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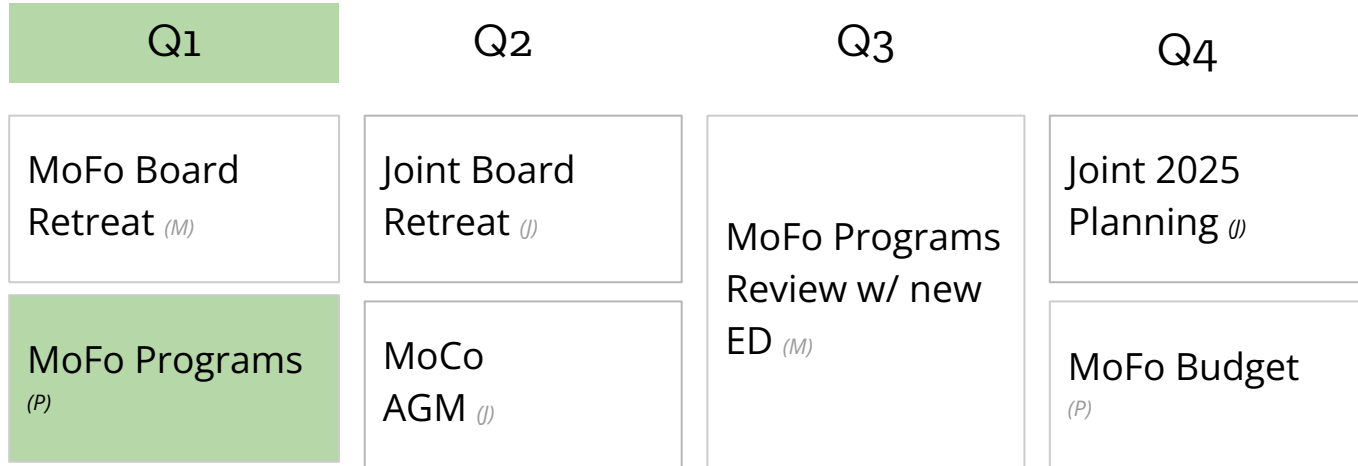
Mozilla Foundation Program Board Meeting

February 21, 2024

Agenda

1. MoFo Programs Overview *(Mark)*
2. What does MoFo Programs do? *(MoFo execs)*
 - i. *Strategic operations*
 - ii. *Global programs*
 - iii. *Global advocacy*
3. Evolving our trustworthy AI strategy *(Mark)*
4. 2024 Plans *(Angela)*
 - i. *Financial outlook and budget*
 - ii. *Program priorities*
5. Appendices: 2023 results + engagement

2024 board workflow



Joint structure / governance working group happening in parallel. More Program Board meetings to be scheduled.

*M = MoFo Board only
J = Joint Board Meeting
P = MoFo Program Board*

2024 Program Board workflow

February	MoFo Programs update + budget
March	Exec Director onboarding plan
June (?)	Budget update
September	Programs review w/ new ED <i>(full board)</i>
December	MoFo 2025 Budget



MoFo Programs Overview

overview



What's in this deck?

This deck is designed for two purposes — a. **(re)onboarding** our (re)new(ed) MoFo **Program Board** to the work we do; and b. sharing our **2024 plan and budget** for approval.

The **'What does MoFo Programs do?'** section provides an overview of the work of each of our major teams one by one. We'll spend most of our meeting today walking through this material, taking questions and reflecting on what we've learned in doing this work.

The **'Evolving our AI strategy'** section shows the evolution of MoFo Programs' focus in relation to our theory of change — and shows how we're refining this focus as we move into 2024. *2024 priorities are included in the Board Book.*

The **'Financial outlook + 2024 budget'** section includes our budget proposal for the year ahead situated within a multi-year financial overview.

This overview section includes highlights from across the deck.

2023 Priorities (OKRs)

Objectives

Case study (example of results)

Transparency	Test transparency practices to increase adoption by builders & policymakers.	Mozilla cited 9 times in the EU report on DSA Article 40 re: better access to data for researchers.
Data Stewardship	Accelerate equitable data governance alternatives to advance trustworthy AI.	Our Common Voice community launched four Kiswahili apps focused on local use cases.
Bias	Accelerate the impact of people working to mitigate bias in AI.	Abeba Birhane and Deb Raji have developed an Open Source Auditing toolkit focused on tools that can spot failures, bias and harms.
Movement Building	Partner with diverse orgs at intersection of their issues and trustworthy AI.	MozFest House Kenya convened 300 people from 30+ orgs to shape trustworthy AI on the continent.
Org Effectiveness	Enhance org capabilities to support more data-informed decision-making.	New tooling and real-time data helped us test and improve appeals and surpass targets. Raised \$2.25M as of 12/1 (more than our total from 2022).



Where are we headed in 2024?

Short term outcome

Mozilla's approach

Civil society	A growing number of civil society actors are promoting trustworthy AI as a key part of their work. <i>(STO 3.4)</i>	Partner with civil society globally to build sustained political power and shift the public narrative on AI.
Humans building AI	A diversity of stakeholders — including communities and people historically shut out of tech — are involved in the design of AI . <i>(STO1.3)</i>	Train and uplift a diversity of responsible tech professionals who will accelerate trustworthy AI alternatives.
Data that fuels AI	More foundational trustworthy AI technologies emerge as building blocks for developers. <i>(STO 2.1)</i>	Build and fund the development and deployment of data sets, prioritizing open source and community-driven projects, to foster trustworthy AI.

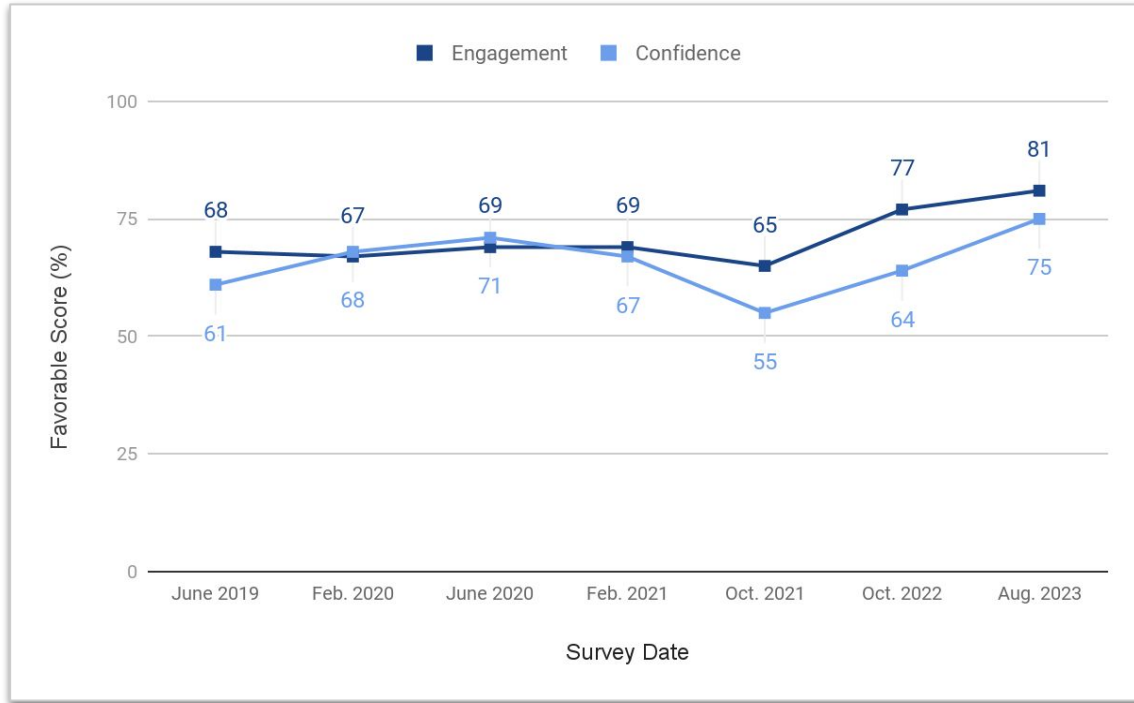


Financial overview

	2023 Forecast	2024 Proposal	Variance
<i>Starting net assets</i>	\$63.1M	\$59.9M	(\$3.1M)
Income	\$27.8M	\$29.8M	\$2.0M
Expense	\$34.5M	\$32.6M	(\$1.9M)
Non-opex	(\$3.6M)	\$0	\$3.6M
Change in net assets	(\$3.1M)	(\$2.8M)	\$0.3M
<i>Ending net assets</i>	\$59.9M	\$57.1M	(\$2.8M)

Forecast based on Nov 30, 2023 close.

