

## 10 Feb 2017 MEETING NOTES

Designing by building and building by designing

Marty Nowlen – NREL lawyer joining at 10:30a

Doug - 9-10 project ideas –low hanging fruit – map timeline for a few years –actionable and winnable – significant business stream in 3 year time \$10M+

Unilever CEO – commercial council

How do we institutionalize where science informs decisions within risk analysis at scale – what does that look like to do

Humanitarian aid stream

1. Reflections –
  - a. Dinner was first time meeting of 3 leaders – lots of US politics
    - i. Not much amount KSS
    - ii. Maryam can connect to clean energy side
    - iii. KSS complimentary to humanitarians – Eiligh
    - iv. More needed about Humanitarian/military line is attractive but difficult and sensitive
      1. How to draw lines and manage lines
      2. Maybe Ebyss workstream has ties to Eiligh – and not DOD
      3. TR has sectioned off separate company that does DOD work
2. ALL arrive
3. Incorporate feedback into the business plan – identify actions, sponsors, BD of each program areas
  - a. Sarah – reflections
    - i. Not enough detail to know what we need to do
    - ii. Being about transformative change –
      1. Dictates kinds of partners and interventions – to create space to change to happen
    - iii. Kind of change looking for and institutions that can do this are different
    - iv. WHAT ARE YOU SELLING – lots of things to lots of different actors
      1. What types of change are you hoping occurs?
  - b. Haven't said – Doug – do we imagine KSS is ongoing entity – science for the future? With this consortium
    - i. Long term or short term partnerships
    - ii. Then do we establish portfolio areas that have durability – not proposing studies that are bounded and don't have a core in a program area
    - iii. Need to think institutionally
    - iv. WHAT DOES SUCCESS look like?
      1. May look different for different people – need shared vision over time
      2. Flag of success at 5 year mark – what could KSS deliver – how much funding comes into KSS
  - c. M: we are wholesale B2B to have impact that radiates out through partners
    - i. Sustainability – NOS – already aimed at private banks – with MG
    - ii. MBBF – aimed at strategic insurance sector
    - iii. EBISS – slower coming along

- d. IS a need for global entity that serves function for global issues that countries have at the country level - Global science resource for nexus issues – always with humility with governance models – crossing national boundaries and public/private sector
  - i. MG – parallel – in issues of 3 program areas –
    - 1. Substantial leverage to have platform in place to
      - a. Greatest part of NOS is this platform that can be replicated
      - b. Which then allows nimbleness
      - c. Separate from governance – but gov designed to do this
    - 2. PK – still like to fundamental –
      - a. Similar meetings – all about nexus
        - i. Very busy space – what IIASA needs to
        - ii. To articulate better the niche
        - iii. Notion that we share – all down to looking for money and everything in between
        - iv. TWI2050 – WHY is KSS different???
        - 1. Do we stay small
        - 2. Within 1-year KSS – what do we do
        - 3. How to make operational?
    - 3. MK – So easy to make big – food security CGIAR
      - a. To get going – DO SOMETHING – be proactive
      - b. Cant wait for disaster
      - c. How do we help Mexican govt to find solutions
      - d. Show by example
        - i. Many things we can do
        - ii. Also working in India and China – opprotutnies for partnerships
          - 1. Broaden to whole food security area
          - 2. What is IIASA offering to CIMMYT and vice versa
          - 3. How to make link between resources and partners
    - 4. DA – Country level discussions for India, Mexico, China, Asia
      - a. Use our power to work across silos of
      - b. Is EIRI a partner? In ASIA? Yes – we are teaming up
    - 5. MK – what is new – link with DOD and humanitarians is NEW!!!
- 4. Partners leave
- 5. Matrix – programs vs lead org, client, BD opportunities, Potential level of funding range (min-ideal), 1-3,3-5, beyond years outputs/outcomes (what does success look like)
  - a. EBISS
    - i. Business development – WB ; GEF –green climate fund [Michael says unlikely unless adaptation project]; SIDA – Swedish USAID (via ACF – they bring KSS), Swiss – martin Kropff has good connections
      - a. What are we selling to World Bank
        - i. Support FORWARN – develop tools and data to support foresight work
        - ii. Support with creation of menu of interventions that solve crisis and shift system to avoid future crisis
          - 1. Designed, modeled, info/models/knowledge
        - iii. What geography?
        - iv. World bank – selected based on where they are putting money – sub sharen Africa, other places CGIAR is being funded to work

