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INFORMATION DOCUMENT

**UN DECADE OF OCEAN SCIENCE FOR SUSTAINABLE DEVELOPMENT
PRELIMINARY FRAMEWORK FOR THE OCEAN DECADE RESOURCE
MOBILISATION STRATEGY**



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1. Introduction to the Framework

Background and Objectives of the Framework

The UN Decade of Ocean Science for Sustainable Development (Ocean Decade) creates a powerful opportunity to galvanize stakeholders behind delivering the “science we need for the ocean we want”. It envisages nothing less than a revolution in ocean science that will trigger a step change in humanity’s relationship with the ocean. After a three year, highly inclusive preparation process involving thousands of stakeholders worldwide, the Intergovernmental Oceanographic Commission of UNESCO (IOC) developed an Implementation Plan to guide the ambitious efforts throughout the Ocean Decade. The Implementation Plan presented to the 75th Session of the UN General Assembly on December 31, 2020 and went into effect on January 1, 2021.

As outlined in the Implementation Plan, a significant increase in resources mobilized is required for the Ocean Decade to be successful relative to current levels of spending for ocean science research. The resource base for the Ocean Decade will need to span across the full spectrum of actors. The document builds on the Implementation Plan in order to provide a more comprehensive overview of the key objectives and approaches to engaging national governments, UN Agencies, institutional financial institutions including climate financing mechanisms and multilateral development banks, philanthropic foundations and the private sector.

Currently, funding for ocean science comes from several sources with national governments serving as the key sources of financing for ocean science. However, based on research conducted for the 2020 Global Ocean Science Report, on average only 1.7% of national research budgets support ocean science¹. Foundations, both private and corporate, are also important sources of financing for ocean science and can also play complementary roles in peer-to-peer fundraising, awareness-raising, advocacy, and education. Finally, business and industry are key players particularly in terms of in-kind resource provision or investment in research and innovation.

If the ambitions of the Ocean Decade are to be realised, funding for ocean science from existing partners will need to increase significantly. In addition, new sources of funding or support will need to be nurtured including emerging financing models such as blue bonds or ocean business impact investments, public-private partnerships, international financial institutions including multilateral or bilateral development banks, and innovative in-kind contributions. There will also need to be increased engagement with funding and resource providers who may not directly support ocean science but who support initiatives or activities inextricably linked to, or reliant upon, ocean science. This includes funders who traditionally focus on other facets of sustainable development, social sciences, or who are more strongly focused on supporting users in the ocean science value-chain. Successful engagement of this latter group will require exchange and clear messaging and dialogue on the foundational role that ocean science plays in many other sectors and domains of activity.

The Ocean Decade is designed to create an enabling environment that leads to an increase in partnerships, collaborations and funding for ambitious ocean science that supports the achievement of the seven Decade Outcomes and the ten Decade Challenges. It is important to note that the Ocean Decade itself is not a funding mechanism nor is it structured to collect

¹ IOC, 2020 Global Ocean Science Report (2020), Page 71

contributions from partners that would be amassed in a common pool of financial resources. The strategic approach of the Ocean Decade to resource mobilisation will be to increase and intensify engagement efforts to encourage partners to align their funding and support strategies with identified Ocean Decade priorities.

To mobilise resources at a level that meets its ambition, the Ocean Decade needs to present a clear and robust value proposition to attract funding and resource partners and generate excitement to become part of the ocean science revolution throughout the Ocean Decade and beyond. The value proposition for funding and resource providers is that they will be part of a global, highly visible and long-term collective effort that helps deliver progress toward achieving the full range of Sustainable Development Goals while allowing them to create greater impact than if they were working alone. It will also allow them to collaborate and establish new partnerships both with fellow funders and resource providers, and with new recipients of funding and resources. The Ocean Decade allows them to join this common effort while maintaining a focus on their own geographical or thematic priorities and continuing to adopt their own processes and procedures for the identification and administration of their support.

All ongoing Resource Mobilization efforts for the Ocean Decade are intended to align with UNESCO's Resource Mobilization Strategy. This document has been prepared as a pre-cursor to a detailed Ocean Decade Resource Mobilisation Strategy that will be prepared in the second half of 2021.