Engagement Scores (2019-2023)



What does MoFo Programs do?

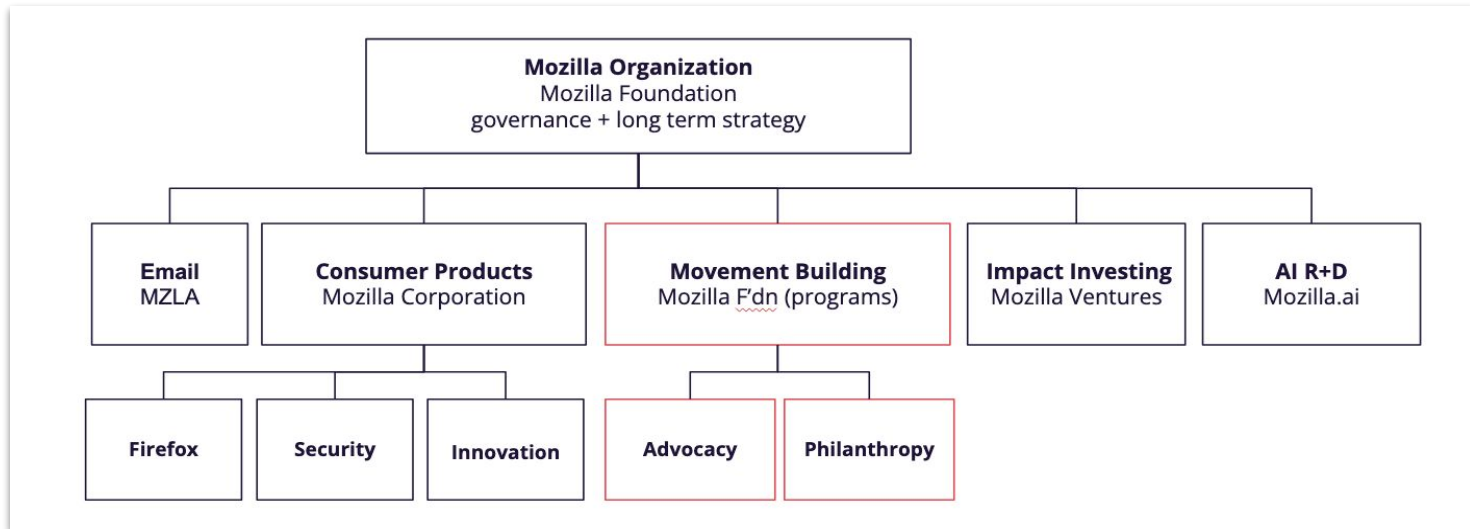
discussion



What does MoFo Programs do?

Where we sit in the Mozilla universe

MoFo Programs is **our movement building arm**, complementing the rest of what we do.



The org includes three teams: Global Programs, Global Advocacy and Strategic Operations.

Our operating model

Global Advocacy	Global Programs
<p><u>Core focus</u>: mobilizing the public to improve consumer tech and policy.</p> <p><u>Supports for rest of org</u>: communications and marketing.</p>	<p><u>Core focus</u>: philanthropic funding and convening to support grassroots actors.</p> <p><u>Supports for rest of org</u>: field research and convening.</p>
Strategic Operations	
<p><u>Core focus</u>: creating a sustainable, high impact movement building organization</p> <p><u>Supports for rest of org</u>: legal, finance, human resources, DEIB, planning, impact measurement and technology.</p>	

Strategic Ops Overview

Overview

Strategic Operations develops the business strategies the Foundation needs to be a sustainable, impactful and resilient movement org. Several teams also provide services and support to other MoFo subsidiaries.

Resources

Strat Ops stewards and protects MoFo's charitable (501c3) status for the benefit of the whole Mozilla ecosystem. It supports a globally distributed workforce by providing a motivating, inclusive and equitable working experience. It ensures accountability to our targets through a culture of data-informed decision-making, world-class tech infrastructure and measurement capabilities.

Ethos

Ensure that staff and our most active collaborators have the frameworks, resources, data, systems to advance internet health and grow the movement.

Strategic Ops Activities

Overview

Strategic Operations develops the business strategies the Foundation needs to be a sustainable, impactful and resilient movement org. Several teams also provide services and support to other MoFo subsidiaries.

Work streams

Operational maturity

Data-informed decision-making

Optimizing Pan-Mozilla support

Activities

Designing new financial processes to ensure cost structure in line with fundraising.

Implementing a rhythm of business.

Auditing global people processes and operations.

Creating and reporting against a MEL plan for priority STOs based on 2024-2026 Narrative Arcs.

Incorporating remaining business units into the CRM.

Establishing a new baseline for belonging & inclusion.

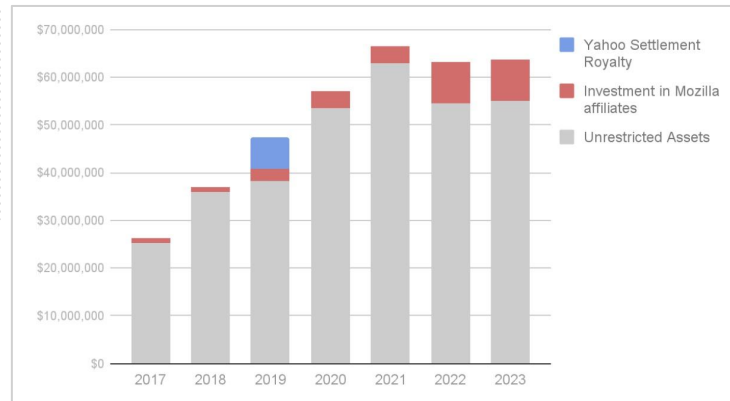
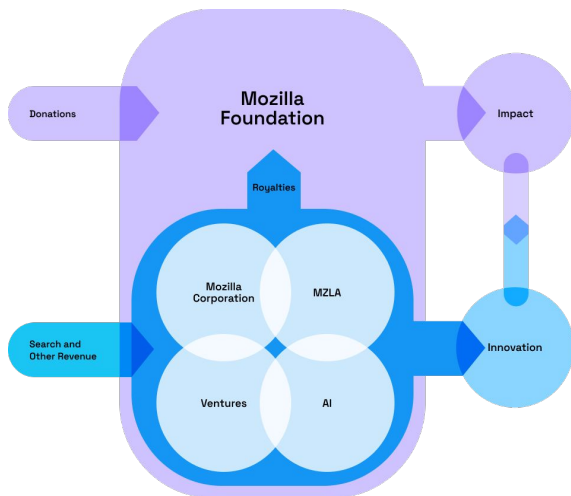
Evaluating the support needed / provided to Mozilla subs; ensuring teams are properly resourced to undertake this work.

Partnering with MoCo to rebuild [mozilla.org](https://www.mozilla.org) as a pan-Mozilla website.

What does MoFo Programs do?

Strategic Ops As Resource Manager

A big part of the Finance team's work involves stewarding Mozilla Foundation's assets and **ensuring we are operating in a fiscally responsible, compliant and sustainable manner** for the good of Mozilla as a whole.



Since 2017, **MoFo has been steadily saving money, roughly \$30M**. Some of the Foundation's reserves have been directed to investments in Ventures and Mozilla.ai. And some of the assets we have accrued are being strategically used to build up our fundraising capacity and grow programs.

Strategic Ops Operating Model

Strategic Operations is **at the heart of our ability to function as a top notch movement building org**. It creates the infrastructure and provides the information that allows us to balance stability with nimble decision-making. It is also responsible for stewarding and protecting the assets and charitable (501c3) status of the Mozilla Foundation.

At the MoFo Programs level, its goal is to ensure that both staff and our most active collaborators have the strategic frameworks, resources, data and systems they need to advance our internet health agenda and grow the movement.

In pursuit of this, the Strategic Operations team fuels all parts of the organization and works in service to all aspects of the movement building strategy. 7 cross-org functions underpin our programmatic work: Finance & Admin, People & Culture, Legal, Tech Platforms, Impact Measurement, Org Effectiveness and DEIB.

What does MoFo Programs do?