- v. Better to systemic crises – looking at area that is bounded by system of crisis – utility shed
      - vi. Scientific mentality of natural systems
      - vii. KSS could move conversation along to define area of intervention beyond nation state
    - 2. Budget range \$5M to \$50M
    - 3. Inertia is conceptual
    - 4. What to spend \$50M – needed in 3 years for 5 years – full deployment
    - 5. \$5M to do pilot to first set of tools over 3 years
    - 6. \$100k for strategy and tactical plan – talk to J.Wadsworth
    - 7. **Need meeting to finalize concrete examples with Humanitarians [ACTION]**
      - a. Needs thinking around how much engagement with stakeholders
      - b. Somalia – drought would be embarsing bc
      - c. NEED tangible way to get information to decision makers**
    - ii. Success will look like prevention - Jill
      - 1. Success is – impact will be lessened because of your investment – Eiligh\\
    - iii. AAH – Eiligh – needs 2018 funding or team will shrink – this year they may be able to engage – with partner engagement – window in next 10 months to help
    - iv. KSS Needs humanitarian operational partner
    - v. Eiligh – offering pro bono support fo START to develop country plans – to start work on anticipation – slot more KSS work – part of the design –
      - 1. **Bram – PILOT - could we select a country –where Eiligh could work with CIMMYT teams on the ground [ACTION]- Eiligh could do this bc member of START and this would be on their behalf – otherwise \$36k per study**
      - 2. Need \$100k to start this from WB – pilot
      - 3. Well designed concept – Bram to develop strategy and tactical plan
6. MBBF – Michael – IIASA sponsored workshop in early June with Lloyds –
  - a. CIMMYT – CSIRO
  - b. Need to discuss who invited to Lloyds meeting
  - c. [ACTION] Geneva association MEETING – BD
  - d. THIS IS GLOBAL with deeper dives – into areas or systems
  - e. What to build – Maryam –needs tool for industry to be climate resilient – many companies are invested in Ag and energy – if 2C target comes – huge possibility that most power plants not useful – methodology to do stress testing for climate policy for insurance and banking industry – game changer – PRODUCT/SERVICE –
    - i. Partner with NREL
  - f. Farm to sector stress testing – so companies can prepare supply chains
    - i. Same as 1:10, 1:50, 1:200 year stress testing
  - g. \$1M for methodology
  - h. \$5M to build system – full build
    - i. Then Banks do application of this
    - ii. Mandate on its way
7. Sustainability Solutions
  - a. Need pilot money - green climate fund
  - b. Need to find donor – for mexico to approach
    - i. Steve HD did not bring \$ costs to Mexico
  - c. For Govt to operate on SDGs – need NGO investment – Eiligh
  - d. Do this for the Americas – find outside investment –
    - i. Trade across boundaries could be strong selling point
    - ii. Canadian govt

- iii. India – look to Bloomberg
  - 1. CIMMYT is close to India Agriculture –
    - a. Eiligh – lots of issues trying to aid in idea – nutrition is contrivertial
  - iv. Provenance level in China may be easier then whole country
  - v. State level within China and India
- e. This is most modular of the three to bring anywhere – geographys of who would pay
- f. Need engagement with NOS from public, private sector – For SUCCESS
  - i. Public involved online, facebook, external partner needed for engagement piece
- 8. THIS IS THE RIGHT BLEND OF PEOPLE!!! – Jill, Bram, Michael, Alex, Sarah, Eiligh, Travis
- 9. Part of value add is we have other 2 programs that will be informed – co-investment –
- 10. Business plan needs rework –
- 11. Also – KSS as science council to review programs every 6 months – is this overhead or separate operations cost
- 12. NEED description for each template
- 13. MEETing Action outcomes –
  - a. Summary of day –Consize
  - b. Priorites and stakeholders to engage
  - c. Do BD as template that people could fill in- add to meeting report – INTERNAL
    - i. NEED description for each template
  - d. INTERNAL VS EXTERNAL

