

ESP Advisors

Strategic solutions in environmental policy

GEBCO Strategic Fundraising Plan

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EXECUTIVE SUMMARY

Today, less than 20 percent of our oceans are mapped by direct observation. The General Bathymetric Chart of the Oceans (GEBCO) aims to provide the most authoritative publicly available bathymetry of the world's oceans and, to this end, aspires to see that 100 percent of the world ocean floor is mapped to modern standards. Understanding our planet is a necessary investment in order to sustainably enjoy the benefits our oceans provide to humanity for decades to come. Climate change is reshaping the world more rapidly each year, with impacts affecting maritime shipping, coastal flooding, natural disasters, biodiversity, natural resources, and an increasingly long list of impacts that affect lives and livelihoods. This decade is pivotal for our planet and our communities, and GEBCO plays a vital role in ensuring that we have the knowledge and information we need to sustainably grow our ocean economy, protect lives and property, and prosper. To optimize impact and ensure success, it is critical to create a cohesive, organized, and efficient fundraising and communications plan that will spur community engagement, improve public awareness, and most importantly, attract the partners and funders needed to achieve this ambitious and important goal.

Outlined in this document is a detailed fundraising plan, including goals and objectives, resources, sources of funding, messaging, and strategies necessary to expand GEBCO's capacity to fulfill its mission. Each chapter describes in detail the state of play and recommendations for creating and executing an effective global fundraising strategy.

Underpinning the strategy is the need for coordinated and globalized organizational structure and infrastructure. Through coordinated donor engagement, communication materials, strategies, and processes, GEBCO and affiliated organizations will ensure that donors at all levels can trust in GEBCO as a meaningful organization in which to invest. This high-level coordination and organization will be vital to successfully execute the recommendations detailed herein.

Fundraising will depend on partnerships. GEBCO's support of and association with the United Nations Decade of Ocean Science for Sustainable Development will almost certainly help identify partners and develop impactful partnerships for GEBCO. Prioritizing this relationship and coordinating fundraising strategies with the Ocean Decade is important. Additional partnerships at all levels are key tools to leverage existing funds and grow fundraising efforts. Specific groups and tactics for these efforts are detailed in this document, including crowdsourcing individuals through effective social media and online strategies, building relationships with wealthy individuals, expanding donor exposure and interest through symbiotic partnerships with NGOs, and strategies for approaching philanthropic organizations.

At its core, GEBCO is a community of individuals, organizations, and governments who see a shared vision for a better future for all of humanity and who understand the importance of our oceans and our planet. This fundraising strategy will serve to exponentially grow that community and engage hundreds of thousands more in this joint effort, all while promoting the immense value that a mapped ocean offers us all.

GEBCO MISSION AND HISTORY

GEBCO has its origins at the beginning of the 20th Century when it was initiated by Prince Albert I of Monaco in 1903. Since then, GEBCO, as a part of the International Hydrographic Organization and Intergovernmental Oceanographic Commission, has played a vital role in mapping the world's oceans and making this information publicly accessible.

Completing the mapping of the world's oceans will increase our understanding of oceanic processes and can have a significant impact on activities such as tsunami forecasting, fishing resources, environmental change, underwater geo-hazards, cable and pipeline routing, mineral extraction, energy production, communications infrastructure construction, and more.

Mission: Produce the most authoritative publicly available bathymetry of the world's oceans to empower the world to make policy decisions, use the ocean sustainably, and undertake scientific research based on detailed bathymetric information of the Earth's seabed.

Given the above, at the XXXV GEBCO Guiding Committee (GGC) meeting in Canberra, Australia in November 2018, it was decided that fundraising should be a top priority of GEBCO. This document outlines a diverse fundraising and messaging strategic plan that will increase income streams of the project, build organizational resilience, and fund the core objectives of GEBCO.

GEBCO hired the Ballard Spahr law firm to investigate legal (incorporation and tax) requirements of creating NGO entities affiliated with GEBCO to facilitate fundraising. This is detailed in the section "Funding Entity Options." A robust and compliant organization and infrastructure will be critical for successful fundraising. GEBCO must have a professional organization and infrastructure that gives donors at all levels assurance that their donations are secure, well managed, and impactful.

They also hired Environment, Science, and Policy (ESP) Advisors, a consulting group specializing in communications, policy, and strategic planning. ESP Advisors conducted a rigorous research effort including informational interviews of key stakeholders. The results of this research and the input from individuals representing Sustainable Ocean Alliance, the Ocean Conservancy, Oceanic Global, NOAA professionals focused on the Ocean Decade, former Vulcan leadership, and Peaceboat are included in this plan. ESP Advisors also created a matrix to support decision making for where GEBCO should consider creating local fundraising organizations/entities which can be found in the appendix.

PROJECT JUSTIFICATION AND VALUE PROPOSITION

It is known to most that the depth of the seabed is of vital importance for navigation. It is, however, less known how critical the knowledge about the seabed depth is to conserve and sustainably use the oceans, seas, and marine resources, which is outlined as the United Nations Sustainable Development Goal 14. For this reason, mapping the world ocean is also decided to be a pillar in the upcoming United Nations Decade of Ocean Science for Sustainable Development (2021-2030). The shape and depth of the ocean floor are fundamental parameters for understanding ocean circulation, tides, tsunami forecasting, fishing resources, wave action, sediment transport, environmental change, underwater geo-hazards, cable and pipeline routing, mineral extraction, and much more. It is hard to put a direct economic value on the benefit of getting the world ocean mapped but considering that 680 million people live in the low-lying coastal zone, better tsunami propagation models and improved predictions of sea-level rise in a future warming world are certainly worth unfathomable amounts.

Today, less than 20 percent of the global seafloor is mapped using direct, modern survey methods. The bathymetry that exists for most of the world's oceans was instead produced using satellite altimetry, a technique that produces derived bathymetry of limited accuracy and resolution. These methods will not produce horizontal resolutions better than about 6 km in 1000 m water depth and up to 13,000 m and can have vertical errors in excess of hundreds of meters (+/- 1,900 m). High-resolution and high-accuracy bathymetry data improves our understanding of the environment (climate, weather, ocean acidification, pollution, etc.); improves our ability to sustainably manage ocean resources (fisheries, energy, minerals, etc.); and improves our ability to understand and mitigate risks (geologic hazards, tsunami models, coastal flood inundation models, etc.). Mapping the seafloor is crucial to understanding our oceans, and understanding our oceans is crucial to the future of our species. It is impossible to manage what you do not know. Given the limited accuracy and resolution of bathymetry data that now covers approximately 81 percent of the world's oceans, we do not know nearly enough to fully recognize, let alone manage, the potential benefits and risks we now face.

The benefits associated with a global seafloor that is mapped using direct, modern survey methods are broad ranging and potentially very significant in economic terms. These benefits can be grouped into four main categories, which are as follows:

Economic Benefits (Blue Economy)

- o **Fisheries** – Fisheries are largely dependent on water temperature, ocean circulation, ocean chemistry, and, in the case of pelagic species, water depth and bottom type. High resolution and high accuracy bathymetry data, combined with other oceanographic data, will improve our ability to identify fish habitats, provide stock assessments, model changes, and more effectively manage fisheries worldwide.

- o **Aquaculture** – Given the world's increasing population and decreasing fish stocks, it will become increasingly necessary to look to aquaculture to feed the planet. For reasons outlined above, high resolution and high accuracy bathymetry data, combined with other oceanographic data, will allow us to identify suitable sites for aquaculture development.

- o **Energy** – There are finite oil and gas reserves on the planet and most reserves on land and in relatively shallow water have been identified. To support the energy needs of a growing population, new oil and gas reserves must be identified and renewable energy sources, such as offshore wind and hydrokinetic energy, must be developed. High resolution and high-accuracy bathymetry data, combined with other geochemical and/or oceanographic data, will improve

our ability to identify areas of potential oil and gas reserves and sites capable of supporting renewable energy projects.

o **Minerals** – There are also finite mineral resources on the planet, and most reserves on land have been identified. As resources on land become depleted, seabed mineral resources will become increasingly important in supporting societal needs. To support the energy storage (battery), communication, and entertainment needs of a growing population, new mineral reserves must be identified and sustainably developed in our oceans. High-resolution and high-accuracy bathymetry data, combined with other geochemical and/or oceanographic data, will improve our ability to identify areas of potential mineral reserves and sites capable of sustainably supporting mineral extraction.

o **Tourism** – A significant portion of the global tourism industry involves cruise ships, beaches, coral reefs, and diving. As the human population increases, so will this industry. With climate change, however, global sea levels and the frequency and severity of storms are increasing, which will erode beaches and impact the coastal tourism economy. High-resolution and high-accuracy bathymetry data, combined with other oceanographic data, will improve our ability to monitor and forecast beach erosion, identify offshore sand deposits, and renourish beaches. It will also allow us to identify marine hazards to keep cruise ships safe as they venture to new areas of our planet and help us reverse the cycle of decline of the world's coral reefs.

o **Commerce / Shipping** – Most of the goods produced on our planet reach their markets via sea freight and commercial shipping. While much of this occurs in deep water where safety of navigation is not an issue, ships are loaded and offloaded in ports, where safety of navigation is critical. Water depths in and around these ports can change frequently due to sedimentation from coastal processes, storms, and river outflow. High-resolution and high-accuracy bathymetry data will support the safe passage of commercial vessels into and out of these ports.

Environmental Benefits

o **Climate** – The world's climate is changing. Temperatures in the air and in the ocean are increasing, ice caps are melting, and sea level is rising. Modelling the rate and impact of climate change around the planet depends on ocean circulation models, which require knowledge of the shape and size (volume) of the world's oceans. High-resolution and high-accuracy bathymetry data will significantly improve the accuracy and reliability of climate change models.

o **Weather** – Similar to climate, weather and weather forecasts are hugely dependent on ocean circulation models, which require knowledge of the shape and size (volume) of the world's oceans. High-resolution and high-accuracy bathymetry data will continue to improve the accuracy and reliability of weather models and forecasts.

o **Ocean acidification** – As with climate and weather, our ability to accurately predict the location and impacts of ocean acidification depends on ocean circulation models, which require knowledge of the shape and size (volume) of the world's oceans. High resolution and high-accuracy bathymetry data will continue to improve the accuracy and reliability of ocean acidification models and forecasts.

o **Pollution** – Similar to the other environmental benefits mentioned above, our ability to accurately predict the location and impacts of ocean pollution and garbage depends on ocean

circulation models, which require knowledge of the shape and size (volume) of the world's oceans. High-resolution and high-accuracy bathymetry data will allow us to better manage clean-up efforts and mitigate impacts.

Risk Mitigation Benefits

o **Marine geohazards** – Coastal communities are particularly vulnerable to marine geohazards, such as underwater faults, underwater volcanoes, and areas of high slump potential. High-resolution and high-accuracy bathymetry data, combined with other geophysical data, will improve our ability to identify the location of these seabed features, allowing better mitigation of the associated risks.

o **Tsunami models** – All of the marine geohazards mentioned above have the potential to trigger a tsunami. Throughout history, tsunamis have been some of the most devastating natural disasters on the planet. The propagation of tsunamis through ocean basins is almost exclusively dependent on the shape and depth of the seafloor. High resolution and high-accuracy bathymetry data will significantly improve the accuracy and reliability of tsunami models, providing improved warnings and mitigations.

o **Coastal flood inundation models** – With a rising sea level and the increasing frequency and severity of storms, the regularity and impact of coastal flooding is also increasing. Flood water inundation is extremely dependent on the shape and depth of the seafloor, as well as the adjacent landforms. High-resolution and high-accuracy bathymetry data will significantly improve the accuracy and reliability of coastal flood inundation models, providing improved warnings and mitigations.

o **Emergency / disaster response** – This is a very broad category that could include plane crashes, shipwrecks, oil and chemical spills, search and rescue, post-hurricane - cyclone, and - tsunami response activities. To ensure first responders, emergency managers, and other associated personnel can safely and reliably perform their jobs, knowledge of the environment is required. Even though the event may have changed the environment, high-resolution and high-accuracy baseline bathymetry data is critical in supporting emergency and disaster response.

Knowledge Economy

o **Scientific research** – Scientific research has the potential to discover new energy, food, and medicine sources. Much of the high-resolution, high-accuracy bathymetry data that currently exists in the world's oceans have been obtained while conducting scientific research to identify these critical resources. However, scientific research has not been performed in most areas of the ocean, particularly in the deep ocean. High-resolution and high-accuracy bathymetry data, combined with other oceanographic and/or geochemical data, will allow us to identify other potential areas of the ocean where these sources may exist.

o **Marine cultural heritage** – The identification and preservation of marine archeological and marine cultural sites is extremely important in understanding the past, preserving history, and maintaining communities and cultures. Many of these sites exist in the ocean and have yet to be discovered. High-resolution and high-accuracy bathymetry data will improve our ability to identify the location of such sites.

o **Frontier exploration** – Frontier exploration has always inspired humanity, and much of

modern world society and development is the result of frontier exploration. Humanity has most recently taken frontier exploration to space but has yet to explore most of the world's oceans, which account for over 70 percent of the earth's surface. Frontier exploration of the world's oceans will inevitably lead to the discovery of new species, as well as energy, food, and medicine sources, and even habitation options. High-resolution and high-accuracy bathymetry data is required in frontier exploration; it cannot happen without it.

O Medicine / pharma – Scientific research of newly discovered species in the world's oceans has led to the development of medicine and drugs that help cure and/or prevent major illnesses and disease. It is highly likely that continued exploration of the world's oceans will lead to the discovery of additional new species that may aid in the development of critical drugs and medicines. High-resolution and high-accuracy bathymetry data, combined with other oceanographic and/or geochemical data, will allow us to identify other potential areas of the ocean where these sources may exist.

Legislative Benefits

o Non-compliance – Because the majority of the world's oceans have yet to be mapped directly using modern methods, it is difficult and often impossible to enforce marine laws. Violations could include illegal fishing, illegal dumping, pollution, and damage to reefs and other protected habitats as examples. High-resolution and high-accuracy bathymetry data, combined with other oceanographic and/or geochemical data, could potentially allow governments to identify non-compliance and illegal activity, which could lead to fines and increased government revenues for non-compliance.

o Policy – Government legislators are expected to enact laws and implement policy that is in the best interest of their constituents. This includes the implementation of legislation and policy that balances sustainable development with the protection of the environment. It is impossible to manage what is not understood. Our lack of knowledge of the seafloor, including bathymetry, makes the implementation of informed marine policy very difficult. High-resolution and high-accuracy bathymetry data, potentially combined with other oceanographic and/or geochemical data, will allow government legislators and policy makers to produce better, more informed policies that are based on sound science.

o Coastal and marine spatial planning – Similar to above, governments are expected to manage activities within their waters, including the establishment of marine protected areas and management of use conflicts. The availability of high-resolution and high-accuracy bathymetry data, potentially combined with other oceanographic and/or geochemical data, will allow governments to more effectively and efficiently perform coastal and marine spatial planning in their waters.