Strategic Ops Highlights

NPQ

RACIAL JUSTICE | ECONOMIC JUSTICE | CLIMATE JUSTICE | HEALTH JUSTICE | LEADERSHIP | SUBSCRIPTIONS

Management Challenges: Early Lessons in Advancing Pay Equity and Wellness Globally

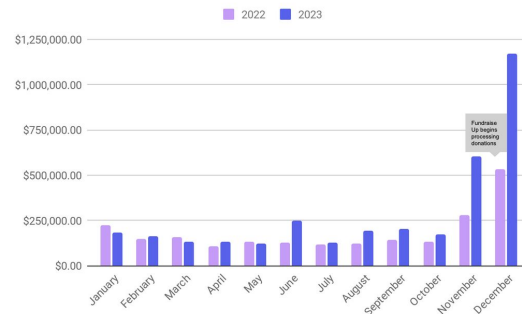
Angela Plohman
July 25, 2023

Facebook | Twitter | LinkedIn | Email | RSS

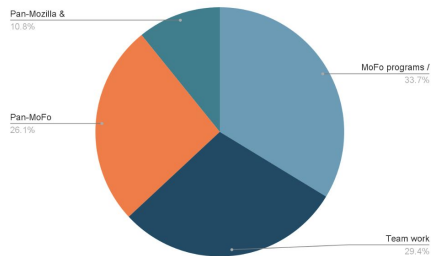
MoFo Year over Year dollars raised

*Data pulled Feb 14, 11am

Total dollars proceed for MoFo in 2022: **\$2,223,271.27**
Total dollars processed for MoFo in 2023: **\$3,454,847**



StratOps Personnel Cost in 2023



MZFO GERMANY GMBH, BERLIN, GERMANY



Strategic Ops Learning

Learning #1 - Follow-through on a small set of priorities is crucial. Our engagement scores are higher than ever. Part of that is thanks to the consistent time and resources we invested to launch and effectively communicate big, multi-year initiatives like our new comp philosophy and tech platforms changes. Doing less, better – and investing in change management – is key.

Learning #2 - Supporting Pan-Mozilla efforts is not a small job and we were not set up for this. We need to strategically and proactively plan for the resources to support Pan-Mozilla efforts while maintaining a high level of service for MoFo programs. We are currently feeling the strain of doing both to the level of excellence we want.

Learning #3 - Mapping people resources to specific programs and services was worth it. Despite worries of creating too much overhead (timesheets!), this work provided data that empowered cross-org leaders to work more efficiently, identify gaps, improve prioritization and cover actual service costs more accurately.

Global Programs Overview

Overview

Global Programs is the philanthropic center of the Mozilla Project. The team provides critical resources to the individuals and organizations working alongside Mozilla to promote trustworthy AI, ensuring our charitability.

Resources

Global Programs builds infrastructure on the ground that enables MoFo's movement building mandate. Each team creates a unique resource for Mozilla and our partners: research & analysis (Insights), funding & capacity building (Fellowships and Awards), and convening & networking (MozFest).

Ethos

GloPro is committed to a culture of learning and experimentation, to practices that are open and power aware, and to ongoing philanthropic leadership.



Global Programs Activities

Overview

Global Programs is the philanthropic center of the Mozilla Project. The team provides critical resources to the individuals and organizations working alongside Mozilla to promote trustworthy AI, ensuring our charitability.

Work streams

Insights

Institutional Partnerships

Fellowships & Awards

MozFest

Cross-Cutting Projects

Activities

Translate and explain trustworthy AI issues to broad audiences through research and publications.

Fundraising and philanthropic advocacy around trustworthy AI to drive more resources to Mozilla's work and the ecosystem in general.

Grantmaking to fuel trustworthy AI work.

Fellowships to harbor thought leaders.

Provide accompaniment to deepen impact.

Virtual and in-person gatherings where the movement comes together across geographies and sectors to shape trustworthy AI.

Responsible Computing Challenge, Data Futures Lab, and Africa Mradi align the strengths of Glo Pro's teams to impact a targeted area of trustworthy AI.



What does MoFo Programs do?

Global Programs as Relationship Builder

Global Programs' work builds the relationships that serve as the basis of Mozilla's movement building.

We do not fund at the scale of other philanthropies, but we have **outsized impact through the sustained relationships we steward** - with grantees, with fellows, with MozFest participants, with our peers in the philanthropic space.



What does MoFo Programs do?

Global Programs: key wins in 2023

100,000 downloads of Season 7 of Mozilla's IRL podcast since its launch in October.

More than \$6.4M in funding was awarded to support more than 130 projects.

More than 7,200 people participated in a MozFest event online or IRL.

Over \$4 million USD raised in new grant funds to support the work.

286 press stories about Global Programs' work in dozens of countries across 5 continents.

A total of 1,953 applications were received in response to 8 open calls for funding.

17 Mozilla Fellows shaped the public narrative about trustworthy AI.

What does MoFo Programs do?

Global Programs: MozFest Kenya



Example: Building on our work in Kenya through RCC, Mradi, and Common Voice, MozFest House Kenya convened 370 participants - technologists, researchers, philanthropists, civil society leaders, policymakers, and activists - to confront pressing realities at the intersection of emerging tech and the African continent.

Impact: In 2019, it would have been impossible to convene the range of stakeholders MozFest House Kenya assembled, but thanks to 3 years of sustained movement building work, we brought together leaders across disciplines on the impacts of AI, further refining Mozilla's understanding of trustworthy AI.

Next steps in 2024: Another MozFest House in Africa, plus expanding RCC to Ghana and South Africa + launching a Mradi Research cohort.

What does MoFo Programs do?

Global Programs: Fundraising (institutional)

*In 2023, we established the new Institutional Partnerships team. Even lacking a full complement of staff members, the team was able to **raise \$4.3 million in 2023 to support MoFo's work.***

*Our fundraising goal for 2024 is **\$5.5 million**, a more than 25% year-over-year increase.*

Fundraising Approach:

- Prospecting new funding opportunities and deepening relationships with our existing partners
- Working in lockstep with the other teams to ensure that our fundraising approach is tightly aligned with our programmatic strategy
- Communicating our impact to raise funds and awareness, establishing Mozilla as the global public foundation advancing a free, open, healthy internet
- Philanthropic advocacy to drive more funding towards Trustworthy AI



Global Programs Learnings

Learning #1 - Demand for our work is growing. As a result of our movement building work and the current spotlight on AI, we are seeing a significant increase in demand for funding, particularly from the Global Majority.

Learning #2 - Accompaniment is our personality in the world. Mozilla is not the largest dollar funder, but our offerings go beyond grant dollars - MozFest as a platform, a cohort of peers, etc. - position us as a distinctly different funder. We give a platform and a community.

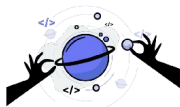
Learning #3 - Fellows are key to Mozilla's success. Fellows continue to shape Mozilla's strategy (Deb Raji) and lend intellectual and reputational heft to our work (Kathy Pham).

Learning #4 - Funding collaboratively helps us lead the field. Mozilla hosts and contributes to funder collaboratives. The goal is to maintain an ecosystem-level view, knowing how others are directing resources and working with others to have a broader, more meaningful impact.

What does MoFo Programs do?

Global Programs Learnings

1



Recognize that AI's potential to be both helpful and harmful is shaped by humans.

2



Approach AI from the lens of your own institutional values.

3



Assume AI intersects with the social justice issues on your radar.

4



Be geographically specific.

5



Take a collaborative approach to funding.

6



Invest in the long-term when it comes to AI.

7



Acknowledge that expertise lives at the site of experience.

8



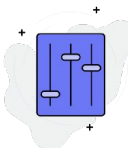
Ensure the building blocks of AI are open source.

9



Make big bets to shift AI's status quo.

10



Provide a flexible funding approach.

Global Advocacy Overview

Overview

Global advocacy mobilizes millions of people to improve internet health by defining a course for meaningful change through a combination of research, investigations, compelling messaging and engagement opportunities globally.

Resources

The Global Advocacy team invests nearly 90% of our budget in our core staff, supplemented by a small roster of highly-specialized consultants or regional experts. The impact we seek (changing products + policies) is achieved through our team's research + campaigns vs. large paid ad budgets/events. Increasing our advocacy outputs results in direct gains in our grassroots fundraising income.

Ethos

Technical accuracy and credible research - paired with agility and opinion - is our winning formula. This garners trust and influence with key audiences.

What does MoFo Programs do?

Global Advocacy Activities

Overview

Global advocacy mobilizes millions of people to improve internet health by defining a course for meaningful change through a combination of research, investigations, compelling messaging and engagement opportunities globally.

Work streams

Corporate + policy campaigns

Supporter mobilisation

Mozilla branding + comms

Activities

Research and identify relevant AI consumer tech campaigns.

Goal: improve products and drive meaningful regulation.