#### SAC back

- 1. Template – Molly – More time needed UW – EBISS –
- 2. Charge – develop details of DOD – what is the oreientation around DOD
  - a. Illimnation of that space
- 3. Tactical Business plan – [ACTION] from Martin Keller
- 4. Molly : WE made our case – now we need to execute
  - a. Concepts in building the LLC – structure that can build and manage the shared space with intention and capability that we could do as a network
  - b. Assemble SAC – LLC would get SAC engamgent
    - i. Need detailed guidance by Org Leads
- 5. MK is ALL IN
- 6. PK – Org is committed to process but – what is in it for me and the others -
  - a. Formal legal construct between organizations
  - b. We have a business model – that will have interfaces – governance strucutres
  - c. We need to be informed about landscape of US govt – to avoid mistakes
  - d. Paths that lead to bankable projects with funders from classic stream of banks – WB long term 3-years from now
    - i. Fast track with finance sector and venture capital
    - ii. Agree that will put together funders and supporters – for meetings –
- 7. MK – All orgs in situation about US funding – need to keep track of Trump
  - a. Need concrete activities – that are bankable and fundable
  - b. Situation with ORNL is unclear
  - c. Identify concrete activities – can work tighter with KSS that Molly is already doing
  - d. Military angle – Molly engaged
  - e. Not interested in small things but seed money is ok to get started

## Review of business plan BD chart

1. Be transparent with partners and funders but separate programs ( DOD sensitivity)
  2. NOS – North America with NREL as a partner – ADD Insurance to NOS funders
  3. Leaders – this portfolio works for organizations – bc calls us into relationship with key partners – catalyze boundary crossing –
  4. PK – what does this mean tomorrow –
    - a. Like to move from concrete business plan – priority [ACTION]
    - b. MK - people sit down with concrete proposals – Key is to get funding on table
  5. Executive committee – ASK for BD from each member org –Molly [ASK] get on this call
  6. KSS bi-weekly calls –
    - a. MG – where are the adequate funds – to do significant projects –
      - i. In transitionary stage – before LLC – Conversations with Partners
        1. LLC stage – block funds that projects are funded
      - ii. Need to move quickly to have momentum for LLC stage
      - iii. Unspoken rules – DO not cannibalize existing funding
    - b. PK – keller – need to get to bankable activities – calling WB is process –what is our target
      - i. What is PK role in talking to WB
      - ii. BUSINESS PLAN FOR THIS
      - iii. Who do what by when
        1. Michael O can lead from IIASA side
        2. This is real business development
      - iv. What we offer to each other??? –
1. PK - RENEWING The Charter – what does this mean?
    - a. AND draft operating agreement
    - b. Need another Charter
    - c. Then operating agreement that sets vision for LLC
    - d. Operating agreement – need to make –
    - e. Bram - if no additional money by 2017 AAH will be dead engagement
    - f. Molly – Charter is critically important evidence that we could work together –but not lots of details – Operating agreement will have more detail
      - i. Molly is agent of KSS – having clear buy in – We have ask to WB for funding
      - ii. People are not ready to take money –
      - iii. What is Molly asking for to WB???
    - g. Eiligh – we are scaling up in 2018 and open how to do this – we have scalable options
      - i. We could use \$200k to \$12.3M for full scale up
    - h. Bram - today we will make this concrete – what does next phase look like
      - i. This is anglo-saxon oriented – makes us susceptible to Trump
      - ii. WHAT IS THE ROI – based on previous ongoing investment
      - iii. MK – everything is tight right now – need concrete actions – and NEW budgets
      - iv. Eiligh – we have in-kind resources only
  2. Molly – START conversation - \$13M pounds – WB was here for this. – this could arrive in various ways – quality of interaction with start
  3. Lloyds workshop – building methodology for stress test – MOLLY has feedback from Maryam [ACTION] KEY next step
  4. EACH SDG has core corporate sponsor – Barklays is involve
  5. 2017 Molly – as joint – funding plans that