While it is difficult to articulate these benefits in financial terms on a global scale, a 2015 report by Land Information New Zealand conducted a thorough review of international literature and documented a return on investment for hydrographic services between 1:3 and 1:9 and a return on investment for better bathymetric data provision between 1:2 and 1:6. A 2008 report commissioned by the Republic of Ireland Department of Communications, Energy and Natural Resources and produced by Pricewaterhouse Coopers (PwC) to provide a detailed appraisal of the INFOMAR project showed a potential return on investment for mapping the Irish EEZ between 1:4 and 1:6.5. These reviews, along with other regional studies, make it clear that the collective benefits are massive and far outweigh the estimated three- to five-billion USD cost to fully map the world's oceans using direct, modern methods.

Speculative benefits such as hydrocarbon finds, major biotechnology discoveries, the avoidance of loss of life and property from major storms and tsunamis, and the avoidance of major costs from an environmental disaster, such as an oil spill resulting from a tanker grounding, have not been quantified but could potentially be worth hundreds of billions of dollars USD to the global economy.

FUNDRAISING PLAN SUMMARY

As GEBCO seeks to create a complete map of the world's oceans, a public awareness campaign with a growing and diverse network of large donors, partners, and crowdsources will be necessary. This fundraising plan recommends leveraging the existing GEBCO coalition and building on it to strengthen fundraising capacity.

More than 100 organizations have contributed data to GEBCO. Additionally, Seabed 2030, a core project for GEBCO and its mission, has already coalesced with more than 130 contributors, partners, and supporters. GEBCO and its relationships with Seabed 2030 and the Ocean Decade will be critical in executing its activities and ambitions, including its to map 100 percent of the seafloor. Despite these strong relationships and efforts, additional GEBCO funding will be required to support this effort. On a national scale, GEBCO will support and encourage efforts to map nations' EEZs and multinational efforts for shared ocean basins. GEBCO can serve as the organizing entity, especially for regional cooperation and contribution, to ensure a sustained and holistic process for mapping shared ocean spaces.

On an international scale, assuming GEBCO's Seabed 2030 program, and perhaps GEBCO itself, is officially endorsed as an Ocean Decade program, it is anticipated that foundations associated with the Ocean Decade whose interests are aligned with those of GEBCO will be "matched" with GEBCO and associated programs around the world. The Ocean Decade and the foundations and nations involved will be key partners in mapping the world's ocean and possess some of the greatest potential in leveraging coalitions. Their role is explained in greater detail in their respective sections.

GEBCO will need a professionalized, coordinated messaging, communications, and fundraising strategy. Each aspect of the following plan runs in a parallel track that benefits from the success of the others. Some key overarching strategies include:

Plug and play: Many aspects of fundraising will be decentralized through GEBCO partners and regional hubs. Consequently, messaging and communications tools will have to be provided with clear guidelines and templates while also allowing for region-specific tailoring to adapt to cultural differences. Additionally, even in high-value, in-person solicitation, it will be critical for GEBCO to have access to compelling templates that highlight various aspects of the benefits of the effort so that they may quickly pull together a professional, cohesive pitch that is harmonious with public-facing efforts.

Tailored messages to different audiences with coherent core themes: Effective public awareness/education and fundraising is a fundamentally different type of fundraising than pursuing direct funding or partnerships with philanthropies, trusts, wealthy individuals, and other organizations. While these direct and indirect methods of solicitation will follow separate paths, it is important that they are aligned and coherent, as each track benefits from the other.

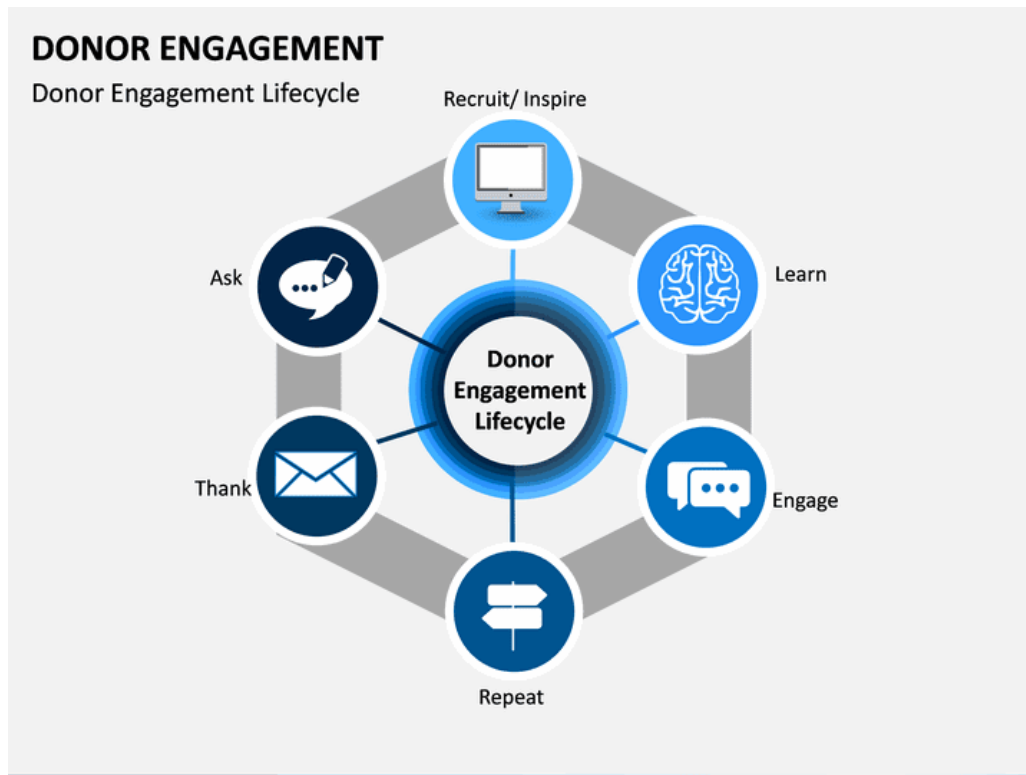
Specific financial, in-kind, and engagement metrics: It is estimated that it will cost roughly three- to five-billion USD to map the world's oceans in water depths greater than 200m with today's technology. Understanding these numbers may change as technology rapidly improves, it is vital to use this number to work backwards and create annual and quarterly goals for overall financial, in-kind, and engagement metrics. These should also be broken down by category of potential donor or audience so that GEBCO has a best guess of targets and whether the efforts are successful or need to be altered. Potential major funders will also want to see this type of goal-oriented positioning to ensure their investment is supporting a project that is achievable.

Defined engagement levels: Especially for large donations from individuals or trusts/philanthropies, it

will be important for them to get recognition in return. Recommendations include creating advisory committees that donors can join at a certain high funding level and/or segmenting donors into tiers to characterize the amounts they have given or are committed to give (i.e. gold status, silver status donors).

FUNDRAISING GOALS AND OBJECTIVES

Fundraising efforts for GEBCO must be discrete and goal oriented. While the overarching goal is to provide publicly-available bathymetric information on our world's oceans, clear sub-goals will create a path to success and specific avenues for investors, funders, and partners to get involved in supporting the activities and ambitions of GEBCO. Success will depend on robust and compliant organization and infrastructure for the communication, coordination, trust, and execution required for successful fundraising at all donor levels. Donor engagement must be considered throughout all aspects of GEBCO's growth and project execution to build a healthy and collaborative donor network (see graphic below).



Internal/Organizational

- Establish professional organizations in strategic countries with robust and compliant fundraising infrastructure to ensure donors that their donations are secure and well managed.
- Elevate the importance of fundraising within GEBCO through fostering a culture of coordinated self-sufficient fundraising that involves the GEBCO community/partners/donors.
- Create an advisory group for significant donors to guide an adaptive fundraising strategy, to communicate GEBCO's mission and goals, and solicit more donations.
 - Communication and fundraising go hand-in-hand and, if organizationally separate, should still work extremely closely. To this end, GEBCO's Guiding Committee and the Subcommittee on Communications, Outreach, and Public Engagement (SCOPE) will need to coordinate and collaborate closely.
- Increase the GEBCO community's membership, with a focus on diversifying the pool of different donor target groups in this community.
- Direct funds towards public affairs, messaging, social media, media, and fundraising coordination.

Messaging/Education

- Craft specific, discrete messaging campaigns around the benefits of mapping the seafloor and why people should get involved.
- Deploy some or all campaigns at a global level, coordinated through GEBCO global fundraising locations with the dual goal of educating the public and inspiring their involvement as well as creating enticing opportunities for larger funders to get involved.
- Use specific messaging when reaching out to potential funders and/or partners, tailored to their organizational goals and priorities.
 - Have pitch decks, social media templates, etc. ready to go so the initial cost in time and resources of pitching a new funder is minimized and GEBCO can work quickly and efficiently and be responsive to funder needs and questions.

Fundraising Goals

- Secure, at a minimum, \$300 million USD in fundraising revenue every year for a minimum total of \$3 billion USD.
 - Two-thirds of GEBCO's budget should be funded through donations from foundations inside and outside of the Ocean Decade network, and the remaining one-third of the project budget should come from wealthy individuals and crowdsourcing.
 - Create additional sub-goals broken down by quarter and funder/audience type.
- Create a crowdfunding platform to make supporting this global effort more accessible.
- Form strategic partnerships to make proposals to large donors more attractive.
- Seek major partnerships with a diverse array of donors and events in 2021/2022 to establish momentum behind GEBCO's initiatives of the decade.

FUNDING ENTITY OPTIONS

To be included by Ballard Spahr.

Fundraising NGO Location Criteria Matrix can be found in Appendix A.

GEBCO RESOURCES

Execution of the GEBCO fundraising strategic plan will require a variety of diverse resources to make goals and objectives achievable. GEBCO is fortunate to have a large and diverse network of partners and stakeholders who can work independently or collaborate on fundraising. The resources that they provide will likely be a combination of concrete/intangible, fixed/flexible, and reliable/opportunistic assets and the viability of each should be considered in the development of specific strategies. Some examples of potential resources include the following:

Intergovernmental Oceanographic Commission (IOC)

As a parent and traditional funding entity of GEBCO, the IOC can provide financial resources to support fundraising activities. As an intergovernmental organization of 150 member states around the world, it can use its network, organization, and membership to generate interest in seafloor mapping to bring financial resources and in-kind services from member states to GEBCO. As a part of UNESCO and the United Nations, the IOC can also engage the United Nations Development Programme to hopefully increase the funding available to mapping projects in Small Island Developing States (SIDS) and underdeveloped/developing coastal states.

As the entity responsible for planning and executing the United Nations Decade of Ocean Science for Sustainable Development, the IOC can promote the importance of bathymetry and a wholly mapped ocean to achieving the goals and objectives of the Decade. It can use its brand, network, and planning meetings to generate interest in seafloor mapping and engage potential funding partners in GEBCO and its projects.

This is further reflected in the structure of the Decade. Recognizing the tremendous financial support that foundations have provided for aligned projects and missions such as SDG 14: Life Under Water, maximizing the transformative role that foundations can play through their involvement with IOC is critical for GEBCO. Foundations are connected to the Ocean Decade through The Ocean Decade Alliance, which is a network of eminent partners from philanthropic and private sectors, governments, and UN agencies who will lead by example to catalyze support for the Decade through targeted resource mobilization, networking, and influence. Not only will it be vital to collaborate with The Ocean Decade Alliance, but Decade Coordination Offices may be located in existing UN Offices and may be responsible for regional decade action portfolios or certain thematic initiatives. Ocean mapping is anticipated to be supported by Decade Coordination Offices and utilizing these IOC resources as tools to encourage and create synergies between foundations within and across national boundaries in key challenge areas will enhance the impact of funding and/or allow GEBCO to develop additional funding mechanisms.

International Hydrographic Organization (IHO)

As a parent and traditional funding entity of GEBCO, the IHO can provide financial resources to support fundraising activities. As an intergovernmental organization comprised of 90+ member states around the world, it can use its network, organization, and membership to generate interest in seafloor mapping to bring financial resources and in-kind services from member states to GEBCO. Using its Crowdsourced Bathymetry Working Group, it can help expand the network of crowdsourced bathymetry contributors supporting GEBCO. It can also use its location and position in the Monaco community to engage high net-worth superyacht owners to contribute. Prince Albert II of Monaco, who is now also a member of the Ocean Decade Alliance, may be a key asset in promoting GEBCO and bringing additional funders to the program.

The GEBCO Community

The GEBCO community is large and growing. It includes members from academia, government, the private sector, and NGOs. It can leverage its network to generate interest in seafloor mapping and engage potential funding partners. It will be members of the GEBCO community that will largely execute many aspects of this fundraising strategy.

National Governments via IOC / IHO Member States

The national governments that are member states of both the IOC and IHO and that have endorsed the Ocean Decade and its implementation plan have effectively also endorsed the vision to have a digital representation of a wholly mapped ocean with data accessible to all. The financial resources and in-kind services national governments bring to GEBCO can not only financially support mapping activities within their EEZ's, but also support multi-national consortiums that execute ocean basin mapping campaigns. They can also help promote GEBCO and engage potential partners, including funding partners within their respective nations. Additionally, promoting GEBCO's mission within their country can engage potential coalition and funding partners and raise interest from individual donors.

The Media

The media will be an important resource in executing the GEBCO fundraising strategic plan. The media has been used successfully over the past three years to promote and raise awareness in GEBCO projects like Seabed 2030. This activity must continue, but part of the media's role going forward must also include GEBCO-specific awareness campaigns and engagement of potential new funding partners. Various media platforms can be used, depending on the target audiences to be engaged. To be successful in this regard, a publication calendar should be created to identify targeted publications and dates where GEBCO goals and planned content align. A variety of pitches should be developed specific to each publication. GEBCO staff and members of the establishment committee should assign champions for each targeted article based on existing relationships or expertise relative to the particular pitch. Understanding the synergistic relationship between GEBCO and the UN Ocean Decade, GEBCO's media strategy should be coordinated with the Ocean Decade to ensure messaging remains consistent and to optimize media reach.

