

# Entity Management Discussion

31 January 2019





**About me**



**Business OSS Technology**

**Non Profit Management**



# Agenda

- Objectives
- Discuss key Stakeholders
- Legal Structure
- Financial Considerations



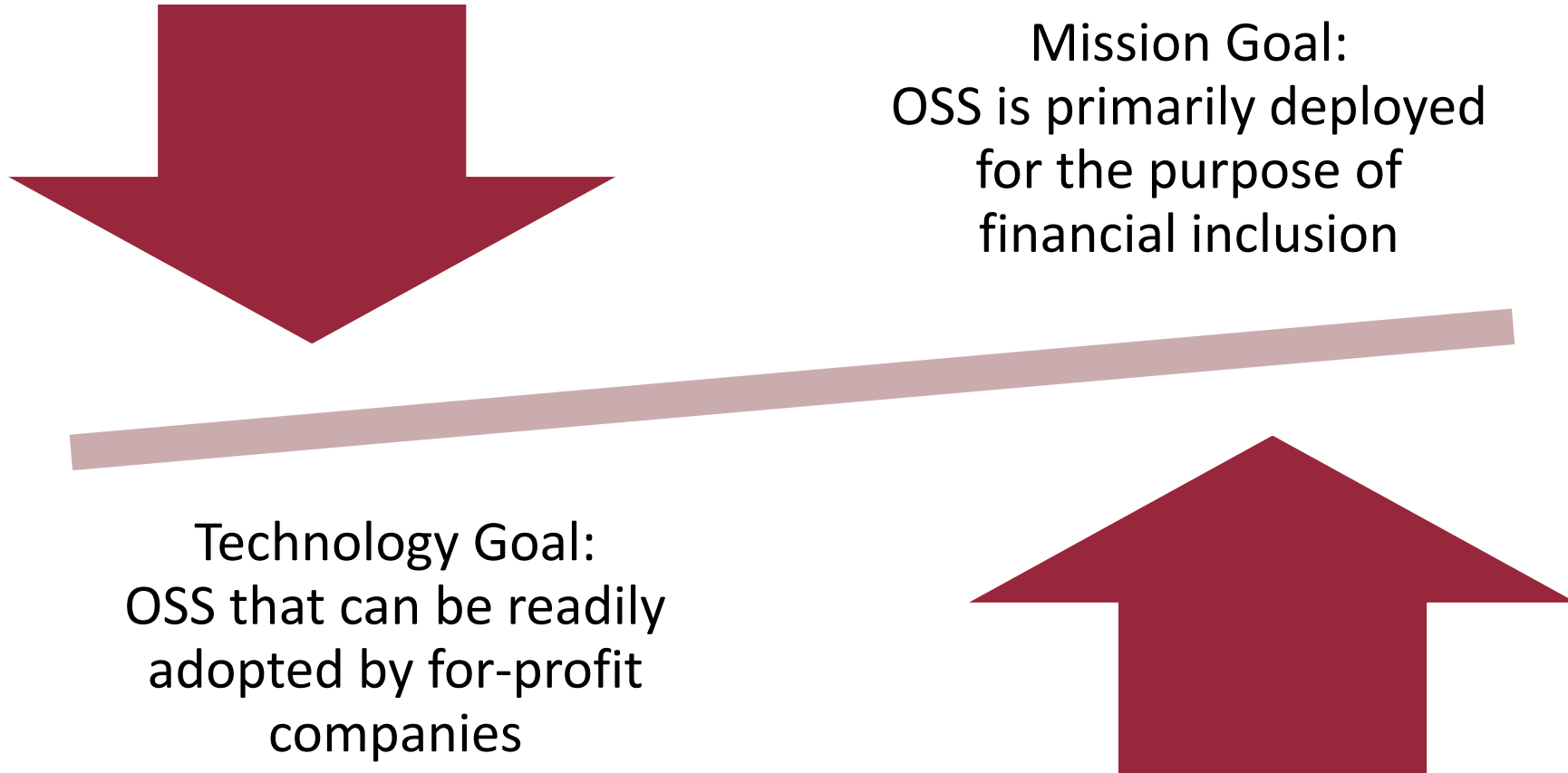
# Objectives for today

- Confirm key stakeholders desire to move forward with new entity
- Discuss budget elements
- Review timeline

Your feedback is essential!



