it very strongly, but, as the point was made a couple of minutes ago, hopefully, that the board's objective is to implement a policy that's centered on the well-being of human beings, and that the Internet as a means to that end, rather than getting sort of more focused on the technology itself.

Anyway, hope that helps.

Ted Hardie: It does, thank you for the intervention, and I think one of the things that we always have to balance is making sure that the description of what we're talking about is clear and that it's not accusatory. So, in many of the situations, we are looking at ways in which we can decide to explain to the broader community what has happened in a particular situation, and the consequences.

And, I believe the Pulse platform is a wonderful example of this, because it says, okay, here is, for example, a decision was made in a particular country to shut off the Internet during an exam period, which is something that we see in a number of different countries, here's the economic consequences to that. Here's what happened. Here's the loss of connectivity that we saw when they did that. Here's the economic consequences to that.

And, the clarity we have to do is, we kind of have to tell you what the country was. Otherwise, we can't actually associate the rest of the data to that, if we don't tell you what country it is.

Roland Turner: I'm not suggesting not identifying the country. I'm suggesting looking at it from the named country's perspective, and then commenting on that basis, which did not happen with the post on Iran, for example.

Ted Hardie: Okay well, thank you very much. I'm sure Sally will take that into account as we consider that in the future, but it is something that it's always a balance, right? We want to contextualize the information we're giving them. In many ways, that means we do need to engage with specific governments on specific issues, or talk about their actions in very concrete terms. But we do, as you say, have to recognize that they may have their own motivations, which are distinct from the particular concerns of the society and that, if it is their belief, as a sovereign nation, the integrity of an exam is warranting the economic consequences of, that's ultimately something that they and their population have to work through, but it is something where, if we can provide information about what the consequences are, the next time they make that decision, they perhaps are better informed about what the ancillary impact is, we believe that's

valuable, and I think that's really the aim in making sure we name the specific countries when we're taking these actions.

But, thank you very much, Roland for raising the issue.

I see in the chat [name] has asked the question, is this strategy have any phase to measure how it is going to achieve the 2030 goal? And the answer to that is definitely yes. As we go through this from a strategies layer, it will then become a series of action plans. So, the first set of action plans that will be developed for this new strategy are in planning now, and they'll be approved by the board hopefully in the November meeting, and then will start to take effect in January, and, from that point on, each year, the action plans are measured on their impact and effectiveness, and you'll see the impact reports are a reflection of that.

So, what you'll see is a connection between the upcoming action plans and the strategy, and then at the end of each action plan, the impact report will kind of reflect on how well that particular year had gone, and whether we're going to continue along that same set of actions in the next year's action plan, or there will be course adjustments, and so on.

But, thank you very much for the question.

Are there other questions or reflections on the strategy, or interventions people would like to make?

Charles or Caleb, would you like to make a short intervention, maybe to give your own reflections on this upcoming strategy so that perhaps those reflections might spur some other discussion?

Caleb Ogundele: Thank you everyone.

My name is Caleb, and I currently serve on the Board of Trustees of the Internet Society. I just thank you, Ted and Sally, for the excellent presentation.

For me, I just think, as the Internet Society staff are going to be converting most of the strategies into activities, and things that we can work on at our local chapter, I just want to encourage us to actively participate and cascade the actions that we will get from those activities down to our members. Let's have it not stick with just the executive leadership, but make those impact felt across board, as we all defend the Internet we all love.

And, I just think it's just something short I'd like to just talk about, not prepared for in a speech today.

Ted Hardie: Well, thank you for that concise intervention.

Charles?

Charles Mok: I just want to say that I am not sure, for the folks that are joining today's meeting, whether you had a chance to go through the strategy document before, or whether this is the first time you've seen it, because, if it is the first time, then it is a lot to digest.

But, then again, if you've seen it a few times, you might think that, you know, these are the things that we are always talking about. So, what?

But, I think it might be useful if we all take an exercise to try to localize all this language in our strategy to the local situation, you know, just like, here, we're talking about Think Global and Act Local.

I think it might be a useful exercise for any of our members, chapter, organizational members, to try to maybe map some of these issues, that we pointed out, to the situation in your particular community, and try to see if you can actually feedback some of these observations that you have found for ISOC as a whole, and I think the board would probably, and I'm sure our senior staff and team management will find it probably very useful to try to make sense of how we can actually redirect the resources to help our individual community and members and so on.

So, just the thought that came to me right now, because we do want to use this opportunity to hear more from all of you about questions, or what does our strategy make you think about? And, I think that is what we like to hear from you, rather than just for us to repeat.

So, yeah,

Ted Hardie: Would anybody like to comment, or do you have an intervention or question? Michael, or Michelle, sorry.