GEBCO Members

GEBCO industry sector champions will be another important resource in executing this strategic fundraising plan. It is envisioned that each of the major industry sectors will have at least one champion, who is leading participation in and support of GEBCO's mission. These industry sector champions will be key to promoting GEBCO and engaging potential partners, including funding partners within their respective industry sectors.

Communications/Graphic Design/Public Relations Firm

A Public Relations firm will handle the reputation of these efforts through owned, earned, and paid communications. The main goals of a PR firm are brand awareness and reputation management. The agency GEBCO hires to take on this project will be responsible for reputation management, crisis management, media relations, social media, thought leadership, speech writing, press releases (i.e., expanding local press release team when vessels affiliated with GEBCO depart from a port city), event planning (virtually and in person), outreach, market research, internal copywriting, and media training. The creation and ownership of messaging materials, graphic design, and creation of templates and guidelines for effective coherent but decentralized communications and fundraising efforts will be especially critical.

SOURCES OF FUNDING

Individual Donors: General Public

Encouraging individuals to support GEBCO ensures that the organization remains publicly visible, which in turn further attracts large donors. This should be seen as both a fundraising effort as well as a public awareness campaign for oceans and science. Increasing the public's understanding of ocean science, conservation, and sustainable development is a goal shared by many organizations worldwide and will make partnering with GEBCO even more attractive.

Smaller public donations may be facilitated by online crowdfunding. As more and more organizations become affiliated with GEBCO, utilizing their networks to promulgate online crowdfunding resources will expand our capacity to collect smaller, grassroots donations.

Individual Donors: Wealthy Individuals

While smaller donations are important as a means of elevating GEBCO's engagement with the global citizenry, targeting wealthy, independent individuals will not only help us meet our fundraising goals more quickly, but these individuals and their related networks will facilitate our ability to connect with similar individual donor targets and private capital. The key for this source of funding is being in the right circles and ensuring the pitch and messaging is tailored to the individual or group to which they belong.

Private Foundations and Trusts

Considering that two-thirds of funding for SDG 14 has been derived from private foundations and trusts since 2016, this source should be GEBCO's main target for fundraising. As more and more foundations become involved with GEBCO, peer-to-peer networking between foundations can create synergies that could expand the donor base. Especially when tackling seabed mapping in specific ocean basins, identifying potential donors regionally through this peer-to-peer networking could prove to be exceptionally useful. Understanding the synergy between GEBCO and the Ocean Decade, as well as Seabed 2030's expected official endorsement as an Ocean Decade program, the Ocean Decade Alliance and Decade Coordination Offices will be critical tools in advancing further peer-to-peer networking opportunities and connecting to large private foundations already within their network.

As foundations provide contributions of larger and larger caliber, they may be interested in providing more direction in GEBCO's operation. This guidance may be best organized through an advisory committee that can report to the GGC.

Oceanographic Research Institutes

In-kind donations of vessel time and data collection performed by oceanographic research institutes will continue to be important. GEBCO and the mission of each of these institutes share a mutual goal of scientific advancement and ensuring that these groups are involved is critical. As each basin is mapped, identifying where the least progress is being made and oceanographic research institutes in that region will allow an adaptive approach to global mapping challenges.

Non-Governmental Organizations (NGOs)

While there may be NGOs willing to donate to GEBCO, considering the reality of non-profit organizations, expecting them to be significant, direct contributors may not be realistic. However, leveraging relationships between NGOs and their funders may provide us access to a larger donor market, which may be an exceptionally useful tool in engaging regional efforts. Partnering with certain NGOs with similar or parallel objectives will likely make funding GEBCO more attractive to other groups. NGOs may also be able to provide in-kind donations, such as vessel time. Additionally, partner NGOs will be able to share our online crowdfunding resources more widely to their own audiences.

Corporate/Business Sponsorships

Large corporate entities are increasingly the biggest funders of ocean and environmental projects, and many corporations have large, global, and well-funded philanthropic arms. Companies like Pepsi, Walmart, Nestle, and Unilever are committed to corporate social responsibility (CSR) and fund a number of ocean conservation activities. When targeting these companies, ensuring the pitch is aligned with their CSR goals and that there is ample opportunity for public relations surrounding the partnership will be key.

In addition, companies involved in shipping, tourism, fishing, mining, marine construction, surveying, and ocean science and technology can provide data collected during transit between commercial surveys. Persuading them to engage with GEBCO and share their data, as well as donate vessels, ASVs, and AUVs, will be critical in the data collection necessary to achieve GEBCO's mission. Leveraging corporate relationships in the private sector will enable mapping capabilities to be scaled larger and exposes GEBCO to more and more potential donors.

Grant-making Entities

Grants can play a significant role in funding NGOs and research related to ocean exploration. Many grants provided through oceanographic research institutes and federal scientific research programs could supply millions of tens of millions of US dollars. Typically grants require a focused problem with specific achievable metrics. Utilizing grants on a more regional basis, perhaps in partnership with certain educational institutions and/or countries in an ocean basin, will likely be the most effective way to secure funding from these sources.

United Nations

The United Nations Ocean Decade may be especially relevant to elevating the visibility of GEBCO as Seabed 2030 seeks endorsement as an Ocean Decade program. Being supported as an Ocean Decade program would allow Decade Coordination Offices (which may be located in existing UN Offices) to collaborate and advance the GEBCO mission. Additionally, the IOC Decade Coordination Unit and the Ocean Decade Alliance may provide a network of eminent partners who will lead by example to catalyze support for the Decade and its programs through targeted resource mobilization, networking, and influence.

Within the Ocean Decade structure, Regional Planning Groups and National Decade Committees organize and further execute the mission of the Decade in specific countries or larger regions. Each Regional Planning Group is at a different stage of coordination, but the Western Tropical Atlantic Regional Planning Group and the Pacific Regional Planning Group both have diverse and impressive networks with environmental NGOs, government agencies, international organizations, and ocean research institutes. Similarly, the National Decade Committees are at different stages of development. Brazil and the United States have developed some of the most structured National Committees with advisory committees and regional groups that also feature diverse and impressive networks featuring environmental NGOs, government agencies, international organizations, the private sector, youth, and ocean research institutes. Collaborating with Regional Planning Groups, National Decade Committees, and/or their members would bring significant advancements and connections necessary to develop partnerships and projects to map each ocean basin and to connect to other donor sources. However, the relationship between the Ocean Decade and GEBCO is paramount, and being sensitive to what types of solicitation are appropriate given this relationship is critically important.

Additionally, the United Nations Development Programme (UNDP) has a history of funding programs that involve high-resolution mapping, including the coastal zones of Small Island Developing States (SIDS) and under-developed or developing coastal nations. These surveys often include both

topographic mapping and bathymetric mapping and serve multiple purposes, including climate change mitigation, coastal protection and resilience, coastal zone management, and sustainable economic development. The UNDP is a member of the Ocean Decade Alliance and is presumably funding various aspects of the Decade. With increased visibility on ocean mapping, the Ocean Decade, and the importance of high-resolution, high-accuracy bathymetric data in supporting these numerous objectives, it is likely that additional funding will be earmarked for such projects. However, reaffirming the need to be sensitive to the relationship with the Ocean Decade and its own funders, fundraising efforts targeted for the UNDP should be coordinated with the Ocean Decade.

Multilateral Development Banks

The multilateral development banks are significantly increasing their funding of climate change programs, a component of which includes high-resolution mapping in the coastal zones of SIDS and under-developed or developing coastal nations in the pursuit of sustainable development. These surveys often include both topographic mapping and bathymetric mapping and serve multiple purposes, including climate resilience, hurricane and/or cyclone preparedness, and coastal protection and resilience. With increased visibility on ocean mapping, the United Nations Decade of Ocean Science for Sustainable Development, and the importance of high-resolution, high-accuracy bathymetric data in supporting these numerous objectives, including sustainable economic development, it is likely that additional funding will be earmarked to such projects. To this end, the various multilateral development banks should be targets of fundraising efforts. These can include, but are not limited to, the World Bank, the Inter-American Development Bank, the Asian Development Bank, the African Development Bank, the European Bank for Reconstruction and Development, the Islamic Development Bank, the European Investment Bank, the Caribbean Development Bank, the Eurasian Development Bank, and the East African Development Bank.

National Governments

Governments have demonstrated clear interest in mapping the international seafloor. In and out of wartime, submarines and other vessels map many parts of the seafloor. Declassifying that information as well as offering or equipping vessels with bathymetric mapping technology may be significant in-kind donations. This will require time and trust, and it will be important to first learn about a country's naval/intelligence concerns around declassifying this information and be ready to work around their concerns. It may be helpful, particularly with developing nations, to partner with a trusted entity either within the country or that works closely with the government to fund sustainable development projects.

Additionally, many governmental agencies have budgets for international projects as well as intergovernmental consortiums to affirm ocean basin cooperation. In 2013, the United States, Canada, and the European Union became signatories of the Galway Statement on Atlantic Ocean Cooperation. In 2017, the European Union, South Africa, and Brazil became signatories of the Belem Statement on Atlantic Research and Innovation Cooperation. With commitments to align "ocean observation efforts to improve ocean health and stewardship and promote the sustainable management of its resources" in the Galway Statement and commitments to encourage a shared responsibility for "ocean observation (including seabed mapping), forecasting and monitoring processes and systems" in the Belem Statement, the US, Canada, the EU, South Africa, and Brazil have the opportunity to capitalize on this intergovernmental collaboration through financial and in-kind support for GEBCO's mission to map the ocean. Targeting countries who have made these significant ocean commitments may allow GEBCO to solicit larger donations.

MESSAGING

Messaging must be concise, thoughtful, and coordinated among all GEBCO-affiliated entities. This must be the first step before engaging in any fundraising efforts. Because this effort is global and has many points of engagement, it will be important to create multiple messaging strategies based on the key benefits of mapping the seafloor. If resources allow, it will behoove GEBCO to hire a professional communications/public relations firm to hone the specific messaging and design content templates that GEBCO and the regional fundraising NGO entities can use for public engagement and in-person solicitation with major donors. The firm will hone messaging and key salient points, ensuring the audience understands the importance of ocean mapping to many ocean systems and processes, including conservation, risk mitigation, and sustainable development of the ocean.

State of the Map

The first most important requirement is to succinctly define the problem in a way that is understandable to people. Explain why we do not have bathymetry data of sufficient resolution, then depending on the audience, add on the below discrete messaging campaigns. Images will be important to explain where the gaps are, where to prioritize the next mapping missions, and why. GEBCO could consider publishing a “State of the Map” annual report with goals, progress, statistics, compelling stories from the year, and key donors.

Blue economy and sustainable development

Audience: governments, philanthropies, multilateral development banks, international organizations, private sector

- Build the vision of a new future for humanity in harmony with the ocean and focus on tourism, jobs, commerce/shipping, feeding the world (fishing and aquaculture).
- The ocean already proves to be one of the most significant financial assets on the planet. More than half of the world’s population consumes seafood as a major staple and ocean assets being valued at more than \$24 trillion USD. How can we sustainably grow the blue economy with respect to fisheries, aquaculture, energy, minerals, tourism, commerce, and shipping industries when we only have data on less than 20% of the seafloor?
- With an exponentially growing population, improving our capacity to feed the world and lift people out of poverty by providing clear seafloor information advances achievement of the UN Sustainable Development Goals and builds a new partnership between humanity and our planet’s most expansive resource, the ocean.
- To feed a growing world, understanding more of what our seafloor looks like will improve our ability to identify where fish are, how many fish there are, and where aquaculture sites could be developed.
- To satisfy the energy needs of a rapidly growing and developing population, understanding more of our oceans will improve our ability to identify oil and gas reserves and sites capable of supporting renewable energy projects.
- To transition to a clean energy economy, understanding our oceans will improve our ability to identify sites capable of supporting clean renewable energy projects.
- To supply the world with low-carbon technologies in a rapidly growing sustainable transition market, understanding more of what our seafloor looks like will improve our ability to identify sites capable of sustainably supporting mineral extraction for the technologies of tomorrow.
- To support the growth of tourism, one of the world’s most significant economic industries, understanding more of what our seafloor looks like allows us to protect our greatest natural assets like coral reefs and beaches while keeping cruise passengers safe.
- To deliver the goods and products that all of us need, understanding more of what our seafloor looks like ensures that commercial vessels get where they need to be safely.

Exploration and science

Audience: private sector, High Net Worth Individuals (HNWIs), oceanographic research institutes, general public, philanthropies and trusts

- Go where no one has ever been.
- We know more about the surface of the moon than we do about the floor of our ocean. Let's explore where no human has ever been.
- We asked ourselves how high can humans go and put a man on the moon. When we ask ourselves how deep, what can we achieve?
- What's down there? A new cancer treatment? A long-lost ship? A creature more alien than one ever seen? You don't know what you don't know. #ExploreTheDeep
- Our race to the moon brought us phone cameras, portable computers, and even Nike Air sneakers. What will our race to the deep bring?
- Data on our seafloor needs to be publicly available. Contributing to GEBCO ensures that everyone has access to the information we need to keep people safe, stay informed of changing environmental conditions, and support the blue economy.

Environment

Audience: NGOs, general public, governments, philanthropies and trusts, HNWIs

- Our ocean is our best climate mitigation tool, yet we don't understand it. Map the seafloor to understand the climate of tomorrow.
- Our ocean is acidifying. Help save our coral reefs and shelled animals. Map the seafloor to understand how ocean acidification is changing our world and theirs too.
- Our ocean is plastic. Help us find pollution and map the seafloor. Let's clean up.
- Can you protect what you don't know? Help us conserve biodiversity. Help us identify where to protect. Map the seafloor #ExploreTheDeep.
- It is impossible to manage what is not understood. As governments seek to balance sustainable development with the protection of the environment, understanding more of what our seafloor looks like enables the execution of coastal and marine spatial planning to implement policy.
 - This directly supports the popular 30x30 initiative and may be a strong hook for environmental funders.