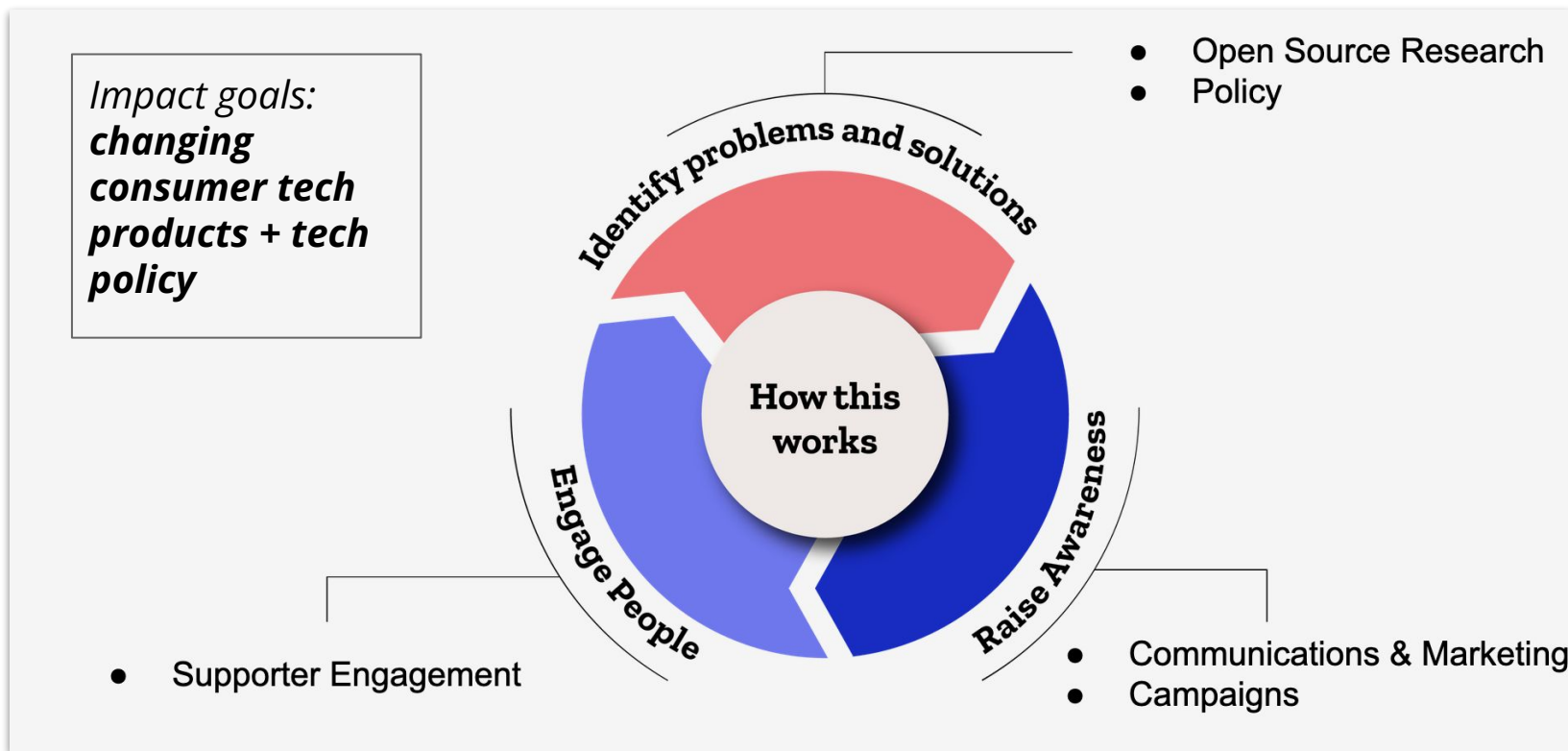
A mix of engagement opportunities drawing on Mozilla + movement activities to strengthen movement and funding.

Showcase MoFo in Mozilla's new brand and pan Mozilla comms campaigns.

Includes: shared governance of website, email, social.

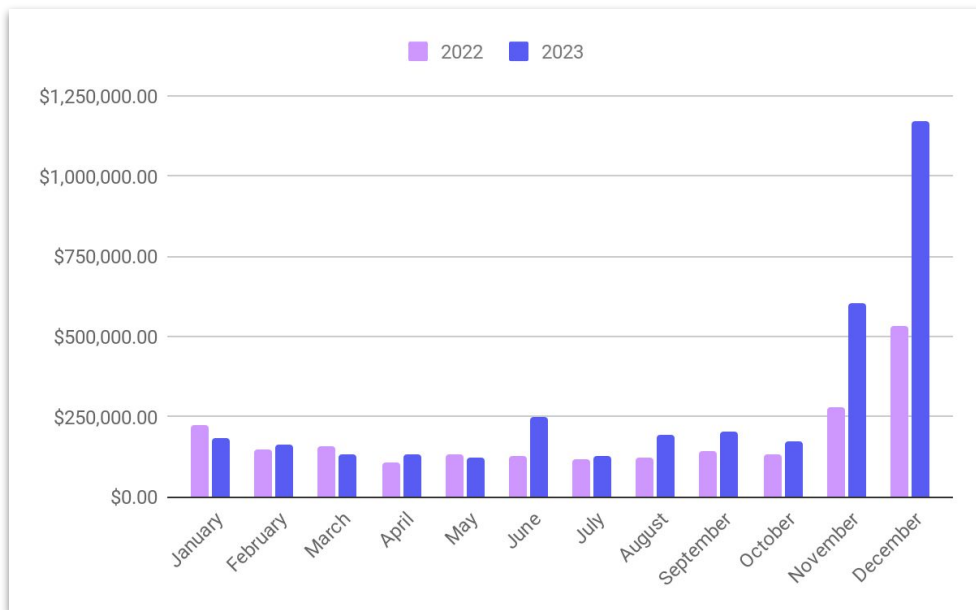
What does MoFo Programs do?

Global Advocacy Operating Model



What does MoFo Programs do?

Global Advocacy Fundraising *(grassroots)*

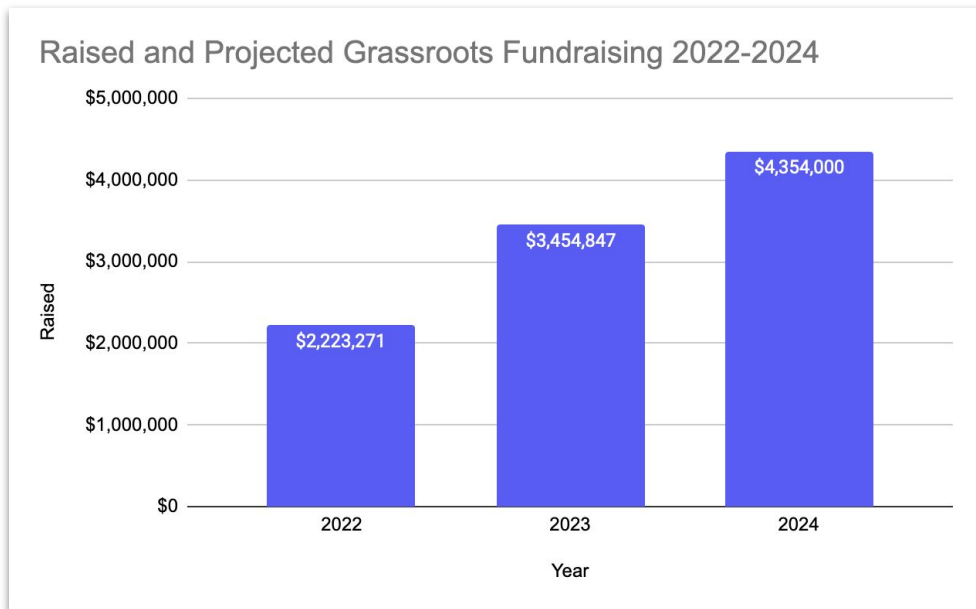


In 2023, we raised \$3.45M in grassroots donations - 55% more than the previous year.

In November, we began using the 'Reclaim the Internet' brand messaging and launched personalized content based on location, action and giving history (made possible through a collaboration w/ the Tech Platforms team).

What does MoFo Programs do?

Global Advocacy Fundraising *(grassroots)*



Our 2024 grassroots fundraising goals is \$4.35M - a 28% increase.

We are confident that we still have untapped income that will come from our investments in tooling, donor data and new messaging. We're also banking on income generated from new, pan-Mozilla channels.

Highlight: Fighting Browser Censorship in France



foundation.mozilla.org

Signez la pétition : dites NON à la censure d'Internet.

