



Cybersecurity for the Common Good: A Survey of Potential Solutions

At the Common Good Cyber workshop, we will explore different possible solutions to fund cybersecurity for the common good and delve into the best approaches that can address the resourcing challenge. The purpose of this document is to provide all attendees with a common understanding of different funding models that are employed in the market. It is not an exhaustive list. By providing a baseline of potential models for consideration, we hope to have an informed discussion on all ideas, combinations of ideas, or other frameworks and approaches that can advance the sustainable support of nonprofits and public interest organizations that help maintain the availability and security of the Internet.

If you have an idea you would like to have considered by participants, please provide it via this [form](#) (also linked below). Other ideas will be shared with participants via [the Common Good Cyber website](#). We look forward to the discussion!

Accelerator Model/Resource Hub

What does this mean?

A business accelerator is designed to help an established business or organization scale quickly. In the cases of start ups, the accelerator will provide funding in exchange for equity.

Practical Example: MassChallenge

How is their work implemented, including resources?

MassChallenge does their work by connecting startups with experts, corporations and communities to transform their business. They have several different accelerator programs, including for early stage startups and more mature startups. This allows their programs to meet the needs of different startups, based on their maturity level.

Who are the relevant stakeholders?

- Accelerator and its shareholders
- Beneficiaries
- Private companies (depending on the Accelerator model)
- Investors

What is their impact?

Accelerators support companies within their program to scale their business. They do this through mentorship, guidance and support on any number of topics, including connections to other stakeholders in the community.

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

The nonprofits and public interest organizations that help maintain the availability and security of the Internet do not turn a profit. Nevertheless, the Accelerator model may be applicable as many face similar challenges in terms of sustained funding and in-house talent that can support non-mission essential work such as: marketing, strategic communications, fundraising and grant writing, and other administrative/operational tasks. An accelerator/resource hub could help bridge this gap, without these organizations having to hire their own in-house talent to do non-mission essential tasks, but that are necessary to continue operations. Finding a funder of the accelerator/research hub will be critical to the success of such an approach.

Building the Business Case

What does this mean?

Collecting quantitative and qualitative data to demonstrate the business case for the need of a specific initiative or direction of investing.

Practical Example: World Bank's World Development Reports

An annual report that provides in-depth analysis and policy recommendations on a specific aspect of economic development. Published since 1978, these reports are used by international organizations, national governments, scholars, civil society, and other groups to inform their decision-making processes, given the detailed information and analysis.

How is their work implemented, including resources?

An organization or a group of organizations agree to collect data to determine the scale of a problem or test a hypothesis in order to build the business case for a specific initiative or investment area.

Who are the relevant stakeholders?

It depends on the sector, but if we take the ecosystem that maintains the availability of and security of the Internet it would be as follows:

- Nonprofit and public interest organizations
- Companies
- Governments
- Internet users

What is their impact?

Collecting an evidence base provides legitimacy and data to advance a specific initiative.

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

Research in collaboration with key stakeholders to provide a thorough investigation into the entities responsible for the upkeep of the internet, shedding light on the scope of their problems with funding, their current funding models, and the potential implications for the internet as a public good, could provide a basis for advancing government, foundation, and corporate investments in cybersecurity for the common good. Research could seek to unravel the intricacies surrounding the resourcing challenges encountered by certain internet maintenance organizations and the detrimental impact of free-riders on the overall security of the internet.

Certification Model for Supporters of Common Good Cyber

What does this mean?

A certification for a business, service or product assures consumers, as well as businesses and regulatory authorities that the business/service/product meets quality and/or safety requirements. Through certification, businesses and other actors in the market strengthen trust and credibility with their customers and other actors. Certification incentivizes companies to meet the requirements of the certification by providing market or market-access benefits.

Practical Example: B Corps

Certified B Corporations are businesses that are measured across their entire social and environmental impact. This certification is granted by the B Lab. B Lab does its work by securing funding from philanthropic capital and grant funding from foundations, governments and individuals. Some of the funding is earmarked specifically for work in the US and Canada.

How does this work?

B Lab creates standards, policies and tools for business to lead economic systems change. Implemented through programs to shift behavior, culture and structural underpinnings of capitalism.

How can it be implemented, including resources?

To advance its mission B Lab, which manages the B Corps certification process, oversees several verticals of work. These include managing the B Corp certification process, including the B Impact Assessment; advocacy; research; standards development; and community and partner management. The B Corp certification process is informed by an Independent Standards Advisory Council and an internal risk and disclosure review procedure. Additionally, public complaints can be submitted, leading to a transparent B Corp certification process. Resources employed include but are not limited to, full time staff, software to track data and engagement, and overhead costs.