Safety and Security

Audience: governments, international organizations, private sector

- Approximately 3 billion people live within 20 km of a coastline, and more than 600 million people live less than ten meters above mean sea level. With tsunamis and coastal flooding inundation becoming increasingly regular and impactful, understanding more of what our seafloor looks like will save lives through improved warnings and mitigations.
- Underwater faults. Underwater volcanoes. Underwater landslides. What risk do they pose? We don't know. And we should. Mapping the seafloor will allow us to identify these seabed features and mitigate associated risks.
- When a disaster or emergency happens in the ocean, we lack the information we need to respond accurately. Whether it is Malaysia Airlines Flight 370, the BP Deepwater Horizon Spill, or a shipwreck, mapping the seafloor allows our emergency and disaster responders to perform their job efficiently and quickly.
- Our ocean is victim to illegal fishing, illegal dumping, pollution, and damage to reefs and other protected habitats. To prevent the further degradation of one of the planet's most precious and overexploited resources, mapping our seafloor may provide law enforcement the information they need to stop non-compliant activity and collect revenue through fines.

FUNDRAISING STRATEGIES, PLANS, AND TARGETS

Direct Solicitation “In-person”

GEBCO should develop customized presentations to prospective (major) donors related to how GEBCO aligns with their organization’s work/mission. The solicitation will be specific in terms of ask and will outline benefits to the donor. Development of these messaging materials and requests should be done ahead of time so that preparation for these meetings can be extremely efficient and GEBCO can choose one of a few messaging/request templates and quickly tailor it to the intended audience. This will ensure each individual feels like the request or presentation was tailored exactly to them and their goals, while limiting the resources required and ensuring GEBCO’s quick response to opportunities.

Success is all about relationships for these donors, whether they be wealthy individuals, trusts, philanthropic institutions, or scientific entities. The first step is to identify someone who can provide a warm introduction to the organization or individual. Absent that, a cold email/call is appropriate with the goal of listening and learning from the individual/ organization about their priorities. This initial conversation should be focused on relationship building, and getting to know each other, especially if it is a first interaction. At the end of the initial conversation, determine if there are areas of mutual benefit and offer to put together a more formal presentation/pitch for the individual and/or others in their organization that may be interested. It is vital to follow their lead on the timing of this next conversation - if they want it to be the next day, GEBCO must be ready to make that happen. It is critical to seize on any momentum. Therefore, preparing the above messaging and pitch templates ahead of time will be so crucial.

Donor Organizations (trusts, philanthropies)

It is critical to understand the organization’s major goals before reaching out for a conversation and eventual proposal. Go into the meeting with the appropriate messaging for the target audience. Many of these foundations fund organizations/people they already know and trust, so it can be helpful to look at who they are already funding and determine a nexus or even a distinct partnership proposal before approaching the funding entity.

GEBCO should expect about two-thirds of its funding to come from these institutions. UN SDG 14 saw 66 percent of its budget supplied by foundations and philanthropies, which signals the potential for major donations for GEBCO to come through this avenue as well.

These foundations want to ensure that their money is directly impacting GEBCO and its progress. Producing meaningful progress metrics to present to these organizations will be instrumental in maintaining relationships with these institutions and encouraging them to donate more in successive years.

Targets:

- Walton Family Foundation
 - One of the WFF’s three core objectives is to protect the ocean. Over the next five years, their vision is to improve water quality and availability through climate-resilient approaches to agriculture, water resource management, and sustainable fisheries through driving innovation, using markets to advance sustainability, encouraging smart policy, and engaging and empowering diverse allies. GEBCO’s mission complements WFF’s five-year goal to assist sustainable fisheries and development.
- Paul G. Allen Family Foundation
 - This foundation’s exclusive purpose is to work to preserve ocean health, protect wildlife, combat climate change, and strengthen communities. The foundation primarily focuses on shark and coral reef conservation in the ocean space. The Allen

Coral Atlas and their partnership to launch the EarthShot Prize are just two great avenues for collaboration. GEBCO is a vehicle to inform the status of the stocks of many shark species stock data and potentially identify more deep-sea coral communities.

- Benioff Ocean Initiative
 - The Benioff Ocean Initiative with UC Santa Barbara allows projects to pitch their ideas as ocean issues that need to be solved, and one idea is funded for one million dollars each cycle. The ideas are measured by three criteria: does it need science, can this happen fast, and is this do-able? Being able to translate how one million dollars can assist GEBCO will be instrumental in being considered for funding.
- Bill and Melinda Gates Foundation
 - While the Gates Foundation primarily focuses on global health, gender equality, and other projects generally outside of ocean philanthropy, their large assets as well as their prolific philanthropic partnerships make them an attractive potential donor. However, the foundation's support for emergency response projects may justify supporting GEBCO as it would improve the information that emergency responders need to perform their job safely and securely. The Gates and Allen foundations tend to compete with each other, so it may be helpful to play one off the other.
- Gordon and Betty Moore Foundation
 - This foundation supports path-breaking scientific discovery and environmental conservation, which are obvious components of the mission of GEBCO. Their main funding in the past has been related to marine spatial planning as a mechanism for conservation, which would be a strong hook for GEBCO and its contribution to this field.
- David and Lucile Packard Foundation
 - This foundation funds a number of ocean, climate, conservation, and science initiatives. The foundation's two ocean impact areas focus on protecting marine biodiversity and sustainable fisheries. The Packard Foundation also funds the Monterey Bay Aquarium Research Institute (MBARI), which has led multiple deep-sea mapping research projects. GEBCO complements the work of MBARI, and, given the Packard Foundation's commitment to ocean mapping, soliciting the Packard Foundation to increase the global scope of their commitment may develop a major funding partner.
- Schmidt Family Foundation
 - The Schmidt Family Foundation was created to advance original research in science, energy, and the sustainability of the world's biosphere. The Schmidt Marine Technology Partners program provides funds to sustain fisheries, enable ocean research, limit marine plastic pollution, and support healthy habitats. The Schmidt Family Foundation also funds the Schmidt Ocean Institute, which has mapped more than one million square miles of the ocean. The Schmidt Family Foundation's contribution to ocean research combined with their membership of the Ocean Decade Alliance and their existing partnership with Seabed 2030 make them a compelling potential source of funding.
- Oak Foundation
 - One of the Oak Foundation's six main programs supports the environment with three sub-programs dedicated to climate change, marine conservation, and wildlife conservation and trade. The marine conservation sub-program has three focus areas: small scale fisheries, plastic waste, and industrial fisheries.
- Dalio Philanthropies
 - The Dalio family generously supports ocean exploration and awareness and environmental protection. Dalio Philanthropies launched OceanX, which directly

contributes to seafloor mapping. While Dalio Philanthropies does not fund unsolicited projects, introducing GEBCO along the appropriate channels could be mutually beneficial.

- Sandler Foundation
 - The Sandler Foundation has generously supported environmental initiatives led by Oceana, Earthjustice, Sierra Club, Center for Biological Diversity, and Baja California projects. While they do not support unsolicited projects, introducing GEBCO along the appropriate channels could be mutually beneficial.
- The Velux Foundations
 - This combination of foundations has three key grant areas that GEBCO directly supports: research, environment, and youth and science. Importantly, the Velux Foundations partnered with IOC-UNESCO and the Ocean Decade.
- NEXUS Global
 - NEXUS Global hosts Youth Summits that aim to connect the next generation of philanthropists and entrepreneurs with promising solutions for global challenges. Connecting with NEXUS and introducing GEBCO may bring promising investments in building a sustainable future for generations to come.
- Pew Charitable Trusts
 - Pew has an extensive list of all of the ocean and conservation projects they have supported ranging from protecting ocean life on the high seas to various regional sustainable fisheries programs.
- Earthshot
 - The Royal Foundation of the Duke and Duchess of Cambridge launched the Earthshot Prize in partnership with the Paul G. Allen Foundation to fund ambitious solutions underpinned by scientifically agreed targets that will improve life for all and generations to come by 2030.
- Global Environmental Facility
 - The GEF focuses most on funding international water projects that strengthen national blue economy opportunities and improve management in areas beyond national jurisdiction, both of which are directly tied to the goals of GEBCO. The GEF requires partnership with a national or regional organization for funding and can have long time horizons but is considered a gold standard for environmental funding.
- The Explorers Club
 - This international professional society provides expedition resources to encourage frontier exploration. GEBCO needs many expeditions to cross the ocean to understand more of the planet's seafloor and to truly understand what our planet looks like, and connecting with the Explorers Club may prove to facilitate cross-ocean expeditions. It will be critical to successfully implement the exploration messaging associated with the effort before reaching out.
- Investable Oceans
 - Investable Oceans is an investment hub that seeks to bring market-based capital to the oceans. Connecting with Investable Oceans will facilitate partnerships with private sector investors.
- The Waitt Foundation
 - The Waitt Foundation prioritizes ocean-related projects, and specifically focuses on marine spatial planning as a way to facilitate marine protected areas and support biodiversity and climate resilience in our oceans. They make direct grants to NGOs and work with a global network of public and strategic partners to leverage grant funds and key relationships where possible. They do not accept unsolicited grant requests. The best avenue for funding from the Waitt foundation is to approach them with a

partner they are already working with or in partnership with another public entity like the Ocean Decade or national governments.

- The Minderoo Foundation
 - The Minderoo Foundation is one of Asia's largest philanthropies and is based in Australia, with AUD\$2 Billion committed to global initiatives. Flourishing oceans, flood resilience, and frontier technology are three of their key initiatives that complement GEBCO's mission. Their ocean initiative is based on the Sustainable Development Goal 14, including sustainable use of ocean resources, conserving key habitats, and facilitating world class research.
- Tara Ocean Foundation
 - The Tara Ocean Foundation, based in France, supports ocean science to enable better management of climate risks. They use their vessels to conduct scientific research and raise awareness and educate young people, mobilize policy makers, and enable emerging and developing countries to access knowledge about the ocean. They may be a funder or a strategic partner, especially when working with underdeveloped or developing nations and their EEZs and shared ocean basins.
- Monaco Explorations
 - Monaco Exploration Society conducts ocean exploration missions in the service of the common good. They engage in international collaborative missions linking scientific research, outreach towards the public and governmental cooperation. The main themes that guide its action concern the protection of megafauna and corals, new exploration technologies, and the development of marine protected areas. Created on the initiative of the Government of the Principality of Monaco, the Monaco Exploration Society brings together the Prince Albert II of Monaco Foundation, the Oceanographic Institute – Prince Albert I of Monaco Foundation, the Monaco Scientific Center and the Monaco Yacht Club. It supports these institutions and coordinates international collaborative missions involving partners from Monaco and partners outside the Principality all around the world. They could be potential funders or strategic partners, and can serve as a key steppingstone to other potential funders.

Wealthy Individuals

High Net Worth Individuals (HNWIs) may be obvious sources of funding but identifying and securing donations from these individuals may prove to be elusive without proper strategy. Leveraging the relationships of members of the GEBCO team with HNWIs, especially in countries and cities where these individuals are concentrated the most densely (see Appendix A), is one way to plug into a network that may provide more connections to other HNWIs and their affiliated organizations.

Of course, proposals to HNWIs will need to clearly delineate what the benefit to the individual will be. Galas and events both serve as opportunities to thank these HNWIs for their generosity as well as amplify their philanthropic portfolio among their peers. While these may be short-term tokens of appreciation, naming vessels, voyages, or newly discovered seabed features may be lasting commemorations of the relationship between GEBCO and these individuals or their families.

Identifying where HNWIs spend their time is key. Targeting elite yacht clubs may allow us to identify investors who are already interested in an oceanographic mission and have the resources to provide in-kind as well as potential cash resources. When the IHO Crowdsourced Bathymetry Program launched, superyacht owners were some of the earliest supporters. As yacht owners sail their vessels across ocean basins, they will be a great ally in collecting data as they transit outside of typical maritime shipping corridors.

While yacht clubs present a clear connection between HNWI and positive sentiments related to ocean exploration, high caliber hotels, resorts, and casinos can also be HNWI hotspots. GEBCO may want to discuss hosting fundraising or awareness events with these hotels and casinos with corporate or philanthropic partners.

Wealthy people are often well connected, and the key will be creating a “club” feeling for those who get involved. Encouraging relational organizing between these individuals can boost the exposure of the GEBCO crowdfunding platform. The key will be that supporting GEBCO’s mission is so interesting or exciting that individuals are compelled to share it with their network and get others involved. Relational organizing must be intentional and aggressive, and GEBCO must develop specific hard asks that are tailored to this high-profile network of individuals.

Targets:

- Yacht clubs
 - Yacht Haven Grande, US Virgin Islands; The Grand Bahamas Yacht Club, The Bahamas; Port de Saint Tropez, France; San Francisco Yacht Club, US; Ibiza Magna, Spain; Coral Reef Yacht Club, Miami, US; Marina Grande, Capri, Italy; Dubai Marina Yacht Club, UAE; Royal Hong Kong Yacht Club, Hong Kong; Royal Langkawi Yacht Club, Malaysia; Yacht Club de Monaco, Monaco; Club de Mar Mallorca, Spain, etc.
- Jeremy McKane
 - Co-founded Ultramarine Ocean Summit and is launching an ocean data blockchain initiative.
- Attendees of the Ultramarine Ocean Summit
 - Attending this exclusive ocean action conference costs more than \$7,500 USD. Identifying ways to connect with the Ultramarine network or connecting with current and past attendees (all listed on their website) could expand GEBCO’s exposure to HNWI with similar interests in protecting the ocean.
- Summit at Sea Network
 - Summit at Sea is a program that connects entrepreneurs, philanthropists, scientists, advocates, and other members of the ocean community on an innovative cruise program to discuss how to bring positive, sustainable change. Not only would their cruise ship be of value to GEBCO, but their network will include HNWI that would be likely to support GEBCO.
- Exploration Clubs
 - The Explorer’s Club and the Royal Geographic Society both have impressive alumni networks of explorers and researchers. The pitch of GEBCO’s mission as an opportunity for frontier exploration is compatible with the missions of these types of organizations, and many HNWI may be part of their network who can connect GEBCO with similarly minded donors.
- World Economic Forum (Davos)
 - The World Economic Forum is one of the largest meeting places for wealthy and powerful individuals who want to make a positive impact on the world. WEF is committed to improving the state of the world by engaging business, political, academic, and other leads of society to shape global, regional, and industry agendas. The organization hosts an annual meeting in Davos in January (though this year will likely be in summer due to COVID-19), convenes six-eight additional regional meetings each year, and generally serves as a platform for leaders around the world to collaborate on projects. GEBCO should have a presence at WEF events and forums.
- The Economist Group World Ocean Summit
 - The Economist hosts an annual World Ocean Summit and is another important venue to interact with policy leaders, companies, philanthropies, and individuals interested

in sustainable ocean development. GEBCO should connect with the Economist Group's World Ocean Initiative throughout the year and see how goals may be aligned. They prioritize partnerships to build a sustainable ocean economy, particularly utilizing mechanisms of finance, governance, and innovation.