Le gouvernement français veut obliger les navigateurs web à censurer des sites web.

Sponsorisé par Mozilla Foundation

90,040 petition signers
(84K taking their first action in 3+ years)



foundation.mozilla.org

Empêchez le gouvernement français de transformer Firefox en outil de censure.

Le gouvernement français veut obliger les navigateurs web à censurer des sites web.

Sponsorisé par Mozilla Foundation

20K action takers from 'new tab' ads, and 25% of them became donors

▼ Déposé par :
M. Philippe Latombe



ARTICLE 6

Supprimer l'alinéa 3.

Exposé sommaire

Amendement dit « Mozilla ».

Actions generated attention + pressure among policymakers

Global Advocacy Learning

Learning #1 - We're an advocacy trailblazer. In 2017, we were leaders in launching corporate campaigns aimed at tech companies focused primarily on data privacy + transparency. Now, these are common - yet we are the most steadfast and successful. Our leadership on generative AI + consumer tech is sorely needed to shape/direct public opinion at this critical juncture.

Learning #2 - They (still) really like us. Last year, we invested in our engagement team staff, tools and data -- and it paid off. We bucked non-profit trends and increased our digital donations by 54% (a \$1.2M increase YOY). We also tripled our supporter engagement rates, with big increases outside of North America.

Learning #3 - Advocacy is central to the Mozilla Story. Mozilla's advocacy work has found a suitable - and enduring - home as part of the new Mozilla brand. "Reclaim the Internet" perfectly captures our mass mobilisation mission, and our joint Mozilla branding will increase our reach, income and impact in the years to come.

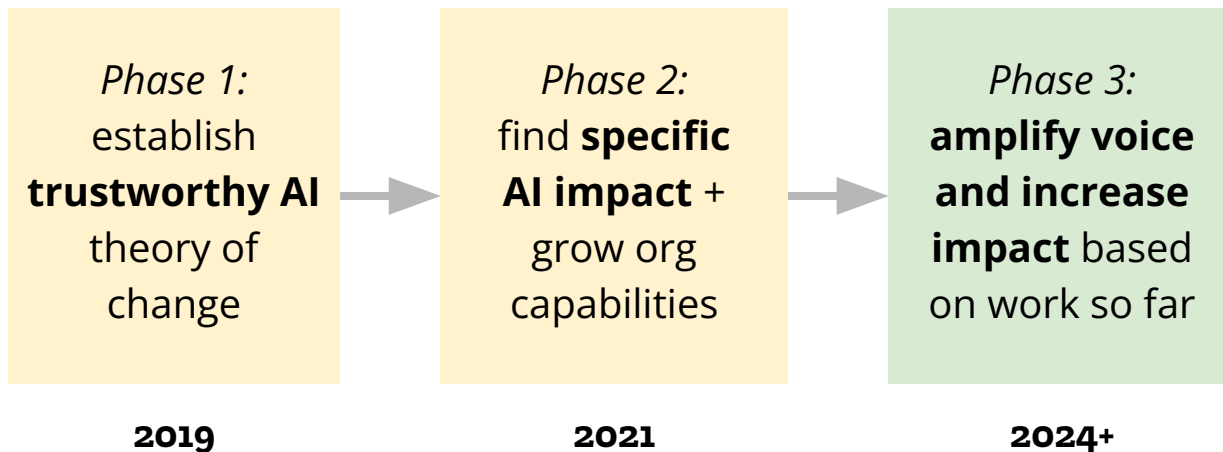
Evolving our AI strategy

discussion



Where are we?

We are moving into the **third phase** of our **trustworthy AI movement building** strategy ...



Where are we? (2)

In 2019, we decided to **focus Mozilla's movement building work on trustworthy AI**, as a way to establish us as a credible voice on current debates about tech + society.

In 2021, we focused this work on three themes — **transparency, data governance and bias** — to drive impact on specific outcomes in our theory of change. We also continued a broad focus on working with civil society to promote trustworthy AI (aka movement building).

As we look to 2024+, we propose to further simplify and hone areas where we have the most traction: partner w/ **civil society** to shift the narrative on AI; growing a **diverse set of humans building AI** trained in responsible tech; investing in data that fuels AI through open source and community projects.

The following slides walk through this journey, and offer examples of activities that we will focus on in 2024. **The 2024 priorities doc were included in the Board Book.**

Evolving our AI strategy

AI Theory of Change *(in theory)*

Short term outcomes
(1-3 years)Medium term outcomes
(3-5 years)Long term outcomes
(5+ years)

Long term impact

Best practices emerge in key areas of trustworthy AI, driving changes to industry norms.

Engineers, product managers, and designers with trustworthy AI training and experience are in high demand across industry.

Diverse stakeholders — including communities and people historically shut out of tech — are involved in the design of AI.

There is increased investment in and procurement of trustworthy AI products, services and technologies.

Shifting industry norms

The people building AI increasingly use trustworthy AI guidelines and technologies in their work.

More foundational trustworthy AI technologies emerge as building blocks for developers.

Transparency is included as a feature in more AI enabled products, services, and technologies.

Entrepreneurs develop — and investors support — alternative business models for consumer tech.

The work of artists and journalists helps people understand, imagine, and critique what trustworthy AI looks like.

Building new tech and products

Trustworthy AI products and services are increasingly embraced by early adopters.

Trustworthy AI products and services emerge that serve the needs of people and markets previously ignored.

Consumers are increasingly willing and able to choose products critically based on information regarding AI trustworthiness.

Citizens are increasingly willing and able to pressure and hold companies accountable for the trustworthiness of their AI.

A growing number of civil society actors are promoting trustworthy AI as a key part of their work.

Generating demand

Consumers choose trustworthy products when available and demand them when they aren't.

Governments develop the vision, skills, and capacities needed to effectively regulate AI, relying on both new and existing laws.

Progress towards trustworthy AI is made through wider enforcement of existing rules like the GDPR.

Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products and services.

Governments develop programs to invest in and incent trustworthy AI.

Creating regulations and incentives

New and existing laws are used to make the AI ecosystem more trustworthy.

Agency

All AI is designed with personal agency in mind. Privacy, transparency, and human well-being are key considerations.

Accountability

Companies are held to account when their AI systems make discriminatory decisions, abuse data, or make people unsafe.

In a world of AI, consumer technology enriches the lives of human beings.

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In 2021, we focused our programs on four topics:

1. **Transparency**
2. **Data governance**
3. **Bias and fairness**
4. **Movement building**

... which were tied back to the six short term outcomes on the left.

We also set a goal to increase our effectiveness as a movement building org (aka capabilities).

Evolving our AI strategy

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(1-3 years)

Medium term outcomes

(3-5 years)

Long term outcomes

(5+ years)

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Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products and services.

Governments develop programs to invest in and incent trustworthy AI.

In 2024+, we propose to simplify and focus on areas where we have the most traction:

1. Working w/ **civil society to shift the narrative on AI** and build power
2. Training and uplifting a **diversity of responsible tech professionals** to accelerate AI alternatives.
3. Seeding more foundational technology by investing in **AI building blocks like open + community owned data sets**

... with each area pointing at one of the three outcomes on the left. We also plan to invest in processes and policies that strengthen us as a diverse, global organization.

Evolving our AI strategy

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Governments develop the vision, skills, and capacities needed to effectively regulate AI, relying on both new and existing laws.

Progress towards trustworthy AI is made through wider enforcement of existing rules like the GDPR.

Regulators have access to the data and expertise they need to scrutinize the trustworthiness of AI in consumer products and services.

Governments develop programs to invest in and incent trustworthy AI.

There are many opportunities for collaboration as the rest of Mozilla — and many others — start to focus on trustworthy, open source AI.

The most notable example is on policy, with teams in bot MoCo and MoFo focused jointly on **supporting policy makers as they figure out how best to align AI with the interests of society.**

While not explicitly working on our theory of change, other parts of Mozilla are tackling topics like increased investment in trustworthy AI, creating better building blocks and making trustworthy AI relevant for consumers.

Other parts
of MozillaShared w/
Pan Moz

Where are we headed in 2024?

Short term outcome

Mozilla's approach

Civil society	A growing number of civil society actors are promoting trustworthy AI as a key part of their work. (STO 3.4)	Partner with civil society globally to build sustained political power and shift the public narrative on AI.
Humans building AI	A diversity of stakeholders — including communities and people historically shut out of tech — are involved in the design of AI . (STO1.3)	Train and uplift a diversity of responsible tech professionals who will accelerate trustworthy AI alternatives.
Data that fuels AI	More foundational trustworthy AI technologies emerge as building blocks for developers. (STO 2.1)	Build and fund the development and deployment of data sets, prioritizing open source and community-driven projects, to foster trustworthy AI.