Current Funding for Ocean Science

Currently, national governments are the key sources of financing for ocean science. The 2020 Global Ocean Science Report (GOSR2020) found that the share of gross domestic expenditure on research and development (GERD) dedicated to ocean science is quite low. On average, around 1.7% of total GERD was attributed to ocean science in 2017, with shares ranging from around 0.03% to 11.8%. Peru (11.8%) is the leading country in this respect, followed by South Africa (5.6%), Ireland (5.3%), Norway (4.4%) and Portugal (3.5%)².

The availability and allocation of funding for ocean science continues to vary widely between countries and regions, with much lower budgets in developing countries. Based on the results of the GOSR2020 questionnaire, the United States reported the highest budget for ocean and coastal activities, a figure which includes ocean science as well as other ocean and coastal government programs, with more than US\$12 billion, followed by Japan (US\$600 million) and Australia (US\$511 million) in 2017. Six countries allocate budgets of over US\$200 million to ocean science: Norway (US\$367 million), France (US\$333 million), Germany (US\$312 million), the UK (US\$293 million), the Republic of Korea (US\$228 million) and Canada (US\$220 million)³.

Private and corporate philanthropy has emerged as a key source for funding of ocean programs, including ocean science. Based on grant data collected by the Foundation Centre, approximately US\$500.5 million were allocated to ocean-related projects in 2017, out of which US\$149.4 million were allocated to more than 1,000 marine science projects. Over the five years from 2013 to 2017, private foundations and donors provided around US\$668.2 million to marine science projects through more than 6,000 different grants⁴.

² IOC, 2020 Global Ocean Science Report (2020), Page 71

³ IOC, 2020 Global Ocean Science Report (2020), Page 75

⁴ IOC, 2020 Global Ocean Science Report (2020), Page 83

While the private sector is increasingly contributing to funding ocean science programmes, directly and indirectly, there is no current quantification of private sector investments in ocean science through company-led research and development budgets.

Types of Funding Needs for the Ocean Decade

As outlined in the Implementation Plan, there is a need for both financial support and in-kind support throughout the Ocean Decade. A fundamental building block is the massive scale up in support that is required for the development and implementation of programmes, projects and activities under the Ocean Decade (“Action Costs”). The volume of Action Costs mobilised through the Ocean Decade is inextricably linked to the scope and ambition of the Ocean Decade itself. There is no single, global budget estimate for the Action Costs of the Decade; resource needs assessments will be carried out periodically throughout the Decade to quantify Action Cost needs.

There is also a need for significant support for operational activities (“Coordination Costs”) that include the establishment and the on-going functioning of the Decade Coordination Unit within the IOC, including personnel costs, as well as costs associated with regular meetings and review processes, communications activities, and other related operational costs. An adequately resourced Decade Coordination Unit is essential to the success of the Decade. The volume of resourcing needed for coordination costs will be skewed to the start-up phase in 2021. In 2022 and beyond, Coordination Costs should be relatively predictable and are estimated to be in the order of US\$1.5 – 2 million per year thus allowing for enhanced resource mobilization planning⁵. Resource mobilisation efforts will target partners with a predisposition to provide this type of support.

Financing Mechanisms for the Ocean Decade

As outlined in Section 3.2 of the Implementation Plan, there are three primary mechanisms that donors can utilize to support Action or Coordination Costs as described in Figure 1 and text below. All donors will be recognized for their financial or in-kind support of the Ocean Decade.