- a. OWE how to move money within NREL to Partners
- 6. Marty – CRADA – to move money?
- 7. Value proposition to c-suites – retreat for small group with lab directors
- 8. Mexico – NOS concept note – bring to NREL bc they are their often [DO THIS FIRST]
  - a. Concept note \$250k done already for Mexico
  - b. Sub-national geography? – MG – no – China and India think nationally lots of state-vs-state politics
    - i. Opportunity with China – bring CIMMYT-China – get access china sponsors through China [OPROTUNITY]
  - c. Broader regional outlook also – with IIASA
  - d. NREL – also relationship with CHINA – under national energy administration
    - i. They doe CGE model with health care – SENREC? Funded by Danish and Germans
- 9. Standing invite to go back to MacArthur

Operations – Marty Knowlen from legal NREL –

- 1. Right now we have charter – relies on In-kind work
- 2. As funding comes in – need legal organizational structure to manage
- 3. How does funding move?
- 4. Design principals – partners can be front door and recipient
  - a. IIASA funds KSS etc
  - b. NEED flows go all directions
  - c. KSS lights on funding – JISEA support org support to KSS – 501c3 LLC
    - i. How much funding – what % goes to operations?
    - ii. ORNL has provided core funding – through traditional contract
- 5. CRADA – operating agreement without funding – until funding comes in – then additional conditions – shared resources - value of in-kind – KSS and members bring shared resources together
  - a. If DOE expenditure becomes too large – then JISEA needs funds to do operations service
- 6. MJ – they are partners – not membership –
  - a. CAN MJ Be on the board of directors to avoid conflicts of interest??
  - b. When Lab becomes partner to Non profit- needs to be carful on how money moves...?
    - i. If NREL is a partner that feeds to JISEA that feeds to NREL
    - ii. Jill – JISEA has separate bank account
  - c. What does funding transfer look like – [ACTION] Travis, Jill, Alex
    - i. LLC – is where money enters – LLC board is responsible for ED –
  - d. Marty – LLC could hire ED with low overhead
  - e. THIS IS UNCLEAR HOW THIS WOULD WORK
  - f. MJ – Dan Bayer – could do 10 hours per week for less money – affiliation with NREL would be good
  - g. NEED to go to MACa for > \$10M – for operation of KSS center – proposition of center with EBISS
    - i. With proof of concept with partners – this cover staffing and support JISEA personel
      - 1. Then we do project like EBISS
      - 2. Appeal to MacA is who partners are [BD] –
        - a. Need to get ready for this – buy in of leads – work plans – budget
        - b. Michael Ortiz – eyes over KSS budget to IRS?
    - ii. MG - NEED document with LLC and relationship to Partners in US law [ACTION] is this operations agreement
      - 1. We need this from partners to give this to KSS – introduce LLC
      - 2. Set into place minimum description

- a. This will be reviewed by Partner legal team –
- b. NEED – update for IRS process – formally notified Partners  
[ACTION]
- c. NEED to fit this into all of our other relationships – do this formally with fanfair – MG!
  - i. Document like existing charter –
  - ii. Not appear to be another entity in crowded space! – important
  - iii. We are member of all sorts of consortium that is failure – KSS needs to be different
  - iv. George involved as LLC rep
    - 1. Marty – JISEA – would not do bylaws of corporation
    - 2. Next version of CHARTER – tricky – deliberate process – alert partners of Nonprofit – formal notification
      - a. Then partners – come back to KSS to recommit
      - b. 2 streams of conversation
      - c. yes we are a partner – signed
      - d. then living operations agreement – vetted by consensus
      - e. [ACTION] JISEA is taking lead on operating agreement!
- 3. Project funding in business plan – does funding come from KSS to lead members?
- 4. All of above funding transfer needs to be possible
- h. Molly's current role is as ED – in future need to be board member
- i. LLC – what it does - is not responsibility of partners
- j. Can KSS broaden out of anglo-saxon space? – Bram
  - i. KSS may be perceived as US government vehicle – may kill it
  - ii. Board of directors – is very American –
    - 1. Add Maryam as board member – possibility to diversify
    - 2. Insurance companies can create enabling environment – tactical lead
  - iii. MG – this is about the future but also a TRANSITION – Mexican Outlook is test of KSS brand – last year –we could do this as a bi-lateral
    - 1. Now we could do this through the LLC KSS?
    - 2. BG – we were not successful as bilateral – money has to come from elsewhere
    - 3. Because of this – must be KSS – KSS can produce value here for partners!!!  
[VALUE ADD]
    - 4. Also NREL business – in Mexico – but can not do on own
- 7. MOLLY – if we bring \$1M – how spent at each organization – need manager – this will come out of marketing plans for each area [NEED THIS ASAP]
- 8. Talk to open AI fund – through Lin Wells - \$B – go talk to them when conversations advanced with NOS North America – they have links to massive resources
- 9. IS LLC Accredited to green climate fund – NO – but through another organization (IIASA, CSIRO maybe) –
- 10. Mexico NOS – find donor for all of North America – NEEDED sales plan