How is the solution funded?

- 75% of funding is earned revenue via fees related to the B Corp Certification process. These fees are paid for by companies seeking to become certified

- 25% of funding by grant-making organizations, philanthropic branches of companies, and government agencies.

Who are the relevant stakeholders?

- Governments
- Businesses
- Foundations
- Individuals

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

This model could be adapted by creating a certification assessment and evaluations body that determines whether a company is “compliant” by evaluating its contribution to cybersecurity for the common good, including financial/in-kind support for public interest cybersecurity organizations and also the level of security of an applicant’s networks, the level of cybersecurity being embedded in the products and services they sell in the market, and whether a business is monetizing cybersecurity information that should be in the public domain.

To become a certified company, a fee would be charged. Certifications would also expire after a certain amount of time. Their value would be that a company would demonstrate that it is:

- Acting responsibly by sharing information and participating in its industry to secure the Internet
- Actively securing their networks
- Embedding cybersecurity into their products and services
- Helping to sustain the nonprofits and public interest organizations that maintain the security and availability of the Internet

In adopting this model, it will be critical to determine what else the body would do with the funds allocated. Modeling after what B Lab does could serve as a guide, including advocacy and development of standards.

Corporate Sponsorship

What does this mean?

A company pays for the right to be associated with a specific project or program. Often created collaboratively between a nonprofit and the sponsoring company. The sponsoring company funds the specific project or program. Corporate sponsorship is a way for a business to align themselves with a charitable organization or a social impact initiative.

Practical Example: Rolex’s sponsorship of TED

Rolex is one of TED’s corporate sponsors.

How is their work implemented, including resources?

The sponsoring company funds the project or program and then it is implemented by the nonprofit.

How is it funded?

With company funds.

Who are the relevant stakeholders?

- Corporate sponsor
- Partner nonprofit
- Target audience/beneficiaries

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

Corporate sponsorship is already employed by many of the organizations that help maintain the availability and security of the Internet. Yet, these sponsorships are not enough to sustain the entire portfolio of work for these organizations. Incentives motivating corporations to sponsor include, but are not limited to: brand visibility, targeted marketing, strategic alliances, social impact, knowledge exchange, and consumer trust. Are there approaches to expand these types of sponsorships to better support the Internet availability and security ecosystem?

Joint Fund

What does this mean?

Usually administered by a nonprofit umbrella organization that oversees a joint fundraising effort and distributes funds received to other nonprofit organizations based on a set of criteria. Joint funds can also be administered by governments or multilateral organizations.

Practical Examples:

Nonprofit Led: Open Technology Fund

Open Technology Fund is an American nonprofit whose Mission is to support Internet freedom technologies. It is primarily funded by the U.S. Agency for Global Media. It distributes its funds through grants, which grantees can apply for.

Government Led: Global Equity Fund

The Global Equity Fund is a fund managed by the U.S. Department of State's Bureau of Democracy, Human Rights and Labor. It is funded by support from different countries, private firms, and civil society. Its Mission is to advance and defend the human rights and fundamental freedoms of LGBTQI+ persons around the world. Allocation of funds come via: small grants, emergency assistance, and human rights programming.

Multilateral Led: UN Multi-Donor Trust Fund

Focused on a range of issues, the fund is administered by the UN but contributed to by several governments. Funds can be created based on specific themes or other groupings. The idea is that it facilitates contributions from different stakeholders towards a single goal. Allocation of funding can take the form of specific programs or via federated giving.

Foundation Led: Gavi, the Vaccine Alliance

GAVI, known officially as Gavi, the Vaccine Alliance, is a public-private partnership focused on increasing access to vaccines for the most vulnerable populations. The Bill & Melinda Gates Foundation provided the seed money to launch the alliance in 1999, in collaboration with founding partners, the World Health Organization, UNICEF and the World Bank. Through this model, the goal is to encourage manufacturers to lower vaccine prices for the poorest countries in return for long-term, high-volume and predictable demand from those countries. Gavi shares the cost that countries pay for vaccines through donations from governments, corporate partners, and foundations.

Grassroot Effort: The Global Fund

The Global Fund is an international financing and partnership organization whose mission it is to fight AIDS, tuberculosis and malaria. Its purpose is to attract, manage, and disburse additional resources through a public-private partnership to make a sustainable contribution to mitigating the impact caused by HIV/AIDS, tuberculosis (TB), and malaria in countries in need. Governments, the private sector, and foundations pledge funds to support the Global Fund's mission. Countries where the Global Fund invests take the lead in determining where and how to best allocate funds and present funding applications for review by different Global Fund structures.