Civil Society (2024 example)

Mozilla partners with civil society globally to build sustained political power and shift the public narrative on AI.



Example: Our latest *Privacy Not Included guide uncovered shocking data collection practices by car manufacturers, and sparked policymaker action. Citing our research, US Senator Ed Markey wrote to 14 US car companies demanding info about their data practices.

Next steps in 2024: We are leveraging this research to push for US federal privacy legislation + guide our GDPR review advocacy. Consumer orgs in Germany and Australia will replicate our work to support strong data protection laws. Australian consumer advocate org CHOICE has already used our research to pressure car manufacturers.

How this advances the STO: Civil society organizations globally (including us) are using the PNI research to highlight the need for strong data protection laws as a key component of AI regulation.

Humans building AI (2024 example)

We train and uplift a diversity of responsible tech professionals who will accelerate trustworthy AI alternatives.



Example: In 2023, the Responsible Computing Challenge supported 33 universities (\$2.7M) across Kenya, India, and the US to add responsible computing to their curriculum. The result: 1000s of students — the AI builders of tomorrow — wrestling with ethical issues in developing tech.

Next steps in 2024: The program will expand to South Africa and Ghana, and will start to work directly with students through clubs and internships. Seed funding will help establish an RCC Institute, offering professional development to professors around the world, eager to integrate RCC principles into their classrooms.

How this advances the STO: RCC is changing what and how future technologists learn. With its global expansion, the program is making sure a diversity of perspectives are shaping the future of AI.

Data that fuels AI (case study)

We build and fund the development and deployment of data sets, prioritizing open source and community-driven projects, to foster trustworthy AI.



Example: We provided \$1.3M+ in funding to technology projects in 2023, fueling the creation of 25 AI technologies, like *Te Hiku Media's* indigenous data license, enabling communities (starting with Māori language speakers) to maintain agency over their data.

Next steps in 2024: We'll double our technical funding, through Data Futures Lab grants focused on datasets and data licensing, Mozilla Technology Fund awards for AI technologies linking voice tech and environmental justice, and more.

How this advances the STO: Mozilla funds technical building blocks that are essential to the field but not necessarily profitable. In other words, others aren't going to fund them. If we want to see more open AI technologies and datasets like these, it's up to us.

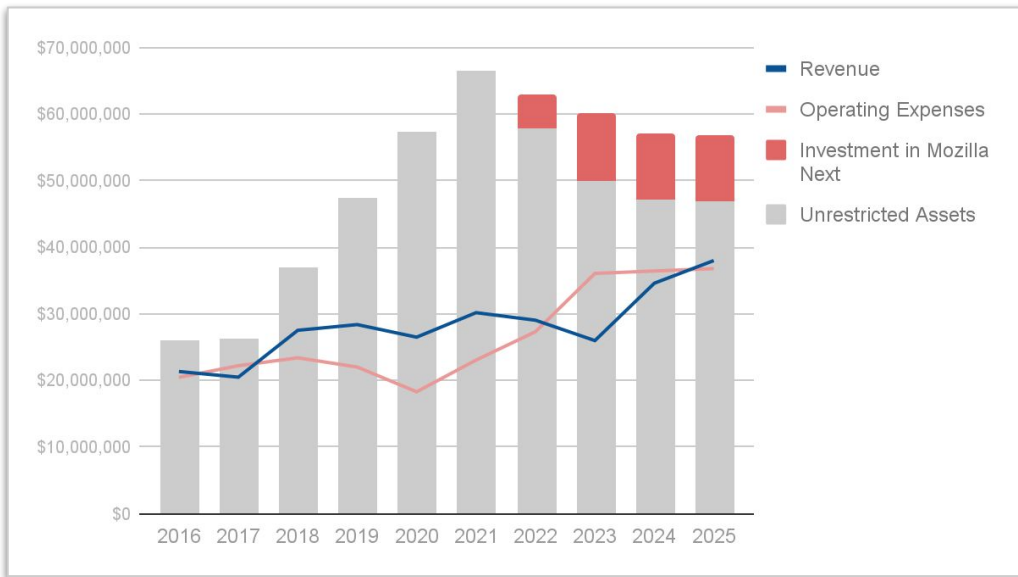
Financial Outlook + 2024 Budget

decisions



Reminder: investing to grow

MoFo Programs spent ~\$30M less than it earned between 2017 and 2021. Starting in 2023, we **agreed we would invest \$9.4M from reserves to support 'transitions'** (Africa, programs, fundraising, comp update), with the aim of getting back to break even by 2025. While these transitions are working, fundraising growth is slower than planned.



Adjusted 2023-2025 fundraising projections

We now have new talent, capabilities and technology finally in place. It took longer than expected to get to this point — which will make it **hard to hit our original three year growth target**. The exec team developed updated three year projections based on where we are:

	<i>Old 3-year target</i>	<i>New 3-year projection</i>	<i>Variance</i>
Online fundraising	\$15.1M	\$13.3M	(\$1.8M)
Institutional funding	\$29M	\$17.1M	(\$11.9M)
Total	\$44.1M	\$30.4M	(\$13.7M)

With our new capabilities, **we believe we can still hit — or exceed — the original targets, but it will take another year (2026)**. And we need to slow spending to match the pace of fundraising growth.

If we extend our original plan to 2026...

Simplified revenue / expense	2023 <i>budget</i>	2023 forecast	2024 budget	2025 plan	2026 plan
Royalty Income	\$17.3M	\$18.6M	\$18.5M	\$18.5M	\$18.5M
Fundraising Income	\$6.2M	\$7.9M	\$10.3M	\$12.3M	\$18.5M
Operating Expense	\$36.6M	\$34.5M	\$32.6M	TBD	TBD
Change in Net Assets	(\$11.8M)	(\$3.1M)	(\$2.8M)	TBD	TBD
Unrestricted Capital Spend	\$5.6M	\$2.8M	\$3.0M	Up to \$3.6M	Break even

Not shown are other revenue and non-operating expenses.



2023 revenue forecast

Revenue	2020 actual	2021 actual	2022 actual	2023 budget	2023 forecast	2024 budget
Trademark royalty	\$16.4M	\$20.0M	\$19.3M	\$17.3M	\$18.6M	\$18.5M
Restricted donations	\$4.9M	\$5.3M	\$6.1M	\$2.3M	\$3.6M	\$5.5M
Unrestricted donations	\$4.5M	\$3.5M	\$2.4M	\$3.3M	\$3.5M	\$4.4M
Federal/reimbursable grants	\$0.1M	\$1.1M	\$0.4M	\$0.7M	\$0.8M	\$0.5M
Other	\$0.2M	\$0.2M	\$0.8M	\$1.2M	\$1.3M	\$1.0M
Total	\$26.1M	\$30.1M	\$29.0M	\$24.7M	\$27.8M	\$29.8M

"Other" includes service agreements, bank interest, and MozFest sponsorships & ticket sales.



2024 revenue plan

Revenue	2020 actual	2021 actual	2022 actual	2023 budget	2023 forecast	2024 budget
Trademark royalty	\$16.4M	\$20.0M	\$19.3M	\$17.3M	\$18.6M	\$18.5M
Restricted donations	\$4.9M	\$5.3M	\$6.1M	\$2.3M	\$3.6M	\$5.5M
Unrestricted donations	\$4.5M	\$3.5M	\$2.4M	\$3.3M	\$3.5M	\$4.4M
Federal/reimbursable grants	\$0.1M	\$1.1M	\$0.4M	\$0.7M	\$0.8M	\$0.5M
Other	\$0.2M	\$0.2M	\$0.8M	\$1.2M	\$1.3M	\$1.0M
Total	\$26.1M	\$30.1M	\$29.0M	\$24.7M	\$27.8M	\$29.8M

"Other" includes service agreements, bank interest, and MozFest sponsorships & ticket sales.



Proposed 2024 MoFo programs budget

Overview	Restricted	Unrestricted	Total
<i>Starting net assets</i>	\$4.8M	\$55.1M	\$59.9M
Income	\$5.5M	\$24.3M	\$29.8M
Expense	\$4.9M	\$27.7M	\$32.6M
Non-opex	\$0M	\$0M	\$0M
Change in net assets	\$0.6M	(\$3.3M)	(\$2.8M)
<i>Ending net assets</i>	\$5.3M	\$51.8M	\$57.1M

Unrestricted expenses reflect \$3.0M in capital spend and \$0.3M from reimbursable or general operating grants classified as unrestricted for accounting purposes.