11. Operations side – need to recruit ED and associate Director – DO A PROCESS [ACTION]- non anglo-saxon – balance out geography – MID career
  - a. Senior partners can be put on the board
12. GET next steps from ALEX - Working group call!! With NOS mexico group

## Review of Strategic Vision – ADD TO MEETING REPORT

By February 2017

Four KSSCo meetings are proposed in February 2017, including the 2-3 Feb 2017 **Soils Domain meeting** in San Francisco, hosted by Kat Taylor as follow up from the July 2016 North Dakota Soil Carbon meeting. The following week, the 6-7 Feb 2017 **UNISDR/NOAA Drought Risk meeting** will occur in Boulder, CO where KSSCo will “launch” the MBBF Science Agenda and broader initiative. On 8-9 Feb 2017 the next **KSSCo Partners Business meeting** will be held at NREL in Golden CO; at this meeting the KSSCo organizational leads that form the Strategic Advisory Council should meet in-person.

KSSCo in Chapter 3 will “launch” at the 9-10 Feb 2017 **JISEA-KSSCo Sponsors meeting**. This meeting will use the standard JISEA sponsor meeting template of typically 30-50 individuals from a variety of institutions with the goal to socialize the KSSCo approach and cultivate real demand. A number of important goals need to be accomplished prior to this meeting, listed below. Travis Andrews (UW-Madison) and Gene Holland (NREL) are managing the work plans to accomplish these goals.

- Identify and approach sponsors to support this meeting. - SGTF
- Develop an invitation list, send out a save-the-date, and send out formal invitations. -DONE
- Finalize KSSCo as an independent 501(c)(3) nonprofit status organization. – ongoing – need budget
- Finalize a Concept Note of the KSSCo core value proposition. – DONE -4-pager
- Articulate the KSSCo portfolio approach. – DONE – BD
- Understand partner capacities and investment opportunities. -
- Integrate portfolio management across partners. – Teamwork, google drive, managers

### 1-year plan

In 1-year, the KSSCo Partners Business meeting (i.e. convening of the Science Council) will tentatively be hosted by CSIRO in Brisbane. Other hosting options include IIASA, CIMMYT, NYC, or Madison. At this meeting a plan should be discussed for KSSCo to be studied as a novel story of a global change agent.

During the summer 2017, Paval Kabat (IIASA) in conjunction with Lloyd's, will host a meeting to leverage KSS and find solutions for the 1:10, 1:50, 1:200 year risk profiles of multiple breadbasket failure scenarios. This could be informed by the output from the February 2017 UNISDR/NOAA Drought Risk meeting.

### 5-year plan

In 5-years, KSSCo intends to be well established as a “mode 3 science” agent of catalytic change. Ideally, three big projects will be complete and we will have learned to steer systems. To accomplish this goal, KSSCo will continue to build a value proposition for network change anchored into decision makers of consequence. These decision makers fall into four groups: globally consequential process managers (e.g. high net worth individuals, humanitarians), governments (including intelligence and defense), business interests (e.g. rule makers that affect capital), and distributed decision making (e.g. crowdsourced two-way flow of knowledge that can create genuine communities).

The KSSCo core principals need to be institutionalized and depersonalized, in part through succession planning. Growth in size is not a goal but having KSSCo connected to multiple people at partner organizations would build resilience. KSSCo will identify the purpose and take on the responsibility of developing the KSS Community of Practice. “Success” and “failure” need to be defined and viewed from the perspective that KSSCo is an experiment, itself.