# Entity Management Discussion

**18 April 2019**

mojaloop

# Update from Gates Foundation

*Vision*

By mid-2019, there exists an active and diverse community of Mojaloop developers, adopters, integrators, and dependents, all contributing to the evolution of a common Mojaloop open source core, hosted by an independent legal entity.

# Update from Gates Foundation

*Objectives:*

Establish Community

Theme: Stimulate organic community growth

• At present, 200+ individuals in 30+ organizations

Recruit Founders

Purpose: Spread control and mission responsibility among several stakeholders

# Update from Gates Foundation

Launch an Independent Organization to…

- Host the community
- Maintain software roadmap
- Self-organize an Agile release program
- Evangelize Mojaloop
- Reinforce FI mission
- Actively reference Level One Project principles

Join the Organization

Theme: Stimulate OSS community to thrive, guide software evolution

Legal Challenges

- Corporate form, founding documents, rules of procedure
- Keep governance light-weight for open source contributors while ensure structure and mission alignment

# Today: 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
- Contribute resources to project(s)

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

Deployment

- Solution maintains interoperability throughout ecosystem
- Customer values community driven development which meets their requirements
- Ability to differentiate solution beyond the core offering
- Affiliation with Mojaloop entity delivers inherent value to company

# 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
- …

# Participants

Applied Payments Technology
Bain & Company
BANK OF TANZANIA
BankservAfrica
BBD
Bluechain
Coil
Crosslake Technologies
Deloitte
DFS Lab
DPC Consulting Ltd
Ericsson
Financial Sector Deepening Trust
Fintech Inversiones
GLU Global
GSMA
Huawei
Kanzu Code Limited
Mahindra Comviva
Mallan Company Limited
MFS Africa
Modus Box
MTN Group
Network International
pi STRATEGY
Stanchion Payments
Tafari
TerraPay
The Mifos Initiative
Vocalink

# Workshop

Identify your role(s) in the new entity

1. Strategic Oversight
2. Contribution to Mojaloop and/or ecosystem
   Development, testing, program management
3. Financial support
4. Drive Market Adoption
5. Deploy Mojaloop
6. Other?

What level of decision making authority and/or influence would you want to have?

Identify your requirements of the new entity

https://www.dropbox.com/sh/wr7jj2e2vobu3f7/AADmRiOWhMGbzggStP_AWiUra?dl=0

# Wrap-up and Next Steps

Log feedback and action items

# Backup slides from January 2019

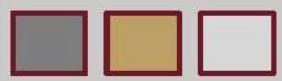
# Identified Need: Balance between Core Purpose and Technical Advancement

Source: Virtual, Inc.

# Tiered Membership Structure

| Participation Level | Rights/Benefits | Target Contribution |
|---|---|---|
| Platinum Member (new) | • Same benefits as Gold Member but can appoint 1 guaranteed seat to the Governing Board<br>• Requires 3 year commitment or can qualify after 3 consecutive years as a Gold Member | 5x Dues |
| Gold Member | • Public recognition as prominent funders and key contributors of the organization<br>• Nominate a representative for election to the Governing Board (1 rep per 3 Gold members) (new)<br>• Appoint a representative to the Technical Advisory Board<br>• Representatives may participate in the Standards Council activities<br>• Representatives may be contributors to the code (and maintainers if so appointed)<br>• Access to the Mojaloop Community and its activities | 5x Dues |
| Silver Member | • Public recognition as key contributors to the organization<br>• Nominate a representative for election to the Governing Board (1 rep per 10 Silver members) (new)<br>• Appoint a representative to the Technical Advisory Board<br>• Representatives may participate in the Standards Council activities<br>• Representatives may be contributors to the code (and maintainers if so appointed)<br>• Access to the Mojaloop Community and its activities | 1x Dues |
| Associate Member | • Representatives may be contributors to the code (and maintainers if so appointed)<br>• Access to the Mojaloop Community and its activities<br>• Open to all participants (must sign requisite paperwork) | Free |

# Structural Roles/Responsibilities

| Group | Composition | Responsibilities |
|---|---|---|
| Governing Board  | • One appointed representative from each Platinum Member<br>• One elected representative for every 3 Gold Members<br>• One elected representative for every 10 Silver Members | • Corporate board of the organization<br>• Ensures Mojaloop activities stay true to core mission<br>• Sets budget and makes all financial decisions<br>• Hires and manages staff/resources<br>• Acts on recommendations of Technical Advisory Board |
| Technical Advisory Board | • One appointed representative from each Platinum, Gold and Silver Member<br>• Up to two At-Large seats filled by Associate Members | • Provides guidance and recommendations to the Governing Board (particularly on strategic and technical matters)<br>• Manage the overall Technical Roadmap for the organization<br>• Serves as a resource and sounding board to the deployed staff/resources<br>• Approval of Standards documents for publication (one vote per organization) |
| Standards Council | • Representatives from Platinum, Gold and Silver Members | • Develop standards documents in support of the Technical Roadmap<br>• Operate via consensus; to resolve stalemates, voting is one vote per organization |
| Maintainers | • Maintainers may be elected from among the entire Community (based on meritocracy) | • Those with the ability to Commit code in the repository<br>• Play a leadership role in the Community |

# 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

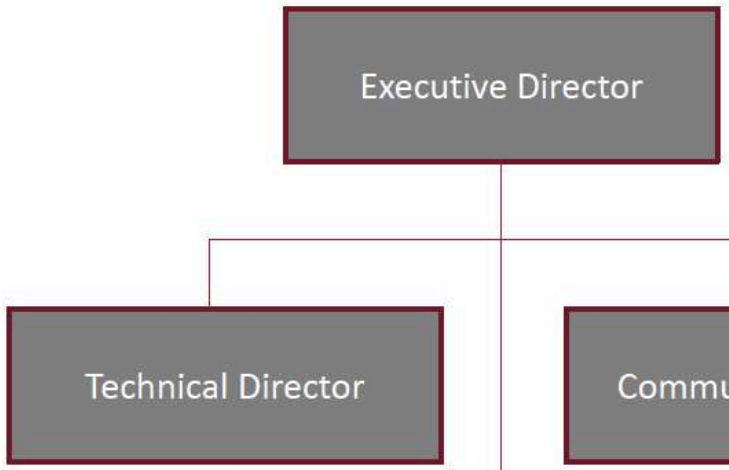
Development and QA (new features, enhancements, maintenance), Code base and testing aligned with roadmap

- 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




- Directs the day-to-day activities of the Foundation
- Facilitates the Governing Board and TAB
- Drives the recruitment of additional participants
- Evangelizes the organization and its work
- Manages the performance of other staff resources

- Grow and support the Community
- Implementation support
- Promote the technology
- Connect with developers, particularly those outside of members
- Primarily focused on code side of the initiative's work

- Contribute to the overall technical strategy
- Develop and enforce code development procedures
- Support the Maintainers
- Drive release schedules for all deliverables, including the standards work

- Financial Management
- Web & Tools Support
- Events Planning
- Participant/Membership Administration
- Project Management Office

# 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 (6-12 months)
    - ongoing financial support (3 years)
- Initiate temporary staffing of new org

**March**

- Target sponsor engagement
    - MOUs for funding support (if needed)
    - 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
- Develop multi-year budget and funding requirements
- Build community management function

**June/July**

- Prepare for launch of new entity

**LAUNCH: 6 August 2019**