⁵ IOC, Implementation Plan (2019), Page 37, Paragraph 111

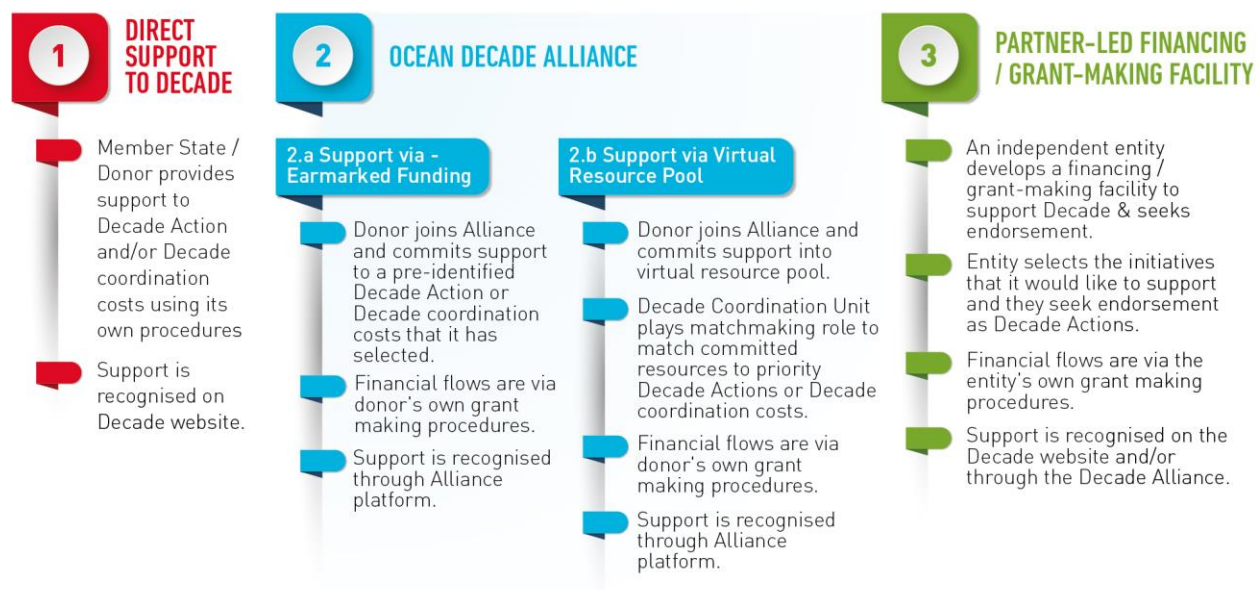


Figure 1: Financing Mechanisms

Mechanism 1: Direct Support to the Ocean Decade

Donors can support the Ocean Decade Action or Coordination Costs directly using their existing processes. Much of this support is likely to come in the form of Member State government funding including nationally funded research projects or nationally determined voluntary contributions such as research cruises, research and sustained measurement networks, technical training, or data systems will also be essential forms of support. Multilateral or regional funders and philanthropic foundations will also be important resource providers for Action Costs. Direct support for Action Costs can either be carried out independently of the Ocean Decade i.e. partners use their normal processes to identify and finance initiatives that then apply to become endorsed Decade Actions, or via sponsored, co-branded Calls for Decade Actions i.e. the Decade Coordination Unit and the partner co-create a joint call for initiatives that enables successful applicants to be funded by the resource provider in parallel to being recognised as an endorsed Decade Action.

The mechanisms for direct support to coordination costs are likely to vary depending on the level of the governance structure as described in Section 3.1 of the Implementation Report. At the level of the Decade Coordination Unit, the predominant form of funding is expected to be through direct financial and in-kind support for operations e.g. extra budgetary resources from Member States or external financial partners, secondments or loans of staff to the Decade Coordination Unit, hosting and organization of an event of the Ocean Decade international and regional conference series, scientific meetings or workshops (e.g. stakeholder conferences or Decade Advisory Board meetings), communications or outreach campaigns, technical assistance or consultancy projects, or support for participation in global events linked to the Ocean Decade.

At the decentralised level, hosting of a Decade Coordination Office or Decade Collaborative Centre by a Member State will be one of the major mechanisms to provide in-kind support. Contributions from Member States may also include extension of existing support mechanisms to cover relevant Ocean Decade administration and coordination functions, or secondment of staff to support Decade Coordination Offices or Decade Collaborative Centres.

Mechanism 2: Ocean Decade Alliance

To stimulate the ambitious global ocean science agenda of the Ocean Decade, the Ocean Decade Alliance ('the Alliance') is being established to leverage and multiply financial and in-kind resource commitments towards the Ocean Decade. The Alliance aims to create a network of eminent partners of the Ocean Decade from philanthropy, government, industry and United Nations agencies, that can lead by example to catalyse support for the Ocean Decade through targeted resource mobilization, networking, and influence. The Alliance is a global platform that will occupy a high profile and unique niche.