# Identified Need: Balance between Core Purpose and Technical Advancement



## Risks and Mitigations (1 of 2)

**Risk:** The Foundation is seen as a financial inclusion play with for-profit participation as an afterthought (i.e., the for-profits have an allergic reaction)

**Mitigation:** Really critical to get strong for-profit participation out of the gate. An ideal launch announcement will feature a strong blend of members from the non-profit and for-profit worlds.

**Risk:** The wider open source community doesn't latch onto the effort

**Mitigation:** A strong, well-connected Technical Director and/or Community Manager could go a long way toward helping to legitimize the effort in the eyes of open source die-hards. The Foundation could also do pro-active outreach to OSS coders, inviting them into the work.

**Risk:** The OSS is reasonably well-adopted, but not necessarily for financial inclusion purposes.

**Mitigation:** Up-front commitment by sponsors to use OSS for intended purpose. Ensuring the Board has some teeth in maintaining the mission (without encumbering process). Strong and visible promotion of successful cases of the OSS driving financial inclusion (carrot).



## Risks and Mitigations (2 of 2)

**Risk:** Fragmentation – players in the ecosystem take the OSS or parts of it and spin it off into a new work stream (outside of the Foundation) that does not support the core purpose of the Foundation

**Mitigation:** Up-front (and deep) commitment from key non-profit and for-profit players in the ecosystem toward the core purpose of the Foundation should help. Otherwise, actions by “bad actors” isn’t something that can truly be prevented in an open source environment. Unintended use of the Foundation’s OSS would likely suggest, though, that the code is good and worth using.

**Risk:** The Foundation becomes a technical community that gradually shifts away from the core purpose of the organization.

**Mitigation:** A Board comprised of financially invested members is intended to help always keep the core purpose of the Foundation aligned with work plans.



# Community

The open source project's complete set of stakeholders including contributors, supporters, users, beneficiaries, implementors, host organization, etc

- DFSPs
- Governments
- Hub operators
- Payment providers
- Supporters
- Systems Integrators
- Users
- ...





# Understand the motives and expectations of key stakeholders

## Strategic

- Alignment with mission
- Invest financially

## Project Strategy and Implementation

- Establish and maintain market requirements
- Drive an evolving and vibrant roadmap
- Define standard rules
- Invest financially in strategy, which could have positive ROI for them
- Contribute resources to cultivate strategy

## Development

- Need viable platform to fill a gap or extend an offering
- Contribute resources to code base to deliver vibrant, well tested platform
- May fund incremental development







# Tiered Membership Structure

Participation Level	Rights/Benefits	Target Contribution
Platinum Member <small>(new)</small>	<ul style="list-style-type: none"><li>• Same benefits as Gold Member but can appoint 1 guaranteed seat to the Governing Board</li><li>• Requires 3 year commitment or can qualify after 3 consecutive years as a Gold Member</li></ul>	5x Dues
Gold Member	<ul style="list-style-type: none"><li>• Public recognition as prominent funders and key contributors of the organization</li><li>• Nominate a representative for election to the Governing Board (1 rep per 3 Gold members) <small>(new)</small></li><li>• Appoint a representative to the Technical Advisory Board</li><li>• Representatives may participate in the Standards Council activities</li><li>• Representatives may be contributors to the code (and maintainers if so appointed)</li><li>• Access to the Mojaloop Community and its activities</li></ul>	5x Dues
Silver Member	<ul style="list-style-type: none"><li>• Public recognition as key contributors to the organization</li><li>• Nominate a representative for election to the Governing Board (1 rep per 10 Silver members) <small>(new)</small></li><li>• Appoint a representative to the Technical Advisory Board</li><li>• Representatives may participate in the Standards Council activities</li><li>• Representatives may be contributors to the code (and maintainers if so appointed)</li><li>• Access to the Mojaloop Community and its activities</li></ul>	1x Dues
Associate Member	<ul style="list-style-type: none"><li>• Representatives may be contributors to the code (and maintainers if so appointed)</li><li>• Access to the Mojaloop Community and its activities</li><li>• Open to all participants (must sign requisite paperwork)</li></ul>	Free