Michel wowo Lamah: [French] I am Michel, I am a member of the Internet Society from Guinea. I am very happy to be among you. I would like to know will the document which talks about the strategy be shared via email, that's the first question. And the second question, is that most countries in the world, because in general, people do not have access to the Internet, so I would like to know, where is the Internet Society working around the whole world.

So, it's these details that I would like to know.

Ted Hardie: Thank you very much, Michel, for your two questions. So, the answer to yours is certainly we can share the strategy. There's a download link in the chat, but we can make that download link available. I believe it was in the message about the strategy that went to all of the individual members, but we can see about other ways of making that more available to you, and to other members of society.

I think the second question you had is, how does this strategy work when we're talking about people who are not yet connected to the Internet? And obviously, our current strategy is sort of summarized in three pillars, build, promote, and defend.

And, we agree with you that those who are not yet connected to the Internet are often at the most disadvantaged places in relation to these issues, because they don't currently have any connection to the network. They, as a result, don't have the economic benefits or the social benefits of the network.

And, as the trust in the Internet goes down, the will to continue to interconnect people has been reduced.

And so, I think as part of our advocacy, one of the things that we're looking for, is to make sure that people continue to understand the benefits of the Internet, so that they can continue to work together, both in community network and in other ways, to connect the unconnected. That remains a fundamental part of the goal of the Internet Society, to make sure that the Internet is for everyone.

I also want to reflect for a moment on the challenge that presents in different contexts. Obviously, there are some contexts where the difficulty is technical, somebody is very difficult to reach through terrain or the sparsely populated areas, versus those who are facing economic challenges in this, and these are both things that we need to pay attention to.

Having come from a technical background myself, it's often easy to say, oh, okay, you know, we're going to do free-space optical, or we're going to put up balloons -- I used to love Loon when it was still around -- or Low Earth Orbit satellites are going to solve the problem for us. But, in fact, many times what we're talking about isn't a challenge of technology, it's a challenge of economics, that the costs of joining the Internet are too high for people who may be in regions where the Internet itself is present.

And, that's also something we have to pay attention to, and think about, because those economic inequalities that the Internet helps address, are also part of why some people can't stay connected, and thinking through and working together on that problem is something that I believe is part of the upcoming set of challenges, and the upcoming set of goals.

I also wanted to reflect for a moment on something, that both Caleb and Charles said, is, we don't want this to be something where this is just a staff organization, set of goals, or strategies. But, instead, we do believe that the the different chapters and the different parts of the Internet Society can share directly with each other.

And yes, the situation in Australia may be different from the situation in the Cook Islands, or the situation in a landlocked part of Central Asia may be very different than the situation in Japan, but there are definitely chapters who are facing similar issues to each other in economics. There are different chapters who are facing similar issues to each other in technical or policy questions, and the sharing you can do with each other is definitely part of what makes this an Internet Society, and not just a staff organization and some chapters.

And so, I'm very happy to see community days like this, both for the opportunity for the board to work with the community, but much more importantly for the community to work together, and to share goals and strategies amongst each other, because I think, as we look at these as the challenges, that will be definitely in a very important part of how we can move forward together.

So, thank you, Michel, again for your intervention question, and I hope I've answered it.

Are there other questions or interventions people wish to make?

Yes, Charles.

Charles Mok: Yeah, may I suggest that I think Cheryl has a very good suggestion. Maybe Cheryl, as you put it in the chat, but I think maybe you can take the chance to speak about what you suggested, I think it's a good idea.

Cheryl Langdon-Orr: Charles, you know me far too well, my friend. Cheryl's always willing to speak. Cheryl Langdon-Orr for the record. We have an advantage in Australia, I do not deny that, in as much as our chapter is particularly involved in policy and responding to governmental calls for public comments, so we're very deeply engaged with working with the policy makers and decision makers, takers, within our space, but what we have done over the last couple of years, and I want to give credit specifically to our country code, dot au, manager, auDA and not only ourselves, but also APNIC and other domiciled in our space organizations.

We've kept talking to each other, and what's happened from this is, because we've developed trust, and a communication language, we've now become an official roundtable. So, we have, within country, developed, in only a few short years, a trusted network of individuals representing big bodies that meet, under Chatham House rule, at regular intervals through every year, and just talk all this stuff through.

So, before our representatives go to a WSIS, or an ITU, or a whatever, from the government, they are touching base with us, and we bring our community, our end-user, our interest groups, our stakeholders views to the table. There's no rights or wrongs, it's a show and tell, it's a bit of a marketplace, but the ability for me, for example, to bring this document, get it on an agenda, and have it understood, accepted, and indeed utilized, is obvious, because of the way this particular document is put together.

So, kudos for that because you've finally given something like what we do in our country, a really useful tool.

Okay?