To be eligible for membership of the Alliance, partners will need to demonstrate a significant commitment of financial resources to the Decade, as well as an engagement to engage in advocacy and peer to peer influencing and fundraising. The Alliance will allow members to be part of a collective, global, UN-led effort to resolve some of the world's most pressing challenges. Alliance members will have the opportunity to shape the strategic implementation of the Ocean Decade. Alliance members will have new opportunities for formal and informal networking – both amongst other members of the Alliance and with stakeholders seeking resources. This will potentially lead to new collaborations for joint funding or initiatives, as well as opportunities to optimise synergies activities supported by Alliance members.

Alliance members will be recognised as global leaders supporting ocean science via the Ocean Decade communications tools and through high-level participation in conferences or meetings. Membership of the Alliance will be by invitation, based on a demonstrated and sustained commitment to the Ocean Decade. In joining the collective effort of the Alliance, members will not relinquish their own priorities or procedures for providing support. Membership of the Alliance will be predominantly at the institutional level, with a small number of Ocean Decade Alliance patrons playing an individual role in the Alliance. Current membership of the Alliance can be found here.

The Alliance is not a funding mechanism but will provide a framework via which members can either earmark Decade Actions that they plan to finance or where they can 'commit' resources to a virtual resource pool and then work with the Decade Coordination Unit to identify opportunities for support via the regular resource needs assessment that will be prepared by the Unit.

Mechanism 3: Partner-led Financing / Grant-making Facility

Partners can also lead financing through their own grant making facility. Under this mechanism, an independent entity with its own grant making capacity (e.g. a philanthropic foundation, an NGO or a government entity) will express the desire to mobilise resources to support Decade Actions and offers to act as a hub for mobilising financial contributions from other donors. Individual initiatives funded by the facility will follow the endorsement processes set out in Section 2.4 of the Implementation Plan. Such a facility may focus on a specific theme, geography or type of Action (e.g. provision of support to LDC, SIDS or LLDC partners), or may have a broader mandate. Several entities have expressed an interest to develop this type of facility and the ICO Secretariat is currently developing more detailed operational guidance to allow further development of these proposals.

2. Overarching Objectives of the Resource Mobilization Efforts for the Ocean Decade

Stimulate a Massive Scale Up in Financing for Ocean Science

The primary objective of the Ocean Decade is to stimulate an increase in spending on ocean science at orders of magnitude greater than current levels. Included in this objective is the need for broadening and diversifying the base of funders to move beyond a core group of Member States and philanthropic foundations to include more geographic diversity as well as enhanced support and participation from international financial institutions including climate financing mechanisms, multilateral banks, sovereign wealth funds and the private sector. Although there is no current projection of the total need for ocean science research over the Ocean Decade, the gap in funding between current financing levels and expected need over the next 10 years is likely in the billions of dollars globally.

The resource mobilisation strategy for the Ocean Decade will contain quantitative objectives for financing levels over the next ten years from different types of financing partners. There will also be a need to develop targets and a diagnostic tool that benchmarks and tracks other key performance measures for tracking other relevant indicators including the increase in the diversity of and geographic reach of donors; and the increase in the average length of ocean science grants.

Establish a Fully Funded Ocean Decade Coordination Unit

There is a shorter term need in 2021 to secure the necessary financial support to establish the Ocean Decade Coordination Unit that will oversee the implementation of the Decade. The estimated costs for personnel as well as communications activities, meetings, travel and other operational costs are in the order of US\$2 – 2.5 million per year.

The importance of fully funding the Decade Coordination Unit cannot be overstated as it is essential to the successful implementation of the Ocean Decade and is anticipated to 8 - 10 full time staff members. Securing annual funding is clearly a priority but also securing long-term commitments for the funding of the Decade Coordination Unit will be emphasised during outreach to potential funders to reduce the year-over-year risk for operations and staffing.

Risks and Opportunities for Resource Mobilisation within the Ocean Decade

The IOC has an unquestioned strength in ocean science and its contributions to supporting the global community are well-known. To date, the IOC has successfully delivered against its mandate as the UN agency responsible for supporting global ocean science and services and, as a result, the IOC has enabled its 150 Member States to work together to protect the health of our shared ocean by coordinating programmes in areas such as ocean observations, tsunami warnings and marine spatial planning.