Corporate / Business Sponsorship

There are three main subcategories in this group: 1) companies who may fund GEBCO as a form of Corporate Social Responsibility (CSR); 2) companies that may benefit from GEBCO efforts and thus fund it; and 3) those who may provide in-kind contributions. For all subcategories, the value GEBCO can provide is based on the success of the communications and messaging campaigns. The more well-known the effort, and the more positively viewed by key stakeholders, the more interested companies are in supporting the cause. Ideally, GEBCO would already have in motion a robust communication plan with clear metrics on public engagement worldwide that could be shown to the company as further incentive to get involved.

Large corporate entities are increasingly the biggest funders of ocean and environmental projects, and many corporations have large, global, and well-funded philanthropic arms. Companies like Pepsi, Walmart, Nestle, Amazon, and Unilever are committed to Corporate Social Responsibility (CSR) and fund a number of ocean conservation activities. When targeting these companies, ensuring the pitch is aligned with their CSR goals and that there is ample opportunity for public relations surrounding the partnership will be key.

Some private companies in industries such as oil and gas, offshore wind, fishing, shipping, cable, or mining may have already collected considerable seafloor information and maps in order to conduct their business. While the financial side of data capture, licensing, and sheer market competitiveness cause some unwillingness to share data publicly, with a growing focus on corporate sustainability and ocean stewardship, companies are seeking opportunities to give back. There are many ways they can provide bathymetric data to GEBCO while protecting their proprietary interests – sometimes all it takes is a conversation. As the Ocean Decade calls for greater private partnership in ocean stewardship, providing these data to the GEBCO cause will be even more compelling.

Modeling programs like the US Rolling Deck to Repository (R2R) Program that enable public access to previously inaccessible seafloor information and ensuring companies can expect positive press as part of their CSR will be extremely impactful. Discussions with associations of industry competitors such as SeaBOS may prove useful for individual companies to feel more comfortable providing information to GEBCO rather than a direct approach.

Even companies that are not actively surveying the ocean floor can provide important data. Most oceangoing vessels already have the equipment to map the seafloor because of IMO SOLAS requirements. Encouraging these vessels to contribute to GEBCO's bathymetric charts could bring significant improvements in ocean data collection without the high costs and bureaucracy that may be associated with a novel ocean research voyage. Not only may this set the stage for building public-private partnership projects, but officially recognizing the companies that assist GEBCO collect information on commercial vessels could give these companies an opportunity to leverage their contribution to CSR for their own positive public relations strategy.

In compelling private sector entities to contribute to GEBCO, messaging needs to clearly delineate the benefits. Fugro, as the most significant private partner of GEBCO thus far, has expressed that benefits include fostering shareholder, client, and employee engagement; strengthening their sectoral and cross-sectoral network of experts; establishing leadership recognition and brand promotion at a global scale; fostering the geo-data industry/market from the increased availability of data; and creating

business opportunities. Naturally, different companies are going to value some of these listed benefits more than others and understanding what benefits each private entity may be seeking most will inform an adaptive and successful partnership proposal. Companies like Fugro can set trends for others to follow.

Targets:

- Large companies/associations interested in CSR, particularly around marine debris and ocean plastic: American Beverage Association, Consumer Brands Association, Walmart, PepsiCo, Coca-Cola, Unilever, Nestle, McDonalds, Danone, etc.
 - Conversations with these companies will further elucidate their main goals with respect to CSR, but marine plastics is a major focus and strong starting point for Consumer Brand companies. Alliances such as the Consumer Brand Association or the American Beverage Association may be powerful starting points for broader conversations and joint messaging or projects around finding and removing trash in the ocean.
- National Geographic
 - With a history of exploration, research, and marine conservation, National Geographic likely already has interest in learning more about GEBCO. Partnering with National Geographic to share stories about GEBCO, Seabed 2030, and its various expeditions could elevate public awareness around seafloor mapping and direct grassroots donations to GEBCO's crowdfunding platform.
- OceanX
 - OceanX represents some of the most innovative current technology with deep sea exploration. Partnering with them to share stories about the discoveries being made with every dive to the deep could add incredible content for social media and fundraising campaigns.
- Robotics Companies (Yaskawa, Siemens, Sony)
 - Technological innovation from these companies will be critical in advancing bathymetric data collection along a more expedient timeline. This opportunity to develop new tech could lead to commercial success as seen previously with space exploration.
- Cruise Lines (Carnival, Lindblad Expeditions, Royal Caribbean, Norwegian, Celebrity Ponant, One Ocean Expeditions)
 - Not only are the vessels of these companies of interest to be modified to collect data for GEBCO, but their advertisements and event spaces could amplify GEBCO's visibility among the public and HNWI's depending on the company. Lindblad Expeditions, Ponant, and One Ocean Expeditions all offer frontier exploration through Arctic and Antarctic destinations and could reinforce the importance of ocean mapping as a frontier exploration project.
- Tesla/SpaceX
 - Tesla prides itself for its innovation and clearly demonstrates interest in frontier exploration with SpaceX. Also, Tesla needs cobalt and other key minerals for low-carbon tech, including their electric vehicles. Mapping the seafloor could be an opportunity for commercial expansion along the supply chain.
- Microsoft, Apple, Google, Amazon
 - These companies pride themselves on innovation, which aligns well with the mission of GEBCO. They will need key minerals to develop low carbon tech, and mapping the seafloor could be an opportunity for commercial expansion along the supply chain.
- Vulcan
 - Ocean security, transparency, and coral reefs are a huge priority for the organization. GEBCO's data has had and will undoubtedly have positive impacts in each of these

priority areas, and especially considering Vulcan's quality of high-performing marine technology, a relationship with Vulcan may also produce in-kind donations.

- Walmart
 - Walmart has made several corporate pledges to become carbon neutral and to reduce ocean plastic pollution. Contributing to GEBCO would enable Walmart to provide another example of how it is fulfilling its commitments.
- Fishing Companies (Mahura Nichiro, Nissui, Thai Union, Mowi, Dongwon, Skretting, Cargill, Cermaq, Kyokuyo, CPF Worldwide)
 - More complete bathymetric charts from GEBCO would provide a myriad of benefits to fishing companies, including understanding where fish may be in the high seas.
- Shipping Companies (Hyundai M.M., Pacific International Line, Yang Ming Marine Transport Corporation, Evergreen Marine Corp., Ocean Network Express, Hapag-Lloyd, CMA CGM Group, COSCO, Mediterranean Shipping Company, AP Moller-Maersk Group)
 - More complete bathymetric charts from GEBCO would prevent them from hitting hazardous, unknown undersea features. Of course, access to these vessels could significantly expedite GEBCO's progress as more and more ships collect more and more information incidental to whatever their mission may be.
- Mining Companies (DeepGreen, UK Seabed Resources (subsidiary of Lockheed Martin), Global Sea Mineral Resources (subsidiary of DEME Group))
 - Understanding the seafloor could provide these companies the information they need to continue licensing and permitting processes.
- Cable Companies (Comcast-Xfinity, DirecTV, Dish Network, Dish TV, Sky TV, Tricolor TV, Charter-Spectrum, Airtel Digital TV, Verizon Fios, Cox) and their owners (Google, Facebook, Microsoft, Amazon)
 - These companies lay their submarine cables across vast tracts of our oceans to support their infrastructure and operations. Understanding the seafloor is critical to optimizing their own operations. Additionally, they may have seabed maps of their own. While some may remain confidential, any information they give will advance GEBCO's mission.
- Earth intelligence companies (Norbit, ImaginX, Sonavision, Furuno, Humminbird, TetraTech, Teledyne, Seabird Scientific, Slocum, Saildrone, Garmin, Maxar)
 - These satellite, marine technology, and other Earth information companies have been significant influencers in creating the basis of knowledge we know today about our ocean. Encouraging these companies to join GEBCO in bathymetric data collection may already advance their own missions. Their technologies will be needed as in-kind donations to equip other vessels.
- Pharmaceutical companies (Johnson & Johnson, Pfizer, Roche, Novartis, Merck and Co., GlaxoSmithKline, Sanofi, AbbVie, Takeda, Shanghai Pharmaceuticals Holding)
 - Discoveries in our natural world have allowed these companies to develop many different modern medicine products to treat or prevent major illnesses/ diseases. Continued ocean exploration may identify new species that could contribute new medicines and treatments, translating into an opportunity for commercial success for each of these companies. Pharmaceutical companies have a vested interest in funding GEBCO to expand their portfolio of available drugs.

Applications for Funding

Given the competitive nature of grants, the labor of a grant application, and the number of grants available, GEBCO would likely need a staff person dedicated to writing grant applications and proposals. Whether it is ocean data collection, sustainable development, or sustainable blue economy, a grant writer will be able to research and track funding applications that can in any way be related to

GEBCO. It will be important to prioritize applications by date, potential benefit, and likelihood of success. This would include:

Government Funding

It will be important to use GEBCO's relationships and networks to focus on obtaining directed funding from governments to support GEBCO's efforts. For example, ocean mapping and exploration is an active topic in the US government, with the previous administration working to make strides to ensure public-private partnerships exist in this area, and both the Senate and House in the US Congress are working on legislation to further these efforts. In addition, the US government, along with governments around the world, are in the process of defining how they should engage and support the Ocean Decade. Ensuring the mission and goals of GEBCO are considered in these processes in countries around the world will be key and can be among the requests we have of partners and funders. GEBCO should create broad talking points and encourage their members' government relations efforts to include the goals of mapping the world's oceans. As national governments make potential commitments to ocean mapping in support of the Ocean Decade, GEBCO should prioritize donor outreach to them, especially as Seabed 2030 and potentially GEBCO seek official endorsement by the Ocean Decade.

As stated in Sources of Funding, national governments could potentially be withholding bathymetry data that may no longer be relevant to national security interests. The open accessibility of bathymetric data to ocean stakeholders, such as national governments or domestic companies, nonprofits, and oceanographic institutions, is vital in providing informed insights for these stakeholders as they interact with the ocean. In the United States, the Rolling Deck to Repository (R2R) Program was initiated in 2009 to ensure that all underway data acquired aboard the United States Academic Research Fleet is documented and archived in public repositories. Encouraging other countries to pledge similarly could lead to significant supplementation of current seafloor maps without spending capital on obtaining information from areas where data has already been collected.

While seabed mapping may neatly align with some domestic ocean exploration interests, these countries are also members of the IOC and IHO. Commemorating the relationship and collaboration between national governments and these international organizations during the Ocean Decade may provide greater leverage to signal further financial or in-kind contributions to GEBCO.

Targets:

- United States
- Indonesia
- China
- Russia
- France
- Germany
- United Kingdom
- Brazil
- Canada
- Sweden
- Portugal
- Spain
- Japan
- Italy
- South Africa
- India
- Malaysia

- New Zealand
- Australia
- South Korea
- Norway
- others

Grants

We recommend hiring or at a minimum consulting with a professional grant writer to identify, pursue, and apply to grants. Not only would this prove to be exceptionally assistive in managing grants from oceanographic research institutions and government science programs, but some foundations and philanthropies may also need to be given proposals to fund GEBCO. While we hope that personal relationships with philanthropies and trusts will bring the donations that are more appropriate for the scale and budget of mapping 80 percent of the world's oceans, grant writing may be another avenue to secure funding, although it is likely more minimal.

International Organizations / United Nations

GEBCO operates under the joint auspices of the Intergovernmental Oceanographic Commission (IOC) (of UNESCO) and the International Hydrographic Organization (IHO). Each of these international organizations has more than 90 member states. The IOC and IHO may be willing to assist GEBCO in identifying critical donor networks and coordinating major fundraising events on a global stage.

The Ocean Decade may prove to be a valuable resource and affiliation for GEBCO, especially with Seabed 2030's and GEBCO's potential endorsement by the Ocean Decade. With Decade Coordination Offices designed to support Ocean Decade programs and regions, GEBCO may be able to collaborate with a vast and growing network of those interested in advancing ocean mapping.

International institutions such as the World Economic Forum, International Union for the Conservation of Nature, and International Cartographic Association all support research that is committed to improving the state of the world and what we know about it. The lack of publicly available data has long been a barrier in ensuring open access to the insights that better inform interaction with the ocean. Fortunately, GEBCO seeks to make this bathymetric data publicly accessible. GEBCO has immense potential as a source of rich economic, environmental, and cartographic insights available to all that can further catalyze entire industries to change the current way or degree that humanity interacts with and utilizes our greatest resource, the ocean.

International environmental and ocean conferences not only will be important venues to share the mission and progress of GEBCO, but they exist to connect people across the world to tackle ambitious projects and challenges. Additionally, international groups designed for associations of ocean industries or around ocean issues would also serve as fora to introduce GEBCO and identify mutual opportunities to advance the mission of each project/organization.

While international organizations may often have a network of monetary funding that GEBCO is attempting to secure, the international Philanthropic Ocean Research Vessel Operators forum may offer a pool of vessels that can substantially advance ocean mapping. This forum consists of more than a dozen private organizations who manage and operate many of the leading philanthropically supported scientific oceanographic research vessels.

Targets:

- Our Ocean Conference Advisory Group
- Ocean Decade Executive Planning Group
- Ocean Decade Alliance and IOC Decade Coordination Unit

- Seafood Business for Ocean Stewardship (SeaBOS)
- The Global Fund for Coral Reefs
- Philanthropic Ocean Research Vessel Operators
- World Economic Forum
- International Cartographic Association
- Ocean Decade National Decade Committees, Regional Planning Groups, and their members
- International Union for the Conservation of Nature
- Convention on Biological Diversity
- World Ocean Council
- The Economist Group's World Ocean Initiative

Multilateral Development Banks

Like trusts and philanthropies, individual relationships will be important in developing trust with multilateral development banks. Multilateral development banks are unlikely to offer funding outside of loans, which are often allocated to support high-resolution mapping within the national waters of Small Island Developing States and underdeveloped or developing coastal nations. These loans will ultimately benefit the countries receiving the loans, thus GEBCO as each country uses those funds to obtain bathymetric information. Each multilateral development bank will have its own rules related to loan proposals, but the process remains open and transparent. These organizations are more bureaucratic and will require more hoops to jump through to secure loans but can represent long-lasting funding and ensure benefits are delivered to the local communities. Proposals and grants will likely be time-consuming, so we recommend a dedicated staff person to focus on these as well as the other grants.