How is it implemented, including resources?

Funds are administered by different stakeholders, as seen by the examples listed above. A governance model for the fund is established, as well as criteria for allocating funds. This requires full time staff to administer.

Who are the relevant stakeholders?

Dependent on which model is being assessed, but in general:

- The stakeholders involved in contributing to the fund
- The stakeholder tasked with administering the fund
- Target beneficiaries of the fund

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

A joint fund model would allow the range of stakeholders who depend on the Internet's availability and security to contribute to a shared fund. Administered by a neutral nonprofit, this fund could be allocated to the nonprofits working to maintain the key components of the Internet. A governance model would

need to be developed and then employed both to determine how funding can be contributed and how it is allocated. It would also allow for federated grant oversight. The Joint Fund and Joint Fundraising and Federated giving model, should be considered as complementary.

Joint Fundraising and Federated Giving

What does this mean?

Joint fundraising is a centralized campaign where one organization raises money for its members. The purpose of this is to lower the administrative burden on member organizations from having to do their own fundraising or from competing with like-minded organizations for funding. Once these funds are collected into a pool, there is agreed upon criteria for how these funds are distributed.

One of those options for fund distribution can be through a federated giving model. In this model, organizations sign a memorandum of understanding (MOU) with a parent organization or third party aggregator, who then receives the funds and allocates them to organizations affiliated with it based on a set of criteria. The parent organization or third party aggregator receives a percentage of funds collected to cover administrative costs.

Practical Example: United Way

United Way— a network of international nonprofits started in the United States— is a good case study of both joint fundraising and federated giving. The idea is that nonprofits do not necessarily have the resources to fundraise effectively on their own or are in competition for funds from similar stakeholders. Through joint fundraising efforts, these nonprofits can benefit from larger pools of funding. In the United Way example, funding primarily comes from workplace giving, and funds are allocated to support those organizations in the United Way community based on a set of criteria. Many funds are “undesignated,” meaning that the money can go towards funding for whatever the nonprofit needs most, including overhead costs like electricity bills.

How is it implemented, including resources?

A joint fund is administered by an independent organization who oversees the joint fundraising effort and then administers the funds to its members based on a set of criteria.

Who are the relevant stakeholders?

- Members who benefit from the joint fundraising effort
- Contributors and donors to the joint fundraising effort
- Beneficiaries of member organizations

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

Similar to the Joint Fund model explained above, a joint fundraising effort could be used to reduce the administrative cost of nonprofits seeking funding to execute their work. This approach centralizes those efforts and gives them access to funds that can be “unrestricted.” “Unrestricted” funds allows these

organizations to focus solely on their Mission, rather than having to focus their efforts on meeting the objectives of a specific donor. A governance model would need to be developed and then employed both to determine how funding can be contributed and how it is allocated. The Joint Fund and Joint Fundraising and Federated giving model, as noted above, should be considered as complementary.

Subsidiary Model

Non-profit organizations can create non-profit subsidiaries to provide funding for the parent organization.

Practical Example: PIR and ISOC

[The Public Interest Registry \(“PIR”\)](#), was created as a non-profit subsidiary by the Internet Society (“ISOC”) to operate the .org generic Top Level Domain (“gTLD”). Today, PIR generates revenue through the sale of .org domains and other TLDs which, in turn, provide regular funding to ISOC. PIR’s funding directly supports ISOC’s mission to ensure the open development, evolution, and use of the Internet for the benefit of people throughout the world. According to PIR’s IRS 990 form, PIR contributed \$69M to ISOC in 2022.

How is their work implemented, including resources?

Subsidiary models allow there to be a separate revenue stream through which to raise or allocate funds to support a nonprofit effort or allocate philanthropic funds. Each of these models require full time staff that support the business model of the subsidiary established.

Who are the relevant stakeholders?

Target customers or beneficiaries

What is their impact?

PIR provides regular annual funding to the Internet Society, allowing it to continue to operate and deliver on its mission.

Possible application for funding nonprofits and public interest organizations helping to maintain the availability and security of the Internet:

A nonprofit subsidiary model can provide a separate revenue stream through which to create sustainable funding for the nonprofit and public interest organizations that help to maintain the availability and security of the Internet. To do so effectively a viable business opportunity, a business plan, an appropriate governance structure, and the necessary start-up capital are needed.

Add Your Idea

To add your idea please fill out this [form](#).