The IOC has increasingly supported all its Member States to build their scientific and institutional capacity in order to achieve the United Nations Sustainable Development Goal 14 to conserve and sustainably manage ocean and marine resources by 2030. And over the last 3 years, the IOC also successfully managed a highly complex and visible Ocean Decade planning process in order to develop and then submit to the UN General Assembly an Implementation Plan for approval.

While the Ocean Decade planning process enabled the IOC to build and/or deepen relationships with key stakeholders for resource mobilisation, including: Member States, sister UN agencies,

and philanthropic foundations, progress is needed to increase engagement with international financing institutions including with the climate financing mechanisms, development banks, sovereign wealth funds, and with the private sector.

With regard to climate financing mechanisms, UNESCO is not currently an accredited agency to the Global Climate Facility and the Green Climate Fund; thereby requiring an additional level of collaboration with an accredited agency. As a result, this creates a potential barrier to success and increases risk and transaction costs. UNESCO is accredited with the Adaption Fund and this accreditation could serve as a model for exploring the risks and opportunities of becoming accredited with other climate funds as a means of accessing additional financing to support the Ocean Decade.

More broadly, the launch of the Ocean Decade and subsequent efforts throughout 2021 and beyond provide a much-needed catalyst for engagement with potential funders and partners. However, the Ocean Decade is launching during a period of economic uncertainty due to the ongoing COVID-19 pandemic which continues to put pressure on spending within both the public and private sectors. These economic headwinds create continued uncertainty and pose a significant risk to unlocking funding for ocean science. Recognizing that an aggressive case must already be made in order to convince funders to increase funding for ocean science research from their existing levels, during the current and recovery phases of the pandemic, much needed funding for ocean science research could be allocated to other research priorities by Member States, development banks and/or philanthropic foundations.

Clear and strong messaging will need to be developed to convince financing partners of the fundamental role that ocean science will play in ensuring a sustainable and equitable recovery from the COVID-19 pandemic. As the global recovery continues throughout 2021 and beyond, there is a strong potential to capitalize on publicly stated commitments to ‘build back better’ to enable a green recovery. These commitments by Member States as well as resultant actions by development bank, climate financing mechanisms, philanthropic foundations and the private sector create opportunities to identify and capture potential funding opportunities. We can anticipate that there will be an increasing emphasis on climate action and biodiversity protection in the lead up to COP 26 in Glasgow and COP 15 in Kuming and beyond, which should enable ocean science to become, and ideally then remain, a priority.

The Ocean Decade also coincides with the Decade of Action for the Sustainable Development Goals and UN Secretary-General Antonio Guterres has called on all sectors of society to mobilise in support for deliver actions for the SDGs, including closing the financing gap. The comprehensive nature of the 2030 Agenda provides a compelling agenda for action; however, current estimates indicate that there is a funding gap of \$2.5 - \$3 trillion per year to achieve the ambitions of the Sustainable Development Goals (SDGs) and the Paris Agreement on Climate⁶. There is considerable risk that funders prioritize investments in delivering against ambitions of other SDGs rather than SDG 14 “Life Below Water”, which is historically one of the least funded SDGs.

Again, clear and robust messaging will be required to convince funders of the links between ocean science and the vast majority – if not all – of the other SDGs. There are numerous interactions between the knowledge and solutions that will be generated during the Ocean Decade with driving outcomes on SDG1 – No poverty, SDG2 - Zero hunger, SDG3 - Good health and wellbeing, SDG 4 Education, SDG 5 – Gender Equality, SDG10 - Reduced inequalities and SDG13 - Climate

⁶ <https://www.un.org/sustainabledevelopment/sg-finance-strategy/>

action, among many others. These synergies also present a significant opportunity to partner with sister UN agencies to co-design multi-SDG focused initiatives throughout the Ocean Decade that can lead to the securing of additional resources and/or collaborative efforts on capacity development, advocacy or communications.

Another significant area of opportunity is within the growing ocean economy or commonly referred to as the sustainable ocean economy. According to conservative estimates by the OECD, the ocean generated \$US1.5 trillion in 2010 and has the potential to outperform the growth rate of the global economy both in terms of generated value and employment. The OECD projects that it could potentially reach an output of US\$3 trillion in 2030. As a result, investing in a sustainable ocean economy will increasingly become a priority for many Member States as well as sectors of the economy, including power, pharmaceuticals, transportation, aquaculture, and travel and tourism. These industries represent major users of the ocean and could contribute significantly to the Ocean Decade in terms of resources, partnerships, technology and innovation to enhance ocean science. As for the previous issues, the development of a clear business case for the role of ocean knowledge in the development of an equitable sustainable ocean economy will be essential to unlocking these types of resources.