Appendix:

2023 Review

FYI



State of the Org

Organizationally, we have seen huge improvements over the last few years: our teams are aligned on goals and our systems are improving. **Staff 'engagement' is at 81%**, our highest since we started doing this survey and 11% higher than nonprofit benchmarks.

In 2023, we rolled out a new total compensation framework; and, generated over \$1.8M through active cash management.

We also **turned around fundraising and engagement declines thanks to new tech leadership and tooling**. Despite this progress, we're still behind schedule on our three year fundraising goals (see slide later in deck).

Financially, we remain on good footing. **We will only used \$2.8M of the approved \$5.6M 2023 capital spend down** for 'transitions' (fundraising and compensation) and long range program commitments (Mradi). We propose to carry over unused amount to 2024 budget.



2023 MoFo Programs: budget vs forecast

Overview	Budget	Forecast	Variance
<i>Starting net assets</i>	\$66.8M	\$63.1M	(\$3.7M)
Income	\$24.7M	\$27.8M	\$3.1M
Expense	\$36.6M	\$34.5M	(\$2.0M)
Non-opex	\$0M	(\$3.6M)	(\$3.6M)
Change in net assets	(\$11.8M)	(\$3.1M)	\$8.7M
<i>Ending net assets</i>	\$55.0M	\$59.9M	\$4.9M

Forecast based on Nov 30, 2023 close.



2023 MoFo Programs: unrestricted budget vs forecast

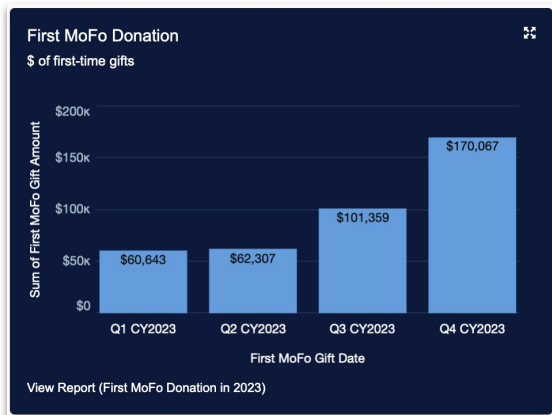
Overview	Budget	Forecast	Variance
<i>Starting net assets</i>	\$58.1M	\$54.4M*	(\$3.7M)
Income	\$22.5M	\$24.2M	\$1.7M
Expense	\$28.7M	\$27.3M	(\$1.4M)
Non-opex	\$0M	(\$3.7M)	(\$3.7M)
Change in net assets	(\$6.2M)	\$0.7M	\$6.9M
<i>Ending net assets</i>	\$51.9M	\$55.1M	\$3.2M

* This difference reflects a balance sheet clean-up. We transferred MoFo's historical investment in MoCo & MZLA from MoFo Program's balance sheet to Pan Mozilla's balance sheet.



Org effectiveness 2023 (case study)

Objective: enhance org capabilities to support more data-informed decision-making.



Example: We leveraged improvements to our donor data, new email marketing tooling and new fundraising leadership, to personalize, localize and segment our donor appeals. We also planned issue and fundraising campaigns in tandem.

Impact: Our 2023 grassroots donations were \$3.45M vs \$2.27M in 2022, a 51% increase. Fundraising from French supporters increased 6X after regional advocacy campaigns in France focused on preventing browser blocking.

Next steps in 2024: We'll leverage our learning, cleaner data, segmentation and better onboarding to increase engagement rates by 2X, from 250K to 500K total actions (including donations).

Org effectiveness 2023 *(results)*

Objective: enhance org capabilities to support more data-informed decision-making.

Key result	Target	Progress	Notes
Money mapping project approved and pilot with Strat Ops and MarComms underway	1	1	Outputs informed updated service agreements. Financial picture re: accompaniment and resource allocation requires new tooling + full org participation.
Diversity, equity, inclusion and belonging monitoring and evaluation framework completed	1	.5	2023-2026 impact areas: gender and racial justice, accessibility, and harm reduction. Specifics to come based on org and program prioritization for 2024+.
Donor data in Salesforce complete and accessible, enabling team(s) to make informed decisions	1	1	Went from not having reliable grassroots fundraising data to trustworthy data the team is actively using to inform decisions and track effectiveness of strategies focused on constituent acquisition and engagement.

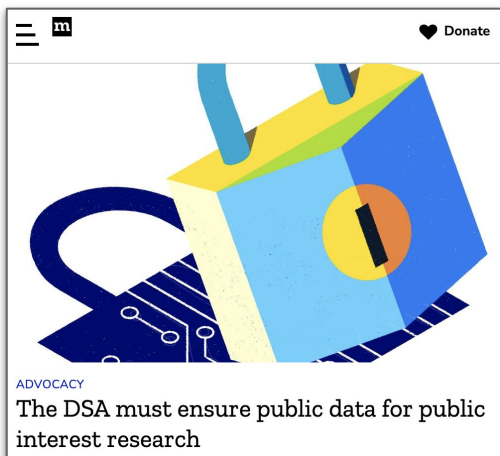
2023 Priorities (OKRs)

	<i>Objectives</i>	<i>Case study (example of results)</i>
Transparency	Test transparency practices to increase adoption by builders & policymakers.	Mozilla cited 9 times in the EU report on DSA Article 40 re: better access to data for researchers.
Data Stewardship	Accelerate equitable data governance alternatives to advance trustworthy AI.	Our Common Voice community launched four Kiswahili apps focused on local use cases.
Bias	Accelerate the impact of people working to mitigate bias in AI.	Abeba Birhane and Deb Raji have developed an Open Source Auditing toolkit focused on tools that can spot failures, bias and harms.
Movement Building	Partner with diverse orgs at intersection of their issues and trustworthy AI.	MozFest House Kenya convened 300 people from 30+ orgs to shape trustworthy AI on the continent.
Org Effectiveness	Enhance org capabilities to support more data-informed decision-making.	New tooling and real-time data helped us test and improve appeals and surpass targets. Raised \$2.25M as of 12/1 (more than our total from 2022).



AI transparency 2023 (case study)

Objective: Test AI transparency best practices to increase adoption by builders + policymakers.



Example: We provided [guidance on the implementation of the Digital Services Act](#) to the EU and to German, Slovak, Irish, and French regulators. This was a culmination of our sustained pressure campaigns aimed at Google for 3+ years, plus policy advocacy.

Impact: This positioned us as a leader in defining meaningful, equitable data access for civil society organisations and researchers. MoFo's recommendations are cited 9 times in the [EU Commission's report](#) guiding implementation.

Next steps in 2024: We'll test the data access provisions ourselves to ensure they're meaningfully and equitably applied, and release a scorecard to rate the legality and quality of the platforms' implementation.

AI transparency 2023 *(results)*

Objective: Test AI transparency best practices to increase adoption by builders + policymakers.

Key result	Target	Progress	Notes
Open Source Auditing Tools (OAT) implementation plan developed	1	0.5	Report delayed until Feb 2024; implementation to follow (H1 2024). Lead investigators (Deb Raji + Abeba Birhane) presented research insights in Senate panel.
Mozilla guidelines on open data sets are published	1	0	MoFo programs and grantees published multiple open data sets. However, we lacked staff capacity to publish guidelines in 2023.
3 convenings showcase our investments, learnings and multi-year plans for 3rd party auditing in policy contexts	3	3	Shared insights and guidance on 3rd party auditing at MozFest DSA panel and EU Public Data Access workshop. Led workshops engaging funders including OSF, Landecker, EU Climate Foundation, Mercator.

Data stewardship 2023 (case study)

Objective: Accelerate equitable data governance alternatives to advance trustworthy AI.



Example: We made significant Common Voice platform improvements to enable low/no-literacy communities to contribute their voices using auditory (vs. written) prompts.

Impact: Four apps using the Kiswahili dataset launched in Kenya, Tanzania and the Democratic Republic of Congo, including a voice-enabled chatbot to share agricultural info to help farmers increase their crop yields and income. Common Voice fellows were named to 100 Brilliant Women in AI Ethics and Business Daily Africa's Top 40 Under 40.

Next steps in 2024: We'll launch our first sovereign (community-led decision making) dataset and take steps to mitigate gender bias in 3 other Common Voice datasets.

Data stewardship 2023 (results)

Objective: Accelerate equitable data governance alternatives to advance trustworthy AI.

