

# *moja global* Strategy Board Meeting: Minutes

Thursday, 4 October 2018

## **Agenda:**

The agenda was shared in advanced and can be found [here](#).

Items on the agenda were:

- Update on Developments over the Reporting Period
- *moja global* Branding
- Management of *moja global* Funds
- Preparation of Strategic Plan 2019
- Replacement of co-director
- Other business

## **Attendance:**

Present:

1. Peter Graham, Chair
2. Molly Bartlett, Board Member
3. William Agyemang-Bonsu, Board Member
4. Jackson Kimani, Board Member
5. Werner Kurz, Chair of the Technical Steering Committee, Observer in this meeting
6. Scott Nicholas, Linux Foundation Representative, Non-voting in this meeting
7. Guy Janssen, Co-Director Management Board, Non-voting in this meeting

Excused:

1. Radomir Balazy, Board Member
2. Rob Waterworth, Co-Director Management Board

## **Update on Developments over the Reporting Period**

The Strategy Board **noted** the progress listed in Annex 1 and of the additional information provided here:

1. World Bank Workshop for Latin American Countries is going ahead at the end of October. 14 countries have confirmed their attendance. The workshop is supported by a coalition of organisations including the World Bank, SilvaCarbon, Conafor, and Amexcid. The focus of the workshop will be the introduction of the advanced MRV tool FLINT. The workshop should result in the development of work plans to install FLINT in about 6 countries at the first instance and additional countries at a later stage. The implementation would be financially supported from various sources directly with implementing agencies and companies. The funds will not flow via *moja global*.

2. UK Funding in the short term is no longer likely. A 1 year support package did not materialize because the different channels to make the money available did not meet the requirements. The challenges were either at the level of *moja global*, or at the level of the intermediate organisation, or the UK gov agency concerned. The UK is supporting the workshop and follow-up through the World Bank as it might deliver the inputs needed to develop the larger program on support for MRV.
3. India has decided to use a FLINT based system. A Co-Director has visited India to present *moja global* and FLINT:
  - a. *moja global* and FLINT were presented to C.K. Mishra, Secretary Ministry of Environment, Forest; and Climate Change (MEFCC) in the presence of Mr. Siddhanta Das, Director General of Forests as well as Mr. Ravi S. Prasad, Joint Secretary, Chief Negotiator and Climate Change Focal Point, MEFCC
  - b. Mr. Das facilitated a meeting with Dr.Subhash Ashutosh, Director General, Forest Survey of India (FSI)
  - c. At FSI, *moja global* and FLINT were presented to the management team and selected scientists from various departments including IT department
  - d. FSI expressed an interest in FLINT and *moja global*. A proposal for the Director General of Forests was drafted.
  - e. *moja global* and FLINT were presented to the World Bank team leaders responsible for projects in the land sector. They offered to support the Indian Government with the installation of FLINT if that would be needed.
  - f. Conclusion: India will pilot the FLINT on a district. To get a better understanding of the system they will get acquainted with the CBM-CFS3 through the regular training courses combined with additional training specifically on FLINT (GCBM).
4. Mongolia:
  - a. FLINT and *moja global* were presented to the Minister of Environment, 3 MPs and several other delegates when they visited Victoria
  - b. Follow-up with Senior REDD+ officials took place at international conferences
  - c. 1 person will participate in the training workshop GCBM / FLINT in December
5. The training is considered a contribution in kind by the Canadian Government. There are 2 workshops every year.
  - a. In total about 600 people have been trained
  - b. Other countries can request to participate by sending an email to Werner or to Stephen Kull from Natural Resources Canada <stephen.kull@canada.ca>
  - c. There is a waiting list for these training workshops
  - d. The cost is about USD 250 for meals and handouts. The participants need to cover their own travel and accommodation
  - e. UNFCCC has some funds available to support participants in this type of workshops

### ***moja global* Branding**

The Strategy Board **agreed** with the need for a continuous effort to improve *moja global*'s reputation and **noted** the negative or inaccurate perceptions about *moja global* listed in Annex 2. Below is the additional advice that was provided:

1. A document that allows everybody to deliver the same message is important. It should be factual and complete but NOT defensive. A draft will be circulated to the Strategy Board for comments taking into account the remarks below:
2. A good strategy is necessary for the use of such a document. It can be used as a FAQ page on the website but more targeted communication might be more effective.
3. It was suggested that the document should also address the difference between *moja global* and FLINT. FLINT is pushed as a brand and will succeed if the software produces the expected results. *moja global* however is not well understood and has had its challenges with decisions around memberships, contributions, relations with the ecosystem (Mullion), etc. Clarifying the role and operations of *moja global* is essential for its sustainability.
4. In addition, it is important to clarify the difference between FLINT as a software platform and country specific implementations that can have a different name. FLINT is the platform and combined with science modules, country specific configurations can be built. Each of these configurations is different and country ownership increases if these configurations can be given a specific name that captures the national specificity of the configuration.
5. It was suggested that showing, in our communications, which countries are currently using FLINT, within their national system, would help to dispel (some of) the misconceptions. To this end, to get more developing countries to apply FLINT a project proposal submitted to the Green Climate Fund or the Global Environment Facility to fund the implementation of the tool in 10-20 countries, with budget for *moja global* and FLINT application experts.
6. Finally, it was mentioned that it is important that in its engagement with countries, *moja global* emphasizes that it is not competing with other existing solutions and tools. [Note: FLINT is indeed designed to be input agnostic. Since currently most of the tools in the MRV space focus on collecting and interpreting data, FLINT can be used to ingest the results of those tools and as such does not compete. Apart from ALU, CBM and FullCam there are no generic systems that would overlap with the functions of the FLINT.]

## Management of *moja global* Funds

1. The Strategy Board **noted** the progress made on transferring funds to The Linux Foundation. The progress made is described as follows:
  - a. As discussed in the previous Strategy Board meeting, a budget was approved for a visit to India to present *moja global* and its tools.
  - b. Since the last board meeting, ACIAR has transferred the allocation for *moja global* to Mullion as part of a larger contract.
  - c. Mullion has signed a grant agreement with The Linux Foundation for the agreed amount
  - d. The Linux Foundation has sent an invoice to Mullion
  - e. Mullion will transfer the funds to The Linux Foundation
  - f. The Linux Foundation will cover the expenditure for the activities as approved by the Strategy Board in July.

2. The Strategy Board **noted** the expenditure against the budget approved in July.
  - a. As clarified by the Linux Foundation: The Strategy Board receives an update on the expenditure but does not have to approve the expenditure. Approval is done against a detailed budget before the expenditure.
  - b. Expenditure: These were the amounts spent compared to approved budget. The final amount for the fee can still change slightly depending on the total budget available after transfer of the amount. The Strategy Board will receive an overview of the final expenditure by email.

Item	Amount Approved	Amount Spent (USD)
Ticket BRU-DEL-BRU	\$780.00	\$776.24
Per Diem 9 Days @ 216	\$1,944.00	\$1,944.00
Fee +/-3.991 days @ 1000	\$5,000.00	+/- \$3,991.00
Total	\$7,724.00	\$6,711.24

## Preparation of Strategic Plan 2019

1. The Strategy Board **confirmed** the structure of the Annual Strategy document as follows:
  - a. The plan is based on the four layers of the balanced scorecard approach for non-profit organisations: (A framework is provided in Annex 3)
    - i. The basis (or lowest) layer is “Funding”,
    - ii. The second layer is moja global tools’ capabilities and features: i.e. which improvements are we going to add to our tools and which additional tools will be develop?
    - iii. The third layer is “Processes”: Which internal processes or external collaborations need to be established or improved? Which internal and external communication needs to be developed and delivered?
    - iv. The top layer is “Results”: What will moja global achieve this year and how?
  - b. The plan consists of measurable, achievable targets
  - c. Each target will have an input requirement (funding or in kind)
  - d. For each input requirement potential funding sources (or in kind contributions) are identified
2. The Strategy Board **agreed** on the process to be followed to reach consensus on the Strategic Plan:
  - a. Through interviews with the Strategy Board Members individually and with potential users of FLINT, targets for each of the 4 layers will be defined and prioritized
  - b. The Directors will identify potential funding or contributions in kind for each target
  - c. A draft Strategic Plan will be circulated to all Strategy Board members and potential donors (possibly other stakeholders)