3. Operationalising Resource Mobilization within the Ocean Decade

The overwhelming focus of the IOC Secretariat and the Decade Coordination Unit will be on creating an enabling environment that fosters partnerships, mobilises stakeholders, and unlocks financing and resources for ocean science. The IOC Secretariat and Decade Coordination Unit will be responsible for implementing a multi-pronged approach to both mitigate the risks described above and to further capitalize on potential opportunities for unlocking investments in ocean science. Many of the activities in 2021 will focus on creating or piloting approaches that can be refined, replicated and/or scaled in 2022 and beyond. Core priorities for activations include:

Scale the Ocean Decade Alliance

As described above, the Alliance will be a key component of the resource mobilisation efforts for the Ocean Decade. The Alliance was established in early 2021 and at present, there are 11 institutional Decade Alliance Members and 6 Patrons of the Ocean Decade Alliance listed in Table 1 below with a target of securing increased commitments by year-end 2021.

Ocean Decade Alliance Members	Patrons of the Ocean Decade Alliance
<ul style="list-style-type: none"> • Canada • Sweden • Republic of Kenya • Republic of Korea • Republic of Norway • Fondation Mohammed VI pour la Protection de l'Environnement • Fondation Prince Albert II de Monaco • Great Barrier Reef Foundation • Schmidt Ocean Institute • United Nations Environment Programme • International Seabed Authority 	<ul style="list-style-type: none"> • H.S.H. Prince Albert II, Sovereign Prince of Monaco • HRH Princess Lalla Hasnaa, President, Fondation Mohammed VI pour la Protection de l'Environnement • Prime Minister Erna Solberg, Norway • HE Hon Uhuru Kenyatta, President of Kenya • Ms. Wendy Schmidt, Founder, Schmidt Ocean Institute • Mr. John Schubert AO, Chair, Great Barrier Reef Foundation

Table 1: Current Ocean Decade Alliance Members

The overwhelming focus in 2021 will be on direct outreach and recruitment of ‘early adopters’ who have demonstrated consistent and determined support for the Ocean Decade and ocean science. Every effort will be made to develop customized outreach plans to engaged potential Alliance members for discussions and resultant negotiations.

At the same time, the Decade Coordination Unit will be responsible for creating ongoing opportunities for Alliance members to shape the strategic implementation of the Ocean Decade, engage other Alliance members and showcase their leadership within the Ocean Decade. As a result, Alliance members will be presented with opportunities for formal and informal networking to encourage new collaborations for joint funding or initiatives, as well as opportunities to optimise synergies activities supported by Alliance members.

1. Operational focal points (Sherpas) of Alliance members will be invited to a first meeting of Alliance members in the second half of 2021. This meeting will allow further discussion of the priorities and mode of operation of the Alliance, and will identify joint milestones for Alliance members for the next two years.

Establish Relationships with Key Financing Mechanisms

Key financing mechanisms have the potential to play a transformation role in funding ocean science throughout the Ocean Decade and beyond. These key financing mechanisms which include climate financing mechanisms, multilateral development banks, ocean-related funds and sovereign wealth funds. Priority example targets for engagement include but are not limited to:

Climate Financing Mechanisms	Multilateral Development Banks	Ocean-Related Funds	Sovereign Wealth Funds
<ul style="list-style-type: none"> • Global Environmental Facility • Adaptation Fund • Green Climate Fund 	<ul style="list-style-type: none"> • World Bank • Regional Development Banks (ADB, AfDB, CAF etc.) 	<ul style="list-style-type: none"> • Blue Planet Fund • Blue Action Fund • Oceans 5 	<ul style="list-style-type: none"> • Norwegian Government Pension Fund • Government of Singapore Investment Corporation

To be successful, customized outreach and engagement strategies must be developed for different targets. Such strategies must build on UNESCO’s existing relationships and experience with such targets, and focus on the tangible and concrete opportunities for engagement via the Ocean Decade. The next step in this process will be to identify a short list of priority targets for engagement that will allow the development of tailored risk assessments and engagement strategies / action plans for the highest priority targets.