Ted Hardie: Thank you very much both for the compliment, and let me just say that this was inspired, in fact, based on some recommendations by one of our colleagues, Brian Haberman, on the way that the Red Cross and Red Crescent Societies put together their descriptions, so, they start with a set of challenges, they reflect on them, and work through to what the set of challenges that can be met by the Red Cross and the Crescent Society, and then set up the strategy, and from that action plans.

So, we'd always have the action plan and strategy reflection, and the inspiration that they gave us was to start with the challenges and then go, from there, into a document of approximately this size.

And so, that was the inspiration for it, and I believe it was, in fact, one that made it easier both for the board to kind of reason about, and, hopefully, for the community to reflect on as well.

Sally?

Sally Wentworth: Hi, I've been informed that there are two questions that have come in through the tool, and so I thought I would read the first one here, and the second one is similar to one that's in the chat, but the first one comes from Faisal who notes that, after decades of war, corruption, and natural disasters, the Afghan people are not able to have access to the Internet, so what can we do to give and connect through the Internet, and what will the role of the Internet Society be up to 2030? That's the first question that's come in.

Ted Hardie: I'm not aware that we have any presence in Afghanistan at the moment, either on a chapter basis or on a staff basis. Is that correct?

Sally Wentworth: That is correct.

We do work with a number of activists in Afghanistan, but there's not today a formal chapter, for various local reasons. ,

Ted Hardie: I think this highlights a problem in general, but let me talk about it in general, and then think a little bit more about how we might reflect on this for the situation in Afghanistan, and that is that there are conditions in which the situation does not allow us to directly act within a particular territory because of government action, or because of circumstance, and, in Afghanistan, those have come together over the course of many years to make it very difficult for us to work together.

What we can do is continue to work with the Afghan people who are in the diaspora, and to work with them to think through how engagement might occur in the future. I think right now that would probably be one of the things that we might have to do is to think through, not coming in from outside, but working with people who have been part of the Afghan society through this experience, and who may still have connections inside of Afghanistan to think through how we can promote the goals of the Internet Society productively in the current situation.

So, it's part of what we were talking about before, is the need to contextualize, the need to understand how we can take something forward in different situations, and this is obviously a challenge.

There are unfortunately many challenging situations in the world today. We have a number of places that are undergoing a war or armed conflict of long duration, and, in those situations, continuing to maintain direct presence is very difficult, or potentially impossible.

And there, we can actually support other organizations that do work directly in areas of conflict. Télécoms Sans Frontières, for example, who may be working in refugee contexts, or in similar. So, I believe that there are cases where we actually either have to work with communities in diaspora or with partners who are better suited to working in areas of conflict.

But, it's an important question, and one I'm sorry that I can't give you a more direct pointer to actions that the Internet Society itself will take immediately, but thank you very much for raising the issue.

Sally, you said there was a second question?

Sally Wentworth: Yes, although I think you've addressed it further up in the chat, but there was a question as well around, is there any baseline parameters through which we can judge whether the strategies worked, or not, at the end of 2030?

Ted Hardie: So again, I think, as we discussed earlier, we will translate this strategy into a series of action plans, and so there'll be chances for community feedback on those action plans, to make sure that you believe that they are part of this strategy as well. And then, at the end of each year's action plan, they're assessed by staff, and then impact reports are put out for comment by the community as a whole.

So, that's really the next stage of this, and, as I said at the beginning, the strategy is not a one and done, it goes through a set of processes through the five years in which it's in play, and one of those sets of processes that's very fundamental is the translation of the strategy, which is obviously very high level, into a series, and this year we're going to do X. That's what the action plans do, and that's where we measure.

And Cheryl notes in the the chat, hopefully the actual plans will have something like smart indicators. Yes, we are very keen to measure, and so they will be measurable.

And I believe we are actually coming up to time here, so I wanted to call out that Christine pointed to something in the chat on the work that is going on, with folks from interested members from Afghanistan, and that the decisions that the staff take in situations like this are always in close cooperation with the folks who are local, including the former chapter leaders when there was a chapter present.

So, let me thank again everybody who came to today's session and made interventions. It's very useful to hear from the community on how you are reacting to the strategy, and your overall impression of how we can move forward together on the set of goals that we've laid out.

It is a challenging set of goals, and the situation is in fact very challenging overall. It's different in different places, but the optimism that was shared in the 90s, or early 2000s, about the impact of the Internet is not necessarily present anymore, and I believe the Internet Society has a tremendous role in maintaining a vision of the Internet as a force for good, and being an advocate for the type of Internet that is safe, secure, and useful to its users, and I really appreciate the work each and every one of you has done to focus on the people who use the Internet, and to make sure that the Internet is for everyone.

Thank you very much, and I look forward to continuing to work with you in the coming year.