Targets:

- World Bank
- Inter-American Development Bank
- Asian Development Bank
- African Development Bank
- European Bank for Reconstruction and Development
- Islamic Development Bank
- European Investment Bank
- Caribbean Development Bank
- Eurasian Development Bank
- East African Development Bank
- BNP Paribas/Bank of the West

Indirect Solicitation:

Indirect solicitation is contingent upon strong public affairs, social media, website, and other kinds of engagement almost exclusively online. Communications will include promotion of new program supporters, information about how to support the program, and any other news related to mission. This will include mail, email, social media, virtual or in-person events, campaigns, etc.

The key will be building community around the identity of being “ocean-watchers” like “space-watchers.” We want to find creative ways to make it exciting to keep track of the effort, with specific exploration locations and goals. What are scientists excited about? What might we find when we go there? We can recruit major ocean influencers to follow and post updates on our progress through their channels and hundreds of thousands of followers.

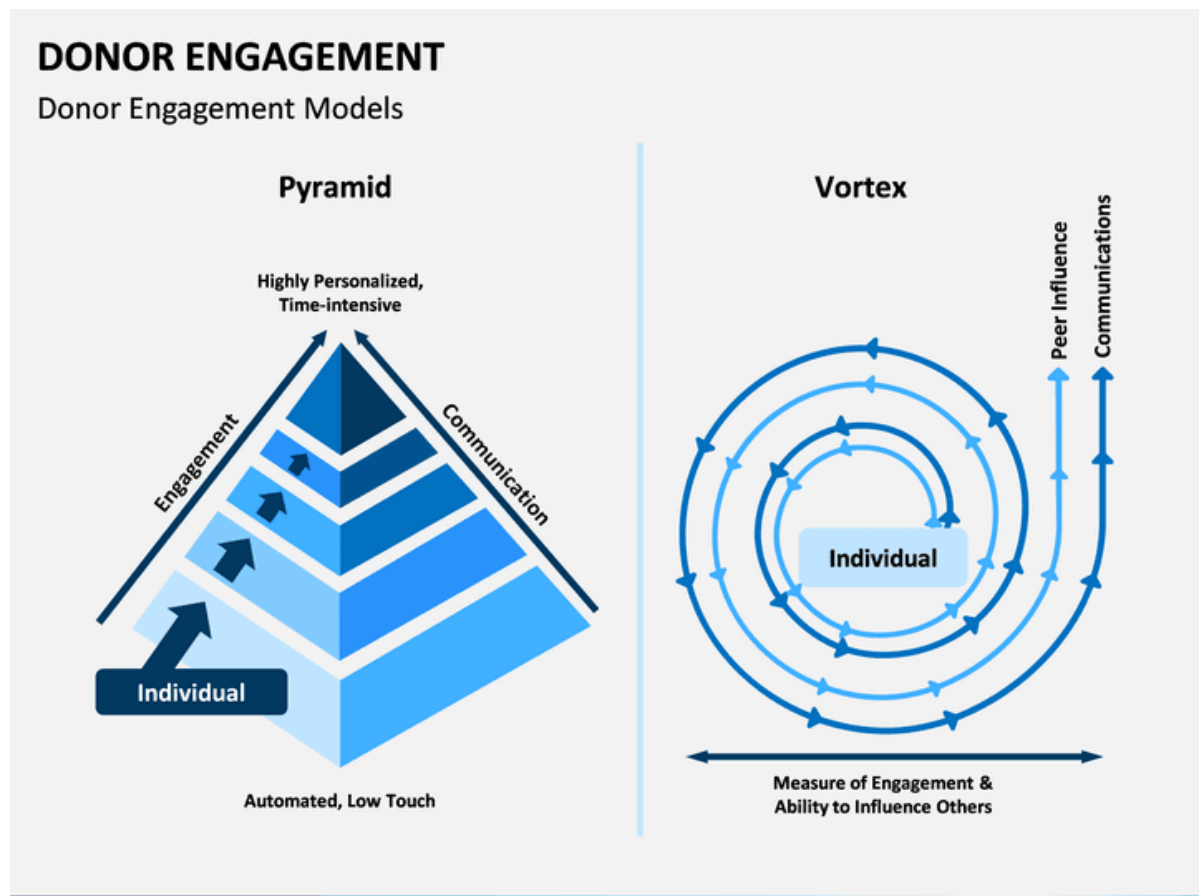
Importantly, as more organizations become actively engaged in GEBCO's mission, those relationships can be leveraged encourage further indirect solicitation with their audiences. This will require clear

and focused messaging that can be clearly amplified by members of the GEBCO coalition through tool kits and other rapid response campaign channels.

With respect to a grassroots crowdfunding platform, many people feel so disconnected from the high seas that a broad public awareness campaign may be simply ignorable. While this global project may hope to increase awareness of the lack of ocean data, identifying segments of the global population that are more likely to be influenced, such as individuals belonging to local conservation groups, will likely keep these interested parties more meaningfully engaged and lead to further amplification of our crowdfunding platform. This will allow us to direct our resources and campaign to an audience that is sympathetic to our efforts, especially over the project's first five years, that could then lead to more significant public awareness.

Online Fundraising

The internet and social media are vital resources in executing GEBCO's strategic fundraising plan. It will be critically important in promoting GEBCO and in engaging potential partners, including funding partners. The website should be revamped to make GEBCO more easily accessible to a broader audience and create clear calls to action that keep people connected after viewing the site. The website will be an essential platform for GEBCO's success and should be treated as such. Resources should be prioritized for revamping the website and social media as the critical public face of the effort. GEBCO should also strongly consider investment in a Customer Relationship Management technology to manage relationships and interactions with donors and potential donors. A CRM tool would allow GEBCO to manage relationships with past and potential donors to develop more and more personalized asks (visualized below).





Social Media Strategy

In addition, significant priority must be placed on growing the GEBCO social media audience. To increase numbers, the organization must also increase the timeliness and value of published content. Growing the social media presence will lend credibility to fundraising tasks and provide a means for recognizing major contributors. This strategy will be closely coordinated by GEBCO, the SCOPE subcommittee, and the communications firm, and will be amplified and supported by the decentralized members and organizations. It is important to create messaging and engagement campaigns focused on the core messages and utilizing social media templates to ensure a cohesive look and feel.

Some examples of strategies for updating and growing social media engagement:

- *Set social media goals and objectives.* Create goals that follow the SMART framework: they should be specific, measurable, attainable, relevant, and timely. Base your goals on metrics that will have a real impact on our success.
- *Research the competition.* How are your competitors or other groups fundraising for similarly large efforts using social media? While you do not want to copy them, learning from what others have done is a great way to reduce your learning curve. A competitive analysis can help you learn what is working and what is not for other similar organizations.
- *Conduct a social media audit.* If you are already using social media, now's the time to take a step back and evaluate your existing efforts.
- *Find inspiration.* You have looked at what your competitors are doing online, but what about other organizations? Take inspiration from the success of organizations in all industries. Where can you find these success stories? It is also a great idea to ask existing followers what they want to see more of, and then give them exactly what they ask for.
- *Create a social media calendar.* A social media calendar helps you post the right content to the right social channels at the right time. It should include a plan for your content mix.
- *Determine which platforms are right for your organization* (i.e., Twitter, LinkedIn, Facebook, Instagram, Pinterest, YouTube, etc.).
- *Understand your audience.* One reason using social media is so effective is that you can micro-target your audience. But first, you need to understand who your audience is.
- *Build relationships.* The unique benefit of social media marketing is that it allows you to talk

directly to customers and followers. You can build relationships over time rather than asking for a sale upfront.

- *Share compelling visuals.* People have come to expect social posts to include a visual component. The images shared on social media drive real-world action. More than half of millennials and Gen Z internet users said their most recent fashion buys were based on images they saw on social media. Instagram, Pinterest, and Snapchat, in particular, are visual-first networks. If your content does not look good, no one will keep scrolling to read what you have to say.
- *Focus on quality over quantity.* The sheer number of social media marketing options might seem overwhelming—but you do not need to do it all. It is more important to create quality content on a couple of key channels than it is to have a presence on every single network.
- *Monitor and respond daily.* You need to be aware of the conversations that are happening about your business elsewhere online and respond where appropriate.
- *Build templates.* Creating templates is an easy way to stay organized when posting and creates an aesthetically pleasing profile.

Crowd-funding Campaigns

To maximize the potential for GEBCO to solicit donations from all over the world, NGOs should be established in strategic countries to collect those donations and ensure donors that their contributions are being managed responsibly and securely. By establishing these fundraising funnels in the world's wealthiest countries and cities, it may be easier to solicit donations from HNWI's, foundations, trusts, and individuals based in these areas.

Creating a crowdfunding platform will allow us to begin collecting grassroots donations. This crowdfunding platform should be included in much of GEBCO's outward communications. As a coalition of support grows behind GEBCO, getting organizational partners to amplify the crowdfunding platform will be critical in providing more and more exposure and more and more donations in turn. Some examples include:

Facebook Fundraising: As of 2020, Facebook users have fundraised over \$2 billion USD, making it clear that the world's largest social-networking platform is transforming peer-to-peer fundraising. It is highly suggested that GEBCO apply on Facebook for the ability to fundraise (please note, the process can be long, so doing this as soon as possible is recommended).

Instagram Fundraising: If GEBCO chooses to use Instagram as a platform, it also has incredible fundraising potential for nonprofits. Unlike Facebook (which takes a percentage of each donation), 100% of the money raised goes directly to the nonprofit, as Instagram is not taking a cut — a common practice on some other fundraising platforms.

Giving Tuesday: GivingTuesday (every Tuesday after American Thanksgiving) is a global generosity movement unleashing the power of people and organizations to transform their communities and the world. GivingTuesday was created in 2012 as a simple idea: a day that encourages people to do good. Over the past seven years, it has grown into a global movement that inspires hundreds of millions of people to give, collaborate, and celebrate generosity. Whether it's making someone smile, helping a neighbor or stranger out, showing up for an issue or people we care about, or giving some of what we have to those who need our help, every act of generosity counts and everyone has something to give. GEBCO should certainly build a campaign around GivingTuesday 2021.

Events

Events will be a critical way for GEBCO to engage with different donor groups at once while elevating the public visibility of the mission. COVID-19 has drastically altered how events are hosted. Fortunately, virtual events not just bypass the public health risks associated with COVID-19, they also

allow programming to become more accessible between groups of people and time zones. Events surrounding projects like Seabed 2030 should be utilized to introduce and persuade new partners and donors to join GEBCO and its mission to map the seafloor. Some events can be free, which of course serves to elevate the conservation of ocean mapping and build a coalition, but events such as a virtual gala or an online auction may also be successful fundraisers. Events should be tailored to specific audiences and goals, should be fun and engaging, and include GEBCO ambassadors who are influencers/celebrities in the target audience community.

Post-pandemic, utilizing ocean and business conference spaces (especially those related to the Ocean Decade) to hold fundraising events could not only allow opportunities for additional donations, but this may be a great way to recognize the contributions of the existing donors. For example, as vessels leave from ports scattered around the world to map the seafloor, major departures could also be celebrated and turned into fundraising events. Not only could these vessels advertise the philanthropy of our latest donors but contacting the local press would once again elevate the public scope of GEBCO. These events could be modeled after the exceedingly popular space launches with a televised component so people can join the fun from home and build excitement around the effort.

Ideas could include a coalition gala with different levels of sponsorship or an online auction for different plots of seafloor or seafloor features as they are mapped/discovered (like selling plots of land of the moon or naming random constellations).

Public Challenges

It will be important to creatively engage the global community to increase awareness and encourage engagement in the GEBCO mission. With so many ocean basins being mapped to varying degrees, issuing a public race to map each basin (ex: who can map their basin fastest?) can encourage competition and collaboration along a more expedient timeline. Other public challenges or campaigns can be specific to ocean mapping priorities. Smaller challenges such as funding mapping along a certain latitude may be an easier threshold for smaller donors to feel like they are contributing meaningfully to the GEBCO mission and provides a positive communications story that demonstrates the progress of bathymetric data collection. Other challenges and campaigns can also be developed and advised by the GEBCO community.

Merchandising

At certain funding levels, the donor would receive an item in return for their support. It is critical that these items are fun, exciting, and catchy. These can be advertised as ideal gifts for holidays, birthdays, anniversaries, Mother's/Father's Day, etc., but also for the donor themselves to visibly show their support for the effort. Merchandising has the added benefit of creating advertising opportunities, as each donor will then become a GEBCO ambassador every time someone asks them about their item. These can be at the nominal level (less than USD 100), sustained level (some amount per month), or at the high end, targeting more wealthy donors (thousands if not tens of thousands USD). Suggestions include:

- Shirts, hats, masks, mugs, pins, etc.
 - Each purchase maps xx km of seafloor globally
 - If possible, these should be regionalized
- Naming rights for underwater features (similar to the International Star Registry / Name a Star gift)
- Puzzles and board games related to the map, ocean science, and exploration
- Video game/phone game app that lets people explore the ocean floor and fundraise to get certain parts of it explored

Partners, Ambassadors, and In-Kind donations

Strategic Partnerships

GEBCO is a fantastic organization for any ocean or science-based organization to be affiliated with. This should be leveraged to create strategic partnerships that expand offerings to potential donors who may not be as organically motivated about the benefits of seabed mapping on their own, but to whom a pitch that includes education, conservation, or other efforts may be extremely attractive. Partnerships must be well-defined, with a clear outreach plan for pursuing fundraising of professional service opportunities. Some partners may be able to provide marketing, communication, legal, or technology tools, as well as advice pro bono or at a discounted cost, to support the effort.

Many NGOs are cash-strapped, and especially with smaller organizations, soliciting donations may not lead to significant financial contributions to GEBCO. However, building relationships with these organizations may introduce us to their own funders who may be willing to support GEBCO as well. Not only could access to an NGO's donors lead to an influx of donations, but as GEBCO messaging is amplified by these NGOs, GEBCO's crowdfunding platform gains more exposure and could lead to further grassroots donations.