Deepen collaborations with individual UN Agencies

The focus of deepened collaboration with individual UN agencies will be on strengthening engagement and demonstrating the value proposition of the Ocean Decade to sister UN agency and their respective mandates in order to build strong partnerships that help unlock funding for co-created and co-branded initiatives. Continued engagement efforts through the UN Oceans interagency collaboration mechanism and the UN Chief Executives Board (CEB) for Coordination will also be necessary in order to elevate awareness of the Ocean Decade and its relevance to

supporting the entirety of the Sustainable Development Agenda among key sister agencies, including but not limited to the UNDP, UNEP, and the World Bank.

Similar to the outreach with climate financing mechanisms, multilateral development banks and sovereign wealth funds, the Decade Coordination Unit will seek to understand best practices to interagency collaboration, co-design of programmes and engagement with funders.

Build a Global Network of Foundations and Companies

Both philanthropic and corporate Foundations and companies can play a pivotal role in mobilizing resources worldwide, including: financing, project incubation, advocacy, peer-to-peer engagement and fundraising, partnerships, and communications. An overview of the role of Foundations in the Decade [is provided here](#). The main focus of engagement to date with philanthropic and corporate Foundations is the Foundations Dialogue which began in February 2020 through a meeting in Copenhagen with representatives from close to 20 organizations worldwide. The engagement efforts have continued through regularly schedule informal meetings with the foundations in Table 2 below and are leading up to the Second Foundations Dialogue Meeting in Morocco in Q3/Q4 2021.

Africa	Europe	North America	South America	Oceania
<ul style="list-style-type: none"> • Fondation Mohammed VI 	<ul style="list-style-type: none"> • BNP Paribas Foundation • Fondation Bertarelli • Fondation Prince Albert II • REV Ocean • The Velux Foundations 	<ul style="list-style-type: none"> • Bloomberg Philanthropies • Dalio Philanthropies • Moore Foundation • Ocean Foundation • Pew Charitable Trusts • Schmidt Ocean Institute • Vulcan • Waitt Foundation 	<ul style="list-style-type: none"> • Fundação GrupoBoticário 	<ul style="list-style-type: none"> • Great Barrier Reef Foundation • Minderoo Foundation

Table 2: Current Foundations Dialogue Members

The ambition of the Foundations Dialogue is to create a (1) Self-organized and well-functioning forum for collaboration, co-creation and partnership-building; (2) Build bridges to other stakeholder groups (e.g. through active engagement in Decade events); (3) Jointly set ambitions and pathway for resource mobilisation for critical Decade priorities; and (4) Build out and scale the Foundations Dialogue globally and add 15-25 additional members with broader geographic diversity.

Many of the same types of engagement approaches within the Foundations Dialogue can be replicated to develop a customized approach to mobilising the private sector in order to create a similar self-organized and well-functioning global network of 30-50 companies who share a common ambition to support the Ocean Decade. [This publication](#) provides an initial view of the potential role of private sector in the Ocean Decade and can be used as a starting point to develop a clear business case to pilot and scale private sector engagement. To facilitate this process, a target list of companies will be developed to capture both current supporters of the Ocean Decade as well as desired supporters from sustainable ocean economy sectors. The IOC has also signed a Memorandum of Understanding with the UN Global Compact to collaborate in jointly promoting the Ocean Decade among UN Global Compact signatories. A first meeting with a small group of

core, engaged private sector partners will be organised in mid-2021 to brainstorm opportunities and challenges for private sector engagement in the Decade, and to support the Decade Coordination Unit to develop clear and appropriate messaging to facilitate stronger industry engagement in the Decade.

Bring the Ocean Decade to Key Stakeholders

To achieve the needed ambition for resource mobilisation for the Ocean Decade, face-to-face and peer-to-peer engagement activations will be required. It will be essential to bring the Ocean Decade directly to key stakeholders, including elected officials and senior leaders from climate financing mechanisms, multilateral development banks, sovereign wealth funds, civil society and the private sector. Upcoming global convenings on the intergovernmental calendar, including the UN General Assembly, UN Oceans Conference and COP26, along with other highly visible convenings around Climate Week and the World Economic Forum have historically brought together decision-makers from both the public and private sectors. It is within these forums that critical enabling relationships can be established or deepened and the value proposition for the Ocean Decade can be articulated.