# Structural Roles/Responsibilities

Group	Composition	Responsibilities
Governing Board 	<ul style="list-style-type: none"> <li>One appointed representative from each Platinum Member</li> <li>One elected representative for every 3 Gold Members</li> <li>One elected representative for every 10 Silver Members</li> </ul>	<ul style="list-style-type: none"> <li>Corporate board of the organization</li> <li>Ensures Mojaloop activities stay true to core mission</li> <li>Sets budget and makes all financial decisions</li> <li>Hires and manages staff/resources</li> <li>Acts on recommendations of Technical Advisory Board</li> </ul>
Technical Advisory Board 	<ul style="list-style-type: none"> <li>One appointed representative from each Platinum, Gold and Silver Member</li> <li>Up to two At-Large seats filled by Associate Members</li> </ul>	<ul style="list-style-type: none"> <li>Provides guidance and recommendations to the Governing Board (particularly on strategic and technical matters)</li> <li>Manage the overall Technical Roadmap for the organization</li> <li>Serves as a resource and sounding board to the deployed staff/resources</li> <li>Approval of Standards documents for publication (one vote per organization)</li> </ul>
Standards Council 	<ul style="list-style-type: none"> <li>Representatives from Platinum, Gold and Silver Members</li> </ul>	<ul style="list-style-type: none"> <li>Develop standards documents in support of the Technical Roadmap</li> <li>Operate via consensus; to resolve stalemates, voting is one vote per organization</li> </ul>
Maintainers 	<ul style="list-style-type: none"> <li>Maintainers may be elected from among the entire Community (based on meritocracy)</li> </ul>	<ul style="list-style-type: none"> <li>Those with the ability to Commit code in the repository</li> <li>Play a leadership role in the Community</li> </ul>



# Funding and Contributions Considerations

Governance: Legal oversight, BoD and sponsor engagement, administration

- Org: Staff, legal, travel
- BoD delegates, travel to meetings
- xx BoD sessions per year (F2F, calls)

Operations: Finance, IT, infrastructure

- Org: Staff, IT, collaboration platform

MARCOM and Events: Public relations, social media, marketing communication, events

- Org: staff, collateral and website, event planning and execution
- Engagement of members for domain expertise, messaging, participation in events

Community Management: Evangelize, engage, facilitate

- Org: staff, Developer events
- Participation of member delegates and broader community in development



# Funding and Contribution Considerations

Technology Vision and Market Requirements: Mission alignment, strategic roadmap, market requirements

- Org: staff (facilitate)
- Member delegates (regular calls, xx F2F per year)

Project Management: Release management

- Contract fees

Development and QA (new features, enhancements, maintenance), Code base and testing aligned with roadmap