As the full fundraising strategy was drafted, ESP Advisors scheduled and completed interviews with NGO ocean career professionals in their network to crowdsource ideas for partnerships and supplement strategic fundraising efforts. These interviews introduced potential major NGO partners who could further advance the mission of GEBCO synergistically with the mission of their own organization.

Targets:

- Semester at Sea
 - This program of the Institute for Shipboard Education (ISE) is true to its name. With a large cruise liner, Semester at Sea takes students to multiple continents (often more than ten countries) in just over 100 days to foster students' meaningful engagement in the global community with interdisciplinary coursework and experiential learning. Partnering with this organization not only could allow GEBCO to equip this vessel to map the seafloor, but it provides a meaningful experience for its students to participate in meaningful academic curricula while contributing to a historical project. Semester at Sea would be an excellent way to leverage existing positive, enthusiastic attitudes about maritime exploration to elevate the GEBCO mission. Considering ISE's affiliation with Colorado State University and academic programs all over the world, Semester at Sea's strong and powerful alumni network poses a significant opportunity for further expansion of and exposure for GEBCO.
- Sea Ranger Service
 - Sea Ranger Service is a youth training research program with the mission to restore 1 million hectares of ocean biodiversity by 2040 while training 20,000 young people towards a maritime career. GEBCO is clearly aligned in supporting ocean biodiversity research through exploration and building the next generation of mariners and oceanographers. Not only would this partnership prove to advance necessary ocean mapping research and youth engagement, but the Sea Ranger Service works directly with multiple European government agencies in the North Sea to fulfill various environmental and ecological missions. This connection to government agencies and further conversations about securing contracts who support research could prove significantly helpful to fundraising for GEBCO.
- Sustainable Ocean Alliance
 - Sustainable Ocean Alliance (SOA) is a global, youth, ocean leadership organization

with accelerator and entrepreneurship programs that support innovation for a sustainable blue economy. SOA has hosted programs for Our Ocean, The Economist, the Ultramarine Ocean Summit, and more, and has deep working relationships with many Ocean Elders and influential ocean policy figures. With ocean issue webinars with organizations like the Oxygen Project featuring Jane Fonda, partnering with SOA to promote GEBCO and seafloor mapping would be a significant exposure boost to a community who will likely remain interested and engaged with the project. Partnering with SOA and access to its network may allow GEBCO to introduce itself to significant donor groups and other potential organizational partners that will further advance the mission, network, progress, and budget of GEBCO.

- The Ocean Conservancy
 - This ocean advocacy organization has many programs that support or would benefit from GEBCO. A partnership with The Ocean Conservancy could improve public awareness of GEBCO through events, and their diverse network of donors, researchers, and decision makers could further advance GEBCO's mission in several areas beyond data collection itself.
- Peaceboat
 - This international NGO promotes the UN Sustainable Development Goals through global voyages aboard three large passenger ships with programming to promote peace and sustainable development. With GEBCO's direct connection to SDG 14, a partnership could be beneficial to support virtual and in-person events to promote awareness around ocean mapping or to fundraise.
- Save the Waves Coalition
 - This international NGO rallies like-minded organizations to protect surf ecosystems. GEBCO's data would contribute positively to Save the Waves Coalition's campaigns to create Marine Protected Areas. Partnering with this organization could bring attention to GEBCO as well as facilitate events that would further expose GEBCO to a network of organizations and individuals who may want to further engage in collecting bathymetric information.
- International Alliance to Combat Ocean Acidification
 - This coalition is composed of organizations and governments dedicated to protecting coastal communities from the drastic effects of an acidifying ocean. Bathymetric and other incidental data collected by GEBCO could greatly inform our knowledge of the ocean's current state of acidification. This mutual mission to advance ocean research presents an opportunity to rally this alliance's network to support GEBCO through events as well as financial and in-kind contributions.
- Oceanic Global
 - This international NGO empowers communities to care deeply for the ocean and creates educational experiences and transformational events to promote some of the best ocean solutions. Oceanic Global's personal partner network includes the Ultramarine Ocean Action Summit and Corona USA, demonstrating their ability to mobilize influential entities to contribute to ocean projects. Partnering with Oceanic Global could be an excellent opportunity to build public awareness around ocean mapping and connect with other high-profile organizations that can further advance the mission of GEBCO.
- Conservation International (CI)
 - CI supports a broad array of ocean and conservation projects. CI is one of the most influential international environmental organizations in making impactful projects happen with local community conservation groups, governments, and regional confederations. Additionally, CI has developed visionary conservation financing and investment. Partnering with CI will surely bring unique insights into how to contribute

to GEBCO's mission and what regional partnerships could be developed to fundraise and complete regional basin mapping projects.

- World Wildlife Fund (WWF)
 - Like Conservation International, WWF has funded and facilitated projects all over the world that advance conservation and environmental protection. Partnering with WWF would amplify the importance of seabed mapping on a global agenda within the environmental community. Unsurprisingly, WWF would also possess a powerful network that GEBCO could benefit greatly from in identifying fellow partners and donors.
- Environmental Defense Fund (EDF)
 - EDF brings coalitions together through science, economics, partnerships, and advocacy to a variety of environmental projects, including protecting the ocean. Just as WWF or CI possess valuable networks, EDF would also be able to connect GEBCO with organizations and individuals that would further advance ocean mapping and conservation.
- The Nature Conservancy (TNC)
 - The TNC, as a premier global environmental leader, has been enormously successful in securing conservation funding from a diverse array of sources. Not only would their advice be valuable to GEBCO, but their Blue Bonds for Ocean Conservation project seeks to drastically scale ocean conservation. Introducing GEBCO as a prospect for advancing their Blue Bonds initiative could be a clear synergy.
- Global Ocean Alliance
 - Created by the United Kingdom, the Global Ocean Alliance is championing the global call to protect 30% of the ocean through Marine Protected Areas by 2030. GEBCO's capacity to inform marine spatial planning as part of creating MPAs is critical to ensuring that the Global Ocean Alliance is making science-based decisions. With 30 member countries, the Global Ocean Alliance and a potential partnership with GEBCO could elevate the priority for national governments to join the call to map the ocean.
- Royal Geographical Society
 - The Royal Geographical Society has an impressive membership network with individuals like Captain Don Walsh who have made the most significant contributions to ocean exploration. Partnering with this illustrious society of adventurers may introduce GEBCO to more and more individuals who can coordinate further ocean exploration missions and HNWIs.
- World Resources Institute (WRI)
 - This global research organization supports research across the world to inform better management of our natural resources. GEBCO neatly aligns with the mission and goals of the institute. With WRI's capacity to work with world leaders on translating ideas into action, a partnership with GEBCO could elevate ocean mapping as a global research priority and facilitate economic investment from other research organizations, national governments, philanthropies, and other potential donor sources.

In-kind Donations

Many scientific organizations, companies, and governments may be able to provide in-kind donations of data or ship time.

Vessel modification to include seafloor mapping technology could easily mobilize ships of different varieties and donor origins to contribute to the scientific mission of GEBCO. Whether it is an individual's private yacht or a cruise ship, equipping these ocean vehicles with bathymetric mapping technology will allow GEBCO to harness usual ocean traffic as a novel and low-cost research voyage.

Especially with private sector industries such as shipping and fishing, vast fleets of ships could be activated for science without negatively impacting the ability for these companies to perform their duties. As noted previously, lobbying companies through their industry associations may be more productive in securing vessels from multiple companies instead of lobbying those companies individually. However, the cost and ability to equip vessels with bathymetric mapping technology must be identified to understand the scalability of vessel modification on a public or private scale.

The many international Oceanographic Research Institutes and some NGOs have a significant percentage of the world's deep-water multibeam sonar equipped vessels and the potential to significantly add to mapping gaps in data. The primary goal for the fundraising strategy is to ensure contributions in kind by these institutions by having their vessels "always mapping" when not constrained by research and contributing these data to GEBCO.

A full list of institutes and NGOs with suitable multibeam equipped vessels should be established, together with their primary areas of research and their primary funding sources. They should be then prioritized based on capabilities, funding sources, and operating areas, and contacts. Communicating about GEBCO and how best they can continue to engage with GEBCO may further solicit in-kind contributions.

While GEBCO may encourage national governments to activate their research vessels to map the seafloor within their own EEZs, these vessels often possess the greatest capacity to map the open ocean because of their high-quality technology. Thus, having as many vessels as possible that governments can contribute to mapping beyond their EEZs may be the most impactful in-kind donations that GEBCO needs to execute its scientific mission. In true global collaborative fashion, GEBCO should seek opportunities for national governments to coordinate mapping missions with each other to commemorate their alliance or joint commitment to protect ocean basins that affect the countries involved. These types of missions could be further amplified and lauded by the IOC and IHO to encourage other member states to do the same.

Targets (also overlap with strategic partnerships)

- All oceanographic academic institutions
 - Not only may these institutions possess and potentially offer their own research vessels to GEBCO's mission, but their network within the ocean space may also identify opportunities to secure vessel donations from other affiliated groups.
- International Research Ship Operators
 - This international organization represents research ship operators from across 30 countries. This group meets to share information, discuss the best ways to support marine science and research, and even promote where research vessels should be directed. IRSO may also be able to facilitate GEBCO's ability to connect with other research vessel groups such as the European Research Vessels Operators, the Ocean Facilities Exchange Group, and the University-National Oceanographic Laboratory System.
- The Schmidt Ocean Institute, as an existing Seabed 2030 partner, may be a particularly significant in-kind contributor given the prolific nature of their own mapping programs.
- OceanX
 - OceanX possesses some of the most cutting-edge marine exploration technology in the world. Encouraging OceanX to contribute its vessels to bathymetric mapping will likely advance GEBCO's scientific mission significantly.
- REV Ocean
 - REV Ocean, a Seabed 2030 partner, possesses one of the most advanced research and expedition vessels in the world. GEBCO's mission neatly aligns with the missions of

REV Ocean, and further partnership with this vessel would be high-profile and a significant scientific contribution to ocean mapping.

- Tourism (cruise), shipping, and fishing industries
- Nongovernmental and governmental ocean science institutions
- Offshore survey companies and the customers for whom they collect geo-data (Maritech, International Telecom, Makai Ocean Engineering, Inc.)
- Military, navy, and intelligence institutions in countries around the world
- NGOs (Peaceboat, Sea Ranger Service, Semester at Sea)

GEBCO Ambassadors

GEBCO ambassadors will play an important role in fundraising. These have yet to be utilized, but it is envisioned that a small number of GEBCO ambassadors can be spokespeople for the organization and the mission. Ideally, these would be well-known celebrities or personalities (musicians, actors, athletes, etc.), who have an interest in the ocean and ocean health. Ambassadors would help raise awareness of and generate interest in GEBCO and ocean mapping, attracting potential funding partners to the project, particularly within the public at large. These ambassadors will hopefully be able to attract donations and financial support from other celebrities and personalities.

Targets:

- Ocean Elders
 - Prince Albert II of Monaco
 - Don Walsh
 - Sylvia Earle
 - Nainoa Thompson
 - Richard Branson
 - James Cameron
 - The Cousteaus
 - Sven Lindblad
 - David Attenborough
- David Suzuki
- Prince William (EarthShot)
- Ted Danson
- Tom Hanks
- Leonardo DiCaprio
- January Jones
- Pierce Brosnan
- Kate Walsh
- Chris Hemsworth
- Robert Downey Junior (The Footprint Coalition)
- Susi Pudjiastuti
- Jane Fonda
- Identify key legislators in each strategic country who can advance the visibility of seafloor mapping on a national legislative agenda
- UN Secretary General Antonio Guterres
- IOC Director Ariel Troisi

STRATEGIC CONSIDERATIONS

Some strategies and messages are better to use with certain target audiences than others. Considering what messages may resonate most or least with each target will be critical in pitching donors and engaging with potential GEBCO partners. Below are recommendations on what strategies or messages to avoid with specific fundraising targets:

Strategy: Indirect Solicitation

Avoid: Philanthropies, HNWI's, Private Sector, National Governments, Grants, International Organizations, and Multilateral Development Banks

- Each of these sources of funding will not likely interact with GEBCO unless they are solicited directly. Relying on social media or other online fundraising strategies may be successful in boosting public and civil sector awareness in GEBCO's mission to provide complete bathymetric information on the planet's seafloor, but they cannot be primary tools to facilitate connections with these larger donor/sponsor targets.

Strategy: Direct Solicitation

Avoid: affiliates of the National Committees to the United Nations Ocean Decade or members of the Decade Alliance unless specifically approaching with the blessing of the Decade

- Coordination and collaboration with the Ocean Decade will be paramount to execute GEBCO while such a focus exists on ocean science. Soliciting organizations who have become members of the Decade's National Committees or the Decade Alliance may undercut the Decade's own intentions in interacting with these affiliates. To avoid confusion or an overlap in communication between GEBCO and prospective donor/sponsor targets who already support the Decade, the GEBCO team should first consult with its contact points with the Ocean Decade on how a connection or partnership may be facilitated with those prospective targets. Centralizing communications and strategy between Decade resources assigned to GEBCO and Seabed 2030 upon its endorsement as an official Ocean Decade program will be the best channel to coordinate such outreach.

Message: Seabed Mining or Oil and Gas Exploration

Avoid: Philanthropies and NGOs

- Some global environmental NGOs are coalescing around establishing a seabed mining and/or an offshore drilling moratorium. Many philanthropies provide funding to projects that conserve nature. Mapping the seafloor may contribute more information to identify prospective locations to mine or drill, which could negatively impact benthic and other marine communities and contrast the mission/vision of these environmentally friendly organizations. Enumerating the numerous environmental and ecological management benefits of a complete global seafloor map may be a more successful message. GEBCO should remain an advocate for science and data and not stray into advocacy for specific ocean issues.

Message: Scientific and economic jargon

Avoid: General public/crowdsourcing

- When performing indirect solicitation with the public online through crowdfunding and social media, speak in terms that do not require a scientific background. Avoid numbers and phrases that the public may not understand or will have trouble relating to/engaging with. Terms such as bathymetry, unless explained when referenced, should be avoided.

FUNDRAISING CALENDAR 2021 / 2022

2021:

GOALS:

- Approve fundraising strategy
- Onboard communications firm
- Onboard grant writing employee or consultant and other staff as needed
- Create communications/messaging and fundraising assets
- Begin fundraising with specific goals with respect to:
 - Funds
 - In-kind donations (data, ship time)
 - Engagement
- Initiate organization of regional NGO offices

March - May 2021: Approve fundraising strategy and begin search for communications firm. Prepare bare bones fundraising and messaging strategy for Kick Off Conference.