It will be necessary to develop and implement stakeholder engagement plans in and around each of these global convenings to ensure that the Ocean Decade has a visible presence, and Ocean Decade leaders and advocates have the opportunity to advance the value proposition for the Ocean Decade with attendees.

Organize an Annual Resource Mobilisation Meeting

To stimulate greater ambition and to provide a forum for all stakeholders to publicly demonstrate their support for the Ocean Decade, an Annual Resource Mobilisations Meeting is proposed. This meeting will bring together existing members of the Ocean Decade Alliance, but will also target potential new Alliance members from Member States, climate financing mechanisms, multilateral development banks, sovereign wealth funds, philanthropic foundations and the private sector. The result of the Pledging Meeting will provide the ocean science community with greater visibility into the availability of funding for Action Costs which will enable enhanced stability of long-term financing. The meeting is envisaged to be a one-day event that will be held at the same time as another major UN forum (e.g. UNGA) or global convening of key stakeholders (e.g. World Economic Forum). The format will participants to announce their commitments, partnerships and collaborations as well as provide a forum to mobilise other stakeholders to support the Ocean Decade. The first meeting is tentatively planned for the end of 2021 or the beginning of 2022 depending on the evolution of the sanitary situation and the results of the discussions with Alliance Sherpas in coming months.

Responsibilities for Resource Mobilisation

Resource mobilisation will take many forms and require the support of many actors around the world. From an operational standpoint, specific roles relating to Decade governance and coordination entities are outlined below in Table 3.

Entity	Role in Resource Mobilisation
Decade Advisory Board	<ul style="list-style-type: none"> Define and recommend strategies for resource mobilisation. Raise high-level awareness of the Ocean Decade including with funding partners and resource providers.
Decade Coordination Unit	<ul style="list-style-type: none"> Continue to build structured and targeted engagement with Member States, climate financing mechanisms, multilateral development banks, ocean-related funds, sovereign wealth funds, philanthropic foundations, and the private sector. Develop regular Resource Needs Assessments to identify upcoming priorities and funding needs to inform Calls for Action and facilitate connections between funders and resource providers, and proponents of Decade Actions. Track financial and in-kind support and report on additional investment generated by the Decade.
IOC & UNESCO Secretariats	<ul style="list-style-type: none"> Identify resource needs to support IOC programmatic contribution to the Decade through the development of Decade Actions (Programmes and Projects) Support fund-raising strategy through cooperate partnership activities building on UNESCO global resource mobilization strategy and mechanisms
Decentralised Coordination Structures and National Decade Committees	<ul style="list-style-type: none"> Facilitate and coordinate national, regional and programmatic contributions to Decade Actions and coordination costs.

Table 3. Roles in resource mobilisation throughout the Decade

Reporting on Resource Mobilisation Efforts

To track this effort, all financial or in-kind support will be continuously tracked throughout the Ocean Decade using common metrics regardless of mobilisation mechanisms and compared to baseline data. This tracking on key performance measures may also include, but not limited to, the following:

- Annual ocean science spending by Member States
- Annual ocean science spending by philanthropic foundations
- Total number and year-over-year percentage increase Ocean Decade Alliance Members
- Total number and year-over-year percentage increase Foundations Dialogue Members
- Total number and year-over-year percentage increase of new donors
- Total number and year-over-year percentage increase of new partnerships
- Percentage increase in the diversity of and geographic reach of donors

- Total number and percentage increase in submissions for Decade endorsement
- Percentage increase in the average length of ocean science grants

This will ensure that there is robust and consolidated information on the resources invested in the Ocean Decade and will allow the impact of the Ocean Decade to be analysed, communicated and reported in the Annual Progress Report, State of the Decade Report, Midterm Review and Final Review of the Ocean Decade. The Decade Coordination Unit will also provide the Decade Advisory Board with regular updates that track progress with key stakeholders. As well, the Decade Coordination Unit will also prepare biennial resource needs assessments that will include information on Coordination and Action costs.