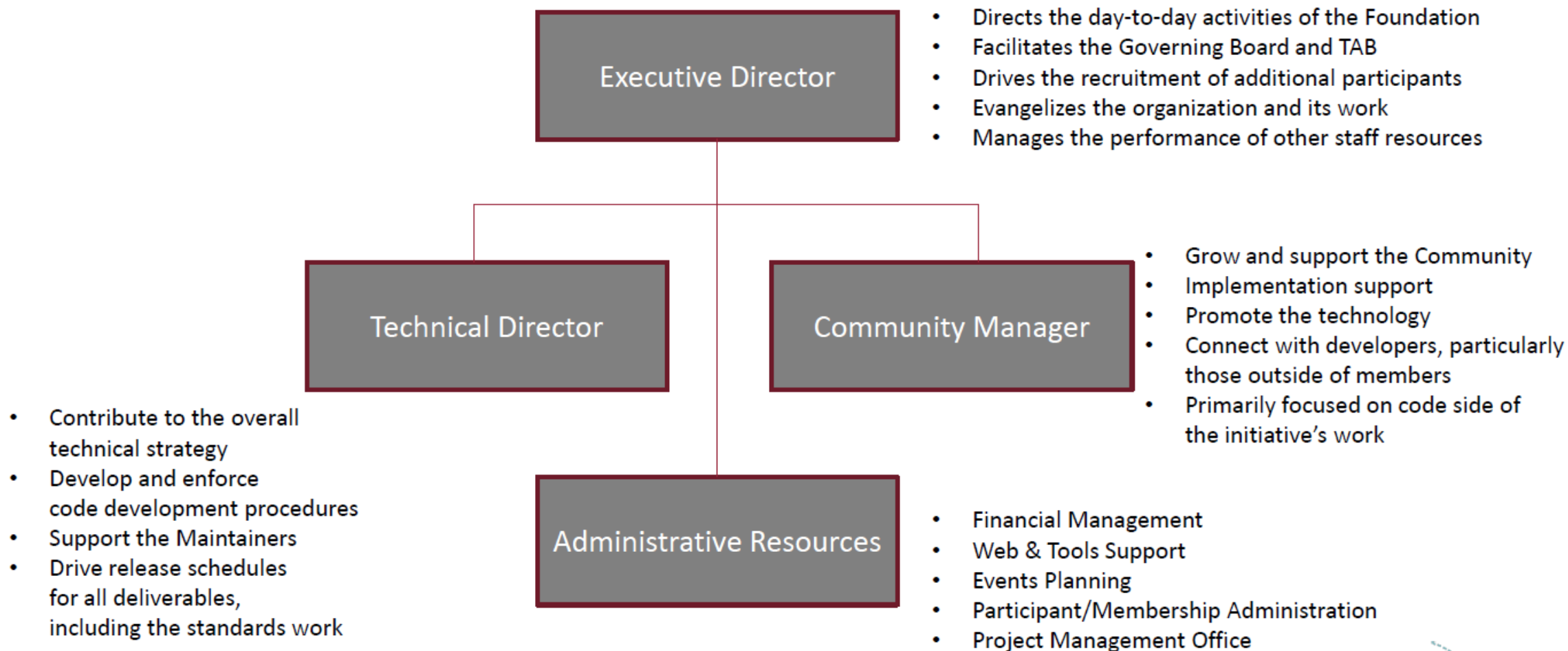
- Member contributions (funding or development resources)

Longer term: evaluate potential for certification / testing program (could be self funded)

- Certified deployment: Builds trust, testing can be confidential, expands the ecosystem to testing labs
- Certified professional: Builds up qualified developers and integrator base



# Staffing Model



# Organization Budget

- Staff
- Travel
- Legal
- Operations
- MARCOM
- Community Events
- Project Oversight
- Development (external)



# New Org: Proposed Timeline (6 months)

## Mid February

- Finalize agreement with Gates Foundation and Virtual Inc.
  - funding launch of org (12-18 months)
  - ongoing financial support (3 years)
- Initiate staffing of new org

## March

- Target sponsor engagement
  - MOUs for funding support
  - Clear list of requirements with regard to decision making, role in new org, and financial commitment (3 years)

## April/May

- Formulate new organization model in alignment with sponsors requirements
- Create new organization structure, by-laws, and related legal elements
- Build community management function

## June/July

- Prepare for launch of new entity

**LAUNCH: 6 August 2019**





# How to accelerate the formation of the new entity

- Leverage association management and legal resources that can rapidly execute
  - Hire key staff and provide benefits and HR function
  - Provide key services from trained staff
    - Governance, operations, MARCOM, IT, etc.





No other company better understands how to make  
technology communities more successful.

<https://virtualinc.com/>



# What Sets Virtual Apart?

- Formation and launch of dozens of technology associations, consortia and open source organizations
- Cutting edge, technology-driven operational infrastructure
- Global focus and orientation
- Award-winning PR and Marketing services
- Long-lasting partnerships with some of the most influential communities across a wide array of industries
- Top-tier client engagement team



# Virtual: The Right Partner for mojaloop

- Deep understanding of the mojaloop Project as acquired through several strategic consulting engagements over the past several years
- Unique depth of expertise and experience among its senior leadership around formation and launch of successful technology communities – coupled with a commitment to forging true partnerships with client groups
- Strong track record of collaborating with a community's founders to grow their communities and push such organizations toward tangible results
- A flexible resourcing model that is able to scale and adjust as the priorities of start-up organizations shift and evolve
- Extensive partner network that gives its clients access to best-in-class specialized services, such as legal counsel, technology and SMEs



# Sampling of Our Clients



# Wrap-up and Next Steps

Log feedback and action items