May 31 - June 2, 2021: Kick Off Conference of the UN Decade of Ocean Science for Sustainable Development.

June 8, 2021: World Oceans Day

June - September 2021: onboard communications firm and develop messaging/media/design/assets and communications strategy. Take stock of GEBCO network and identify warm introductions to organizations and individuals identified in the strategy. Begin establishing global NGO offices.

October 2021: begin public and in person fundraising with clear engagement and fundraising metrics and goals. Onboard new NGO offices and staff to communications strategy and templates as needed.

2022:

GOALS:

- Fully launch fundraising on all levels
- Establish all regional NGO offices and onboard their teams with messaging/fundraising strategies
- Launch crowd sourced fundraising campaign and merchandising with specific goals, perhaps around events like World Oceans Day

Appendix A: Fundraising NGO Location Criteria Matrix

Country	NGO Presence	Example NGOs	GEBCO Presence	UN Offices	Official Languages	Official Language of the UN?	Billionaire wealth	# of millionaires	Notably wealthy cities	Special Notes
North America										
United States	>50% of world's wealthiest foundations here	Pew Charitable Trust, Walton Family Foundation, Benioff Ocean Initiative, Paul Allen Family Foundation, Bill and Melinda Gates Foundation, Schmidt Family Foundation (Schmidt Ocean Institute), Packard Foundation (Monterey Bay Aquarium Research Institute)	2 RDACCs (UNH and LDEO in NYC)	UN HQ, UN Secretariat, UN Women, UNFPA, UNICEF, UNDP	English	Y	788 billionaires worth \$3.4 trillion	18,614,000	NYC, LA, Chicago, San Francisco, Dallas, DC	
Mexico	74 foundations mostly focused on education and training, community development, and health; most foundations are registered under the government's Center of Philanthropies	AMHMAR ; CEMEFI -- this website contains a philanthropy directory		Regional UNEP and UNESCO offices	Spanish	Y	~16 billionaires worth ~\$145 billion	173,000	Mexico City	
Canada	132 members of PFC with ~20% of members having assets larger than \$50 million; 6% of grants are for the environment	MasterCard Foundation, Lucie and Andre Chagnon Foundation, Azrieli Foundation		Secretariat for the Convention on Biological Diversity; the International Civic Aviation Organization	English, French	Y	45 billionaires worth \$195+ billion	1,322,000		
South America										

Panama	Somewhat unclear, but many NGOs seem to be children-focused	Libre de Basura, Techo Panama, The American Society of Panama		Regional offices for UNICEF, UNDP, and OHCHR	Spanish	Y	unclear, very few	unclear, very few		
Argentina	most concentrated philanthropy activity in South America; mostly focused on education, health, and culture	Ashoka Argentina, Global Penguin Society, Voluntarios Sin Fronteras		UN-SPIDER Regional Office	Spanish	Y	4 billionaires worth less than \$10 billion	unclear, especially since Argentina introduced wealth tax to pay for COVID		
Brazil	largest number of South American foundations located here	GIFE (Group of Institutes, Foundations, and Enterprises) is a key umbrella organization for grantmakers		UNCHR, UNDP, WTO, IMF, World Bank, UNESCO, UNICEF ++	Portuguese	N	50 billionaires worth \$162 billion	259,000	Sao Paolo	government stability questionable
Asia										
Singapore	foreign investment capital of Southeast Asia; one of the largest sources of sustainable design and CSR capital in the world	Community Foundation of Singapore, Lee Foundation, Lien Foundation, Khoo Teck Puat Foundation, Goh Foundation,		World Bank; WIPO	English, Malay, Tamil, and Mandarin Chinese	Y	45 billionaires worth \$87 billion	207,000	Singapore	Singapore individuals to target
Hong Kong	long international history of foreign, collaborative investment;	Li Ka Shing Foundation, Morningside Foundation; Woo Wheelock Green Fund; Lee Shau Kee Foundation		UNHCR	English and Cantonese	Y	96 billionaires worth \$280 billion	516,000	Hong Kong, Shenzhen	major and lasting instability since 2019 when China reclaimed sovereignty over HK. Hong Kong billionaire targets
India	philanthropy exponentially growing here with many online platforms (Ex: Dasra, Give2Asia, GiveIndia) connecting donors to projects	Shiv Nadar Foundation, Reliance Foundation, Pirojsha Godrej Foundation, Adani Foundation, Dholakia Foundation,		26 UN Offices including FAO, IFAD, ILO, IMF, IOM, UNAIDS, UNDP,	Hindi and English	Y	87 billionaires worth \$314 billion	759,000	Mumbai	increasing instability under PM Modi

				UNEP, UNDSS, UNESCO, UNESCAP, +						
Japan	although wealth is concentrated highly here, philanthropic giving is significantly less when compared to other Asian countries	Nippon Foundation, Yoshiki Foundation,		FAO, IMF, World Bank, UNDP, UNEP, UNFPA, IAEA, UNICEF, WHO	Japanese	N	34 billionaires worth \$130 billion	3,025,000	Tokyo	
China	>\$24 billion spent on philanthropies in 2017 and growing; most supported causes are education, welfare/poverty, and healthcare	Ai You Foundation, One Foundation, West Sunshine Foundation, Zhenro Foundation, Narada Foundation, Gingko Foundation		UNEP, UNDP, FAO, ILO, WHO, UN Women, UNESCO, IOM, UNAIDS	Chinese	Y	342 billionaires worth \$1.1 trillion	4,447,000	Beijing, Shanghai, Guangzhou, Shenzhen,	may be legal and other challenges associated with founding an NGO in a communist country
United Arab Emirates	98 philanthropic entities; the most charitable of Gulf Cooperation Council countries; many government policies including a CSR index encourage philanthropy	Emirates Foundation, Khalifa Bin Zayed Al Nahyan Foundation, The Zayed Bin Sultan Al Nahyan Charitable and Humanitarian Foundation, Emirates Red Crescent Foundation		FAO, UNESCO, UNCHR, UN Women, UNICEF, UNEP, IOM +	Arabic	Y	47 billionaires worth \$163 billion	124,000	Dubai, Abu Dhabi	wealth here often associated with oil and gas
Saudi Arabia	Most philanthropic giving in Middle East in UAE or Saudi Arabia; KKF program meant to build capacity for NGOs	King Khalid Foundation; King Faisal Foundation; KSRelief, Benevolence International Foundation		IFAD, IOM, OCHA, OHCHR, UNDP, UNICEF, World Bank, WHO	Arabic	Y	62 billionaires worth \$152 billion	147,000	Riyadh	wealth here often associated with oil and gas
Africa										

Kenya	Nairobi is one of the most vibrant philanthropic hubs across Africa, and oftentimes, this is where philanthropic giving throughout East Africa is coordinated	East African Association of Grantmakers; Chandaria Foundation; Equity Group Foundation;		UNEP; UN Habitat; IFAD; ILO; FAO; IOM; OCHA; UNAIDS; UN Women; UNESCO; UNDP; IMO	Swahili & English	Y	3 billionaires worth \$2 billion	unsure, but has highest number of richest young people in Africa	Nairobi	
South Africa	South Africa often facilitates international investment throughout Africa from Europe and Australia; The Independent Philanthropy Association of South Africa coordinates grantmakers and can connect those seeking funds with donors	IPASA; ELMA South Africa Foundation; The Little Brinks Foundation; Africa Impact Foundation; Africa Grantmakers Affinity Group		UNICEF; UNFPA; UN Women; UNIP; IMF	Afrikaans; English; Zulu; Xhosa; Swati +++	Y	4 billionaires worth <\$15 billion	38,400; highest concentration of millionaires in all of Africa	Johannesburg (Sandton); Pretoria; Umhlanga; Cape Town	
Nigeria	increasingly active; mostly interested in alleviating poverty, healthcare, and education; philanthropyinigeria.org seeks to connect Nigerian grantmakers with those in need of funding	Aliko Dangote Foundation, the TY Danjuma Foundation, and the Tony Elumelu Foundation;		FAO; IFAD; ILO; IOM; UNAIDS; UNDP; UNESCO; UNFPA; UNCHR; UNICEF; UNIDO; UNODC; WFP; WHO; WMO	English	Y	4 billionaires worth <\$20 billion	29500		
Egypt	More than 700 philanthropic foundations; but during the Arab Spring, western donations were seized by the government and NGO employees were jailed				Arabic	Y				very little information on philanthropy found post-2011 (Arab Spring); still unstable
Oceania										

Australia	More than 700 trusts; many philanthropic organizations organized under Philanthropy Australia which can help connect those seeking funding with Grantmakers	Paul Ramsay Foundation; Wyatt Trust; Minderoo Foundation; Vincent Fairfax Family Foundation; Antarctic Ocean Alliance		UNHCR; UN Women; UNICEF; UNESCO;	English	Y	~30 billionaires worth ~\$66 billion	1180000		
New Zealand	More than 130 members of Philanthropy New Zealand which can connect members with those seeking funds; New Zealanders give almost \$3 billion/year	J R McKenzie Trust; Todd Foundation; Foundation North; NEXT Foundation	NIWA RDACC		English	Y	3 billionaires worth <\$20 billion	185000		
Europe										
The Netherlands	strong history of international investment and philanthropic giving; short set up time, few residency requirements, limited liability, and no initial capital required; highest proportion of donors in country out of all of Europe; FIN is a foundation network with more than 300 members	DOEN Foundation; Foundation Everywhere; Hivos; Triodos Foundation; The Alert Fund;		ICJ; ICC; UNHCR; OCHA	Dutch	N	11 billionaires worth \$30 billion	832000	Amsterdam	

Germany	Largest number of foundations in Europe; German association of foundations (Bundesverband Deutscher Stiftungen) has 3900 members and links with more than 7000 foundations, representing around three quarters of German foundation assets. German foundations also meet in sector-specific network such as Stifterverband für die Deutsche Wissenschaft in the area of science, or regional networks such as Stiftungsnetzwerk Berlin and Stiftungsnetzwerk Südhessen, among others.	SONAE MC; Adessium Foundation; Co-Impact; European Business Angel Network; EIT Food; Invest Europe	AWI RDACC	UNFCCC; UNV; ILO; WFP; UNHCR; ITLOS	German	N	153 billionaires worth \$477 billion	2187000	Berlin	
Belgium	Reseau Belge des Fondations is the Belgian foundation network that can connect those seeking funds with grantmakers; rapidly growing, but fewer foundations with fewer assets when compared to other European countries	King Baudouin Foundation; Brothers of Charity; The Queen's Charitable Fund; Mighty Arrow Family Foundation; Praesens Foundation		UNDP; FAO; ILO; IOM; UNAIDS; OHCHR; UNICEF; UNESCO; UNHCR; UNEP; UNIDO; UN Women	Dutch, German, French	Y	3 billionaires worth <\$12 billion	279000		
Norway	Philanthropy and foundations are a relatively new sector in Norway; 7600 foundations with more than \$11 billion in assets; strong focus in	Sons of Norway; Olav Thon Foundation; Crown Prince and Crown Princess' Foundation;			Norwegian	N	16 billionaires worth \$35 billion	163000		

	giving to research and natural sciences									
France	Centre Francais des Fondations has 250+ members; many financial incentives legislated in past 15 years to encourage foundation growth; fewer foundations here than in other European countries and money is more concentrated in the NGO sector; mostly focused on arts, healthcare, and social welfare	FNEGE; GoodPlanet Foundation; Fondation de France; Kering Foundation; Merieux Foundation		ILO; UNESCO; IMF; ICAO;	French	Y	60 billionaires worth \$219 billion	2071000	Paris	
United Kingdom	"the most generous country in Europe"; Association of Charitable Foundations with 300+ members; an increase in grantmaking every year by foundations	Wellcome Trust; Big Lottery Fund; Sainsbury Family Charitable Trust; Wolfson Foundation; Garfield Weston Foundation; Vodafone Foundation; tearfund	British Oceanographic Data Centre (Global Center)	IMO;	English	Y	100 billionaires worth \$217 billion	2460000	London	Brexit significantly impacted decisions about foundation location and tax status of donations
Spain	More than 70% of foundations are under 20 years old, but Spain has the third highest number of foundations in all of Europe; foundations mostly located in the autonomous regions of Spain	Free Knowledge Foundation; Alberto and Elena Cortina Foundation; Paideia; Botin Fondacion			Spanish; Catalan	Y	26 billionaires worth \$125 billion	979000		

Italy	Italy has the foundations with the most assets across Europe; most foundations concentrated in northern Italy; recent Amato Law caused significant expansion of the foundation sector by privatizing banks, leading to foundations having large assets; Italian Fundraiser Association has a network of donors	Fondazione Cariplo; Fondazione della Comunità di Messina; Bogliasco Foundation;		IFAD; WFP; FAO; UNHCR; ILO; World Bank;	Italian	N	53 billionaires worth \$157 billion	1496000	Rome	
Russia	Tough laws on establishing international NGOs; increasing number of foundations, with more and more corporate foundations; growing interest in scientific research	Elena & Gennady Timchenko Foundation; Vladimir Potanin Foundation; Open Russia Foundation; Dynasty Foundation		IMF; IOM; ILO; World Bank; WHO; UNDP; UNHCR; UN-Habitat; UNEP; UNESCO; UNAIDS	Russian	Y	114 billionaires worth \$390 billion	246000	Moscow	
Switzerland	Switzerland has the densest foundation network in all of Europe; although Swiss philanthropies are among the most endowed, they spend among the least;	Academia Engelberg Foundation; Dfinity; Edmond de Rothschild Foundations; Kofi Annan Foundation; LafargeHolcim Foundation for Sustainable Construction; Swiss National Science Foundation		IUCN; ILO; IMO; WHO; WMO; WTO	German, Italian, French, Romansh	Y	100 billionaires worth \$270 billion	810000	Basel, Geneva	

Sweden	recent laws designed to encourage foundation activity resulting in a high density of foundations; extremely active non-profit association and money is more frequently spent on scientific innovation and research; due to limited foundation assets, spending remains low	Anna Lindh Foundation; Wallenberg Foundations; Gapminder Foundation; Global Challenges Foundation; Nobel Foundation	RDACC at Stockholm University	UNICEF; UNHCR; World Maritime University	Swedish	N	33 billionaires worth \$124 billion	374000		
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