Key result	Target	Progress	Notes
Baseline and pipeline established for MozFest sessions focused on data stewardship	1	1	81 sessions focused on data stewardship at MozFest virtual, which helped us understand audience needs and translate them into the DFL Showcase format.
Accompaniment support to 3 Global Majority projects, creating pipeline for future DFL funding	3	3	Projects from Kenya, Brazil, Argentina presented in a “friendly Shark Tank”, receiving feedback on idea and pitch. Expanded to 5 additional people/orgs.
5 case studies on approaches to data donation published by DFL	5	5	Published 5 profiles about DFL grantees building data donation initiatives on the Foundation blog.

Bias in AI 2023 (case study)

Objective: Accelerate the impact of people working to mitigate bias in AI.



Trinity professor Abeba Birhane named to inaugural TIME100 AI List

The new TIME list features leaders, policymakers, artists and entrepreneurs focusing on AI from countries around the world

Example: We supported fellows Deb Raji and Abeba Birhane to develop the Open Source Auditing Tool (OAT) project, which is mapping the landscape. It focused on independent, 3rd party algorithmic auditing platforms and projects that can spot failures, biased outcomes and consequential harms.

Impact: The thinking behind this work has had a major impact even while the project has been under development. Abeba was quoted in 63 press articles and Deb in 19 stories. They were both in Time's '100 Most Influential People in AI'.

Next steps in 2024: We'll release a report of their findings and continue to elevate their (and other Mozilla alum) thought leadership to evolve public narratives about AI.

Bias in AI 2023 *(results)*

Objective: Accelerate the impact of people working to mitigate bias in AI.

Key result	Target	Progress	Notes
Test methods + impact of internal audit tools by MTF + Common Voice to 'builders'	3	1	MTF cohort leveraged MozFest sessions to introduce and get feedback on tooling. Workload prevented identifying and implementing other strategies.
15 demonstrated use cases for Common Voice data usage for non-dominant languages	15	6	5 use cases across 4 countries completed in education; 1 in healthcare. Progress limited due to relying on new, part-time community managers.
3 convenings showcase our investments, learnings and multi-year plans for 3rd party auditing in policy contexts	12	9	Deployed fellowship cohort + alumni to offer expertise and opinions in key media moments. Also provided expertise for EU/US/UK policymakers.

Growing across movements 2023 (case study)

Objective: partner with diverse orgs at intersection of their primary issues and trustworthy AI.



Example: MozFest hosted three thematically linked events in Amsterdam, Nairobi and online. Themes included: organizing in the age of algorithmic management; personal bravery to ignite collective action; and decoding digital labor.

Impact: Our community designed 557 sessions to interrogate AI's connection to labor, climate and gender and explored independent research, voice data in rural contexts, global majority innovation, regulation and policy opportunities and Indigenous Data Sovereignty.

Next steps in 2024: We have an ambitious 18 month plan for Mozfest with the aim of becoming *the* event for the entire Mozilla ecosystem: building with and for colleagues across MoCo, AI & Ventures.

Growing across movements 2023 (results)

Objective: partner with diverse orgs at intersection of their primary issues and trustworthy AI.

Key result	Target	Progress	Notes
5 orgs in Africa share regional Mozilla work with their social networks	5	5	Target was met thanks to a number of events in the region from Common Voice meetups to MozFest House Kenya.
Launch internal landscape analyses to inform engagement strategies in US, Europe, India	3	3	Inventory work helped to focus geographic areas for 2024-2026 narrative arcs, including US, Europe, India alongside Brazil and E/S Africa.
10% of MozFest constituents progress from 'subscribers' to active participants in one main strategic pillar/AI issue	10%	13.4%	A byproduct: 97% of MozFest attendees have never donated or signed one of our petitions. Exploring how to create more throughlines.

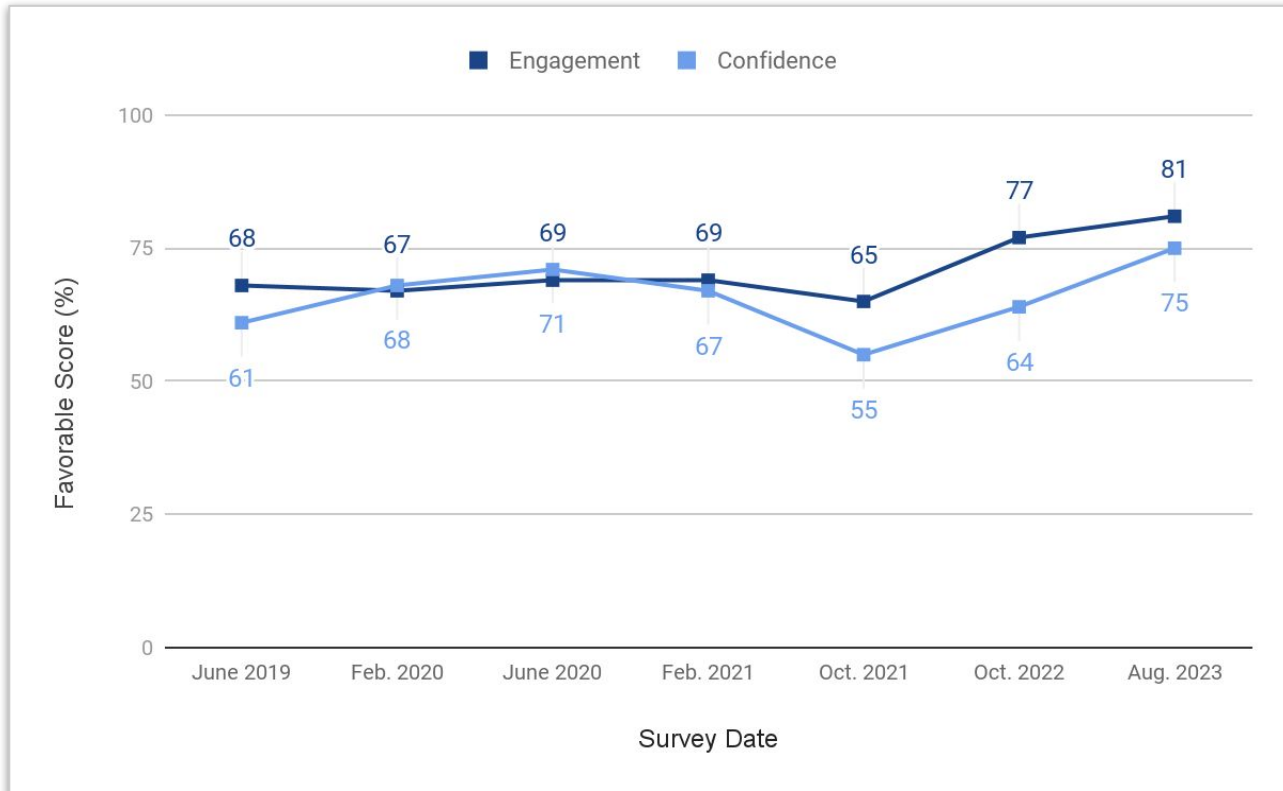
Appendix B

Engagement Survey

FYI



Engagement & Company Confidence, Factors



Key Takeaway: Highest scoring engagement survey

10 of 15 factors reached all-time high favorable scores

2023 score

Change since 2022 score

		2023 score	Change since 2022 score
1	Diversity, Inclusion, Equity & Belonging	87%	+3%
2	Alignment & Involvement	85%	+10%
3	Feedback & Recognition	84%	+11%
4	Leadership	83%	+6%
5	Teamwork & Ownership	82%	+3%
6	Engagement	81%	+4%
7	Learning & Development	78%	+7%
8	Company Confidence	75%	+11%
9	Action	67%	+12%
10	Execution	63%	+12%



Engagement Factor Questions

Questions	Favorable	Neutral	Unfavorable	Change	Benchmark
I am proud to work for MoFo	95%	5%	0%	+3%	+7%
I would recommend MoFo as a great place to work	93%	6%	1%	+4%	+14%
I see myself still working at MoFo in two years' time	79%	17%	4%	+10%	+16%
MoFo motivates me to go beyond what I would in a similar role elsewhere	76%	23%	1%	0%	+10%
I rarely think about looking for a job at another company	62%	26%	12%	+4%	+9%

Company Confidence Factor Questions (case study)

Questions	Favorable	Neutral	Unfavorable	Change	Benchmark
MoFo is in a position to succeed over the next three years	84%	14%	2%	+6%	+13%
MoFo effectively directs funding, people and effort towards organizational goals	66%	28%	6%	+17%	+5%



moz://a

Mozilla Foundation Program Board Meeting

February 21, 2024