- d. Final version of the Strategic Plan is approved in the Board Meeting in January 2019
- 3. The Strategy Board made the following additional suggestions:
  - a. It was suggested that the targets should be realistic and attainable BUT that additional funding is essential! moja global must secure longer term and incremental sources of funding
  - b. A minimum capacity sufficient to ensure QA on additions or refinement of the open-source tools must be guaranteed for the credibility of the software. E.g., when modules of the CBM become open sourced.
  - c. The difference between layer 2 and 3 is that
    - i. Capability and Features: refer to what the software can do (FLINT), i.e. products available for users
    - ii. Processes: refer to how moja global as an organisation operates
  - d. The key impediment to the development and success of moja global is considered to be the lack of financial resources which in turn limits human resources.
  - e. It was suggested that there are 3 main reasons why organisations contribute to open source:
    - i. It enables a new business model that increases revenue
    - ii. It represents a cost transfer from internal to external through collaboration (cheaper and better results.) Offloading cost through collaboration.
    - iii. It solves problems together that cannot be solved by individual orgs. E.g. security issues.
  - f. In addition to identifying potential sources of funding, contracting is an impediment to getting funding. The contracts of the public sector are often elaborate and complex. Linux Foundation cannot accept large contractual obligations common to 'fee for service' contracts and even many government grant arrangements. Procurement and contracting are sometimes not in line with the open source spirit.
  - g. Following the idea proposed in item #5 of the Branding discussions, it was suggested to try to develop a project concept that can be circulated and discussed with potential funders attending CoP24. For such a project, *moja global* should team up with established institutions like WB, UNDP or UNEP.
  - h. Whoever the funding targets will be, we still need to develop models of contractual arrangements that could work between The Linux Foundation and these potential partners.
  - i. The contracting issue will be discussed in more detail in the next few weeks as Canada would like to explore whether it can provide funding.

## Replacement of co-director

- 1. The Strategy Board **agreed** on to continue to search of a third Co-Director and to renew the 3-year term of of Guy Janssen in January 2019

**Other business**

1. No other business

## Annex 1: Most Relevant Developments over the Reporting Period

Below the structure of the Strategic Plan is followed to provide an overview of progress achieved to date. **Yellow** means item might be falling behind. **Red** means item has fallen behind.

1. Results: new user countries, sub-national entities, organisations and companies:
  - a. 2 out of 5 new user countries (Total 7 users: Canada, Kenya, Poland, India +3 additional users): This task is still considered on track as various initiatives can quickly result in additional users:
    - i. India has decided to pilot the FLINT (GCBM). As a first step a small delegation will participate in a workshop on CBM-CFS3 and GCBM/FLINT in Canada.
    - ii. The World Bank workshop for at least 13 Latin American countries will take place at the end of October.
    - iii. The EU has a meeting of (28) member states end of October where moja global and FLINT will be presented.
    - iv. Indonesia: The work on FLINT is ongoing but is progressing slowly.
    - v. PNG will receive the support of an officer of the Government of Australia to work on REDD+ and other climate change issues. The officer is aware of FLINT.
    - vi. Fiji: A ACIAR sponsored workshop will take place in the next few weeks.
    - vii. Canadian Provinces: Work is continuing steadily in the application of GCBM.
    - viii. Mongolia: A delegation, including the Minister of Environment and 3 MPs, were introduced to CBM and moja global. Werner met with Senior officials at the IBFRA conference in Vienna. They are keen to learn more about CBM and FLINT and the scientist will also come to our training session and meet afterwards.
  - b. 0 out of 3 **paying members**: As reported last board meeting this target will not be achieved as it was decided to drop the membership approach.
  - c. 1 out of 3 **Strategy Board members from user countries** (Poland): Considering the various planned activities as listed above, it is still possible that 2 additional users will join.
  - d. 1 out of 2 other strategy board members: UNFCCC has joined. After the workshop, WB will be invited to join future meetings.
  - e. One low or middle income country is making progress towards using the FLINT for their official MRV AFOLU including official reporting: The activities in Kenya are still waiting for approval by the Government of Australia. It is unlikely that the FREL can be completed by the end of the year using SLEEK (Kenya's version of the FLINT).
2. Processes:
  - a. Open Source: open repository, complete documentation: No progress has been made on these items but it remains a priority in order to allow countries to access the FLINT source code.
  - b. Communications and outreach:

- i. 16 out of 20 countries: Fiji, Jamaica, Belize, Colombia, Mexico, PNG, Togo, UK, Germany, Norway, Australia, Cambodia, India (Union, 2 states), US (SilvaCarbon), EU (DG Clima), Poland. By end of October 10 countries from the WB workshop and 25 EU member states will be added.
    - ii. 20 out of 20 organisations/companies: World Bank, FAO, UNDP, CSIRO, Jindal Global University, Planet (Mini-satellites), Stantec. A estimated 30 different organisations were present during the International Conference on GHG Emissions and Food Security, in Berlin 10 to 13 September 2018.
    - iii. Other communication efforts will not be achieved as there are no resources to develop and deliver these items.
      - 1. 0 out of 5 **media outlets**,
      - 2. 0 quarterly **newsletter**,
      - 3. 0 quarterly **website update**, 1 update of the website should still be achieved by the end of the year!
      - 4. 0 out of 2 **webinars**: There may be an option to present at the 2018 Global Landscapes Forum in Bonn.
      - 5. 0 out of 4 explanatory **videos** on website: Produced from presentation at GLF Bonn 2018?
  - c. Collaboration:
    - i. Clarify open-governance collaboration and ecosystem. Document country open-source rules. Revise budget in line with clarified role and activities of moja global. Membership fee review: Done. Please find [White Paper here](#)
  - d. Internal Operations:
    - i. Appoint **new Management Board Director**: Continuous efforts to identify an additional director has not resulted in suitable candidates yet.
    - ii. Formalize strategy implementation process: done
    - iii. Formalize **operations of Technical Steering Committee**: The Technical Steering Committee is functioning on an ad-hoc basis at the moment. Formal procedures are necessary when the repositories are made completely open. As indicated above, as this moment there are no resources to support the opening of the repositories.
3. Capacity enhancement / FLINT Features:
- a. Projections: ongoing work and operationalization of a spatially explicit, rules based projection system: Ongoing but not completed
  - b. Wood products: A new module that can use the results of a FLINT run to develop estimates of wood products in use and their fate: Completed successfully
  - c. **Agriculture module**: No progress since last meeting:
    - i. Tier 1 modules for all land uses are in progress
    - ii. Concept for non-CO2 agricultural emissions: Has not started yet
    - iii. ACIAR supported project on livestock will start in 2019



- d. **Supply Chain Concept**: Follow up meeting with Quantis planned for end of October
  - e. Project level software (carbon markets): Design the system and processes: [Paper completed](#)
4. Finance
- a. **UK funding** agreement: The UK is NOT going ahead with the short term funding for FLINT. The longer term investment is still under consideration.
  - b. **EU funding** agreement: As reported in last meeting, short term funding from the EU will not materialize.
  - c. At least 1 other funding agreement: World Bank funding after the workshop end of October will allow countries to install a FLINT based system in their countries. ACIAR funding for livestock estimates in Kenya will go ahead in 2019.
  - d. Pipeline with at least 2 additional funding streams for 2019: They have not been identified yet, but chances are still realistic.

## **Annex 2: Negative Perceptions about moja global**

There is an need to urgently respond to some negative perceptions that exist about moja global. This approach is not in lieu of a overall moja global communications strategy which will be developed progressively and in an agile way.

### **Negative Perceptions**

1. FLINT is not for free
2. FLINT is too complicated
3. FLINT is a black box
4. moja global is only Canada and Australia
5. You cannot contract moja global
6. What is commercial and what is open source?

### **Actions to Counter Negative Perceptions**

1. Agree on standard answers to each of these Negative Perceptions (see separate document)
2. Use standard answers as basis for all moja global communications (Website, verbal communication including by Board Members, presentations, twitter, emails, newsletters, etc.)
3. Identify key target audience who are either sending these negative messages or who are susceptible to them
4. Identify most effective ways to constantly communicate the standard answers

## **Annex 3: Draft Strategic Plan 2019**

Targets	Inputs	Source of Inputs
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<p>1. Results: new users (i.e. countries, sub-national entities, organisations and companies)</p> <ul style="list-style-type: none"> <li>a. X new users</li> <li>b. X strategy board members from user countries</li> <li>c. X other strategy board members</li> <li>d. X low or middle income country using FLINT for their official MRV AFOLU including official reporting</li> </ul>		
<p>2. Processes:</p> <ul style="list-style-type: none"> <li>a. Open Source:</li> <li>b. Communications and outreach: <ul style="list-style-type: none"> <li>i. X countries</li> <li>ii. X organisations companies</li> <li>iii. X media outlets</li> <li>iv. X newsletter</li> <li>v. X website update</li> <li>vi. X webinars</li> <li>vii. X explanatory videos on website</li> </ul> </li> <li>c. Collaboration: <ul style="list-style-type: none"> <li>i. X collaboration activities within the ecosystem</li> </ul> </li> <li>d. Internal Operations: <ul style="list-style-type: none"> <li>i. XXX</li> </ul> </li> </ul>		
<p>3. Capacity enhancement / FLINT Features:</p> <ul style="list-style-type: none"> <li>a. XXX</li> </ul>		
<p>4. Finance (Recap of last column)</p> <ul style="list-style-type: none"> <li>a. XXX</li> <li>b. XXX</li> <li>c. XXX</li> </ul>		